

# Work-Life Balance 2000: Results from the Baseline Study

Terence Hogarth, Chris Hasluck and Gaëlle Pierre  
Institute for Employment Research

with

Mark Winterbotham and David Vivian  
IFF Research



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# **Work Life Balance 2000**

## **Results from the baseline study**

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with  
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## **KEY FINDINGS FROM THE WORK-LIFE BALANCE BASELINE STUDY**

In Spring 2000 the UK Government launched its *Work-Life Balance Campaign*. The campaign aims to raise employers' awareness of the business benefits of introducing policies and practices which help employees obtain a better balance between work and the rest of their lives. The campaign aims to benefit all employees and job seekers, not just those with children or adults to care for.

The Baseline Study's aim was to assess the extent to which employers operated work-life balance practices and whether employees felt existing practices met their needs. The study looked at policies and practices that:

- permitted some flexibility with respect to hours of work; and/or
- allowed people to work from home; and/or
- granted leave arrangements that allowed people to either meet their non-work commitments or realise their non-work goals; and/or
- provided workplace facilities to assist employees to attend work; and/or
- promoted communication and consultation between employers and employees over relevant issues.

### **The Baseline Study**

Three questionnaire surveys were conducted as part of the Baseline Study:

- i.a representative survey of 2500 workplaces with five or more employees (the Employer Survey);
- ii.interviews with the head offices of 250 workplaces that participated in the Employer Survey (the Head Office Survey);
- iii.a survey of 7500 persons in employment in workplaces with five or more staff (the Employee Survey).

The surveys covered Great Britain and interviews were conducted by telephone between April and July 2000. The sample of employers and employees were independently drawn. That is, the employees interviewed in the Employee Survey were not exclusively selected from the workplaces participating in the Employer Survey.

The key findings from the Baseline Study are outlined below.

### **Employer and Employee Support for Work-Life Balance**

- There is a high level of support for work-life balance. Many employers agreed with the view that people work best when they can strike a balance between work and the rest of their lives and that everyone should be able to balance their work and home lives in the way they want.
- Employers and employees agreed that while organisational goals have priority, employers have a responsibility to help people balance work and other aspects of their lives.
- Employees were less concerned than employers about any potential unfairness arising from work-life balance practices. Forty-three per cent of employers thought work-life balance practices were unfair to some staff but only twenty six per cent of employees thought that such work-life balance practices were unfair to people like them.

- People without caring responsibilities were no more likely to see work-life balance policies as unfair to them (25 per cent) compared to those with caring responsibilities (27 per cent).

## Working Time

- Almost 19 per cent of employees worked in workplaces operating 24 hours a day, seven days a week. Such workplaces constituted 11 per cent of all workplaces with five or more staff. One in eight employees worked on both Saturday and Sunday. Non-manual workers and those working in retailing and transport were most likely to work a non-standard working week.
- Most workplaces had staff working in excess of their standard working hours. The main reasons given by employers were a temporary increase in workload and a backlog of work.
- In many cases staff working in excess of their normal hours were not compensated in any way. In around two thirds of workplaces where senior managers and professionals worked additional hours no payment or time-off-in-lieu was provided. The corresponding figure for non-manual workers was 42 per cent and just 2 per cent for manual employees.
- Slightly over half of all employees worked at least some hours in addition to their fixed or standard hours. Employees who worked additional hours increased their working week by an average of around 9 hours a week: for full-time employees it was 9.7 hours and for part-time employees it was 6.7 hours a week.
- More than a quarter of full-time employees (28 per cent) worked **long hours** (49 or more hours a week) – 34 per cent of men in full-time jobs and 17 per cent of women in full-time jobs.
- Over 10 per cent of full-time employees worked **very long hours** (60 or more hours a week) – typically those in professional and managerial jobs. The proportion of men working very long hours was double that of women (12 per cent and 6 per cent, respectively).
- Those most likely to work long hours were men in couple households with dependent children. More than a third (34 per cent) worked 49 or more hours a week.

## Flexible Working Time Arrangements

- In 62 per cent of workplaces at least some staff were allowed to vary their hours (such as start late and make time up during lunch break). Around 58 per cent of men and 42 per cent of women said that they were able to vary their usual hours.
- Amongst employers offering part-time jobs, approximately half (53 per cent) said that changing from part-time to full-time would be acceptable at least in some cases. Similarly, half of employers (55 per cent) said that changing from full-time to part-time employment would be acceptable at least in some cases.
- Other than part-time working, only a modest proportion of employers operated flexible working time arrangements such as flexitime, term-term contracts, reduced hours, *etc.*

- Flexitime was the most frequently cited flexible working time arrangement other than part-time employment. Around 24 per cent of employees worked flexitime. These employees were predominantly employed in larger workplaces.
- There was a substantial demand for flexible working time arrangements from employees.
- Men and women slightly differed in their most preferred working practices. Male employees tended to want working time arrangements that allowed flexibility of working hours over the day, week or a longer period while female employees tended to prefer practices which allowed for discrete changes in working time. More men wanted flexitime, compressed hours, and annualised hours than women. Women were more likely than men to want term time working or reduced hours.

### **Working from Home**

- Approximately 20 per cent of employees worked from home at least occasionally. Men (24 per cent) were more likely to work from home than women (16 per cent) and so were managers and professional workers (35 per cent). Managers and professional workers accounted for nearly 80 per cent of all employees who worked from home at least occasionally.
- Of those employees not currently working from home, around a third said they would like to. However, only 7 per cent thought their employer would allow them to work at home. Overall, around 9 per cent of those not currently working at home wanted to do so and thought this feasible.
- The most frequently cited reasons for working from home given by employees were work-related. Few employees cited factors relating to caring needs as reasons for working at home.
- There are small regional differences in the extent of working from home. Employees in London and the South East were most likely to work from home at least occasionally (28 per cent and 24 per cent respectively) while those in the North East (14 per cent) and Scotland (16 per cent) were least likely to do so.

### **Leave Arrangements**

- Only a modest proportion of employers reported a detailed knowledge of changes in the maternity leave regulations (20 per cent), or the new parental leave regulations (24 per cent). Even where employers were aware of the detail of the new regulations, only a small proportion provided benefits in addition to the statutory minimum (16 per cent of those aware of the exact detail of the regulations for maternity leave, and 14 per cent for parental leave).
- Where employed full-time before, the majority of women returning from maternity leave switched to part-time work.
- Given a choice, more women said they preferred greater flexibility in their working arrangements on their return to work from maternity leave (55 per cent) to longer maternity leave.
- Employers were also asked about other kinds of leave they would potentially grant an employee. Most, but not all, employers provided bereavement leave. Over half provided leave for caring and more than 4 out of 10 provided paternity leave. Availability of career breaks and study leave was more modest with around a quarter providing career breaks and a fifth providing study leave.



- While a majority of employees believed that their employer would allow them various forms of leave if required, not all employees actually need such leave. Women were more likely than men to take leave to care for children or for others. Around 12 per cent of men (26 per cent of fathers), and 18 per cent of women (36 per cent of mothers), took leave to look after a child in the 12 months leading up to the survey.
- Leave for other forms of care was taken slightly less frequently by employees (11 per cent overall). Female employees being slightly more likely to have taken such leave than male employees. Around 5 per cent of male employees had taken paternity leave during the 12 months prior to the survey.
- Around 14 per cent of employees had taken bereavement leave during the 12 months prior to the survey. Around 7 per cent of employees had taken a career break. There was little or no difference between the proportion of men and women taking these types of leave.

### **Workplace Facilities**

- Only a tiny proportion of employers provided workplace facilities such as a crèche. Crèches were provided by 2 per cent of workplaces, subsidised nursery places by 1 per cent, and financial help for employees with other caring needs by 3 per cent.
- Overall, just under 18 per cent of workplaces provided some kind of childcare facility (such as a crèche, or information about childcare provision, etc.) and just under 30 per cent provided some kind of care facility (either in relation to childcare or caring for others).
- Employers were more willing to pay for facilities aimed at alleviating symptoms of workplace stress amongst their employees than providing facilities that might prevent stress arising in the first place.

### **Consultation, Communication, and Decision Making**

- The extent of consultation varied across workplaces and workforce. Where consultation took place, the incidence of flexible working practices was greatest.
- Other than consultation over hours of work, employers reported that management tended to decide alone about issues relating to leave or working at home. Consultation was greatest in large and unionised workplaces.
- Most workplaces (64 per cent) had no mechanism in place to monitor work-life balance practices.
- In multi-site organisations head offices tended to be more favourably disposed to work-life balance than the individual establishments for which they had a responsibility. Where head office influenced work-life balance practices this tended to increase take up.
- Management at individual workplaces retained considerable discretion about the form of and eligibility for work-life balance practices and this was also related to an increased take-up.
- Employees were more likely to report that consultation over work-life balance had taken place. 69 per cent of employees reported that their employer consulted them on work-life balance matters.

## **Costs and Benefits of Work-Life Balance**

- There was a consensus amongst employers that work-life balance practices improved certain aspects of work - work relations and staff motivation/commitment – and helped retain female employees and lowered labour turnover.
- The main advantage of work-life balance reported by employers was having happier staff. The main disadvantage was shortages of staff.
- A significant proportion thought that implementing such practices had increased managerial workloads and overall business costs.
- Business costs, however, need to be seen in a critical light. Long working hours and stress at work may also increase business costs through employees' sickness and decreased efficiency. The evidence points to work-life balance practices reducing such costs insofar as they are associated with happier and more committed staff.

## **Locating Work-Life Balance**

- Generally, the incidence of work-life balance practices and take-up of work-life balances was greatest in the public sector. It was in this sector that there was more likely to be written policies relating to work-life balance although this tended to widen rather than restrict employees eligibility to take up working practices.
- The number of people employed in a workplace was also related to incidence and take up. The more people employed in an establishment the more likely that work-life balance practices would be provided and taken up by employees. Written policies and trade union representation were more common in larger workplaces and these were related to a greater provision of work-life balance practices in workplaces.
- There was no dominant regional pattern in the data. Though labour markets tend to be under greater pressure in the South East than elsewhere there was no clear evidence of employers in that region being more likely to implement work-life balance practices as a means of recruiting and retaining staff than elsewhere in Great Britain.



# 1. INTRODUCTION

## 1.1 WHAT IS WORK-LIFE BALANCE?

In March 2000 the UK Government launched its *Work-Life Balance Campaign*. In support of that campaign a major investigation was launched into the current state of Work-Life Balance in Britain. This report provides findings from that study and in doing so is able, for the first time, to give a comprehensive assessment of the extent to which employers are able to provide terms and conditions of employment that satisfy business needs whilst recognising that their employees have demands made on them outside of the workplace.

Equal opportunities policies, rising levels of female labour force participation, demographic trends, and skill shortages are all associated with the introduction by employers of policies which attempt to accommodate family and working life<sup>1</sup>. In addition, a number of organisations, such as Opportunity Now, the European Commission, the Equal Opportunities Commission have been vocal in their support of the idea of work-life balance, stressing in equal measure both the business and social equity cases for the adoption of such policies<sup>2</sup>. The Employment Relations Act (1999) has raised the statutory floor regarding the rights of individual employees relating to parental leave *etc.*, and the Government's *Work-Life Balance Campaign* seeks to raise the standard of practice even further on a voluntary basis.

Central to the *Work-Life Balance Campaign* is a belief - supported by research evidence<sup>3</sup> - that everyone benefits from good practice in work-life balance. For instance:

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<sup>1</sup> Forth J., Lissenburgh S., Callender C., and N. Millward (1997). *Family Friendly Working Arrangements in Britain, 1996*, Department for Education and Employment Research Series, Sheffield; see also Callender C., Millward N., Lissenburgh S., and Forth J. (1997) *Maternity Rights and Benefits in Britain, 1996*, Department for Social Security Research Series, London, DSS.

<sup>2</sup> For example, see Lewis, S and Lewis, J. (eds.) (1996) *The Work-Family Challenge: Re-thinking Employment*, London, Routledge; CEC (1994) *Growth, Competitiveness, Employment: The Challenges and Ways Forward into the 21<sup>st</sup> Century*, CEC White Paper, Brussels, CEC (Chapter 8).

<sup>3</sup> S. Lissenburgh, C. Callender, and N. Millward, *Family Friendly Working Arrangements in Britain*, DfEE Research Series No.16, 1996; *Carers in Employment*, Carers in Employment Group/Princess Royal Trust for Carers, London, 1995; L. Worrall and C. Cooper, *The Quality of Working Life: 1999 Survey of Managers*, Institute of Management;

- business, through easier recruitment, improved retention, and easier service delivery;
- the economy, as the labour market grows more skilled and experienced people are available to work;
- parents and carers, who can spend quality time at home as well as providing financial support through work;
- people with disabilities, through improved access to work; and
- the workforce generally where they are better able to balance their work with other aspects of their lives.

The campaign aims to benefit all employees and job seekers, not just those with children or adults to care for.

The right balance between work and the rest of our lives varies from person to person and the policies and practices an employer can introduce will depend very much upon the organisational setting in which employees work. The Government's campaign encourages employers to adopt working practices which are consistent with business goals at the same time as improving their employees' work-life balance.

## **1.2 AIMS AND OBJECTIVES**

The Baseline Study's aim was to assess the extent to which employers operated work-life balance practices and whether employees felt existing practices met their needs. The study looked at policies and practices that:

- permitted some flexibility with respect to hours of work; and/or
- allowed people to work from home; and/or
- granted leave arrangements that allowed people to either meet their non-work commitments or realise their non-work goals; and/or
- provided workplace facilities to assist employees to attend work; and/or
- promoted communication and consultation between employers and employees over relevant issues.

## **1.3 STRUCTURE OF REPORT**

Chapter 2 provides a review of the literature germane to work-life balance. Chapter 3 provides details of the method adopted in the current study – the questionnaire surveys of employers (establishments), head offices, and employees - response rates, and the presentation of all data. Because the report provides a considerable amount of detail as a baseline study, Chapter 4 commences with an overview of work-life balance in practice. Chapters 5 to 9 then provide further information about working time, flexible working time arrangements, working at home, leave arrangements, and workplace facilities. Chapter 10 addresses the extent of consultation and communication over work-life balance, and in Chapter 11 the costs and benefits are considered. The place of particular groups of employees who may be faced with some difficulty when it comes to achieving a work-life balance is detailed in Chapter 12. Chapter 13 provides a conclusion.

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Institute for Employment Studies, *Family Friendly Policies: the business case*, DfEE Research Series, 1999; S. Dex and F. Scheibl 'Business Performance and Family Friendly Policies' *Journal of General Management*, Vol. 24, No.4, 1999; K. Purcell, T. Hogarth and C. Simm *Whose Flexibility?*, Joseph Rowntree Foundation/York Publishing, 1998

## 2. WORK-LIFE BALANCE

### 2.1 INTRODUCTION

Until recently the debate surrounding work-life balance had focused on the family<sup>4</sup> and the position of carers<sup>5</sup>. Though these were much deserving of attention there was also a need to be comprehensive in the approach to analysing the balance that employees and employers strike between work and life outside of work. Recent evidence suggests that the debate is moving on from 'family friendly' to a wider set of concerns that relate to all aspects of the balance between work and life<sup>6</sup>. Though few employees are likely to achieve a perfect work-life balance, it is apparent that some groups face considerable difficulty achieving a sustainable or desirable one. Lone parents and people with substantial caring responsibilities come immediately to mind<sup>7</sup>, but there are also groups of employees who whilst having a more privileged position in the labour market have nonetheless achieved a significant degree of imbalance in their lives. The long hours culture that has, according to some evidence, developed in many organisations can exact a heavy psychological and physical toll on some staff<sup>8</sup>.

The following sections summarise the regulatory floor relating to work-life balance, the business case, and related issues.

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<sup>4</sup> S. Lissenburgh, C. Callender, and N. Millward, *Family Friendly Working Arrangements in Britain*, DfEE Research Series No.16, 1996; H. Wilkinson (ed) *Family Business*, Demos, London, 2000.

<sup>5</sup> *Carers in Employment*, Carers in Employment Group/Princess Royal Trust for Carers, London, 1995

<sup>6</sup> Russel and Bourke, 'Where Does Australia Fit in Internationally with Work and Family', *Australian Bulletin of Labour*, Vol.25, No.3, September 1999.

<sup>7</sup> S. Dex (ed.) *Families and the Labour Market*, Family Policy Studies Centre/Joseph Rowntree Trust, 1999.

<sup>8</sup> L. Worrall and C. Cooper, *The Quality of Working Life: 1999 Survey of Managers*, Institute of Management.

## 2.2 THE EMPLOYMENT RELATIONS ACT (1999) AND WORK-LIFE BALANCE

The Employment Relations Act 1999 sets out the legal minimum required of employers with respect to certain employment rights:

- the provision for maternity leave specifies that a period of ordinary maternity leave should last for a minimum of eighteen weeks with the start and end dates determined by the employee concerned. The right of the employee to return to the same job they held prior to their absence with respect to seniority, terms and conditions of employment, and pension rights is reaffirmed;
- the Act specifies the conditions under which an employee may be absent for the purposes of caring for a child. Parents qualifying for parental leave under the Act are entitled to 13 weeks parental leave. How and when such leave is taken is subject to workplace agreements or the fallback practice specified in the legislation;
- provision relating to time off for dependants is also laid out within the Act. Employees are entitled to take time off for reason of disruption to the care of a dependant. A dependant is defined as a spouse, child, parent, or someone living in the same household as the employee. Under the Act, the entitlement to time off to care for dependants is limited to short-term, unexpected or emergency situations in which the employee has to deal with the ensuing situation. The employee is under an obligation to inform their employer as soon as possible of their absence, the reason for it, and its estimated duration.

The Employment Relations Act 1999 gave the Secretary of State power to introduce regulations to end less favourable treatment of part-time workers in respect of their terms and conditions of employment. The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 came into force in July of that year. The Act also made provision for the Government to encourage opportunities for part-time working. To this end, a plain English guide to part-time working (Part-time Work: The law and best practice) was drawn up in conjunction with a variety of organisations such as the Confederation of British Industry, the Trades Union Congress, the Equal Opportunities Commission, and the Federation of Small Businesses.

## 2.3 EXTENT OF WORK-LIFE BALANCE WORKING PRACTICES

The development of concern about achieving a better balance between work and non-work stems from a recognition that the structure of the workforce has changed significantly throughout the latter half of the 20th century in the UK, due to increased female participation rates, industrial restructuring, the impact of technology, and employers' human resource strategies. In 1951, 31 per cent of the workforce was female<sup>9</sup>, whereas by 1996 it was 46 per cent and is projected to reach 50 per cent by the turn of the century<sup>10</sup>. Most of the increase in women's employment has been in the expanding services sector, and although a high proportion of such new jobs have been part-time, low skilled and low paid, with little prospects of career development<sup>11</sup>, women's full-time employment has also been expanding. At the same time, women's and men's work histories have been converging, with both entering the labour market later, on average, than previous generations, and tending to remain in employment for an increasingly similar length of working life. A growing proportion of women has been taking advantage of maternity leave provisions to remain in employment or to take progressively shorter career breaks for family building<sup>12</sup>. In 1973, 48 per cent of mothers of dependent children were economically active, compared with 60 per cent in

<sup>9</sup> C. Hakim, (1996) *Key Issues in Women's Work*, London: Athlone.

<sup>10</sup> R. Wilson, (1997) 'UK Labour Market Prospects' in R. M.Lindley and R.A. Wilson (eds.) *Review of the Economy and Employment*, Coventry: Institute for Employment Research.

<sup>11</sup> S. Dex (ed.) *Families and the Labour Market*, Family Policy Studies Centre/Joseph Rowntree Trust, 1999

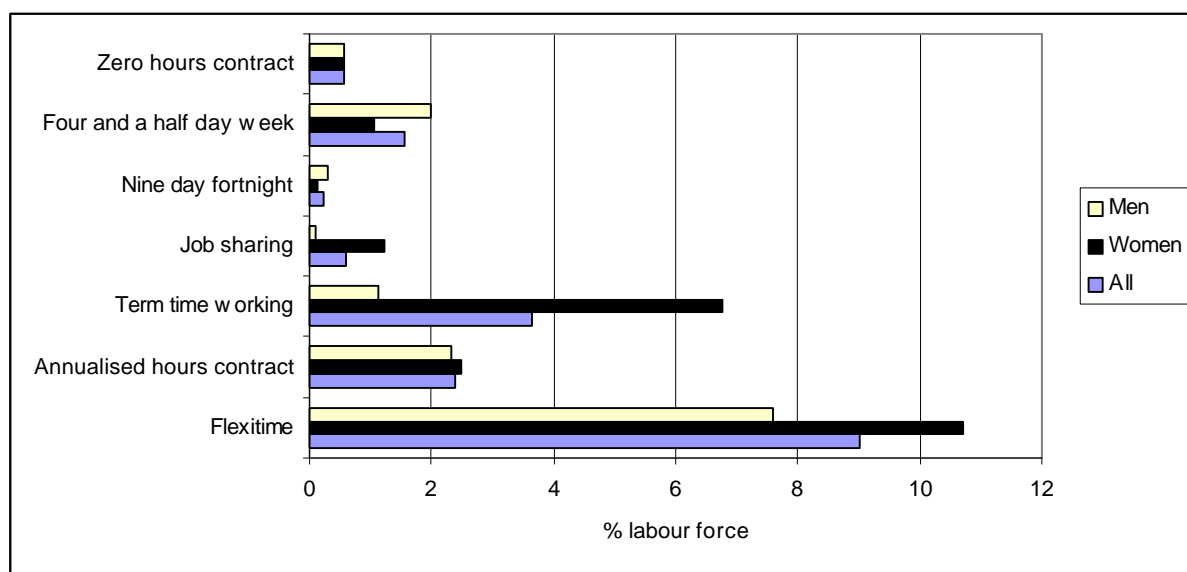
<sup>12</sup> CSO 1995 *Social Focus on Women*, London: HMSO.

1996<sup>13</sup>. The participation rate of mothers of children under four years of age rose from 26 per cent to 48 per cent in the same period.

In 1996 just 5 per cent of employers provided maternity leave, paternity leave, childcare arrangements, and other non-standard working practices as part of their family friendly human resource policy, but 19 per cent provided three out of four categories, and 65 per cent provided two out of four<sup>14</sup>. The available evidence also demonstrates that family friendly policies assist with the labour market participation of those with family responsibilities. The data, however, are now somewhat dated. This, taken together with the extension of the concept of work-life balance to all employees, demonstrates the need for the new survey reported here.

Flexible working time arrangements can provide both employers and employees with much needed flexibility to sustain the employment relationship. *Figure 2.1* provides the distribution of various types of non-standard working hours from the Labour Force Survey. In general there appears to be fairly low incidence of such arrangements, even flexitime. It is also apparent that there is a gender dimension with a greater proportion of women working with term-time contracts. The evidence also points to a significant proportion of the labour force employed outside of standard opening hours – working evenings, nights, Saturdays, and Sundays (see *Figure 2.2*). The flexible working time arrangements and non-standard working times depicted in the data show the extent of variability of working arrangements in the economy which are likely to have a bearing on work-life balance.

**Figure 2.1**  
**Percentage of the labour force with non-standard employment contracts**



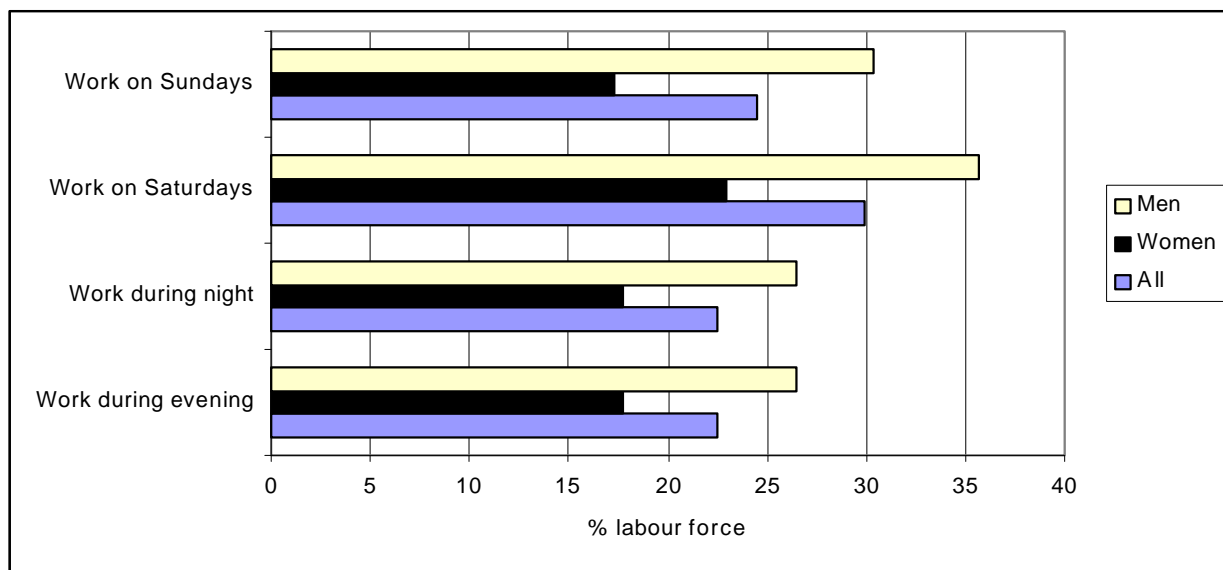
Source: Labour Force Survey, Spring 1999

<sup>13</sup> CSO (1996) *Living in Britain: Preliminary Results from the 1995 General Household Survey*, London: The Stationery Office.

<sup>14</sup> Forth, J., Lissenburgh, S., Callender, C., and N. Millward (1997) *Family Friendly Working Arrangements in Britain, 1996*, Department for Education and Employment Research Series, Sheffield, DfEE; see also Callender, C., Millward, N., Lissenburgh, S., and Forth, J. (1997) *Maternity Rights and Benefits in Britain, 1996*, Department for Social Security Research Series, London, DSS.



**Figure 2.2**  
**Percentage of the labour force with non-standard hours of work**



Source: Labour Force Survey, Spring 1999

## 2.4 EQUAL OPPORTUNITY CONSIDERATIONS

Research indicates that women continue to take responsibility for primary parenting and most domestic work in most households<sup>15 16</sup>, including care of the disabled and elderly in the community. This potentially limits their capacity to participate in the labour market<sup>17</sup>. There is, however, evidence of an increase in the extent to which men do unpaid work in the home<sup>18</sup>. A more joint domestic division of labour is most advanced in households where both partners are in full-time employment<sup>19</sup>. Though women may continue to be forced to make choices between employment, career development and family to a substantially greater extent than men<sup>20</sup>, the rising level of female labour market participation has implications for fathers where both parents are in employment.

From the point of view of employers, however, questions of equity are perhaps less important than organisational efficiency.

## 2.5 EMPLOYERS' AND EMPLOYEES' UTILITY

Work-life balance practices are widely accepted by policy-makers to be positive and although they may incur immediate costs to employers, likely to be cost-effective in the

<sup>15</sup> Hoschild, A. (1989), *The Second Shift: Working Parents and the Revolution of Home*, London: Piatkus

<sup>16</sup> Brannen, J, G. Meszaros, P. Moss and G. Polard (1994), *Employment and Family Life: A Review of Research in UK*, Sheffield: Employment Department.

<sup>17</sup> Worman, D. (1990) 'The forgotten carers', *Personnel Management*, Vol. 22, No.1, January.

<sup>18</sup> Gershuny, J., Godwin, M. And S. Jones (1994) 'The Domestic Labour Revolution: a Process of Lagged Adaptation' in M. Anderson, F.Bechhofer and J. Gershuny (eds.) *The Social and Political Economy of the Household*, Oxford: Oxford University Press.

<sup>19</sup> Vogler, C. (1996). 'Money in the Household' in M. Anderson, F.Bechhofer and J. Gershuny (eds.) *The Social and Political Economy of the Household*, Oxford: Oxford University Press; Purcell, K. (1996) 'Researching value-loaded issues: the management of food in households', in L. Morris and E.S. Lyon (eds) *Gender Relations in Public and Private: New Research Perspectives*, London: Macmillan.

<sup>20</sup> Wajcman, J. (1996) 'Women and Men Managers' in R. Crompton, D. Gallie and K. Purcell (eds.) *Changing Forms of Employment: Organisations, Skills and Gender*, London: Routledge.

medium to long term<sup>21</sup>. Such policies, it has been suggested, lead to reductions in turnover, retention of skilled employees, increased organisational loyalty, and more effective, committed effort. Evidence in support for this has been almost exclusively from large organisations<sup>22</sup>, which raises questions about the situation in small and medium-sized enterprises (SMEs). Such employers generally accept the business case for achieving a good balance between the demands of work and life: that is, that policies which recognise and take account of the fact that employees have responsibilities beyond the workplace, lead to reduced turnover and increased organisational loyalty, particularly among highly-qualified women. There is limited hard evidence about the financial pay-off of such policies, but it has been suggested that in the case of one major bank, annual recruitment and training costs were reduced<sup>23</sup>. Recent case study research conducted for DfEE suggests that SMEs can benefit from the application of family friendly policies, although this finding was based on a limited number of case studies<sup>24</sup>.

A further element is the extent to which work-life balance practices are generally applicable across all grades of staff. Those lower down the occupational hierarchy are sometimes ineligible for some benefits (e.g. occupational maternity pay) or unaware of relevant company policies. In some cases, the seniority of staff may result in some work-life balance practices being unavailable to them. Where professional and managerial staff are eligible to make use of work-life balance practices, they may be reluctant to do so if there is a perception that they may harm their career progression. Where policies are operated informally, this is sometimes limited to white collar staff who may earn no more than their blue collar counterparts but who enjoy a much wider range of employee benefits and thereby share more in common with managers and professionals.<sup>25</sup>

## 2.6 CONCLUSION

The summary discussion above has tried to illustrate that work-life balance is not just about pursuing a business case over the short-term. Where it is seen to work effectively it can provide significant business benefits over the short-term, but raising staff motivation, job satisfaction, and worker loyalty may take longer to achieve. There is also a question about how instrumental employers are when introducing work-life balance policies. Are they looking for returns that are measurable and immediate or is there a realisation that work-life balance is part of a wider human resource outlook that seeks to establish an organisation as an 'employer of choice' over the medium term, or are they simply following a common sense approach that dictates that good staff need to be treated well<sup>26</sup>.

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<sup>21</sup> *Changing Patterns in a Changing World: A discussion document*, DfEE, London, 2000; S. Dex and F. Scheibl 'Business Performance and family-Friendly Policies', *Journal of General Management*, Vol. 24, No.4, 1999

<sup>22</sup> Lewis, S. with Watts, A. and Camp, C. (1996) 'Developing and Implementing Policies: Midland Bank's Experience' in Lewis, S and Lewis, J. (eds) *The Work-Family Challenge: Re-thinking Employment*, London, Routledge

<sup>23</sup> Lewis, S., with A. Watts and C. Camp (1996), 'Developing and Implementing Policies: Midland Bank's Experience' in S. Lewis and J. Lewis (eds) *The Work-Family Challenge: Rethinking Employment*, London: Sage.

<sup>24</sup> S. Bevan, S. Dench, P. Tamkin, and J. Cummings, *Family Friendly Employment: the Business Case*, DfEE Research Report. No.16, 1999.

<sup>25</sup> D. Lockwood (1964) *The Blackcoated Worker*, Oxford University Press, Oxford; K. Purcell *et al* (1999) *Whose Flexibility?*, York Publishing/Joseph Rowntree Foundation, York.

<sup>26</sup> *Fortune 100 Good Employers*, Fortune website.



## **3. METHOD**

### **3.1 WORK-LIFE BALANCE BASELINE SURVEYS**

Prior to this research project, much of the evidence relating to work-life balance has been based either on a limited number of observations or was obtained indirectly from investigations where the primary purpose was something other than work-life balance practices. The current study is based on three questionnaire surveys that directly addressed work-life balance:

- i. a representative survey of 2500 employers with five or more employees at the establishment level (the Employer Survey);
- ii. interviews with the head offices of 250 establishments that participated in the Employer Survey (the Head Office Survey);
- iii. a survey of 7500 persons in employment (the Employee Survey).

The surveys covered Great Britain and interviews were conducted by telephone between April and July 2000. The sample of employers and employees were independently drawn. That is, the employees interviewed in the Employee Survey were not exclusively selected from the establishments participating in the Employer Survey. The Employee Survey asked questions about the characteristics of the establishment where the respondent worked. This allows the Employer and Employee surveys to be matched with respect to the characteristics of the establishment. For instance, the reports of employees working in manufacturing establishments with 500 or more employees in the Employee Survey can be matched against the responses of employers with these characteristics in the Employer Survey.

## **3.2 SAMPLE SELECTION**

### **3.2.1 The Employer Survey**

The Employer Survey is based on establishments. The sample source for establishments was BT's Business Database. This is a database of some 1.7m business locations with a business telephone line - establishments are included independent of whether BT or another company is their telecoms supplier. As well as having extensive coverage of the universe of establishments, the database is regularly updated, with approximately 120,000 records checked and amended each month, including the addition of new business start-ups. Though it is by no means comprehensive, its key shortfall in coverage, that of small businesses operating from domestic telephone numbers, was not a real issue for this survey, since establishments with less than five staff at the site were excluded.

The questionnaire was piloted prior to the main stage. Two pilots were undertaken because of changes after the first pilot necessary to reduce the interview length. The first pilot took place from 15<sup>th</sup>-17<sup>th</sup> March, the second from 28<sup>th</sup>-30<sup>th</sup> March 2000. The main stage of fieldwork took place from 4<sup>th</sup> April to 30<sup>th</sup> May 2000. The response rate for the survey was 48 per cent (see *Appendix B for further details*).

### **3.2.2 Head Office Survey**

This element of the research was conducted among head offices of those multi-site organisations where the head office had not been interviewed in the survey of establishments. Of the 2,500 interviews with establishments, 945 were with branches of larger organisations. Once duplicates were removed (where more than one branch of the same organisation was interviewed), this left 606 potential head offices to be contacted.

Respondents for the Employer Survey were asked to provide details of the person to contact at the head office. Where this was not provided business directories were used to find the telephone number for the head offices.

The main stage of fieldwork took place from 12<sup>th</sup> June - 12<sup>th</sup> July 2000. This was preceded by a small-scale pilot exercise, from which only minor amendments were made. 250 interviews were achieved.

### **3.2.3 The Employee Survey**

A random computer-generated sample was used for this element of the survey to ensure that ex-directory numbers (thought to represent one in three households) were included. This Random Digit Dialling (RDD) sample was purchased from Direct Select.

Respondents were screened to see if they worked in an establishment with five or more staff, or were on sickness or maternity leave from such an organisation. If not the respondent was asked if anyone else in the household worked in such an organisation, and if so the interview was transferred to that person. The following were all excluded from the survey:

- employees in establishments with less than five staff;
- self-employed persons;
- proprietors and owners; and
- those under 16 years of age and those aged over 65.

No quotas were set at the start of the fieldwork, but key variables (such as age, gender, employment status, and sector) were monitored throughout the course of the fieldwork.

Towards the end of the fieldwork quotas were introduced on gender to increase the proportion of men being interviewed.

The main stage of fieldwork took place from 13<sup>th</sup> April - 2<sup>nd</sup> July 2000. The main stage was preceded by two pilots, conducted on 5-6<sup>th</sup> April and 10-11<sup>th</sup> April 2000. The response rate from the survey was 58 per cent (*see Appendix B for further details*).

### 3.3 REPORTING OF RESULTS

Data from the Employer and Employee surveys were weighted to correct for the sampling to bring the data back into line with what is known about the population of establishments and persons in employment (*see Appendix B*).

For the Employer Survey two weights were used:

- an **establishment based measure** - 2500 establishments unless otherwise stated which adjusts for differential sampling and non-response. Where the establishment weighted measure is presented in tables the base has been grossed up to the **population of establishments** – 655895 establishments with five or more employees; and
- an **employee based measure** - 80364 observations, unless otherwise stated, which further weights the data according to the number of employees in the establishment. This provides a measure of the proportion of the workforce which are covered by the policies and practices introduced by establishments.

Findings from the Employer Survey are reported in two ways. First, they are shown as the proportion of workplaces operating a given practice: this is indicated in tables and charts as *% establishments* or *establishments*. Second, as the proportion of employees in the total workforce employed in those workplaces: this is indicated in tables and charts as *% employees* or *employees*.

The employee weighted base was calculated by multiplying each response by the number of people employed in the establishment<sup>27</sup>. One of the reasons for undertaking the Employer Survey was to capture information about the coverage of various working practices that may contribute to work-life balance. An establishment, for instance, that employs 1500 employees and operates, say, flexitime, is influencing the potential take-up of flexitime much more than an establishment that has ten employees. Hence the need, in some instances, to weight establishments by their number of employees. If the employee weighted measure is grossed up to the population of establishments, the employee weight should give a figure close to the total labour force in employment.

Due to sample size considerations, percentages have not been reported where the unweighted base in either the Employer or Employee surveys is below 25. This is indicated by an . Where the unweighted base is above 25 but below 50, cell percentages should be treated with caution.

<sup>27</sup>

The employee weighted base gives information about the proportion of employees that are covered by a particular working practice. If it is reported that 25 per cent operated flexitime, this means that 25 per cent of employees were employed in establishments that operated flexitime.



## 4. INCIDENCE OF ACTIVITIES

### 4.1 INTRODUCTION

Before providing a detailed account of each type of practice or combination of practices, this chapter briefly outlines, from the survey data, the following groups of work-life balance practices:

- when people work;
- where people work;
- leave arrangements;
- provision of facilities.

The employee perspective on work-life balance practices provides a counterpoint to that of employers and provides the potential to confirm the reported incidence of particular working practices or to suggest differences. It needs, however, to be noted that there are several reasons other than a simple disagreement between employer and employee accounts of the extent of work-life balance practices that might account for differences between the two survey findings. First, both the employer and employee data were derived from samples, albeit large ones and sampling variation may result in some differences. Secondly, the employers and employees in the samples were independently drawn so that the employer data are referring to a different set of employers to those for whom the employees are likely to be working. So long as the employers and employees samples are representative of their respective populations this should not matter to any great extent. More fundamentally, the perspectives of employers and employees are different in focus; the former on the establishment and the latter on the individual. Thus a situation might exist where, just as an illustration, very few individuals worked in a job-share but since there were a few individuals in each establishment, all employers could legitimately report that their business had employees on a job-share. The incidence of reported job-sharing across employers is 100 per cent while the incidence across employees is small.



Results are provided below relating to each of these practices. Employer data are presented using the employee weighted and establishment weighted measures (see Chapter 3).

## 4.2 WHEN PEOPLE WORK

### 4.2.1. The working week

Working Monday to Friday, 9am to 5pm is usually thought of as a 'typical working week'. This was the most common arrangement found in the Employer Survey<sup>28</sup> (see Table 4.1). Almost 39 per cent of establishments, covering over 40 per cent of employees, operated in that manner. Nevertheless, many establishments operated outside of the typical working week. Almost 11 per cent of establishments covering almost 19 per cent of employees never closed (operating 24 hours a day, seven days a week).

The general trend away from the standard working week towards 24-hour and seven-day service is also evident from the Employee Survey. While 83 per cent of employees actually worked during Monday to Friday, only 35 per cent worked a standard week (restricted to Monday to Friday, 8-10am to 4-6pm). The conventional working week was most common amongst employees in production activities such as manufacturing (92 per cent) and construction (96 per cent) and least common in activities providing services directly to the public, such as education, health and other services (78 per cent) and retail and wholesale (67 per cent).

Developments such as Sunday trading have encouraged working at weekends. Around 40 per cent of employees in retail and wholesale distribution worked on Saturday and 21 per cent on Sunday. Overall, around 13 per cent of employees reported working on Saturdays and one in eight reported that they worked on both Saturday and Sunday.

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<sup>28</sup>

Monday to Friday, starting between 8.00 and 10.00 and finishing between 4.30 and 6.30.

**Table 4.1**  
**Days and hours of business at establishments**

Usual Business Days and Hours	Per cent of establishments	Per cent of employees
column percentages		
<b>Monday – Friday</b>	<b>51</b>	<b>56</b>
Standard hours	39	40
24-hour	1	2
Other	12	13
Don't know	0	0
<b>Six days a week</b>	<b>16</b>	<b>10</b>
Standard hours	9	5
24-hour	1	1
Other	6	4
Don't know	0	0
<b>Seven days a week</b>	<b>30</b>	<b>33</b>
Standard hours	3	3
24-hour	11	19
Other	16	11
Don't know	1	1
<b>Other</b>	<b>2</b>	<b>2</b>
Standard hours	1	0
24-hour	0	0
Other	1	1
Don't know	0	0
<b>Total</b>	<b>100</b>	<b>100</b>
Weighted Base	2500	80364
Unweighted Base	2500	2500

Base: All Establishments

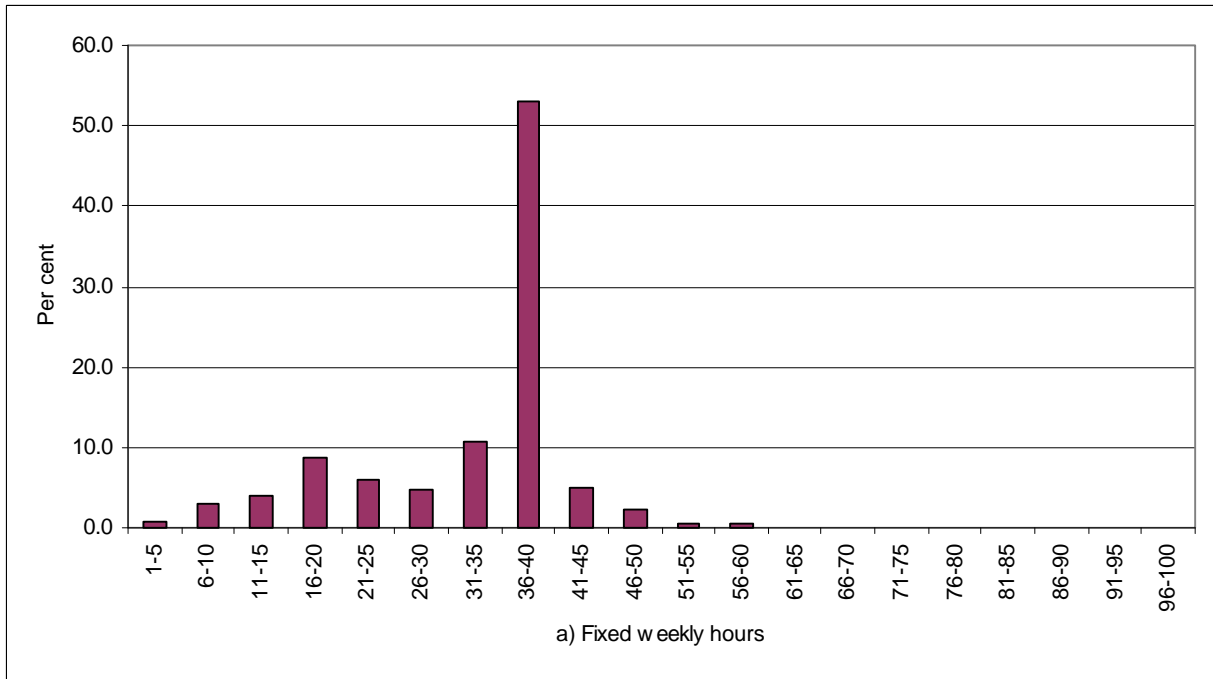
Source: WLB 2000: Employer Survey (IER/IFF)

#### 4.2.2 Weekly hours of work

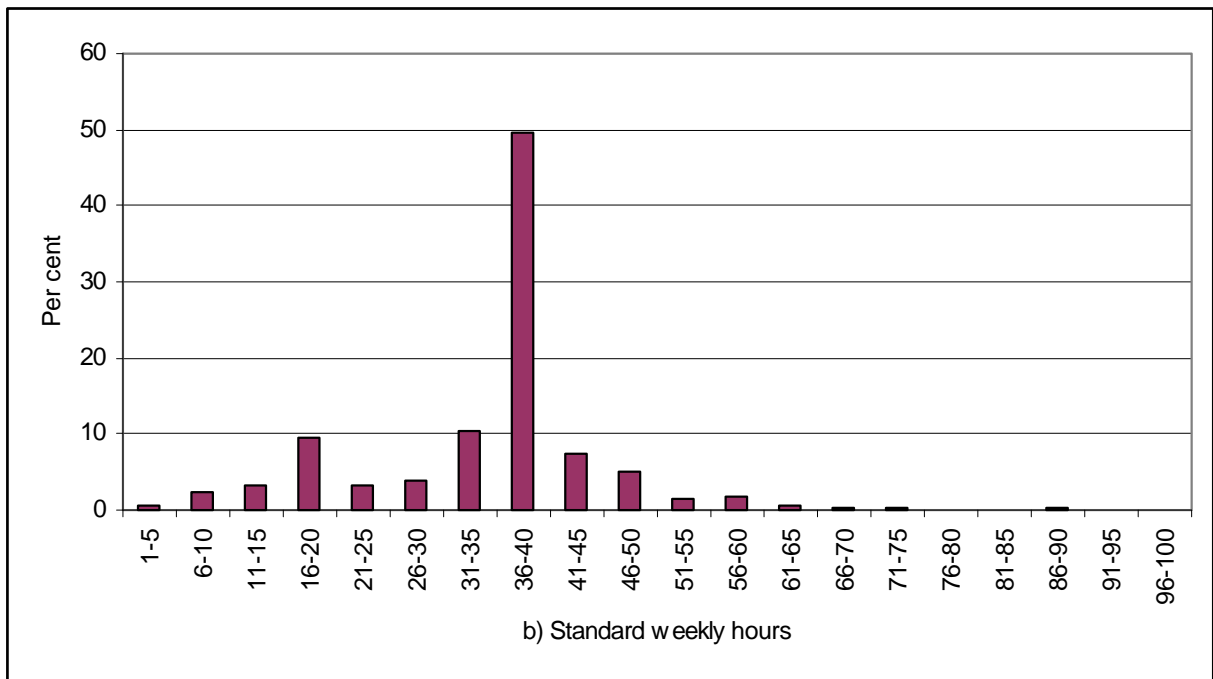
The great majority of employees covered by the survey (79 per cent) were employed on a fixed hours contract, that is their contract of employment stipulated a precise number of hours to be worked each week. Of the remainder, two thirds (65 per cent) worked in a job in which there were standard hours, that is hours that the employee was normally expected to work each week. Taken together, this means that 93 per cent of all employees worked to some form of fixed or standard weekly hours and only 7 per cent had no normal or fixed hours.

Figure 4.1 sets out the distribution of weekly working hours reported by respondents in the Employee Survey. The charts distinguish between those employees who were on an employment contract which stipulated a fixed number of hours to be worked per week, those who had standard weekly hours and those that had no fixed hour of work. The charts also provide some descriptive statistics relating to weekly hours.

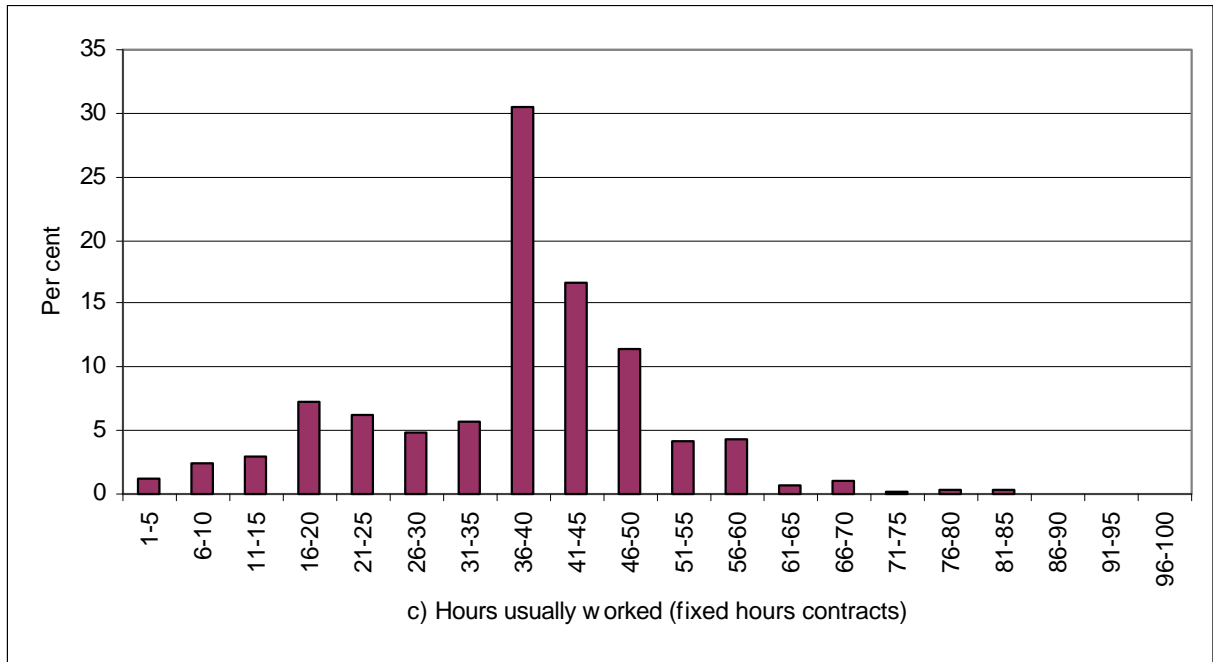
**Figure 4.1**  
**Distributions of contractual and usual weekly hours of work**



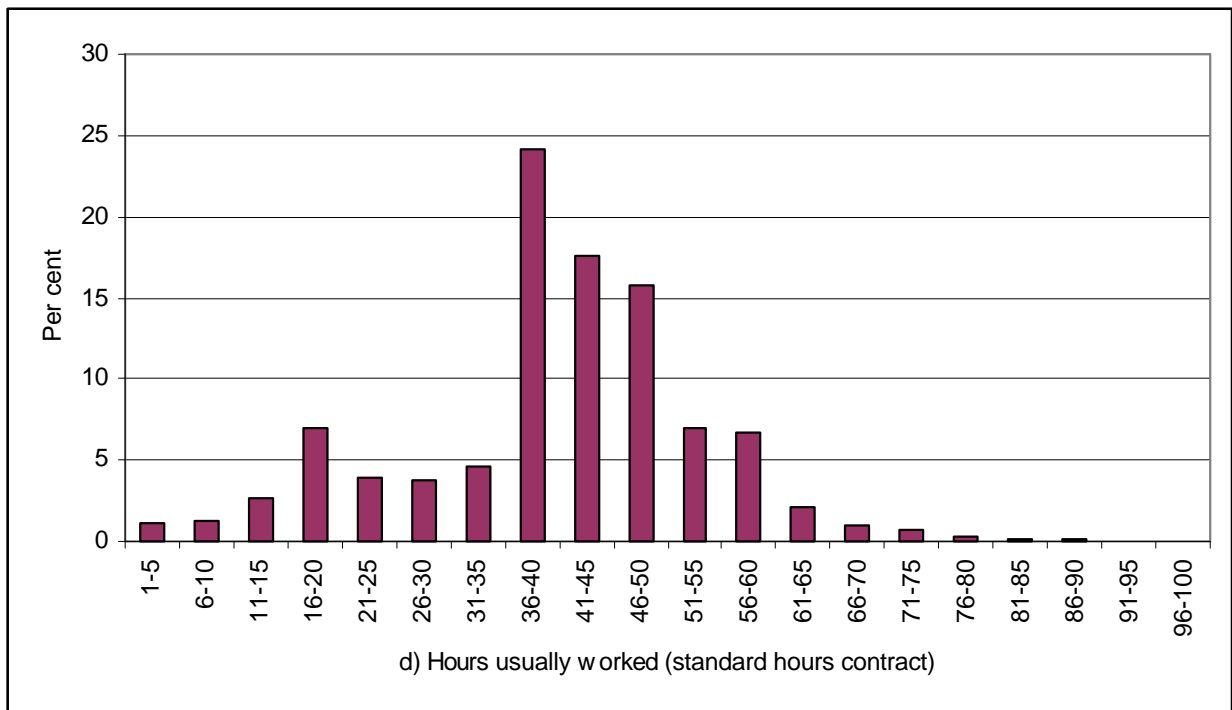
Std. Dev = 10.2  
 Mean = 33.4  
 N = 5994



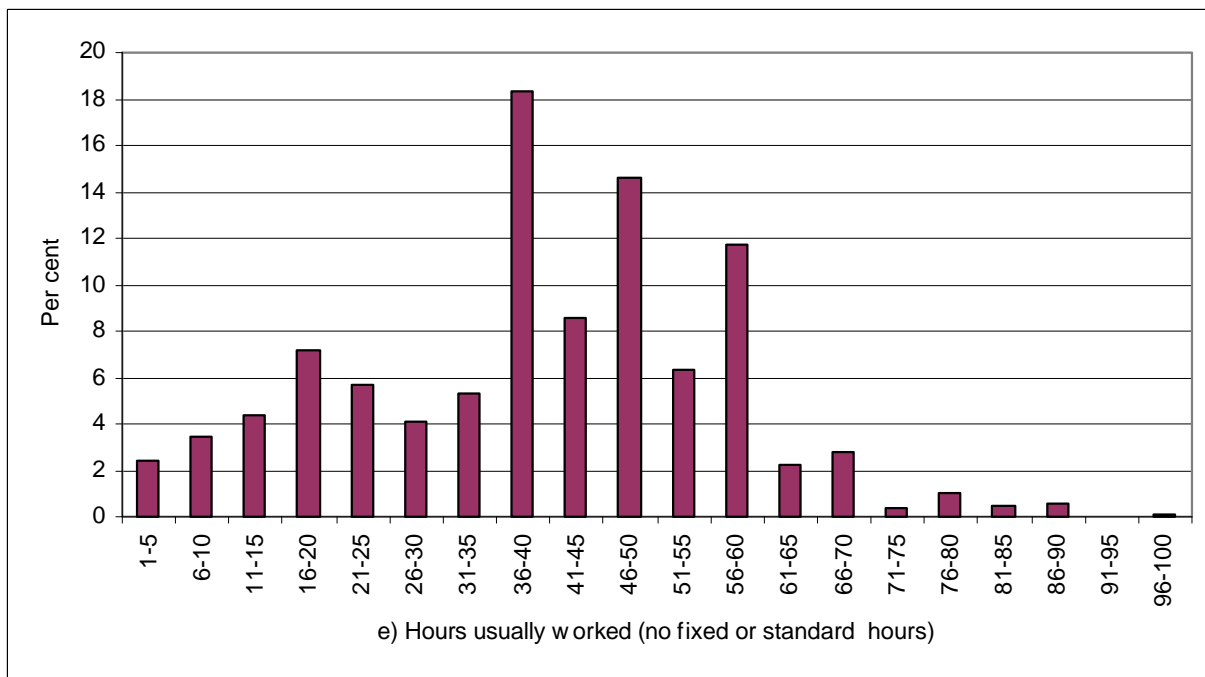
Std. Dev = 11.1  
 Mean = 35.5  
 N = 1012



Std. Dev = 13.0  
 Mean = 38.3  
 N = 5994



Std. Dev = 13.5  
 Mean = 41.5  
 N = 1012



Std. Dev = 17.6  
 Mean = 41.9  
 N = 556

Base: All employees  
 Source: WLB 2000: Employee Survey (IER/IFF)

Looking at those employees with fixed working hours, more than half (53 per cent) had contractual hours of between 36-40 hours. However, a substantial proportion of employees had fixed hours in the range of 10-25 hours (19 per cent) with the result that the mean weekly hours contracted for amongst this group of employees lies below the 36-40 hour band at 33.4 hours per week. Employees whose contract did not stipulate a fixed number of weekly hours of employment often had standard hours to which they were expected to adhere. As in the case of contractually fixed hours, the majority (just, at 50 per cent) were expected to work between 36-40 hours as a standard. However, a greater proportion of those on standard hours (5 per cent) appeared to be expected to work long hours (46 or more per week) than was the case where hours were fixed (where less than 2 per cent have weekly hours fixed at 46 or above). One consequence of this is that the mean number of hours amongst employees with standard hours was somewhat greater (35.5 hours per week) than amongst those on fixed hours contracts while the degree of variation (standard deviation) in hours was also greater (11.1 hours compared to 10.2 hours).

Actual hours will differ from formally fixed hours or standard hours depending upon the working practices of the employers concerned. Generally, actual hours worked tended to be higher than fixed or standard hours and exhibit a much greater degree of variation. The mean level of weekly hours actually worked by employees on fixed hours contracts was 38.3 hours, some 4.8 hours greater than the mean value of contracted hours. Similarly, the mean weekly actual hours of employees with no fixed hours but standard hours was also significantly greater (at 41.5 hours per week) than the corresponding mean value of standard hours (a difference of some 6 hours per week). In the case of the small number of employees with no fixed or standard hours, they had the highest mean number of weekly

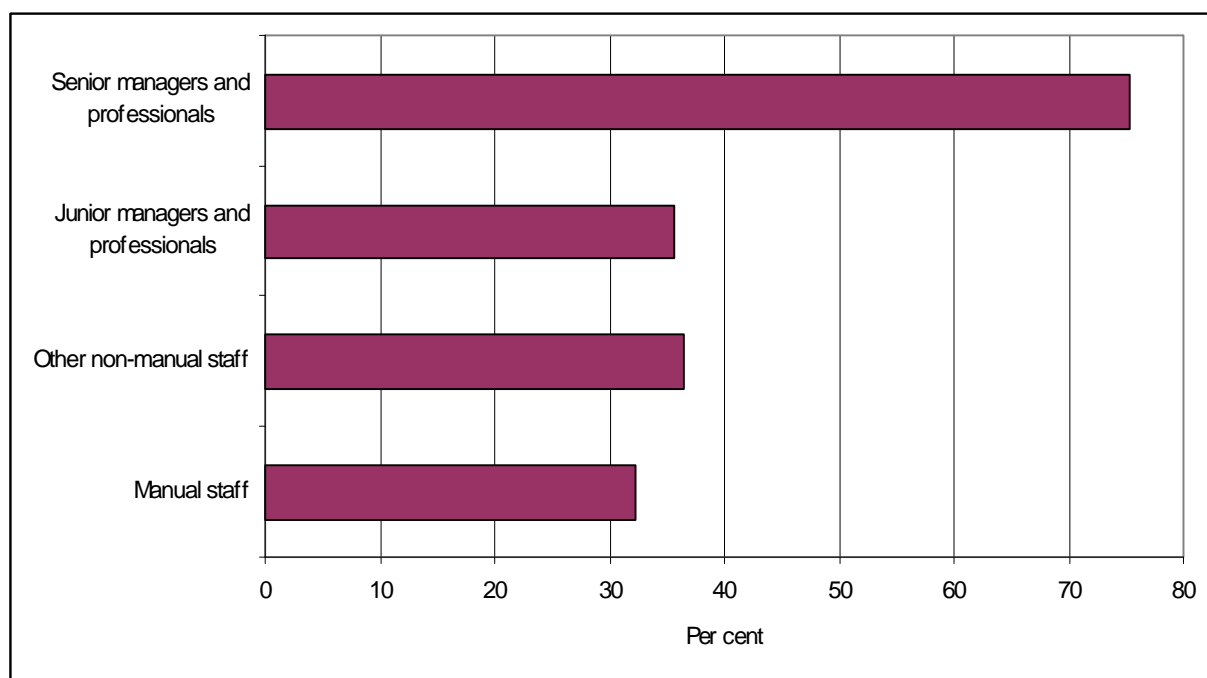
hours of all three groups (41.9 hours per week) and the greatest dispersion around that mean (a standard deviation of 17.6 hours per week).

### 4.2.3 Additional hours of work

Over 80 per cent of all establishments reported that some staff regularly worked longer than their usual working hours. The main reasons given by employers for working longer than standard hours were a temporary increase in workload and a backlog of work – which may be interpreted as the pressures of work.

Additional hours of work were common amongst all grades of staff, but managers and professionals were most likely to work them (see Figure 4.2). In 75 per cent of establishments managers and professionals were reported as regularly working additional hours. The corresponding figure for junior managers and professionals was 36 per cent, for non-manual staff, 37 per cent, and for manual staff, 32 per cent.

**Figure 4.2**  
**Additional hours of work\***



Note \*:percentage of establishments where some staff in the occupational category work additional hours

Base: All establishments

Source: WLB 2000: Employer Survey (IER/IFF)

Employers reported that for manual workers additional hours were nearly always paid. Non-manual employees were paid for additional hours in the majority of cases but significant proportions also received time-off-in-lieu or a mix of pay and time-off. In around two thirds of establishments senior managers were neither paid nor had time off in lieu. In 42 per cent of establishments non-manual workers were not compensated in any way, and in just 2 per cent of establishments manual workers received no compensation.

The findings reflect the pay systems in place to reward employees; manual workers were most likely to be employed on the basis of an hourly rate and a fixed number of hours each week with the result that overtime work strikes at the heart of the wage-effort bargain and,

accordingly, is paid. In contrast the nature of the wage-effort bargain for professional and managerial staff is much more nebulous, they are more likely to be employed to fulfil responsibilities without reference to working time. Hence, additional hours are probably not referred to as 'overtime' and seldom rewarded with extra pay.

The Employee Survey confirms the high incidence of additional hours being worked. Slightly over half of employees (54 per cent) reported working at least some hours in addition to their fixed or standard hours. Employees who worked additional hours increased their working week by an average of around 9 hours a week. Amongst full-time employees the average amount of weekly overtime was around 9.7 hours; and amongst part-time employees it was around 6.7 hours per week. Overall, female employees tended to work fewer additional hours than male employees (8.1 hours compared to 10.1 hours) and this was equally the case for full-time and part-time employees considered separately.

The amount of additional hours worked varied more across occupational groups than across industrial sectors (with additional hours relatively high in construction and transport). Professional employees reported relatively high levels of additional weekly hours of work (10.7 hours), as did managers (10.3 hours), and operatives (10.5 hours). Clerical and secretarial workers reported relatively low levels of additional hours (7.2 hours) as did retail workers (7.4 hours). More than one in three employees who worked in excess of their standard or fixed hours of work (39 per cent) received neither additional pay nor time off in lieu for any additional hours worked. Almost half (48 per cent) reported that additional hours were paid and 18 per cent could take time off in lieu for additional hours<sup>29</sup>.

#### 4.2.4 Long working hours

The extent of additional hours working raises the issue of long working hours. The definition of long or excessive working hours is essentially an arbitrary one. Two working definitions are used in this report: **very long** working hours (60 or more a week) and **long** hours (49 or more per week). It is important to note that the discussion of long hours in this section relates only to employees in full-time employment (those working 30 or more hours per week) and not all employees. Chapter 5 considers the pattern of long and very long hours working in detail. This section focuses on those working very long hours.

Over 10 per cent of full-time employees in the Employee Survey worked 60 or more hours a week (very long hours). The proportion of men was double that of women (slightly over 12 per cent and just under 6 per cent, respectively). This gender difference was associated with occupational and industrial differences in very long hours working. Managers and professionals (predominantly men) were more likely to work long hours (14 and 15 per cent, respectively), as were plant & machine operatives (21 per cent). People in clerical & secretarial jobs and sales occupations were least likely to work 60 hours a week or more (3 and 7 per cent respectively).

The extent of very long hours amongst full-time employees varies considerably according to their household situation. Around 9 per cent of respondents who were single or members of households without responsibility for dependent children worked 60 or more hours a week, only a slightly larger proportion than single parents in full-time employees working very long hours (8 per cent). The group most likely to work very long hours were those who lived as a couple with dependent children (12.5 per cent). However, there was a marked difference between men and women in such couples. Almost 15 per cent of men in couple households with dependant children were working 60 or more hours per week. This contrasted with just over 7 per cent of women in such households. The long hours of many males in couple households with dependent children may reflect both a need for income (associated with children) and the greater capacity to work such very long hours provided by the presence of

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<sup>29</sup> Respondents could give more than one answer so that percentages sum to more than 100.

a partner. Where partners were working the proportion of employees working very long hours was less than where partners were not working.

## 4.3 FLEXIBLE WORKING TIME ARRANGEMENTS

### 4.3.1 Incidence of flexible working time arrangements

The evidence points to many employees working long hours often in excess of their contracted hours. Providing a degree of flexibility about when those hours are worked can make all the difference between achieving a degree of balance in one's working life and simply being overwhelmed by it.

Providing flexible working hours can take a number of different forms. This study has concentrated on the following types of working arrangement<sup>30</sup>:

- annualised hours.
- compressed working week;
- job-share;
- term-time contracts;
- flexitime;
- part-time;
- reduced hours<sup>31</sup>;
- shift-work;

For sake of convenience these working practices are referred to as *flexible working time arrangements*.

Whether or not these working arrangements are considered 'flexible' can depend upon whose perspective is being adopted. While in some cases they may be implemented to benefit both employer and employee, in others they may be intended to benefit only the employer. For example, annualised hours may provide the employer with the means to avoid costly overtime hours at certain times of the year when demand is at a peak by spreading hours of work over 12 months. From the employee's perspective this may prove to be inconvenient during those weeks when long hours have to be worked, despite the compensation of shorter hours at other times. The extent to which working practices described in this section prove to be flexible will be contingent upon the particular circumstances of different groups of employers and employees. Nevertheless, each of the working practices listed above provides some flexibility over when hours are worked and as such potentially contribute to work-life balance.

The Employer Survey shows that other than part-time employment and shift work there was a limited incidence of each type of working practice across establishments (see *Figure 4.3*). For instance, around 25 percent of employees were in establishments that offered flexitime. As these were predominantly larger establishments they constituted only around one tenth of all establishments.

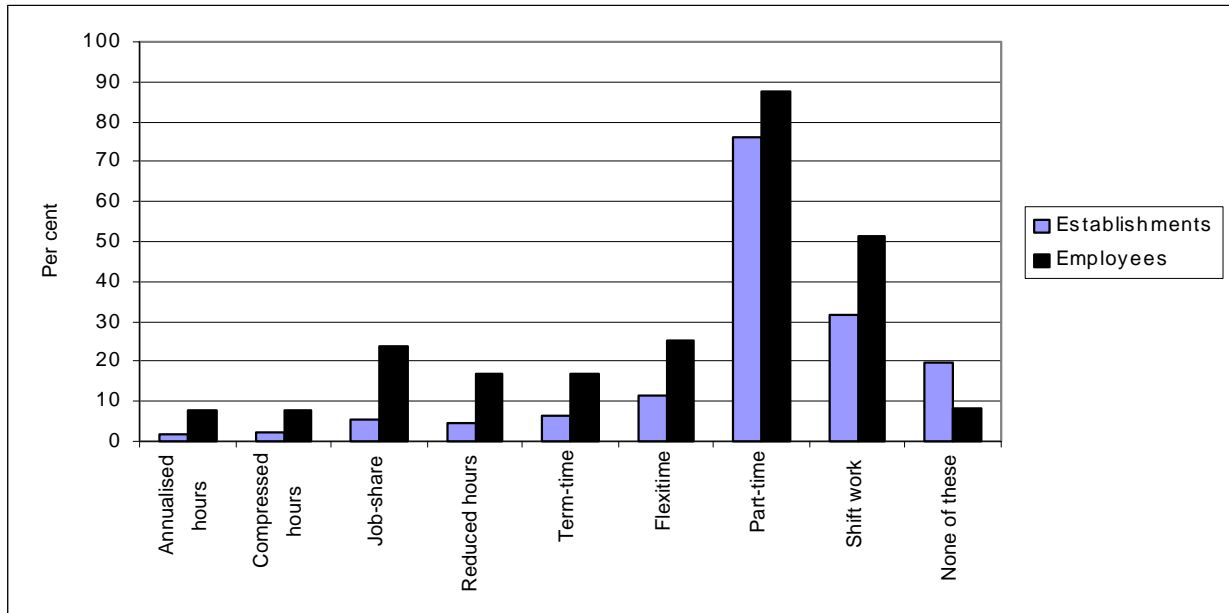
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<sup>30</sup> The specific types of working arrangement considered are those that previous research has demonstrated to be either commonplace or important in particular contexts to either employers or employees.

<sup>31</sup> For instance, where employees and employers agree to reduce the usual number of hours worked for an agreed period of time with a commensurate decrease in wages.



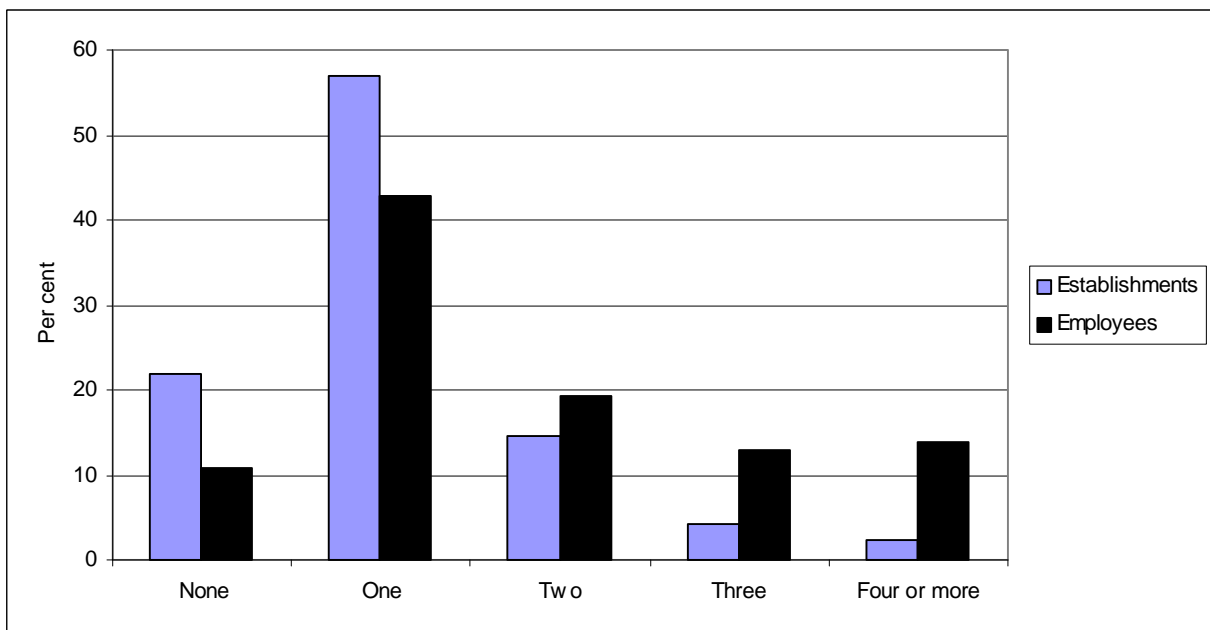
**Figure 4.3**  
**The incidence of flexible working time arrangements**



Base: All establishments (establishment and employee weighted measures)  
 Source: WLB 2000: Employers Survey (IER/IFF)

Only a small proportion of establishments did not have any of the flexible working time arrangements described above. On the other hand, not many employers had more than one practice apart from part-time and shift work (see Figure 4.4).

**Figure 4.4**  
**Number of flexible working time arrangements**  
**(excluding part-time and shift-work)**



Base: All establishments (establishment and employee weighted measures)  
 Source: WLB 2000: Employer Survey (IER/IFF)

Drawing on the Employee Survey, *Table 4.2* describes the incidence of a number of working practices that facilitate flexibility in when work is carried out<sup>32</sup>. Other than part-time employment which was the most commonly cited practice, the two most frequently mentioned practices were flexitime and shift working which were reported by 24 per cent and 21 per cent of employees respectively. While flexitime is a working practice that is fundamentally concerned with the provision of a degree of employee choice of hours worked (even if only at the margin in some instances), it is less clear that the same can be said of shift work. Shift working is often a requirement of the business. Nevertheless, shift working does allow some choice of when during the day work is carried out and this may be of advantage to some employees. Additionally, some employers permit shifts to be swapped or allow employees to arrange shifts between themselves. The incidence of flexitime working was similar for men and women (23 and 25 per cent respectively) but shift working was more prevalent amongst male (24 per cent) than female employees (18 per cent).

**Table 4.2**  
**Proportion of employees using flexible**  
**working time arrangements, by gender**

	column percentages		
	Male	Female	All
Annualised hours	2	2	2
Compressed week	6	7	6
Job-share	3	6	4
Term-time	8	16	12
Flexitime	23	25	24
Part-time (and reduced hours)	8	44	25
Shift work	24	18	21
Weighted Base	4006	3556	7562
Unweighted Base	3324	4238	7562

Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

With the exception of term-time working, which was reported by 8 per cent of men and 16 per cent of women, the incidence of other flexible working time arrangements appears relatively low. Just 6 per cent of employees reported working a compressed working week (where weekly hours are compressed into fewer days than is normal) and this was much the same for men and women. Job-shares were similarly reported by only 4 per cent of employees although the incidence of job-shares amongst women was twice as high (6 per cent) as amongst men (3 per cent). Annualised hours was the least common form of flexible working practice and reported by less than 2 per cent of employees.

In addition to the flexible working time arrangements described above some employers allowed employees to vary occasionally their working hours, for example they may leave work early or start late and make up time during a lunch break. This may be the principal form of flexibility that many employees require. The Employer Survey revealed that around 63 per cent of employees worked for employers who let at least some staff vary their usual hours of work. This constituted 62 per cent of all establishments. This kind of flexibility was least likely in the production sector and most likely in the public sector. Around 58 per cent

<sup>32</sup> Employees who have already opted for reduced hours of work will appear as part-time employees.

of men and 42 per cent of women in the Employee Survey said that they were able to vary their usual hours. Employees in larger establishments were more likely to be able to do so.

### 4.3.2 Part-time employment

Respondents defined part-time employment themselves, where they were unsure this was specified as less than 30 hours a week. Potentially, part-time employment provides employers and employees with the flexibility to manage working-time. For employers it can provide the means to cover, for example, long opening hours and for employees the means to manage the demands of family life with work, where for instance there are young children in the household. Part-time employment was the most common flexible working time arrangement provided by employers. While the great majority of respondents (75 per cent) in the Employee Survey worked in a full-time job, part-time working was much more prevalent amongst women (44 per cent) than men (8 per cent). Working in a part-time job was particularly common amongst young people (74 per cent of those aged 16-17) and amongst older employees. Around 32 per cent of those aged 55-60 worked in part-time jobs and 44 per cent of those aged 61-65.

Approximately 55 per cent of employees currently working in a part-time job reported that they did not want a full-time job. Forty-nine per cent of those who had deliberately chosen part-time employment said they wanted to spend more time with their family (*see Table 4.3*). This was particularly common among women; 49 per cent of women who did not want a full-time job wanted to spend more time with their family, a further 36 per cent to meet 'domestic commitments'. These reasons were less important for men (being mentioned by just 14 per cent and 8 per cent respectively). Men tended to cite a wider variety of reasons, such as: not needing to work full-time because they were financially secure (15 per cent); because they earn enough from part-time work (9 per cent); or because they suffered from ill-health or were retired.

**Table 4.3**  
**Reasons why full-time job not wanted**

Reason for not wanting full-time job**	column percentages		
	Male	Female	All
Already financially secure	15	10	11
Earn enough from part-time job	9	10	10
To spend more time with family	14	49	44
Need to meet domestic commitment	8	36	32
Insufficient child-care	-	6	6
Retired on a pension	5	1	1
Health reasons	2	*	1
Too old for full-time job	-	*	*
To have more free time	1	1	1
Personal choice	1	1	1
To run a business	4	1	1
Other	4	2	2
Weighted Base	138	895	1033
Unweighted Base	84	941	1025

Base: All employees not wanting full-time job

Note: \* Less than 0.5 per cent: \*\* Includes prompted and unprompted responses

Source: WLB 2000: Employee Survey (IER/IFF)

Broadly speaking, part-time employment was least common in management occupations (14 per cent) and most common in non-manual occupations (43 per cent). Only 5 per cent of male managers worked in a part-time job while almost one in five (19 per cent) men in other manual jobs did so. While a greater proportion of women than men in managerial jobs worked part-time (14 per cent), this was well below other non-manual or manual occupations where over half of all female employees worked part-time.

The Employee Survey shows considerable demand for part-time employment. Employers were asked if they would be prepared to allow staff to change their hours from full-time to part-time and *vice versa* (see Table 4.4). Forty per cent of employers said that changing from part-time to full-time would be acceptable at least in some cases, 14 per cent said it would be unlikely, and only 3 per cent said that it would be acceptable only in exceptional circumstances. Around a fifth of employers (18 per cent) reported that it would be dependent upon individual circumstances. Over half (55 per cent) of employers said that changing from full time to part-time employment would be acceptable at least in some cases. Around 19 per cent said that a decision would rest on the individual circumstances, 19 per cent said it would be unlikely to be acceptable, and just 5 per cent said that it would be acceptable only in exceptional circumstances. Overall, the results point to employers being sanguine with respect to employee requests to changing their employment status between full-time and part-time status.

**Table 4.4**  
**Changing hours of work in establishments**

	column percentages			
	Per cent of establishments	Per cent of employees	Per cent of establishments	Per cent of employees
	Acceptability of moving from part-time to full-time	Acceptability of moving from part-time to full-time	Acceptability of moving from full-time to part-time	Acceptability of moving from full-time to part-time
Acceptable in all or nearly all cases	25	33	36	36
Acceptable in some cases	15	20	19	26
Unlikely to be accepted	14	8	19	10
Likely to be accepted only in exceptional circumstances	3	4	5	5
It would depend entirely on the individual case	18	22	19	21
No part-timers	24	13	-	-
Don't know	1	1	2	1
Weighted Base	655295	80364	655295	80364
Unweighted Base	2500	2500	2500	2500

Base: All establishments

Source: WLB 2000: Employer Survey (IER/IFF)

### 4.3.3 Latent demand for flexible working time arrangements

There was considerable latent demand from employees for the adoption of more flexible working time arrangements that would facilitate a better work-life balance. *Table 4.5* sets out the proportions of employees who would have liked to have adopted each of the flexible working time arrangements covered by the survey. The responses relate only to employees who were not currently working in that manner. As the incidence of many of the working practices was so low, the figures relate to the great majority of employees in most instances.

The greatest area of potential demand for the further adoption of flexible working time arrangements was in regard to flexitime. The ability to vary the hours worked over the working day (and consequently over longer periods as well) was desired by almost half (47 per cent) of those employees not currently using flexitime. There was also a substantial demand for a compressed working week, with 35 per cent of employees wishing to adopt this working practice, and for term-time working and reduced hours (25 and 24 per cent respectively). The working practice least in demand was a job-share which would be liked by just 16 per cent of employees not currently in a job-share. Given the low incidence of job-shares, this suggests that the overall demand for this type of working practice was low.

**Table 4.5**  
**The latent demand for more flexible working time arrangements**

	column percentage		
	Males	Females	All
Annualised hours	24	18	21
Compressed week	40	30	35
Job-share	13	20	16
Reduced hours	23	26	24
Term-time	22	28	25
Flexitime	48	44	47
Part-time	21	35	26
Weighted Base	4006	3556	7562
Unweighted Base	3324	4238	7562
Base:	Employees not currently using arrangements		
Source:	WLB 2000: Employee Survey (IER/IFF)		

There were some differences between male and female employees in the pattern of demand for flexible working time arrangements. While the differences should not be exaggerated, men tended to want working time arrangements that allowed flexibility of working hours over the day, week or a longer period while women tended to prefer practices which allowed for discrete changes in working time. The proportion of male employees wanting flexitime, a compressed working week, and annualised hours exceeded the proportion of female employees wanting such flexibility. Female employees were more likely than male employees to want term-time working or reduced hours (where hours of work and pay were reduced for an agreed period before returning to their original levels). Amongst full-time employees, the desire to switch to part-time working was greater amongst female employees than their male counterparts.

#### 4.4 WORKING FROM HOME

Many people work from home or use their home as their office. Others will routinely work at home outside of normal working hours preparing, for instance, for meetings at work the next day. The study assessed who can work from home, for whatever reason, during their normal working hours. Working from home provides some employees with the flexibility to manage their workloads through, for example, being able to work free from the disturbances frequently encountered when working in the office. The evidence from the Employer and Employee Surveys at a broad level reveals that working from home was a relatively modest phenomenon (see Table 4.6).

**Table 4.6**  
**Any working from home, employer and employee reports**

	Percent of establishments or employees working from home			
	Most of the time	An agreed number of days each week	Occasionally	No working from home
<b>Employer survey</b> Per cent of establishments <sup>(1)</sup> (Weighted Base = 655295)	4	4	18	78
<b>Employer survey</b> Per cent of employees <sup>(1)</sup> (Weighted base = 80364)	9	10	30	62
<b>Employee survey</b> Per cent of employees <sup>(2)</sup> (Base = 7562)	5	6	16	80

Base: All Establishments/All Employees

Note: (1) Respondents could report that staff were engaged in all three ways of working from home. The data here do not report on the number of staff in the workplace working from home.

(2) Some respondents gave more than one answer because the periodicity of their working from home varied.

Source: WLB 2000: Employer and Employee Surveys (IER/IFF)

Where employers allowed people to work from home either regularly or occasionally it tended to be a small proportion of staff in the establishment who did so.

The Employee Survey revealed that 80 per cent of employees worked exclusively at the workplace. However, around 20 per cent worked from home to some extent, either occasionally or on a more regular basis. The likelihood of an employee working at home was related to their age. No employee in the sample aged 16-17 reported ever working at home while around 8 per cent of those aged 18-24 had worked at home at least on an occasional basis. Around 24 per cent of employees aged between 35-54 had worked at home at least on an occasional basis. Men (24 per cent) reported working from home more frequently than women employees (16 per cent). Managers and professional workers were most likely to work from home: 35 per cent of them did so. This proportion was lower among other non-manual employees (10 per cent) and manual workers (5 per cent). As a result, nearly 80 per cent of the employees who worked from home at least occasionally were managers or professionals.

There were small regional differences, with people in London and the South East most likely to work from home at least occasionally (28 per cent and 24 per cent respectively) and those in the North East (14 per cent) and Scotland (16 per cent) least likely to do so.

The most frequently cited reason for working from home given by employees was 'the demands of the job' (35 per cent) and 'to get more work done/it is more efficient' (38 per cent). Few employees cited factors relating to caring needs as reasons for working from home.

Looking to the group of employees who were not currently working from home, the evidence from the Employee Survey points to a strong belief amongst this group that their employer would be unlikely to allow them to work at home. Around 87 per cent of employees not currently working from home were of this view. In most cases this appears founded on the belief that the job could not be done from home, a view expressed by 88 per cent of this group of employees.

Those not working from home were asked if they would like to do so: around 62 per cent reported that they would not want to work at home with around 33 per cent saying they would like to. Where employees reported that they would not want to work from home, in 19 per cent of cases this was because they did not believe it would be possible to carry out their work at home. Some employees presented more positive reasons for not wanting to work at home, the principal ones being that they liked to go out to work (20 per cent) and that they liked to meet people (12 per cent). Other reasons included that it was boring or isolated at home, that there were too many distractions, or that it was better to keep work and home separate.

Overall, the evidence from employees does not suggest a great deal of working from home except in more senior managerial and professional occupations and a majority of employees appear to regard this as either inevitable or desirable.

## **4.5 LEAVE ARRANGEMENTS**

Improved maternity rights and the new right to parental leave were introduced in the Maternity and Parental Leave etc. Regulations 1999, which came into force from 15 December 1999. The new maternity rights entitle mothers of babies born (or expected to be born) on or after 30 April 2000 to a minimum of 18 weeks maternity leave. Parents of children born or adopted on or after 15 December 1999 were granted 13 weeks of unpaid parental leave to be taken over the first five years of the child's life<sup>33</sup>. There are, however, a range of other forms of leave which employees may need to use from time-to-time, such as bereavement leave, but which are provided voluntarily by the employer. This section outlines the extent to which employers were aware of the new maternity and parental leave regulations and whether or not they provided entitlements that went beyond the statutory minimum; it also addresses the other types of leave that employees may require.

### **4.5.1 Maternity and Parental Leave**

The Employer Survey was concerned with the extent to which employers were providing leave arrangements that went beyond the regulatory minimum. Only a modest proportion of employers were aware of the changes in the regulations (*see Figures 4.5 and 4.6*). Around 20 per cent of employers claimed to be aware of the new maternity regulations in detail. Over 21 per cent of employers claimed to be unaware of the new regulations. The situation was similar in regard to the new parental leave regulations. Almost 30 per cent of employers indicated that they were unaware of the new parental leave regulations, although 24 per cent claimed detailed knowledge.

Where employers were aware of the exact detail of the new regulations they were asked if they provided leave in addition to the statutory minimum. Only a small proportion provided

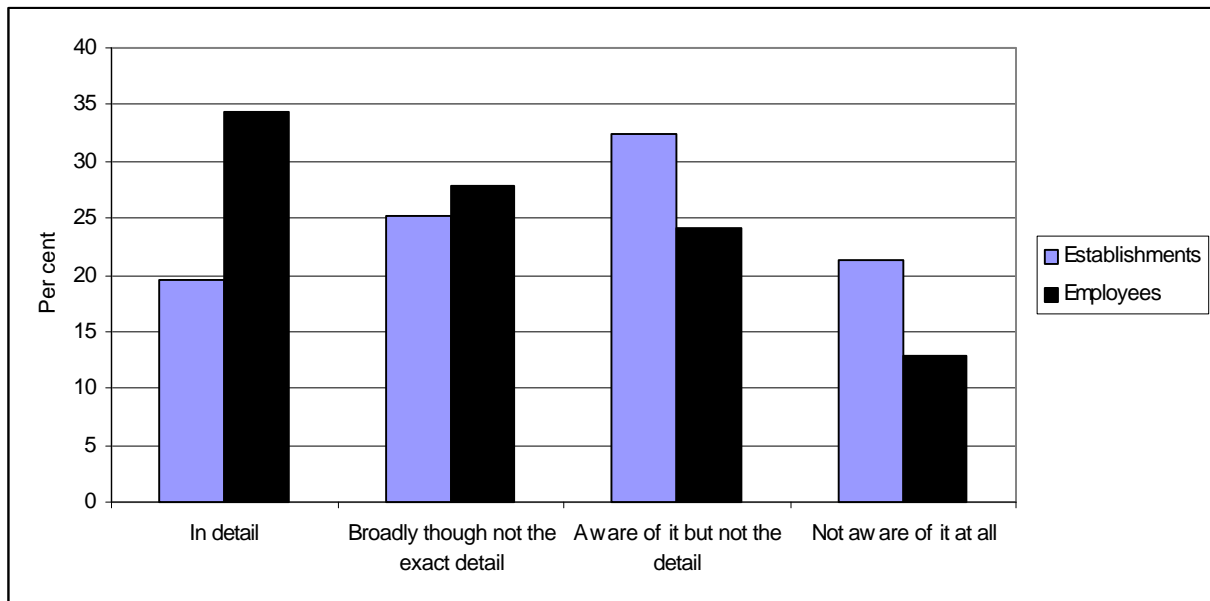
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<sup>33</sup> 18 years in the case of a disabled child.

additional benefits. Only 16 per cent<sup>34</sup> offered maternity leave provision in excess of the statutory minimum, while a further 7 per cent intended to introduce such additional provision. Around 59 per cent offered only the statutory minimum (and 18 per cent did not know whether or not their provision exceeded the statutory minimum). The situation was little different with respect to parental leave. Only 14 per cent of establishments that were aware of the exact detail of the regulations had parental leave provision above the statutory minimum and few (5 per cent) intended to introduce such additional provision. Almost 65 per cent of employers offered only the statutory minimum parental leave. The low incidence of provision in excess of the statutory requirements points to regulation setting the standard for maternity and parental leave in most establishments.

The Employee Survey revealed that around 8 per cent of female employees had been on maternity leave within the three years prior to the survey, while around a further 1 per cent were about to take such leave. The amount of maternity leave reported by employees varied greatly. Almost one in six mothers reported that their period of maternity leave was less than 14 weeks (15 per cent) while a further 10 per cent reported a period of maternity leave of 14-17 weeks. A quarter reported that their period of maternity leave was 18 weeks but 49 per cent said that their maternity leave had been in excess of 18 weeks. Almost a third of mothers (32 per cent) reported a period of leave of 26 weeks and above while 4 per cent reported a period of leave of one year or more. In the majority of cases where maternity leave had been taken, the employee continued to receive their pay for at least part of the period of leave.

**Figure 4.5**  
**Employers' awareness of new maternity leave regulations**



Base: All establishments

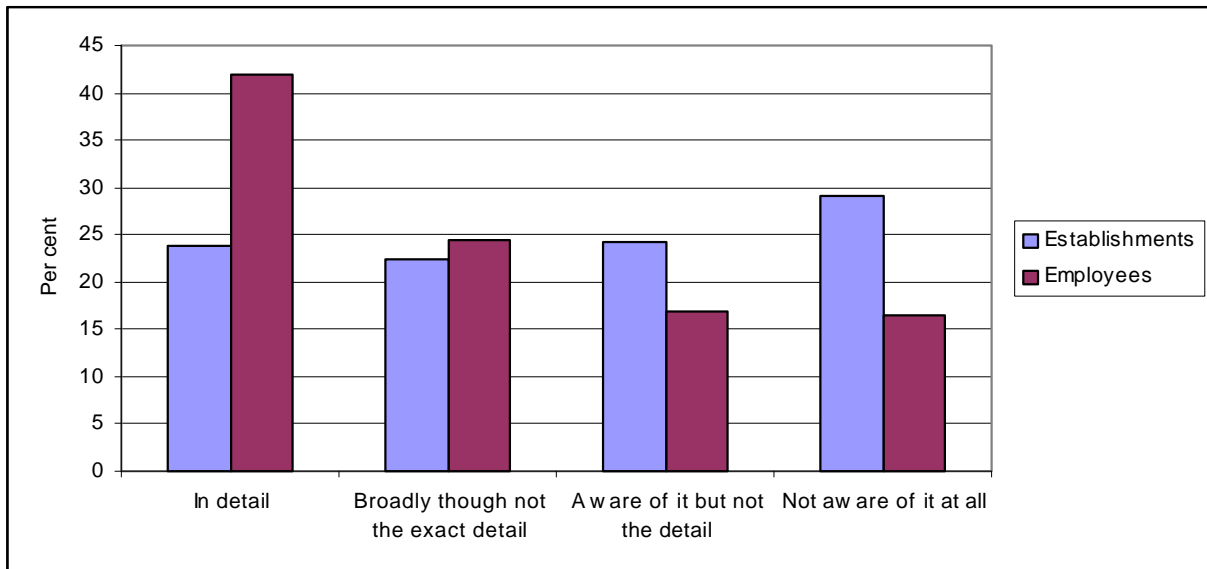
Source: WLB 2000: Employer Survey (IER/IFF)

<sup>34</sup>

That is, 16 per cent of the 20 per cent who were aware of the detail of the regulations.



**Figure 4.6**  
**Employers' awareness of parental leave regulations**



Base: All establishments

Source: WLB 2000: Employer Survey (IER/IFF)

When mothers returned to employment after a period of maternity leave, the majority returned to part-time employment. In the case of those formerly working full-time, around 70 per cent switched to part-time working (see Table 4.7). Before taking maternity leave, 65 per cent of 'mothers to be' were working in full-time jobs. As the result of the switch to shorter hours, the proportion of these employees who remained in a full-time job fell to just 19 per cent. Table 4.7 also identifies a number of other changes in working practice following a period of maternity leave. The most frequent change related to greater flexibility in working hours. Four out of ten employees returning from maternity leave had greater flexibility over the hours they worked. In around 8 per cent of cases, the employee changed their job on their return. In a small proportion of cases a return to work was accompanied by a switch to a job-share or working from home.

**Table 4.7**  
**Changes in working practices after a period of maternity leave**

		column percentages		
		% of those returning after maternity leave	Weighted Base	Unweighted Base
Switched to part-time work (previously worked full-time)		70	181	183
Had greater flexibility over hours worked		44	277	317
Had some other change in working arrangement		32	277	317
<i>Of which</i>	<i>Job/role changed</i>	8	277	317
	<i>Worked from home</i>	1	277	317
	<i>Changed shifts</i>	3	277	317
	<i>Changed to a job-share</i>	*	277	317
	<i>Other</i>	5	277	317

Base: All female employees who have returned from maternity leave

\* Less than 0.5 per cent

Source: WLB 2000: Employee Survey (IER/IFF)

A further issue to be considered is whether maternity leave arrangements are most suited to the needs of working mothers. When asked whether they would prefer a longer period of maternity leave or greater flexibility in their working arrangements on their return to work, a majority of women (55 per cent) said they preferred greater flexibility on their return (*Table 4.8*). There was little difference in regard to this preference for greater flexibility between women in managerial and professional jobs and those in other non-manual occupations, while the sample of women in manual jobs who had taken maternity leave was too small to allow reliable conclusions to be drawn.

**Table 4.8**  
**Working mothers' preferences for longer maternity leave or greater post-leave flexibility, by broad occupational group**

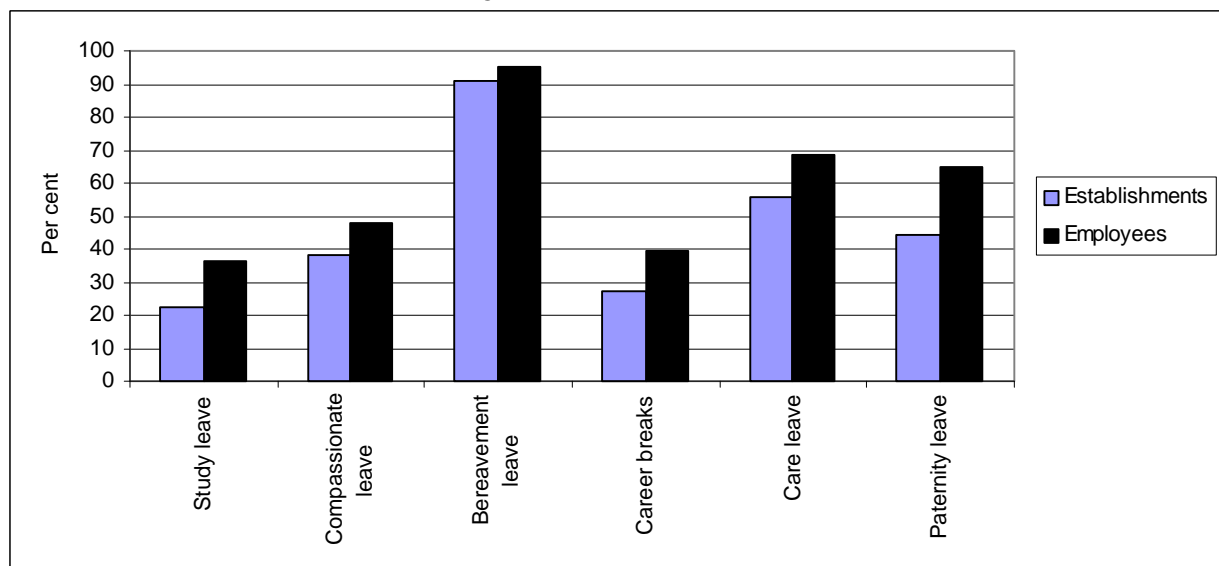
	row percentages					
	Longer leave	Greater Flexibility	Don't know	Total	Weighted Base	Unweighted Base
Managerial	40	58	2	100	154	197
Non-Manual	43	54	3	100	147	173
Manual					15	14
All occupations	43	55	2	100	315	384

Base: All female employees on, about to take, or had maternity leave  
 Source: WLB 2000: Employee Survey (IER/IFF)

#### 4.5.2 Other forms of leave

Employers were also asked about other kinds of leave they would potentially grant an employee (*see Figure 4.7*). Most, but not all, employers provided bereavement leave. Over half provided leave for caring and more than 4 out of 10 provided paternity leave. Availability of career breaks and study leave was more modest with around a quarter providing career breaks and a fifth providing study leave.

**Figure 4.7**  
**Employers' provision of leave**



Base: All establishments  
 Source: WLB 2000: Employer Survey (IER/IFF)

While a majority of employees believed that their employer would allow them various forms of leave if required, not all employees actually need such leave. Employees were asked whether they had taken any of a number of types of leave during the previous 12 months. The incidence of leave (other than maternity leave) is reported for men and women in *Table 4.9*. The figures relate only to the occurrence of these types of leave and does not take into account the amount of time involved (which could vary from one or two days to a more substantial number of working days).

Women were more likely than men to take leave to care for children or for others. Around 12 per cent of men (26 per cent of fathers), and 18 per cent of women (36 per cent of mothers), took leave to look after a child in the 12 months leading up to the survey. Leave for other forms of care was taken slightly less frequently (11 per cent overall) with female employees being slightly more likely to have taken such leave than male employees. Around 5 per cent of male employees had taken paternity leave during the 12 months prior to the survey.

**Table 4.9**  
**Proportion of employees who had taken leave in the last 12 months, by gender**

	column percentages		
	Male	Female	All
Paternity leave	5	-	-
Time off to look after children	12	18	15
Leave to look after others	10	12	11
Bereavement leave	14	14	14
Career breaks	7	6	7
Weighted Base	4006	3556	7562
Unweighted Base	3324	4238	7562

Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

Around 14 per cent of employees had taken bereavement leave during the 12 months prior to the survey. Around 7 per cent of employees had taken a career break. There was little or no difference between the proportion of men and women taking these types of leave.

#### **4.6 WORKPLACE FACILITIES**

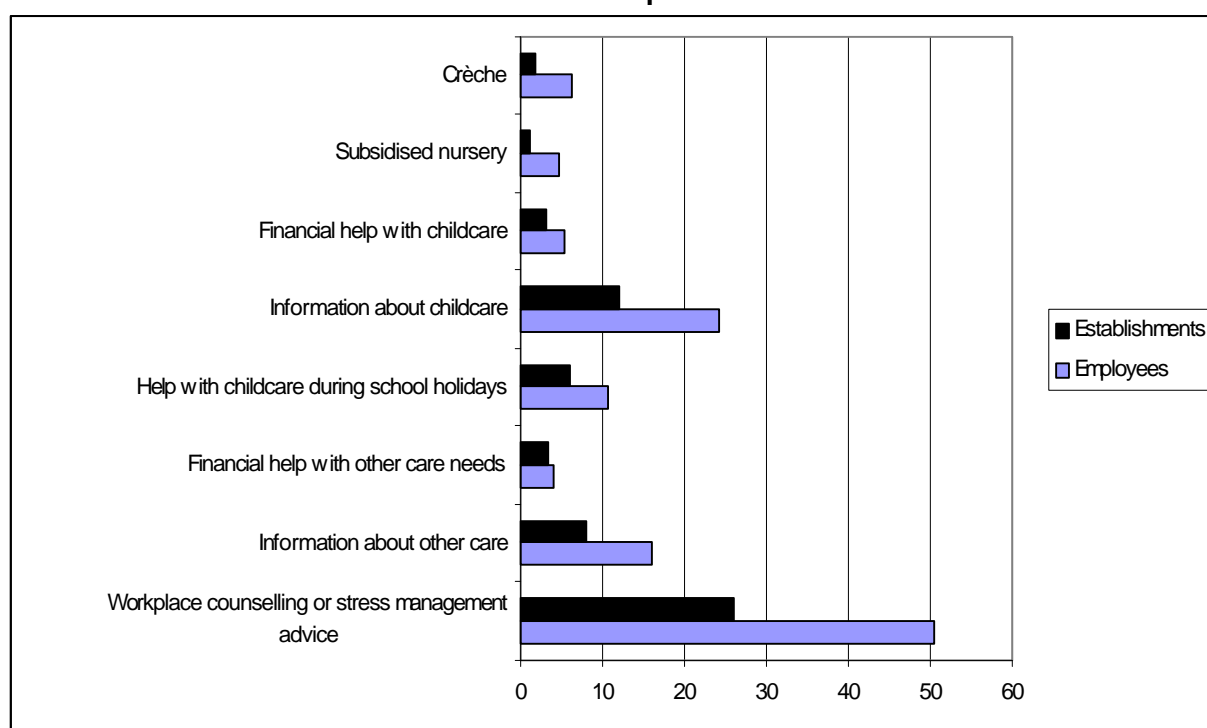
Some employers provided services and facilities which could help employees balance work and the other demands on their lives. The surveys collected information about the following services and facilities:

- crèches;
- subsidised nursery places outside of work;
- other types of financial help with childcare;
- financial help with employee's other care needs;
- information about local provision of childcare;
- information about provision of other care;
- help with childcare arrangements during school holidays;
- workplace counselling/stress management.

Figure 4.8 describes the extent to which employers offered different types of facility.

With the exception of workplace counselling, the availability of workplace facilities was quite limited. Approximately 26 per cent of establishments provided workplace counselling and stress management advice. The next most frequently provided facilities were information on local childcare provision (12 per cent of establishments) and information on the provision of other care (8 per cent of establishments). Such facilities are of relatively low cost to employers. Other facilities, the costs of which are likely to be greater, were much less frequently provided: crèches (2 per cent of establishments), subsidised nursery places (1 per cent), and financial help for employees with other caring needs (3 per cent). It would appear that employers are willing to pay for facilities or practices aimed at alleviating symptoms of stress amongst their workforce but less willing to provide facilities that might prevent stress arising in the first place and perhaps save money in the long run.

**Figure 4.8**  
**Provision of workplace facilities**



Base: All establishments

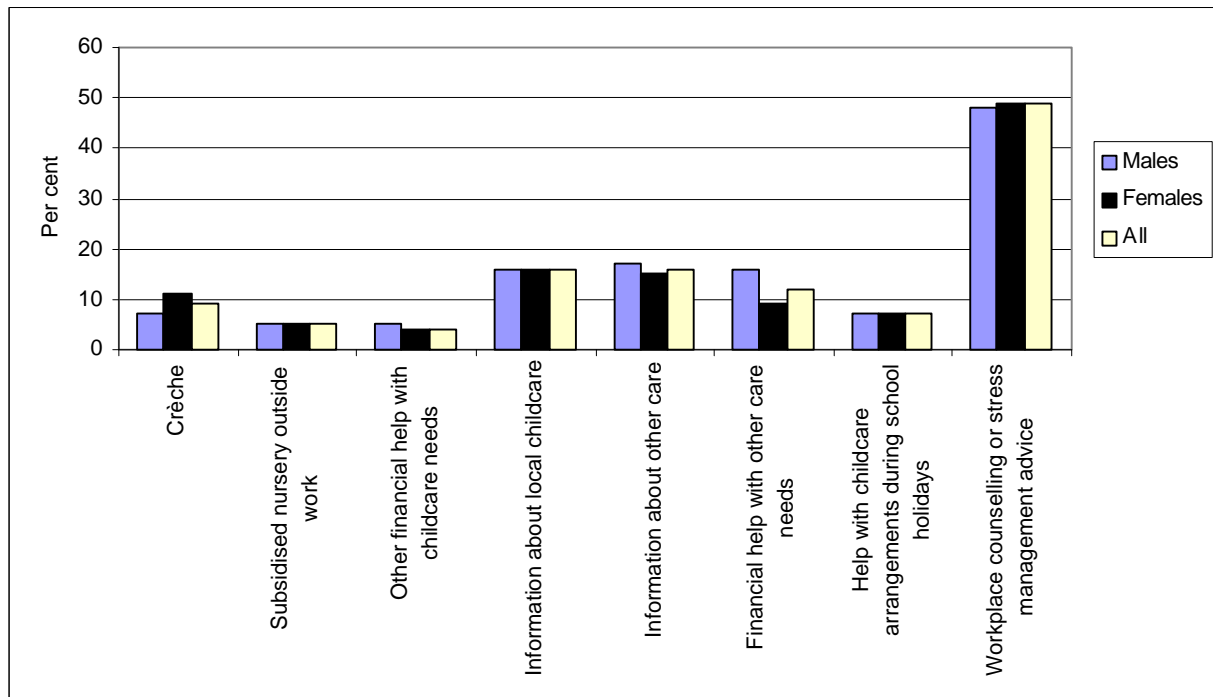
Source: WLB 2000: Employer Survey (IER/IFF)

Employees were asked to identify facilities they could use which their employer provided. Such facilities included those relating to childcare, other forms of caring and stress management. Provision could be direct or by means of financial support. Figure 4.9 shows there were no significant differences between male and female employees in terms of access to facilities, with the exception of financial support for other care needs which was less frequently reported by female employees (9 per cent compared to 16 per cent of male employees). Overall, virtually half (49 per cent) of all employees said they had access to workplace counselling or advice on stress management. Other than workplace counselling, the most common form of facility available to employees was the provision of information about the availability of care, either childcare or other caring needs.

More concrete help in the form of financial assistance or direct provision was less common. Around 9 per cent of employees reported having access to a workplace crèche or nursery. Around 7 per cent of employees reported that their employer provided help with childcare

during the school holiday period. Some employers offered financial help rather than the provision of childcare. Five per cent of employees reported that their employer offered subsidised nursery places and 4 per cent indicated that their employer offered other forms of financial help with childcare. Around 12 per cent of employees said their employer provided such financial help with other care needs.

**Figure 4.9**  
**Proportion of employees with access to workplace facilities, by gender**



Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

#### 4.7 PROVIDING AND OBTAINING WORK-LIFE BALANCE

The above has provided an analysis based on each group of arrangements that employers had in place that may be considered to assist with work-life balance. There is also a need to provide an overall view of all types of arrangement in attempt to identify the extent to which there are employers who provide a wide range of flexible working practices and facilities to their employees.

The extent to which employers have implemented work-life balance practices can be gauged by the extent to which they provide some kind of flexible working time arrangement (except part-time employment), allow staff to work from home at least occasionally, provide at least some kind of leave arrangement (excluding bereavement leave), or have at least one kind of workplace facility (see Table 4.10). Using this classification, it is apparent that few employers provide no flexible working time arrangements at all - this may be considered the hard core of employers resistant to the idea of work-life balance. Similarly, few employers provided work-life balance arrangements across all categories of activity. This latter group may be considered a group potentially most in favour of work-life balance.

The above analysis provides some of the headline findings from work-life balance surveys to enable one to assess the extent of arrangements and practices across the economy. Considerable caution is required when interpreting the findings; for instance, the figures provided by employers give little indication of the actual take-up of arrangements by their

employees. Employers may provide a form of flexible working practice, but it may be limited to a small number of their employees. Nevertheless, the findings above provide an indication of the extent to which work-life balance practices are common across establishments and the extent to which employees are taking advantage of them, or think they are eligible to do so. The following chapters analyse in greater depth the characteristics of employers and employees with reference to work-life balance.

**Table 4.10  
Work-Life Balance Summary**

	Provides any WLB practice	Allows part-time to full-time	Allows full-time to part-time	Allows varying hours	Allows working from home	Provides maternity of parental leave	Provides leave (other than bereavement or territorial army)	Provides all work-life balance practices
No	1.0	66.7	64.1	36.5	61.9	79.5	11.0	97.7
Yes	99.0	33.3	35.9	62.5	38.1	20.5	89.0	2.3
Weighted Base	80364	80364	80364	80364	80364	80364	80364	80364
Unweighted Base	2500	2500	2500	2500	2500	2500	2500	2500

Base: All establishments (Employee weighted base)

	Provides any WLB practice	Allows part-time to full-time	Allows full-time to part-time	Allows varying hours	Allows working from home	Provides maternity of parental leave	Provides leave (other than bereavement or territorial army)	Provides all work-life balance practices
No	2.6	75.0	64.4	38.3	77.5	93.3	21.4	99.7
Yes	97.4	25.0	35.6	61.7	22.5	6.7	78.6	0.3
Weighted Base	655295	655295	655295	655295	655295	655295	655295	655295
Unweighted Base	2500	2500	2500	2500	2500	2500	2500	2500

Base: All establishments (Establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

## 5. WORKING TIME

### 5.1 INTRODUCTION

Available evidence reveals that the UK has the highest working hours in the European Union and that, over recent years, average usual weekly working hours have been increasing<sup>35</sup>. Anecdotal evidence reveals that some employees, despite the recent regulation of working hours are working exceedingly long hours, sometimes in a manner that is detrimental to their own health and family life<sup>36</sup>. Some may do so because they are deemed to be responsible for their own working time and so fall outside of the relevant regulations.

This chapter addresses two inter-connected aspects of working time:

- i. hours worked above what may be considered: (a) fixed hours of work, where hours of work are specified in the contract of employment; and (b) standard hours. Standard hours refer to where hours of work may not be specified in the contract of employment but where there is 'an understanding' of what constitutes the normal working day (e.g.: 9 am to 5pm, Monday to Friday);
- ii. whether hours are worked during what may be now considered a slightly dated notion of the standard working week – approximately 9am to 5pm, Monday to Friday – or alternatives to this where employers operate, for example, 24 hours a day, seven days a week.

Reasons for working long hours are likely to be manifold. In the first instance, it may be simply out of economic necessity where leisure time is traded for work in an effort to increase earnings. One would expect this where staff have an hourly rate and where

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<sup>35</sup> The European Labour Force Survey reveals usual weekly hours of 43.6 in the UK compared to an EU average of 40.3.

<sup>36</sup> L. Worrall and C. Cooper, *The Quality of Working Life: 1999 Survey of Managers*, Institute of Management



overtime is paid - this is a phenomenon which is associated more with routine non-manual and manual jobs. The impetus for working longer hours to increase earnings can be located in individuals' needs to provide for their own economic well being and that of their families. As such, and as demonstrated in the existing research literature, this is related to household structure and the stage of household formation. For other groups of staff the motivation to work longer than contracted or standard hours are less directly related to maximising earnings if only because they are unlikely to have an hourly rate and overtime is less likely to be paid. Understanding long hours in these circumstances needs to be contextualised within the dynamics of the organisations in which people work. Working longer than what are normally regarded as standard hours will be related to what is expected of staff in the organisation which in turn is related to improving one's job security and/or promotion prospects. Again, anecdotal evidence points towards some organisations having a 'long hours culture' or a workplace culture of presenteeism<sup>37</sup>. Senior management may recognise that a long hours culture is not in the best interest of the organisation but breaking the mind-set that created long working hours in the first place can be exceedingly difficult at a time when the prospect of long-term job security with a single employer is no longer guaranteed. Working long hours in such an environment may become one of the factors on which employees compete with one another.

It is not just the length of the working week that is important. When hours are worked is another feature. One element of this is dealt with in the next chapter on flexible working time arrangements. In the manufacturing sector, typically where continuous processes are used, there is a need to staff the production line 24 hours a day, seven days a week. Recent years have seen changes to the 'typical' working week introduced across many industries, such as in retailing where Sunday opening is now commonplace, in food retailing where 24-hour trading is widespread, or in banking where telephone banking is available all of the time. Whether or not extended trading hours have increased the profitability of firms will be dependent upon their capacity to capture expenditure previously spent elsewhere. Once hours of trading have been expanded within a competitive market sector the risk attached to reducing those hours for the employer can be substantial. From the employee's perspective the impact of extended trading hours is difficult to gauge. If there are greater opportunities for employees to work outside of the 9 am – 5 pm, Monday to Friday norm, this may create employment opportunities for those unable to work during the 'typical' working week for whatever reason, or it may impose unsociable hours on individuals with consequences for the quality of their family lives.

This chapter explores working time from both employer and employee perspectives to provide evidence of the incidence of long working hours and non-standard working weeks, the types of employers that engage in standard and non-standard working hours, and the characteristics of employees with non-standard working hours.

## **5.2 EMPLOYER REPORTS**

### **5.2.1 Days and Hours of Work**

The hours during which organisations operate have been divided between the days and hours they are open:

#### **Days**

- Monday-Friday;
- six days a week;
- seven days a week.

<sup>37</sup>

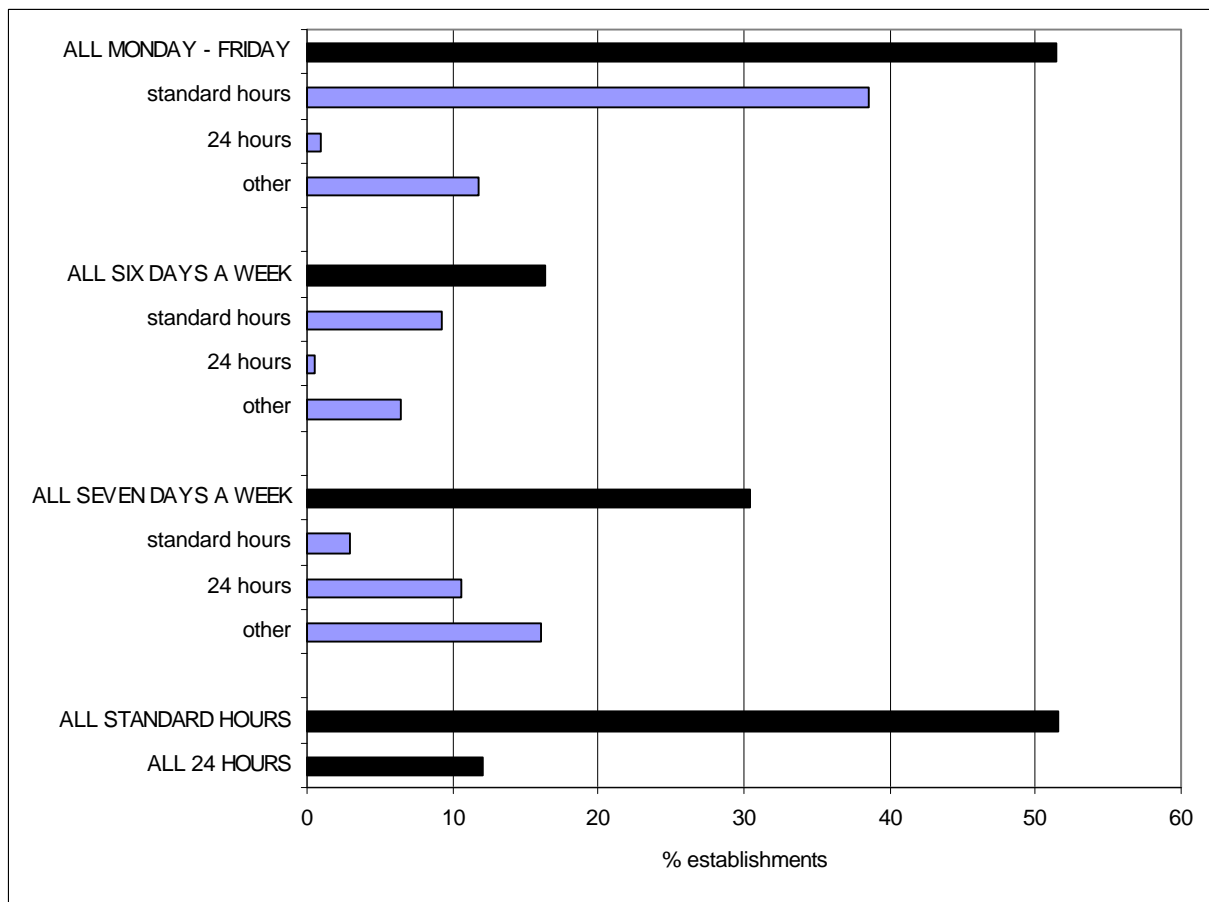
K. Purcell, T. Hogarth and C. Simm, *Whose Flexibility?*, York Publishing/Joseph Rowntree Trust, York 1998.

## Hours

- standard hours: starting between 8.00 and 10.00 and closing between 4.30 and 6.30;
- open 24 hours a day;
- some other configuration of opening hours.

Figure 5.1 illustrates the usual days of business of establishments and the hours of business within those days. Approximately 51 per cent of establishments operated Monday to Friday regardless of usual hours of business, and 39 per cent operated Monday to Friday to standard hours. In other words, if the standard working week is considered to be Monday to Friday, approximately 9 am to 5 pm, then a majority of establishments do not conform to this.

**Figure 5.1**  
**Days and hours of business**



Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

The sectoral distribution of hours has a marked profile (see Table 5.1). It is noticeable that the production sector was most likely to conform to the Monday to Friday, standard hours norm (63 per cent of establishments). Private sector service establishments were least likely to conform to the standard working week (33 per cent of establishments).

Days and hours of opening also vary by size of establishment (see Table 5.2a). This is particularly noticeable with respect to six and seven day opening. Establishments in the smaller size bands accounted for a greater proportion of establishments with six-day opening. In contrast, seven-day opening accounted for a greater proportion of employees in the largest establishments (500 or more employees); it is also the case that these

establishments were much more likely to be operating 24 hours a day. It is also important to look at the number of employees in the enterprise to which the establishment belongs. Establishments that employ relatively few people but belong to an enterprise with many employees may well share the characteristics of the larger organisation to which they belong rather than independent establishments in the same employment size band. It is apparent that establishments that are part of multi-site organisations are more likely to have business days and hours outside of the 'normal' or 'traditional' working week (see *Table 5.2b*).

Recent years have seen some regional locations being favoured by companies setting up telephone call-centres with Scotland and the North East being particularly preferred. Typically such establishments never close. The distribution of opening times by region reveals that establishments in London were more likely to operate Monday to Friday, with the East Midlands reporting the lowest incidence of such operating hours (see *Table 5.3*). Establishments in the West Midlands, North West, and Scotland were the least likely to report seven day week opening, whereas those in the South East, East Midlands and North East were most likely to report its incidence. The regional dimension in many respects reflects the industrial structure of employment but, as reported above, the growth of an industry in a region may reflect some regional bias that is ultimately reflected in operating times.

### **5.2.2. Workforce Composition and Opening Hours**

Where opening hours fell outside the Monday to Friday, standard hours category there was a greater proportion of part-time employees in the establishment (see *Table 5.4*). The association between part-time employment and usual business days and hours reveals that the proportion of part-time employees increases with the number of days that are worked rather than the hours. More part-time employees were found in establishments that opened either on a Saturday or Sunday regardless of the hours that were worked on those days. To some extent this will be a consequence of employing staff to work exclusively on Saturday or Sundays, but it will be also related to staffing problems with which establishments are faced when they need to fill hours of work that are not readily covered by standard full-time hours.

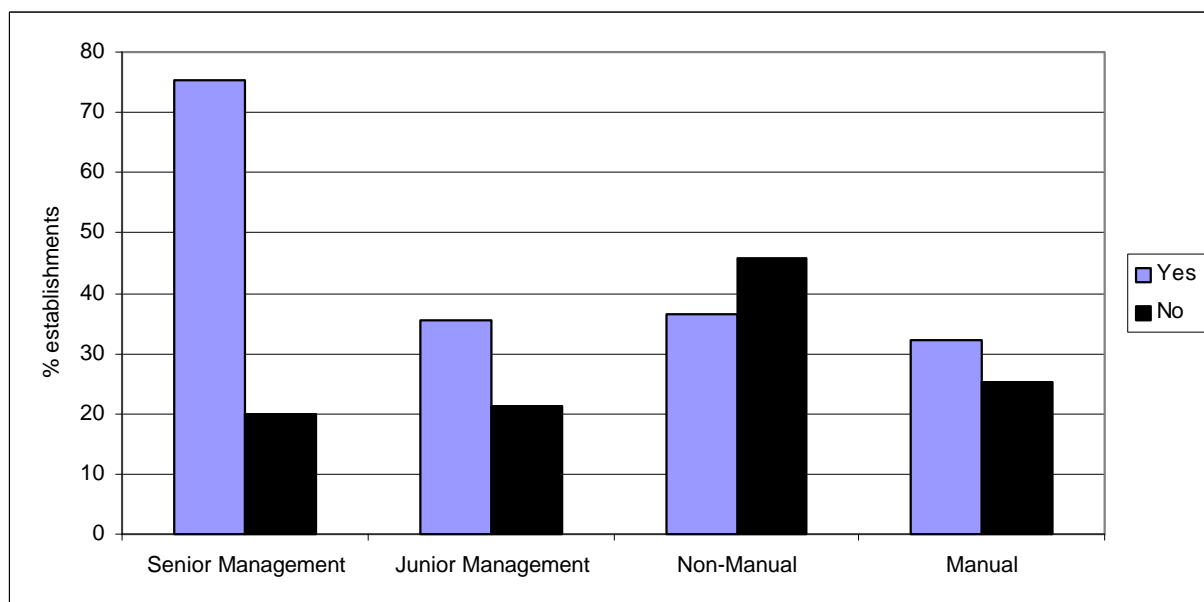
Related to the incidence of non-standard opening hours by part-time employment is the proportion of women in the establishment's workforce (see *Table 5.5*). The relationship between when hours are worked and the proportion of women in the establishment's workforce is far from straightforward, except that the incidence of seven day a week operation is much more common where over 50 per cent of the workforce is comprised of women (38 per cent compared to 25 per cent when no women were employed). This may be explained by a number of factors, such as the opportunity non-standard hours provide for working mothers to enter employment, or the fact that employment opportunities for women are more limited and therefore they are more likely to take jobs that do not conform to the 'typical'. The former refers to the family context that may limit a woman's capacity to work (the domestic division of labour), whilst the latter refers more directly to labour power, although there is likely to be overlap between the two explanations. This can be explored in a little more detail with reference to the proportion of managers and professionals employed in the establishment. To some extent this becomes a measure, by proxy, of the degree to which higher quality jobs are concentrated in establishments operating Monday to Friday to standard hours. The evidence demonstrates quite clearly that the incidence of non-standard days and hours of work is inversely related to the proportion of managers and professionals in the establishment (see *Table 5.6*). Approximately 66 per cent of establishments with 50 per cent of employees working in professional/managerial jobs had Monday to Friday, standard hours as their usual hours of business, compared to 24 per cent of establishments with less than 10 per cent of the workforce comprising professional / managerial staff. It is apparent therefore that work outside of the typical Monday to Friday, standard hours of work

norm is associated more with establishments employing a greater proportion of staff in lower level occupations.

### 5.2.3 Additional Hours

In the introduction, mention was made of the long hours culture that affects some organisations. The Employer Survey reveals that establishments representing 90 per cent of those in employment had staff working in excess of their standard weekly working hours. Though information from the Employer Survey gives no indication of the number of additional hours worked – the Employee Survey indicates that employees working additional hours work an extra 9 hours a week - the evidence points to people working over their usual weekly working hours as being endemic. Generally, it was senior managers and professionals who were most likely to work additional hours, but a substantial proportion of all staff were working additional hours (see Figure 5.2). Even if additional hours amount to just a small number of hours a week, over a year this can be a substantial amount of time that conceivably could have been spent doing something other than work.

**Figure 5.2**  
**Percentage of establishments reporting categories of staff working additional hours**



Base: All establishments (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

For manual workers, establishments reported that additional hours were nearly always paid. For non-manual employees, it was paid in the majority of cases but in a significant proportion of establishments staff received time-off-in-lieu or a mix of pay and time-off. Senior managers in around two thirds of cases (67 per cent) were neither paid nor had time off in lieu. The corresponding figure for junior management was 42 per cent, for non-manual staff it was 14 per cent, and just 2 per cent for manual workers (see Table 5.7). The findings reflect the pay systems in place to reward employees; manual workers were most likely to be employed on the basis of an hourly rate and a fixed number of hours each week with the result that additional hours strike at the heart of the wage-effort bargain and, accordingly, are paid. By contrast the nature of the wage-effort bargain for professional and managerial staff is much more nebulous, they are more likely to be employed to fulfil a task or tasks without reference to working time. Hence, additional hours are probably not even referred to as 'overtime' and accordingly seldom rewarded with extra pay.

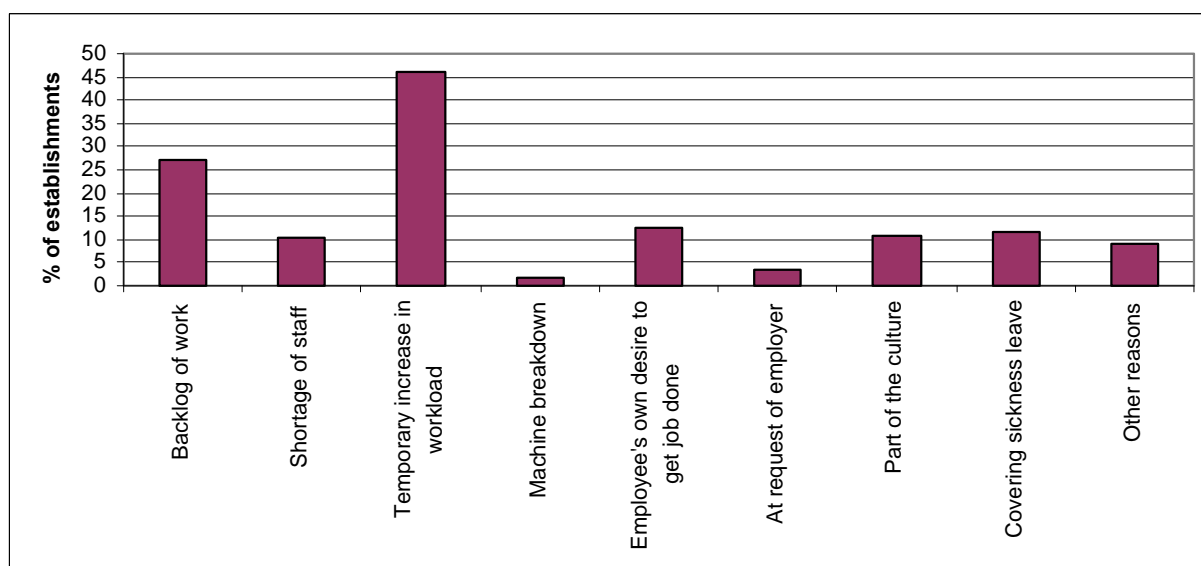
Additional hours were more likely to be reported in the production sector than elsewhere (91 per cent compared to 81 per cent for all industry), principally as a consequence of a much higher proportion of manual workers reported as working additional hours in this sector (see *Tables 5.8*). Otherwise differences between sectors were modest.

It was in the smallest establishments (5-10 employees) that additional hours were least likely to be reported (see *Table 5.9*). Overall, 73 per cent of establishments with 5-10 employees reported staff working additional hours compared to around 93 per cent in establishments with 100 or more employees, and 81 per cent across all industries.

Differences across regions tended to be limited (see *Table 5.10*). Establishments in Scotland were most likely to report additional hours (87 per cent) and those in the North-East least likely to (76 per cent).

The main reasons for regularly working longer than standard hours were a temporary increase in workload, and a backlog of work and this varied little by category of staff (see *Figure 5.3*). Employers reported in relatively few instances that their staff worked additional hours because of the employee's own desire to get the job done.

**Figure 5.3**  
**Reasons for additional hours being worked reported by establishments**



Base: All establishments where additional hours worked (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

As well as being related to occupational status, working additional hours may also relate to the way in which working time is organised. Organisations that tend to operate for a fixed number of days each week and for a fixed number of hours each day may have greater need to call upon staff to work additional hours because of the number of working hours to be covered. For instance, where staff are absent when starting a new shift others just finishing their shift may be called upon to work extra hours. On the other hand, extended operating times may well allow a backlog of work to be cleared without calling upon additional hours to be worked. This may be less of an issue for senior staff because they are less readily substituted by other staff. The results reveal that establishments that were open Monday to Friday were more likely to have staff working additional hours (see *Table 5.11*). Because of the high overall incidence of additional hours the differences are modest, but whereas 85 per cent of establishments reported regular additional hours being worked where they operated Monday to Friday, this compared to 70 per cent of establishments that were open six days a

week, and 80 per cent of establishments that were open seven days a week. The actual hours of operation were less important than the days worked.

#### **5.2.4 Varying Usual Hours of Work**

Being able to vary usual hours of work, such as leaving work early or starting late and making the time up during a lunch break, is the principal form of flexibility that many employees are likely to require. Overall, 62 per cent of establishments permitted staff to vary their usual hours of work. It was in the production sector that employees were most likely to be able to vary their usual hours (65 per cent) and employees in the public sector were least likely to be able to (57 per cent) (*see Table 5.12*).

Being able to vary one's hours of work appears unrelated to the number of employees in the establishment (*see Table 5.13*). It tended to be only in the largest establishments that there was an increase in the likelihood of an establishment allowing staff to vary their hours of work – 69 per cent in establishments with 500 or more employees compared to the average of 62 per cent. On average, however, the smallest establishments appear just as able to allow staff to vary their hours as larger ones.

Variation by region is also limited (*see Table 5.14*). A greater proportion of establishments in the South East, South West and the East and West Midlands were likely to allow staff to vary their hours, whereas in the North West, and London they were least likely.

Being able to vary usual hours of work was related to both the days and hours of usual business. Those establishments open standard hours, Monday to Friday, were most likely to allow staff to vary their usual hours of work (69 per cent of this group of establishments) whilst establishments open 24 hours, seven days a week were among those least likely to allow staff to vary their hours (54 per cent). In part this will be explained by the industrial and occupational composition of those establishments that are open 24 hours a day.

### **5.3 EMPLOYEE REPORTS**

#### **5.3.1 The working week**

The general trend away from the standard working week towards 24-hour and seven-day service is also evident from the Employee Survey. While 83 per cent of employers actually worked during Monday to Friday, only 35 per cent worked a standard week (Monday to Friday, 8-10 am to 4-6 pm). Overall, 15 per cent of employees said they worked on Sunday and one in eight employees reported working on both Saturday and Sunday.

*Table 5.16* describes the proportion of employees who worked from Monday to Friday, as well as the proportions working at weekends. The conventional working week is particularly common amongst employees in production activities such as manufacturing (92 per cent) and construction (96 per cent) and least common in activities providing services directly to the public, such as education, health and other services (78 per cent) and retail & wholesale distribution (67 per cent). The exception within the service sector is public administration, in which around 90 per cent of employees worked from Monday to Friday. Reflecting the tendency of service sectors to work outside the conventional Monday to Friday working week, only 72 per cent of non-manual employees worked a conventional working week compared with 88 per cent of manual workers (*Table 5.17*). Only around 12 per cent of employees in managerial occupations worked other than Monday to Friday.

Working at weekends has been a necessity in sectors such as retailing and transport, a pattern that has been encouraged by changes to legislation on Sunday trading. As a result,

around 40 per cent of employees in retail and wholesale distribution worked on Saturday while 31 per cent of employees in transport also worked on that day. However, around one in five employees in construction and a similar proportion in education, health and other services reported working on Saturday. Sunday working was most common in retail and wholesale distribution (21 per cent), transport (18 per cent) and education, health and other services (17 per cent) and least common amongst employees in financial and business services (7 per cent), construction (9 per cent) and manufacturing (12 per cent). The retail and wholesale sector together with education, health and other services accounted for more than half (58 per cent) of all Sunday working. There is little difference in the incidence of weekend working amongst non-managerial occupational groups, which was higher than amongst employees in managerial occupations. The incidence of Saturday working was 27-28 per cent amongst the former and 17 per cent amongst managerial employees. Similarly, 17-18 per cent of non-manual and manual employees worked on a Sunday but only 11 per cent of managerial employees.

### **5.3.2 Contracted working hours**

Overall, 79 per cent of employees covered by the Employee Survey worked to an employment contract which stipulated fixed weekly hours of work (*Table 5.18*). Even if hours of work were not contractually fixed, it was the norm for employees to have some form of standard hours which they were expected to work (14 per cent). Only 7 per cent, less than one in twelve, had no fixed or standard hours of work. This finding is fairly consistent across industrial sectors. The proportion of employees without fixed or standard hours was as low as 4 per cent in manufacturing but otherwise was within the range of 7-10 per cent in all other industrial sectors. As regards fixed and standard hours of work, employees in public administration were most likely to have a standard working week (rather than a fixed number of hours) while employees in manufacturing were the most likely to have fixed weekly hours.

Employees who worked to standard hours may enjoy a degree of flexibility not enjoyed by employees on fixed hours contracts. It is notable that employees in managerial occupations (see *Table 5.19*) were the least likely to work to fixed hours (76 per cent) and most likely to work to standard hours (15 per cent) or to have no fixed hours at all (9 per cent). The pattern of fixed and standard hours was virtually identical across employees in manual and non-manual jobs: around 82-83 per cent in fixed hour contracts, 11-12 per cent in standard hours contracts, and 6 per cent with no set number of total weekly hours.

### **5.3.3 Additional hours of work**

Where employees had fixed or standard weekly hours, comparison of their fixed or standard hours with hours actually worked provides an indication of the amount of additional hours or overtime working undertaken. As already noted, the evidence from the Employer Survey suggests that overtime was widespread across establishments. A similar picture emerges from the Employee Survey. Slightly over half (54 per cent) of employees reported that they had worked at least some additional hours above their fixed or standard hours. A further 45 per cent had worked their fixed or standard hours, no more nor less and less than 2 per cent reported working hours below their fixed or standard hours.

Employees who worked additional hours increased their working week by an average (mean) of around 9 hours per week. Amongst full-time employees the average amount of weekly overtime was 9.7 hours and amongst part-time employees it was around 6.7 hours per week. Overall, female employees tended to work fewer additional hours than male employees (8 hours compared to 10 hours) and this was equally the case for full-time and part-time employment considered separately.

Although the amount of additional hours worked varied across industrial sectors (with additional hours relatively high in construction and transport) the degree of variation was not as great as that between occupational groups. Employees working in professional occupations reported relatively high levels of additional weekly hours of work (10.7 hours) as did those employed as managers (10.3 hours) and as operatives (10.5 hours). Relatively low levels of additional hours working were reported in clerical and secretarial occupations (7.2 hours) and sales jobs (7.4 hours)<sup>38</sup>.

More than one in three employees who worked in excess of their standard or fixed hours of work (39 per cent) reported that they received neither additional pay nor time off in lieu for any additional hours worked. Almost half (48 per cent) indicated that additional hours were paid and 18 per cent indicated that they could take time off in lieu of additional hours worked. *Table 5.20* describes whether additional hours were paid or otherwise by broad occupational group. *Table 5.21* sets out the same information for broad industrial sector. It is clear from the first of these two tables that most manual employees (85 per cent) were paid for additional hours worked, 7 per cent received time off in lieu, and 11 per cent who received neither. At the other extreme, over half (52 per cent) of employees in managerial occupations were neither paid nor given time off for additional hours worked. Around a third (31 per cent) were paid but this was only slightly more than received time off in lieu (21 per cent). Other non-manual employees occupied an intermediate position between managers and manual workers. Around a third (32 per cent) were neither paid nor given time off. Of the others, paid overtime was rather more common than time off in lieu (35 per cent for the former and 19 per cent for the latter).

Working uncompensated additional hours was most common in the finance and business services sector and in education, health and other services, both sectors that employed a large number of professionals, managers and other non-manual employees. Uncompensated additional hours were less common (although still the case for around 30 per cent of employees) in manufacturing, transport and public administration where substantial proportions of manual workers are located.

### **5.3.4 Usual working hours**

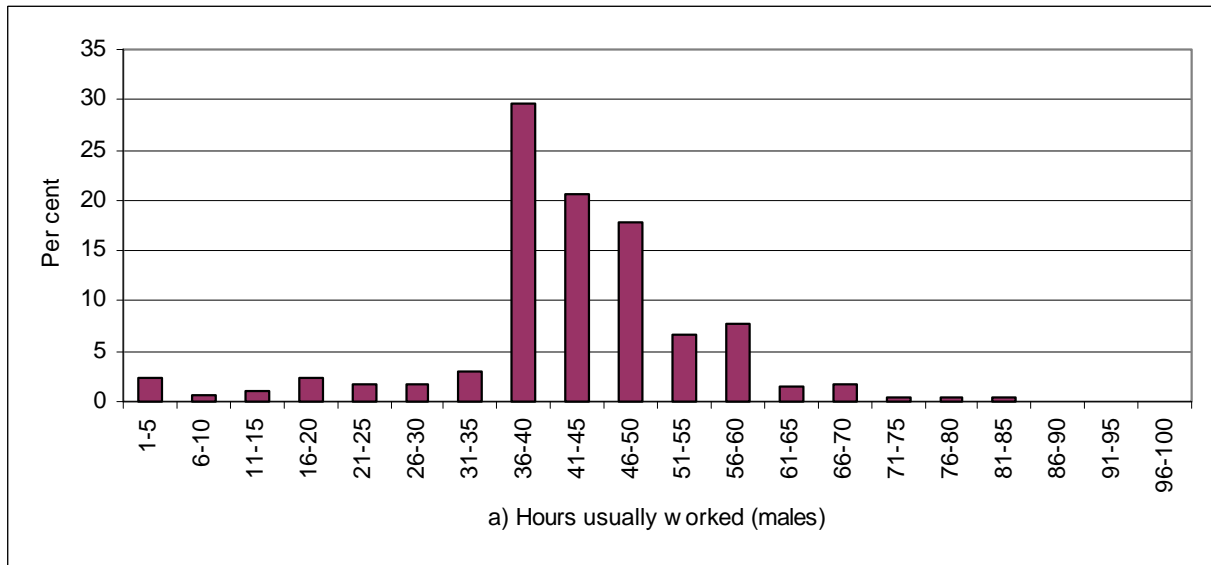
*Figure 5.4* describes the distribution of usual weekly hours of work for male and female employees. The average hours of work per week for male employees were 44.3 hours, considerably greater than the mean weekly hours of female employees (33.0 hours). However, the distribution of weekly hours amongst female employees is bi-modal and the overall distribution of hours is really the product of two separate distributions: one for part-time jobs and one for full-time jobs (although the division between the two is, ultimately, arbitrary).

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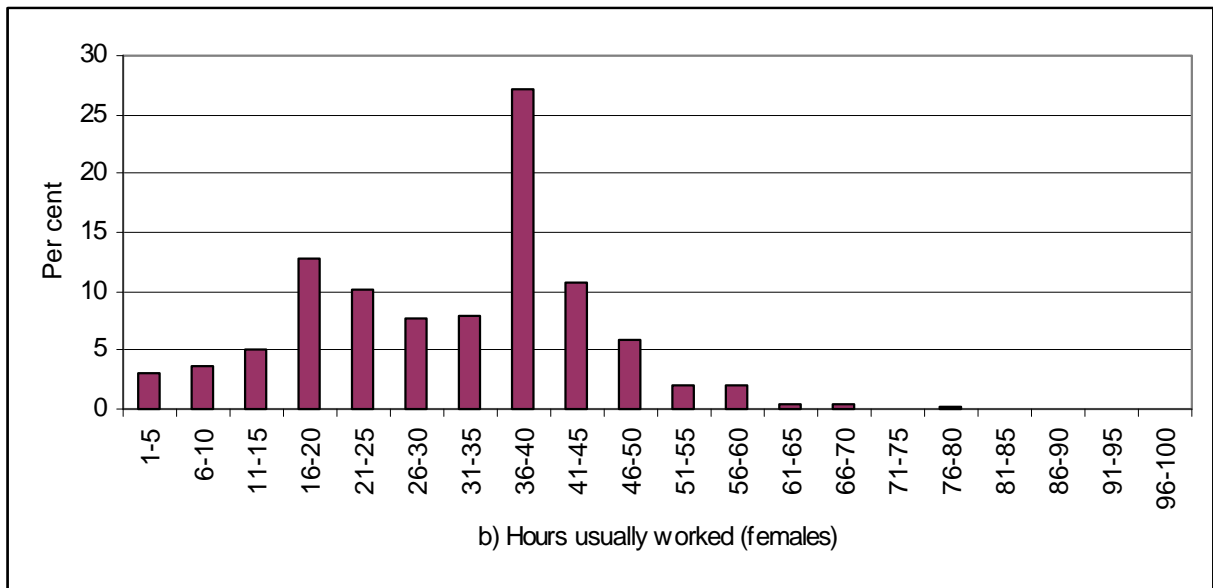
<sup>38</sup> These figures relate only to employees who worked additional hours and is not the average across all employees.



**Figure 5.4**  
**Distribution of usual hours worked: male and female employees**



Std. Dev = 11.5  
 Mean = 44.3  
 N = 3970



Std. Dev = 13.1  
 Mean = 33.0  
 N = 3517

Base: All employees  
 Source: WLB 2000: Employee Survey (IER/IFF)

Looking at full-time and part-time jobs separately indicates that differences between male and female employees persist even when the weekly hours of full-time and part-time employees are separated. Males in full-time employment worked an average (mean) of 46.3 hours per week compared with 42 hours amongst female full-time employees. The difference between the hours of males and females in part-time employment is less in absolute terms, with males in part-time jobs working an average of 22.4 hours per week and females working an average of 21.5 hours per week. However, there was much greater variation in hours worked by male part-time employees around this mean. There were, of course, far fewer males in part-time jobs than females, hence the weekly hours of male employees in part-time jobs have little effect on the overall distribution of male weekly hours.

The number of weekly hours worked by employees appears largely unrelated to the size of establishment in which they work. This is especially the case for full-time. Small variations in average hours were noted in respect of part-time working, with part-time hours being slightly longer in larger establishments. However, even here, the differences were very small (around one hour). More marked differences were apparent across industrial sectors and occupations. *Tables 5.22 and 5.23* describe the average (mean) weekly hours of employees as reported in different industries and occupational groups.

Amongst males in full-time employment, weekly hours were relatively high in construction (49 hours) and transport (47.7 hours) and relatively low in public administration (44.3 hours) and finance and business services (45.6 hours). The highest mean weekly hours amongst males in full-time employment were reported by those who were managers and personal & protective services (both in excess of 48 hours per week) while relatively low hours were reported by men employed in associate professional and clerical & secretarial full-time jobs. Similar patterns were observed amongst women working in full-time jobs. Weekly hours were again highest in construction (although the number of women employed in this sector was small), transport and in education, health and other services. Low weekly hours were reported in public administration. Relatively high weekly hours were reported amongst women working in full-time jobs as managers and professionals while hours were relatively low amongst those employed in clerical & secretarial, personal & protective occupations, sales jobs and unskilled occupations. Working hours amongst female employees in part-time jobs appear to vary only slightly across industrial sectors with industries forming two groups: manufacturing, transport, finance and business services and public administration (relatively high part-time hours of around 22 per week) and the rest offering around 20 hours per week.

### 5.3.5 Long working hours

Earlier in this report, Chapter 4 introduced a distinction between **long hours** of work and **very long hours** of work. **Long** hours were defined as 49 hours per week or above and **very long** hours defined as 60 or more hours per week. The discussion is restricted to employees who worked in a full-time job, that is 30 or more hours per week since it is unlikely that any employee working such hours would consider themselves a part-time employee.

Over 10 per cent of full-time employees worked very long weekly hours (that is, 60 or more hours per week). The proportion of men was double that of women (just over 12 per cent and just under 6 per cent, respectively). This gender difference was associated with occupational and industrial differences in very long hours working. Managers and professionals (predominantly men) were more likely to work very long hours (14 and 15 per cent, respectively), as were plant & machine operatives (14 per cent). Very long hours were

also evident in personal & protective services (13 per cent). People employed in clerical & secretarial and sales occupations (predominantly women) were least likely to work 60 hours a week or more (3 per cent and 7 per cent respectively).

The largest proportion of employees working very long hours was to be found in the construction industry (17 per cent) and transport and distribution (14 per cent). Public administration had the lowest proportion of employees working very long hours, although at 8 per cent of full-time employees, very long hours working was not unheard of even here. There was little variation in very long hours working across establishments of different size, although establishments employing 25-99 employees had a slightly above average proportion of employees working very long hours while the largest establishments (500 or more employees) had a slightly below average proportion.

While one in ten full-time employees reported working *very long* hours, the extent of less extreme but nonetheless long hour of work is striking. A remarkable 28 per cent of full-time employees worked *long* weekly hours of 49 or more hours per week (this proportion, of course, includes the 10 per cent working very long hours). Overall, the proportion of men in full-time jobs working such long hours was 34 per cent, or one in three. Although long hours working was less common amongst women in full-time jobs, but still amounted to 16 per cent of all women in full-time employment.

Employees may work long hours for a number of reasons. Long hours may be required by the needs of the business, either for reasons related to the nature of the production process or in response to short-term variations in demand. While there was no direct measure of business need in the Employee Survey, it can be noted that the proportion of employees working long hours was greatest in regions where labour demand (as indicated by unemployment and vacancy rates) was at its highest, such as London (34 per cent), Eastern (33 per cent) and the South East (30 per cent). Correspondingly, the proportion of employees working long hours was lowest in regions such as Scotland (22 per cent), Wales (25 per cent) and the North West, the North East and Yorkshire & Humberside (25 per cent in each), where economic activity and demand were at lower levels.

Where employees are able to exercise choice over the hours worked, that choice will reflect a balance between their need for income (where longer hours generates more income) and the constraints faced in working longer hours (such as the need to care for children). The complexity of this relationship is evidenced by the findings relating to household composition. Around 27 per cent of full-time employees who were single or were members of households without responsibility for dependent children, worked long hours (49 or more hours per week). This contrasts with just 18 per cent of full-time employees who were single parents with dependent children<sup>39</sup>. However, the group most likely to work long hours were male full-time employees living in couple households. Over 37 per cent of this group worked long hours compared with 16 per cent of female full-time employees in households with dependent children. The least likely group of full-time employees to be working long hours were lone mother (under 11 per cent). The long hours of many men in couples with children may reflect both a need for income (associated with children) and the opportunity to work long hours (associated with the presence of a partner willing to take on a disproportionate share of childcare). Where partners were working (and the need for household income reduced while the opportunities for long hours decreased) the proportion of employees working long hours was less than where partners were not working.

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<sup>39</sup> Parents (single or couple) were defined as those living in a household having responsibility for one or more children aged 16 or under (18 or under if in full-time education).

## **5.4 CONCLUSION**

Overall, the evidence points to a substantial number of extra hours being worked by employees to meet the demands of their jobs. This was particularly so with reference to managerial and professional staff, some of whom reported exceedingly long working weeks. For this group, both the employers and employees confirmed that additional hours were not paid. The introduction of flexible working time arrangements, the focus of the next chapter, potentially provides an opportunity for employees to vary their hours such that over a given reference period they are working few, if any, additional hours. Both flexitime and annualised hours attempt to achieve this aim. In some cases the introduction of such working arrangements has been an attempt to reduce the amount of paid overtime, but professional and managerial staff are unlikely to be in receipt of overtime payments. The cause of long working hours amongst professional and managerial workers appears to stem from workplace culture, however that may be defined, and the need for individuals to demonstrate their value to an organisation through their hours of work rather than simply through the outputs they achieve.

**Table 5.1**  
**Days and hours of business of establishments by industrial sector (summary)**

	Production	All Services	Private Services	Public Services	Total	column percentages
Monday to Friday						
Standard hours	63.2	32.8	29.4	44.3	38.6	
24 hours	1.6	0.7	0.9	0.1	0.9	
Other	17.0	10.5	8.9	16.1	11.8	
Total	81.9	44.1	39.2	60.7	51.4	
Six days a week						
Standard hours	5.2	10.2	12.0	4.1	9.2	
24 hours	0.7	0.5	0.4	0.7	0.5	
Other	3.0	7.3	8.3	3.7	6.4	
Total	8.9	18.2	21.1	8.5	16.4	
Seven days a week						
Standard hours	2.1	3.1	3.9	0.6	2.9	
24 hours	3.3	12.4	9.0	23.9	10.6	
Other	1.6	19.6	24.6	2.9	16.1	
Total	7.0	36.0	38.1	28.8	30.4	
Other						
Standard hours	1.0	0.6	0.7	0.2	0.7	
24 hours	-	*	*	-	*	
Other	1.2	0.7	0.8	0.3	0.8	
Total	2.2	1.7	1.6	2.0	1.8	
All Standard hours	71.5	46.7	45.9	49.2	51.5	
All 24 hours	5.7	13.6	10.3	24.7	12.1	
Other	22.7	38.1	42.6	23.0	35.2	
Weighted Base	126031	529264	408456	120808	655295	
Unweighted Base	642	1858	1311	547	2500	

Base: All establishments (establishment weighted base)

Notes: (1) Starting time 8-10 and finishing time 4.30-6.30

\* less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.2a**  
**Days and hours of business of establishments by size of establishment**

column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
Monday to Friday								
Standard hours	36.1	40.9	40.3	37.7	48.7	45.0	36.9	38.6
24 hours	0.4	0.9	1.0	2.7	1.9	3.9	3.3	0.9
other	11.6	10.1	11.9	16.8	16.4	13.5	14.6	11.8
Total	48.2	52.0	53.2	57.7	67.4	62.4	54.8	51.4
Six days a week								
Standard hours	12.9	7.2	6.5	2.9	2.7	1.3	1.8	9.2
24 hours	0.1	0.7	0.9	1.3	1.8	1.3	1.1	0.5
Other	8.5	5.3	4.0	3.7	4.7	1.5	3.5	6.4
Total	21.5	13.8	11.7	8.0	9.2	4.4	6.4	16.4
Seven days a week								
Standard hours	2.7	4.1	2.3	1.9	1.9	1.6	2.3	2.9
24 hours	6.4	13.5	14.8	16.6	11.6	18.6	29.2	10.6
Other	17.7	15.7	15.5	14.4	7.6	10.8	4.0	16.1
Total	27.8	33.6	33.0	33.3	21.7	31.6	36.6	30.4
Other								
Standard hours	1.2	0.1	0.1	-	0.6	0.5	0.5	0.7
24 hours	0.7	0.5	-	-	0.4	-	0.3	*
Other	0.6	-	1.5	1.0	0.3	1.0	1.3	0.8
Total	2.5	0.6	0.5	1.0	1.7	1.6	2.3	1.8
All Standard hours	52.9	52.3	49.2	42.5	53.9	48.4	41.4	51.5
All 24 hours	6.8	15.2	16.7	20.5	15.8	23.8	33.9	12.1
Other	38.6	31.6	32.9	35.8	29.1	26.9	23.3	35.2
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments for whom hours of work are known (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.2b**  
**Days and hours of business of establishments by size of establishment and by status of site**

column percentages

	Only Site					Multi-Site				
	Less than 25	25-99	100-499	500+	Total	Less than 25	25-99	100-499	500+	Total
Monday to Friday										
Standard hours	42.5	39.9	55.3	30.2	42.4	31.7	39.5	44.0	38.3	34.6
24 hours	0.8	2.0	1.8	2.9	1.0	0.3	1.2	3.0	3.4	0.7
Other	11.7	18.0	21.5	14.5	12.9	9.6	10.4	12.9	14.6	10.1
Six days a week										
Standard hours	10.4	3.2	1.9	-	9.1	11.3	6.9	2.3	2.1	9.5
24 hours	0.3	0.8	0.3	-	0.3	0.4	1.1	2.2	1.3	0.7
Other	5.9	5.3	3.4	9.9	5.8	9.4	3.0	3.7	2.2	7.3
Seven days a week										
Standard hours	2.8	0.9	0.6	2.6	2.4	3.8	3.0	2.1	2.2	3.5
24 hours	10.0	16.9	7.7	27.5	11.1	7.6	13.9	16.8	29.6	10.1
Other	12.6	10.3	5.5	6.4	12.1	23.1	18.4	10.1	3.4	20.8
Other										
Standard hours	0.9	-	-	1.1	0.7	0.7	0.1	0.9	0.3	0.6
24 hours	-	-	0.2	-	*	-	-	0.3	0.3	*
Other	-	1.9	0.9	3.2	0.3	1.6	1.0	0.5	0.9	1.3
All standard hours	56.6	44.0	57.9	33.9	54.7	47.5	49.5	49.3	43.0	48.1
All 24 hours	11.1	19.7	10.0	30.4	12.4	8.3	16.2	22.3	34.6	11.6
Other	30.2	35.5	31.3	34.0	31.1	43.1	32.9	27.2	21.0	39.5
Weighted Base	283626	53413	8831	621	346491	203190	79647	21113	2889	306840
Unweighted Base	374	254	197	66	891	277	438	577	312	1604

Base: All establishments where status of site is known (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.3**  
**Days and hours of business of establishments by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
	column percentages											
Monday to Friday												
Standard hours	45.5	32.9	38.7	28.8	42.4	32.5	40.0	49.1	38.1	47.8	33.2	38.6
24 hours	1.0	2.3	0.8	0.2	2.1	0.4	0.2	0.2	1.4	0.6	0.2	0.9
other	12.8	12.8	7.3	10.2	15.5	12.6	8.6	12.8	8.5	11.9	15.6	11.8
Total	59.3	48.0	46.8	39.5	60.0	45.5	48.8	62.0	48.0	60.5	49.5	51.4
Six days a week												
Standard hours	8.7	6.2	9.2	11.7	8.6	8.6	8.9	8.2	7.0	11.5	13.9	9.2
24 hours	0.0	0.3	0.2	2.5	0.3	0.6	*	0.7	0.6	-	0.7	0.5
Other	1.5	2.8	12.4	9.4	6.7	10.8	6.1	3.8	6.2	1.9	6.0	6.4
Total	10.2	9.4	22.3	23.6	15.5	20.0	15.0	12.7	15.3	13.5	20.6	16.4
Seven days a week												
Standard hours	7.5	8.1	1.5	0.3	0.8	3.4	2.2	0.5	3.0	4.6	0.9	2.9
24 hours	6.7	13.8	9.4	18.0	10.7	13.1	4.9	9.0	12.3	10.6	7.5	10.6
Other	16.3	17.6	19.5	16.7	12.5	13.3	22.4	15.7	18.5	9.2	17.0	16.1
Total	30.5	39.5	30.5	35.0	24.0	29.8	35.2	25.2	34.7	24.6	26.4	30.4
Other												
Standard hours	-	1.4	0.2	-	-	-	-	-	1.3	1.3	3.2	0.7
24 hours	-	-	*	-	0.1	*	-	-	-	-	-	*
Other	-	1.7	0.1	1.8	0.3	2.7	0.6	0.1	0.2	0.1	0.3	0.8
Total	-	3.1	0.4	1.9	0.4	4.8	1.0	0.1	2.0	1.3	3.5	1.8
All Standard hours	61.6	48.6	49.7	40.9	51.7	44.5	51.1	57.8	49.4	65.2	51.3	51.5
All 24 hours	7.8	16.4	10.5	20.7	13.2	14.1	5.1	9.9	14.2	11.2	8.4	12.1
Other	30.6	35.0	39.4	38.0	35.1	39.3	37.7	32.3	33.4	23.1	38.9	35.2
Total	100	100	100	100	100	100	100	100	100	100	100	100
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)



**Table 5.4**  
**Days and hours of business of establishments by proportion of part-time employees**

column percentages

	Proportion of part-time employees					Total
	None	Less than 10%	10-24%	25-50%	Over 50%	
Monday to Friday						
Standard hours	46.6	56.0	56.9	32.6	9.3	38.6
24 hours	0.6	3.5	0.2	0.7	*	0.9
other	17.0	16.5	13.6	7.0	6.2	11.8
Total	64.1	76.0	70.7	40.3	15.8	51.4
Six days a week						
Standard hours	10.3	3.7	7.5	10.4	12.1	9.2
24 hours	0.8	0.4	0.5	0.2	0.6	0.5
Other	7.2	4.6	3.5	4.7	11.2	6.4
Total	18.3	8.7	11.8	16.0	23.9	16.4
Seven days a week						
Standard hours	2.4	1.4	3.9	1.6	5.4	2.9
24 hours	6.1	8.0	7.5	19.0	11.0	10.6
Other	6.1	4.3	5.6	21.2	39.0	16.1
Total	15.7	14.0	17.0	42.2	56.9	30.4
Other						
Standard hours	0.9	0.1	0.1	1.2	0.7	0.7
24 hours	-	*	-	*	-	*
Other	1.0	1.0	0.4	0.3	1.3	0.8
Total	1.9	1.3	0.5	1.5	3.4	1.8
All standard hours	60.2	61.1	68.3	45.8	27.5	51.5
All 24 hours	7.4	11.9	8.2	20.0	11.7	12.1
Other	31.2	26.4	23.1	33.2	57.6	35.2
Total	100	100	100	100	100	100
Weighted Base	157796	101602	106293	152564	137040	655295
Unweighted Base	439	888	370	463	340	2500

Base: All establishments for whom hours of work are known (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.5**  
**Days and hours of business of establishments by proportion of female employees**

column percentages

	Proportion of female employees					Total
	None	Less than 10%	10-24%	25-50%	Over 50%	
Monday to Friday						
Standard hours	39.5	41.3	40.8	49.1	32.4	38.6
24 hours	2.7	5.0	1.7	0.4	0.1	0.9
other	12.8	17.9	20.0	9.2	9.4	11.8
Total	55.0	64.2	62.6	58.9	41.9	51.4
Six days a week						
Standard hours	4.5	7.8	9.0	6.5	11.4	9.2
24 hours	0.8	1.6	1.0	0.1	0.4	0.5
Other	14.2	7.2	7.9	3.7	6.4	6.4
Total	19.6	17.3	17.9	10.9	18.2	16.4
Seven days a week						
Standard hours	5.5	1.1	2.7	2.3	3.3	2.9
24 hours	5.6	7.9	5.3	7.5	14.8	10.6
Other	14.3	7.1	8.2	18.1	19.2	16.1
Total	25.4	16.4	16.7	28.0	38.4	30.4
Other						
Standard hours	-	0.3	0.7	1.7	0.3	0.7
24 hours	-	*	-	*	*	*
Other	-	1.7	2.0	0.4	0.6	0.8
Total	-	2.1	2.7	2.2	1.5	1.8
All standard hours	49.4	50.5	53.2	59.5	47.3	51.5
All 24 hours	9.1	14.5	8.0	8.1	15.3	12.1
Other	41.4	33.9	38.1	31.4	35.6	35.2
Total	100	100	100	100	100	100
Weighted Base	32924	43513	102433	156917	319508	655295
Unweighted Base	74	328	360	723	1015	2500

Base: All employees for whom hours of work are known (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.6**  
**Days and hours of business of establishments by proportion of professional/managerial employees**  
column percentages

	Proportion of professional / managerial staff					Total
	None	Less than 10%	10-24%	25-50%	Over 50%	
Monday to Friday						
Standard hours		23.9	31.5	42.2	66.5	38.6
24 hours		2.7	0.5	1.1	0.3	0.9
other		10.2	11.6	11.6	14.1	11.7
Total		37.1	43.7	54.9	81.0	51.3
Six days a week						
Standard hours		8.4	9.2	12.0	4.2	9.3
24 hours		1.2	0.8	0.2	-	0.5
Other		6.4	6.3	8.0	4.0	6.5
Total		16.0	16.8	20.1	8.2	16.5
Seven days a week						
Standard hours		4.4	3.0	3.5	0.2	2.9
24 hours		20.0	12.8	5.6	7.2	10.6
Other		18.5	20.0	14.6	3.4	16.2
Total		44.1	36.5	24.4	10.9	30.5
Other						
Standard hours		0.5	1.2	0.2	-	0.6
24 hours		*	*	-	-	*
Other		1.8	1.1	0.4	-	0.8
Total		2.8	3.0	0.6	-	1.8
All standard hours		37.2	45.0	57.8	70.9	51.4
All 24 hours		23.8	14.1	6.8	7.5	12.1
Other		36.9	39.0	34.5	21.6	35.2
Total		100	100	100	100	100
Weighted Base	6274	67073	283103	209747	86116	652313
Unweighted Base	10	529	967	577	332	2415

Base: All employees for whom hours of work are known and who employ managers and professionals (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.7**  
**Whether additional hours paid or unpaid by occupation**  
**(as reported by establishments)**

	Senior Management	Junior Management	Non-manual	Manual
Paid (only)	12.6	30.1	58.6	89.1
Time off in lieu (only)	13.9	19.2	16.3	3.4
Both	4.2	6.8	10.4	5.5
Neither	67.5	42.2	14.4	2.0
Don't know	1.8	1.8	0.2	*
Weighted Base	493473	233510	239104	211571
Unweighted Base	2081	1449	1295	1145

Base: Establishments with category of staff regularly working additional hours (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 5.8**  
**Whether additional hours worked, by occupation, and industrial sector (summary)**  
**(as reported by establishments)**

	Production	Services	Private Services	Public Services	column percentages Total
<b>Additional hours worked by:</b>					
Senior Management	84.6	73.1	72.1	76.5	75.3
Junior Management	38.3	35.0	32.6	43.2	35.6
Non-manual	37.3	36.3	34.2	43.5	36.5
Manual	62.7	25.0	24.6	26.4	32.3
Additional hours for any staff	91.1	79.0	78.3	81.4	81.3
No additional hours for any staff	8.9	21.0	21.7	18.6	18.7
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.9**  
**Whether additional hours worked, by occupation, and size of establishment**  
**(as reported by establishments)**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Additional hours worked by:</b>								
Senior Management	23.0	36.9	38.8	48.6	55.4	52.8	52.0	32.3
Junior Management	23.8	45.5	43.8	54.3	59.8	64.1	69.4	36.5
Non-manual	66.1	84.2	80.1	83.6	87.4	90.9	89.9	75.3
Manual	21.3	40.1	50.0	59.7	71.7	76.3	79.4	35.6
Additional hours for any staff	72.6	89.7	86.0	89.0	93.5	95.0	93.2	81.3
No additional hours for any staff	27.4	10.3	14.0	11.0	6.5	5.0	6.8	18.7
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.10**  
**Whether additional hours worked, by occupation, and region**  
**(as reported by establishments)**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
column percentages												
<b>Additional hours worked by:</b>												
Senior Management	77.9	74.5	70.3	70.0	77.3	78.8	73.4	74.1	70.6	81.7	78.5	75.3
Junior Management	35.3	54.4	34.1	40.3	33.7	31.6	38.7	27.1	30.8	33.3	34.1	35.6
Non-manual	37.6	45.8	34.9	38.5	31.8	39.1	24.8	31.7	43.1	30.1	43.1	36.5
Manual	14.4	30.6	39.7	32.1	38.0	33.2	24.3	29.5	37.0	40.7	30.5	32.3
Additional hours for any staff	79.5	81.1	77.1	81.5	83.7	83.5	75.7	78.0	80.1	87.4	86.1	81.3
No additional hours for any staff	20.5	18.9	22.9	18.5	16.3	16.5	24.3	22.0	19.9	12.6	13.9	18.7
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000 Employer Survey (IER/IFF) d base)

**Table 5.11**  
**Additional hours by occupation and days and hours of business of the establishment**  
**(as reported by establishments)**

	Any Additional Hours	Any Paid Additional Hours	No Additional Hours	Weighted Base	row percentages Unweighted Base
<b>Monday to Friday</b>					
Standard hours	85.6	44.3	14.4	253262	1065
24 hours	81.5	66.5	18.5	5724	54
other	84.9	49.1	15.1	77096	338
Total	85.2	45.7	14.8	336619	1461
<b>Six days a week</b>					
Standard hours	66.6	28.3	33.4	60482	113
24 hours	100.0	42.0	-	3487	36
Other	71.4	50.1	28.6	42243	115
Total	70.0	38.1	30.0	107543	268
<b>Seven days a week</b>					
Standard hours	86.4	44.8	13.6	19137	57
24 hours	85.4	52.7	14.6	69737	380
Other	75.9	37.1	24.1	105804	277
Total	79.8	42.6	20.2	199241	728
<b>Other</b>					
Standard hours				4275	12
24 hours				90	4
Other				5212	22
Total				11891	43

Base: All establishments where hours of opening known (establishment weighted base)

Source: WLB 2000 Employer Survey (IER/IFF)



**Table 5.12**  
**Whether employees allowed to vary their usual hours of work by industrial sector (summary)**  
**(as reported by establishments)**

	Production	Service	Private Services	Public Services	column percentages Total
<b>Allows flexible working hours</b>					
Yes	64.7	61.0	62.1	57.5	61.7
No	34.9	38.5	37.4	42.3	37.8
Don't know	0.4	0.5	0.5	0.1	0.4
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.13**  
**Whether employees allowed to vary their usual hours of work by size of establishment**  
**(as reported by establishments)**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Allows flexible working hours</b>								
Yes	63.5	60.6	57.7	60.5	61.4	67.0	68.9	61.7
No	36.5	38.3	41.6	39.4	37.8	31.5	29.7	37.8
Don't know	-	1.0	0.7	0.2	0.8	1.4	1.4	0.4
Total	100	100	100	100	100	100	100	100
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.14**  
**Whether employees allowed to vary their usual hours of work by region**  
**(as reported by establishments)**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
column percentages												
<b>Allows flexible working hours</b>												
Yes	57.4	64.1	59.6	71.0	64.4	66.3	61.9	57.2	57.5	56.4	60.7	61.7
No	42.5	33.9	40.3	29.0	35.5	33.7	38.0	42.7	41.9	41.9	39.3	37.8
Don't know	0.1	2.1	0.1	*	0.2	-	0.1	0.1	0.6	1.7	*	0.4
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)

\* less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.15**  
**Whether employees allowed to vary their usual hours of work by establishment operating times**  
**(as reported by establishments)**

	row percentages					
	Yes	No	Don't know	Total	Weighted Base	Unweighted Base
Monday to Friday						
Standard hours	69.5	30.4	0.1	100	253262	1065
24 hours	51.6	48.4	-	100	5724	54
other	63.2	36.7	*	100	77096	338
Total	67.8	32.2	0.1	100	336619	1461
Six days a week						
Standard hours	58.4	41.0	0.6	100	60482	113
24 hours	68.1	31.9	-	100	3487	36
Other	58.0	41.3	0.7	100	42243	115
Total	58.1	41.2	0.6	100	107543	268
Seven days a week						
Standard hours	63.8	31.6	4.6	100	19137	57
24 hours	54.5	45.2	0.2	100	69737	380
Other	49.6	49.5	0.9	100	105804	277
Total	53.5	45.5	1.0	100	199241	728
Other						
Standard hours					4275	12
24 hours					90	4
Other					5212	22
Total	62.1	37.9	-	100	11891	43
All standard hours	67.1	32.5	0.4	100	337156	1247
All 24 hours	55.0	44.8	0.2	100	79039	474
All other	56.4	43.0	0.6	100	230354	752

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 5.16**  
**Working days by industry**

	column percentages					
	Monday-Friday	Saturday	Sunday	Both Saturday and Sunday	Weighted Base	Unweighted Base
Manufacturing, Agriculture, Mining & Utilities	92	17	12	10	1477	1184
Construction	96	21	9	8	303	242
Retail & Wholesale	67	40	21	17	1588	1214
Transport & Distribution	88	31	18	14	493	478
Finance & Business Services	89	12	7	6	1402	1270
Public Administration	90	15	15	14	529	775
Education, Health & Other Services	78	20	17	15	1763	2389
All Sectors	83	23	15	12	7562	7562

\* percentages do not sum to 100 because of multiple responses

Base: All employees

Source: WLB 2000 Employee Survey (IER/IFF)

**Table 5.17**  
**Working days by broad occupational group**

	Monday - Friday	Saturday	Sunday	Saturday and Sunday	Weighted Base	Unweighted Base
						column percentages
Managers	88	17	11	10	3454	3601
Non-manual	72	27	17	15	2620	2711
Manual	88	28	18	14	1462	1220
All occupations	83	23	15	12	7562	7562

Base: All employees

\* percentages do not sum to 100 because of multiple responses

Source: WLB 2000 Employee Survey (IER/IFF)

**Table 5.18**  
**Contractual hours by industrial sector**

	Fixed hours	Standard hours	No fixed or standard hours	Weighted Base	Unweighted Base
	row percentages				
Manufacturing, Agriculture, Mining & Utilities	85	11	4	1477	1184
Construction	79	13	8	303	242
Retail & Wholesale	81	12	7	1588	1214
Transport & Distribution	77	13	10	492	478
Finance & Business Services	78	14	8	1401	1270
Public Administration	74	19	7	530	775
Education, Health & Other Services	77	14	9	1763	2389
All Sectors	79	14	7	7562	7562

Base: All employees  
Source: WLB 2000 Employee Survey (IER/IFF)

**Table 5.19**  
**Contractual hours by broad occupational group**

	Fixed hours	Standard hours	No fixed or standard hours	Weighted Base	Unweighted Base
				row percentages	
Managers	76	15	9	3454	3601
Non-manual	83	11	6	2620	2711
Manual	82	12	6	1462	1220
All occupations	79	14	7	7562	7562

Base: All employees

Source: WLB 2000 Employee Survey (IER/IFF)



**Table 5.20**  
**Whether additional hours were paid or not\*, by broad occupational group**

				row percentages	
	Paid extra	Time off in lieu	Neither	Weighted Base	Unweighted Base
Managers	31	21	52	3454	3601
Non-manual	35	19	32	2620	2711
Manual	85	7	11	1462	1220
All occupations	48	18	39	7562	7562

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Base: All employees working additional hours  
 Note: \* Multiple responses allowed by respondent  
 Source: WLB 2000 Employee Survey (IER/IFF)

**Table 5.21**  
**Whether additional hours were paid or not\* by industry**

	row percentages				
	Paid extra	Time off in lieu	Neither	Weighted Base	Unweighted Base
Manufacturing, Agriculture, Mining & Utilities	64	12	30	828	648
Construction	58	10	36	174	135
Retail & Wholesale	56	14	35	737	549
Transport & Distribution	60	15	30	261	252
Finance & Business Services	40	19	47	763	679
Public Administration	36	43	31	242	353
Education, Health & Other Services	32	23	49	832	1138
All Sectors	48	18	39	3840	3759

Base: All employees working additional hours

Note: \* Multiple responses allowed by respondent

Source: WLB 2000 Employee Survey (IER/IFF)

**Table 5.22**  
**Mean usual hours worked per week by industry, sex and employment status**

	Male mean		Female mean	
	Full-time	Part-time	Full-time	Part-time
Manufacturing, Agriculture, Mining & Utilities	46.0	25.4	41.6	22.9
Construction	49.0	27.4	43.4	20.2
Retail & Wholesale	46.7	19.9	41.9	21.0
Transport & Distribution	47.7	27.8	43.2	22.8
Finance & Business Services	45.6	24.6	41.2	22.2
Public Administration	44.3	24.7	39.8	22.9
Education, Health & Other Services	46.4	22.3	43.1	20.8
All Sectors	46.3	22.4	42.0	21.5
Weighted Base	3633	326	1968	1535
Unweighted Base	3094	198	2600	1590

Base: All employees  
Source: WLB 2000 Employee Survey (IER/IFF)

**Table 5.23**  
**Mean usual hours worked per week by occupation, sex and employment status**

	mean hours per week			
	Full-time	Male Part-time	Full-time	Female Part-time
Managers and Administrators	48.6	23.4	43.7	23.4
Professionals	46.4	22.2	46.6	21.7
Associate Professionals	44.3	23.9	41.8	22.9
Clerical and Secretarial	43.0	23.6	39.3	22.5
Craft and Related	45.6	23.1	41.1	20.8
Personal and Protective Services	48.2	22.6	40.7	20.1
Sales	44.9	18.7	40.2	20.6
Plant and Machine Operatives	47.9	23.9	42.9	22.3
Other Occupations	45.7	24.3	39.3	17.7
All	46.3	22.4	42.0	21.5
Weighted Base	3633	326	1968	1535
Unweighted Base	3094	198	2600	1590

Base: All employees  
Source: WLB 2000 Employee Survey (IER/IFF)



## 6. FLEXIBLE WORKING TIME ARRANGEMENTS

### 6.1 INTRODUCTION

Providing flexible working hours can take on a number of different forms. The previous chapter has illustrated how working hours are distributed across establishments and, in particular, how working hours are distributed across the working week with specific reference to working outside the traditional Monday to Friday working week. This chapter looks more specifically at the types of working arrangement that are designed to give either the employee or the employer a degree of flexibility in the allocation of working hours. The specific types of working arrangement that are considered are those which previous research has demonstrated to be either commonplace or important in particular contexts to either employers or employees. To this end the study has concentrated on the following types of working arrangement:

- annualised hours.
- compressed working week;
- job-shares;
- reduced hours<sup>40</sup>;
- term-time contracts;
- flexitime;
- part-time;

Whether or not these working arrangements are considered 'flexible' depends upon whose perspective is being adopted. Annualised hours, for instance, may provide the employer with the means to avoid costly overtime hours at certain times of the year when demand is at

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<sup>40</sup> For instance, where employees and employers agree to reduce the usual number of hours worked for an agreed period of time with a commensurate decrease in wages.

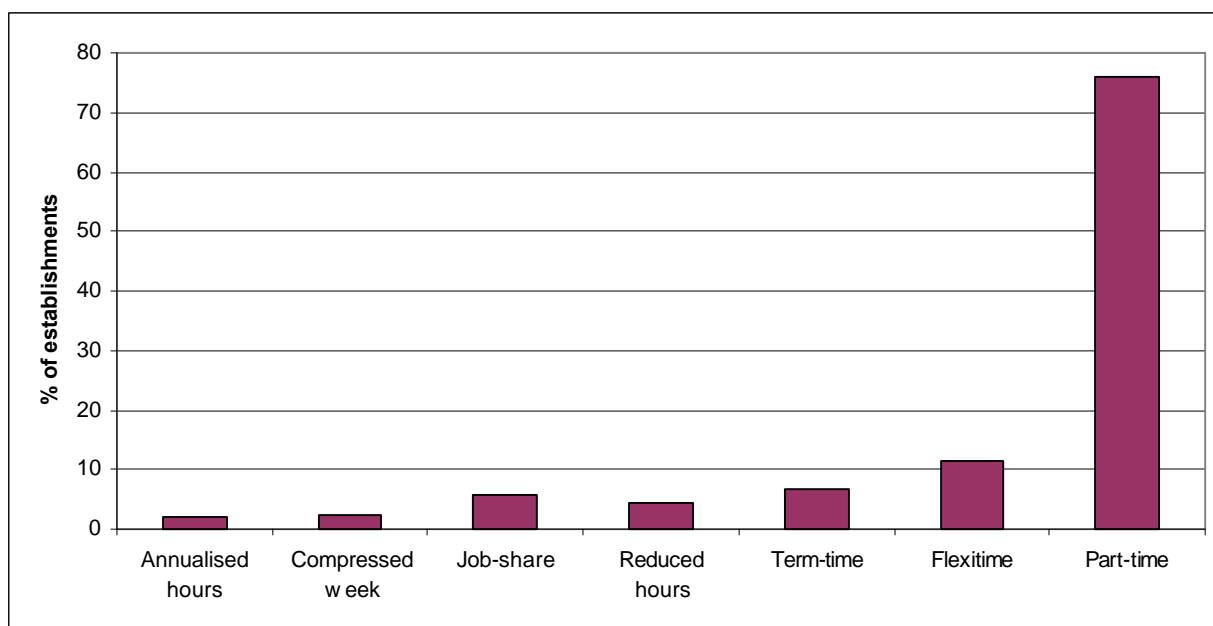
a peak by spreading hours of work over 12 months. From the employee's perspective this may prove to be inconvenient during those weeks when long hours have to be worked, despite the compensation of shorter hours at other times. The utility and extent to which working practices described in this section prove to be flexible will be contingent upon the particular circumstances of different groups of employers and employees. This chapter explores this issue in some detail. For sake of convenience these working practices are referred to as *flexible working time arrangements*.

## 6.2 EMPLOYER REPORTS

### 6.2.1 Flexible Working Time Arrangements

As reported in Chapter 4, the incidence of flexible working time arrangements is quite limited (see *Figure 6.1*). Only part-time employment was commonly reported by establishments; relatively few arrangements such as annualised hours and compressed working week were reported by establishments (and they covered a relatively small proportion of employees).

**Figure 6.1**  
**Incidence of flexible working time arrangements**



Base: All establishments (establishment weighted measure)

Source: WLB 2000: Employer Survey (IER/IFF)

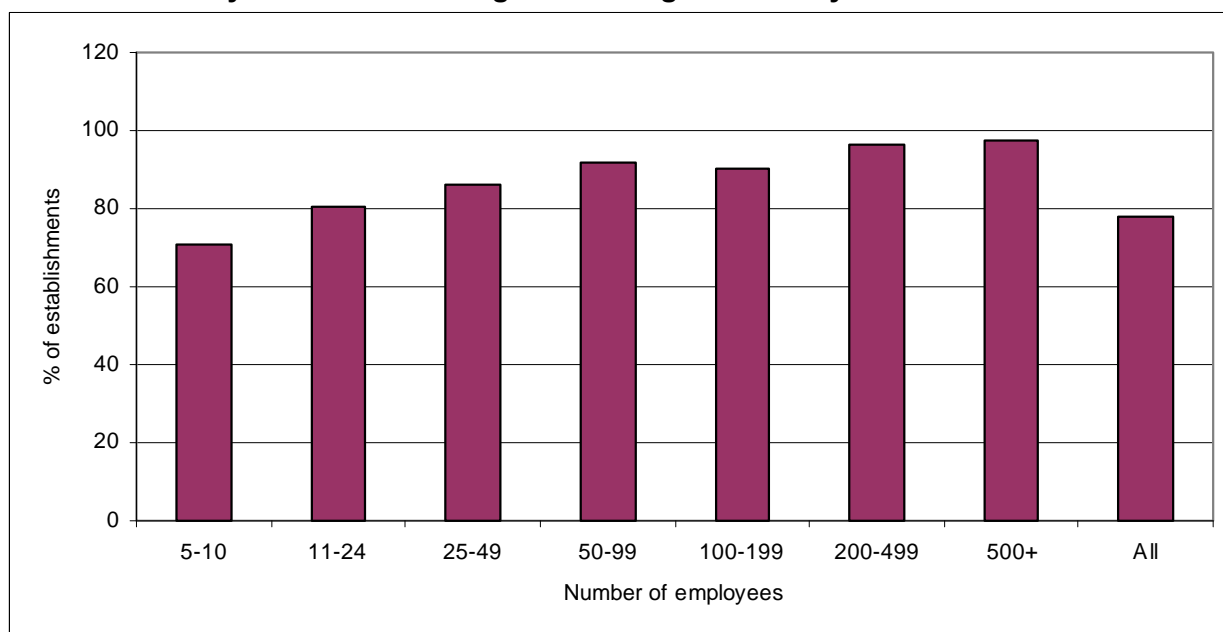
Flexible working time arrangements were often provided in combination (see *Table 6.1*). Where a relatively rare form of flexible working time arrangement was in place, there was a greater likelihood that the establishment would offer a range of other flexible working time arrangements. For example, where establishments provided reduced hours there was a relatively high probability that it would provide other flexible working time arrangements: 20 per cent offered a job-share, and 23 per cent a compressed working week even though the incidence of such practices was exceedingly low in the overall population of establishments.

The capacity to provide various forms of flexible working hours will be facilitated and constrained by circumstances that are often industry specific. Manufacturing jobs, typically linked to 24-hour continuous production, are often thought as providing little scope for permitting working arrangements that vary from a fixed start and finish time to which all staff need to conform. The sectoral distribution of flexible working time arrangements reveals

very much a production sector *versus* service sector split, and within the service sector a private *versus* public sector divide (see Table 6.2). Establishments in the service sector were more likely to report that they offered flexible working time arrangements. This finding was reinforced with respect to public services.

The availability of arrangements is associated with the number of people employed in the establishment and enterprise. It is apparent that for each type of working arrangement the relationship between size and practice is monotonic with incidence increasing with size of establishment (see Table 6.3a). As a rule, single site establishments and those that belonged to a larger organisation exhibited similar characteristics (see Table 6.3b). A clearer view of the relationship between the provision of flexible working time arrangements and size of establishment is given by Figure 6.2. Overall, approximately 71 per cent of establishments with 5-10 employees operated at least one of the flexible working arrangements, compared to 97 per cent of establishments with over 500 employees.

**Figure 6.2**  
**Availability of flexible working time arrangements<sup>(a)</sup> by size of establishment**



Base: All establishments (establishment based measure)

Note: (a) any working arrangement mentioned

Source: WLB 2000: Employer Survey (IER/IFF)

A summary of the regional picture can be obtained from the 'none of the above' row in Table 6.4 – that is establishments provided none of the flexible working time arrangements listed above. It was establishments in the Eastern, East Midlands, South West, Yorkshire and Humberside, and Wales regions that were most likely to offer flexible working time arrangements. In contrast the West Midlands and London were least likely to offer such arrangements. These findings are largely explained by the incidence of part-time employment – high in the former regions, low in the latter.



## 6.2.2 Eligibility and Take-up of Flexible Working Time Arrangements

### ***Take-up of Flexible Working Arrangements***

The take-up of all forms of flexible working time arrangements within those establishments providing them was relatively modest with the exceptions of part-time work and flexitime (see *Table 6.5*). Generally, take-up was higher in the service sector especially so in public services. There was an exception to this pattern. Establishments in the production sector reported a higher take up of annualised hours.

*Table 6.6* shows the proportion of staff working according to each flexible working time arrangement. Generally, larger establishments reported a higher take up of any given flexible working time arrangement but the evidence with respect to take-up varies according to working practice.

A further issue is which categories of staff are taking-up each form of flexible working (see *Table 6.7*). Respondents were asked about which groups of staff had worked or were currently working according to each of the working arrangements outlined above<sup>41</sup>. Generally, it was women who were reported most often as having taken-up one of the flexible working time arrangements. Making use of the working arrangement was not simply related to seniority, in fact it tended to be non-manual staff who were the most likely to be working according to one of the flexible working time arrangements.

### ***Written Policies and Take-up***

To measure the extent to which each flexible working time arrangement was formally established, and to ascertain the impact of this on the take-up of each arrangement by employees, respondents were asked if they had a written policy with respect to each arrangement. Overall, it is apparent that there was a relatively high overall level of formality with respect to each arrangement – less so for reduced hours and a compressed working week. Where each flexible working time arrangement was offered, between a fifth and a half of all establishments had a written policy (see *Table 6.8*).

The provision of written policies across industrial sectors appeared to be variable (see *Table 6.8*). There was no overall pattern of one sector rather than another favouring written policies, except that the public sector had an overall greater tendency for written policies to be reported.

Larger establishments are often better placed to develop and codify policies and then to enact them across the workplace because they have the human resource specialists to do so. The evidence points to large establishments being more likely to have written policies (see *Table 6.9*).

The extent to which the existence of a written policy is associated with a higher than average take-up of a working practice by employees is examined below (see *Table 6.10*). The causal relationship is not obvious. A written policy, for instance, may stem from the take-up of a working practice which is subsequently codified, or alternatively the policy may be designed to promote take-up. Whatever the exact causal process it is apparent that provision of a

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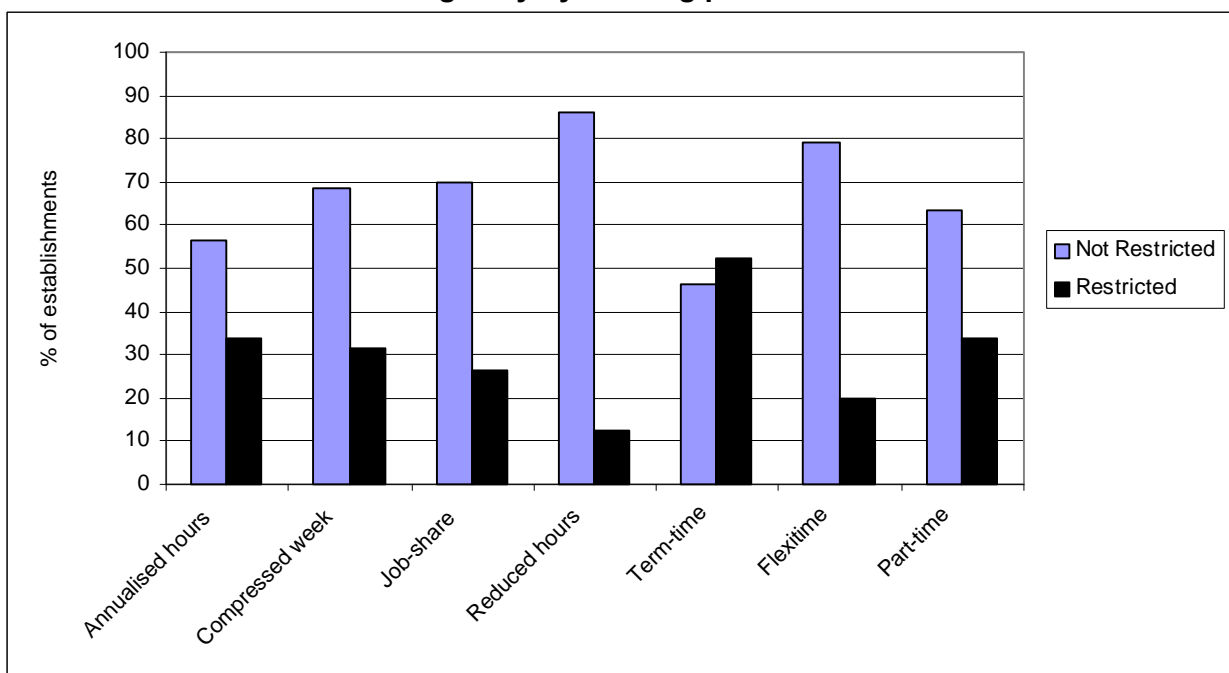
<sup>41</sup> This is not a measure of intensity. Respondents were not asked what proportion of each category of staff had worked according to one of the specified flexible time working arrangements.

written policy is associated with a higher take-up by employees of the working arrangement to which it refers<sup>42</sup>.

### Eligibility and Take-up

Policies with respect to who is allowed to take-up a working practice may be formal (codified in a written policy) or informal but where rules are in place with respect to eligibility. It is apparent that some working practices, such as job sharing, reduced hours, and part-time work are much more likely to have restrictions placed on eligibility. *Figure 6.3* shows the proportion of establishments with respect to whether restrictions were placed on who could make use of a flexible working time arrangement. Generally, with the exception of term-time working, each flexible working time arrangement had few restrictions placed on eligibility.

**Figure 6.3**  
**Eligibility by working practices**



Base: All establishments with each flexible working time arrangement (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

Before looking at the impact of eligibility restrictions on the take-up of working practices there is a need to ascertain who is and who is not eligible (*see Table 6.11*). It is apparent that the most commonly found flexible working time arrangements – flexitime and part-time work – had few restrictions placed on them. Nevertheless, there was a small but significant proportion of establishments that had in place restrictions that prevented some staff taking up flexible working time arrangements.

Restrictions on eligibility between categories of staff revealed few differences. In most establishments restrictions were just as likely to be placed on part-time staff as full-time staff. Similarly, establishments were no more likely to grant eligibility to senior managers as other groups of staff. Where a particular flexible working time arrangement existed, most categories of employee were eligible to make use of it. Nevertheless, the presence of a restriction does appear to have an impact on take up of flexible working time arrangements (*see Table 6.12*). A greater proportion of establishments reported a higher take-up when no restrictions on eligibility were in place. Where manual staff were restricted in taking up an

<sup>42</sup> With the exception of reduced hours.

arrangement, this appears to dampen take-up - more than for the other occupational groups - in relation to part-time work.

### ***Managerial Discretion and Take-up***

Respondents were asked if management had discretion as to whether a flexible working time arrangement was: (a) available in the first instance; and (b) whether management had discretion about who was eligible if the working arrangement was available. The evidence is presented for part-time employment and flexitime where there are a sufficient number of establishments on which to base analysis. The evidence is somewhat contradictory. Overall, the take up of flexible working arrangements was greater in establishments in which management had no discretion over eligibility. However in establishments where some discretion existed over part-time working, the greater the degree for discretion, the greater the take-up (see *Table 6.13*)<sup>43</sup>.

### **6.2.3 Reasons for Lack of Flexible Working Time Arrangements**

Respondents were asked for the reasons for not having either part-time or flexitime working arrangements in place. In relation to both types of working arrangement the common response was of it not being compatible with the type of work undertaken, or that there was no demand for each form of work (see *Table 6.14*). Once again there is a difference between the production and service sectors and within the service sector between the public and private sectors, especially so in relation to flexitime. A greater proportion of establishments in the public sector responded that either way of working was not compatible with the way work was conducted.

### **6.2.4 Employees Moving Between Full- and Part-time Status**

A further dimension of flexible working time arrangements relates to the capacity of staff to move between full and part-time status for whatever reason. Approximately 53 per cent of establishments allowed, at least in some cases, staff to move from part-time to full-time status, and 55 per cent allowed staff to move between full-time and part-time status.

#### ***Moving from Part-time to Full-time***

The proportion of establishments that allowed staff to move from part-time to full-time status varied little by sector (see *Table 6.15*). In the private service sector a slightly greater proportion of establishments responded that it was acceptable in all cases, whereas in the public sector this was least likely to be reported. In the public sector a greater proportion of establishments reported that a change of status would depend upon individual circumstances (33 per cent).

Acceptance of changing status increases with the size of the establishment (see *Table 6.16*). For example, 31 per cent of establishments with 5 to 10 employees reported such a change would be acceptable in all cases compared to 42 per cent in those with 500 or more employees. It may be that larger organisations are better able to accommodate part-timers changing to full-time status (for example there are likely to be more vacancies).

The regional picture reveals that it was in the Eastern region more than anywhere else where the greatest proportion of establishments reported that it was acceptable to change from part-time to full-time status, and it was in Yorkshire and Humberside, and the South-East where it was least acceptable (see *Table 6.17*).

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<sup>43</sup> Sample and cell sizes makes analysis of flexible working time arrangements other than part-time and flexitime infeasible.

There was a slight relationship between the proportion of staff employed part-time in the establishment and acceptability of changing hours of work to become full-time. Approximately 34 per cent of establishments whose workforce contained less than 5 per cent part-time employees said that a change of status to full-time would be acceptable in all cases, compared to 30 per cent where more than 25 per cent of the workforce was part-time. Establishments that employ a large proportion of part-time staff may be more reluctant to change an employee's status to full-time lest this remove some of their flexibility with respect to labour supply.

Approximately 47 per cent of establishments that gave promotions to part-time staff said that such staff had become full-timers when they were promoted.

### ***Moving from Full-time to Part-time***

The findings which emerge with respect to staff moving from full-time to part-time status are summarised below. Moving to part-time status was:

- considered to be more acceptable in the public sector (*see Table 6.18*);
- considered to be more acceptable in larger organisations (*see Table 6.19*);
- unrelated to regional location (*see Table 6.20*).

A change from full-time to part-time status was generally more acceptable in establishments that employed a substantial proportion of part-time staff. In establishments where over 25 per cent of staff were employed part-time, around 45 per cent of these establishments reported that a shift from full-time to part-time would be acceptable in all cases, compared to 23 per cent of those employing less than 5 per cent part-time staff. Where part-time work was more of a norm in an establishment there was greater scope for employers to allow employees to shift to this form of work.

Approximately 64 per cent of establishments which reported that a shift from full-time to part-time would be acceptable said that employee's seniority would not be threatened if they shifted to part-time work, 26 per cent reported that it would depend upon individual circumstances, and only 7 per cent said that seniority would be lost. Among establishments which reported that such a shift would be acceptable and which employed part-time staff, 30 per cent had given promotions to part-time staff in the previous 12 months.

## **6.3 EMPLOYEE REPORTS**

### **6.3.1 The extent of flexible working time arrangements amongst employees**

The Employee Survey examined the incidence, eligibility and take-up of flexible working time arrangements that might be used by employees to facilitate a greater balance between work and non-work needs.

An initial question to employees established the extent to which such working practices were currently to be found in the workplace. Later questions established the extent to which such practices were feasible or desirable. Chapter 4 briefly described the incidence across the whole workforce of flexible working practices of the type set out above. This sub-section considers the Employee Survey evidence in more detail.

### 6.3.2 Industrial and occupational differences in flexible working time arrangements

Chapter 4 concluded that the three most common practices promoting flexibility were part-time, flexitime and shift working which were reported by 25 per cent, 24 per cent, and 21 per cent of employees. Apart from term-time working (reported by 8 per cent of male employees and 16 per cent of female employees) the incidence of other flexible working practices was low with just 6 per cent of employees working a compressed working week, 4 per cent working a job-share, and 2 per cent of employees working to annualised hours (see *Table 6.21*). It is clearly the case that flexible working practices of the type discussed here are not the norm amongst most employees.

The incidence of flexible working practices varied considerably across industries, presumably reflecting the different business needs of those sectors (see *Table 6.22*). In capital intensive sectors such as manufacturing, and in sectors such as transport and health that must meet customer demand across the whole 24 hours of each day, the incidence of shift working is relatively high. The incidence of compressed working weeks is relatively low across all sectors but tends to be slightly more common where shift working also takes place and these two practices are probably related (in some instances, a compressed working week may be a consequence of long shifts). Flexitime working, one of the most common flexible working practices overall, is more frequently encountered amongst employees in the predominantly non-manual service sectors, such as public administration (52 per cent) and finance & business services (30 per cent), and relatively infrequently reported by employees in sectors such as construction (13 per cent) and manufacturing, agriculture, mining and utilities (16 per cent). Annualised hours is rarely reported by employees but where it is, it was most prevalent in public administration (4 per cent of employees) and in education, health & other services (3 per cent). *Table 6.22* suggests that the average incidence of term-time working of 12 per cent across all industries was misleading. The incidence of term-time working is broadly similar (ranging between 4-8 per cent of employees) across all industrial sectors except in the education, health and other services sector. In the latter sector, the reported incidence of term-time working was 31 per cent. Perhaps not unsurprisingly, term-time working is widely reported in education but is also reported in other parts of this sector. There is little evidence from the survey of any great incidence of job sharing in particular sectors. However, job sharing does appear somewhat more likely in public administration and education, health & other services.

Sectoral differences in working practices may reflect different employment structures, either the size of establishments or the occupational mix of employment. *Table 6.23* suggests that there were some differences in the incidence of flexible working practices by establishment size. Part-time working was more common in small establishments, while shift working was more common in large establishments. Flexitime working was common in all establishments but appears to have been least common in small to medium sized establishments (25-99 employees). Other working practices appear to vary little across establishments of different size.

*Table 6.24* describes the incidence of flexible working practices by broad occupational group. The table suggests that part-time working is particularly prevalent in non-manual jobs (43 per cent). Flexitime working is reported by around a quarter (26 per cent) of both managerial and non-manual occupations but only around 15 per cent of manual employees worked flexitime. The low proportion of employees with flexitime amongst manual workers may reflect their role in direct production or may be a symptom of traditional distinctions in status between manual and non-manual workers. The role of manual labour in direct production, especially in manufacturing, is also likely to explain, in part at least, the much

greater incidence of shift working amongst this group, around a third (33 per cent) reporting that they work some form of shift system. There is little difference between the broad occupational groups in terms of other methods of adjusting hours, such as compressed working weeks or annualised hours. Non-manual and managerial employees are slightly more likely to work in term-time but this may be a reflection of the occupational mix of the education, health and other service sector where such a working practice was so common. Job-shares appear slightly more likely amongst non-manual occupations than amongst either managerial or manual employees.

### ***Eligibility and feasibility of flexible working***

The observed low incidence of certain flexible working practices, such as annualised hours or a compressed working week, may mean that employees were not able to work such practices because of employer resistance or were precluded from doing so by the nature of their job. However, a low incidence could also mean that there was no significant demand for such flexible working arrangements by employees. To examine these issues, employees were asked to indicate if their employer would allow each of the flexible working practices and if they, the employee, felt that it would be practical to undertake their job using each of the flexible working practices.

If employee's responses to whether or not employers would allow particular working practices is combined with information on the incidence of actual working practices, it is possible to map out the extent of employee eligibility for practices that facilitate work-life balance. *Table 6.25* summarises the incidence of such eligibility in terms of the proportion of employees currently using each working practice, the proportion who would be eligible should they choose to approach their employer and the remainder for whom such working practices appear to be unavailable.

Despite the generally low take-up of flexible working practices by employees, many employees work for employers who (the employee believes) would allow them to take up such practices if requested (see *Table 6.25*). Thus, for instance, while 25 per cent of employees currently work part-time, a further 45 per cent indicated that their employer would allow them to work part-time if requested. Thus only 30 per cent of employees appear to be in a position where they would be unable to switch from full-time to part-time work if required. A similar situation exists in regard to flexitime. While 24 per cent of employees actually work flexitime, a further 32 per cent would be able to do so, leaving around 44 per cent of employees for whom flexitime working would not be allowed. The evidence relating to other flexible working practices also suggests that significant numbers of employees may be eligible for practices such as job-shares, compressed working weeks, annualised hours and term-time working even though the take up of such practices was (with the exception of job-shares) very small. Nonetheless, even when such eligibility is taken into account, it remains the case that the proportion of employees for whom such work practices are unlikely to be permissible remains high. Around two thirds (66 per cent) of employees were unlikely to be able to adopt a job-share, while the proportions of ineligible employees was even greater in regard to compressed, annualised or term-time hours.

There appears to be a greater potential eligibility for flexible working amongst the female workforce than amongst male employees (*Table 6.26*). This was the case with respect to all of the flexible working practices covered by the survey with the exception of flexitime working where there was no significant difference between male and female employees. Despite the fact that part-time employment was already more prevalent amongst women than men, a far greater proportion of women believed that their employer would allow them to change to part-time hours (48 per cent) than was the case amongst men (26 per cent). Similarly, in the

case of job-shares, around 20 per cent of men felt that their employer would allow such a practice if they were to ask for it. However, the proportion of women who felt that they would be allowed a job-share was twice the male figure (39 per cent).

Such reported differences may reflect real differences (the opportunities to switch to part-time working really were greater for female employees) or may reflect differences in perceptions. Men might simply not believe that such changes in their hours of work were possible even when they were. *Table 6.27* sets out some information on the perceptions of employees relating to whether or not it was possible to adopt one or other working practice in their job. The information relates only to those employees not currently using each working practice. The table does lend support to the notion that fewer men believed that part-time working, reduced hours, and job sharing were possible in their job. This may, of course, be a reflection of the type of jobs done by men or it may be a reflection of the way in which they perceive such jobs. However, it is not the case that men always saw such practices as impractical. There appears to be a degree of unanimity between male and female employees as to the possibilities for compressed working weeks, annualised hours, term time working and flexitime.

### ***The demand for flexible working time arrangements***

There is considerable latent demand for the adoption of more flexible working practices that would facilitate a better work-life balance. *Table 6.28* sets out the proportions of employees who would like to adopt each of the flexible working practices covered by the survey. The responses relate only to employees who were not currently working in that manner. As the incidence of many of the working practices is so low, the figures in most instances relate to the great majority of employees.

The greatest area of potential demand for the adoption of flexible working time arrangements was in regard to flexitime. The ability to vary the hours worked over the working day (and consequently over longer periods as well) was desired by almost half (47 per cent) of those employees not currently using flexitime. There was also a substantial demand for compressed hours, with 35 per cent of employees wishing to adopt this working practice, and for term-time working and reduced hours (25 and 24 per cent respectively). The working practice least in demand was a job-share which only 16 per cent of employees not currently in a job-share would wish to take up. Given the low incidence of job-shares, this suggests that the overall demand for this type of working practice is low.

There were some differences between male and female employees in the pattern of demand for flexible working practices. While the differences were not always great, male employees tended to want working practices that allowed flexibility of working hours over the day, week or a longer period while female employees tended to prefer practices which allowed for discrete changes in working time. The proportion of male employees wanting flexitime, compressed hours and annualised hours exceeded the proportion of female employees wanting such flexibility. Female employees were more likely than male employees to want term time working or reduced hours (where hours of work and pay were reduced for an agreed period before returning to their original levels). However, amongst full-time employees, the desire to switch to part-time working was greater amongst female employees than their male counterparts.

### 6.3.3 Part-time Working

The incidence of employment in part-time jobs varied greatly across industrial sectors and by occupation. *Tables 6.29 and 6.30* describe the distribution of employment by full-time and part-time jobs in a number of broad industrial sectors and occupational groups.

Although relatively few men worked part-time, such employment was not uncommon in the retail & wholesale sector and in the education, health & other services sector. In all other industrial sectors the proportion of men employed in part-time jobs was less than 5 per cent, with the exception of transport & distribution (where the proportion was 8 per cent). The retail / wholesale sector and education, health & other services are also the sectors with the largest proportions of their women in part-time jobs (60 per cent and 47 per cent respectively) and these two sectors accounted for 74 per cent of all female part-time employment. The proportion of female part-time employees was considerably lower in other sectors – around a third in the case of transport & distribution, finance & business services, and in public administration – and was lowest in manufacturing, agriculture, mining and utilities.

Broadly speaking, part-time employment was least common in management occupations (14 per cent) and most common in non-manual occupations (43 per cent). Amongst men working in managerial occupations, only one in twenty (3 per cent) worked in a part-time job while almost one in five (19 per cent) did so in non-manual jobs. While a greater proportion of women than men in managerial jobs work part-time, the proportion (14 per cent) is well below the proportion of female employees in part-time jobs in either other non-manual or manual occupations where in excess of half work part-time. The occupation characteristics of part-time employment can be looked at in a little more detail. *Table 6.30* describes the division of employment between full-time and part-time employment in each occupational group for males and females. It can be seen that the proportion of men working in part-time jobs was relatively low in all non-manual occupations although it reached 11 per cent in the case of men in clerical & secretarial jobs. Amongst non-manual occupations, there is a clear difference between the craft & related skilled manual and semi-skilled operative occupations on the one hand, and other manual occupations. Relatively few men work on a part-time basis in the former occupational groups while the proportion reached around a quarter in the case of personal and protective service occupations, sales jobs and other unskilled occupations. A similar contrast is evident amongst female employment, although the general level of part-time employment was much greater. Relatively low levels of part-time employment of women were evident in the case of managers & administrators, craft & related skills occupations and operatives (the first two being occupational groups dominated by male employment). Correspondingly, a large proportion of female employment in personal & protective service occupations (62 per cent), sales (69 per cent) and, above all, in unskilled jobs (83 per cent) was on a part-time basis.

There is evidence from the Employee Survey that the choice of full or part-time working was, in part, determined by the need to achieve a work-life balance. Amongst those part-time employees aged 16-24, the majority were students (96 per cent of 16-17 year olds and 70 per cent of 18-24 year olds) combining education and employment. Overall, around 55 per cent of all those working part-time indicated that they did not want a full-time job while only 11 per cent indicated that part-time employment had been forced on them by a lack of full-time jobs (although this was a reason for 23 per cent of men who worked part-time).

Where employees worked part-time and were not looking for a full-time jobs the main reason amongst women was a need to spend time with their families (*see Table 6.31*), whereas



men were more likely to give a range of reasons such as already being financially secure, earning enough in current job, as well as wanting to spend time with the family.

## **6.4 CONCLUSION**

Flexible working time arrangements lie at the heart of work-life balance issues. The scope for and feasibility of varying the number of hours worked and the timing of their delivery across the day, week or at specific times will greatly affect the ability of individuals to reconcile the demands of their work with their other life needs.

The evidence from the Employer and Employee Surveys suggests that although many different flexible working practices were offered by employers, their availability and take-up was not uniform across establishments and the employed workforce. Indeed, with the exception of part-time working and flexitime, the incidence or take up of most flexible working time arrangements was modest. In many cases this could be attributed to the specific situation in which employment took place, with certain working practices being ruled out by employers in some sectors and other practices ruled out by employers elsewhere. Only part-time working and flexitime were found in conjunction with other flexible working time arrangements. Other types of flexible working tended to appear in isolation from others, suggesting that such practices met the needs of some situations but not others. Contrasts in perceptions of the possibilities, need for and the practicality of different types of flexible working time arrangements were evident between the production sector and the service sector, between the public and private sector, and between establishments and organisation of different scales.

Despite the modest take up of many flexible working time arrangements, many employees feel that their employers would agree to such practices in respect of their job and also feel that such flexible arrangements were possible. As importantly, many employees not currently using flexible working time arrangements would like to do so. This latent demand for greater flexibility is particularly strong with regard to practices which allow greater variation in the precise timing of the delivery of hours of work, such as flexitime and compressed working weeks. Although not always seen in terms of a work-life balance, there is clear evidence in the survey of a desire on the part of many employees to find opportunities for greater control over the demands that work makes upon their time.

**Table 6.1**  
**Flexible working time arrangements in establishments**

column percentages

	Type of flexible working time arrangement provided								Total
	Annualised hours	Part-time	Flexitime	Term-time	Reduced hours	Job-share	Compressed week		
<b>Other types of flexible working time arrangement provided by establishment</b>									
Annualised hours	-	2.4	3.5	11.7	8.3	5.1	5.5		1.9
Compressed week	7.4	2.9	7.1	5.2	22.6	8.3	-		2.5
Job-share	15.2	7.3	17.4	18.7	20.0	-	18.3		5.6
Reduced hours	19.7	5.7	17.3	16.1	-	15.9	39.9		4.5
Term-time	40.6	8.5	12.3	-	23.5	21.8	13.5		6.6
Flexitime	21.3	13.3	-	21.5	44.3	35.5	32.0		11.5
Part-time	96.7	-	87.8	98.1	96.9	99.2	87.4		76.1
Weighted Base	12375	498759	75322	42963	29408	36846	16645		655295
Unweighted Base	146	2103	580	323	357	494	156		2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.2**  
**Percentage of establishments with flexible working time arrangements by industrial sector**

	Production	Services	Private Services	Public Services	column percentages Total
Annualised hours	1.2	2.0	1.2	5.0	1.9
Compressed week	1.2	2.9	2.3	4.7	2.5
Job-share	1.8	6.5	4.1	14.7	5.6
Reduced hours	2.3	5.0	3.8	9.0	4.5
Term-time	1.5	7.8	3.6	21.8	6.6
Flexitime	5.0	13.0	10.2	22.5	11.5
Part-time	56.3	80.8	77.1	93.3	76.1
None of the above	42.9	16.9	20.3	5.2	21.9
Any of the above	57.1	83.1	79.7	94.8	78.1
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	574	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.3a**  
**Percentage of establishments with flexible working time arrangements by size of establishment**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
Annualised hours	0.4	1.6	3.2	6.0	5.4	10.8	16.1	1.9
Compressed week	1.5	2.1	3.3	6.5	3.5	11.3	16.0	2.5
Job-share	2.4	2.9	10.5	12.3	22.0	31.8	50.7	5.6
Reduced hours	1.9	2.2	8.3	13.0	13.4	26.6	34.6	4.5
Term-time employment	2.2	6.6	11.5	16.9	21.4	14.4	27.4	6.6
Flexitime	7.5	13.1	12.9	17.5	22.2	33.8	43.4	11.5
Part-time	68.6	78.7	84.4	89.9	89.5	94.2	94.9	76.1
None of the above	29.1	19.6	13.8	8.3	9.5	3.8	2.8	21.9
Any of the above	70.9	80.4	86.2	91.7	90.5	96.2	97.2	78.1
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.3b**  
**Percentage of establishments with flexible working time arrangements by size and status of establishment**  
column percentages

	Only Site					Multi-Site				
	Less than 25	25-99	100-499	500+	Total	Less than 25	25-99	100-499	500+	Total
Annualised hours	0.6	4.1	9.8	19.1	1.4	1.3	3.5	6.3	15.4	2.3
Compressed week	1.3	3.0	3.8	12.4	1.7	2.3	4.7	7.2	16.8	3.4
Job-share	2.2	8.9	23.9	40.6	3.9	3.1	12.1	26.1	52.9	7.5
Reduced hours	1.6	7.7	16.9	31.5	3.0	2.6	11.2	18.6	35.3	6.2
Term-time	3.3	17.0	30.0	32.9	6.2	4.6	10.7	14.1	26.2	7.0
Flexitime	7.4	11.4	21.0	34.2	8.4	12.7	16.4	28.5	45.4	15.1
Part-time	72.0	83.1	90.7	96.0	74.2	73.3	88.1	91.2	94.7	78.6
None of the above	26.9	14.5	7.1	2.5	24.4	23.2	10.5	7.7	2.8	18.7
Any of the above	73.1	85.5	92.9	97.5	75.6	76.8	89.5	92.3	97.2	81.3
Weighted Base	283626	53413	8831	621	346491	203190	79647	21113	2889	306840
Unweighted Base	374	254	197	66	891	277	438	577	312	1604

Base: All establishments where status is known (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.4**  
**Percentage of establishments with flexible working time arrangements by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
Annualised hours	2.4	1.2	1.9	2.4	0.8	0.5	4.8	1.4	0.8	3.3	2.3	1.9
Compressed week	3.5	1.2	0.7	5.4	4.2	2.0	3.3	1.5	2.0	0.3	4.3	2.5
Job-share	8.4	4.5	5.7	7.3	5.6	6.5	6.9	5.5	4.0	3.4	4.0	5.6
Reduced hours	5.6	5.7	7.3	5.6	3.9	3.8	1.5	3.1	5.3	3.7	4.2	4.5
Term-time	6.7	7.5	6.4	4.2	5.7	7.1	4.4	6.5	9.0	6.1	8.0	6.6
Flexitime	12.5	17.2	10.6	7.7	10.1	12.8	9.6	10.5	15.0	10.1	9.3	11.5
Part-time	65.6	76.4	81.5	80.1	66.1	79.5	77.3	72.0	79.4	74.8	82.7	76.1
None of the above	29.3	21.3	18.3	19.5	32.2	17.8	22.1	26.8	17.8	22.7	14.4	21.9
Any of the above	70.7	78.7	81.7	80.5	67.8	82.2	77.9	73.2	82.2	77.3	85.6	78.1
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.5**  
**Take-up by employees of flexible working time arrangements by industrial sector**  
**(as reported by establishments)**

Take-up by employees	column percentages				
	Production	Services	Private Services	Public Services	Total
<b>Annualised hours</b>					
Less than 5%	5.0	35.4	30.9	38.9	31.6
5-9%	1.6	3.1	5.3	1.5	3.0
10-24%	6.8	14.3	31.9	0.5	13.4
Over 25%	77.2	38.4	31.7	43.6	43.2
Don't know	-	4.5	0.2	7.8	3.9
Weighted base	1529	10846	4757	6089	12375
Unweighted base	33	113	47	66	146
<b>Compressed week</b>					
Less than 5%	53.4	17.9	14.9	23.0	21.0
5-9%	2.9	7.0	6.5	7.7	6.6
10-24%	16.4	25.0	20.9	31.9	24.2
Over 25%	26.7	33.7	41.0	21.3	33.1
Don't know	-	1.6	1.5	1.7	1.4
Weighted base	1473	15173	9531	5641	16646
Unweighted base	31	125	80	45	156
<b>Job-share</b>					
Less than 5%	86.4	48.9	40.2	57.2	51.2
5-9%	3.8	20.5	26.1	15.2	19.5
10-24%	6.9	17.0	16.6	17.3	16.4
Over 25%	-	11.7	14.9	8.5	11.0
Don't know	0.4	1.6	2.2	0.9	1.5
Weighted base	2218	31628	16881	17747	36846
Unweighted base	62	432	191	241	494
<b>Reduced hours</b>					
Less than 5%	84.2	58.7	54.2	65.0	61.1
5-9%	7.2	10.4	4.6	18.5	10.1
10-24%	3.5	10.0	11.0	8.6	9.4
Over 25%	2.3	12.8	19.3	3.6	11.8
Don't know	2.6	1.5	0.8	2.4	1.6
Weighted base	2852	26555	15637	10919	29407
Unweighted base	59	298	165	133	357

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Note: The questionnaire asked for the number of part-time staff currently and also asked whether part-time staff had been employed over last 12 months. This category refers to establishments who had employed part-time staff but currently had none.

**Table 6.5 (continued)**

	column percentages				
	Production	Services	Private Services	Public Services	Total
<b>Term-time</b>					
Less than 5%		29.8	50.3	18.3	30.8
5-9%		16.2	18.5	15.0	17.6
10-24%		6.8	6.9	6.8	6.5
Over 25%		40.5	11.1	57.0	38.7
Don't know		0.9	0.5	1.2	0.9
Weighted base	1883	41079	14741	26339	42963
Unweighted base	16	307	99	208	323
<b>Flexitime</b>					
Less than 5%	47.9	13.6	14.5	12.4	16.5
5-9%	14.8	4.9	4.2	5.9	5.7
10-24%	3.6	9.7	12.3	5.7	9.2
Over 25%	33.6	67.8	63.7	74.1	65.0
Don't know	0.1	3.6	4.9	1.6	3.3
Weighted base	6290	69032	41862	27170	75322
Unweighted base	63	517	213	304	580
<b>Part-time</b>					
None <sup>1</sup>	43.9	19.4	23.0	7.2	24.1
Less than 5%	13.0	3.2	3.6	1.6	5.1
5-9%	12.0	6.5	6.8	5.6	7.6
10-24%	18.1	19.3	17.3	26.1	19.1
Over 25%	13.1	51.6	49.3	59.5	44.2
Weighted base	126031	529264	408456	120808	655295
Unweighted base	642	1858	1311	547	2500

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Note: The questionnaire asked for the number of part-time staff currently and also asked whether part-time staff had been employed over last 12 months. This category refers to establishments who had employed part-time staff but currently had none.



**Table 6.6**  
**Take-up by employees of flexible working time arrangements by size of establishment**  
**(as reported by establishments)**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Take-up by employees</b>								
<b>Annualised hours</b>								
Less than 5%						43.3	39.6	31.6
5-9%						7.9	6.6	3.0
10-24%						13.1	19.1	13.4
Over 25%						35.7	28.0	43.2
Don't know						-	6.7	3.9
Weighted base	1316	2895	2929	2468	1066	1137	563	12375
Unweighted base	2	4	10	13	20	37	60	146
<b>Compressed week</b>								
Less than 5%						44.3	56.3	21.0
5-9%						11.2	13.5	6.6
10-24%						2.8	9.0	24.2
Over 25%						24.7	10.3	33.1
Don't know						15.6	9.3	1.4
Weighted base	4614	3855	3093	2662	676	1183	562	16646
Unweighted base	4	5	10	19	18	40	60	156
<b>Job-share</b>								
Less than 5%			64.2	68.2	85.9	73.4	62.5	51.2
5-9%			23.4	16.1	5.2	15.4	15.3	19.5
10-24%			8.3	14.1	4.7	6.8	12.8	16.4
Over 25%			4.1	-	-	0.8	3.2	11.0
Don't know			-	-	1.4	3.5	6.3	1.5
Weighted base	7439	5219	9730	5030	4307	3341	1780	36846
Unweighted base	8	11	44	35	74	128	194	494

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.6 (continued)**  
**Take-up by employees of flexible working time arrangements by size of establishment**  
**(as reported by establishments)**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Reduced hours</b>								
Less than 5%			67.2	74.1	71.1	81.3	66.6	61.1
5-9%			10.7	11.5	7.5	10.9	11.8	10.1
10-24%			14.4	8.0	6.9	3.2	8.7	9.4
Over 25%			5.2	4.8	3.7	1.0	2.3	11.8
Don't know			-	1.6	6.6	2.9	9.8	1.6
Weighted base	5772	4021	7637	5345	2622	2794	1215	29407
Unweighted base	5	6	32	39	45	98	64	158
<b>Term-time</b>								
Less than 5%			28.9	34.1	39.8	48.1	61.2	30.8
5-9%			11.7	23.0	2.8	6.6	8.3	17.6
10-24%			9.1	3.2	10.4	7.1	10.9	6.5
Over 25%			46.5	36.4	44.6	34.4	9.6	38.7
Don't know			-	3.2	1.0	1.9	10.0	0.9
Weighted base	6815	11908	10638	6943	4188	1510	961	42963
Unweighted base	6	18	35	39	68	53	104	323
<b>Flexitime</b>								
Less than 5%	11.1	26.0	11.3	15.4	9.1	14.9	20.5	16.5
5-9%	-	6.5	10.2	13.3	6.2	6.4	4.5	5.7
10-24%	21.0	-	3.3	5.3	13.5	14.0	14.3	9.2
Over 25%	60.2	67.5	74.4	58.8	66.9	62.7	52.8	65.0
Don't know	7.6	-	-	6.2	2.7	2.0	7.3	3.3
Weighted base	23042	23720	11964	7188	4338	3546	1523	75322
Unweighted base	28	49	60	57	74	141	171	580

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.6 (continued)**  
**Take-up by employees of flexible working time arrangements by size of establishment**  
**(as reported by establishments)**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Part-time</b>								
None	31.4	21.3	15.6	11.5	12.0	7.4	11.2	24.1
Less than 5%	-	1.3	13.3	23.8	24.7	30.2	21.8	5.1
5-9%	-	12.2	17.5	15.3	16.3	13.3	14.4	7.6
10-24%	20.0	18.3	18.6	16.0	21.7	20.4	17.8	19.1
Over 25%	48.6	46.9	35.1	33.4	25.3	28.7	34.8	44.2
Don't know	-	-	-	-	-	-	-	-
Weighted base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted base	342	310	375	318	401	376	378	2500

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.7**  
**Take-up of flexible working arrangements by contractual status of staff and occupational group**  
**(as reported by establishments)**

row percentages

Working Arrangement	Categories of Staff Taking up Working Practices										
	Women	Men	Part-time	Senior Managers	Junior Managers	Non-manual	Manual	None of these	Don't know	Weighted Base	Unweighted Base
Annualised hours	77.6	47.3	44.8	40.4	30.5	55.6	35.1	0.3	8.6	12375	146
Compressed week	64.8	35.0	23.0	28.3	40.6	21.5	27.1	0.2	14.3	16646	156
Reduced hours / Job-share / Term-time	87.2	25.6	43.6	17.0	26.5	52.4	28.4	0.7	5.4	90625	820
Flexitime	93.4	68.1	53.2	44.8	46.9	67.6	20.9	0.3	0.9	75322	580
Part-time	90.2	39.6	-	10.6	13.4	56.5	33.9	0.8	0.3	498759	2103
Any	70.5	35.5	11.3	14.2	15.4	45.9	27.3	0.7	1.5	655295	2500

Base: All establishments providing respective flexible working time arrangement and employing respective group of staff (establishments weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.8**  
**Percentage of establishments with written policies by industrial sector (summary)**

	row percentages					
	Yes	No	Don't know	Total	Weighted Base	Unweighted Base
<b>All Sectors</b>						
Annualised hours	48.0	43.3	8.7	100	12375	146
Compressed week	20.0	69.9	10.1	100	16645	156
Job-share	50.3	45.4	4.4	100	36846	494
Reduced hours	27.6	66.3	6.1	100	29408	357
Term-time	42.8	55.2	2.0	100	42963	323
Flexitime	52.0	47.3	0.6	100	75322	580
Part-time	33.9	61.4	4.7	100	498760	2103
<b>Production Sector</b>						
Annualised hours	63.4	36.6	-	100	1529	33
Compressed week	24.9	72.8	2.2	100	1473	31
Job-share	35.0	63.9	1.1	100	2217	62
Reduced hours	18.3	80.5	1.2	100	2852	59
Term-time				100	1883	16
Flexitime	28.0	72.0	-	100	6290	63
Part-time	25.9	69.3	4.8	100	70978	462

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.8 (continued)**  
**Percentage of establishments with written policies by industrial sector (summary)**

				Total	row percentages	
	Yes	No	Don't know		Weighted Base	Unweighted Base
<b>Service Sector</b>						
Annualised hours	45.8	44.2	9.9	100	10846	113
Compressed week	19.5	69.6	10.8	100	15172	125
Job-share	51.2	44.2	4.6	100	34628	432
Reduced hours	28.6	64.7	6.6	100	26555	298
Term-time	44.1	53.8	2.1	100	41079	307
Flexitime	54.2	45.1	0.7	100	69031	517
Part-time	35.2	60.1	4.6	100	427780	1641
<b>Private Services</b>						
Annualised hours	41.2	50.4	8.3	100	4756	47
Compressed week	20.8	62.5	16.7	100	9531	80
Job-share	37.0	56.9	6.1	100	16880	191
Reduced hours	14.7	74.4	11.0	100	15637	165
Term-time	28.5	71.5	-	100	14741	99
Flexitime	45.6	54.3	0.1	100	41863	213
Part-time	32.7	61.9	5.5	100	315018	1117

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.8 (continued)**  
**Percentage of establishments with written policies by industrial sector (summary)**

						row percentages	
	Yes	No	Don't know	Total	Weighted Base	Unweighted Base	
<b>Public Services</b>							
Annualised hours	49.4	39.4	11.2	100	6089	66	
Compressed week	17.4	81.6	0.9	100	5642	45	
Job-share	64.8	32.1	3.2	100	17747	241	
Reduced hours	48.6	50.9	0.5	100	10919	133	
Term-time	52.8	43.9	3.3	100	26339	208	
Flexitime	67.5	30.8	1.6	100	27170	304	
Part-time	42.4	55.2	2.4	100	112761	525	

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.9**  
**Percentage of establishments with written policies by size of establishment**

				row percentages		
	Yes	No	Don't know	Total	Weighted Base	Unweighted Base
<b>5-24 Employees</b>						
Annualised hours				100	4211	6
Compressed week				100	8470	9
Job-share				100	12658	19
Reduced hours				100	9793	11
Term-time				100	18723	24
Flexitime	47.3	52.7	-	100	46762	77
Part-time	31.9	63.5	4.6	100	353103	445
<b>25-49 Employees</b>						
Annualised hours				100	2929	10
Compressed week				100	3093	10
Job-share	61.0	34.9	4.1	100	9729	44
Reduced hours	39.1	60.9	-	100	7637	32
Term-time	25.0	71.2	3.7	100	10637	35
Flexitime	51.5	48.5	-	100	11964	60
Part-time	36.6	57.8	5.5	100	78097	309

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)



**Table 6.9 (continued)**  
**Percentage of establishments with written policies by size of establishment**

	Yes	No	Don't know	Total	row percentages	
					Weighted Base	Unweighted Base
<b>50-199 Employees</b>						
Annualised hours	45.2	42.1	12.7	100	3535	33
Compressed week	36.5	59.6	3.8	100	3338	37
Job-share	52.6	44.5	2.9	100	9338	109
Reduced hours	32.1	65.4	2.4	100	7968	84
Term-time	56.8	39.2	4.0	100	11131	107
Flexitime	61.1	35.1	3.9	100	11527	131
Part-time	40.1	55.6	4.2	100	54346	635
<b>200+ Employees</b>						
Annualised hours	71.8	25.1	3.1	100	1700	97
Compressed week	37.2	57.2	5.5	100	1745	100
Job-share	59.1	39.1	1.8	100	5120	322
Reduced hours	42.5	53.8	3.8	100	4009	230
Term-time	55.8	43.2	1.0	100	2470	157
Flexitime	76.3	23.2	0.5	100	5070	312
Part-time	45.0	51.1	3.9	100	13214	714

Base: All establishments with flexible working time arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.10**  
**Provision of written polices by establishments and take-up by employees**

row percentages

	Take-up by Employees						Weighted Base	Unweighted Base
	None currently <sup>1</sup>	Less than 5%	5-9%	10-24%	Over 25%	Don't know		
<b>Written Policy</b>								
<b>Annualised hours</b>								
Yes	2.4	17.0	4.7	3.2	72.3	0.3	5939	90
No	8.7	54.0	1.6	19.9	15.4	0.4	5357	50
<b>Compressed week</b>								
Yes	12.2	27.7	5.9	14.4	36.9	2.9	3332	60
No	16.0	22.1	7.8	30.3	23.0	0.7	11638	90
<b>Job-share</b>								
Yes	0.8	56.9	20.3	8.2	12.6	1.3	18519	286
No	0.3	40.5	20.4	26.6	10.2	1.8	16719	198
Don't know	-	96.3	-	3.7	-	-	1610	10
<b>Reduced hours</b>								
Yes	2.3	59.5	24.2	4.6	6.8	2.6	8123	138
No	0.7	66.0	4.9	12.2	15.0	1.1	19486	210
<b>Term-time</b>								
Yes	-	21.5	5.6	5.2	65.7	1.9	18368	151
No	9.8	37.4	25.6	7.8	19.2	0.1	23725	166
<b>Flexitime</b>								
Yes	-	9.6	2.9	10.5	76.6	0.4	39205	413
No	0.7	24.3	8.3	7.9	53.1	5.9	35645	164
<b>Part-time</b>								
Yes	0.3	5.5	8.2	21.3	64.8	-	169087	846
No	0.2	7.3	10.5	27.2	54.7	-	306451	1171

Base: All establishments with working practice (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Note: 1. Respondents were asked about take-up over the last 12 months. 'None currently' refers to where employees had taken up the practice over the last 12 months, but were not doing so at the time of the survey.

**Table 6.11**  
**Whether establishments place restrictions on eligibility for working practices**  
**by occupational group and contractual status of employees**

column percentages

Category of Employee and Eligibility	Annualised hours	Compressed week	Working Practice				
			Job-share	Reduced hours	Term-time	Flexitime	Part-time
<b>Full-time staff</b>							
All eligible	57.7	68.7	N/A	N/A	53.7	81.5	N/A
Some eligible	20.5	22.3	N/A	N/A	23.1	12.9	N/A
None	8.2	5.4	N/A	N/A	17.4	2.2	N/A
Don't know	13.5	3.7	N/A	N/A	5.7	3.3	N/A
Weighted Base	12375	16646	N/A	N/A	42963	75322	N/A
Unweighted Base	146	156	N/A	N/A	323	580	N/A
<b>Part-time staff</b>							
All eligible	56.6	74.6	N/A	N/A	62.8	84.2	N/A
Some eligible	16.9	6.7	N/A	N/A	24.7	11.7	N/A
None eligible	14.4	17.2	N/A	N/A	9.9	3.1	N/A
Don't know	12.2	1.4	N/A	N/A	2.7	0.9	N/A
Weighted Base	11968	14544	N/A	N/A	42148	66133	N/A
Unweighted Base	139	144	N/A	N/A	317	553	N/A
<b>Senior managers</b>							
All eligible	60.6	70.7	70.4	86.4	51.1	83.5	64.4
Some eligible	2.8	11.1	5.2	5.0	12.3	5.0	3.6
None eligible	22.2	16.8	19.9	7.4	33.7	10.5	28.6
Don't know	14.4	1.4	4.5	1.2	2.9	1.1	3.4
Weighted Base	11937	14804	36611	28932	41967	70769	479920
Unweighted Base	144	151	491	352	318	572	2061
<b>Junior managers</b>							
All eligible	60.4	77.8	67.9	83.8	58.9	85.4	66.1
Some eligible	5.1	8.3	12.0	6.2	14.0	6.7	6.5
None eligible	24.0	13.3	16.0	8.6	23.4	7.6	24.2
Don't know	10.5	0.5	4.1	1.5	3.7	0.2	3.3
Weighted Base	9735	14580	27652	22627	32515	51703	291916
Unweighted Base	131	148	454	335	286	523	1691

Base: All establishments with working practice (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.11 (continued)**  
**Whether establishments places restrictions on eligibility for working practices**  
**by occupational group and contractual status of employees**

column percentages

Category of Employee and Eligibility	Working Practice						
	Annualised hours	Compressed week	Job-share	Reduced hours	Term-time	Flexitime	Part-time
<b>Other Non-manual staff</b>							
All eligible	57.8	77.3	81.0	86.4	62.1	83.8	69.4
Some eligible	17.1	8.4	11.2	9.7	21.6	12.4	18.2
None eligible	13.1	13.9	3.2	2.7	13.3	2.5	9.3
Don't know	12.0	0.3	4.6	1.3	3.0	1.4	3.1
Weighted Base	12161	14253	32832	25844	37248	70463	418087
Unweighted Base	145	149	487	346	311	570	1959
<b>Manual staff</b>							
All eligible	58.0	70.1	76.4	88.4	64.4	79.3	66.4
Some eligible	15.0	12.1	7.5	8.0	24.3	7.2	15.4
None eligible	16.2	17.6	10.1	3.1	7.5	13.3	14.2
Don't know	10.8	0.2	6.0	0.5	3.8	0.2	3.9
Weighted Base	9472	9479	21074	18102	27611	29045	271094
Unweighted Base	114	118	297	229	224	301	1372

Base: All establishments with working practice (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.12**  
**Whether establishment places restrictions on eligibility and take-up by employees**

	Proportion of staff making use of arrangement						Total	Weighted Base	Unweighted Base
	None	Less than 5%	5-9%	10-24%	Over 25%	Don't know			
row percentages									
<b>ANNUALISED HOURS</b>									
Full-time staff									
All / some eligible	0.7	25.5	3.4	16.5	48.9	4.9	100	9679	116
None eligible								1020	17
Part-time staff									
All / some eligible	0.8	25.4	3.5	16.7	48.3	5.4	100	8788	95
None eligible	-	59.2	2.0	9.7	28.5	0.5	100	1719	36
Senior management / Professionals									
All / some eligible	0.9	18.9	4.6	15.1	54.2	6.3	100	7576	80
None eligible	-	50.6	0.6	19.0	29.4	0.4	100	2647	54
Junior management / Professionals									
All / some eligible	1.1	26.1	5.6	16.8	46.5	4.0	100	6372	85
None eligible	-	63.5	0.3	21.7	14.0	0.4	100	2339	40
Other Non-manual									
All / some eligible	0.8	26.8	3.5	16.9	46.8	5.2	100	9105	97
None eligible	-	50.5	2.8	7.1	39.1	0.6	100	1594	40
Manual									
All / some eligible	1.0	17.4	1.1	22.2	54.6	3.8	100	6916	93
None eligible								1533	15

Base: All establishments with working time arrangement (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.12 (continued)**  
**Whether establishment places restrictions on eligibility and take-up by employees**

	Proportion of staff making use of arrangement						Total	Weighted Base	Unweighted Base
	None	Less than 5%	5-9%	10-24%	Over 25%	Don't know			
row percentages									
<b>FLEXITIME</b>									
Full-time staff									
All / some eligible	0.1	16.6	5.1	7.4	68.0	2.9	100	71164	543
None eligible							100	1666	18
Part-time staff									
All / some eligible	0.1	17.2	5.9	5.6	67.6	3.6	100	63457	500
None eligible	3.3	22.5	2.6	13.1	58.6	-	100	2075	47
Senior management / Professionals									
All / some eligible	0.0	15.6	5.6	6.5	68.9	3.3	100	62596	458
None eligible	3.0	13.8	10.3	22.2	47.6	3.1	100	7424	105
Junior management / Professionals									
All / some eligible	-	15.5	6.0	6.9	71.3	0.3	100	47650	451
None eligible	5.7	16.4	12.6	15.5	44.0	5.9	100	3931	67
Other Non-manual									
All / some eligible	0.3	15.6	5.1	9.2	69.4	0.4	100	67737	541
None eligible							100	1774	20
Manual									
All / some eligible	0.3	22.3	6.1	4.2	59.6	7.5	100	25123	224
None eligible	1.8	32.3	15.7	12.7	36.9	0.5	100	3869	73

Base: All establishments with working time arrangement (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.12 (continued)**  
**Whether establishment places restrictions on eligibility and take-up by employees**

column percentages

	Proportion of staff making use of arrangement					Total	Weighted Base	Unweighted Base
	None	Less than 5%	5-9%	10-24%	Over 25%			
<b>PART-TIME EMPLOYMENT</b>								
Senior management / Professionals								
All / some eligible	0.2	5.1	7.9	25.7	61.0	100	326125	1440
None eligible	0.3	10.1	14.4	23.9	51.3	100	137332	516
Junior management / Professionals								
All / some eligible	0.3	6.6	10.4	26.0	56.7	100	211820	1251
None eligible	0.6	16.4	18.5	21.7	42.9	100	70512	360
Other Non-manual								
All / some eligible	0.3	6.9	9.8	25.0	58.1	100	366095	1726
None eligible	-	12.3	17.7	36.3	33.8	100	39090	140
Manual								
All / some eligible	0.2	7.0	8.9	22.2	61.6	100	221892	1116
None eligible	0.4	15.1	25.2	30.5	28.7	100	38612	184

Base: All establishments with working time arrangement (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.13**  
**Managerial discretion over work-life balance practices and take-up of working practices by employees**

row percentages

	Proportion of staff taking up working arrangement						Total	Weighted Base	Unweighted Base
	None	Less than 5%	5-9%	10-24%	Over 25%	Don't know			
<b>Managerial discretion: who is eligible</b>									
<b>Part-time</b>									
A great deal of discretion	25.6	4.2	6.8	17.9	45.6	-	100	365562	1094
A fair amount	24.2	5.5	7.8	21.0	41.5	-	100	176243	735
A little	21.3	8.3	8.8	22.4	39.2	-	100	55548	350
None at all	17.8	4.9	9.8	18.2	49.3	-	100	41275	232
It varies	17.5	8.2	15.6	25.3	33.3	-	100	10961	59
<b>Flexitime</b>									
A great deal of discretion	89.4	2.0	0.5	1.1	6.5	0.6	100	365562	1094
A fair amount	89.7	1.6	0.9	1.3	6.3	0.2	100	176243	735
A little	86.9	1.1	1.6	0.5	10.0	*	100	55548	350
None at all	78.8	4.1	0.1	0.3	16.5	0.2	100	41275	232
It varies	84.5	0.7	-	0.1	14.6	0.2	100	10961	59

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000: Employer Survey (IER/IFF)



**Table 6.14**  
**Reasons why establishments have no part-time or flexitime by sector (summary)**

	column percentages				
	Production	Service	Private Service	Public Service	Total
<i>Part-time</i>					
Not compatible with work	51.5	40.9	38.5	68.4	44.7
No demand	34.0	34.5	34.9	30.1	34.4
Total	100	100	100	100	100
Weighted Base	55052	100950	92904	8046	156002
Unweighted Base	181	215	193	22	396
<i>Flexitime</i>					
Not compatible with work	50.9	57.8	55.6	66.3	56.3
No demand	19.6	13.1	14.3	8.7	14.5
Total	100	100	100	100	100
Weighted Base	119741	460232	366594	93638	579973
Unweighted Base	579	1341	1098	243	1920

Base: All without working arrangement (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.15**  
**Acceptability of moving from part-time to full-time by industrial sector (summary)**

	column percentages				
	Production	Services	Private Services	Public Services	Total
Acceptable in all or nearly all cases	33.2	32.8	34.9	26.9	32.9
Acceptable in some cases	19.5	19.8	21.0	16.5	19.8
Unlikely to be accepted	25.8	17.4	17.3	17.7	18.6
Likely to be excepted only in exceptional circumstances	6.6	3.9	3.4	5.4	4.3
Depend entirely on the individual	13.6	25.1	22.2	33.3	23.5
Don't know	1.3	0.9	1.2	0.2	1.0
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
Weighted Base	70979	427780	315019	112761	498759
Unweighted Base	461	1642	1117	525	2103

Base: All establishments which employ part-timers (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.16**  
**Acceptability of moving from part-time to full-time by size of establishment**

column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
<b>Moving part-time to full-time</b>								
Acceptable in all or nearly all cases	30.8	30.8	38.7	35.3	36.1	42.8	41.9	32.9
Acceptable in some cases	17.1	22.5	20.1	20.0	25.4	22.9	25.3	19.8
Unlikely to be accepted	25.6	17.9	10.9	9.0	5.0	4.8	3.0	18.6
Likely to be accepted only in exceptional circumstances	2.7	4.5	7.1	6.8	5.5	4.3	2.5	4.3
Depend entirely on the individual	23.8	21.8	22.6	27.9	26.7	24.4	26.4	23.5
Don't know	-	2.6	0.6	1.0	1.4	0.8	0.9	1.0
Total	100	100	100	100	100	100	100	100
Weighted Base	210584	142519	78097	36837	17510	9881	3332	498759
Unweighted Base	216	229	309	282	353	356	358	2103

Base: All establishments which employ part-timers (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.17**  
**Acceptability of moving from part-time to full-time by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
column percentages												
<b>Moving part-time to full-time</b>												
Acceptable in all or nearly all cases	36.2	34.1	42.3	32.6	42.1	40.6	28.3	19.2	16.1	24.9	38.2	32.9
Acceptable in some cases	13.7	17.3	18.0	17.1	21.0	21.2	24.3	32.3	21.3	19.2	11.8	19.8
Unlikely to be accepted	17.0	23.0	8.7	19.9	9.3	15.1	21.0	16.6	36.5	18.9	20.2	18.6
Likely to be excepted only in exceptional circumstances	7.3	3.4	6.7	0.4	7.3	2.3	8.6	2.7	2.8	4.6	2.3	4.3
Depend entirely on the individual	22.2	22.2	24.1	29.6	20.3	20.7	17.0	28.4	22.1	26.9	27.4	23.5
Don't know	3.7	-	0.1	0.4	0.1	0.1	0.8	0.8	1.1	5.4	0.2	1.0
Total	100	100	100	100	100	100	100	100	100	100	100	100
Weighted Base	30747	45897	50899	40032	46348	67047	45190	38657	46890	39282	47770	498759
Unweighted Base	207	230	229	183	168	224	185	215	174	153	135	2103

Base: All establishments which employ part-timers (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.18**  
**Acceptability of moving from full-time to part-time by industrial sector (summary)**

	column percentages				
	Production	Services	Private Services	Public Services	Total
<b>Moving full-time to part-time</b>					
Acceptable in all or nearly all cases	16.7	40.1	37.8	47.6	35.6
Acceptable in some cases	18.9	19.1	19.5	17.7	19.0
Unlikely to be accepted	34.7	15.0	17.6	6.2	18.8
Likely to be excepted only in exceptional circumstances	7.7	4.4	4.6	4.1	5.1
Depend entirely on the individual	19.9	19.1	18.1	22.5	19.3
Don't know	2.1	2.4	2.5	1.9	2.3
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.19**  
**Acceptability of moving from full-time to part-time by size of establishment**

column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
<b>Moving full-time to part-time</b>								
Acceptable in all or nearly all cases	36.0	34.8	36.5	34.5	34.7	34.8	37.3	35.6
Acceptable in some cases	16.2	19.0	21.8	25.9	26.7	32.4	34.5	19.0
Unlikely to be accepted	22.2	19.8	15.0	7.8	6.8	3.2	3.6	18.8
Likely to be excepted only in exceptional circumstances	3.4	7.4	4.7	6.7	7.4	6.1	3.9	5.1
Depend entirely on the individual	18.4	18.3	20.6	24.0	23.8	22.9	20.4	19.3
Don't know	3.9	0.6	1.4	1.1	0.7	0.6	0.3	2.3
Total	100	100	100	100	100	100	100	100
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.20**

**Acceptability of moving from full-time to part-time by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
	column percentages											
<b>Moving full-time to part-time</b>												
Acceptable in all or nearly all cases	37.8	34.2	31.2	37.0	34.1	42.5	31.5	38.9	34.8	24.8	42.0	35.6
Acceptable in some cases	11.3	22.2	22.4	18.2	16.6	16.7	26.9	16.5	21.7	19.3	16.7	19.0
Unlikely to be accepted	31.4	14.9	21.2	16.5	20.9	15.9	12.8	13.6	26.1	14.5	20.5	18.8
Likely to be excepted only in exceptional circumstances	3.3	6.3	7.0	4.1	10.3	5.1	3.3	5.7	1.8	3.4	3.7	5.1
Depend entirely on the individual	15.3	19.3	15.8	22.7	15.0	18.0	24.8	23.6	12.6	34.8	13.3	19.3
Don't know	0.9	3.1	2.3	1.4	3.2	1.7	0.7	1.7	3.0	3.3	3.8	2.3
Total	100	100	100	100	100	100	100	100	100	100	100	100
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	5776	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

**Table 6.21**  
**Proportion of employees using flexible working time arrangements, by gender**

	column percentages		
	Male	Female	All
Annualised hours	2	2	2
Compressed week	6	7	6
Job-share	3	6	4
Term-time	8	16	12
Flexitime	23	25	24
Part-time	8	44	25
Shift work	24	18	21
Weighted Base	4006	3556	7562
Unweighted Base	3324	4238	7562

Base: All employees  
Source: WLB 2000: Employee Survey (IER/IFF)



**Table 6.22**  
**The incidence of flexible working practices by industry**

	Percentage of employees in industry with working practice							percentages	
	Annualised hours	Compressed hours	Job-share	Term-time	Flexitime	Part-time	Shift Work	Weighted Base	Unweighted Base
Manufacturing, Agriculture, Mining & Utilities	1	7	3	4	16	7	27	1476	1184
Construction	1	5	3	5	13	6	11	303	242
Retail & Wholesale	1	8	6	8	23	43	24	1588	1214
Transport & Distribution	2	7	2	6	20	15	34	492	478
Finance & Business Services	2	4	3	5	30	16	10	1402	1270
Public Administration	4	7	5	6	52	20	19	529	775
Education, Health & Other Services	3	7	6	31	22	40	22	1764	2389
All Sectors	2	6	4	12	24	25	21	7562	7562

Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

**Table 6.23**  
**The incidence of flexible working practices by establishment size**

	Establishment Size				percentages
	5-24	25-99	100-499	500+	All
Annualised hours	3	3	1	3	2
Compressed week	7	5	6	8	6
Job-share	6	4	3	4	4
Term-time	15	16	9	8	12
Flexitime	24	19	25	29	24
Part-time	36	23	21	25	25
Shift work	18	19	24	23	21
Weighted Base	1219	2121	2201	2023	7562
Unweighted Base	1548	2013	1920	2081	7562

Base: All employees  
Source: WLB 2000: Employee Survey (IER/IFF)

**Table 6.24**  
**Proportion of Employees Using Flexible Working Time Arrangements, by Broad Occupational Group**

	Percentage of occupational group				percentages
	Managerial	Manual	Non-Manual	All	
Annualised hours	3	2	2	2	
Compressed week	6	7	7	6	
Job-share	3	4	6	4	
Term-time	13	9	11	12	
Flexitime	26	15	26	24	
Part-time	14	17	43	25	
Shift work	15	33	23	21	
Weighted Base	3454	1462	2620	7562	
Unweighted Base	3601	1220	2711	7562	

Base: All employees  
Source: WLB 2000: Employee Survey (IER/IFF)

**Table 6.25**  
**The incidence of flexible working time arrangements**

	Currently working	Employer will allow	Work-life balance practice not possible	percentages All
Annualised hours	2	11	87	100
Compressed week	6	19	75	100
Job-share	4	30	66	100
Term-time	12	17	71	100
Flexitime	24	32	44	100
Part-time	25	45	30	100

Base: All employees (Weighted base, 7562 : Unweighted Base, 7562)

Source: WLB 2000: Employee Survey (IER/IFF)

**Table 6.26**  
**Proportion of employees whose employer would allow work-life balance practices**

	percentages				
	Males	Females	All	Weighted Base	Unweighted Base
Annualised hours	10	12	11	7259	7234
Compressed week	17	20	18	7058	7063
Job-share	20	39	29	7228	7222
Reduced hours	36	47	41	7562	7562
Term-time	11	20	15	6678	6543
Flexitime	24	23	24	5734	5661
Part-time	26	48	34	5680	5755

Base: Employees not currently using working arrangement  
Source: WLB 2000: Employee Survey (IER/IFF)

**Table 6.27**  
**Proportion of employees who believe their job could use flexible work practices**

	Males	Females	All	Weighted Base	Unweighted Base
Annualised hours	16	14	15	7397	7375
Compressed week	20	18	19	7081	7085
Job-share	34	51	41	7245	7236
Reduced hours	13	19	15	7562	7562
Term-time	7	9	8	6682	6548
Flexitime	30	28	29	5740	5667
Part-time	14	25	17	5681	5756

Base: Employees whose employer does not currently allow working arrangements  
Source: WLB 2000: Employee Survey (IER/IFF)

**Table 6.28**  
**The latent demand for more flexible working time arrangements**

	Males	Females	All	Weighted Base	Unweighted Base
Annualised hours	24	18	21	7397	7375
Compressed week	40	30	35	7081	7085
Job-share	13	20	16	7245	7236
Reduced hours	23	26	24	7562	7562
Term-time	22	28	25	6682	6548
Flexitime	48	44	47	5740	5667
Part-time	21	35	26	5681	5756

Base: All employees not currently using working practice, except in the case of 'reduced hours' where the base is all employees  
Source: WLB 2000: Employee Survey (IER/IFF)

**Table 6.29**  
**Employees by full and part-time employment, industry and gender**

		row percentages			
		Full Time	Part Time	Weighted Base	Unweighted Base
MALE	Manufacturing, Agriculture, Mining & Utilities	97.7	2.3	1092	796
	Construction	98.4	1.6	256	191
	Retail & Wholesale (inc. Hotels & Restaurants)	81.1	18.9	680	456
	Transport & Distribution	92.5	7.5	372	328
	Finance & Business Services	95.3	4.7	859	673
	Public Administration	95.6	4.4	252	334
	Education, Health & Other Services	81.3	18.7	493	543
	Total	91.8	8.2	4006	3324
FEMALE	Manufacturing, Agriculture, Mining & Utilities	80.3	19.7	385	388
	Construction	72.3	27.7	47	51
	Retail & Wholesale (inc. Hotels & Restaurants)	39.6	60.4	908	758
	Transport & Distribution	60.3	39.7	121	150
	Finance & Business Services	66.9	33.1	543	597
	Public Administration	66.8	33.2	278	441
	Education, Health & Other Services	53.0	46.9	1271	1846
	Total	56.3	43.7	3556	4238

Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)



**Table 6.30**  
**Employees by full and part-time employment, occupation and gender**

		row percentages			
		Full Time	Part Time	Weighted Base	Unweighted Base
MALE	Managers & Administrators	96.9	3.1	811	677
	Professional Occupations	92.0	8.0	596	531
	Associate Professional and Technical Occupations	96.9	3.1	644	553
	Clerical and Secretarial Occupations	89.3	10.7	336	286
	Craft and Related Occupations	96.4	3.6	550	429
	Personal and Protective Service Occupations	74.7	25.3	222	208
	Sales Occupations	76.2	23.8	239	169
	Plant and Machine Operatives	94.4	5.6	424	325
	Other Occupations	75.0	25.0	172	134
	Total	91.8	8.2	3995	3312
FEMALE	Managers & Administrators	80.7	19.3	446	535
	Professional Occupations	69.8	30.2	451	631
	Associate Professional and Technical Occupations	63.4	36.4	506	674
	Clerical and Secretarial Occupations	60.1	39.9	852	1006
	Craft and Related Occupations	81.8	18.2	55	56
	Personal and Protective Service Occupations	37.6	62.4	457	590
	Sales Occupations	31.1	68.9	515	452
	Plant and Machine Operatives	75.5	24.5	106	109
	Other Occupations	16.8	83.2	155	167
	Total	56.2	43.8	3542	4220

Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

**Table 6.31**  
**Reasons why full-time job not wanted**

	percentages		
	Male	Female	All
<b>In full-time education</b>	<b>36</b>	<b>10</b>	<b>14</b>
<b>Permanently sick or disabled</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>No full-time jobs available</b>	<b>23</b>	<b>8</b>	<b>11</b>
<b>Do not want a full-time job</b>	<b>42</b>	<b>58</b>	<b>55</b>
Weighted Base	328	1553	1881
Unweighted Base	199	1607	1806
<b><i>Reason for not wanting full-time employment as a percentage of those not wanting a full-time job</i></b>			
<i>Already financially secure</i>	15	10	11
<i>Earn enough from part-time job</i>	9	10	10
<b><i>To spend more time with family</i></b>	<b>14</b>	<b>49</b>	<b>44</b>
<i>Need to meet domestic commitment</i>	8	36	32
<b><i>Insufficient child-care</i></b>	<b>-</b>	<b>6</b>	<b>6</b>
<i>Retired on a pension</i>	5	1	1
<i>Health reasons</i>	2	*	1
<i>Too old for full-time job</i>	-	*	*
<i>To have more free time</i>	1	1	1
<i>Personal choice</i>	1	1	1
<i>To run a business</i>	4	1	1
<i>Other reason</i>	4	2	2
Weighted Base	138	895	1033
Unweighted Base	84	941	1025

Base: All employees working part-time

Note: Less than 0.5 per cent

Source: WLB 2000: Employee Survey (IER/IFF)



## 7. WORKING FROM HOME

### 7.1 INTRODUCTION

This chapter explores working from home during what may be considered normal working hours. It is not concerned with those instances where people take work home after the end of the working day either to catch up with a backlog of work or to prepare for the next day. That is simply classified as additional hours. Rather it explores those situations where people may work more or less all of the time from home or where their home has effectively become their office, for instance in the case of travelling salesmen. It also examines those cases where people work from home on a regular but limited basis, say one or two days a week, or on an occasional or *ad hoc* basis as the need arises.

Working at home can fulfil a number of purposes. It may allow the employee to concentrate on a particular task free from the disruptions of the workplace, or it may provide a degree of work flexibility with respect to, for instance, looking after children or aged relatives. It is not, however, simply a question of meeting the employee's needs. Not all work can be undertaken from home. In obvious cases, such as production line work, it is impossible to undertake work at home because it is so location dependent. But there is likely to be a substantial grey area where either the employer or employee is unaware of the capacity for their work to be undertaken at home or because employers do not have the necessary trust in their employees to allow them to work from home. In other instances, where it is feasible, employees may be reluctant to work from home preferring instead to separate home from work. Start-up costs may be another barrier to establishing an employee to work at home (e.g. computer and modem) for the employer or employee (depending upon who is meeting the cost).

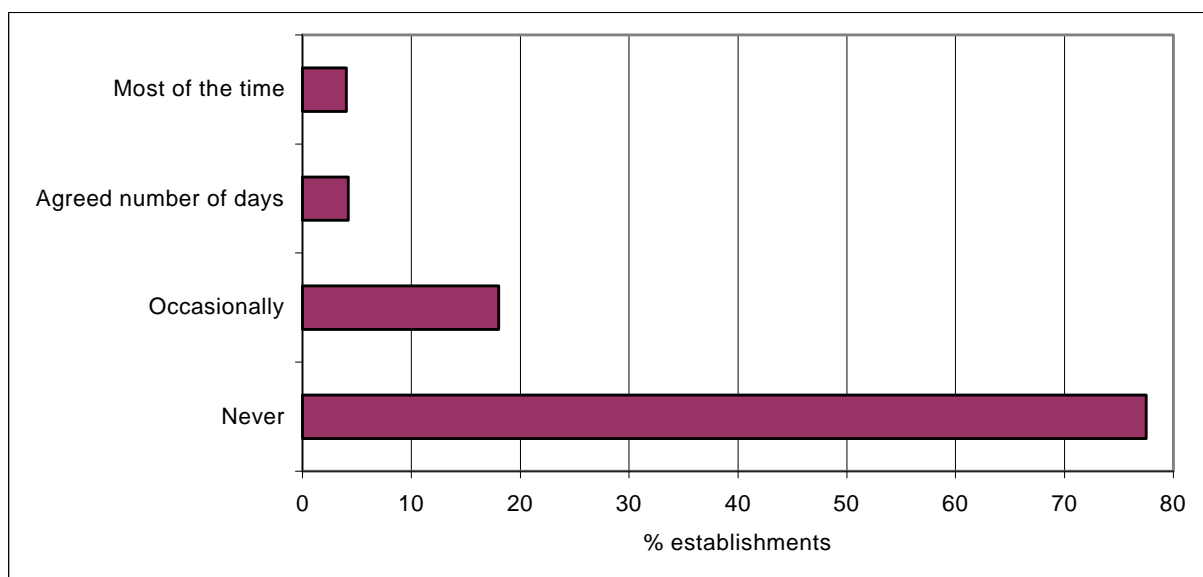
From the employer perspective this chapter explores the characteristics of workplaces with respect to working from home. From the employee perspective it identifies the characteristics of those who work from home, and the extent of any latent demand; that is, where it is feasible to work from home and the employee would like to do so.

## 7.2 EMPLOYER REPORTS

### 7.2.1 Incidence of Activity

Approximately 22 per cent of establishments covering 38 per cent of employees reported that some of their employees worked most of the time, regularly, or occasionally, from home. The most common form of working from home was on an occasional basis: approximately 18 per cent of establishments (employing 30 per cent of the workforce); 4 per cent of establishments (employing 10 per cent of the workforce) on a regular basis; and 4 per cent of establishments (employing 9 per cent of the workforce) most of the time (see *Figure 7.1*). Where employers had staff working from home this tended to affect a small proportion of employees regardless of its regularity.

**Figure 7.1**  
**Percentage of establishments with staff working from home**



Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Respondents could state that all three forms of working from home were practised in their establishment. In the 18 per cent of establishments where staff worked from home occasionally, approximately 7 per cent of those establishments had staff working from home most of the time, and 11 per cent had staff working from home regularly (see *Table 7.1*). In those establishments that had staff working from home most of the time or regularly it was common for working from home occasionally to be reported.

**Table 7.1**  
**Working from home, reports by employers**

	column percentages		
	Work from home most of time	Work from home regularly	Work from home occasionally
Work from home most of time	100	18.9	7.4
Work from home regularly	20.1	100	10.6
Work from home occasionally	33.3	45.2	100
Weighted Base	26011	27717	117690
Unweighted Base	210	208	725

Base: All establishments with staff working at home: establishment weighted measure

Source: WLB 2000: Employer Survey (IER/IFF)

It was in the public sector that the highest proportion of establishments reported staff working from home (see *Table 7.2*). The number of employees working in an establishment or organisation is also related to people working from home (see *Table 7.3a and 7.3b*). Approximately 83 per cent of establishments with 5-10 employees reported that no one worked from home, compared to 42 per cent in those that employed 500 or more employees. A comparison of single site establishments and those that were part of a larger organisation reveals a similar pattern, although the differences between the smallest and largest establishments was more marked. Around 53 per cent of single site establishments with 500 or more employees had no one working from home, at least occasionally, whereas the corresponding figure for establishments of the same size but which belonged to a larger organisation was 39 per cent. The comparable figures for establishments with less than 25 employees were 79 per cent and 81 per cent respectively.

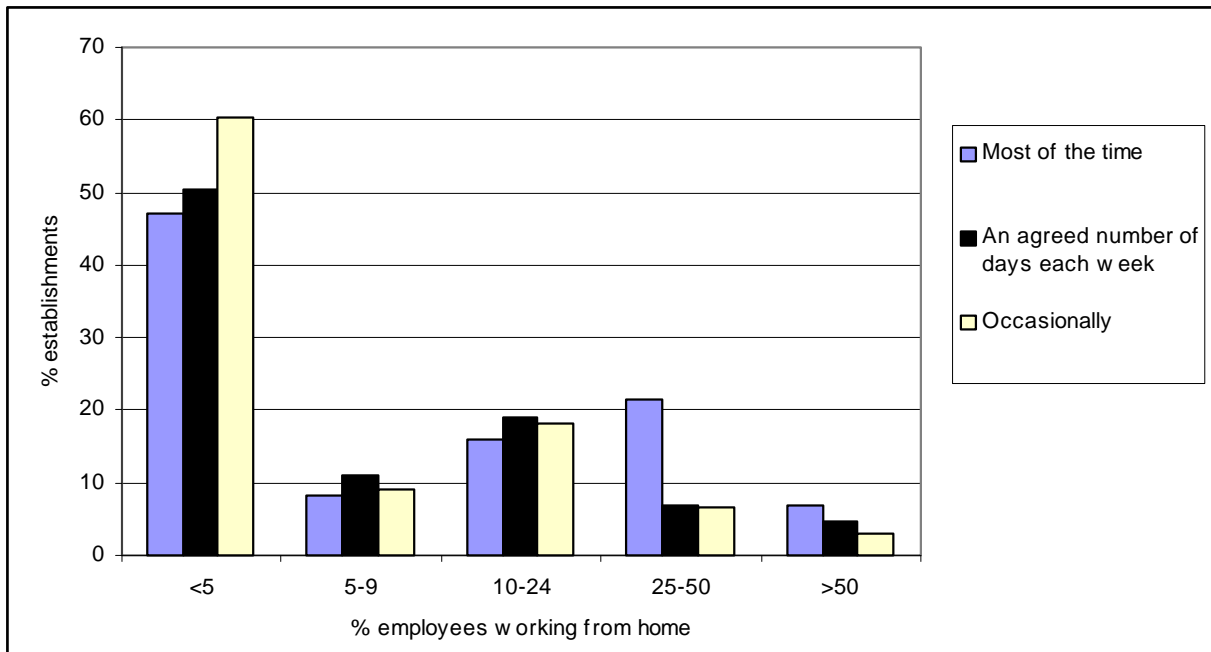
The regional pattern of working from home will be, in large part, determined by industrial structure (see *Table 7.4*). There is, however, limited regional variation in the data. The Eastern region stands out as having the highest proportion of establishments with staff working from home at least occasionally whereas Wales had the least.

### 7.2.2 Take up of working at home

As noted above 22 per cent of establishments had staff working from home at least on an occasional basis. Though this represents a substantial minority of establishments, it tended to be a relatively small proportion of staff within each establishment that actually worked from home (see *Figure 7.2*). In the majority of cases less than 5 per cent of staff worked from home. This suggests that it was a relatively select group of staff that work from home. This section examines the extent to which the existence of a formal policy, rules regarding eligibility, and managerial discretion affect the take-up of working at home within establishments.

Sectoral differences, overall, are significant between the production and service sectors, and between the public and private sectors with respect to take-up, but they are not large (see *Table 7.5*). Overall, however, one is looking at a working arrangement that is practised by a small minority of staff.

**Figure 7.2**  
**Proportion of employees working at home**

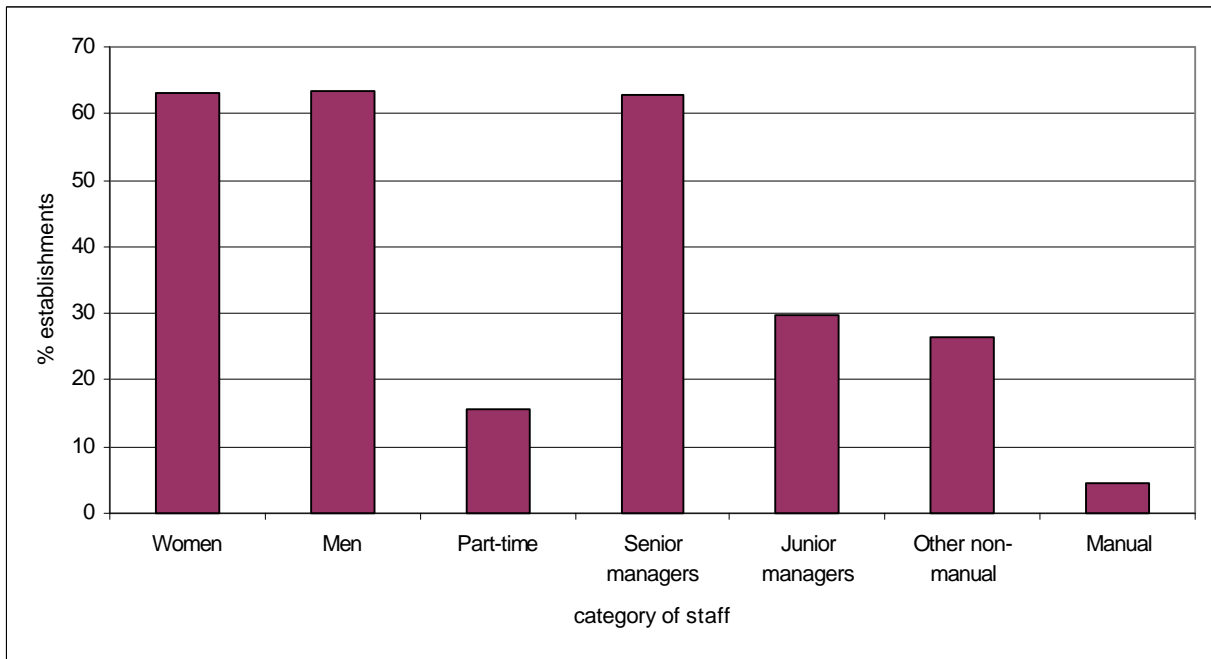


Base: All establishments with staff working from home (establishment weighted measure)  
 Source: WLB 2000: Employer Survey (IER/IFF)

Take-up appears to be high in smaller establishments (see Table 7.6). This is likely to reflect simply the fact that each person counts for a greater percentage of the workforce in smaller establishments.

Because the take-up of working at home is limited this suggests that the staff who are able to do so are not representative of employees as a whole but comprise a sub-set perhaps characterised by their seniority. This may be especially so if the decision to work from home is not sanctioned through company policy but taken of the individual's own accord. Staff who had taken advantage of working from home over the 12 months had a marked profile (see Figure 7.3). Around 60 per cent of establishments where staff worked from home reported that some of their senior managers had worked from home, compared to around 28 per cent in the case of non-manual employees. The picture to emerge is one of working at home being a working practice associated with senior managers and professionals who work full-time. It was rare for part-time staff or manual workers to work from home.

**Figure 7.3**  
**Categories of staff who have worked from home over last 12 months**



Base: All establishments with staff working from home (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

Sectoral differences relating to which staff worked from home were quite modest (see Table 7.7). The incidence of working at home was greatest in the public sector and this is reflected in a greater proportion of each category of staff being reported as having worked from home.

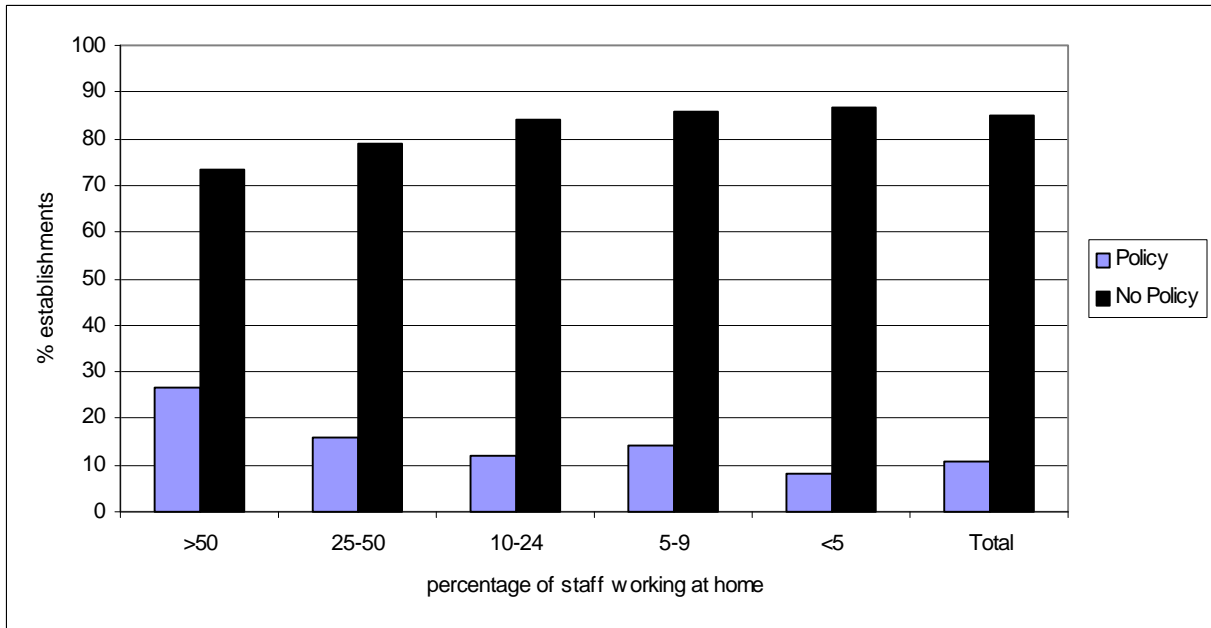
### 7.2.3 Written Policies and Working at Home

The fact that it was senior managers and professionals more than any other occupational group that had worked from home over the previous 12 months suggests that they may have a fair degree of discretion over whether or not they themselves are allowed to work from home. This may not necessarily be set out in a formal written policy. Where policies were in place they were more commonly found in the service sector rather than the production sector, and in public services rather than private (see Table 7.8). Overall, however, the existence of written policies was evident only in a small proportion of establishments. A greater proportion of larger establishments had formal policies - reflecting the fact that practices are more readily codified in larger establishments that have the resources to undertake this type of activity (see Tables 7.9). Approximately 8 per cent of establishments with 5-10 employees size band had a written policy compared to 32 per cent with 500+ employees.

Having a written policy was related to an increased proportion of establishments having some staff working at home an agreed number of days each week (see Table 7.10). The existence of a written policy is also related to the take-up of working at home within establishments. A larger proportion of establishments with a written policy had higher levels of take-up compared to those that did not have a policy (see Figure 7.4). Amongst those with a policy there is a downward curve looking from left to right, whereas amongst those without a policy the opposite trend is apparent.



**Figure 7.4**  
**Written policy and take-up of working at home by employees**



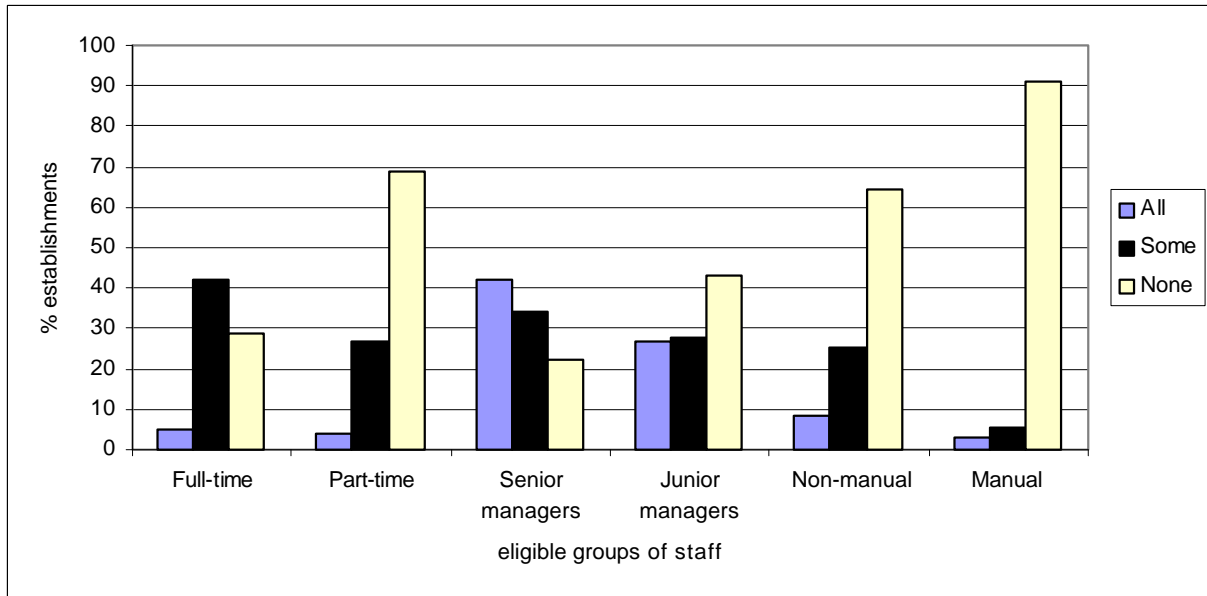
Base: All establishments with staff working at home (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

### 7.2.4 Eligibility to Work at Home

The impact of policy on take-up - whether or not that policy is either: (a) formal and written; or (b) tacit - will be dependent upon the content of that policy. A critical element of any policy relating to working practices is who, and who is not, eligible to take-up those working practices. Around 78 per cent of establishments which either had people working from home over the past 12 months or for whom it was feasible to work from home reported that they placed restrictions on staff allowed to work in this way. It tended to be part-time, manual and non-manual employees who were ruled ineligible to work from home (*see Figure 7.5*). In many instances, this may well relate to the feasibility of, for example, manual workers being able to undertake their work away from, say, the production line. With reference to this particular group of employees their ineligibility to work from home is nearly universal. In other instances, such as that relating to non-manual workers there was a substantial minority of establishments where all or some of them were allowed to work from home. The question becomes one of identifying the characteristics of those employers which allow such staff to work from home: is it simply related to sector or the number of employees who work at the establishment, or is it related to some other set of factors?

**Figure 7.5**  
**Staff eligible to work from home**



Base: All establishments with restrictions on working from home and who employ groups of staff (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Sectorally, the principal difference was between the production and service sectors with the latter being less likely to report restrictions on eligibility (see Table 7.11). Within the service sector it tended to be the private sector that was least likely to report a restriction.

The relationship between the number of employees in the establishment and restrictions placed on who is allowed to work from home is not strong (see Table 7.12). The difference between the smallest establishments (less than 25 employees) and the largest ones (500 or more employees) is not marked (78 and 73 per cent of establishments respectively). This suggests that eligibility to work from home is related more to the nature of the work undertaken by an employee rather than the size of establishment and the restrictions this may place upon staff not being at their usual place of work.

Where restrictions were in place on those who could work from home this was associated with a lower take-up of this working practice (see Table 7.13).

### 7.2.5 Managerial Discretion and Working at Home

Respondents were asked if managers had much discretion over: (a) the types of work-life balance practices available at the establishment and; (b) who was eligible to make use of whatever arrangements were made available. The key question is the extent to which take-up of working at home is affected by managerial discretion. The overall picture to emerge is that where management had discretion with respect to the types of work life balance practice available this does not appear to be related to whether or not people were reported as working from home. Where managers had a great deal or a little discretion over who was permitted to take advantage of work-life balance practices, the proportion of establishments which reported that people had worked from home over the last twelve months was greater than where managers had only a fair amount or little discretion (see Table 7.14). This needs to be seen in light of the fact that most employees were in establishments where working from home was restricted.

## 7.2.6 Reasons for No Working at Home

Where staff did not work from home, the principal reason related to the perceived feasibility of doing so. Overall, 88 per cent of establishments reported that no one had worked from home over the last 12 months because it was infeasible to do so. Sectoral differences were limited (see *Table 7.15*). With respect to size of establishment it tended to be the larger establishments that reported it would be feasible – 25 per cent of establishments in the 500+ employee size band thought it would be feasible compared to 11 per cent overall, and 10 per cent in the 5-10 employee size band (see *Tables 7.16*).

The question of latent demand for working at home arises. In 11 per cent of establishments where working from home had not been practised, it was reported that it was feasible but had not been taken up mainly because of a lack of demand from the workforce (24 per cent) and problems in operating such practices (41 per cent). It is also apparent that within industrial sectors there were differing views about the feasibility of working from home. In some cases this will relate to the impossibility of freeing people from the production or service process, but in other instances it is likely to be rooted more in tradition and custom rather than the problems of producing a good or service.

## 7.3 EMPLOYEE REPORTS

Evidence from the Employee Survey points to a strong belief amongst employees that their employer would be unlikely to allow them to work at home. Around 87 per cent of employees were of this view. This belief seems to be based on the perception that the needs of the job precluded working from home (cited in 95 per cent of cases where working from home was not thought possible). Moreover, in 62 per cent of cases, employees said that they would not want to work at home. In 19 per cent of cases this was because they did not believe it would be possible to carry out their work adequately at home. Some employees presented more positive reasons for not wanting to work at home, the principal ones being that they liked to go out to work (20 per cent) and that they liked to meet people (12 per cent). Other reasons included that it was boring or isolated at home, that there were too many distractions or that it was better to keep work and home separate.

In view of the widespread belief that working from home was impractical or undesirable, it is not surprising to find that only around one in four employees worked at home as part of their normal hours of work. Most employees worked at home only occasionally (16 per cent of all employees) but the remainder worked at home on one or two days per week (6 per cent) or most of the time (5 per cent). The most frequently cited reasons for working at home were 'the demands of the job' (35 per cent) and 'to get more work done/it is more efficient' (38 per cent). It is evident, therefore, that even from the employee's perspective the reasons for working at home were dominated by work-related factors rather than work-life balance issues. In fact, few employees cited work-life balance reasons for working at home: childcare needs was cited by 5 per cent of employees who worked at home while caring for relatives, friends or neighbours was cited by less than two per cent. Women who worked at home were somewhat more likely than men to refer to childcare or other caring responsibilities. Around 9 per cent of women working at home mentioned childcare arrangements but less than 3 per cent mentioned other caring responsibilities as factors in their choice to work from home.

*Table 7.17* describes the pattern of working from home across occupational groups and industry sector. It is very clear that working at home is a practice largely carried out by employees in managerial and professional occupations. Almost 80 per cent of employees who worked at home were managers or professionals (although even amongst this group, 65 per cent never working from home). Employees who work from home were largely concentrated in education, health & other services and in finance & business services.

These two sectors accounted for almost 60 per cent of all forms of working from home (but only 38 per cent of those who never worked from home). This pattern is partly a reflection of the large number of employees working in these two sectors but also reflects differences in business needs and working practices.

The characteristics of employees working from home are summarised in *Table 7.18*. Overall, working from home was associated more with:

- working in the public sector;
- working in larger establishments although the relationship is not strong;
- employment in managerial/professional occupations; and
- living in London and the South East.

Working from home was most common in finance & business services (30 per cent worked at home in some manner), education, health and other services (26 per cent) and public administration (23 per cent). Working from home was least likely in the retail & wholesale sector (11 per cent worked at home), manufacturing, agriculture, mining & utilities (15 per cent) and in transport & distribution (16 per cent). There was very little difference in the incidence of working from home by size of establishment although there was some indication that the practice was slightly more prevalent in large establishments than in small ones. Amongst employees working in small establishments (5-24 employees), the proportion that had worked at home was 17 per cent. Amongst employees in medium sized establishments (those employing 25-99 and those employing 100-499) the proportion was 20 per cent while 22 per cent of employees in the largest establishments (500 employees or more) had worked at home at least on an occasional basis. Across regions, the proportion of employees working from home ranged from 28 per cent in London to 14 per cent in the North East. Regional differences largely arise from different regional employment structures. The South East, for instance, had a relatively high proportion of employees in managerial and professional occupations and the service sector. Other regions, of which the North East is an example, had a relatively high proportion of workers in manual occupations in manufacturing and construction where working from home is less common.

The demand for working from home was tested by asking respondents who did not work from home whether they would like to. Around 33 per cent reported that they would like to work from home even though they did not do so at present. This, however, takes no account of whether it would be feasible to do their job at home or whether their employer would allow them to do so.

Of those who did not work from home, only 12 per cent thought their employer would (or might possibly) allow them to work from home. Of this group who would or might be allowed to work at home, 41 per cent would like to work at home. It might plausibly be argued that where the employer allowed work from home, it must also have been feasible. Where an employer would not be allowed work at home, around 12 per cent of employees nonetheless thought that their job might feasibly be done at home. Thus around 18 per cent of employees not currently working at home were probably in a job where it was feasible to work at home (even though their employer did not always allow this).

Looking at the overall numbers of those who want to work from home and for whom it is feasible – the latent demand for work from home – it would appear that around 9 per cent of employees not currently working from home fall into this category (would like to and is feasible). Most of these (69 per cent), however, were in jobs where their employer would not allow them to take up this working practice.

## **7.4 CONCLUSION**

Working from home on an occasional basis is fairly commonplace for many staff, principally for those in managerial occupations – 35 per cent of employees in managerial occupations reported that they had worked from home at least on an occasional basis, compared to just 5 per cent in manual occupations. For other groups of staff it was much less commonplace because the work undertaken did not lend itself to staff working from home, management had made a strategic decision not to let people work from home, or because the matter had not arisen. Where working from home took place it was mainly for reasons of getting through a backlog of work. As the previous section has illustrated there was a degree of latent demand for working from home but this was small.

**Table 7.2**  
**Percentage of establishments with staff working at home by industrial sector (summary)**

	column percentages				
	Production	Services	Private Services	Public Services	Total
<b>Working at home</b>					
Most of the time	3.3	4.1	4.1	4.2	4.0
An agreed number of days each week	4.1	4.3	3.2	7.6	4.2
Occasionally	18.6	17.8	15.2	26.6	18.0
None of the above	76.2	77.8	80.8	67.9	77.5
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.3a**  
**Percentage of establishments with staff working at home by size of establishment**

column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
<b>Working at home</b>								
Most of the time	3.4	3.3	2.5	9.3	7.3	11.4	19.0	4.0
An agreed number of days each week	3.4	3.4	5.7	5.8	7.2	14.0	16.7	4.2
Occasionally	12.0	20.9	20.8	29.8	30.5	37.3	47.1	18.0
None of the above	83.5	75.0	76.0	64.0	62.9	51.4	41.7	77.5
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.3b**  
**Percentage of establishments with staff working at home by size of establishment and status of site**

column percentages

	Only Site					Multi-Site				
	Less than 25	25-99	100-499	500+	Total	Less than 25	25-99	100-499	500+	Total
<b>Work at Home</b>										
Most of the time	4.0	3.8	4.6	13.6	4.0	2.6	5.1	10.5	20.2	4.0
An agreed number of days each week	3.8	4.3	9.1	8.1	4.1	2.8	6.7	9.9	18.6	4.5
Occasionally	14.9	20.4	27.9	41.9	16.1	16.0	25.1	34.8	48.2	20.1
None of the above	79.4	75.5	63.5	53.5	78.4	81.5	70.0	57.1	39.2	76.5
Weighted Base	283626	53413	8831	621	346491	203190	79647	21113	2889	306840
Unweighted Base	374	254	197	66	891	277	438	577	312	1604

Base: All establishments where status of site is known (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)



**Table 7.4**  
**Percentage of establishments with staff working at home by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
column percentages												
<b>Working at home</b>												
Most of the time	4.0	5.4	1.9	1.7	4.6	6.1	4.8	4.3	6.0	3.2	0.3	4.0
An agreed number of days each week	9.9	2.9	2.6	4.5	3.9	4.8	3.7	5.9	1.0	3.0	5.4	4.2
Occasionally	21.0	19.7	23.5	14.6	16.9	15.7	15.1	15.9	20.8	20.1	15.2	18.0
None of the above	73.4	77.0	74.8	80.5	78.1	75.8	79.5	78.2	74.0	78.7	83.4	77.5
Total	100	100	100	100	100	100	100	100	100	100	100	100
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.5**  
**Percentage of staff reported by establishment as working at home<sup>1</sup> by industrial sector (summary)**

	column percentages				
	Production	Services	Private Service	Public Services	Total
<b>Take-up by employees</b>					
Over 50%	1.8	3.6	3.8	3.3	3.3
25-50%	7.8	9.7	9.1	11.0	9.3
10-24%	14.2	20.0	20.2	19.6	18.8
5-9%	4.7	11.0	11.7	9.6	9.7
Less than 5%	64.9	53.8	53.0	55.4	56.1
None	6.0	1.1	1.6	-	2.1
Don't know	0.6	0.7	0.6	1.0	0.7
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
Weighted Base	29980	117243	78518	38725	147223
Unweighted Base	211	685	416	269	896

Base: Where staff have worked from home in last 12 months (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Note: 1 Any type of working at home.

**Table 7.6**  
**Percentage of staff reported by establishment as working at home by size of establishment**

column percentages

	Number of Employees							Total	
	5-10	11-24	25-49	50-99	100-199	200-499	500+		
<b>Take-up by employees</b>									
Over 50%	4.3	3.1	1.7	3.1	4.0	0.9	2.0	3.3	
25-50%	14.8	8.6	7.2	1.4	4.9	4.0	1.5	9.3	
10-24%	31.4	16.0	11.3	5.6	6.9	12.0	7.8	18.8	
5-9%	6.0	9.4	16.6	13.3	7.5	11.6	11.2	9.7	
Less than 5%	42.1	59.8	60.0	72.7	72.5	67.6	69.7	56.1	
None	1.5	3.1	3.3	1.0	0.6	0.7	-	2.1	
Don't know	-	-	-	2.8	3.6	3.3	8.2	0.7	
Weighted Base	50566	45300	22222	14736	7259	5094	2045	147223	
Unweighted Base	57	85	96	113	136	185	224	896	

Base: Where staff have worked from home in last 12 months (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.7**  
**Take-up of working at home by industrial sector, contractual status, and occupational group**

	column percentages				
	Production	Services	Private Service	Public Services	Total
<b>Categories of staff who have worked from home</b>					
Women	52.6	65.8	56.7	84.4	63.1
Men	62.7	63.6	71.2	48.3	63.4
Part-time	11.3	16.9	14.4	21.7	15.7
Senior Managers	53.4	65.1	60.4	74.7	62.8
Junior Managers	21.6	31.8	27.9	39.8	29.8
Non-manual	31.8	25.0	27.1	20.7	26.4
Manual	9.4	3.4	3.4	3.3	4.6
Don't know	1.5	1.4	1.9	0.4	1.4
Weighted Base	29980	117243	78518	38725	147223
Unweighted Base	211	685	416	269	896

Base: Where staff have worked from home in last 12 months (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.8**  
**Whether establishment has written policy on working at home by industrial sector (summary)**

	column percentages				
	Production	Services	Private Service	Public Services	Total
<b>Written Policy</b>					
Yes	5.1	12.0	9.0	17.9	10.6
No	91.8	83.2	84.9	79.6	84.9
Don't know	3.1	4.9	6.1	2.4	4.5
Total	100	100	100	100	100
Weighted Base	29980	117243	78518	38725	147223
Unweighted Base	211	685	416	269	896

Base: Where staff have worked from home in last 12 months (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.9**  
**Whether establishment has written policy on working from home by size of establishment**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Written Policy</b>								
Yes	7.9	8.3	13.7	13.3	13.7	21.7	32.4	10.6
No	89.2	85.3	82.8	79.4	81.4	77.3	64.4	84.9
Don't Know	2.9	6.3	3.5	7.2	4.9	1.0	3.1	4.5
Weighted Base	50566	45300	22222	14736	7259	5094	2045	147223
Unweighted Base	57	85	96	113	136	185	224	896

Base: Where staff have worked from home in last 12 months (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.10**  
**Whether establishment has written policy and periodicity of working at home**

	Most of time	An agreed number of days each week	Occasionally	row percentages	
				Weighted Base	Unweighted Base
<b>Written Policy</b>					
Yes	17.4	39.0	68.9	15560	173
No	17.4	16.0	81.4	125033	689
Don't Know	23.7	24.6	78.5	6630	34
Total	17.7	18.8	79.9	147223	896

Base: Where staff have worked from home in last 12 months (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.11**  
**Whether establishments places restrictions on who can work from home by industrial sector**

	column percentages				
	Production	Services	Private Service	Public Services	Total
<b>Eligibility to work from home</b>					
All staff eligible	8.9	20.2	20.2	20.2	17.9
Restricted	89.5	75.6	74.5	78.0	78.4
Don't know	1.6	4.2	5.3	1.8	3.7
Total	100	100	100	100	100
Weighted Base	40825	163174	113848	49325	203998
Unweighted Base	290	854	534	320	1144

Base: Where staff have worked from home in last 12 months or where it would be feasible (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)



**Table 7.12**  
**Whether establishments places restrictions on who can work from home by size of establishment**

column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
<b>Eligibility to work from home</b>								
All staff eligible	18.5	20.1	15.2	11.6	17.7	19.7	24.3	17.9
Restricted	77.7	78.0	78.1	84.7	78.9	75.0	72.7	78.4
Don't Know	3.8	1.9	6.7	3.8	3.3	5.3	3.0	3.7
Weighted Base	75110	60989	31107	18124	10122	6139	2408	203998
Unweighted Base	86	114	132	142	189	220	261	1144

Base: Where staff have worked from home in last 12 months or where it would be feasible (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.13**  
**Whether establishments places restrictions on who can work at home and take-up by employees**

	row percentage					
	All staff eligible	Restricted	Don't Know	Total	Weighted Base	Unweighted Base
<b>Take-up of work at home</b>						
None					3077	9
Less than 5%	13.5	82.6	4.0	100	82568	600
5-9%	16.8	81.0	2.3	100	14317	95
10-24%	23.4	76.1	0.5	100	27725	97
25-50%	31.4	68.6	-	100	13729	42
Over 50%					4806	21
Don't know	22.3	70.4	7.3	100	1001	32
Total	19.5	77.7	2.8	100	147223	896

Base: All establishments where staff have worked from home in previous 12 months (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.14**  
**Managerial discretion over work-life balance practices and the percentage of staff working at home**

	None	Less than 5%	5-9%	10-24%	25-50%	Over 50%	Don't know	Total	Weighted Base	Unweighted Base
row percentage										
<b>Managerial discretion: who is eligible</b>										
A great deal	1.9	48.4	9.8	22.8	12.4	4.3	0.5	100	77926	333
A fair amount	1.9	64.6	8.4	17.7	3.6	2.9	0.9	100	39233	292
A little	6.9	63.5	8.1	16.1	2.7	1.5	1.2	100	12759	140
None at all	-	64.4	15.4	1.3	16.6	1.6	0.8	100	11106	90
It varies	-	69.6	-	20.2	10.0	-	0.2	100	3955	27
Other									1007	12
Don't know									2151	11
Total	2.1	56.1	9.7	18.8	9.3	3.3	0.7	100	147223	896

Base: All establishments where staff have worked from home in previous 12 months (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.15**  
**Feasibility of working at home by industrial sector**

	column percentages				
	Production	Services	Private Service	Public Services	Total
<b>Feasible for staff to work at home some of the time</b>					
Yes	11.3	11.1	10.7	12.9	11.2
No	87.2	87.8	88.1	86.8	87.7
Don't know	1.6	1.1	1.2	0.3	1.1
Total	100	100	100	100	100
Weighted Base	96051	412021	329938	82083	508072
Unweighted Base	431	1173	895	278	1604

Base: All establishments where no staff were working from home (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.16**  
**Feasibility of working at home by size of establishment**

column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
<b>Feasible for staff to work at home some of the time</b>								
Yes	9.6	11.5	12.6	12.9	23.3	19.4	24.7	11.2
No	89.1	87.7	86.7	85.3	74.9	77.7	69.7	87.7
Don't Know	1.4	0.7	0.6	1.8	1.8	3.0	5.6	1.1
Weighted Base	256505	135897	70263	26236	12309	5397	1465	508072
Unweighted Base	285	225	279	205	265	191	154	1604

Base: All establishments where no staff were working from home (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 7.17**  
**Profile of employees working at home reported by broad occupational group and industrial sector**

	column percentages			
	Most of the time	One or two per week	Occasionally	Never work from home
Managerial	79	78	78	38
Manual	7	6	5	23
Non-Manual	15	16	17	39
All Occupations	100	100	100	100
Manufacturing, Agriculture, Mining & Utilities	16	10	13	21
Construction	6	4	4	4
Retail & Wholesale	13	12	11	24
Transport & Distribution	4	7	5	7
Finance & Business Services	21	26	30	16
Public Administration	4	6	9	7
Education, Health & Other Services	38	34	29	22
All Sectors	100	100	100	100
Weighted Base	401	458	1208	5998
Unweighted Base	421	475	1240	5951

Base: All Employees (weighted base)  
Source: WLB 2000: Employee Survey (IER/IFF)

**Table 7.18**  
**Characteristics of Employees Working from Home**

row percentages

	Work from home ...				Total	Weighted Base	Unweighted Base
	One or two days a week	Occasionally	Most of the time	Never			
<b>Industry</b>							
Manufacturing, Agriculture, Mining & Utilities	3	11	4	85	100	1477	1184
Construction	6	16	6	80	100	304	242
Retail & Wholesale	4	8	3	89	100	1588	1214
Transport & Distribution	6	12	3	84	100	493	478
Finance & Business Services	9	26	6	70	100	1402	1270
Public Administration	6	20	3	77	100	530	775
Education, Health & Other Services	9	20	9	74	100	1764	2389
<b>Occupation</b>							
Managerial/Professional	10	27	9	65	100	3454	3601
Manual	2	4	2	95	100	1462	1220
Non-manual	3	8	2	90	100	2620	2711
<b>Number of employees at place of work</b>							
5-24	6	14	5	83	100	1218	1548
25-99	7	16	6	79	100	2121	2013
100-499	5	16	4	80	100	2201	1920
500+	7	18	6	78	100	2022	2081
<b>Region</b>							
London	7	23	5	72	100	768	768
South East	7	20	6	76	100	1486	1475
Eastern	7	14	6	81	100	304	302
East Midlands	6	14	4	81	100	500	502
West Midlands	5	13	5	83	100	733	714
South West	7	14	3	81	100	626	621
North East	4	10	4	86	100	384	390
North West	6	16	5	81	100	854	848
Yorkshire & Humberside	6	16	5	80	100	693	702
Scotland	4	12	5	84	100	806	822
Wales	4	16	5	80	100	408	418
Total	6	16	5	80	100	7562	7562

Base: All employee (weighted)

Source: WLB 2000: Employee Survey (IER/IFF)

## 8. LEAVE ARRANGEMENTS

### 8.1 INTRODUCTION

Regulation provides employees with maternity and parental leave. What is of interest is:

- (a) the extent to which employers make provision that goes beyond the legal minimum with respect to maternity and parental leave, and
- (b) the extent of other leave entitlements such as paternity leave, career breaks, *etc.*

There may be a number of reasons why employers provide entitlements that go beyond the legal minimum, such as obtaining credibility as an 'employer of choice' or the economic utility of doing so<sup>44</sup>. Further questions relate to who benefits from the leave arrangements in place and the extent to which an employee's needs are actually catered for by employer provision. It is all very well, for instance, for employers to report the availability of generous leave entitlements, but this means little unless one addresses who in the organisation is eligible to take that leave and who, in practice, is actually using the leave available. To what extent do employees, for example, who have demanding family responsibilities as consequence of young children living in the household, or with care needs in relation to disabled or aged relatives, have access to relatively more generous leave entitlements? This chapter provides an analysis of employer provision and its take-up by employees.

New maternity regulations came into effect on 15 December 1999 which granted mothers of babies born (or expected to be born) on or after 30 April 2000 a minimum of 18 weeks maternity leave. A more radical departure was the introduction of parental leave. For each child born or adopted on or after 15 December 1999, employees have been entitled to 13 weeks of unpaid leave for each child up until the child's fifth birthday, and if the child is disabled the leave is extended over a longer period until the child is 18 years old.

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<sup>44</sup> H. Wilkinson *et al.*, *Time Out: the costs and benefits of paid parental leave*, Demos, London, 1997

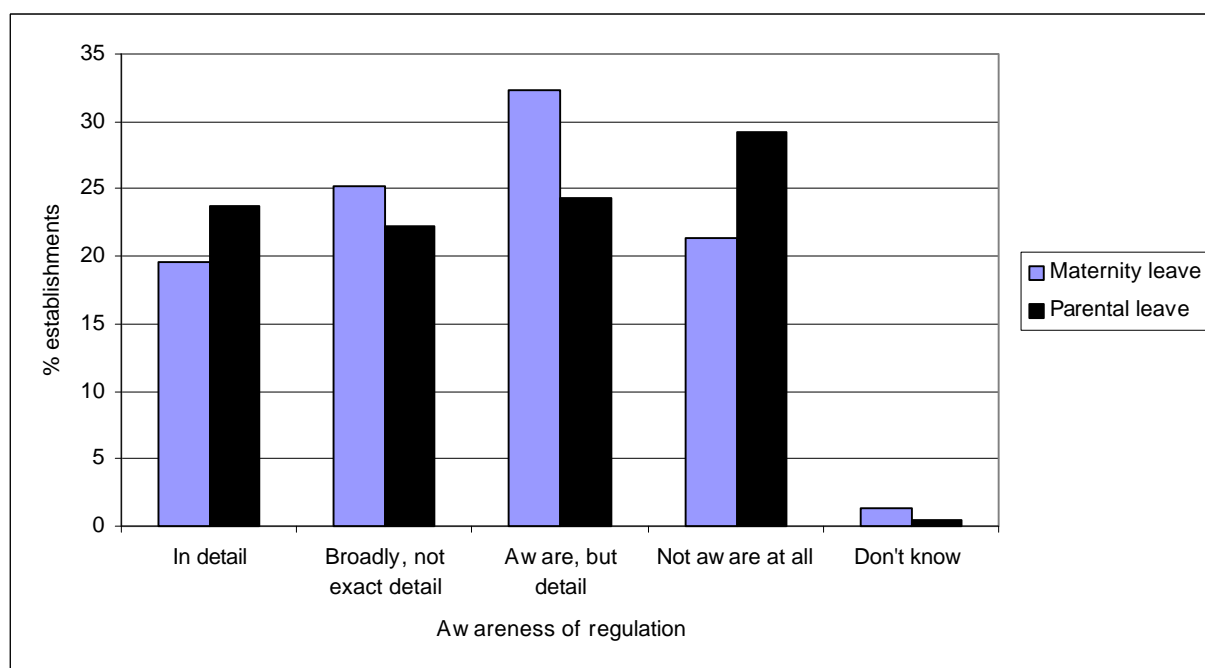


## 8.2 EMPLOYER REPORTS

### 8.2.1 Maternity and Parental Leave

Whether or not employers are willing to introduce arrangements that go beyond the regulatory minimum is dependent upon their knowledge of the regulatory floor (see *Figure 8.1*). Around a fifth of establishments (20 per cent) were aware of the maternity leave regulations in detail and just under a quarter (23 per cent) the detail of the parental leave regulations. Awareness of the detail tended to be greatest in the production sector in relation to both sets of regulations, but sectoral differences were not large (see *Tables 8.1*).

**Figure 8.1**  
**Awareness of regulation: maternity and parental leave**



Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

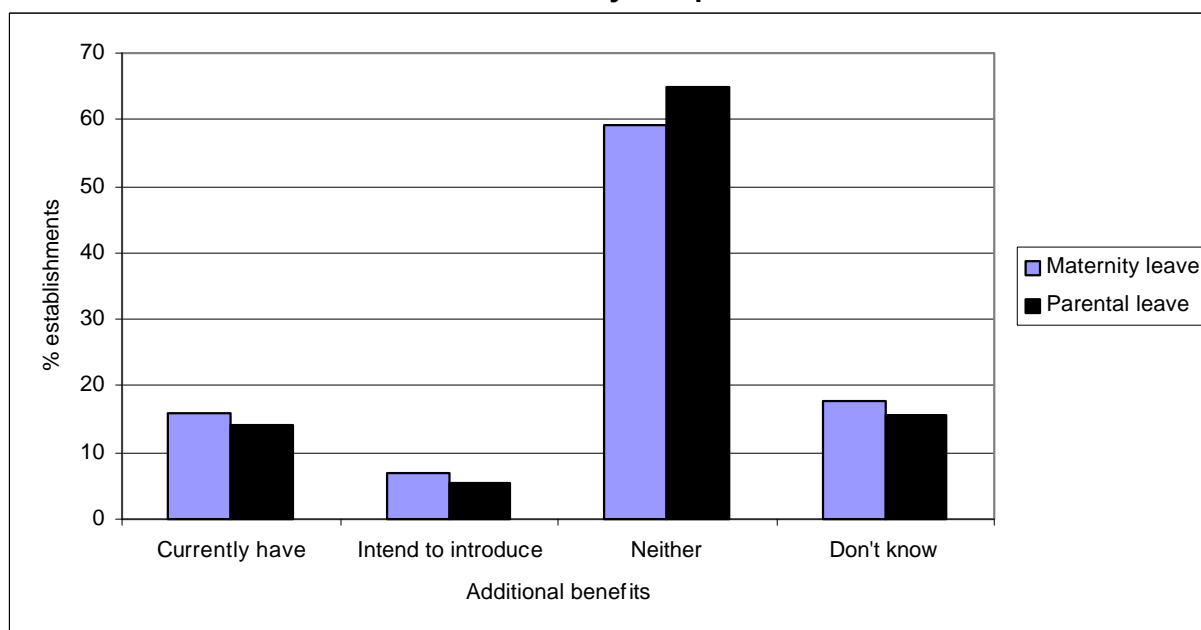
It is often the larger establishments with specialised human resource functions that are most knowledgeable about employment regulation therefore one would expect to find a relationship between size of establishment and awareness of regulation. Approximately 13 per cent of establishments that employed between 5 and 10 employees were aware of the detail of the new maternity rights legislation compared to 55 per cent of those employing 500 or more employees. The corresponding proportions in respect of parental leave were 18 per cent and 65 per cent (see *Table 8.2a*). The evidence points to knowledge of the new maternity leave regulations struggling to reach establishments with few employees. A broadly similar pattern emerges if one separates single site establishments from multi-site establishments. Comparing single site establishments to those establishments that are part of a larger organisation, there is little difference in the responses of establishments employing the same number of people.

One would expect the effect of region on provision of additional entitlements to be largely related to the regional industrial structure. Regional effects *per se* would require some notion of 'regional culture' and its reflection in the provision of additional maternity and

parental leave entitlements in some regions. The evidence suggests that there was only limited regional variation in respect of additional entitlements for both maternity and parental leave (see Table 8.3). Establishments in the North West (28 per cent of establishments) were most likely to be aware of the maternity leave regulations, and establishments in Wales were least aware of the detail (16 per cent). Establishments in Scotland were most aware of the detail of the parental leave regulations (28 per cent) while those in the East Midlands least aware of the detail (18 per cent).

In order to ask employers if they currently provided, or planned to introduce benefits in addition to those laid down in legislation requires them to have knowledge of what is specified in the relevant statutes. This somewhat reduces the base for analysis. It may also exclude those that provide benefits in addition to the legal minimum but who are unsure of the minimum standard (see Figure 8.2). In the majority of instances where establishments were aware of the regulatory detail the majority neither provided additional benefits currently nor intended to do so. This suggests that employers are unwilling to go beyond the minimum standard. Around 16 per cent of establishments already had additional maternity leave provision, 7 per cent planned to introduce it, but most, 50 per cent, had neither additional provision in place nor planned to introduce it. A similar pattern emerges with respect to parental leave: 14 per cent already had additional provision, 5 per cent intended to introduce it, but 65 per cent neither had nor planned to introduce additional provision.

**Figure 8.2**  
**Provision of additional maternity and parental leave entitlements**



Base: All establishments who know regulations in detail (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

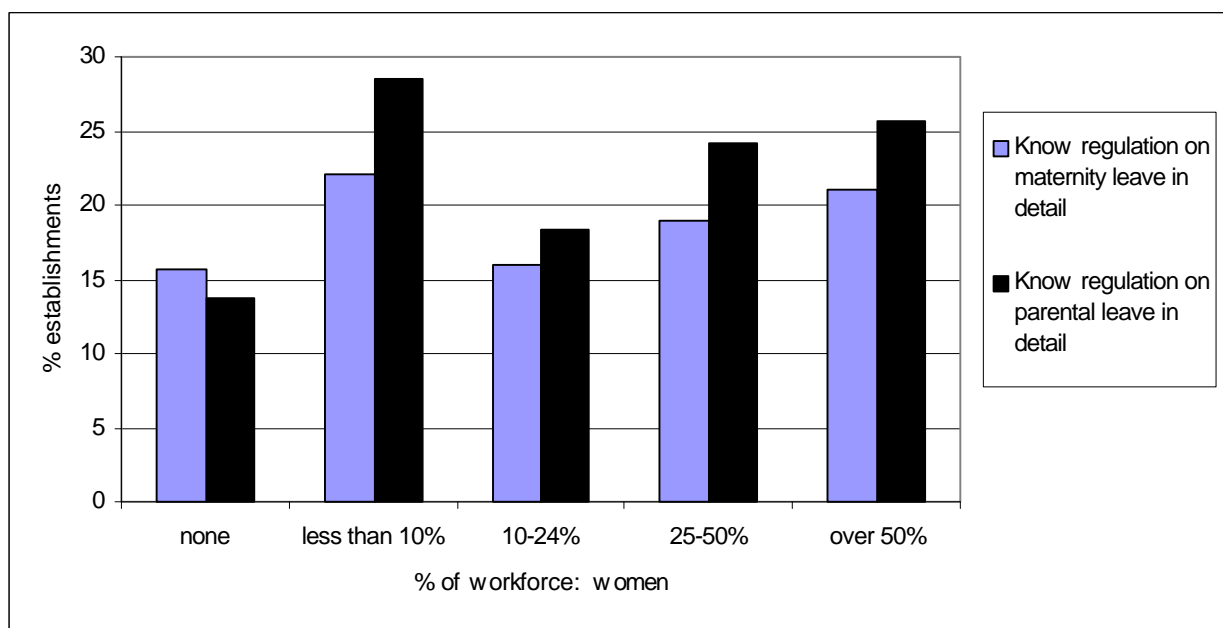
The small sample size requires caution to be exercised when looking at the distribution of maternity and parental leave entitlements by industrial sector. Nevertheless, there was a significant division between (a) the production and service sector; and (b) the private and public sectors (see Table 8.4). Around 16 per cent of establishments in the production sector - which were aware of the regulatory detail - had either introduced additional maternity benefits or were intending to do so compared to 25 per cent in the service sector. Amongst private services, 22 per cent of establishments either had introduced additional maternity benefits or were intending to do so compared to nearly 34 per cent in the public sector.

Establishments that either provided additional entitlements or intended to introduce them tended to employ a large number of employees (see *Tables 8.5*). Around 13 per cent of establishments with 11-24 employees had either introduced or planned to introduce additional maternity leave entitlements, compared to 59 per cent of establishments employing 500 or more employees. This relationship with establishment size was even more apparent with respect to parental leave where 11 per cent of establishments with 11-24 employees had either provided or intended to provide additional benefits, while the proportion rose to 40 per cent in establishments employing 500 or more employees.

One might expect to find additional leave entitlements to be in place where the proportion of women in the workforce was highest. To some extent this is reflected in the industry breakdown where men are in the majority in the production sector. The evidence reveals that knowledge of the maternity and parental leave regulations was unrelated to the proportion of women in the workforce; similarly entitlements that added to the regulatory minimum were not simply related with the proportion of women in the workforce (see *Figures 8.3a and 8.3b*).

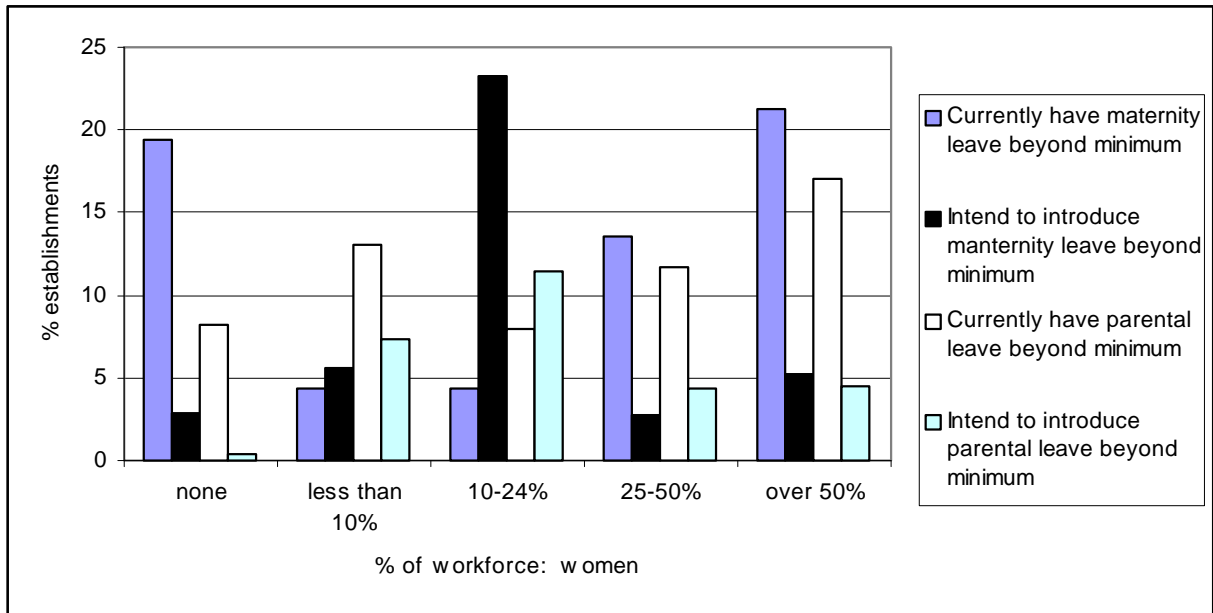
It might be expected that higher status employees would be the main beneficiaries of additional leave entitlement. If so, establishments that employ a large proportion of managers and professionals employed in the establishment would be more likely to provide additional maternity and parental leave entitlements. In fact, the evidence from the Employer Survey suggests that detailed awareness of the regulations is less likely in establishments employing a large proportion of managers and professionals. Provision of additional leave was not obviously related to the proportion of such high status workers employed: additional provision was highest amongst establishments with a high proportion of managers and professionals and among establishments with the lowest proportions of managers and professionals (see *Figures 8.4a and 8.4b*).

**Figure 8.3a**  
**Awareness of regulation on maternity and parental leave**  
**by proportion of women in workforce**



Base: All establishments (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

**Figure 8.3b**  
**Provision of additional maternity and parental leave and proportion of women employed**



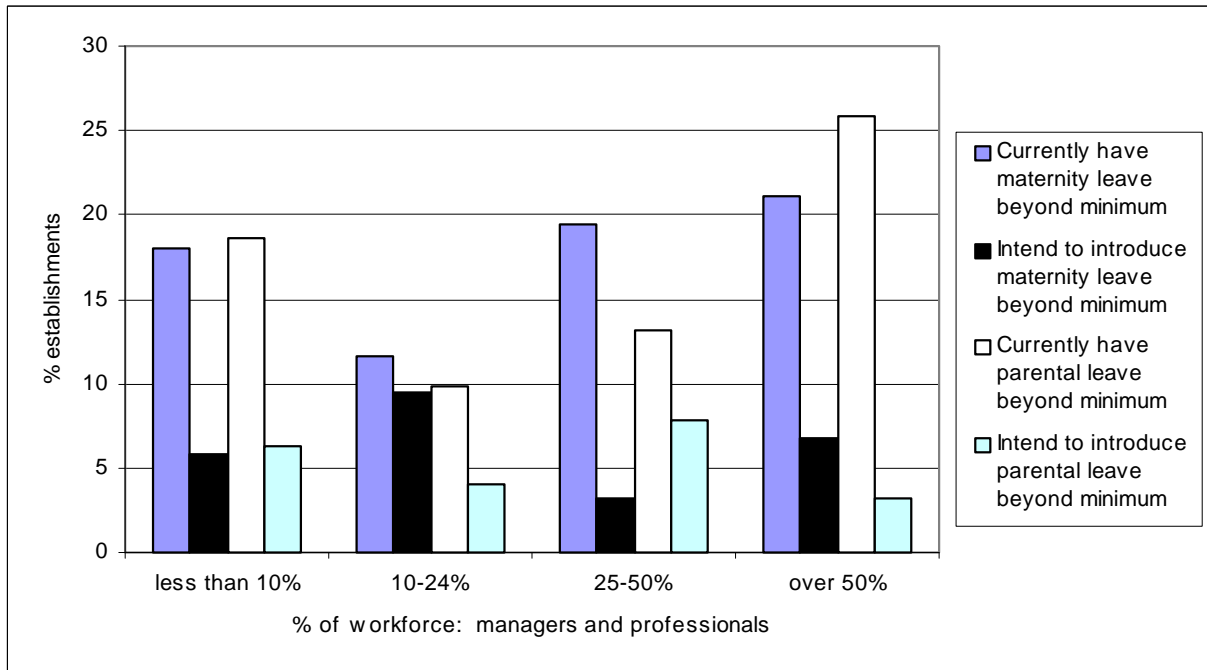
Base: All those who know regulations in detail (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

**Figure 8.4a**  
**Awareness of regulation on maternity and parental leave and proportion of managers and professionals employed**



Base: All establishments with managers and professionals (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

**Figure 8.4b**  
**Provision of additional maternity and parental leave and**  
**proportion of managers and professionals employed**



Base: All those who know regulations in detail and employ managers and professionals (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Where additional maternity leave entitlements were provided this entailed extra leave beyond the 18 week limit (mentioned by 49 per cent of establishments) and provision of more pay than the regulations stipulate (10 per cent). Where respondents mentioned additional parental leave benefits it related to providing pay for all or some of the leave (17 per cent of establishments), extending provision to all parents (8 per cent), and allowing more flexibility in the way that leave was taken. There are reasons for believing that larger establishments are better placed to provide these types of additional entitlements, because they are:

- more likely to recognise that employees work best when they can get an appropriate balance between work and other aspects of their lives;
- more likely to employ a substantial number of women for whom such benefits are particularly important; and
- better placed to meet the costs attached to providing additional entitlements.

The evidence suggests that where management had discretion over work-life balance practices generally, additional benefits were more likely to be granted (see *Table 8.6*).

### 8.2.2 Provision of Other Types of Leave

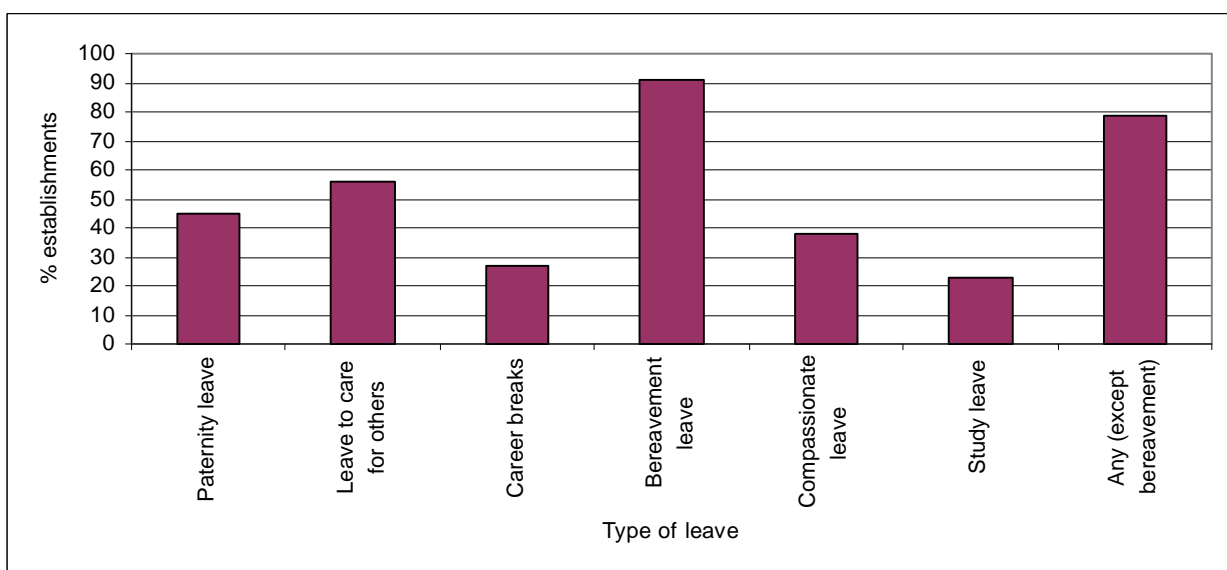
Maternity and parental leave are exceptional insofar as they are regulated by statute, but there are a wide variety of other types of leave that employees are likely to make use of over their working lives. The particular types of leave which were the focus of the survey related to:

- paternity leave (given to the father on the birth of a child);
- leave to care for others;
- career breaks;

- bereavement leave;
- compassionate leave;
- study leave.

The results reveal widespread availability of these types of leave with 91 per cent of establishments reporting that they provided bereavement leave. Even if one excludes bereavement leave, just under 80 per cent of establishments that provided some kind of leave (see *Figure 8.5*). Other than bereavement leave, leave to care for others (56 per cent) and paternity leave (44 per cent) were the most common forms of leave provided. Of course this provides no information about the actual take-up or the eligibility to take advantage of these leave arrangements, but it signifies that the majority of employees were employed in workplaces that provided leave arrangements potentially relating to an employee's needs.

**Figure 8.5**  
**Percentage of establishments providing leave**



Base: All establishments (establishment weighted base)  
Source: WLB 2000 (Employer Survey)

Sectoral differences in the provision of leave overall were small (see *Table 8.7*); for example, 73 per cent of establishments in the production sector provided leave of some kind (excluding bereavement leave) compared to 80 per cent in the service sector, and 87 per cent in the public sector.

Whether or not leave is provided is related to size of establishment (see *Table 8.8*). In every instance, establishments with fewer employees were less likely to be amongst those workplaces that provided leave. Small establishments, because there are so few staff, may have severe constraints placed upon them when it comes to granting staff leave other than for their holiday entitlements. Yet, one may be looking at this the wrong way round. A substantial proportion of the smallest establishments were able to provide leave of various kinds; approximately 33 per cent of establishments employing between 5 and 10 employees provided paternity leave, yet 15 per cent of establishments with over 500 employees did not do so. The question then becomes one of why are the smallest establishments able to provide paternity leave when large ones are unable to do so. The answer in part will be explained by the nature of the production and service processes in which the respective establishments are engaged, but this will be only part of the explanation. It is also likely that

one is up against an entrenched resistance to providing employees with leave to meet their family, caring, and other responsibilities.

Again, little regional pattern emerges from the data (see *Table 8.9*). Establishments in London were least likely to provide any kind of leave (excluding bereavement leave) (72 per cent of establishments) and those in the East Midlands (97 per cent) were most likely to. But this masks significant differences between the different types of leave provided.

One of the key factors which will determine whether an individual takes a particular form of leave is whether or not it is paid. The issue is not just one of the employer providing leave but also one of providing the employee with the means of taking that leave, *i.e.* by providing full or partial pay over its duration. In the vast majority of cases, bereavement leave was fully paid by the employer (73 per cent of establishments) but this was much less prevalent for other kinds of leave (see *Table 8.10*). With respect to career breaks, leave to care for others, and paternity leave, establishments were less likely to grant paid leave compared to the situation with respect to bereavement leave. Nevertheless, leave to care for others and paternity leave was either fully or partly paid in around half of establishments that provided each kind of leave. It was only career breaks where establishments did not provide pay over the leave period (62 per cent reporting that it was unpaid).

Provision of paid leave for paternity or to care for others varied by industrial sector (see *Table 8.11*). As reported elsewhere in this report, the principal differences were between (i) the production and service sectors; and (ii) the private and public sectors. Establishments in the production sector were least likely to provide either fully or partly paid leave, whereas establishments in the public sector were more likely to provide fully or partly paid leave<sup>45</sup>. To some extent, this is a product of size of establishment. Larger establishments were more likely to provide fully or partly paid leave for paternity, caring, and bereavement leave (see *Table 8.12*). This may well relate to the capacity of larger organisations to afford to pay their employees for leave taken. Curiously, the relationship between career breaks and size of establishment was the opposite to that for the other types of leave. One may well be observing some differences here in the type of career break being provided by larger and smaller establishments.

The types of leave observed are such that there may well be a degree of management discretion as to whether or not the leave is provided. It is line management who are perhaps best placed to judge the individual employee's need for leave. The data provide evidence to suggest that management discretion over work-life balance practices generally is associated with a greater provision of leave (see *Table 8.13*). For instance, where management had a great deal of discretion 57 per cent of establishments provided leave to care for others compared to 42 per cent where they had none at all.

## **8.3 EMPLOYEE REPORTS**

### **8.3.1 Maternity leave**

Chapter 4 discussed the incidence of maternity leave amongst the female workforce. It will be recalled that around 8 per cent of female employees had taken maternity leave at some time during the past three years and about one per cent was about to take such leave. Chapter 4 also considered how much maternity leave was taken and what had happened to employees on their return to work after a period of maternity leave

The total number of respondents who had taken maternity leave, were currently on maternity leave or about to take such leave was just 317. Such a small sample precludes reliable

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<sup>45</sup> This is less true for bereavement leave.

analysis at a very detailed level. Nonetheless, some general patterns were evident amongst those taking maternity leave. First, there was very little difference in the average (median) length of maternity leave periods across employees in different sized establishments (18 weeks in all cases except establishments of size 25-99 employees). Similarly, there was little difference in the duration of maternity leave between women in part-time and full-time jobs (a median duration of 18 weeks). Women, however, in managerial occupations appear to have taken somewhat longer periods of maternity leave (median leave was 20 weeks) than women in non-manual occupations (18 weeks)<sup>46</sup>.

Perhaps reflecting the longer, on average, periods of maternity leave taken by women working in managerial and professional jobs, such employees were more likely than other women to take some of their maternity leave as unpaid leave. Overall, only around a third of employees (33 per cent) on maternity leave continued to be paid by their employer throughout the period of maternity leave. Most (58 per cent) were paid for part of the period but 8 per cent claimed not to have been paid at all during their maternity leave. Women in managerial and professional occupations were more likely (61 per cent) than other women to take part of their maternity leave as unpaid leave. There was little difference in the pattern of paid and partly paid leave between women in full-time and part-time jobs nor was there any significant difference between employees in different sized establishments.

A further issue to be considered is whether maternity leave arrangements were most suited to the needs of working mothers. When asked whether they would prefer a longer period of maternity leave or greater flexibility in their working arrangements on their return to work, a majority of women indicated a preference for greater flexibility on their return with 55 per cent preferring greater flexibility (see *Table 8.14*).

### **8.3.2 Other types of leave provision**

Chapter 4 also set out the incidence of other forms of leave provision amongst employees. While the level of eligibility for leave was generally quite high, there were some clear differences in the incidence of eligibility for leave across employees. Eligibility was measured by asking employees if they believed that their employer would allow them, personally, to take various forms of leave if it was necessary. Women were more likely than men to believe that their employer would allow them time off from work to look after children (81 per cent of women compared to 78 per cent of men) and, similarly, more likely to be allowed leave to care for others (64 per cent compared to 61 per cent). Employees in part-time jobs were also more likely to believe that their employer would allow them leave to care for children or to care for others. This is largely a reflection of the fact that the majority of employees in part-time employment are women rather than a difference arising from employment status *per se*.

*Table 8.15* describes the perceived eligibility for leave of different types by respondents in different broad occupational groups. The table suggests that eligibility for leave was fairly similar in managerial and other non-manual occupations, with employees of both being somewhat more likely to be eligible than employees in manual occupations. The exception to this rule was bereavement leave, where almost all employees regardless of occupation believed that their employer would allow them to take such leave. Time off to care for children, to care for others as well as paternity leave and career breaks were all more prevalent amongst employees in non-manual occupations than amongst those in manual jobs. Leave for career breaks were less commonly thought to be available.

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<sup>46</sup> The number of women in manual occupations is too small to allow reliable statistical analysis.



While a majority of employees believed that their employer would allow them to take various forms of leave if required, not all employees actually required such leave and took it. The take-up of leave varies considerably according to the type of leave considered. Whereas almost all employees were eligible for bereavement leave, only 14 per cent had actually required such leave in the 12 months prior to being interviewed. Around 15 per cent of employees had taken time off work to care for children and 11 per cent to care for others. Only 5 per cent of men had taken paternity leave during the previous 12 months. This appears comparable to and may actually exceed the take up of maternity leave (8 per cent of women had taken maternity leave during the previous *three* years). As might be expected, the actual take up of leave to care for children was greater amongst women (18 per cent) than men (12 per cent) and this was reflected in the difference between full-time and part-time employees (13 per cent and 22 per cent, respectively). There was much less difference between male and female employees in terms of their take-up of leave to care for others (10 per cent and 12 per cent respectively) and there was no difference in relation to bereavement leave. Male employees appear slightly more likely, however, than women to have taken a career break during the prior 12 months. Differences in eligibility for leave between broad occupational groups were less evident when take-up of leave is considered (see *Table 8.16*).

#### **8.4 CONCLUSION**

The evidence reveals that provision of maternity and parental leave beyond the legal minimum is limited. The Employee Survey revealed that it was women in managerial and professional occupations that were most likely to take a longer period of leave than the statutory minimum. The incidence of paid additional maternity leave or paid parental leave reported in both the Employer Survey and Employee Survey was low.

Other kinds of leave were more commonly provided, although less frequently taken-up. Nearly every establishment reported that bereavement leave was available, and large proportions mentioned that leave to care for children and others was available. These are the principal types of leave that employees reported they had made use of, especially female employees. Career breaks – often associated with women caring for children - were not commonly provided by employers or taken up by employees.

**Table 8.1**  
**Employers' awareness of maternity and parental leave entitlement regulation by industrial sector (summary)**

	column percentages				
	Production	Services	Private Services	Public Services	Total
<b>Maternity Leave Regulations</b>					
In detail	21.1	19.3	19.6	18.1	19.6
Broadly though not in exact detail	27.8	24.6	24.7	24.4	25.2
Aware of it but not the detail	32.8	32.3	32.6	31.5	32.4
Not aware of it at all	16.9	22.4	21.7	24.5	21.3
Don't know	1.4	1.4	1.4	1.4	1.4
<b>Parental Leave Regulations</b>					
In detail	25.0	23.5	24.2	21.0	23.8
Broadly though not in exact detail	25.0	21.6	22.2	19.8	22.3
Aware of it but not the detail	22.8	24.7	23.9	27.2	24.3
Not aware of it at all	27.1	29.7	29.1	31.9	29.2
Don't know	0.1	0.5	0.6	0.1	0.4
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.2a**  
**Employers' awareness of maternity and parental leave entitlement regulation by size of establishment**

column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
<b>Maternity Leave Regulations</b>								
In detail	13.5	21.0	23.7	31.3	37.4	49.2	54.8	19.6
Broadly though not in exact detail	23.2	27.4	24.1	30.8	30.1	27.8	25.5	25.2
Aware of it but not the detail	35.7	31.2	31.7	24.7	22.5	16.6	13.7	32.4
Not aware of it at all	25.8	19.8	18.3	12.6	8.8	6.0	5.4	21.3
Don't know	1.8	0.7	2.2	0.5	1.2	0.4	0.5	1.4
In detail	18.2	21.4	30.2	39.1	43.3	61.1	64.6	23.8
Broadly though not in exact detail	18.8	26.9	22.0	24.6	29.0	24.0	21.9	22.3
Aware of it but not the detail	26.7	23.2	25.2	19.2	15.1	8.7	7.0	24.3
Not aware of it at all	35.8	28.1	22.4	16.6	12.5	6.2	5.9	29.2
Don't know	0.6	0.3	0.2	0.6	0.1	-	0.5	0.4
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.2b**

**Employers' awareness of maternity and parental leave entitlement regulation by size of establishment and status of site**

	Only Site					Multi-Site				
	Less than 25	25-99	100-499	500+	Total	Less than 25	25-99	100-499	500+	Total
<b>Maternity leave regulations</b>										
In detail	17.1	21.7	36.0	54.5	18.4	15.2	28.6	44.0	54.9	21.0
Broadly though not in exact detail	25.0	26.8	28.8	27.2	25.4	24.6	25.8	29.4	25.1	25.2
Aware of but not in detail	34.3	33.0	24.6	16.8	33.9	33.9	27.4	18.7	13.0	31.0
Not aware of it at all	22.1	16.7	9.2	-	20.9	25.0	16.6	7.3	6.6	21.5
Don't know	1.4	1.8	1.4	1.5	1.5	1.4	1.6	0.8	0.3	1.4
<b>Parental leave regulations</b>										
In detail	19.6	27.7	40.0	57.0	21.4	19.2	36.1	53.8	66.3	26.4
Broadly though not in exact detail	21.7	26.2	30.7	29.8	22.6	22.2	20.6	25.4	20.2	22.0
Aware of but not in detail	27.2	26.1	18.2	7.8	26.8	23.1	21.7	10.7	6.8	21.7
Not aware of it at all	31.3	19.8	11.2	3.9	28.9	34.8	21.2	10.0	6.4	29.3
Don't know	0.3	0.2		1.5	0.3	0.7	0.4	0.1	0.3	0.6
Weighted Base	283626	53413	8831	621	346491	203190	79647	21113	2889	306840
Unweighted Base	374	254	197	66	891	277	438	577	312	1604

Base: All establishments where status of site is known (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.3**  
**Employers' awareness of maternity and parental leave entitlement regulation by region**

	column percentages											
	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
<b>Maternity Leave Regulations</b>												
In detail	20.2	17.3	24.5	17.2	12.4	20.1	23.2	28.3	18.4	19.2	16.5	19.6
Broadly though not in exact detail	29.7	26.2	25.2	18.8	23.5	29.8	26.6	25.0	18.1	32.3	21.2	25.2
Aware of it but not the detail	24.0	40.7	35.4	35.6	38.7	32.6	32.9	25.1	23.2	25.1	39.0	32.4
Not aware of it at all	25.0	15.1	14.9	26.5	23.7	16.6	16.4	18.3	37.8	20.9	22.6	21.3
Don't know	1.1	0.7	0.0	1.9	1.7	1.0	0.9	3.4	2.5	2.4	0.7	1.4
<b>Parental Leave Regulations</b>												
In detail	26.0	24.2	24.7	18.5	19.5	22.9	23.9	25.9	24.3	28.3	24.7	23.8
Broadly though not in exact detail	25.5	24.4	21.8	18.6	26.8	23.8	25.3	19.0	19.9	26.8	11.8	22.3
Aware of it but not the detail	27.3	30.9	26.2	25.4	23.7	24.0	24.7	24.9	15.9	16.8	28.0	24.3
Not aware of it at all	20.2	20.6	27.1	37.5	28.8	29.2	25.9	30.1	39.9	28.1	33.9	29.2
Don't know	1.1	-	0.2	*	1.2	0.1	0.1	0.1	-	-	1.6	0.4
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.4****Employers' provision of maternity leave and parental leave above regulatory minimum by industrial sector (summary)**

	Production	Services	Private Services	Public Services	Total
<b>Maternity Leave</b>					
Whether have or intend to introduce benefits (additional)					
Currently have	10.2	17.5	16.4	21.8	16.0
Intend to introduce	5.8	7.1	5.8	12.0	6.9
Neither	77.9	54.5	55.4	51.2	59.3
Don't know	6.1	20.9	22.5	15.0	17.8
Weighted Base	26590	101957	80090	21868	128547
Unweighted Base	234	602	413	189	836
<b>Parental Leave</b>					
Whether have or intend to introduce benefits (additional)					
Currently have	6.1	16.1	15.2	19.3	14.1
Intend to introduce	5.0	5.5	4.9	7.9	5.4
Neither	83.1	60.3	61.5	55.8	64.9
Don't know	5.9	18.1	18.3	17.0	15.6
Weighted Base	31468	124239	98859	25379	155706
Unweighted Base	268	732	508	224	1000

Base: All establishments who know regulations in detail (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.5**  
**Employers' provision of leave maternity leave and parental leave above regulatory minimum by size of establishment**  
column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
<b>Maternity Leave</b>								
Whether have or intend to introduce benefits (additional)								
Currently have	13.0	4.4	25.3	22.6	33.3	32.9	51.7	16.0
Intend to introduce	3.5	9.0	8.7	6.8	7.5	9.2	7.7	6.9
Neither	63.5	66.0	51.0	52.0	51.2	50.3	35.5	59.3
Don't know	20.1	20.6	15.0	18.5	8.0	7.6	5.1	17.8
Weighted Base	41386	38023	21924	12808	7320	5162	1925	128547
Unweighted Base	44	60	85	102	146	190	209	836
<b>Parental Leave</b>								
Whether have or intend to introduce benefits (parents)								
Currently have	11.3	6.5	23.4	15.5	23.7	21.1	28.9	14.1
Intend to introduce	4.4	4.3	7.8	5.5	5.3	8.7	10.7	5.4
Neither	67.2	75.5	52.7	60.4	57.8	58.8	53.1	64.9
Don't know	17.0	13.7	16.1	18.6	13.1	11.4	7.3	15.6
Weighted Base	55844	38806	27884	16013	8482	6408	2269	155706
Unweighted Base	61	66	107	123	168	229	246	1000

Base: All establishments who know regulations in detail (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.6**  
**Employers' provision of additional entitlements and management discretion over work-life balance practices**  
column percentages

	Management Discretion over types of working arrangement available at establishment							Total
	A great deal	A fair amount	A little management discretion	None at all	It varies	Other	Don't know	
<b>Maternity Leave</b>								
Whether have or intend to introduce benefits (additional)								
Currently have	17.7	14.3	14.6	4.0				16.0
Intend to introduce	7.2	8.4	2.0	-				6.9
Neither	62.5	49.4	65.3	69.7				59.3
Don't know	12.7	27.9	18.0	26.4				17.8
Weighted Base	77782	35301	10942	2477	1201	369	474	128547
Unweighted Base	354	311	123	28	15	2	3	836
<b>Parental Leave</b>								
Whether have or intend to introduce benefits (additional)								
Currently have	15.2	13.4	8.7	11.4				14.1
Intend to introduce	6.1	4.9	4.2	-				5.4
Neither	65.5	62.9	63.9	75.3				64.9
Don't know	13.2	18.8	23.2	13.3				15.6
Weighted Base	93604	43856	12989	2428	1935	489	405	155706
Unweighted Base	430	363	152	30	20	3	2	1000

Base: All establishments who know regulations in detail (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)



**Table 8.7**  
**Employers' provision of leave arrangements by industrial sector (summary)**

	Production	Services	Private Services	Public Services	column percentages Total
Paternity leave	41.5	45.2	45.3	44.7	44.5
Care leave	50.0	57.4	53.5	70.3	55.9
Career breaks	13.7	30.2	26.2	43.4	27.0
Bereavement	87.8	91.8	90.7	95.7	91.0
Compassionate leave	32.4	39.3	36.9	47.7	38.0
Study leave	18.6	23.4	21.6	29.6	22.5
Territorial Army leave	14.5	13.7	14.1	12.5	13.9
Any leave except bereavement	73.4	79.8	77.8	86.6	78.6
Any leave except Territorial Army leave	90.3	94.1	93.4	96.6	93.4
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.8**  
**Employers' provision of leave arrangements by size of establishment**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-199	100-199	200-499	500+	Total
Paternity leave	33.0	47.6	58.6	61.7	68.1	77.6	84.4	44.5
Care leave	50.5	57.1	60.9	65.9	69.2	77.6	84.2	55.9
Career breaks	21.5	29.8	32.4	32.7	36.8	42.2	54.5	27.0
Bereavement	89.5	91.4	90.4	96.4	98.8	97.1	97.4	91.0
Compassionate leave	31.0	43.1	41.6	48.4	49.9	56.2	53.1	38.0
Study leave	15.7	25.4	27.8	32.6	38.5	45.8	50.7	22.5
Territorial Army leave	9.1	14.7	17.8	20.2	28.2	40.8	47.7	13.9
Any leave except bereavement	72.4	81.2	85.1	84.2	94.3	96.2	98.8	78.6
Any leave except Territorial Army leave	91.6	93.9	94.6	97.7	99.3	99.1	99.7	93.4
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.9**  
**Employers' provision of leave arrangements by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
Paternity leave	47.2	48.3	44.0	45.2	42.6	47.0	48.0	44.9	37.5	41.5	42.5	44.5
Care leave	54.6	51.3	59.8	63.9	46.8	64.1	54.0	62.3	53.3	52.3	52.1	55.9
Career breaks	34.8	28.8	28.7	26.3	15.5	29.3	20.1	33.0	28.5	22.0	32.5	27.0
Bereavement	94.2	90.1	88.8	95.8	91.4	90.9	92.1	93.4	86.8	94.2	85.7	91.0
Compassionate leave	29.7	44.6	45.6	47.1	26.9	39.6	31.8	36.7	43.1	32.3	40.4	38.0
Study leave	24.4	20.7	20.4	29.5	16.2	25.7	23.8	22.7	26.3	15.6	23.0	22.5
Territorial Army leave	13.2	11.6	16.5	15.0	10.5	13.8	14.3	18.3	10.8	11.4	17.7	13.9
Any leave except bereavement	71.6	80.6	84.7	86.3	73.0	79.1	75.2	82.6	74.4	78.2	78.8	78.6
Any leave except Territorial Army leave	94.3	92.8	94.6	96.9	94.0	93.1	92.8	95.1	90.5	95.1	89.2	93.4
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.10**

**Employers' provision of paid leave arrangements by establishments**

	Bereavement Leave	Career Breaks	Leave to care for others	column percentages Paternity Leave
Fully paid	73.4	13.8	45.6	51.5
Partly paid	8.2	9.3	12.8	10.5
Unpaid	10.5	61.9	24.8	18.6
Don't know	7.9	15.0	16.9	19.4
Weighted Base	596521	176905	366546	291422
Unweighted Base	2365	895	1673	1581

Base: All establishments providing leave (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.11**  
**Employers' provision of paid leave by industrial sector (all providing leave)**

	Production	Services	Private Services	Public Services	Total
	column percentages				
Paternity leave					
Fully paid	43.2	53.3	49.2	67.4	51.5
Partly paid	11.3	10.3	12.1	4.4	10.5
Not paid	28.1	16.5	17.8	12.1	18.6
Don't know	17.4	19.9	21.0	16.1	19.4
Weighted Base	52358	239064	185117	53947	291422
Unweighted Base	362	1219	809	410	1581
Leave to care for others					
Fully paid	39.9	46.8	42.5	57.7	45.6
Partly paid	11.6	13.0	12.6	13.8	12.8
Not paid	32.9	23.1	26.2	15.2	24.8
Don't know	15.6	17.2	18.7	13.3	16.9
Weighted Base	62998	303548	218591	84957	366546
Unweighted Base	375	1298	848	450	1673
Career break					
Fully paid	11.2	14.1	11.9	18.6	13.8
Partly paid	10.5	9.2	9.0	9.4	9.3
Not paid	49.4	63.2	65.4	58.9	61.9
Don't know	28.9	13.5	13.6	13.1	15.0
Weighted Base	17273	159632	107191	52441	176905
Unweighted Base	117	778	474	304	895
Bereavement leave					
Fully paid	75.7	72.9	71.0	79.1	73.4
Partly paid	8.3	8.2	9.1	5.2	8.2
Not paid	10.4	10.5	10.7	9.8	10.5
Don't know	5.6	8.4	9.2	5.9	7.9
Weighted Base	110594	485928	370314	115614	596521
Unweighted Base	600	1765	1230	535	2365

Base: All establishments providing leave arrangements (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.11 (continued)**  
**Employers' provision of paid leave by industrial sector (all establishments)**

	column percentages				
	Production	Services	Private Services	Public Services	Total
Paternity leave payment					
Do not provide leave	58.5	54.8	54.7	55.3	55.5
Fully or partly paid	22.6	28.7	27.8	32.1	27.6
Not paid	11.7	7.4	8.1	5.4	8.3
Don't know	7.2	9.0	9.5	7.2	8.6
Leave to care for others payment					
Do not provide leave	50.0	42.6	46.5	29.7	44.1
Fully or partly paid	25.7	34.3	29.5	50.3	32.6
Not paid	16.5	13.2	14.0	10.7	13.9
Don't know	7.8	9.8	10.0	9.4	9.4
Career break payment					
Do not provide leave	86.3	69.8	73.8	56.6	73.0
Fully or partly paid	3.0	7.0	5.5	12.2	6.2
Not paid	6.8	19.1	17.2	25.5	16.7
Don't know	4.0	4.1	3.6	5.7	4.0
Bereavement leave payment					
Do not provide leave	12.2	8.2	9.3	4.3	9.0
Fully or partly paid	73.7	74.4	72.6	80.7	74.3
Not paid	9.2	9.6	9.7	9.4	9.5
Don't know	4.9	7.8	8.4	5.6	7.2
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.12**  
**Employers' provision of paid leave by size of establishment (All providing leave)**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Paternity leave</b>								
Fully paid	45.9	49.8	50.2	65.8	66.4	69.6	74.5	51.5
Partly paid	10.8	14.2	8.9	4.2	6.1	7.0	5.0	10.5
Not paid	19.6	15.2	21.9	17.3	22.3	18.3	16.1	18.6
Don't know	23.7	20.7	19.0	12.7	5.2	5.0	4.4	19.4
Weighted Base	101339	86221	54154	25272	13332	8141	2963	291422
Unweighted Base	117	154	227	197	269	296	321	1581
<b>Leave to care for others</b>								
Fully paid	46.8	44.6	41.9	48.1	49.1	43.3	51.9	45.6
Partly paid	13.6	14.1	9.1	11.5	12.1	9.4	13.3	12.8
Not paid	23.5	21.4	32.8	23.0	28.9	36.1	26.5	24.8
Don't know	16.1	19.9	16.2	17.3	9.9	11.2	8.3	16.9
Weighted Base	155153	103421	56324	26997	13550	8144	2956	366546
Unweighted Base	180	178	224	210	270	292	319	1673
<b>Career break</b>								
Fully paid	20.4	11.7	6.9	11.2	9.4	8.8	6.3	13.8
Partly paid	10.2	12.5	4.6	6.4	8.0	2.9	4.9	9.3
Not paid	53.5	62.0	74.7	62.0	68.8	77.4	81.3	61.9
Don't know	15.9	13.9	13.8	20.4	13.8	10.9	7.5	15.0
Weighted Base	65971	54008	29955	13418	7210	4428	1915	176905
Unweighted Base	73	93	125	102	136	160	206	895
<b>Bereavement leave</b>								
Fully paid	69.7	72.3	75.9	85.1	91.4	87.0	90.0	73.4
Partly paid	8.9	9.5	6.3	4.4	3.9	6.6	5.2	8.2
Not paid	11.8	11.7	10.2	3.0	3.3	2.5	1.7	10.5
Don't know	9.6	6.5	7.6	7.5	1.3	3.9	3.1	7.9
Weighted Base	274850	165663	83585	39487	19327	10188	3420	596521
Unweighted Base	305	285	341	306	396	364	368	2365

Base: All providing leave (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 8.12 (continued)**  
**Employers' provision of paid leave by size of establishment**  
**(All establishments)**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Paternity leave</b>								
Do not provide leave	67.0	52.4	41.4	38.3	31.9	22.4	15.6	55.5
Fully or partly paid	18.7	30.5	34.6	43.2	49.4	59.5	67.1	27.6
Not paid	6.5	7.2	12.8	10.7	15.2	14.2	13.6	8.3
Don't know	7.8	9.9	11.1	7.8	3.5	3.9	3.7	8.6
<b>Leave to care for others</b>								
Do not provide leave	49.5	42.9	39.1	34.1	30.8	22.4	15.8	44.1
Fully or partly paid	30.5	33.5	31.1	39.3	42.4	40.9	54.9	32.6
Not paid	11.9	12.2	20.0	15.2	20.0	28.0	22.3	13.9
Don't know	8.1	11.4	9.9	11.4	6.8	8.7	7.0	9.4
<b>Career Break</b>								
Do not provide leave	78.5	70.2	67.6	67.3	63.2	57.8	45.5	73.0
Fully or partly paid	6.6	7.2	3.7	5.8	6.4	4.9	6.1	6.2
Not paid	11.5	18.5	24.2	20.3	25.3	32.7	44.4	16.7
Don't know	3.4	4.1	4.5	6.7	5.1	4.6	4.1	4.0
<b>Bereavement leave</b>								
Do not provide leave	10.5	8.6	9.6	3.6	1.2	2.9	2.6	9.0
Fully or partly paid	70.4	74.8	74.2	86.3	94.2	90.9	92.7	74.3
Not paid	10.6	10.7	9.3	2.9	3.3	2.4	1.7	9.5
Don't know	8.6	6.0	6.9	7.2	1.3	3.8	3.0	7.2
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)  
Source WLB 2000: Employer Survey (IER/IFF)



**Table 8.13**  
**Employers' provision of leave and management discretion**

	Management Discretion over types of working arrangement available at establishment					column percentages
	A great deal	A fair amount	A little	None at all	It varies	Total
<b>Leave Provided</b>						
Paternity leave	41.8	48.7	55.7	38.5	40.9	44.5
Care leave	56.9	57.6	49.6	42.4	61.2	55.9
Career breaks	25.0	34.0	23.8	9.6	35.6	27.0
Bereavement	92.5	91.9	89.5	65.4	98.1	91.0
Compassionate leave	38.1	38.6	38.8	46.0	23.6	38.0
Study leave	22.8	23.1	24.0	21.1	10.4	22.5
Territorial Army leave	12.6	17.5	15.7	9.0	5.2	13.9
Any leave except bereavement	77.9	82.2	79.2	67.1	78.3	78.6
Any leave except Territorial Army leave	95.2	93.4	90.7	75.1	100	93.4
Weighted Base	388506	176661	54399	16024	13382	655295
Unweighted Base	1201	820	320	83	51	2500

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Other and don't know columns excluded from table

Source: WLB 2000 Employer Survey (IER/IFF)

**Table 8.14**  
**Working mothers' preferences for longer maternity leave or greater post-leave flexibility, by broad occupational group**

	Longer leave	Greater Flexibility	Don't know	Total	row percentages	
					Weighted Base	Unweighted base
Managerial	40	58	2	100	154	197
Non-Manual	43	54	3	100	147	173
All occupations	43	55	2	100	315	384

Base: All women who had taken, or about to take, maternity leave.

Note: The 'All occupations category includes a small number of women in manual occupations.

Source: WLB 2000: Employee Survey (IER/IFF)

**Table 8.15**  
**Eligibility for leave (excluding maternity leave) by broad occupational group**

	percentage of occupational group			
	Managerial	Non-manual	Manual	All
Paternity leave*	74	71	64	71
Time off to look after children	80	79	74	79
Leave to care for others	64	63	58	63
Bereavement leave	96	94	94	95
Career breaks	40	38	29	37
Weighted Base	3454	2620	1462	7562
Unweighted Base	3601	2711	1200	7562

\* Male employees only

Base: All Employees

Source: WLB 2000: Employee Survey (IER/IFF)

**Table 8.16**  
**Take-up of leave (excluding maternity leave) by broad occupational group**

	percentage of occupational group			
	Managerial	Non-manual	Manual	All
Paternity leave*	5	3	7	5
Time off to look after children	16	15	13	15
Leave to care for others	11	11	8	11
Bereavement leave	15	14	15	14
Career breaks	6	6	9	7
Weighted Base	3454	2620	1462	7562
Unweighted Base	3601	2711	1200	7562

\* Male employees only  
 Base: All Employees  
 Source: WLB 2000: Employee Survey (IER/IFF)



## 9. WORKPLACE FACILITIES

### 9.1 INTRODUCTION

Many employees spend a majority of their waking day travelling to and being at work. As a result the amount of time they are able to spend engaged in out-of-work activities can become squeezed. Employers can play a role here by assisting their employees with their work-life balance, such as helping them with their caring responsibilities or the cost of those responsibilities. This chapter looks at the range of workplace facilities provided to employees to assist with childcare and other caring responsibilities, as well as the availability of workplace counselling/stress management.

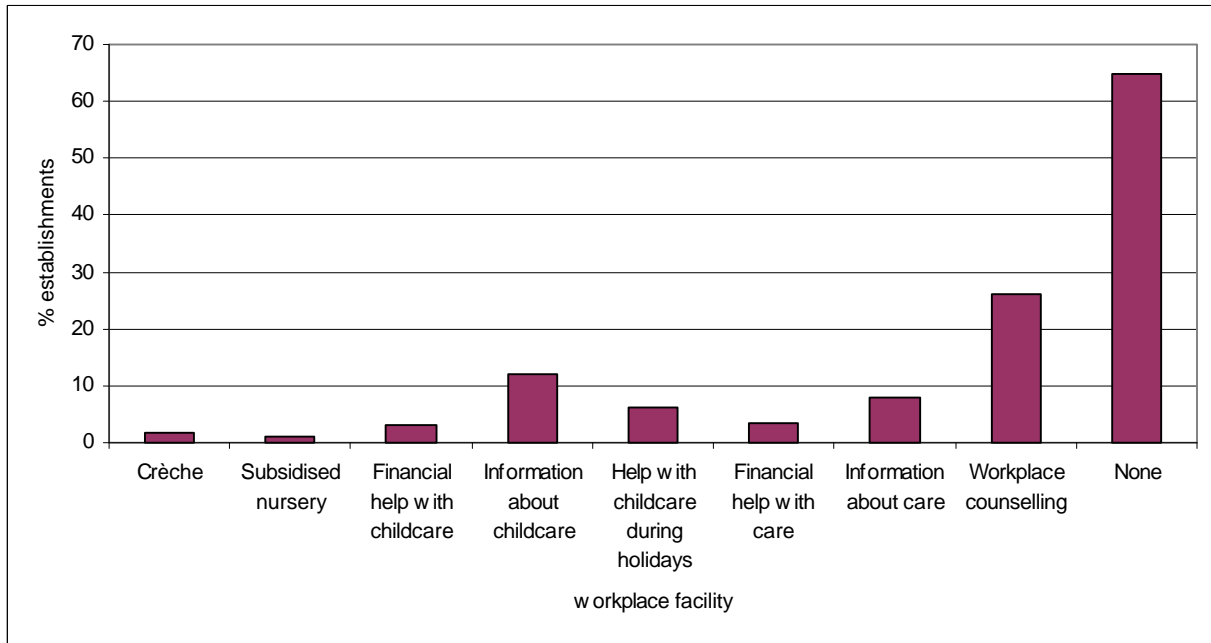
Provision of some facilities, such as a crèche can prove to be expensive unless there are sufficient employees to make its provision cost-effective. Not all working parents will want a workplace childcare facility and, moreover, such facilities will rarely be able to meet the needs of children of all ages. Other types of facility, however, may be relatively inexpensive, such as supplying information and may be subject to substantial demand. For the employee, provision of a facility or information about where to obtain childcare or other caring assistance may be critical to that person either taking the job in the first instance or staying in it. In some of the tighter labour markets, especially in London and the South-east, where childcare and other caring costs can be relatively high because of aggregate regional wage pressures raising the costs of all forms of service delivery, provision by the employer of facilities may act to promote an organisation as an 'employer of choice' in combination with other aspects of an individual's remuneration and benefits package. The extent to which employers provide a range of workplace facilities and information services is explored in greater detail in the rest of this chapter.

### 9.2 EMPLOYER REPORTS

The availability of facilities and information services to employees was limited (see *Figure 9.1*). Crèches, for instance, were provided by 2 per cent of establishments covering only 6

per cent of employees in establishments, but the provision of information services about childcare was offered by 12 per cent of establishments covering 24 per cent of employees in establishments. Where crèches were provided they were free or they were subsidised by the employer. There were no cases where a crèche was provided and had to be fully paid for by the employee. By far the most common facility provided was workplace counselling (over a quarter of establishments). In around two thirds of establishments none of the facilities or information services listed were provided.

**Figure 9.1**  
**Workplace facilities**



Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Generally most employees were located in establishments that tended to provide a limited number of facilities. *Table 9.1* shows the combination of facilities provided by establishments. It reveals that many facilities were provided in combination. For example, where help with childcare arrangements during school holidays were provided by establishments, 43 per cent of those establishments also provided information about the local provision of childcare, and 21 per cent information about provision of other care. In general and leaving aside workplace counselling, where establishments provided one type of facility, such as a crèche, they also provided other facilities. The evidence suggests a degree of polarisation amongst employers with a relatively small proportion of establishments providing a wide range of facilities to employees while the majority provided few if any facilities.

The public sector was much more likely to provide a facility or information service (*see Table 9.2*). Though the incidence of each facility being available in the public sector was quite low it was consistently higher than for the other industrial sectors. The production sector was least likely to provide facilities or information.

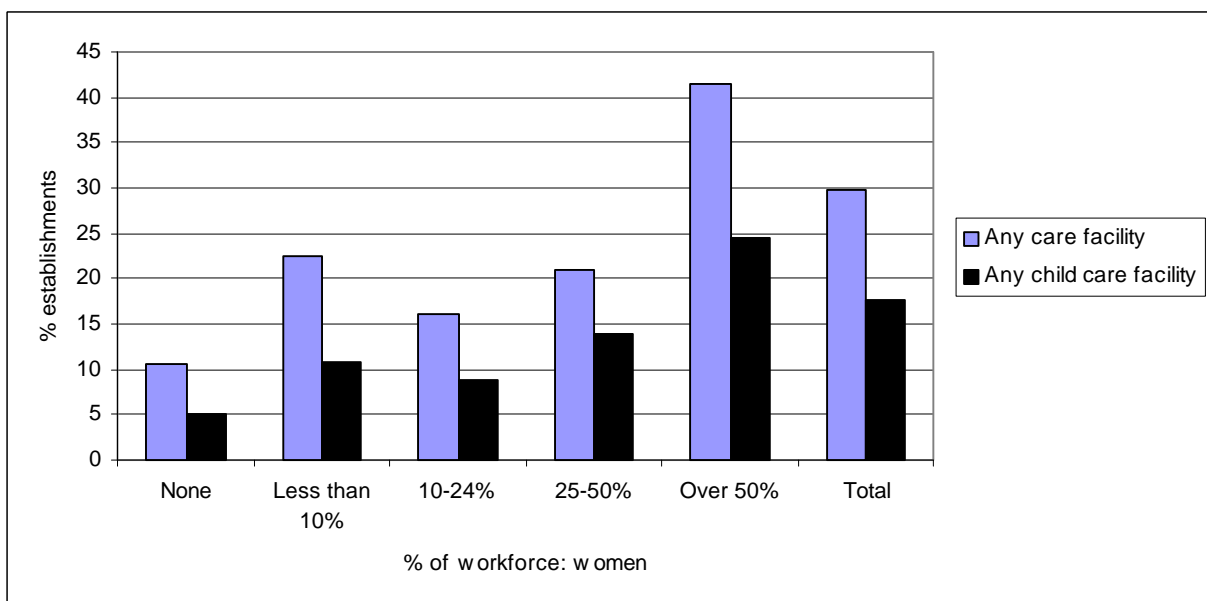
*A priori*, one would expect the provision of facilities and information services to be limited to larger establishments that have the resources to collect and disseminate information, and have sufficient numbers of staff to make crèches economically viable (*see Tables 9.3a and 9.3b*). This is borne out by the data. All facilities and information services were more likely

to be provided the larger the size of the establishment. If establishments of similar size are compared between single and multi-site organisations, the same pattern emerges.

The provision of facilities, such as crèches or subsidised nursery places may be seen as a response to labour market conditions, with such facilities provided in circumstances where labour, or certain occupational categories of labour, is in short supply. The region in which an establishment is located provides a proxy for labour market conditions (see Table 9.4). The East Midlands was the region where establishments most commonly provided facilities. However, in terms of the number of employees working in establishments, the evidence suggests that access to facilities and information was more widespread in London and the South-east. For example, in London 66 per cent of employees were covered by establishments that provided at least one facility/information service compared to the national average of 53 per cent. Around 41 per cent provided some childcare facility/information service compared to 31 per cent nationally. This may reflect the concentration of large organisations in London, but it nevertheless points to employees in London being more likely to be employed in establishments that provided at least some facilities or information services.

Since it is women who are most often charged with a caring role one might expect to see the provision of facilities and information services related to the proportion of women employed in the establishment. With respect to any type of caring facility or information service being provided there was an increase in provision in line with the proportion of women employed (see Figure 9.2).

**Figure 9.2**  
**Provision of caring facilities and the proportion of women employed**



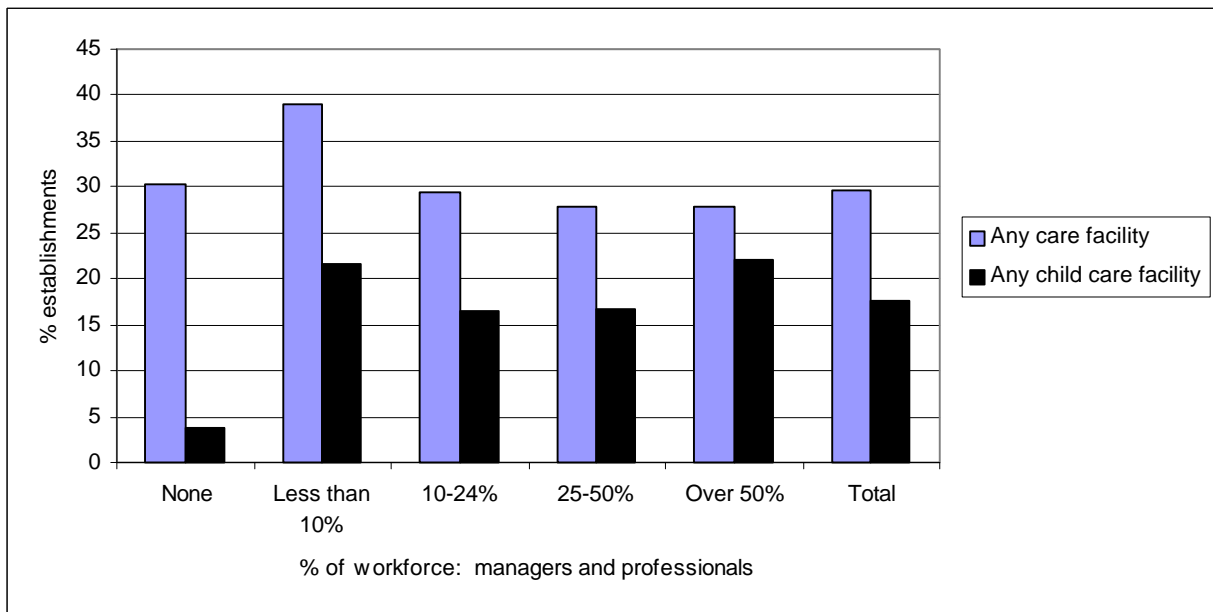
Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

If the provision of facilities is an expensive activity, as indicated in the fact that crèches in all cases were either fully or partially subsidised by the employer, one may expect to see this reflected in the occupational structure of the workplace. In other words, employers may be more inclined to invest in facilities for staff at the higher end of the occupational hierarchy (see Figure 9.3). It is apparent with reference to either childcare or other caring facilities that there is no simple relationship between occupational structure and provision of facilities.



**Figure 9.3**  
**Provision of workplace facilities by proportion of**  
**professional and managerial employees**



Base: All establishments (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

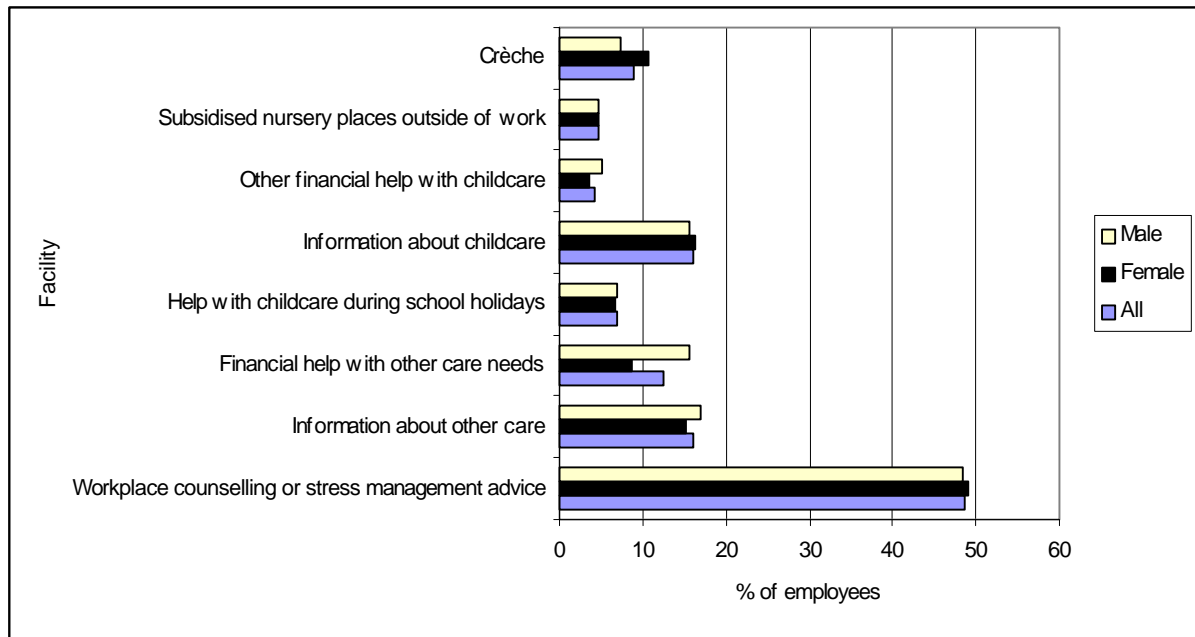
The above discussion leads onto the extent to which employees are eligible to use any of facilities and information services that the establishment provides (*see Table 9.5*). In nearly all instances facilities or information services were available to all staff without restriction. In 97 per cent of establishments employing senior management, all of this group were eligible to use facilities provided, and in 99 per cent of establishments employing manual workers all of this group were eligible to use facilities provided. It is not so much a question of who is eligible to use facilities, but whether or not those facilities are provided in the first place.

Overall, information from the Employer Survey has revealed that facilities and information services - with the exception of workplace counselling/stress management – were relatively scarce and were confined in large part to larger establishments. This can be explained in relation to the economic viability of providing crèches which is dependent upon there being a sufficient number of staff requiring the facility. Similarly, the provision of information relating to childcare and other caring will be dependent upon there being a sufficient demand, otherwise the potentially time consuming process of collating information will have gone to waste. In most cases, however, even the largest establishments did not provide information services to their staff.

### **9.3 EMPLOYEE REPORTS**

Results from the Employee Survey reveal that the availability of workplace facilities was limited. Only workplace counselling was provided to a substantial number of employees (*see Figure 9.4*). Overall, a larger proportion of women than men worked in establishments with facilities, but the difference were not large.

**Figure 9.4**  
**Provision of workplace facilities by gender**



Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

The Employee Survey confirms that the provision of workplace facilities was significantly greater in establishments and organisations that employed a large number of people. This result is consistent with the Employer Survey. The differences were not large when the smallest and largest establishments are compared (see Table 9.6). For instance, nearly 14 per cent of employees in establishments with 5-24 employees were provided with information about the local provision of childcare, compared to just under 20 per cent in establishments with 500 or more employees.

**Table 9.6**  
**Provision of facilities by size of workplace**

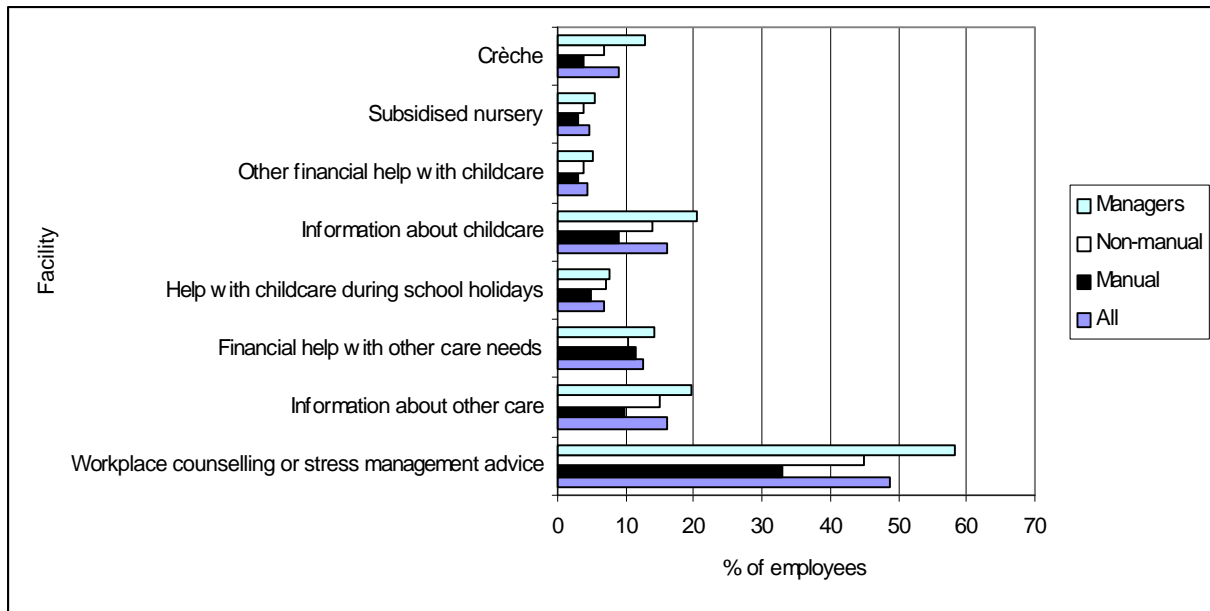
	Workplace Size				Total
	5-24	25-99	100-499	500+	
Crèche	5.8	6.7	6.9	15.4	8.9
Subsidised nursery places outside of work	3.4	3.3	4.6	6.6	4.6
Other types of financial help with childcare needs	3.8	3.3	4.1	5.9	4.3
Information about local childcare	14.0	14.4	15.3	19.6	16.0
Information about other care	14.3	14.6	16.6	18.1	16.1
Help with childcare arrangements during school holidays	7.4	5.6	6.0	8.9	6.9
Financial help with other care needs	11.2	11.0	13.2	13.7	12.4
Workplace counselling or stress management advice	35.8	42.8	53.3	57.8	48.7
Weighted Base	1218	2121	2201	2022	7562
Unweighted Base	1548	2013	1920	2081	7562

Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

In general, it is managers and professionals who were most likely to have access to at least some facilities, and manual workers who were least likely to have access to any facilities (see Figure 9.5). This reveals a strong socio-economic dimension with respect to the provision of facilities.

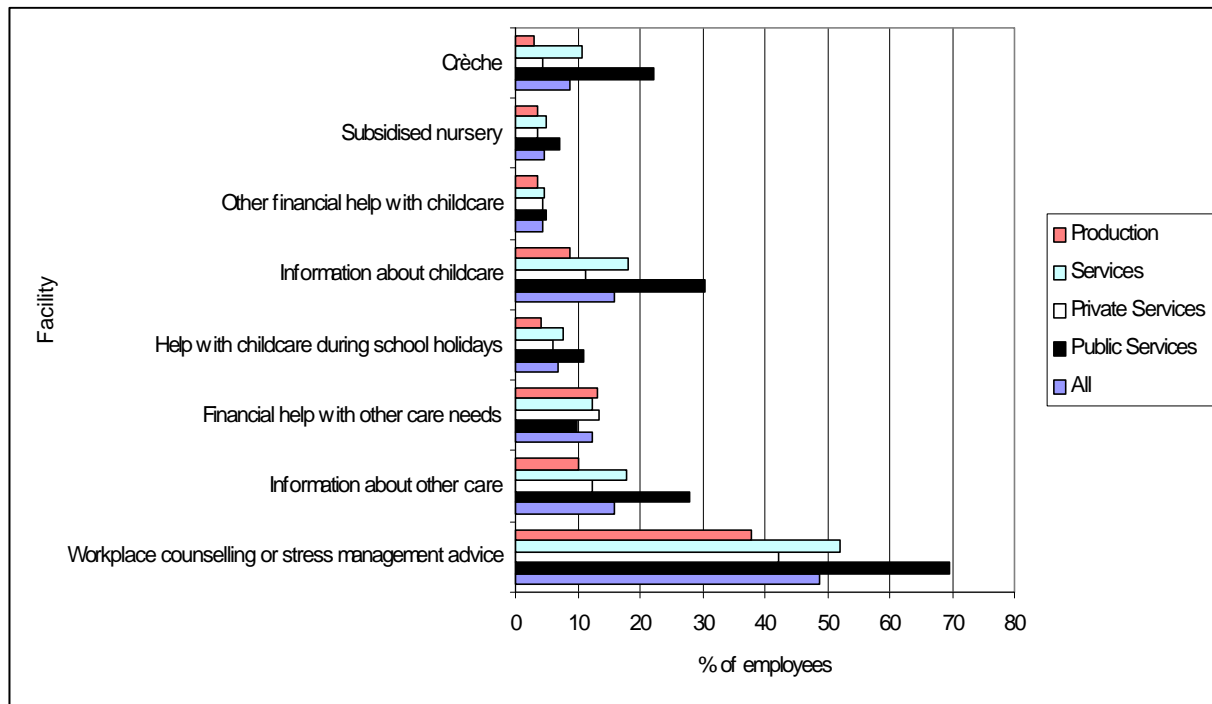
**Figure 9.5**  
**Provision of facilities by occupational group**



Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

**Figure 9.6**  
**Provision of facilities by industrial sector**



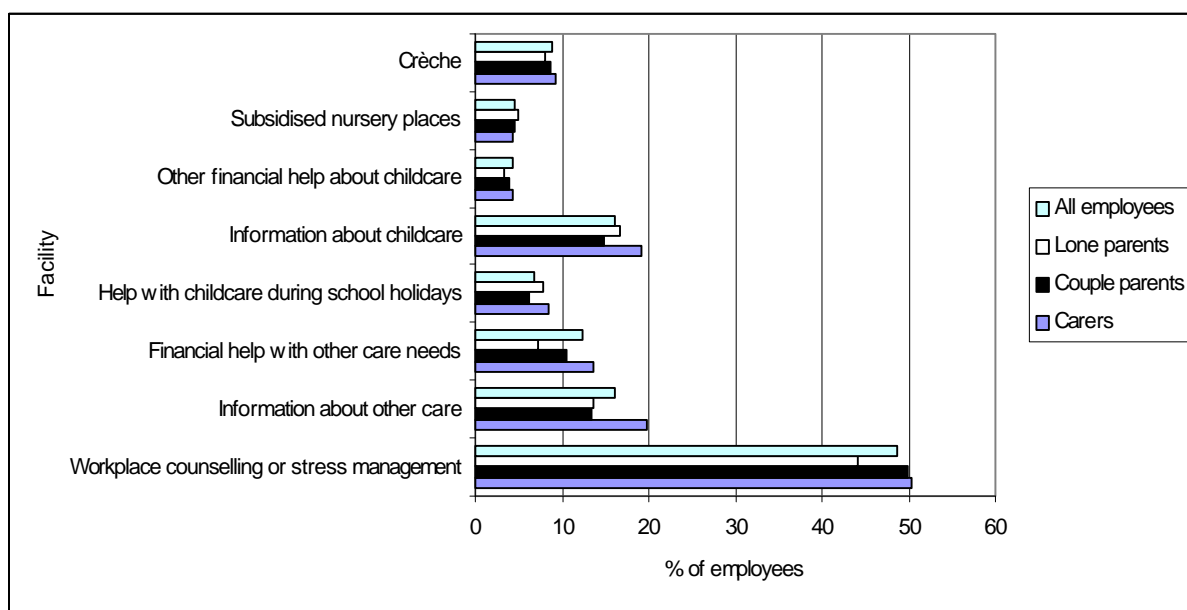
Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

A further dimension to consider is the industrial sector in which employees worked (see *Figure 9.6*). It is very much apparent that employees in public services were more likely to be provided with facilities, with those in production being least likely to be provided with facilities. The strong finding, however, is the difference between the public sector and the other sectors with regard to providing information about childcare or other forms of caring. Again these findings are consistent with the Employer Survey.

A further consideration is whether or not employees with a particular need are catered for by the facilities offered by the establishment in which they work. *Figure 9.7* indicates the extent to which those with a caring responsibility or with parental responsibilities (couple parents and lone parents<sup>47</sup>) worked in establishments providing different types of facilities. The results suggest that those with caring responsibilities were somewhat more likely to be employed in establishments that provided facilities that aid caring. Almost 14 per cent of employees who were carers worked in an establishment that provided financial help towards the costs of caring. This contrasts with 12 per cent of employees across the whole sample. This finding might reflect a form of selection process with carers choosing to be employed by organisations that assisted with their caring responsibilities. If so, such a selection process appears only to operate in the case of carers. In general, parents appear no more likely than the average employee to be employed in an establishment offering childcare facilities, and in the case of lone parents appear less likely to have access to such facilities. Since an above average proportion of carers also work in establishments that offer childcare facilities, this may indicate that carers were simply more likely to work for a 'good' employer who offered all forms of work-life facilities than were parents. The pattern of employment amongst parents and carers is discussed further in Chapter 12.

**Figure 9.7**  
**Provision of facilities: carers, couple parents, and lone parents**



Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

<sup>47</sup>

A parent is defined as an employee who lived in a household that has 'responsibility' for one or more children aged 16 or under (or aged 18 or under if the young person was still in full-time education). See Chapter 12 for further discussion of the definition of parents and their specific work-life balance needs.

## **9.4 CONCLUSION**

Other than workplace counselling, both employers and employees reported relatively low provision of all other facilities. Even where a facility amounts to little more than providing an information service, the extent to which employees have access to such a facility was limited. Larger organisations and establishments are better placed to provide these services and the overall incidence of provision increased in line with the number of employees in the establishment or organisation. But even in the largest establishments, access to workplace facilities was limited. There is also a strong association with the public sector, with both the Employer and Employee surveys confirming that the access to facilities and information services was much greater in the public sector.

**Table 9.1**  
**Employers' provision of workplace facilities (all establishments providing a facility)**

Type of facility	Percentage of establishments offering each facility in combination other facilities								column percentages
	A crèche	Subsidised nursery places outside of work	Other types of financial help with employee's childcare needs	Information about local provision of childcare	Help with childcare arrangements during school holidays	Financial help with employees' other care needs	Information about provision of other care	Workplace counselling or stress management advice	Total
Crèche	100.0	16.8	3.7	5.6	8.6	1.6	3.3	5.1	1.7
Subsidised nursery places outside of work	11.2	100.0	11.1	5.8	5.3	1.2	5.7	2.9	1.1
Other types of financial help with employee's childcare needs	6.6	29.8	100.0	11.3	14.4	45.0	9.6	8.0	3.0
Information about local provision of childcare	39.6	61.4	44.5	100.0	43.4	20.4	81.8	26.6	11.9
Help with childcare arrangements during school holidays	31.4	28.8	29.1	22.3	100.0	20.6	16.0	12.8	6.1
Financial help with employees' other care needs	3.1	3.6	49.6	5.7	11.3	100.0	15.8	8.0	3.3
Information about provision of other care	16.0	40.6	25.5	55.1	20.9	37.8	100.0	20.4	8.0
Workplace counselling or stress management	79.1	67.4	68.8	58.3	55.0	62.5	66.5	100.0	26.0
Any childcare facility	100.0	100.0	100.0	100.0	100.0	51.4	83.6	37.2	17.7
Any care facility	79.1	71.5	86.0	78.2	56.4	100.0	100.0	100.0	29.7
All of these	0.1	0.2	0.1	*	*	0.1	*	*	*
Weighted Base	10988	7353	19789	77842	39896	21842	52383	170687	655295
Unweighted Base	97	99	109	517	194	102	346	1149	2500

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 9.2**  
**Employers' provision of workplace facilities by industrial sector (summary)**

	column percentages				
	Production	Services	Private Services	Public Services	Total
Crèche	0.6	1.9	0.4	7.1	1.7
Subsidised nursery places outside of work	0.4	1.3	0.6	3.7	1.1
Other types of financial help with employee's childcare needs	1.1	3.5	3.1	4.9	3.0
Information about local provision of childcare	6.7	13.1	8.9	27.4	11.9
Help with childcare arrangements during school holidays	2.3	7.0	5.2	13.0	6.1
Financial help with employees' other care needs	2.2	3.6	3.8	2.9	3.3
Information about provision of other care	5.5	8.6	6.0	17.5	8.0
Workplace counselling or stress management	13.4	29.1	22.1	52.6	26.0
All of these	-	*	*	*	*
Any childcare facility	9.3	19.7	14.6	36.9	17.7
Any care facility	16.4	32.9	26.3	55.1	29.7
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 9.3a**  
**Employers' provision of workplace facilities by size of establishment**

column percentages

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
Crèche	1.4	1.1	2.0	3.0	3.9	4.7	14.7	1.7
Subsidised nursery places outside of work	0.4	1.1	1.8	2.3	3.9	5.1	11.3	1.1
Other types of financial help with employee's childcare needs	3.4	2.3	2.5	3.2	4.5	4.8	9.5	3.0
Information about local provision of childcare	9.7	9.8	16.2	16.2	20.6	29.7	43.9	11.9
Help with childcare arrangements during school holidays	7.2	3.9	6.8	3.8	6.8	9.4	16.8	6.1
Financial help with employees' other care needs	4.3	1.6	3.3	2.7	5.7	3.9	5.8	3.3
Information about provision of other care	7.2	5.7	11.0	10.2	13.5	20.4	26.7	8.0
Workplace counselling or stress management	13.8	30.3	39.0	42.7	53.2	64.4	75.6	26.0
Any childcare facility	16.5	14.7	20.8	20.4	27.2	35.0	55.3	17.7
Any care facility	19.6	31.6	41.4	44.9	55.4	67.1	78.4	29.7
All of these	-	-	-	-	-	-	0.5	*
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000: Employer Survey (IER/IFF)



**Table 9.3b**  
**Employers' provision of workplace facilities by size of establishment and status of site**

column percentages

	Only Site					Multi-Site				
	Less than 25	25-99	100-499	500+	Total	Less than 25	25-99	100-499	500+	Total
Crèche	2.1	1.8	7.8	18.9	2.2	0.1	2.6	2.3	13.8	1.0
Subsidised nursery places outside of work	0.4	0.2	1.8	7.4	0.4	0.9	3.2	5.4	12.1	1.9
Other types of financial help with employee's childcare needs	2.6	1.3	1.6	7.4	2.4	3.6	3.6	5.5	9.9	3.8
Information about local provision of childcare	10.6	14.0	17.9	42.6	11.3	8.7	17.7	26.0	44.1	12.5
Help with childcare arrangements during school holidays	6.3	5.4	5.1	13.7	6.2	5.5	6.2	8.5	17.5	6.0
Financial help with employees' other care needs	3.2	1.2	4.6	1.5	2.9	3.4	4.5	5.0	6.7	3.8
Information about provision of other care	6.5	6.8	10.7	20.4	6.7	6.9	13.4	18.2	28.1	9.6
Workplace counselling or stress management	12.6	28.8	43.8	70.0	16.0	30.2	47.9	62.6	76.8	37.5
Any childcare facility	17.0	17.2	24.1	56.6	17.3	14.3	23.2	32.2	55.0	18.2
Any care facility	18.1	30.8	47.1	70.0	20.9	32.6	50.5	64.7	80.2	39.9
Weighted Base	283626	53413	8831	621	346491	203190	79647	21113	2889	306840
Unweighted Base	374	254	197	66	891	277	438	577	312	1604

Base: All establishments where status of site is known (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 9.4**  
**Employers' provision of workplace facilities by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
	column percentages											
Crèche	0.8	2.7	1.7	4.0	0.5	0.4	2.5	3.6	1.2	1.4	0.7	1.7
Subsidised nursery places outside of work	2.3	0.6	0.6	0.7	3.6	0.5	0.4	1.1	0.4	0.6	1.4	1.1
Other types of financial help with employee's childcare needs	7.1	2.1	6.2	0.6	2.4	5.9	0.8	1.9	0.6	0.9	3.7	3.0
Information about provision of other care	9.3	13.1	11.0	6.6	8.5	16.5	11.4	20.8	7.7	9.9	13.8	11.9
Help with childcare arrangements during school holidays	6.0	2.5	2.7	9.2	6.2	6.6	3.8	12.0	6.8	5.8	6.4	6.1
Financial help with employees' other care needs	7.1	4.1	7.4	0.4	3.3	5.8	0.6	0.7	1.0	1.2	3.6	3.3
Information about local provision of childcare	7.4	10.6	8.8	3.1	7.8	13.3	6.8	8.4	3.9	6.8	8.0	8.0
Workplace counselling or stress management	30.5	21.3	24.3	41.9	20.6	27.8	26.4	24.7	18.4	24.6	29.6	26.0
Any childcare facility	17.1	16.8	18.2	18.5	17.3	21.1	14.4	25.1	12.9	16.2	15.9	17.7
Any care facility	32.7	28.3	30.8	43.9	23.5	33.7	26.6	28.4	19.9	28.6	32.5	29.7
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 9.5**  
**Eligibility of employees to use workplace facilities as reported by establishments**

column percentages

	Category of Staff			
	Senior managers	Junior managers	Non-manual	Manual
All eligible	97.2	98.3	97.9	99.0
Some eligible	1.3	0.6	0.7	0.4
None eligible	0.3	0.4	0.8	*
Don't know if grade eligible	1.2	0.7	0.5	0.6
Weighted Base	118406	150255	194534	221787
Unweighted Base	1293	1134	1248	821

Base: Establishments where at least one facility provided and which employ group of staff (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000: Employer Survey (IER/IFF)

# 10. CONSULTATION, COMMUNICATION AND DECISION MAKING

## 10.1 INTRODUCTION

Communication and consultation are important elements of workplace human resource policy. At its simplest level, employees will be unaware of the range of work-life balance practices available to them unless management provide communication in some form. Communication in workplaces can, sometimes, amount to little more than a one-way channel through which management make known their decisions. Consultation on the other hand provides an opportunity for employees and management to exchange views about issues and, plausibly, leave management more knowledgeable about the needs of their workforce. As part of the campaign to promote work-life balance, emphasis has been placed on the role of communication and consultation in ensuring that the needs of both business and employees are satisfied.

The role of communication and consultation will be affected by the nature of the workplace – the principal means of production and the number of people employed – and will depend upon unions or staff associations, the amount of discretion management possess over the types of working practices introduced, and who is eligible to make use of them. This chapter examines the incidence of communication and consultation over work-life balance, addresses the role of trade unions and staff associations, and assesses the extent to which communication and consultation are related to a greater overall provision and take-up of work-life balance practices.

## 10.2 EMPLOYER REPORTS

### 10.2.1 Consultation and Monitoring

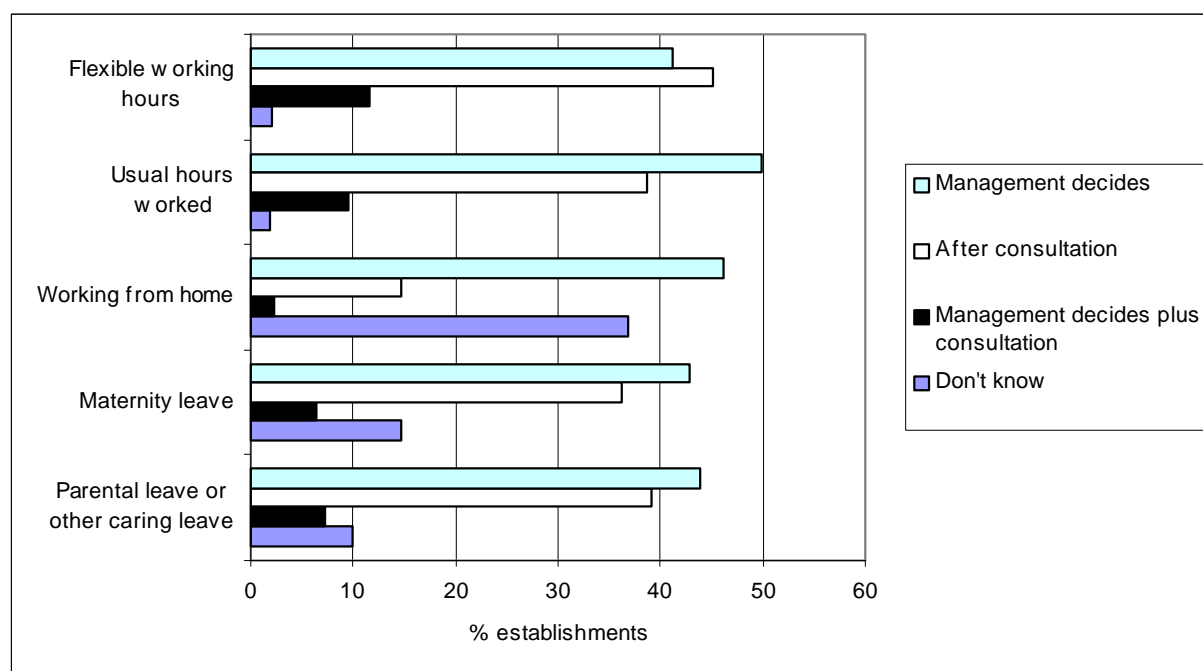
The Employer Survey gathered information from employers about the extent to which they consulted with their workforce over working arrangements. Employers were asked whether management alone decided working arrangements or whether working arrangements were decided in consultation with employees and/or their representatives. The information was collected with respect to each of the main types of work-life balance working arrangement:

- flexible working hours;
- usual hours worked;
- working from home;
- maternity leave;
- parental leave and other types of leave.

The evidence from the survey suggested that the incidence of consultation varied according to type of working practice.

Consultation was more common in relation to hours of work - issues which are central to the wage-effort bargain - than providing maternity leave, parental leave, or allowing staff to work from home. (see *Figure 10.1*). It was in these latter cases where management was more likely to decide policy without consultation. It is also notable that with respect to working at home around one third of respondents were unsure about how policy was decided perhaps reflecting that this was not considered to be a central element of the employment relationship (although it might reflect other factors such as a desire to keep policy informal or discretionary).

**Figure 10.1**  
**Incidence of consultation over working practices**

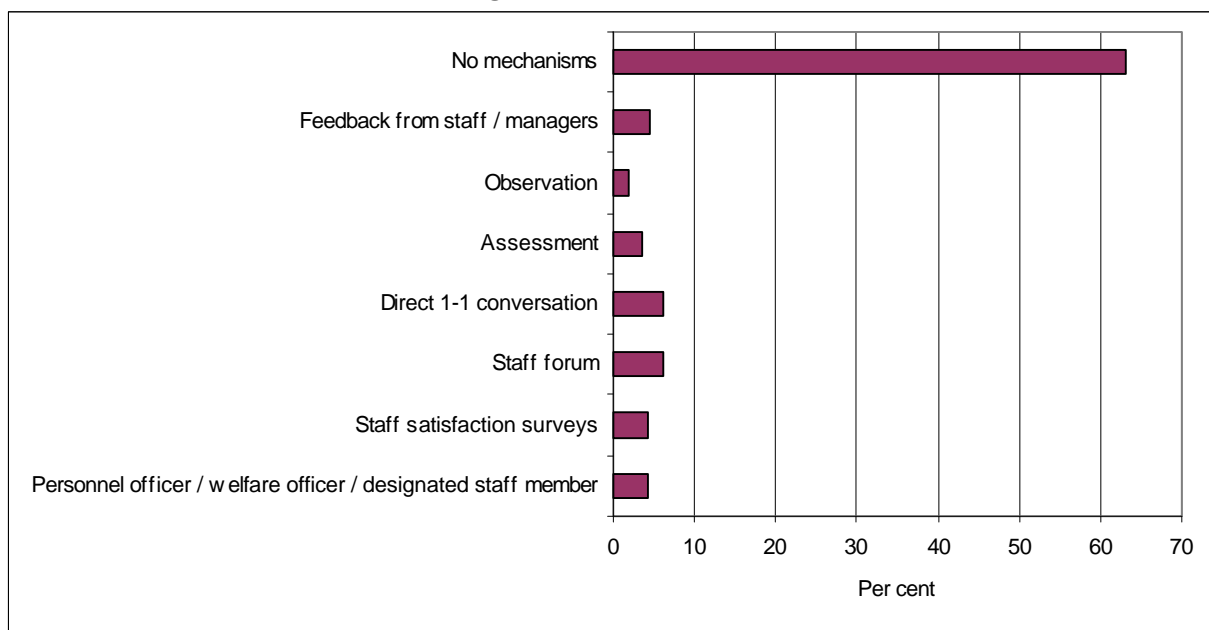


Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

Management may decide alone or in consultation with the workforce whether or not a working practice will be introduced, but this provides little information about how such working practices are policed or subsequently modified. Monitoring workplace policies or practices provides management with the means to assess policies and practices and, depending upon the means used to monitor them, gather information from employees about their experiences. From a formal perspective, there can be little objective knowledge of the effectiveness or fairness of policies unless there is some means of monitoring them. The evidence points, in most instances, to monitoring being absent (*see Figure 10.2*). In a majority of establishments there was no mechanism in place to monitor work-life balance practices and where a specific type of monitoring was mentioned it accounted for, in every instance, a relatively small proportion of establishments.

**Figure 10.2**  
**Monitoring work-life balance practices**



Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

In a substantial number of instances management decided without consultation the content of work-life balance policies and practices, and once introduced there was only a modest amount of monitoring of their performance. This may be common to a whole range of working practices and not just those associated with work-life balance, but it nonetheless suggests little communication between employers and employees over a key aspect of the employment relationship. The following sections provide further information about the characteristics of employers with respect to their consultative practices.

### 10.2.2 Consultation over Work Life Balance

Consultation provides a means whereby the workforce, or their representatives, can make known their views or needs and possibly influence the direction of workplace policies and practices. Some of this will be carried out informally and previous sections have drawn attention to the role of managerial discretion in promoting work-life balance. Consultation would appear to be related to the incidence and take-up of policies, although the nature of the relationship is somewhat complex to analyse because of the simultaneity of the processes at work. Consultation relating to work-life balance practices may be heightened as a consequence of those policies being in place rather than being an instigator of those

policies being introduced in the first place. In many respects one may be witnessing a variety of mutually supporting factors at work which together raise awareness and take-up of work-life balance practices. Consultation would appear to be central to this process because it directly provides management with the views of employees and articulates their needs. As will be revealed in the following sections, levels of consultation varied according to industrial sector, the number of employees in the establishment, and trade union/staff association recognition.

Sectoral differences varied depending upon the type of working practice being addressed (see *Table 10.1*). The key findings to emerge were that:

- 49 per cent of establishments in the public sector consulted over usual working hours compared to 33 per cent in the production sector and 37 per cent in private services;
- the above pattern is repeated in relation to each of the other work-life balance practices. For instance, 57 per cent of establishments in the public sector consulted over flexible working hours, compared to 40 per cent in the production sector and 43 per cent in private services;
- all sectors reported a significant degree of uncertainty as to how rules relating to working at home were decided, although even here the public sector was more likely to consult the workforce;
- consultation over maternity leave and parental/caring leave was greatest in the public sector and least in the production sector reflecting, perhaps, the lower proportion of women in the production sector.

Overall, consultation over work-life balance practices was greatest in the public sector. It is notable that this sector, as previous sections have revealed, was the one that had in most instances the highest incidence and take-up by staff of work-life balance practices. The production sector, which still has a relatively high union density and relatively high incidence of collective bargaining, appears to provide relatively little consultation over work-life balance practices.

Where there are a large number of persons employed in an establishment or organisation one would expect, other things being equal, to find formal processes in place to communicate and consult with the workforce, simply because the logistics of doing so are more difficult in large organisations. In smaller establishments there may be greater scope for informal communication and consultation between management and staff to collect a comprehensive range of employee views. In smaller organisations there may be more of a culture that 'management decides' especially where the owner or owners are also senior management employees, although it is worth noting that the HR literature points to large organisations also adopting such an approach to employee relations. The Employer Survey demonstrated that the larger the size of the establishment, the more likely that consultation would take place between management and employees regarding usual hours worked, flexible working hours, and working from home (see *Tables 10.2a and 10.2b*). For example, with respect to flexible working hours, 44 per cent of establishments with 5-10 employees decided this issue in consultation compared to 59 per cent in those establishments employing 500 or more. Comparing establishments of similar size that are either single sites or part of a larger organisation reveals few differences (see *Table 10.2b*).

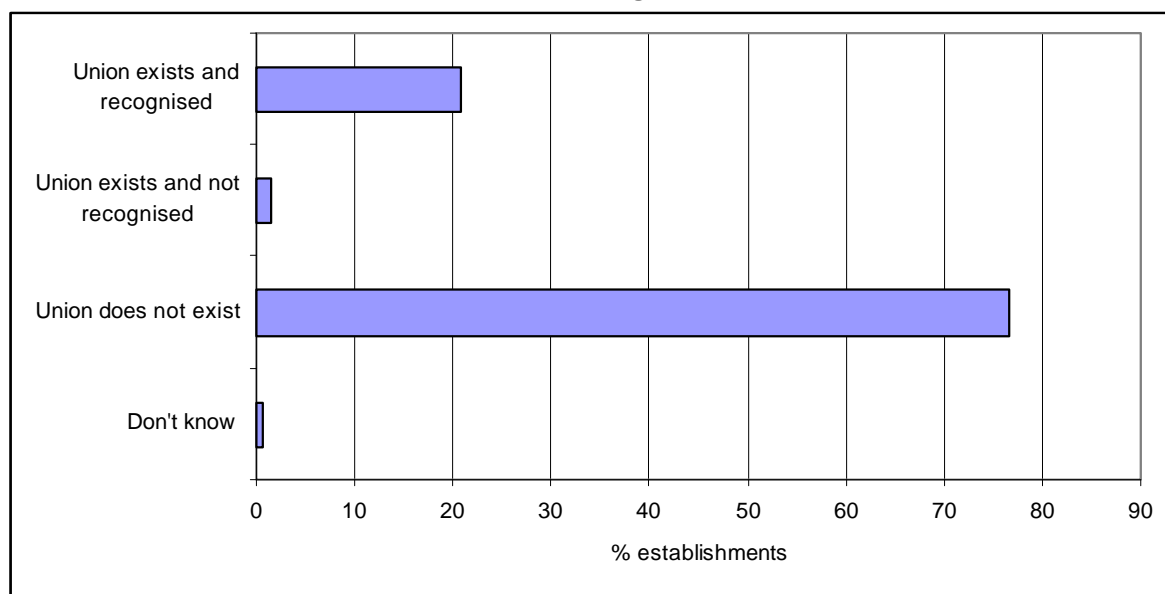
There were no distinct regional patterns in the data. No region was consistently reporting higher or lower levels of consultation for each type of working practice (see *Table 10.3*).

As noted in the introduction, where staff are consulted about working practices germane to work-life balance this may be reflected in a greater provision of practices as employers respond to employees needs and a greater take-up by employees stemming from their needs being realised in work-life balance practices. The methodological problems of controlling for simultaneity in the causal processes being analysed have already been mentioned. Nevertheless, the data reveal consistently that where consultation with the workforce relating to usual hours, flexible working hours, or provision of leave, the incidence of related working practices increases. For example, where consultation took place 24 per cent of establishments provided at least one work-life balance working practice<sup>48</sup>. The evidence also points to a modest increase in take-up by employees of working practices such as flexitime and part-time work where management consulted with staff about working practices. For example, where management decided about flexible working hours, 5 per cent of establishments reported that flexitime was worked by 25 per cent or more of their employees. This contrasts with 10 per cent of establishments where consultation took place. It is unlikely that consultation alone was responsible for the increased take-up of flexible working practices, but at the same time it is inconceivable that the process of consultation did not contribute to the take-up of flexible working practices where there is scope to do so.

### 10.2.3 Union Recognition and Working Practices

To comprehend the role of unions and staff associations in securing certain types of working practice requires an understanding of how unions and staff associations are distributed across the population of establishments. The Employers Survey reveals that approximately 21 per cent of establishments had union representation or staff association and in the majority of cases that organisation was recognised for negotiating purposes (see Figure 10.3).

**Figure 10.3**  
**Union recognition**



Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

<sup>48</sup> One of: being allowed to vary hours of work, a flexible working time arrangement other than part-time employment, allow working at home, provision of maternity or parental leave over the legal minimum, other forms of leave, workplace facilities excluding counselling.



Most establishments that recognised trade unions were located in the service sector (78 per cent) and 21 per cent in the manufacturing sector. Relative to the overall distribution of union recognition, it was in the public sector that establishments were most likely to recognise a union (48 per cent) compared to the situation overall (21 per cent) (see *Table 10.4*).

It tended to be in the larger establishments that unions and staff associations were recognised – approximately 72 per cent of establishments employing 500 or more employees recognised a union compared to 8.8 per cent in establishments with 5-10 employees (see *Tables 10.5a and 10.5b*). A similar pattern emerges when single site establishments and those that are part of a larger organisation are compared.

Where unions were recognised there was higher incidence of consultation for every type of flexible working time arrangement compared to where no union was recognised. As the previous section has illustrated consultation would appear to be related to the incidence and take-up by employees of work-life balance practices. It is also apparent that where establishments recognised trade unions or staff associations for negotiating purposes, they shared many of the characteristics – outlined in previous chapters – of those establishments that had a higher than average incidence and take-up by employees of work-life balance practices: employing a large number of people and located in the public sector. This can be looked at a little more directly.

A comparison of establishments recognising unions to those not doing so reveals that establishments which recognised trade unions were more likely to allow working from home, provide leave (other than bereavement leave), provide maternity and parental leave above the minimum requirements, and facilities other than workplace counselling. But the main finding is that establishments where unions were recognised provided more work-life balance facilities. Approximately 57 per cent of union recognised establishments provided four or more work-life balance practices compared to 38 per cent where there was no union presence. What one is most likely observing is a combination of factors that act to promote work-life balance practices: large organisations, consultative human resource management, and trade union/staff association recognition.

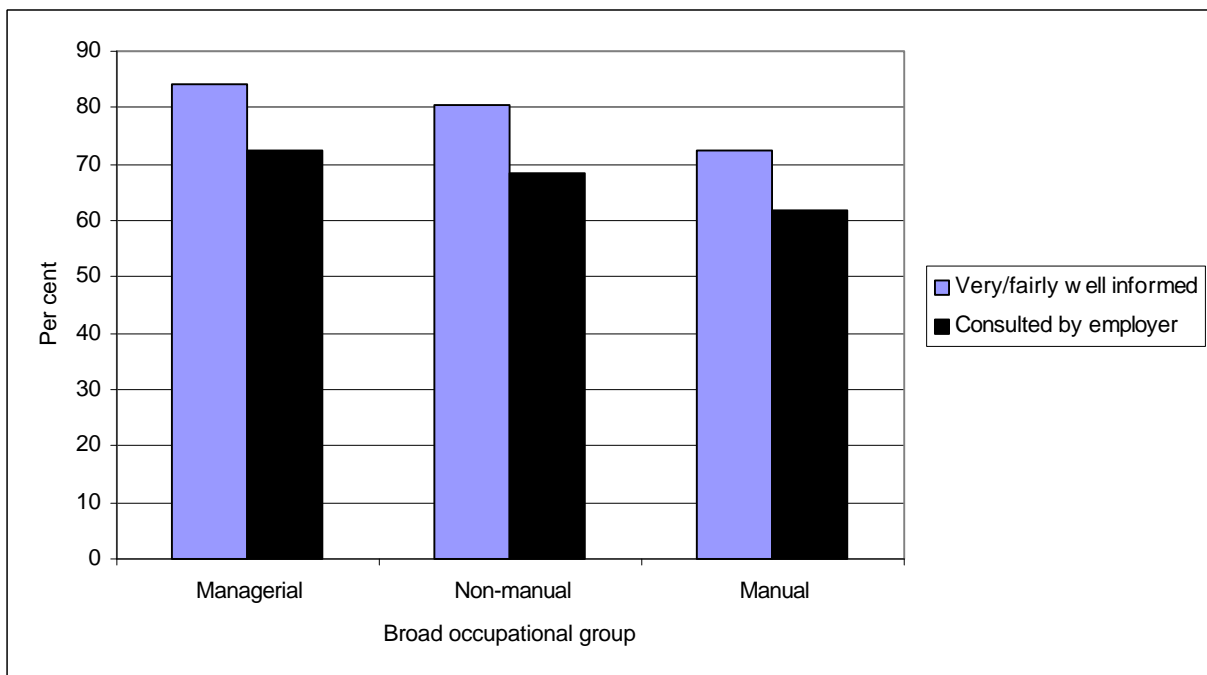
### **10.3 EMPLOYEE REPORTS**

Information might be expected to flow not only from the employer to employee but also in the opposite direction. Good practice in management suggests that not only should employees be informed of, amongst other things, the availability of work-life balance practices in the workplace, but management should also consult with their workforce about such practices.

Evidence from the Employee Survey suggests that most employers consulted with their workforce about work-life balance issues (see *Figure 10.4 and Figure 10.5*). Over two thirds of employees in the survey (69 per cent) indicated that their employer consulted them. Some variation in the extent of consultation was evident, with 73 per cent of managers and professional employees reporting such consultation, as did 68 per cent of other non-manual employees. However, at 62 per cent, the extent of consultation amongst employees in manual occupations was a little less. Similarly, consultation was high (75 per cent) public services and in business and financial services (73 per cent) and lowest in manufacturing (64 per cent) and construction (66 per cent). Nonetheless, despite such variations, consultation by employers appears widespread. There was little evident difference in the extent of consultation between employers of different size.

Perhaps because of the widespread consultation by employers, most employees felt they were well informed about their employers' working practices and opportunities to achieve a better work-life balance. Around a third (33 per cent) felt very well informed and almost half (48 per cent) felt fairly well informed. Few employees (5 per cent) felt they were not at all well informed of their employers working practices. The proportion of employees reporting that they were very well or fairly well informed was greatest amongst those who were employed in the public sector (for instance, public administration, 86 per cent, and health and education, 83 per cent) and lowest in the private sector (manufacturing, 78 per cent, transport, 77 per cent, and retailing, 79 per cent). These differences were not large and probably associated with the different occupational mix of different industrial sectors. Managers were the most likely to report that they felt well informed (81 per cent) while manual workers were the least likely (72 per cent).

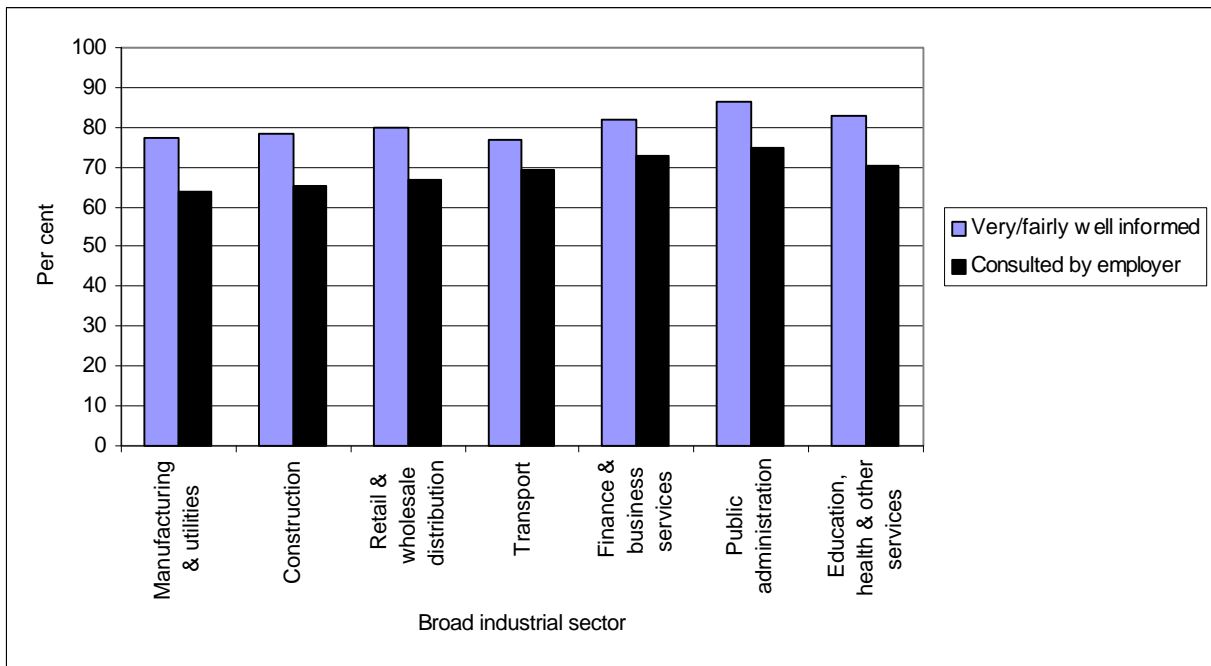
**Figure 10.4**  
**Information and consultation of employees, by broad occupational group**



Base: All employees (weighted)

Source: WLB 2000: Employee Survey (IER/IFF)

**Figure 10.5**  
**Information and consultation of employees, by broad industrial sector**



Base: All employees (weighted)

Source: WLB 2000: Employee Survey (IER/IFF)

#### 10.4 HEAD OFFICE REPORTS

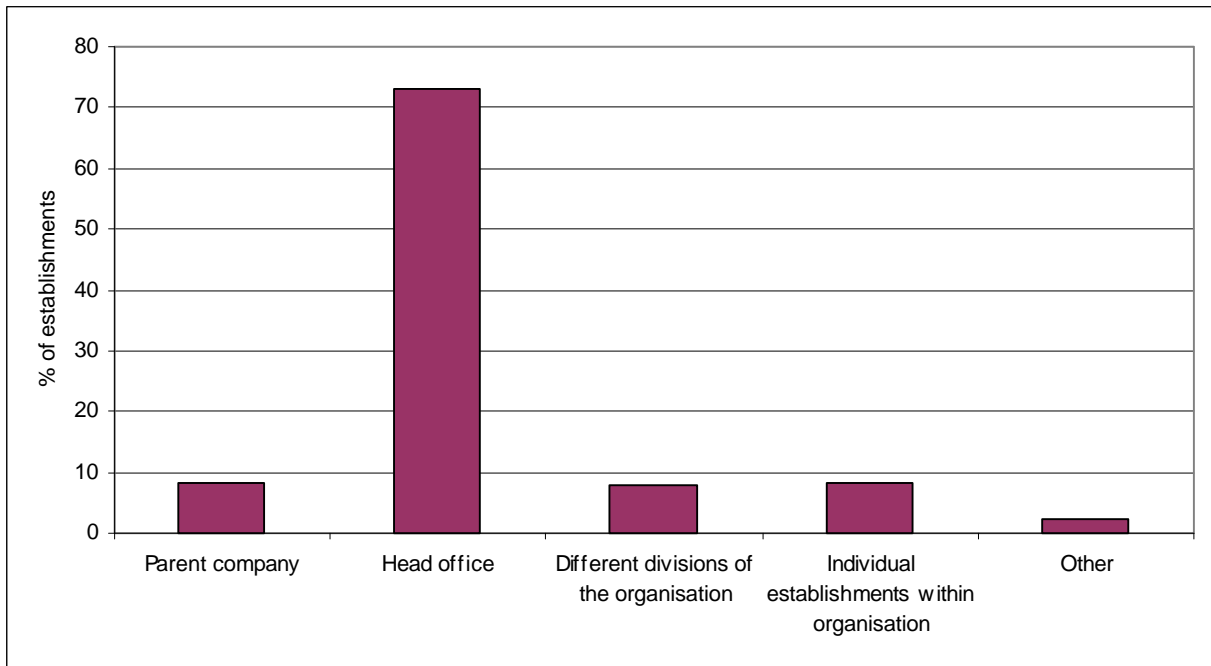
A further element of consultation and communication is the relationship between individual establishments and the larger organisation of which they may be a part. To this end, 250 interviews were undertaken in the head offices of establishments interviewed in the Employer Survey<sup>49</sup>. The head office interviews shed light on where decisions relating to work-life balance were being made: at head office, at establishment, or in conjunction.

To analyse the relationship between establishments in the Employer Survey and their head offices the data sets have been combined. Data from establishments can be analysed with reference to responses from head offices and *vice versa*. The base for tables and figures is the number of establishments where an interview was achieved with their head office.

*Figure 10.6* reveals the level of decision making about work-life balance practices as reported by head office respondents. Overall, it reveals that head office was more likely than not to have a decision making role: nearly three quarters of establishments were covered by head offices that reported decision making at the level of head office.

<sup>49</sup> 313 establishments in the Employer Survey were represented by the 250 head offices.

**Figure 10.6**  
**Level of decision making**

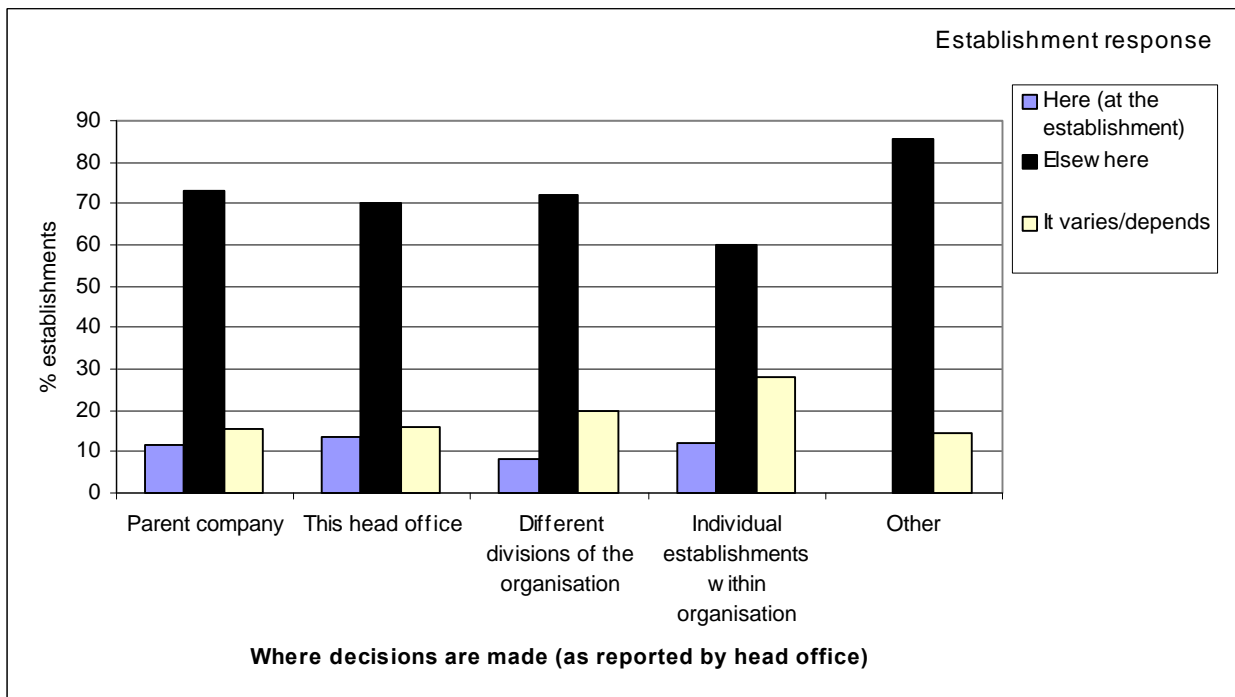


Base: All establishments for which the head office was interviewed

Source: WLB 2000: Employer and Head Office and Employer Surveys (IER/IFF)

The evidence reveals that there may be a degree of overlap in decision making. *Figure 10.7* compares the decision making of establishments and head offices. For instance, where the head office reported that decisions over work-life balance practices were made at the level of the individual establishment, 60 per cent of respondents in those establishments reported that decisions were made elsewhere (*ie.* at head office). This may reflect a degree of ambivalence within organisations over who has responsibility for work-life balance issues.

**Figure 10.7**  
**Where decisions are made: head office and establishment responses compared**

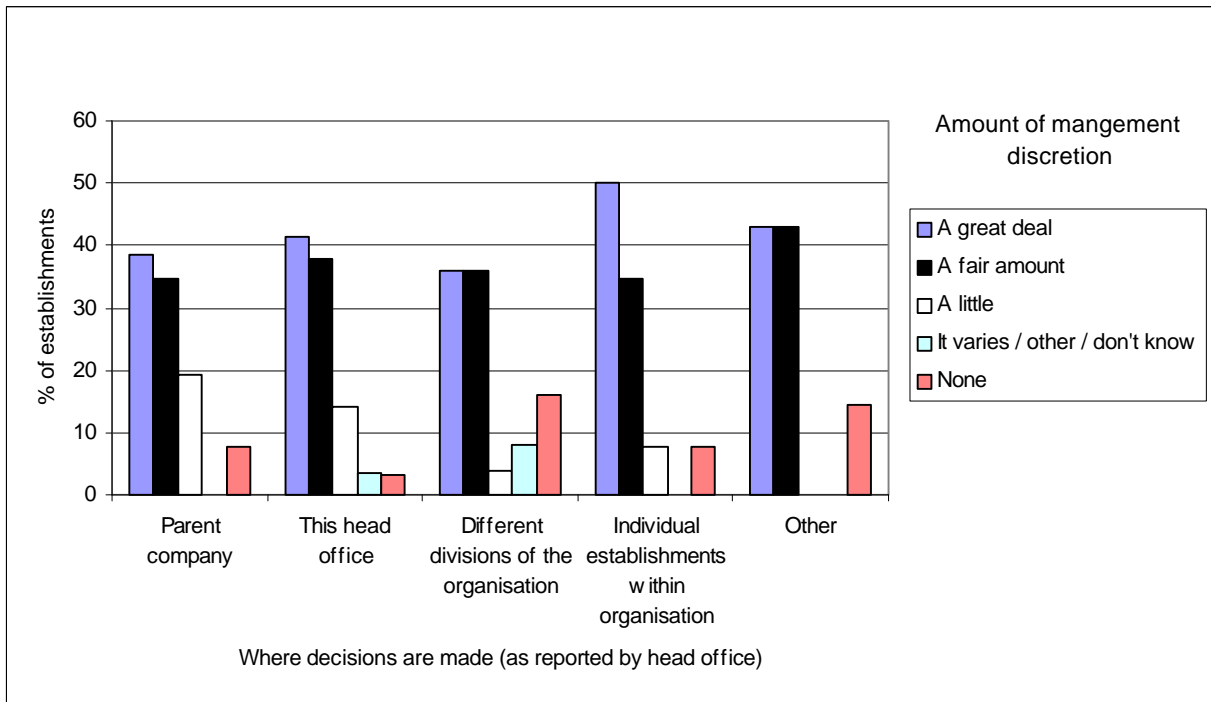


Base: All establishments for which the head office was interviewed and which answered the question of where decisions are made.

Source: WLB 2000: Head Office Survey (IER/IFF)

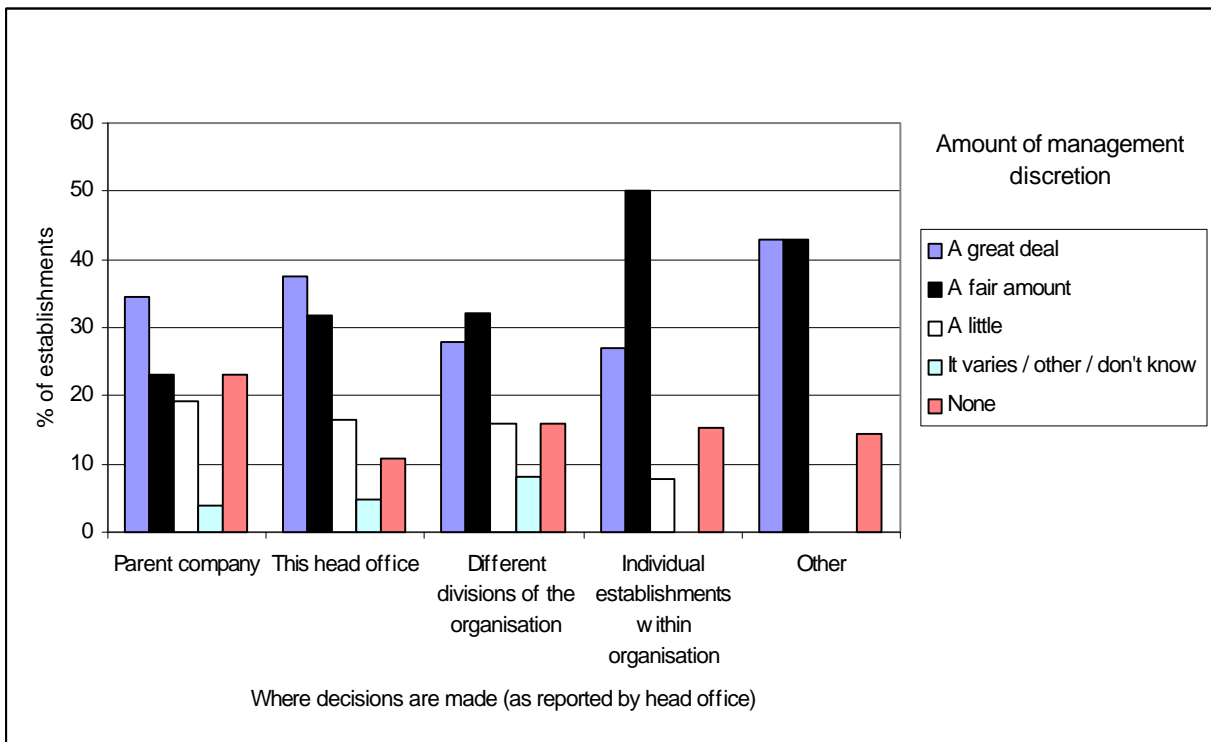
It is apparent that even where the head office or parent company claims that it decides over work-life balance issues, management at the establishment retain a good deal of discretion over both the types of practice that are introduced and which members of staff are eligible to use them (see Figures 10.8 and 10.9). For example, where the head office reported responsibility for work-life balance practices, around 38 per cent of respondents in establishments reported that they had a good deal or discretion about the type of practices that were introduced (see Figure 10.8) and approximately 41 per cent reported that they had a good deal of discretion over who could take up work-life balance practices (see Figure 10.9).

**Figure 10.8**  
**Amount of discretion and types of working arrangements available at establishment**



Base: All establishments for which the head office was interviewed  
 Source: WLB 2000: Head Office and Employer Surveys (IER/IFF)

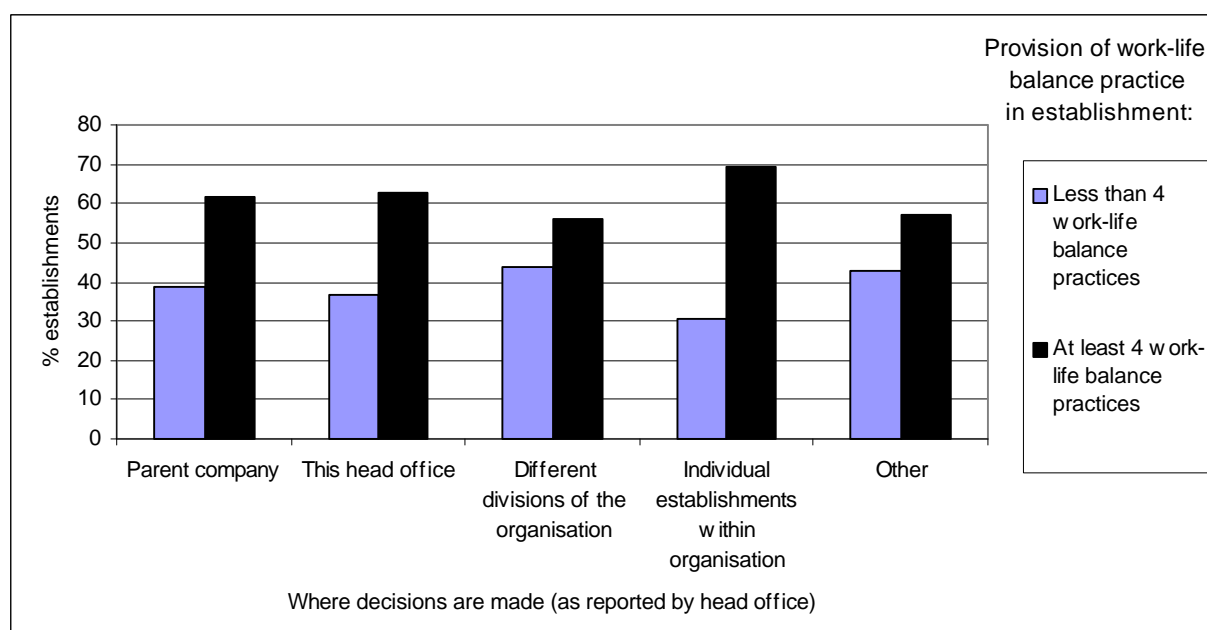
**Figure 10.9**  
**Amount of discretion over who is eligible**



Base: All establishments for which the head office was interviewed  
 Source: WLB 2000: Head Office and Employer Surveys (IER/IFF)

The influence of the level of decision making and its impact on the provision of work-life balance practices is outlined in *Figure 10.10*. Where head offices allowed individual establishments to decide over the provision of work-life balance practices, the proportion of establishments with at least four work-life balance practices in place was highest and the proportion of those which had less than four was lowest<sup>50</sup>.

**Figure 10.10**  
**Responsibility for employment practices in organisation in the UK**  
**and provision of work-life balance practices**

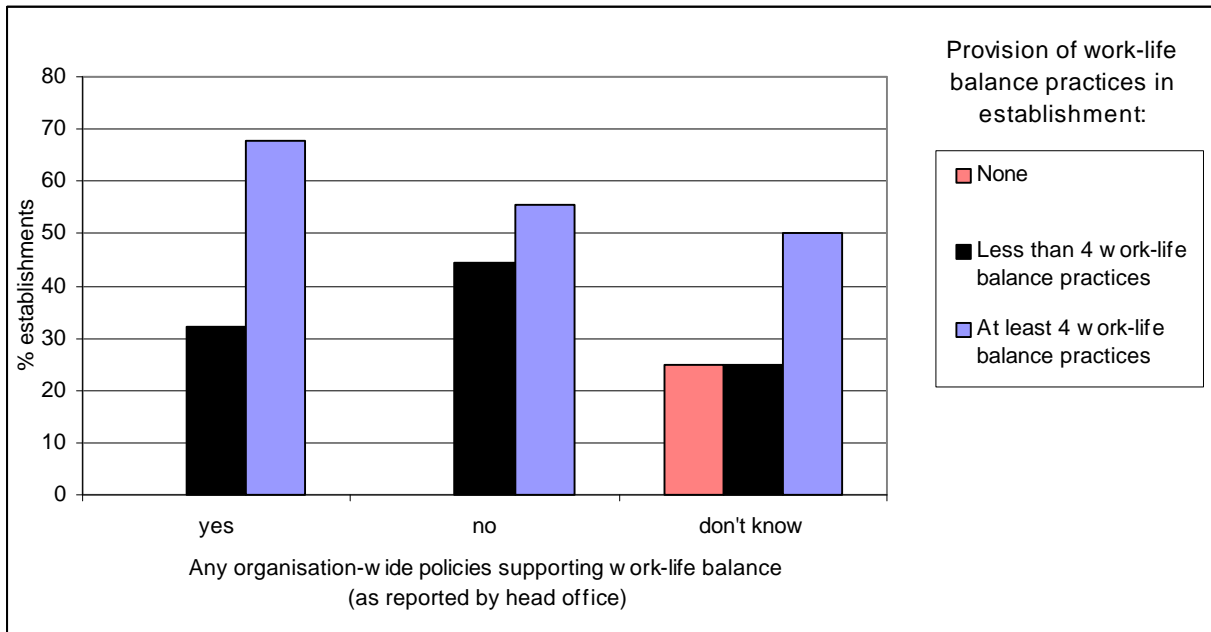


Base: All establishments for which the head office was interviewed  
 Source: WLB 2000: Head Office and Employer Survey (IER/IFF)

Respondents at head office were asked whether their policies were organisation wide or whether they had supported any work-life balance practices on an organisation wide basis. 58 per cent of establishments had such organisation-wide policy support. Nearly 70 percent of establishments where policies relating to work-life balance were organisation wide or supported organisation wide had at least four practices in place, compared to 55 percent of those where no organisation wide policies were in place (see *Figure 10.11*). Where head office has a role in implementing or supporting organisation wide work-life balance policy or practice there is a need to look at how it is achieved. Head office respondents were asked if they provided written policies or guidance to establishments. Provision of a more formal means of implementation by head office appeared to be positively related to take-up by establishments. For example, establishments that were subject to written policies from head office were more likely to have introduced flexible working time arrangements (with the exception of annualised hours) (see *Figure 10.12*).

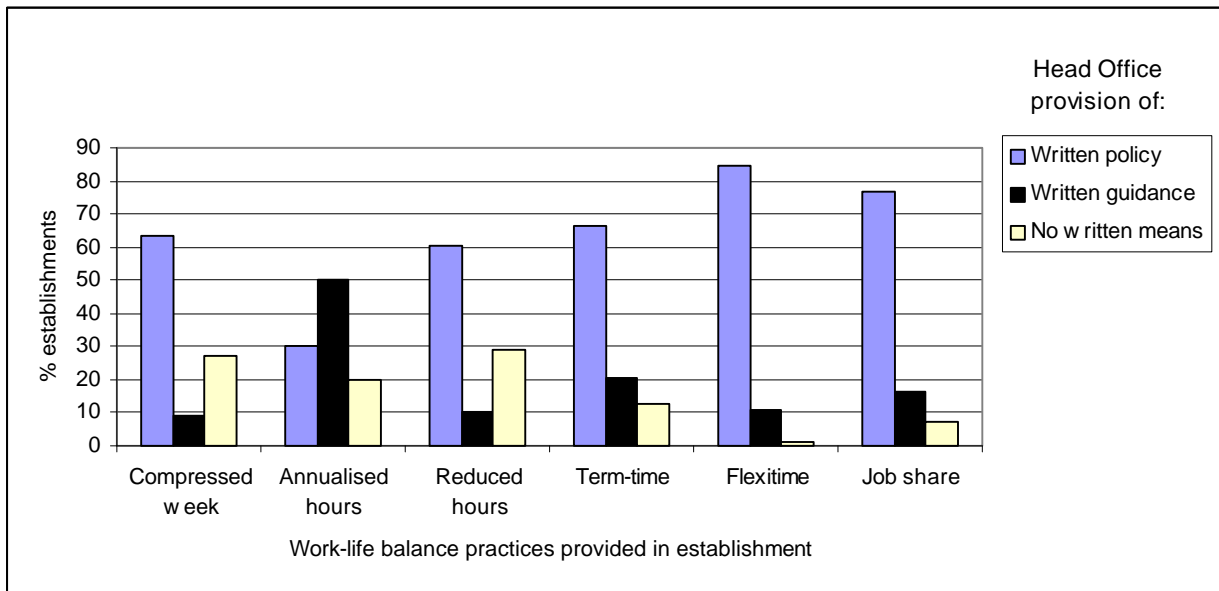
<sup>50</sup> One of: being allowed to vary hours of work, a flexible working time arrangement other than part-time employment, allow working at home, provision of maternity or parental leave over the legal minimum, other forms of leave, workplace facilities excluding counselling.

**Figure 10.11**  
**Organisation-wide policies on provision of work-life balance practices**



Base: All establishments for which the head office was interviewed  
 Source: WLB 2000: Head Office and Employer Survey (IER/IFF)

**Figure 10.12**  
**Provision of individual work-life balance practices and organisation-wide written policy and guidance**



Base: All establishments which provided respective practices and for which the head office was interviewed and supported the take-up of respective practices.  
 Source: WLB 2000: Head Office and Employer Survey (IER/IFF)

The results suggest that where higher levels in the organisation have a role in determining policy in relation to work-life balance this increases provision at establishment level. Notwithstanding this, it is apparent that management at the level of the individual establishment retain a good deal of discretion over working practices that affect work-life



balance even where head office decides policy. Evidence presented elsewhere in the report suggests that management discretion can influence take-up by employees at the margin.

## **10.5 CONCLUSION**

The evidence points to consultation being an important element of work-life balance practices being in place at the workplace, this is especially so when combined with trade union or staff association representation. Consultation, however, needs to be viewed within the organisational context in which it takes place. Smaller establishment or organisations, especially those in the production sector, were less likely to have work-life balance practices. It is also apparent that it was in these sectors that consultation and union recognition were relatively low. Whilst there will be genuine operational reasons why particular work-life balance practices cannot be introduced, where there is also a failure to consult the workforce about their working arrangements it is potentially the case that less is being done than otherwise could have been if the workforce were consulted about what they required. In multi-site organisations the evidence points to head office having an important role to play in ensuring that establishments introduce work-life balance practices.

**Table 10.1**  
**How employers consult over work-life balance practices, by industrial sector (summary)**

	Production	Services	Private Services	Public Services	column percentage Total
<b>Usual hours worked</b>					
Management decides	55.2	48.7	51.7	38.4	49.9
After consultation	32.7	40.2	37.5	49.2	38.7
Both	9.1	9.5	9.8	8.8	9.5
Don't know	3.0	1.6	1.0	3.6	1.9
<b>Flexible working hours</b>					
Management decides	46.9	39.9	43.0	29.3	41.2
After consultation	40.5	46.2	43.0	57.0	45.1
Both	9.5	12.0	12.1	11.5	11.5
Don't know	3.1	1.9	1.8	2.1	2.1
<b>Working from home</b>					
Management decides	52.5	44.5	44.8	43.7	46.1
After consultation	10.9	15.6	14.3	20.2	14.7
Both	1.2	2.6	2.1	4.2	2.3
Don't know	35.3	37.3	38.9	31.8	36.9
<b>Provision of maternity leave</b>					
Management decides	48.3	41.6	42.0	40.2	42.9
After consultation	25.1	38.8	37.6	42.8	36.2
Both	6.1	6.5	6.8	5.2	6.4
Don't know	20.5	13.2	13.6	11.7	14.6

**Table 10.1 (continued)**  
**How employers consult over work-life balance practices, by industrial sector (summary)**

	Production	Services	Private Services	Public Services	column percentage Total
<b>Provision of parental leave and leave to care for others</b>					
Management decides	55.3	41.0	41.6	39.0	43.8
After consultation	27.3	41.8	40.3	47.1	39.0
Both	6.6	7.3	7.1	8.2	7.2
Don't know	10.8	9.8	11.0	5.7	10.0
Weighed Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 10.2a**  
**How employers consult over work-life balance practices, by size of establishment**

column percentage

	Number of Employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
<b>Usual hours worked</b>								
Management decides	51.1	49.4	49.3	51.3	43.5	38.9	37.5	49.9
After consultation	37.0	41.4	36.4	38.8	43.0	49.7	51.3	38.7
Both	9.7	8.8	11.1	6.8	9.3	9.6	8.2	9.5
Don't know	2.1	0.3	3.2	3.0	4.3	1.7	3.0	1.9
<b>Flexible working hours</b>								
Management decides	41.2	43.4	37.7	44.4	36.6	36.3	31.6	41.2
After consultation	44.1	43.2	49.6	44.1	52.0	53.6	59.3	45.1
Both	13.0	11.2	9.6	9.2	7.6	9.1	7.8	11.5
Don't know	1.7	2.2	3.1	2.3	3.8	1.0	1.3	2.1
<b>Working from home</b>								
Management decides	45.0	48.8	40.9	51.5	49.6	45.9	45.1	46.1
After consultation	12.0	15.6	16.6	17.2	23.8	28.1	35.5	14.7
Both	2.2	2.7	1.4	3.2	2.1	3.7	2.8	2.3
Don't know	40.7	32.9	41.1	28.1	24.5	22.3	16.5	36.9
<b>Provision of maternity leave</b>								
Management decides	43.4	38.9	44.7	50.9	43.4	45.7	41.9	42.9
After consultation	33.1	43.0	34.8	31.9	36.8	36.6	39.6	36.2
Both	4.2	9.0	9.7	5.6	4.6	5.6	4.7	6.4
Don't know	19.3	9.1	10.8	11.6	15.2	12.1	13.7	14.6

**Table 10.2a (continued)**  
**How employers consult over work-life balance practices, by size of establishment**

	Number of Employees							column percentage
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
<b>Provision of parental leave and leave to care for others</b>								
Management decides	41.0	43.3	48.5	54.8	45.6	46.0	39.6	43.8
After consultation	38.9	42.6	35.6	30.2	40.0	40.4	46.5	39.0
Both	6.5	8.5	8.8	5.9	3.8	4.8	5.1	7.2
Don't know	13.6	5.6	7.1	9.1	10.6	8.8	8.8	10.0
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 10.2b**  
**How employers consult over work-life balance practices, by size of establishment and status of site**

	Only Site					Multi-Site				
	Less than 25	25-99	100-499	500+	Total	Less than 25	25-99	100-499	500+	Total
<b>Usual hours worked</b>										
Management decides	47.4	54.1	46.8	48.8	48.4	55.2	47.3	39.6	35.1	51.9
After consultation	42.3	34.7	44.4	49.5	41.2	33.9	38.4	45.9	51.7	36.1
Both	9.1	6.7	5.2	1.7	8.6	9.9	12.0	11.2	9.6	10.5
Don't know	1.2	4.5	3.7	-	1.8	1.1	2.3	3.3	3.6	1.6
<b>Flexible working hours</b>										
Management decides	37.8	42.9	37.4	36.7	38.5	48.2	37.9	35.9	30.5	44.5
After consultation	48.4	47.1	52.9	61.5	48.3	37.7	48.2	52.6	58.9	41.6
Both	12.4	7.8	5.8	1.7	11.5	12.4	10.6	9.2	9.1	11.7
Don't know	1.5	2.3	3.9	-	1.7	1.7	3.3	2.3	1.6	2.2
<b>Working from home</b>										
Management decides	46.2	47.4	54.1	55.3	46.6	47.1	48.2	45.7	42.9	45.7
After consultation	13.0	13.5	26.0	23.5	13.4	13.9	19.0	25.1	38.1	16.2
Both	2.5	2.8	1.3	-	2.5	2.2	1.3	3.2	3.4	2.1
Don't know	38.3	36.3	18.6	21.2	37.4	36.7	37.4	26.0	15.5	36.0
<b>Provision of maternity leave</b>										
Management decides	38.1	46.5	45.5	39.2	39.6	47.1	46.9	43.5	42.5	46.8
After consultation	36.3	30.1	37.3	48.0	35.4	37.7	36.1	36.6	37.8	37.2
Both	6.3	11.2	0.9	3.2	6.9	5.5	6.6	6.7	5.0	5.9
Don't know	19.3	12.2	16.3	9.6	18.1	9.7	10.4	13.3	14.6	10.2
<b>Provision of parental leave and leave to care for others</b>										
Management decides	38.9	55.1	42.8	39.4	41.5	46.3	47.6	46.8	39.7	46.6
After consultation	41.7	27.9	44.2	54.2	39.6	38.6	37.6	38.6	44.8	38.4
Both	7.8	9.2	1.3	1.5	7.8	6.5	7.1	5.3	5.9	6.5
Don't know	11.6	7.8	11.7	4.9	11.0	8.5	7.7	9.4	9.6	8.4
Weighted Base	283626	53413	8831	621	346491	203190	79647	21113	2889	306840
Unweighted Base	374	254	197	66	891	277	438	577	312	1604

Base: All establishments where status of site is known (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 10.3**  
**How employers consult over work-life balance practices, by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
column percentage												
<b>Usual hours worked</b>												
Management decides	58.5	51.5	58.3	40.6	48.0	47.7	54.4	46.6	47.3	43.4	52.8	49.9
After consultation	32.9	33.6	38.9	37.8	38.7	38.4	39.5	38.7	41.5	47.1	38.6	38.7
Both	7.3	13.9	1.7	21.2	8.7	11.9	5.0	9.4	10.0	8.1	7.5	9.5
Don't know	1.2	1.0	1.0	0.4	4.7	2.0	1.0	5.2	1.1	1.4	1.1	1.9
<b>Flexible working hours</b>												
Management decides	48.2	42.5	46.9	40.6	34.2	38.1	39.0	44.9	45.3	33.7	43.6	41.2
After consultation	35.1	45.3	42.2	37.0	50.4	49.0	54.0	41.8	40.5	51.5	43.9	45.1
Both	15.7	11.6	8.4	21.5	11.3	11.1	4.0	12.4	10.2	14.5	9.0	11.5
Don't know	1.0	0.5	2.5	1.0	4.1	1.8	2.9	0.9	4.0	0.3	3.5	2.1
<b>Working from home</b>												
Management decides	47.3	39.8	48.4	44.3	47.5	44.5	48.8	50.7	43.6	49.7	43.4	46.1
After consultation	16.2	19.9	13.9	7.3	12.9	15.7	18.0	12.0	18.2	11.2	15.0	14.7
Both	1.1	4.1	1.3	6.5	0.6	3.8	1.6	0.2	2.5	1.6	2.2	2.3
Don't know	35.4	36.2	36.4	41.9	38.9	36.1	31.6	37.1	35.8	37.6	39.5	36.9
<b>Provision of maternity leave</b>												
Management decides	59.0	46.2	44.8	44.9	47.4	41.4	43.8	36.0	35.5	34.6	39.5	42.9
After consultation	19.4	33.5	34.3	33.9	27.2	40.6	38.5	39.6	41.3	43.7	43.7	36.2
Both	4.8	4.6	4.7	8.1	5.4	6.6	5.5	7.8	5.0	12.0	6.6	6.4
Don't know	16.8	15.7	16.2	13.1	20.0	11.3	12.3	16.6	18.1	9.7	10.3	14.6

**Table 10.3 (continued)**  
**How employers consult over work-life balance practices, by region**

	London	South East	Eastern	East Midlands	West Midlands	South West	North East	North West	Yorkshire & Humberside	Scotland	Wales	Total
<b>Provision of parental leave and leave to care for others</b>												
Management decides	58.8	45.0	48.5	48.6	48.0	36.4	49.1	41.7	40.1	30.7	39.1	43.8
After consultation	22.9	37.1	41.8	34.8	32.4	46.7	37.6	40.6	42.7	45.3	42.0	39.0
Both	7.3	6.2	7.0	9.6	7.3	6.4	4.8	5.3	4.6	15.5	6.6	7.2
Don't know	11.0	11.7	2.7	7.1	12.4	10.5	8.5	12.4	12.6	8.4	12.3	10.0
Weighted Base	46853	60079	62417	49961	70137	84385	58434	53696	59031	52541	57762	655295
Unweighted Base	252	260	265	209	211	263	222	263	208	185	162	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)



**Table 10.4**  
**Establishments' recognition of trade unions by industrial sector (summary)**

	Production	Services	Private Services	Public Services	column percentage Total
Union recognised	15.0	22.2	14.6	47.9	20.8
Union present but not recognised	1.6	1.5	1.4	1.9	1.5
Union present but don't know if recognised	0.5	0.2	0.2	0.1	0.2
No union presence	82.7	75.3	83.2	48.8	76.7
Don't know	0.1	0.8	0.7	1.3	0.7
Weighed Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 10.5a**  
**Establishments' recognition of trade unions by size of establishment**

	Number of Employees							column percentage
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
Union recognised	8.8	23.9	31.8	40.2	53.2	67.3	72.2	20.8
Union present but not recognised	0.2	2.2	2.2	3.4	6.8	4.7	3.8	1.5
Union present but don't know if recognised	0.3	-	-	1.0	1.0	0.3	0.6	0.2
No union presence	90.2	72.9	65.6	54.0	38.6	27.3	22.2	76.7
Don't know	0.5	1.0	0.4	1.5	0.5	0.4	1.3	0.7
Weighed Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)

**Table 10.5b**  
**Establishments' recognition of trade unions by size of establishment and status of site**

	Only Site					Multi-Site				
	Less than 25	25-99	100-499	500+	Total	Less than 25	25-99	100-499	500+	Total
Union recognised	7.6	21.2	59.1	68.3	11.1	24.0	43.3	58.0	73.0	31.8
Union present but not recognised	0.6	2.8	7.6	4.6	1.2	1.4	2.4	5.4	3.6	2.0
Union present but don't know if recognised	0.3	-	0.8	1.5	0.2	0.1	0.5	0.7	0.4	0.3
No union present	90.9	74.6	32.6	24.5	86.8	74.4	53.4	35.7	21.7	65.8
Don't know	0.6	1.4	-	1.1	0.7	-	0.3	0.1	1.3	0.1
Weighted Base	283626	53413	8831	621	346491	203190	79647	21113	2889	306840
Unweighted Base	374	254	197	66	891	277	438	577	312	1604

Base: All establishments where status of site is known (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 10.6**  
**Establishments' recognition of trade unions and work-life balance practices**

	Union recognised	Union present but not recognised	Union present but don't know if recognised	No union presence	Don't know	column percentage Total
Provides any WLB	99.2	100.0	*	97.1	*	97.4
Allows part-time to full-time	23.4	38.6	*	25.2	*	25.0
Allows full-time to part-time	38.8	50.8	*	34.4	*	35.6
Allows staff to vary hours	59.7	72.0	*	62.2	*	61.7
Allows working from home	29.9	33.1	*	20.2	*	22.5
Provides leave (other than bereavement leave)	94.6	84.8	*	74.2	*	78.6
Provides maternity or parental leave (above minimum requirement)	11.8	18.4	*	5.1	*	6.7
Provides facilities (other than workplace counselling)	36.5	13.1	*	15.7	*	20.0
Provides all WLB	0.8	3.0	*	0.1	*	0.3
Provides at least 4 WLB practices	41.9	34.4	*	59.3	*	55.0
Provides more than 4 WLB practices	57.3	65.6	*	37.8	*	42.4
Weighed Base	136210	10122	1615	502858	4490	655295
Unweighted Base	1110	81	12	1279	18	2500

Base: All establishments (establishment weighted base)

\* Less than 0.05%

Source: WLB 2000: Employer Survey (IER/IFF)



# 11. ATTITUDES, ADVANTAGES AND DISADVANTAGES

## 11.1. INTRODUCTION

This chapter considers the extent to which employers and employees benefit from implementing the various practices which have been discussed in this report as well as their attitudes towards work-life balance. The findings are based on a series of normative questions which asked employers about the advantages and disadvantages of implementing work-life balance practices. A comparison between what employees and head offices think about these practices is provided whenever possible.

## 11.2 ATTITUDES TO WORK-LIFE BALANCE

Employers and employees were asked to agree or disagree with a series of statements about work-life balance. Their responses revealed a high level of support for work-life balance (see Table 11.1).

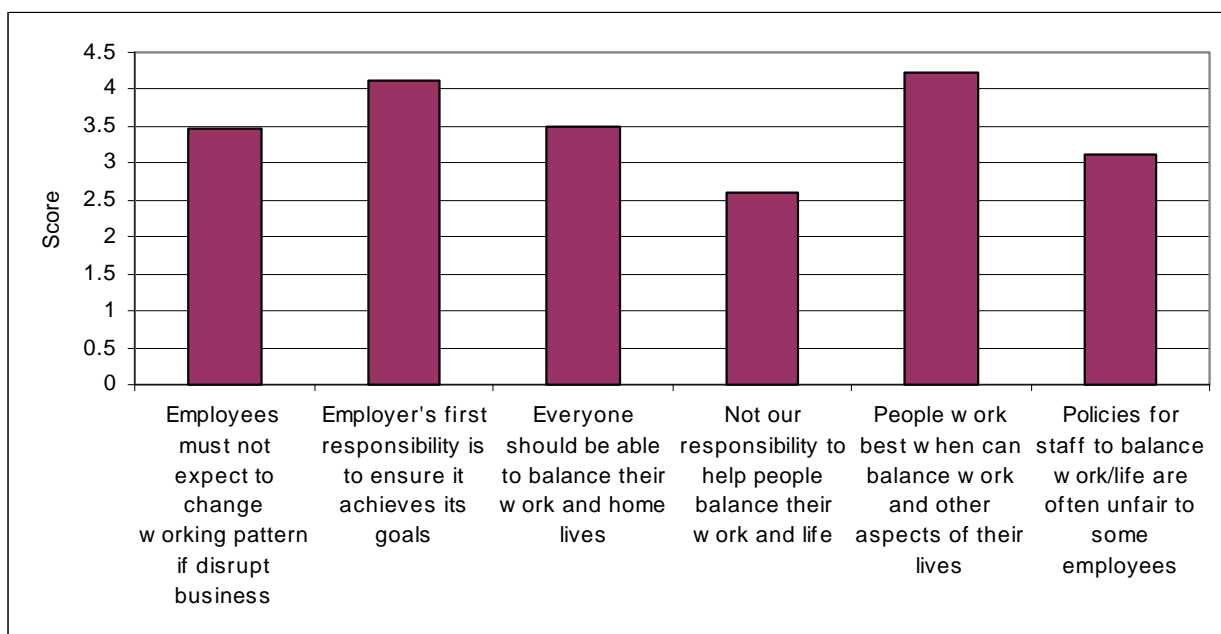
Employers recognised that *'everyone should be able to balance work and home in the way they want'* (62 per cent), and also accepted that the employer has a *'responsibility to help people balance work and other aspects of their lives'* (59 per cent). At the same time they held the view that *'the employer's first responsibility has to be to ensure that the organisation meets its goals'* (85 per cent). Around 91 per cent of employers agreed that *'best when they can balance their work and the other aspects of their lives'*. These views were not uniform across all sectors.

Employees, like employers, recognised that their employer's first responsibility was to ensure that the organisation achieved its business goals, but at the same time agreed that everyone had the right to balance their work and home lives in the way they wanted. Approximately 80 per cent of employees agreed with the statement that: *'everyone should be able to balance their work and home lives in the way they want'*. Conversely, only 36 per

cent of employees agreed that it was ‘not the employer’s responsibility to help people balance their work with other aspects of their lives’.

A score was constructed taking the value 5 if respondents strongly agreed with statements about work-life balance, down to 1 if respondents strongly disagreed. *Figure 11.1* shows the average score for each statement from employers. *Tables 11.2 and 11.3* show how the average scores varied according to the industrial sector and the size of the establishment, respectively. Employers in the production sector and smaller establishments both had higher than average scores for the less favourable statements compared to the service sector and larger establishments, and lower than average scores in respect of favourable statements. However, the differences between sectors were not large.

**Figure 11.1**  
Average attitude scores of employers with respect to statements about work-life balance



Base: All establishments (excluding those answering ‘don’t know’) (establishment weighted)  
Source: WLB 2000: Employer Survey (IER/IFF)

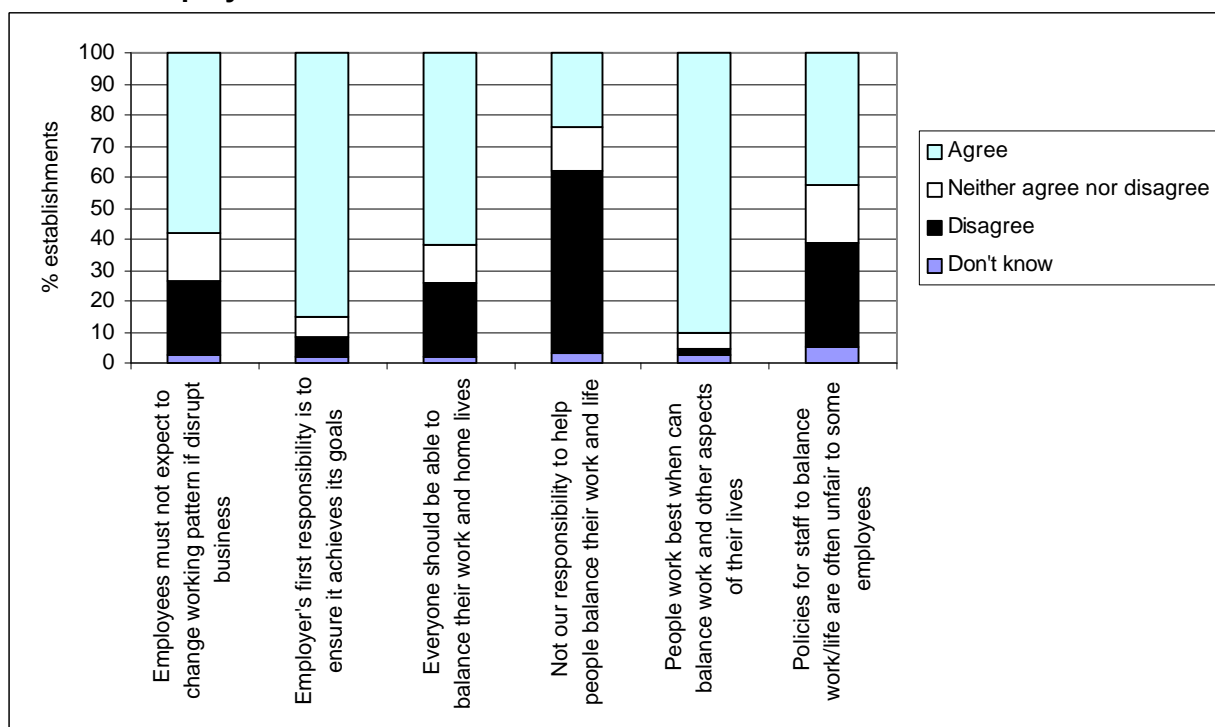
*Figure 11.2* shows the degree of agreement with subjective statements relating to the desirability of work-life balance practices. *Figure 11.3* is similar to *Figure 11.2*, showing the situation in head offices. Compared to the proportion of establishments agreeing with each of the statements, greater proportions of respondents in head offices agreed that everyone should be able to balance their work and home lives and that the employer’s first responsibility is to achieve its goals. A similar proportion of employers agreed that people work best when they can balance their home and work lives, and lower proportions of people agreed with the rest of the statements. Overall, while employers at establishment level were supportive of work-life balance principles, those in head offices appeared even more supportive.

Favourable attitudes to work-life balance appear positively related to the extent to which employers were already making such working arrangements available. From *Table 11.4* it can be seen that employers who provided at least four work-life practices<sup>51</sup> were more likely

<sup>51</sup> One of: being allowed to vary hours of work, a flexible working time arrangement other than part-time employment, allow working at home, provision of maternity or parental leave over the legal minimum, other forms of leave, workplace facilities excluding counselling.

to agree that everyone should be able to balance their lives and to dispute that they do not have a responsibility in helping their employees to achieve work-life balance. Such employers were also more likely to think that their first responsibility is to ensure that the organisation achieves its goals. This suggests that achieving business goals and achieving work-life balance are not necessarily contradictory aims. Employers with a significant involvement in work-life balance practices were also slightly less likely to think that employees must not expect to be able to change their work pattern if this affects the business, and more likely to think that people work best when they can balance their lives. Those respondents whose establishments had less than four work-life practices were the most likely to think that policies to help staff balance their lives were often unfair.

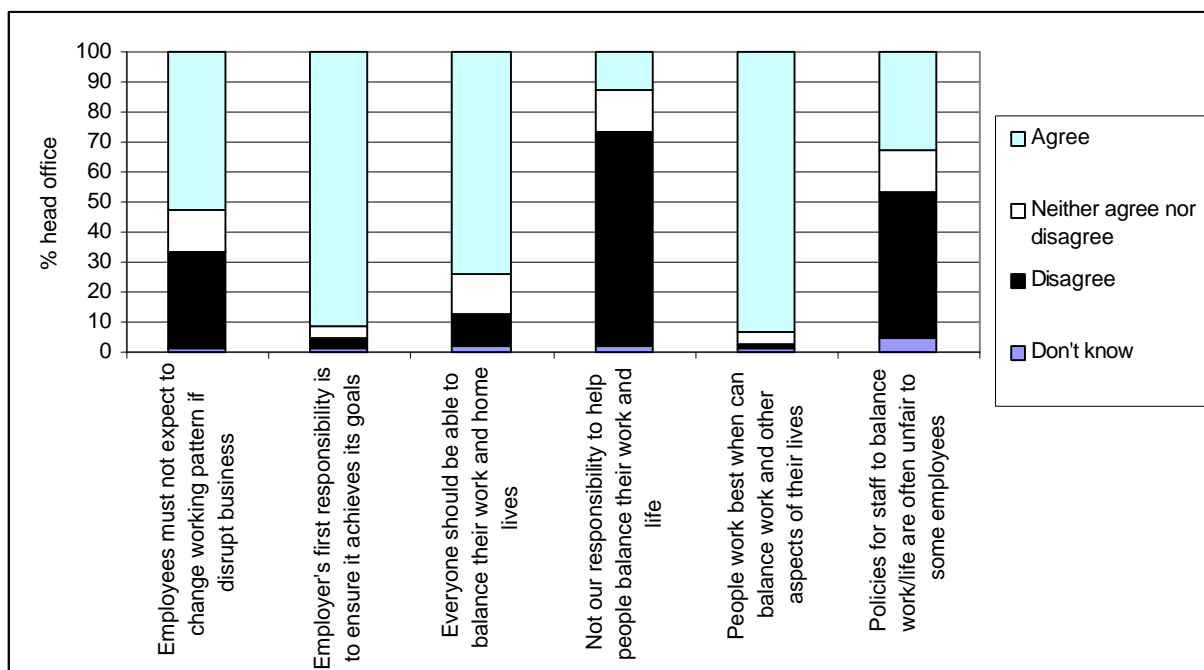
**Figure 11.2**  
**Employers' attitudes towards work-life balance at establishment level**



Base: All establishments (establishment weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)



**Figure 11.3**  
**Head offices' attitudes towards work-life balance at head office level**



Base: All head offices

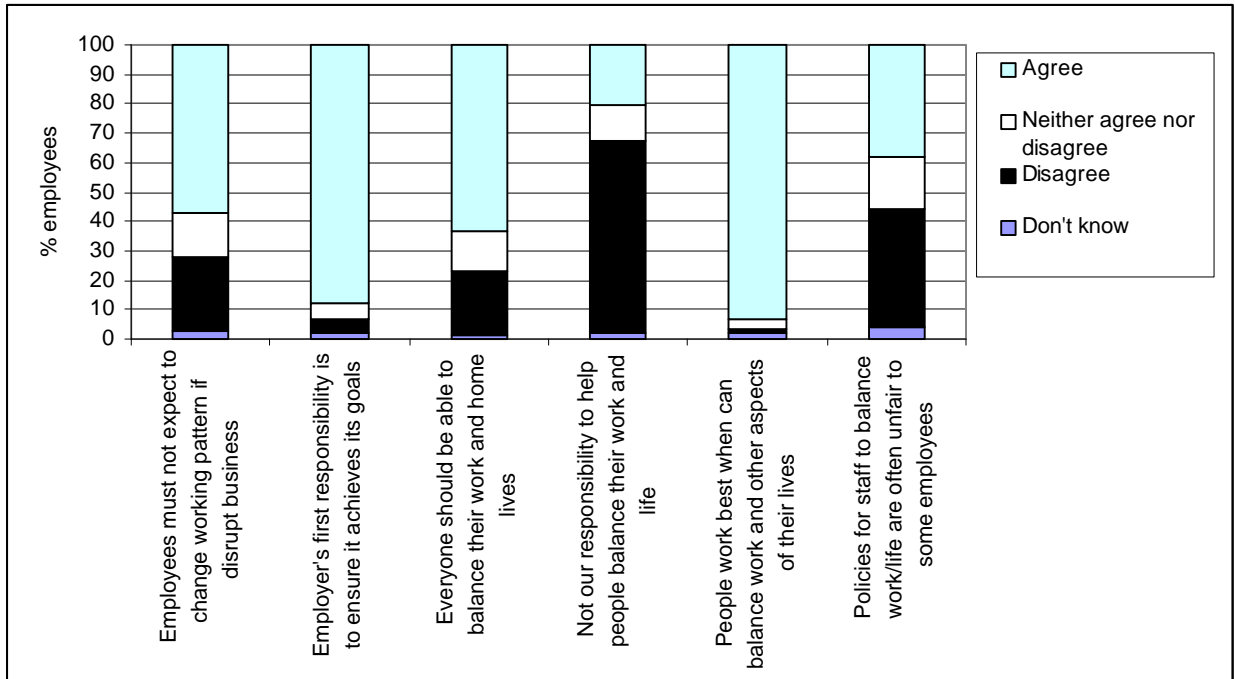
Source: WLB 2000: Head Office Survey (IER/IFF)

Comparing establishments with 500 or more employees and those with less than 25 employees, it was evident that large establishments were more likely to think that everyone should be able to balance their lives and work best when they can do that. However, large employers were also more likely to think that their first responsibility is to make sure that the organisation achieves its goals. They were less likely to think that employees must not expect to be able to change their hours if this disrupt the business (probably because it concerned them less). Finally, they were less likely to think that work-life balance policies were unfair to other employees and that it is not their responsibility to help people balance their lives. Overall, large establishments appeared more favourably disposed towards work-life balance principles.

Comparing the production and service sectors, it is apparent that employers in the service sector were more likely to think that all employees should be able to balance their lives and think that people work best when they can do that. Employers in the service sector were less likely to think that work-life balance policies were unfair to some employees. Comparison of employer attitudes in private and public services suggests that any differences were small.

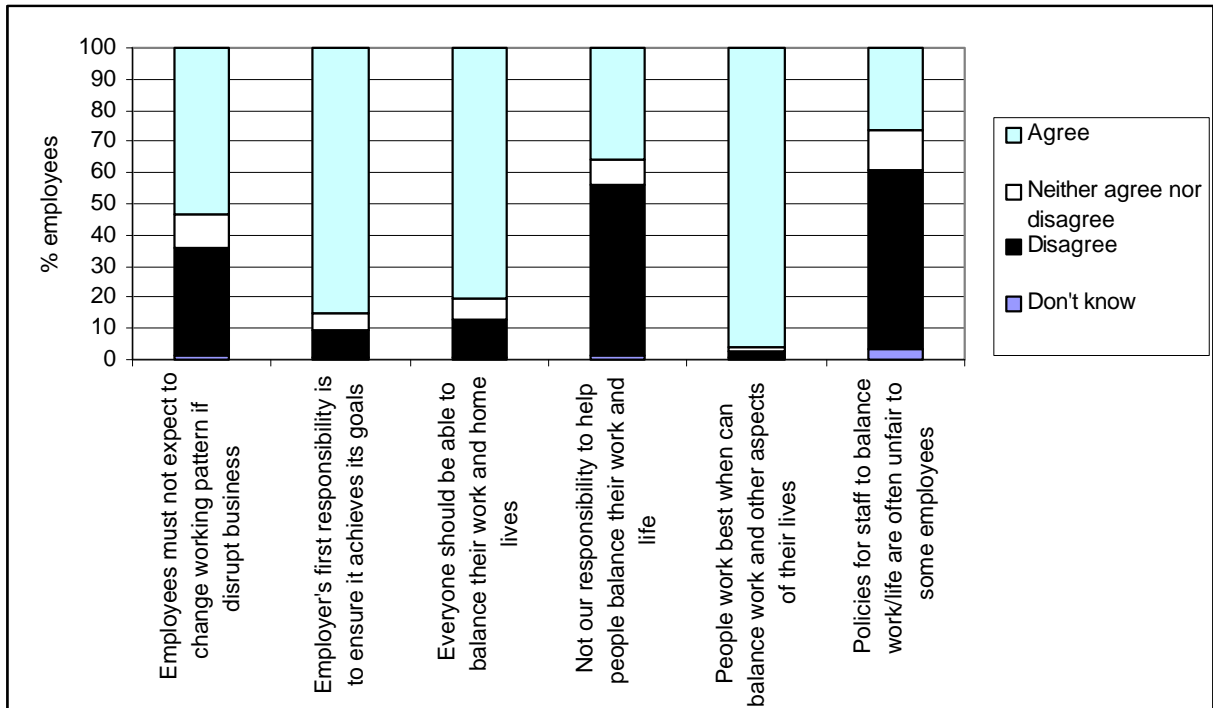
*Figure 11.4* is similar to *Figure 11.2* except that it uses the employee-weighted data. It indicates that employers covering more than 90 per cent of employees agreed with the idea that people work best when they can balance their work and other aspects of their lives. This is very similar to the findings of the Employee Survey (*Figure 11.5*). It thus appears that employers and employees agree on the priority of achieving organisational goals but differ in respect of the extent to which the employer is responsible for achieving work-life balance. For instance, around 57 per cent of employees had employers who thought that employees must not expect to change their work pattern if this would disrupt the business. This corresponds to the proportion of employees agreeing with this statement.

**Figure 11.4**  
**Employers' attitudes towards work-life balance (employee weighted base)**



Base: All establishments (employee weighted base)  
 Source: WLB 2000: Employer Survey (IER/IFF)

**Figure 11.5**  
**Employees' attitudes towards work-life balance**



Base: All employees (weighted base)  
 Source: WLB 2000: Employee Survey (IER/IFF)

In general employees appear less concerned than employers about potential unfairness arising from work-life balance practices. The Employee Survey found that around 26 per cent of employees thought that work-life balance policies were unfair to people like them. This was significantly lower than the nearly 40 per cent of employees covered by establishments where managers agreed that work-life balance policies might be unfair to some employees. However, workers at a potential disadvantage in the labour market were more sensitive to the potential unfairness of work-life balance practices.

Selected groups of employees who were thought to be at some disadvantage in the labour market were chosen for analysis: those with caring responsibilities, employees with disabilities, those with a temporary employment contract, and lone parents. Depending upon the context, work-life balance practices in the workplace may potentially disadvantage or advantage these groups of employees. *Table 11.5* indicates that employees from the selected disadvantaged groups were no more likely than other employees to believe that work-life balance practices were unfair to them (the exception was employees in temporary employment). The only exception to this was with reference to disabled employees. Around 34 per cent of people with disabilities (as defined in chapter 12) believed that such working arrangements were unfair to them, compared to only 25 per cent of people without disabilities.

### **11.3 ADVANTAGES AND DISADVANTAGES**

The Employer Survey included two questions related to the advantages and disadvantages of work-life balance practices. First, employers were asked to indicate the main advantages and disadvantages of work-life balance practices. The question was open-ended and respondents were free to say anything they wished. Second, they were presented with a series of ten statements about the effects of work-life balance practices on business, and they were asked whether they agreed with them or not. This section reviews responses to these questions.

#### **11.3.1 From improving the well-being of staff...**

*Tables 11.6 and 11.7* show the main responses that employers gave when asked to list the advantages and disadvantages of work-life balance practices. These tables suggest that there are more advantages than disadvantages: around 55 per cent of employers (covering 68 per cent of employees) find at least one advantage from these practices, while 31 per cent (covering 41 per cent of employees) find at least one disadvantage.

The main advantage of work-life balance (referred to by 42 per cent of establishments) was having happier staff (these establishments covered around 49 per cent of employees). Around 17 per cent of establishments found at least one additional advantage (other than having happier staff) from work-life balance practices. Only around 11 per cent of establishments could not find any benefit at all. The main disadvantage of work-life balance practices (pointed out by 10 per cent of establishments) was shortages of staff (these establishments covered 12 per cent of employees). Significantly, around 29 per cent of establishments found no disadvantages.

*Table 11.8* shows that among those who reported at least one disadvantage, 75 per cent also reported at least one advantage: those who pointed out disadvantages were likely to also report advantages. Only 14 per cent of those reporting at least one disadvantage said that there were no benefits at all to implementing work-life balance practices.

*Table 11.9* shows that the proportion of employers who found both advantages and disadvantages to work-life practices increased with the number of practices that were implemented. It appears that when employers implemented these practices, they were more

likely to have an opinion about them. In addition, employers who had implemented at least four practices were less likely to find no benefit at all than those who implemented fewer practices.

This pattern is repeated when distinguishing for the size of the establishment. For example, among establishments with more than 500 employees, 48 per cent (90 per cent) of those implementing more than 4 work-life balance practices found at least one disadvantage (advantage) against 37 per cent (66 per cent) of those implementing less than 4 practices. Larger establishments were found to be more likely than smaller ones to find advantages and disadvantages to work-life practices. For instance, 25 per cent (48 per cent) of establishments with 5 to 10 employees found at least one disadvantage (advantage) compared to 46 per cent (86 per cent) of establishments with 500 employees or more. This is only partly linked to the fact that larger establishments were also more likely to have implemented these practices. Large establishments were also less likely to have found no benefit at all. The Employer Survey shows that 4 per cent of large establishments (500 employees or more) found no benefit at all, compared to 13 per cent of establishments with 5 to 10 employees.

Establishments in the service sector (particularly the public sector) were more likely to identify advantages and disadvantages compared to establishments in the production sector. Public sector establishments were less likely to find no benefit at all compared to other sectors. 13 per cent of establishments in the production sector found no benefit to work-life balance practices, compared to 4 per cent of establishments in the public service sector. In addition, in each sector, those establishments implementing at least 4 work-life balance practices were more likely to identify advantages and disadvantages than those providing less than 4 practices. They were also less likely to find no benefit at all. For example, 67 per cent (82 per cent) of establishments providing more than 4 practices in the production sector (service sector) found at least one advantage to them. In comparison, only 44 per cent (54 per cent) of those providing less than 4 practices in the production sector (service sector) did.

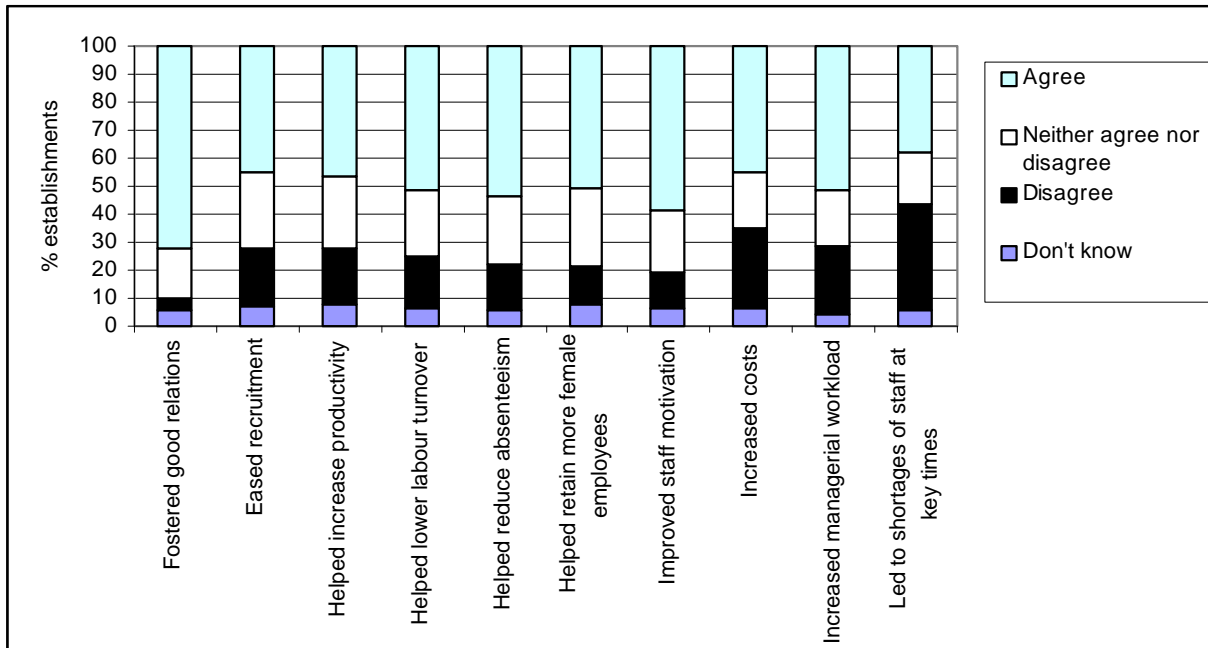
### **11.3.2 ... to improving the company's performance**

Employers were asked whether they agreed or not with a series of ten statements relating to the effects that work-life balance practices might have had on their company (see *Figure 11.6*). Overall, respondents agreed with the idea that work-life balance practices improved certain aspects of work. In particular, 72 per cent agreed that they improved work relations (only 4 per cent disagreed with this statement). In addition, 58 per cent of employers thought that they improved staff motivation and commitment. Around 52 per cent of employers agreed that they helped lower labour turnover, reduce absenteeism, and retain female employees.

These positive aspects of employers' experience of work-life balance do not translate into clear-cut increases in productivity (46 per cent of respondents in establishments agreed but nearly 20 per cent disagreed with this statement). On the down side, a significant proportion of respondents (51 per cent) thought that implementing these practices led to increased workloads for managers and 45 per cent of employers thought that it increased costs. Finally, 38 per cent thought that they led to shortages of staff at key times, this is significant, although 38 per cent of them also disagreed with this.

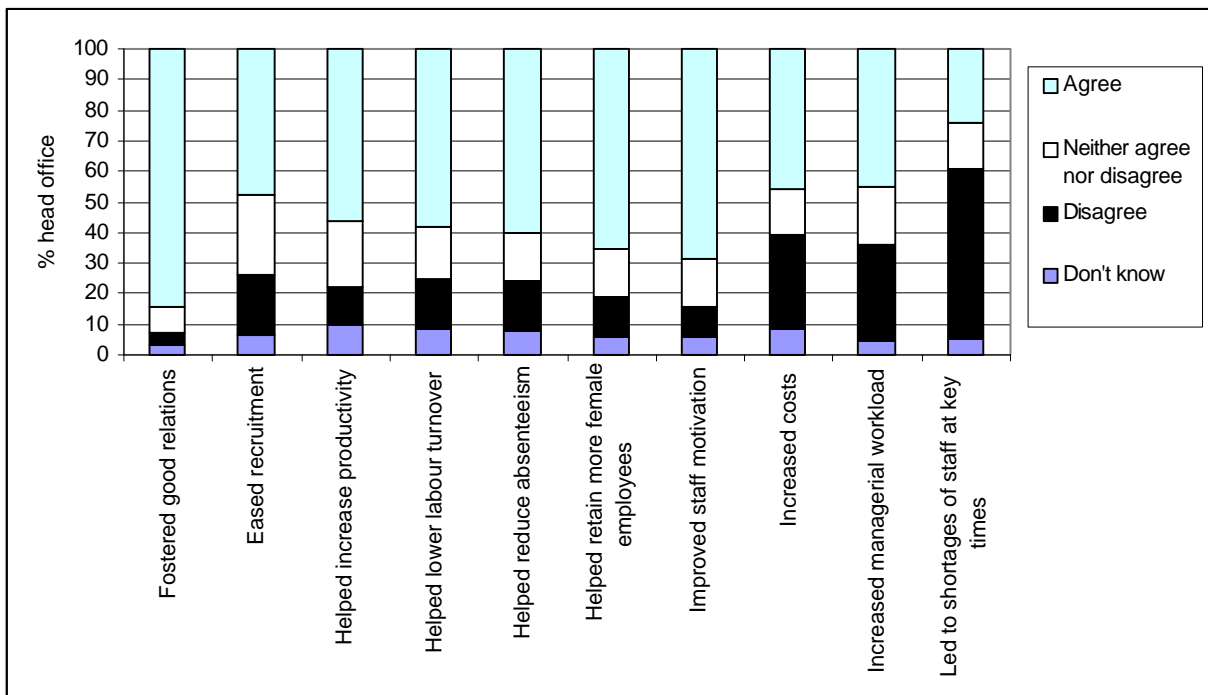
Compared with the Employer Survey, greater proportions of respondents in the Head Office Survey agreed with positive statements and far more disagreed with negative statements (see *Figure 11.7*).

**Figure 11.6**  
**Employers' beliefs regarding the effects of work-life balance practices**



Base: All establishments (establishment weighted).  
 Source: WLB 2000: Employer Survey (IER/IFF)

**Figure 11.7**  
**Head office beliefs regarding the effects of work-life balance practices**



Base: All Head offices.  
 Source: WLB 2000: Head Office Survey (IER/IFF)

It is possible to distinguish between establishments according to the degree to which work-life balance practices were implemented (see *Table 11.10*). It appears that those who did not implement any such practices were more likely to have no opinion (*i.e.* neither agreed nor disagreed) regarding the statements about work-life balance. Those who provided several work-life practices (at least four), seemed more likely to agree with positive statements than those who provided less than four and more likely to disagree with negative statements<sup>52</sup>.

Some psychologists argue that long hours and stress at work lead to serious health problems (such as depression) and in any case lead companies to lose money through employees' sickness and decreased efficiency. It has already been noted that work-life balance practices are associated with happier and more committed staff. It is interesting to look at the proportion of working days lost in sickness or absence<sup>53</sup>. In theory, one would expect that establishments that have implemented work-life balance practices lose the least days. The data are limited however given that it is not known for how long practices have been in place.

*Table 11.11* shows the relation between the proportion of days lost through employee sickness or absence and the provision of work-life practices. The evidence collected from the Employer Survey provides some indicative evidence of the relationship between work-life balance practices and its impact on absenteeism. It must be borne in mind that a limited amount of information was collected on absenteeism: respondents were asked simply to supply the aggregate number of days lost or the percentage of days lost over the previous 12 months. For this reason the findings are tentative and provided simply to shed some light on the relationship between work-life balance and absenteeism. The results reveal that establishments providing at least 4 work-life balance practices were slightly more likely to lose days of work than those which provided less than four practices.

#### **11.4. CONCLUSION**

Employers who had adopted work-life balance practices were more likely to have positive attitudes to work-life balance. These employers were also more likely to agree that an employer's first responsibility was to ensure that the organisation achieved its goals. They did not seem to regard achieving business goals and achieving work-life balance as contradictory aims.

Establishments that implemented the most work-life balance practices found more advantages in these, in particular, they reported happier staff. When prompted with various outcomes they recognised both the negative and positive aspects of implementing these practices. Results from the Head Office Survey suggest that the favourable views of establishments were shared at higher levels of management. Small establishments tended to be more negative towards work-life balance practices. However, when prompted, smaller establishments reported no more disadvantages than others. Looking at the detail, it appears that amongst the small establishments that had implemented work-life balance practices, large proportions identified positive outcomes, such as better work relations or improved staff motivation.

The patterns in the data tend to indicate that, overall, employers recognised the utility of work-life balance practices. It is interesting to note, however, that those who had

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<sup>52</sup> Those are the following: led to staff shortages, increased costs, and increased managerial workload. The rest of the statements are considered to be "positive".

<sup>53</sup> Employers were asked what proportion of working days was lost through employees sickness or absence over the previous 12 months.

implemented such practices appeared to be more enthusiastic about them, but were also more critical. This indicates that a significant proportion of employers who had not implemented many or any of the practices were unaware of their effects and sometimes wary of making any judgements.

When the Employee Survey is compared to the Employer Survey, it appears that the results are consistent: the proportion of employees agreeing with statements is only slightly different from the proportion of employees covered by establishments agreeing with the relevant statements. In addition, there is evidence that, although a minority of employees and employers think that work-life balance policies are unfair to some people, people with special needs (carers, lone parents and, in particular, people with disabilities) were proportionally more likely to think so.

**Table 11.1**  
**Support from employers and employees for work-life balance**

	row percentages						
	Agree Strongly	Agree	Neither Agree Nor Disagree	Disagree	Disagree Strongly	Don't Know	Total
<b>Employers</b>							
Everyone should be able to balance their work and home lives	13	49	12	22	2	2	100
The employer's first responsibility has to be to ensure that the organisation achieves its goals	30	55	6	6	0	2	100
Employees must not expect to be able to change their working pattern if to do so would disrupt the business	12	47	15	23	1	3	100
It is not our responsibility to help people balance their work with other aspects of their lives	4	21	14	50	9	3	100
People work best when they can balance their work and the other aspects of their lives	31	60	5	2	0	3	100
Policies that help staff balance work and other interests are often unfair to some employees	5	38	19	31	3	5	100
<b>Employees</b>							
Everyone should be able to balance their work and home lives	35	46	7	11	1	1	100
The employer's first responsibility has to be to ensure that the organisation achieves its goals	32	53	6	8	1	1	100
Employees must not expect to be able to change their working pattern if to do so would disrupt the business	13	41	10	28	6	2	100
It is not the employer's responsibility to help people balance their work with other aspects of their lives	7	29	8	42	14	1	100
People work best when they can balance their work and the other aspects of their lives	56	40	2	2	0	1	100
Policies that help staff balance work and other interests are unfair to people like me	6	20	13	45	12	4	100

Base: All workplaces (weighted base: 655295) /All Employees (weighted base: 7562)

Source: WLB 2000: Employer and Employee Surveys (IER/IFF)



**Table 11.2**  
**Average score by sector**

	column percentage				
	Production	Service	Private Services	Public Services	Total
Everyone should be able to balance their work and home lives	3.38	3.54	3.51	3.62	3.52
The employer's first responsibility has to be to ensure that the organisation achieves its goals	4.11	4.10	4.08	4.19	4.10
Employees must not expect to be able to change their working pattern if to do so would disrupt the business	3.57	3.43	3.44	3.39	3.44
It is not our responsibility to help people balance their work with other aspects of their lives	2.84	2.53	2.57	2.40	2.56
People work best when they can balance their work and the other aspects of their lives	4.09	4.26	4.23	4.38	4.24
Policies that help staff balance work and other interests are often unfair to some employees	3.19	3.09	3.11	3.03	3.10
Weighted Base	126031	529264	408956	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 11.3**  
**Average score by size of establishments**

column percentages

	Number of employees							Total
	5-10	11-24	25-49	50-99	100-199	200-499	500+	
Everyone should be able to balance their work and home lives	3.56	3.39	3.52	3.62	3.53	3.51	3.60	3.51
The employer's first responsibility has to be to ensure that the organisation achieves its goals	4.06	4.13	4.13	4.18	4.18	4.19	4.20	4.11
Employees must not expect to be able to change their working pattern if to do so would disrupt the business	3.43	3.55	3.38	3.47	3.37	3.41	3.29	3.46
It is not our responsibility to help people balance their work with other aspects of their lives	2.63	2.57	2.64	2.47	2.41	2.23	2.28	2.59
People work best when they can balance their work and the other aspects of their lives	4.20	4.23	4.23	4.33	4.32	4.32	4.32	4.23
Policies that help staff balance work and other interests are often unfair to some employees	3.15	3.13	3.01	3.02	3.05	2.99	2.79	3.11
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 11.4**  
**Provision versus opinion**

column percentages

		Provision of work-life balance practices			Total
		None	Less than four	At least four	
Everyone should be able to balance their work and home lives	Agree	35.9	58.8	68.2	62.2
	Neither agree nor disagree	26.6	13.8	9.3	12.2
	Disagree	27.9	25.4	20.9	23.6
Employers first responsibility has to be to ensure that the organisation achieves its goals	Agree	75.9	84.4	87.2	85.3
	Neither agree nor disagree	13.0	7.6	3.8	6.1
	Disagree	1.5	5.9	7.6	6.5
Employees must not expect to be able to change their working pattern if to do so would disrupt the business	Agree	64.0	63.3	51.3	58.3
	Neither agree nor disagree	24.8	14.1	16.2	15.3
	Disagree	1.6	19.7	30.8	23.9
It is not our responsibility to help people balance their work with other aspects of their lives	Agree	41.2	25.9	20.9	24.2
	Neither agree nor disagree	33.0	16.4	10.1	14.2
	Disagree	16.2	53.8	67.6	58.7
People work best when they can balance their work and the other aspects of their lives	Agree	72.6	89.0	93.7	90.5
	Neither agree nor disagree	5.1	7.1	1.9	4.8
	Disagree	3.0	2.0	2.0	2.1
Policies that help balance work and other interests are often unfair to some employees	Agree	47.5	45.6	39.6	42.3
	Neither agree nor disagree	32.4	20.3	17.1	19.3
	Disagree	10.5	28.8	41.1	33.5
Weighted base		17350	360402	277542	655295
Unweighted base		27	1049	1424	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 11.5**  
**Fairness according to people with special needs**

row percentages

	Policies that help staff balance work and other interests are unfair to people like me.				Weighted Base	Unweighted Base
	Agree	Neither agree nor disagree	Disagree	Don't know		
Carers	27.2	12.6	56.9	3.3	949	1000
Not a carer	25.9	13.1	67.5	3.5	6613	6562
With disabilities	33.8	11.3	51.5	3.3	515	524
Without disability	25.5	13.2	57.8	3.5	7047	7038
Temporary employment contract	25.9	13.4	56.8	3.9	445	439
Not temporary	26.0	13.1	47.4	3.5	7117	7123
Lone parent	29.8	12.4	54.8	2.5	516	562
Not lone parent	25.7	13.1	67.5	3.6	7046	7000
Total	26.1	13.1	57.3	3.5	7562	7562

Base: All employees

Source: WLB 2000: Employee Survey (IER/IFF)

**Table 11.6**  
**Main advantages of work-life balance practices**

	column percentages	
	Employee Weighted	Establishment Weighted
Happier staff/ workforce	48.8	42.5
Greater flexibility for staff	4.9	4.6
Attracts staff / easier recruitment	3.5	1.0
Staff retention / staff turnover	5.3	2.1
Any advantage other than above four	15.6	10.7
Any advantage	67.7	54.9
Any advantage other than happier staff	26.2	17.1
Not really applicable/ Few practices in place	16.6	26.4
No benefits at all	8.3	11.5
Weighted base	80364	655295
Unweighted base	2500	2500

Base: All establishments

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 11.7**  
**Main disadvantages of work-life balance practices**

	column percentages	
	Employee Weighed	Establishment Weighted
Some sections are left short of staff / uncertainty of staff cover / puts pressure on others	11.9	10.1
Hard to operate - time and planning for managers / takes a lot of organising	9.0	4.7
Expensive to operate / increased costs	6.1	4.4
Any disadvantage other than above three	18.0	14.4
Any disadvantage	40.8	31.4
No disadvantages	26.7	29.0
Not really applicable/ Few practices in place	18.3	28.0
Weighted base	80364	655295
Unweighted base	2500	2500

Base: All establishments

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 11.8**  
**Disadvantages versus advantages**

		column percentages			
		Any disadvantage		No disadvantages	
		No	Yes	No	Yes
Any advantage	No	54.4	24.9	52.6	27.0
	Yes	45.6	75.1	47.4	73.0
No advantages	No	89.6	86.2	88.9	87.6
	Yes	10.4	13.8	11.1	12.4
Weighted base		449454	205840	464932	109363
Unweighted base		1481	1019	1817	683

Base: all establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 11.9**  
**Provision versus advantages and disadvantages**

column percentages

		Provision of work-life balance practices			Total
		none	less than 4 practices	At least 4 practices	
Any disadvantages	no	74.9	73.7	61.5	68.6
	yes	25.1	26.3	38.5	31.4
Any advantages to flexibility apart from happier staff	No	97.0	89.0	74.0	82.9
	yes	3.0	11.0	26.0	17.1
Any advantages to flexibility	no	87.0	53.5	31.6	45.1
	yes	13.0	46.5	68.4	54.9
No benefits at all	No	99.7	85.6	91.6	88.5
	Yes	0.3	14.4	8.4	11.5
No disadvantages	No	85.0	72.3	68.3	71.0
	Yes	15.0	27.7	31.7	29.0
Weighted base		17350	360402	277542	655295
Unweighted base		27	1049	1424	2500

Base: All establishments (establishment weighted base)

Note: Practices are: allowed to vary hour; provides flexible working arrangement; allows moving from part-time to full-time; allows to work at home; provides leave (other than bereavement or territorial army leave); provides maternity of parental leave over legal minimum; provides care facilities (other than workplace counselling).

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 11.10**  
**Provision versus outcomes**

column percentages

		Provision of balance practices			
		none	less than four	At least four	Total
Eased recruitment	Agree	22.1	40.2	53.1	45.2
	Neither agree nor disagree	54.3	31.5	19.1	26.8
	Disagree	14.8	20.0	22.1	20.8
	Don't know	8.8	8.3	5.7	7.2
Fostered good relations	Agree	34.7	67.7	80.1	72.1
	Neither agree nor disagree	45.2	21.6	12.1	18.2
	Disagree	3.0	4.5	3.2	3.9
	Don't know	17.2	6.2	4.6	5.8
helped lower labour turnover	Agree	20.7	45.3	61.8	51.7
	Neither agree nor disagree	59.2	28.0	15.8	23.7
	Disagree	9.9	19.5	16.5	18.0
	Don't know	10.2	7.2	5.8	6.7
helped reduce absenteeism	Agree	21.0	47.3	63.4	53.4
	Neither agree nor disagree	43.3	28.5	17.5	24.2
	Disagree	25.6	18.1	14.6	16.8
	Don't know	10.2	6.2	4.5	5.6
helped retain more female employees	Agree	15.7	42.8	63.1	50.7
	Neither agree nor disagree	57.7	32.4	19.7	27.7
	Disagree	9.4	15.6	11.9	13.9
	Don't know	17.2	9.2	5.3	7.8
Helped increase productivity	Agree	11.0	42.6	52.9	46.2
	Neither agree nor disagree	38.3	27.6	23.4	26.1
	Disagree	33.5	21.2	17.2	19.8
	Don't know	17.2	8.6	6.4	7.9
Increased managerial workload	Agree	25.4	48.6	56.1	51.2
	Neither agree nor disagree	46.5	24.3	13.3	20.3
	Disagree	19.3	21.7	27.2	24.0
	Don't know	8.8	5.4	3.4	4.6
Increased costs	Agree	40.1	44.4	45.7	44.8
	Neither agree nor disagree	37.6	23.8	14.5	20.3
	Disagree	13.5	25.2	33.8	28.5
	Don't know	8.8	6.6	6.0	6.4
Improved staff motivation	Agree	34.0	53.9	66.1	58.5
	Neither agree nor disagree	43.7	25.2	17.5	22.4
	Disagree	13.5	13.3	12.4	12.9
	Don't know	8.8	7.6	4.1	6.1
led to shortages of staff at key times	Agree	23.7	37.7	39.0	37.9
	Neither agree nor disagree	45.3	22.1	12.2	18.5
	Disagree	13.8	33.7	44.6	37.8
	Don't know	17.2	6.6	4.2	5.9
Weighted base		17350	360402	277542	655295
Unweighted base		27	1049	1424	2500

Base: All establishments (establishment weighted)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 11.11**  
**Provision versus days lost through sickness or absence**

column percentages

		Provision of work-life balance practices		
		Less than 4	At least 4	Total
Proportion of working days lost through employees sickness or absence	None	52.3	50.2	51.4
	1 to 2 per cent	19.1	16.4	17.9
	3 to 4 per cent	8.0	9.1	8.5
	5 to 6 per cent	9.6	13.7	11.3
	7 per cent or more	10.9	10.6	10.8
Weighted base		377752	277542	655295
Unweighted base		1076	1424	2500

Base: All establishments (establishment weighted)

Source: WLB 2000: Employer Survey (IER/IFF)





# 12. GROUPS IN THE WORKFORCE WITH SPECIAL NEEDS

## 12.1 INTRODUCTION

Previous sections examined aspects of working practices from the point of view of the employing establishments or from the general perspective of employees. This section takes a rather different look at working practices. It considers working practices and work-life balance from the position of specific groups of individuals who may have special need for work-life balance practices. In some instances the special need arises because of an acute demand on their time outside of the workplace, as with parents or those caring for the sick or disabled. In cases such as these, the individual has a more acute need to find ways of achieving a balance between their work and their other responsibilities. In other cases, the issue is one of disadvantage in the labour market. Labour market disadvantage can limit participation in the labour market and restrict job opportunities with consequent adverse impacts on pay and employment stability. However, disadvantage may also be associated with both a greater need for flexibility in working arrangements (for instance, as the result of long-term illness or disability) and greater difficulty in achieving such flexibility (as is likely in the case of workers on temporary or casual employment contracts). Striking a balance between personal and domestic needs and the requirements of employment may thus be more difficult for some groups of employees than it is for other workers.

This section considers the following groups:

- parents (in particular, lone parents);
- those caring for others through sickness or disability;
- people with a disability or long-term health problem;
- employees in temporary jobs or on fixed term contracts.

The evidence in this section is drawn from the Employee Survey as this source provides data on the personal characteristics of individual respondents and allows the groups of interest to be identified. Data collected by the Employer Survey is not appropriate since much of the information collected relates to establishment employment in general, or to general policy and practice rather than to individual employees. In any event, many employers are likely to be 'blind' to the personal circumstances of their employees. They may simply be unaware of such matters, or consider them a personal matter for the individual and as irrelevant to the job.

## 12.2 PARENTS

Parental responsibilities are onerous. Pre-school children, especially babies, require almost constant attention. Older children, while more independent, need to be taken and collected from school and looked after out of school hours and during school holidays. Although some of these childcare needs can be met through the marketplace by means of childminders, nurseries and other provision, such childcare may be unaffordable for many parents. In any case, some childcare responsibilities, such as looking after children who are ill or attending school to discuss a child's education, inevitably fall upon parents. Thus, working parents (especially those with young children) are likely to have an acute need for working arrangements that allow them to strike a balance between the demands of their jobs and their parental responsibilities. In many instances, this need will be unpredictable, such as when needing to take leave to look after children who are ill. Parents are, consequently, a group of employees with special need of working arrangements that facilitate work-life balance.

For the purpose of analysis in this report, a 'parent' is defined as someone who lives in a household with 'responsibility' for one or more children aged 16 or under (or aged 18 or under if the young person was still in full-time education)<sup>54</sup>. This definition thus embraces all employees who lived in a households having responsibility for children (and where a need for childcare can be deemed to exist) irrespective of the respondents precise relationship to the child(ren). The definition excludes respondents whose children no longer live at home and those with older children living at home but of an age where they can be regarded as independent or their parents. In the discussion that follows, the term 'parent' is used to denote a respondent defined as above while, for convenience, the term 'father' or 'mother' is used to denote a male or female parent (regardless of the precise relationship between parent and the children concerned). Lone parents are parents who do not have a co-resident partner while couple parents are parents with a co-resident partner (in both cases irrespective of who else lives in the household).

Evidence from the Employee Survey indicated that approximately 43 per cent of employees were 'parents' in the sense defined above. A further 6 per cent of employees lived in households where older children (or young adults) were resident while 51 per cent lived in households with no responsibility for children. However, the barriers to achieving work-life balance are unlikely to be the same for all parents. One factor affecting the need for flexible working arrangements is the extent to which a parent can share the responsibility for looking after children with other adults in the household. Thus, *other things being equal*, lone parents living on their own are likely to face greater difficulty in achieving a work-life balance than couple parents where partners may be able to share domestic responsibilities. In either case, the presence of adults other than parents in a household – such as grand parents or other relatives – may further enhance the scope for sharing childcare responsibilities and reduce the acute need for flexibility at work.

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<sup>54</sup> Being 'responsible' for children was defined by the respondent.

Lone parents formed 7 per cent of employees in the Employee Survey. Around one in four lone parents (24 per cent) was a lone father and 76 per cent a lone mothers. Lone mothers accounted for 11 per cent of female respondents in the sample (while just 3 per cent of male employees were lone parents). The great majority of lone parents (87 per cent) lived in a household where there were no other resident adults. This was particularly the case with lone mothers where 92 per cent lived in households with no other adult (the corresponding figure for lone fathers is 75 per cent).

Lone parents had an age distributions that was broadly comparable to couple parents, with almost half of each group (44 per cent and 49 per cent, respectively) falling within the 35-44 age group and over a quarter (27 and 28 per cent respectively) in the younger 25-34 age group. Compared to both lone and couple parents, other employees tended to be somewhat younger or, more usually, somewhat older. However, a relatively large proportion of lone parents (13 per cent) were aged 16-24, compared to just 2 per cent of couple parents.

At first sight lone parents appear much more likely than other employees to be working in a part-time job. Around 43 per cent of lone parents were part-time employees compared to an average across all employees of 25 per cent. However, this finding is strongly influenced by the fact that most lone parents are women amongst whom it is generally the case that part-time employment is common. Amongst lone fathers, the majority worked in a full-time job (85 per cent) although a significantly higher proportion (15 per cent) worked part-time than did couple fathers or other employees (of whom 4 and 10 per cent, respectively, worked in part-time jobs). Part-time employment was much more common amongst female employees but was most common amongst couple mothers (60 per cent) rather than lone mothers. However, although the proportion of lone mothers working part-time was lower than this (53 per cent), the proportion was still well above that of other women employees without parental responsibilities (31 per cent).

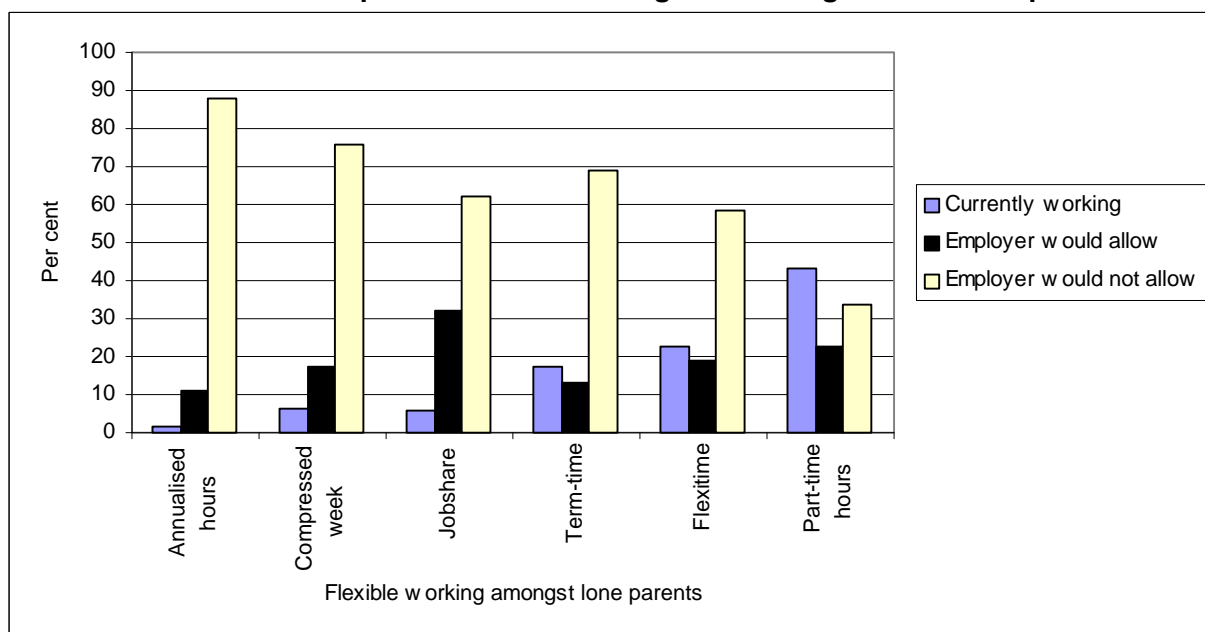
These figures suggest that part-time employment was an important means by which parents could combine their need for income with their need to care for children. This is evidenced by the relatively large proportion of lone fathers and mothers (both lone and couple) working in part-time jobs. However, lone parents have less flexibility in this regard having, in most cases, only one potential source of income and less scope for sharing childcare responsibilities. It is notable that a rather greater proportion of lone mothers appeared to have opted for the higher income of a full-time job than did couple mothers despite, it may be surmised, the greater difficulty such employment would pose for achieving work-life balance.

Lone parents predominantly worked in non-managerial, non-manual jobs located in retail & distribution (26 per cent) and education, health & other services (33 per cent). To a considerable extent this simply reflects the pattern of female and part-time jobs and the fact that the majority of lone parents are lone mothers of whom a large proportion work part-time. Nonetheless, even allowing for this, it would seem that lone mothers were somewhat more likely to be working in non-manual jobs (54 per cent compared to 52 per cent of couple mothers and 50 per cent of other female employees) and, correspondingly, under-represented in manual and managerial occupations. Lone mothers are also somewhat more likely to be employed in retail & distribution and the education, health & other services than the general distribution of female employment would suggest while the proportion employed in finance & business services was less than might have been expected.

Because a large proportion of lone parents work on a part-time basis, their average hours of work tend to be below average. Lone fathers worked a mean of 42.1 hours per week (substantially less than the overall average of 44.3 hours amongst all male employees). Lone mothers, however, worked an average of only 29.9 hours. Again this was less than the overall average for females of 33 hours but it slightly exceeded the mean weekly hours of working couple mothers (29.4 hours).

There is little evidence from the survey that lone parents were currently making use of flexible working practices to a greater extent than other employees (see Figure 12.1 and Table 12.1). While the proportions of lone parents working in part-time jobs and in term-time jobs were much greater than amongst other respondents, this largely reflected the fact that most lone parents were lone mothers and that part-time and term-time working was more prevalent amongst women than men. Apart from part-time and term-time working, the incidence of other flexible working practices was below that of other respondents. The most common forms of flexible working amongst lone parents were part-time employment (43 per cent), flexitime (22 per cent), shiftwork (21 per cent) and term time working (18 per cent).

**Figure 12.1**  
**Incidence and scope for flexible working time arrangements: lone parents**



Note: Reduced hours have been excluded due to small sample size

Base: All lone parents

Source: WLB 2000: Employee Survey (IER/IFF)

While the extent to which flexible working practices were being used was generally low (excepting part-time employment), many lone parents worked in jobs where (in the respondent's opinion) their employer would allow flexible working if asked. In this situation it might be said that there is *scope* for flexible working practices, even though such practices were not actually taken up. The scope for additional flexible working practices amongst respondents not currently working in such a fashion is shown in Figure 12.1 and Table 12.2. Over 40 per cent of lone parents and 32 per cent of couple parents who were working full-time believed that their employer would allow them to change to part-time hours if they were to ask. Similarly, a large proportion of respondents from all household types believed that their employer would permit them to work reduced hours at reduced pay (around 41 per cent). A third (34 per cent) of lone parents were of the view that they would be allowed to work a job share (although as seen earlier, few actually do work in this manner) while a quarter (25 per cent) believed that they could work flexitime if wished. The proportions of lone parents who believed they were eligible for compressed working weeks, annualised hours or term-time working was low, but this was little different to the situation amongst other household types.

The scale of eligibility for any particular flexible working practice can be measured by taking those employees currently working that practice (who are, by definition, eligible) and adding to them those employees who believe their employer would allow them to use the working practice (even though this is not currently the case). *Table 12.3* describes the overall eligibility for different working practices by parental status. *Figure 12.1* also presents this information as well as indicating the extent to which employees believe their employer would not allow them to adopt flexible working arrangements. The table and figure suggests that as many as two thirds (66 per cent) of lone parents were working in jobs where they could work on a part-time basis (although only 43 per cent were actually doing so). This is a much higher proportion than amongst other employees. Part-time working was the exception, however, in that more than half of lone parents were ineligible for other types of flexible working practice, with the proportion ineligible for annualised hours being particularly high (see *Figure 12.1*). Nevertheless, there was evidence that lone parents were rather more likely than other respondents to be in jobs that were eligible for a job-share or term time working. Eligibility for flexitime and reduced hours working appeared to be similar across all household types.

In some cases where lone parents believed that their employer would not allow them to adopt a particular flexible working practice, they nonetheless believed that their job could be done in that manner. *Table 12.4* describes the extent to which respondents felt that their job was capable of using flexible working practices despite the employer being unlikely to allow such practices. With the exception of job sharing (where 53 per cent felt the practice was feasible), where an employer was thought unlikely to allow flexible working practices, the majority of lone parents agreed with their employer that flexible working practices were not feasible. Nevertheless, a significant minority did feel that some flexible practices could be adopted despite their employer being unlikely to allow such a form of working. This was particularly the case in respect of flexitime where well over a quarter (29 per cent) of lone parents felt that such a method of working was feasible even if their employer, apparently, did not. Couple parents views on the feasibility of flexible working were broadly similar to those of lone parents.

### **12.3 PEOPLE WITH CARING RESPONSIBILITIES**

Another group that is likely to have domestic responsibilities that are difficult to reconcile with the demands of employment is people who care for sick or disabled relatives or others. Around 13 per cent of employees indicated that they were looking after or giving help or support to family members, friends or others because of long-term ill health, disability or because of problems related to old age. This group was a somewhat disparate one and the needs of individuals differed greatly depending on circumstances. Nonetheless, such employees have a common need to find time for caring in combination with their job. In these circumstances, the need for flexible working practices, particularly to meet unexpected needs and occasional crises, is likely to be high.

Female employees formed a slight majority of respondents caring responsibilities (55 per cent of carers were female). As a consequence, around 15 per cent of female employees had some form of caring responsibility (and 11 per cent of males). Employees with caring responsibilities were to be found amongst all age groups, although carers were more commonly found in the older age groups. Over one in three of carers (34 per cent) was aged 45-54 and a further 13 per cent were aged 55 or above.

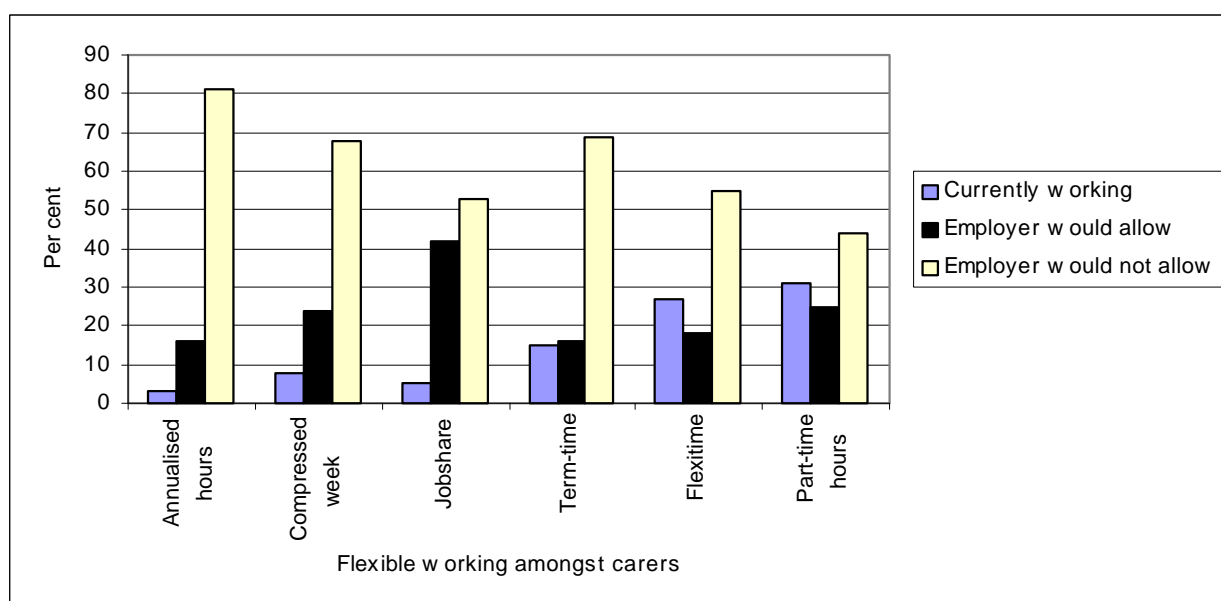
People with caring responsibilities were somewhat more likely to be working in a part-time job than other employees. However, the difference (31 per cent compared to 24 per cent) was not as marked as amongst some other groups in the workforce (for instance, lone parents). Despite a tendency to work in part-time jobs, the broad occupational distribution of carers was virtually identical to that of other employees. This may have been a reflection of

the fact that for many people caring responsibilities occur later in their working lives, well after career paths have been settled.

The distribution of carers across industrial sectors was little different from that of people without caring responsibilities with one exception. The proportion of carers employed in education, health and other services was 30 per cent while the corresponding proportion amongst other employees was just 22 per cent (consequently, carers were slightly under-represented in every other type of industrial activity). It is unlikely that this was indicative of a greater incidence of disability or long-term illness amongst the households of employees in education, health or other services. More probably it reflects the greater opportunities to combine caring and employment that this sector offers. This might lead to those with caring responsibilities gravitating to jobs in this sector or, alternatively, result in employees in the sector choosing to become carers while those in other sectors (where it is more difficult to combine caring and employment) avoiding caring responsibilities if at all possible.

People with caring responsibilities may need to use any available flexibility in their working arrangements in order to combine their responsibilities with the demands of employment. *Table 12.5* and *Figure 12.2* summarise the extent to which carers were eligible for various flexible working practices. The table and figure distinguish between those who were currently using each practice, those whose employer would allow them to use the practice (the scope for flexible practices) and those who would not be allowed to use the practice. The table suggests that despite their probable need for flexibility, relatively few carers were currently able to work in a flexible manner. The most common practice was part-time working (31 per cent) and flexitime (27 per cent). Despite this, there appeared to be considerable scope for flexible working in the sense that many employers would allow flexible working practices if carers asked for them. Overall, part-time working, flexitime, and job shares were the most common forms of flexible working available to carers (43, 55 and 53 per cent being eligible respectively). However, while more than half of those eligible took up part-time working and flexitime, the take-up of job shares was extremely low (less than 10 per cent of those eligible).

**Figure 12.2**  
**Incidence and scope for flexible working time arrangements: carers**



Note: Reduced hours have been excluded due to small sample size

Base: All employees with a caring responsibility

Source: WLB 2000: Employee Survey (IER/IFF)

Term-time working, compressed working weeks and annualised hours were less commonly thought by carers to be available to them than other methods of flexible working. Term-time working was most commonly taken up with around half of those eligible using this practice. While compressed hours working was as frequently available as term-time working, it was less frequently taken up by respondents with caring responsibilities. Few carers believed that they would be allowed by their employers to work to annualised hours, and even fewer did so (just 3 per cent).

## **12.4 PEOPLE WITH DISABILITIES**

People who suffer from long-term illness, health problems or disability that limit their daily activities or the work they can do are in particular need of working practices that facilitate a balance between work demands and life needs. Around 7 per cent of employees in the Employee Survey identified themselves as having long-term illness, health problems or disability. This group contains people with a wide variety of needs and barriers to work. However, for ease of explanation they will be referred to collectively as people with disabilities or disabled employees.

The sample of disabled employees was almost equally divided between men and women (49 per cent and 51 per cent, respectively). Overall, around 71 per cent were employed in full-time jobs, only slightly less than amongst other employees (75 per cent). As usual, the proportion of part-time working was greater amongst female employees than amongst males. Around 50 per cent of female employees with a disability were employed part-time and this was somewhat greater than the proportion amongst other female employees (43 per cent). Male employees were much more likely than females to be employed on a full-time basis and there was no difference in the proportion of full-time employment between men with disability and other men in full-time jobs (93 per cent and 92 per cent).

In terms of the jobs undertaken by disabled people, men were disproportionately employed in sectors such as manufacturing, mining and agriculture (35 per cent) and in education, health and other services (15 per cent). While finance and business services provided employment for 16 per cent of disabled male employees, this proportion was significantly lower than amongst other employees. Women with a disability were largely employed in education, health and other services, retail and wholesale distribution (27 per cent) and finance and business services (15 per cent). However, this pattern of employment is no different from that of other female employees. A disproportionate number of disabled female employees were employed in public administration (11 per cent compared to 8 per cent of other females).

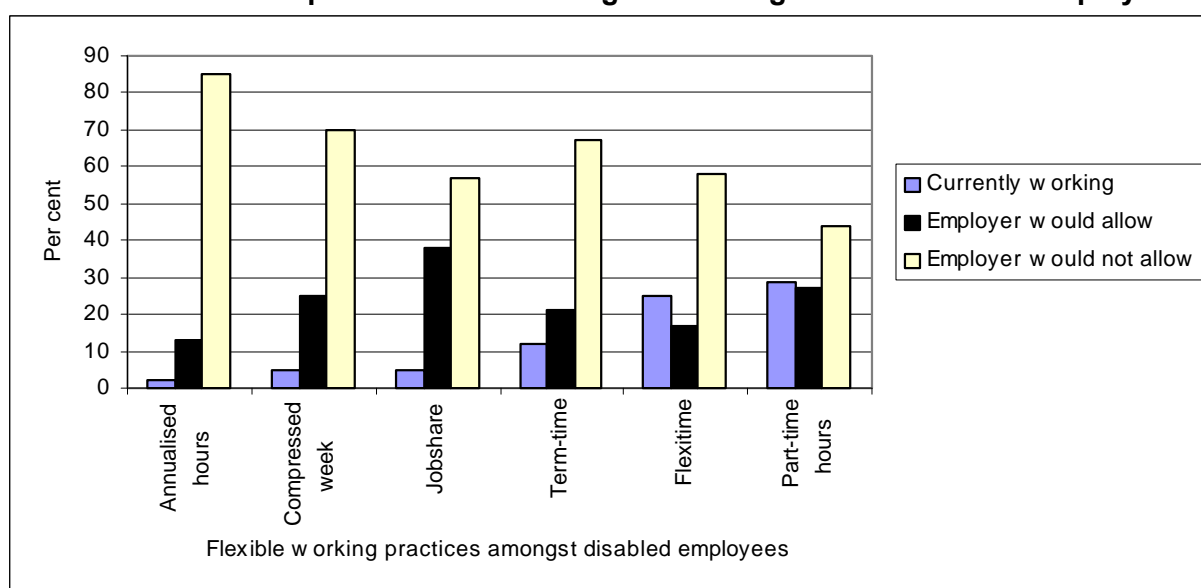
Male employees with disabilities were significantly less likely than other males to be employed in managerial occupations (15 per cent compared to 21 per cent) and a similar situation was evident in respect of professional occupations (12 per cent and 15 per cent). Substantial and disproportionately large numbers of disabled male employees were working in craft and related jobs (14 per cent). Women were less likely to be employed as managers, but disabled women were even less likely. Just 10 per cent of disabled women were employed as managers. The corresponding figure for other women was 13 per cent. Around 20 per cent of women with disabilities were employed in clerical & secretarial jobs but this was less than would be expected from the general occupational pattern of female employment. Jobs in personal and protective service occupations provided around 18 per cent of employment for disabled women and this was substantially higher than the 12 per cent amongst other female employees. The proportions of disabled women working as operatives or in unskilled other occupations was roughly twice the corresponding proportion amongst other women.



Taken together, the pattern of occupational employment amongst women with a disability was consistent with a view that this group of employees had experienced barriers to entering more skilled and high status jobs (and even, in the case of clerical and secretarial jobs, areas of employment that had traditionally recruited female workers).

Table 12.6 and Figure 12.3 describe the incidence of, and eligibility for various flexible working practices. Two thirds of respondents with a disability worked in a job where it would have been possible to work part-time hours and over half of those eligible worked in this way (around 29 per cent of all disabled employees). Around a quarter (25 per cent) used flexitime and a further 17 per cent believed it likely that they could work flexitime if they asked. Other practices for varying hours of work were less frequently considered to be feasible and were much less frequently taken up by disabled employees. Annualised hours and job shares were the least frequently used of the flexible working practices.

**Figure 12.3**  
**Incidence and scope for flexible working time arrangements: disabled employees**



Note: Reduced hours have been excluded due to small sample size  
 Base: All employees with long-term illness, health problems or disability  
 Source: WLB 2000: Employee Survey (IER/IFF)

## 12.5 THOSE IN 'PRECARIOUS EMPLOYMENT'

Much has been made of the recent growth in 'precarious' employment. Such jobs are either temporary or for a fixed term and have often been associated with a desire by employers to achieve flexibility in employment in the face of greater uncertainty and market competition. Such precarious employment is sometimes associated with increased anxiety and a sense of insecurity amongst the workforce, although it is by no means clear that such feelings of job insecurity have been restricted just to those in temporary or fixed term jobs.

The Employee Survey suggests that around 12 per cent of employees were working in 'precarious' jobs (6 per cent in temporary and 6 per cent in fixed term contract jobs). A majority of those employed in temporary jobs were females (54 per cent) with the reverse being true of fixed term jobs (of which 56 per cent were male employees).

Employees on temporary contracts tended to be relatively young. Around 25 per cent were aged 18-24 and this compared with just 8 per cent of those in permanent jobs. A further 7

per cent of temporary employees were aged 16-17 (less than 1 per cent of permanent employees are in this age group). Indeed, temporary employment accounted for 33 per cent of all employment amongst this age group. Those on fixed-term contracts tend to be slightly older with the largest concentration (31 per cent) being in the 25-34 year age group.

The age difference between temporary and fixed term employees may indicate a difference in status between the two types of contract. This is borne out by evidence from the survey relating to occupation. Those on temporary contracts were less likely to be employed in a managerial job than permanent employees (33 per cent and 46 per cent, respectively). However, more than half (55 per cent) of those on fixed term contracts were employed in managerial jobs (especially in professional occupations). Employees in temporary jobs were more likely to be found in both manual and other non-manual jobs (and those on fixed terms less likely). Temporary employment was especially common in personal and protective service and clerical and secretarial occupations.

Part-time employment was more common amongst temporary employees than amongst those in permanent jobs (51 per cent compared to 22 per cent). To some extent this was also the case with fixed-term jobs (32 per cent) but not to the same extent. Temporary and fixed term employment was particularly common in education, health and other services where such employment accounted for 18 per cent of all jobs.

Employers tend to employ people on temporary contracts in order to achieve flexibility, either in response to variation in activity within the establishment (for instance fluctuating sales) or as a means of dealing with uncertainty and avoiding certain hiring costs. A new recruit may, for instance, be hired on a temporary basis until they have demonstrated their ability to perform in the job. Such flexibility is largely in the interests of the employer and may not always be in the interests of the employee concerned. The temporary nature of the job may mean that the employer has little incentive to consider work-life balance issues while the employee may be in a weak bargaining position to ask for greater flexibility in that working arrangement.

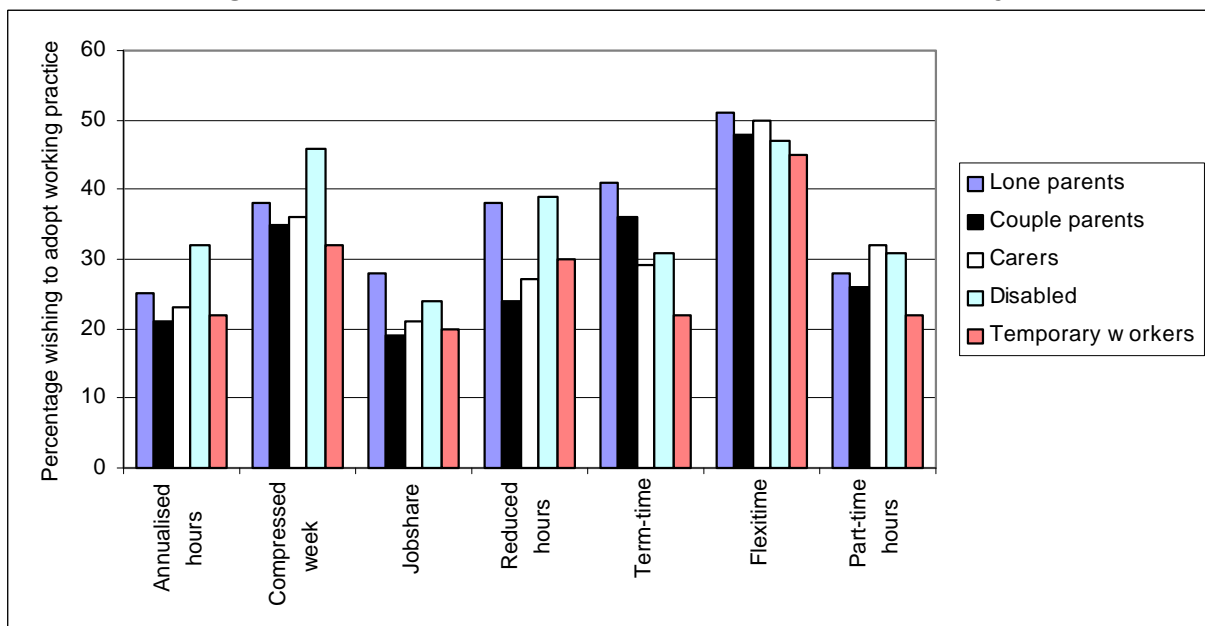
*Table 12.7* sets out the extent to which flexible working practices were found amongst employees in temporary jobs. Those on fixed-term contracts are not considered here since, as has been noted earlier, they are often working in professional and managerial occupations and can be presumed to be in a rather different employment context to those on temporary contracts. The table suggests that a significant proportion of temporary employees were eligible for flexible working practices, indeed, rather more so than other employees. Well over half were eligible for work on a part-time basis and most were doing so. This, of course, may have been associated with the temporary nature of the work. It is thus notable that working practices such as flexitime and term-time working were not only commonly available, but also widely taken up by temporary workers. Even job sharing appeared to be as available to temporary workers as to others and was apparently taken up by 8 per cent of them. On the basis of the evidence of the Employee Survey, there were few grounds to suggest that temporary workers were less eligible than other employees for work practices that facilitate work-life balance.

## **12.6 THE DEMAND FOR WORK-LIFE BALANCE PRACTICES AMONGST SPECIAL NEEDS GROUPS**

Evidence of the Employee Survey points, with the exception of part-time working, to a relatively low take-up of work-life balance practices and modest potential eligibility amongst groups in the workforce likely to have special need of flexible working time arrangements. This should not, however, be seen as evidence of disinterest in work-life balance practices. All employees not working in a flexible manner at the time of the survey were asked to indicate whether they would like to work in such a manner (irrespective of whether or not

their employer would permit such working arrangements). As might be expected, there is evidence of a significant demand for flexible working practices amongst groups with special needs (lone parents, carers and disabled employees) and this demand appears to outstrip the extent to which employers were likely to permit flexible working. *Figure 12.4* describes the proportion of each group who would like to work according to each flexible working practice (excluding those who are currently doing so).

**Figure 12.4**  
**The demand for flexible working time arrangements:**  
**groups in the workforce with special needs for flexibility**



Base: All not working according to each working practice  
 Source: WLB 2000: Employee Survey (IER/IFF)

Around 49 per cent of lone parents not currently working flexitime would like to do so even though only 24 per cent believed their employers would permit this (see *Table 12.8*). Similarly, 30 per cent would like to work a compressed working week although just 18 per cent had employers who were thought likely to allow such a practice. There was a strong demand for most types of flexible working time arrangement with flexitime, term-time working, compressed weekly hours, and reduced hours working being mentioned more frequently by lone parents than other forms of flexible working time arrangement. In this respect, lone parents appear fairly similar to other parents although lone parents appear more likely to want to reduce overall working hours (through part-time working, term-time working or reduced hours at reduced pay) than parents in couple households.

The pattern of demand for flexible working amongst carers suggests a preference for part-time hours and flexitime as well as compressed working weeks. As with carers, disabled employees would like to work flexitime and compressed working weeks. Annualised hours and a temporary reduction in hours were also desired by significant proportions of disabled employees.

While there is clear evidence of a substantial and unsatisfied demand amongst lone parents, carers and disabled people, it is less clear that such groups are significantly different from other employees in this regard. While the acuteness of the need and the reason for flexible working may differ, across the workforce substantial sections of all employees would like greater flexibility in the hours they work.

**Table 12.1**  
**The incidence of flexible working by household structure**

	percentage			
	Other employees	Lone parent	Couple parent	All employees
Part-time	19	43	31	25
Flexitime	25	22	23	24
Compressed working week	6	7	6	6
Annualised hours	3	1	2	2
Shift work	22	21	21	21
Term-time working	10	18	13	12
Job share	4	6	5	4
Weighted Base	4285	516	2716	7562
Unweighted base	4256	562	2744	7562

Base: All employees

Source: WLB 2000, Employee Survey (IER/IFF)

**Table 12.2**  
**The scope\* for additional flexible working by household type**

	<b>percentage</b>			
	Other employees	Lone parent	Couple parent	All
Part-time	34	40	32	34
Flexitime	25	25	22	24
Compressed working week	18	19	18	18
Annualised hours	11	11	11	11
Term-time working	17	16	12	15
Job share	28	34	29	29
Reduced hours	41	42	41	41
Weighted Base	4285	516	2716	7562
Unweighted base	4256	562	2744	7562

Base: All respondents not currently employed in working practice.  
 \* Those employees who believe their employer would allow practice if asked.  
 Source: WLB 2000, Employee Survey (IER/IFF)

**Table 12.3**  
**Eligibility\* for flexible working practices by household type**

	<b>percentage</b>			
	Other employees	Lone parent	Couple parent	All employees
Part-time	47	66	53	50
Flexitime	44	42	40	42
Compressed working week	23	24	23	23
Annualised hours	13	12	12	13
Term-time working	25	31	24	25
Job share	31	38	32	32
Reduces hours at reduced pay	41	42	41	41
Weighted Base	4285	516	2716	7562
Unweighted base	4256	562	2744	7562

Base: All Employees

\* Eligibility refers to situations where the respondent was working a flexible practice or their employer would allow the practice if asked.

Source: WLB 2000, Employee Survey (IER/IFF)

**Table 12.4**  
**The feasibility of flexible working, by household type**

	column percentage			
	Other employees	Lone parent	Couple parent	All
Part-time	17	20	16	17
Flexitime	29	29	28	29
Compressed working week	19	18	19	19
Annualised hours	17	12	13	16
Reduced hours working	14	24	13	15
Term-time working	7	12	8	8
Job share	40	53	40	41
Weighted Base	4285	516	2716	7562
Unweighted base	4256	562	2744	7562

Base: All respondents whose employer was unlikely to allow a flexible working practice (including 'don't know').

Source: WLB 2000, Employee Survey (IER/IFF)

**Table 12.5**  
**The incidence and eligibility of carers for flexible working practices**

	<b>row percentage</b>			
	Currently working	Employer may allow	Employer will not allow	All
Part-time	31	25	43	100
Flexitime	27	18	55	100
Compressed working week	8	24	68	100
Annualised hours	3	16	81	100
Term-time working	15	16	69	100
Job share	5	42	53	100

Base: A weighted sample of 949 respondents with caring responsibilities (1000 unweighted sample).  
Source: WLB 2000, Employee Survey (IER/IFF)



**Table 12.6**  
**The incidence and eligibility of employees with a disability for flexible working practices**

	row percentage			
	Currently working	Employer may allow	Employer will not allow	All
Part-time	29	27	44	100
Flexitime	25	17	58	100
Compressed working week	5	25	70	100
Annualised hours	2	13	85	100
Term-time working	12	21	64	100
Job share	5	38	57	100

Base: A weighted sample of 515 respondents with a disability (524 unweighted sample)  
Source: WLB 2000, Employee Survey (IER/IFF)

**Table 12.7**  
**The incidence and eligibility of employees in temporary jobs for flexible working practices**

				<b>row percentage</b>
	Currently working	Employer likely to allow	Employer will not allow	All
Part-time	51	7	42	100
Flexitime	31	30	39	100
Compressed working week	12	36	52	100
Annualised hours	2	31	67	100
Term-time working	23	18	59	100
Job share	8	24	68	100

Base: A weighted sample of 445 respondents in temporary jobs (439 unweighted sample).  
Source: WLB 2000, Employee Survey (IER/IFF)

**Table 12.8**  
**Proportion of employees who would like to adopt flexible working practices by household type**

						<b>percentages</b>	
	Other employees	Lone parent	Couple parent	All	Weighted Base	Unweighted Base	
Part-time	25	33	26	26	5681	5756	
Flexitime	46	49	48	47	5681	5756	
Compressed week	36	30	35	35	7081	7085	
Annualised hours	22	19	21	21	7397	7375	
Reduced hours	24	30	24	24	7562	7562	
Term-time	16	37	36	25	6682	6548	
Job share	14	23	19	16	7245	7236	

Base: All respondents not currently working a flexible working practice, except in the case of 'reduced hours' where base is all employees  
Source: WLB 2000, Employee Survey (IER/IFF)

## 13. CONCLUSIONS

Work-life balance is a somewhat fluid concept. It is given meaning to employers and employees within the economic and social milieu in which they operate. For instance, working at home is not part of the work-life balance for the production sector because it cannot be practicably introduced. For those with dependants, work-life balance is very much to do with being able to manage one's responsibilities to work alongside those of fulfilling a caring duty. Managers and professionals, typically, seek fulfilment through work, often working long hours but seek to fit family life somewhere into their lives. Where is the balance to be drawn between work and life outside work and what can be done to achieve that balance? From the employer perspective the findings point to establishments in the production sector, or those with a small number of employees being constrained in what they offer employees. Employees too are often realistic about the degree of flexibility that can be built into their terms and conditions of employment. But the evidence points to employers in some sectors providing a range of flexible working practices or offering workplace facilities where others of a similar type do not. Similarly employees in some occupations and industries have greater access to a work-life balance than their counterparts with the same employment characteristics.

To provide an overall picture of the extent of work-life balance practices a series of summary tables derived from the Employer Survey are provided below (*see Tables 13.1 and 13.2*). The tables reveal that work-life balance was most firmly established in the public sector where there was a greater likelihood of almost any of the flexible working time arrangements, leave arrangements, and facilities discussed in previous chapters being available. But within sectors it is apparent that there is considerable variation. Nearly 60 per cent of employers in the production sector allowed all staff to vary their hours of work from time to time but, by implication, around 40 per cent failed to do so. In the public sector, despite work-life balance being more firmly established, there was a substantial proportion of employees working in establishments that offered a much more restricted work-life balance. Similarly, a considerable amount of evidence is provided throughout the report that

demonstrates the capacity of some small establishments and small firms to provide various working practices and leave arrangements to their employees.

The principal aspect of work-life balance provided by employers was in relation to flexibility around usual working hours. Many employers reported that they allowed their employees to vary their working hours from time to time. Employees too appeared to be concerned most with this aspect of their jobs. Other aspects of work-life balance that were investigated revealed, at best, modest provision by employers and limited take up by employees. Flexible working time arrangements, other than flexitime and part-time employment, were reported by a relatively small proportion of establishments. Other than flexitime and part-time employment, there was little interest from employees in working a job share, or annualised hours and such like, but greater support for a compressed working week and reduced hours. In other words, working time arrangements that allowed them to better manage their time over the short term. For employees what was most important was the ability to vary hours, at short-notice, in relation to whatever pressure they had to deal with outside of work.

The above needs to be seen in the context of the long hours worked by some employees. For professional/managerial staff there was a substantial minority of employees who worked over 60 hours a week, typically unpaid. There may be a degree of choice here since professional/managerial staff often have no fixed hours of work; but the point is made in the report that a workplace culture can develop such that long hours become the norm from which employees are reluctant to deviate.

Establishments that allowed working from home covered a substantial proportion of employees, but within those establishments its take up was limited to a small proportion of the workforce (typically under 5 per cent) who were usually professionals and managers. Where employees never worked from home, most recognised that it was infeasible given the nature of their current job, but where it was thought feasible there were substantial proportions for whom the idea appealed but who recognised that their employers would not allow it.

Workplace facilities, even where this consisted of providing information, were scarce and usually limited to the public sector and to establishments employing large numbers of people. Reports from employees confirmed the limited provision of workplace facilities. While it was reassuring to find that many establishments provided workplace counselling for stress management, the general lack of facilities (beyond information) for employees with childcare and caring responsibilities suggests that employers may be missing opportunities to reduce some, at least, of the causes of workplace stress.

There was a strong concurrence between employers and employees about what constitutes work-life balance – as revealed in Chapter 11. From employers there appeared to be a high level of recognition that allowing employees to better balance their work and life outside work is to the benefit of the business, although this was tempered somewhat by the strong level of agreement for the statement that the ‘employer’s first responsibility is to the organisation’. Employees’ responses were broadly similar to those of employers, with a recognition that their employer’s first responsibility should be to the organisation. Despite the concurrence of employees and employers about attitudes to work-life balance, the danger is that a low equilibrium has been reached with respect to the array of working practices available for employees to better balance work and non-work activities. The level of discretion that management have in deciding which work-life practices should be adopted and who should be eligible to use them, suggests that such discretion sometimes works in favour of employees. The evidence also points out that take-up is increased where written policies are in place. The missing part of the jigsaw is the role of the employee in saying what they want in regard to work-life balance. Relying on managerial discretion backed up by a written

policy or guidelines is insufficient to achieve an optimum work-life balance for employers and employees alike.

The evidence from the Employer Survey suggested that the incidence of consultation varied according to type of working practice considered. Consultation was more common in relation to variations in hours of work and less common in respect of maternity and parental leave provision, or working from home. In the latter cases, management was more likely to decide policy without consultation. Around two thirds of establishments had no mechanisms in place to monitor work-life balance practices. Evidence from the Employee Survey revealed a greater level of consultation than is reported by employers. Over two thirds of employees indicated that their employer consulted them. Some variation in the extent of consultation was evident, with 73 per cent of managers and professional employees reporting consultation, 68 per cent of other non-manual employees, and 62 per cent of manual employees.

Overall, there is a strong hint in the evidence that the limitations imposed by the nature of the production or service process on the achievement of work-life balance are sometimes over stated by employers and employees. The evidence from the surveys suggests that much can be learnt from those employers who have been able to implement work-life balance policies and practices and obtained business benefits from having done so. This suggests that work-life balance might be feasibly rolled out across the economy as a whole to the benefit of everyone: business, employees, and the economy.

**Table 13.1**  
**Percentage of establishments providing work-life balance practices by industrial sector**

	column percentages				
	Production	Services	Private Services	Public Services	Total
Any flexible working time arrangements provided	57.1	83.1	79.7	94.8	78.1
Moving from part-time to full-time acceptable in all cases	18.7	26.5	26.9	25.1	25.0
Moving from full-time to part-time acceptable in all cases	16.7	40.1	37.8	47.6	35.6
Staff allowed to vary usual hours of work	64.7	61.0	62.1	57.5	61.7
Allows working from home at least occasionally	23.8	22.2	19.2	32.1	22.5
Provides maternity or parental leave above legal minimum	4.8	7.2	6.6	9.0	6.7
Provides leave (other than bereavement or territorial army leave)	73.4	79.8	77.8	86.6	78.6
Provides facilities (other than workplace counselling)	11.3	22.1	16.7	40.5	20.0
Provides all work-life balance practices (including part-time employment)	0.1	0.4	0.3	0.6	0.3
Provides some work-life balance practices (at least four)	29.1	45.5	40.4	62.8	42.4
Provides some work-life balance practices (less than four)	67.0	52.1	56.8	36.4	55.0
Weighted Base	126031	529264	408456	120808	655295
Unweighted Base	642	1858	1311	547	2500

Base: All establishments (establishment weighted base)

Source: WLB 2000: Employer Survey (IER/IFF)

**Table 13.2**  
**Percentage of establishments providing work-life balance practices by size of establishment**

	Number of Employees							column percentages
	5-10	11-24	25-49	50-99	100-199	200-499	500+	Total
Any flexible working time arrangements provided	70.9	80.4	86.2	91.7	90.5	96.2	97.2	78.1
Moving from part-time to full-time acceptable in all cases	21.1	24.2	32.7	31.8	32.3	40.3	39.8	25.0
Moving from full-time to part-time acceptable in all cases	36.0	34.8	36.5	34.5	34.7	34.8	37.3	35.6
Staff allowed to vary usual hours of work	63.5	60.6	57.7	60.5	61.4	67.0	68.9	61.7
Allows working from home at least occasionally	16.5	25.0	24.0	36.0	37.1	48.6	58.3	22.5
Provides maternity or parental leave above legal minimum	3.6	4.2	11.6	14.7	21.0	28.2	43.2	6.7
Provides leave (other than bereavement or territorial army leave)	72.4	81.2	85.1	84.2	94.3	96.2	98.8	78.6
Provides facilities (other than workplace counselling)	18.3	17.1	24.1	23.3	31.1	39.5	58.4	20.0
Provides all work-life balance practices (including part-time employment)	-	-	1.0	0.7	2.1	2.5	5.2	0.3
Provides some work-life balance practices (at least four)	36.6	39.9	51.9	53.8	62.9	72.7	81.3	42.4
Provides some work-life balance practices (less than four)	59.7	57.6	46.7	46.2	36.8	27.3	18.7	55.0
Weighted Base	307071	181197	92485	40973	19568	10491	3511	655295
Unweighted Base	342	310	375	318	401	376	378	2500

Base: All establishments (establishment weighted base)  
Source: WLB 2000: Employer Survey (IER/IFF)



# **APPENDIX A**

## **SURVEY QUESTIONNAIRES**

**Office Use only:**

SERIAL			CARD
(101)		(104)	(105)

REF NO				
(106)				(110)

REGION		
(111)	(112)	(113)

Address Label or Written Details	FINAL OUTCOME (CODE ONE ONLY) (114-115)
	Respondent interviewed..... 01
	Breakdown during interview ..... 02
	Out of quota ( ) ..... 03
	Non qualifier (< 5 employees / not working) 04
	Refusal: (SPECIFY)..... 10
	Not available in deadline ..... 11
	.....
	No contact with resp after 5 tries ..... 13
	Unobtainable / dead line / fax number... 14
	Business number..... 15
	Respondent moved / no longer at address 16
	Business numb..... 17
	Other (DESCRIBE)..... 00

**Contact Record - Please complete for every contact, however short**

No	Date	Time	Spoke to	Outcome
1				
2				
3				
4				
5				
6				
7				

**Please use:**

NDC = No Direct Contact    DC = Direct Contact    NR = No Reply    C/B = Call Back    Eng = Engaged

Hello, my name is \_\_\_\_\_ from IFF Research. We are undertaking a survey with the Institute for Employment Research at the University of Warwick into how people are able to balance their work and home lives. The survey is being conducted for the Department for Education and Employment. All information you give us will be treated in the strictest confidence.

Reassurances:

- The interview will take about 15 minutes
- IFF is an independent market research company
- Your telephone number was randomly generated by the computer
- If needed: Contact at IFF: David Vivian or Mark Winterbotham (0171 837 6363)  
At DfEE: Ganka Mueller (0171 273 5565)

INTERVIEWER NOTE

Record gender:

- Male
- Female

1) First can I just check a few details about your situation. Are you currently in employment?

( )

Yes	1	GO TO Q3
No	2	ASK Q2

IF NO

2) Are you currently on leave from your job?  
IF YES: CHECK NATURE OF LEAVE

( )

Yes, sickness leave	1	CONTINUE
Yes, maternity leave	2	CONTINUE
Yes, other leave ( <i>please specify</i> )		CONTINUE
No	3	GO TO Q5

ASK ALL WORKING / ON LEAVE FROM WORK

3) Thinking about the place where you work, are there five or more people, including yourself, working there? [IF NECESSARY TELL THOSE ON SICK LEAVE / MATERNITY LEAVE ' We want to discuss the work from which you are currently on leave]

( )

Yes	1	CONTINUE
No	2	ASK Q5

4) Are you self-employed or the proprietor or owner of the business where you work?

( )

Yes	1	ASK Q5
No	2	CHECK QUOTAS AND CONTINUE TO MAIN QUESTIONNAIRE VIA Q6

IF RESPONDENT NOT WORKING AND NOT ON LEAVE FROM THEIR JOB, OR WORKING BUT SELF-EMPLOYED/PROPRIETOR ASK Q5; OTHERS CHECK QUOTAS AND GO TO MAIN QUESTIONNAIRE

5) Is there anyone in the household who is in regular employment in a business with 5 or more employees, or on leave from such a business

( )

Yes	1	INTERVIEWER ASK TO TRANSFER (AND REPEAT FIRST SCREEN) OR TAKE NAME AND TIME TO CALL
No	2	THANK AND CLOSE

ASK ALL

6) So that we can check we are interviewing a representative sample of the population, can you tell me into which of these following age bands you fall? READ OUT

( )

Under 16		ASK Q7
16-17	2	CONTINUE WITH MAIN Q'RE
18-24	3	
25-34	4	
35-44	5	
45-54	6	
55-60	7	
61-65	8	
Over 65	9	ASK Q7
Refused	X	THANK AND CLOSE

7) ASK IF UNDER 16 OR OVER 65

Is there anyone in the household who is in regular employment in a business with 5 or more employees, or on leave from such a business, who is aged between 16 and 65

( )

Yes	1	INTERVIEWER ASK TO TRANSFER (AND REPEAT FIRST SCREEN) OR TAKE NAME AND TIME TO CALL
No	2	THANK AND CLOSE

Start Time:	
Company Name:	
Respondent:	
Job Title:	
Interviewer:	

**A. ABOUT YOUR JOB**

- 1) I would like to begin by asking you some questions about the work you do. How many jobs do you have currently...READ OUT

( )

One	1	
Two	2	
OR More than two?	3	
(DO NOT READ OUT) Don't know	X	

**INTERVIEWER NOTE**

If more than one job at Q1, say 'For the following questions please tell us about the main job that you do'.

- 2) What is the main business of the place or location where you usually work?

\_\_\_\_\_  
[CODE TO SIC 3 digit]

- 3) What is your job title?  
IF REQUIRED FOR SOC ASK: What do you mainly do in your job?

\_\_\_\_\_  
[CODE TO SOC 3 digit]

THERE IS NO Q4

- 5) Do you have managerial duties or are you supervising any other employees?

( )

Yes	1	
No	2	
Don't Know	X	

6) How many people work at the place where you work? PROMPT WITH RANGES IF DON'T KNOW

Exact figure: \_\_\_\_\_ employees

Less than 5	1	CLOSE
5-24	2	
25-99	3	
100-249	4	
250-499	5	
500-999	6	
1,000-4,999	7	
5,000-9,999	8	
10,000+	9	
Don't know range	X	CLOSE

7) Thinking about the place where you work, are the people there .....READ OUT

mostly women	1	
about half women and half men	2	
or mostly men	3	
(DO NOT READ OUT) Don't know	X	

8) How long have you been employed at your place of work? PROMPT IF NECESSARY

Less than 1 year	1	
1 to less than 2 years	2	
2 to less than 5 years	3	
5 years or longer	4	
Can't remember	X	

9) At the place where you work is there a trade union or staff association?

( )

Yes	1	
No	2	
Don't know	X	

THERE IS NO Q10

**ASK ALL**

11) Are you currently employed on a permanent, temporary, or fixed-term contract?

( )

Permanent	1	
Temporary	2	
Fixed-term	3	
Don't Know	X	

12) Are you employed through an employment agency in your current job?

( )

Yes	1	
No	2	
Don't Know	3	

## B. HOURS OF WORK

- 13) In your ("main" IF >1 JOB AT Q1) job are you working ....READ OUT  
 [IF RESPONDENT UNSURE SAY BY PART-TIME I MEAN LESS THAN 30 HOURS A WEEK]

(       )

Full time	1	SKIP TO Q16
or Part time	2	ASK Q14

IF PART TIME (OTHERS ASK Q16)

- 14) I would like to ask you why you took a part-time rather than a full-time job. Was it because....READ OUT

	Q14		
	Yes	No	DK
You were or are a student at school or college	1	2	X
You are permanently sick or disabled	1	2	X
No full time jobs are or were available	1	2	X
*You did not want a full-time job	1	2	X

IF YES TO \* ABOVE (OTHERS SKIP TO Q16)

- 15) Why didn't you want a full time job. Was it because.....READ OUT

You are financially secure, but work because you want to	1
You earn enough working part-time	2
You want to spend more time with your family	3
You have domestic commitments which prevent you working full time	4
There are insufficient childcare facilities available	5
Another reason (please specify)	6

### ASK ALL

- 16) In your (main) job, do you work...

	Yes	No	DK
Flexitime	1	2	X
A compressed working week – <i>for example working a forty hour week over four days</i>	1	2	X
Annualised hours, where the number of hours an employee has to work is calculated over a full year. Instead of say 40 hours a week employees are contracted to work say 1900 hours per year. The hours may vary week by week as long as the total yearly hours is met	1	2	X
Shift work	1	2	X
Only during school term-times	1	2	X
A Job share, where a full time job is divided between usually 2 people and where the job sharers work at different times	1	2	X



- 17) ("FOR YOUR MAIN JOB" if multiple job holder) Do you have fixed hours of work each week, excluding any overtime, that is specified in your terms and conditions of employment, such as working 40 hours a week?

( )

Yes	1	ASK Q18
No	2	ASK Q19
Don't Know	3	ASK Q19

IF FIXED HOURS AT Q17

- 18) What are your fixed weekly hours ("FOR YOUR MAIN JOB" if multiple job holder)?  
\_\_\_\_\_ hours

IF DON'T KNOW PROMPT WITH:

( )

60 hours or more	1	NOW GO TO Q21
49-59 hours	2	
46-48 hours	3	
41-45 hours	4	
36-40 hours	5	
31-35 hours	6	
26-30 hours	7	
20-25 hours	8	
10-19 hours	9	
Less than 10 hours	10	
Don't Know	X	

ASK THOSE NO / DON'T KNOW AT Q17 (OTHERS GO TO Q21)

- 19) ("FOR YOUR MAIN JOB" if multiple job holder) Do you have standard hours of work - by standard hours I mean the hours that you are normally expected to work each week, excluding any overtime or additional hours that may be worked from time-to-time.

( )

Yes	1	ASK Q20
No	2	SKIP TO Q21
DK		

20) IF HAVE STANDARD WEEKLY HOURS  
 What are your standard weekly hours ("FOR YOUR MAIN JOB" if multiple job holder)?

\_\_\_\_\_ hours

IF DON'T KNOW PROMPT WITH:

( )

60 hours or more	1	
49-59 hours	2	
46-48 hours	3	
41-45 hours	4	
36-40 hours	5	
31-35 hours	6	
26-30 hours	7	
20-25 hours	8	
10-19 hours	9	
Less than 10 hours	10	
Don't Know	X	

21) ASK ALL  
 How many hours a week do you usually work in your ['MAIN' if multiple job holder ] job including any overtime?

\_\_\_\_\_ hours

IF DON'T KNOW PROMPT WITH:

[IF 'Varies too much to say' ASK ABOUT THE LAST FULL WORKING WEEK]

( )

60 hours or more	1	
49-59 hours	2	
46-48 hours	3	
41-45 hours	4	
36-40 hours	5	
31-35 hours	6	
26-30 hours	7	
20-25 hours	8	
10-19 hours	9	
Less than 10 hours	10	
Don't Know	X	

22) [IF MULTIPLE JOB HOLDER AT Q1; OTHERS GO TO Q23]  
How many hours in total do you usually work each week?

\_\_\_\_\_ hours

IF DON'T KNOW PROMPT WITH:

( )

60 hours or more	1	
49-59 hours	2	
46-48 hours	3	
41-45 hours	4	
36-40 hours	5	
31-35 hours	6	
26-30 hours	7	
20-25 hours	8	
10-19 hours	9	
Less than 10 hours	10	
Don't Know	X	

**IF EXACT FIGURE GIVEN AT Q18 OR Q20, AND THIS FIGURE SAME AS EXACT FIGURE AT Q21 SKIP TO Q27;**

**IF EXACT FIGURE AT Q18 OR Q20 AND THIS < Q21 SKIP TO Q24;**

**OTHERS ASK Q23**

23) On average, how many hours do you usually work each week over and above your fixed or standard hours of work? Please include any time you spend working away from the office or time spent on business travel.

\_\_\_\_\_ hours

IF DON'T KNOW PROMPT WITH:

( )

0 hours	1	
1-2 hours	2	
3-4 hours	3	
5-10 hours	4	
11-15 hours	5	
More than 15 hours	6	
Don't Know	X	

**IF ANY FIGURE (ie > 0) GIVEN AT Q23 OR IF EXACT FIGURE AT Q18 OR Q20 AND THIS < Q21 ASK Q24(OTHERS SKIP TO Q25)**

24) When you work over and above your fixed or standard hours of work are you ...READ OUT AND CODE ALL THAT APPLY?

Paid extra	1
Given time off in lieu	2
Neither	3

**ASK ALL**

25) What days of the week do you usually work?

( )

Monday - Friday	1	
Monday	2	
Tuesday	3	
Wednesday	4	
Thursday	5	
Friday	6	
Saturday	7	
Sunday	8	

**IF WORK SHIFTS AT Q16 (OTHERS SKIP TO Q28)**

26) Do you work split shifts, for example working 4 hours in the morning and 4 hours in the evening?  
(IF WORK VARIABLE HOURS ASK ABOUT HOURS WORKED LAST WEEK)

( )

Yes – splits shifts	1	ASK Q27
No	2	GO TO Q28

**IF WORK SPLIT SHIFTS**

27) What time does your first shift start/finish

Start-time: \_\_\_\_\_ Finish Time: \_\_\_\_\_

What time does your second shift start/finish

Start-time: \_\_\_\_\_ Finish Time: \_\_\_\_\_

**NOW GO TO Q29**

**IF DO NOT WORK SPLIT SHIFTS (OTHERS GO TO Q29)**

28) What time do you usually start work (IF MULTIPLE JOBS AT Q1 : in your main job) on a typical day?  
What time do you usually finish (IF MULTIPLE JOBS AT Q1 : in your main job) on a typical day?  
(IF WORK VARIABLE HOURS ASK ABOUT HOURS WORKED LAST WEEK)

Start-time: \_\_\_\_\_ Finish Time: \_\_\_\_\_

29) INTERVIEWER CODE –

Did respondent have to answer using last week's hours because of variable hours worked?

( )

Yes – last week's hours	1	
No	2	

There is no q30-q32

**C: WORK-LIFE BALANCE PRACTICES AND POLICIES**

ASK ALL

ASK Q33-Q35 IN TURN FOR EACH STATEMENT (EXCEPT THOSE PRACTICES CURRENTLY WORK AT Q16), THEN ASK NEXT STATEMENT

33) If you were to approach your employer about (READ EACH STATEMENT ON GRID), do you think they would allow you to? CODE ON GRID BELOW

	Q33				Q34				Q35			
	Yes	No	Depends/ Possibly	DK	Yes	No	Depends/ Possibly	DK	Yes	No	Depends/ Possibly	DK
a) (IF RESPONDENT DOES NOT WORK PART TIME) Working part-time	1	2	3	X	1	2	3	X	1	2	3	X
b) Working only during school term-time	1	2	3	X	1	2	3	X	1	2	3	X
c) Have a job-share where a full time job is divided between usually 2 people and where the job sharers work at different times	1	2	3	X	1	2	3	X	1	2	3	X
d) Working flexitime	1	2	3	X	1	2	3	X	1	2	3	X
e) Working a compressed working week, for example working a forty hour week over four days	1	2	3	X	1	2	3	X	1	2	3	X
f) Working annualised hours where the number of hours an employee has to work is calculated over a full year. Instead of say 40 hours a week employees are contracted to work say 1900 hours per year.	1	2	3	X	1	2	3	X	1	2	3	X
g) Working reduced hours for an agreed period at a reduced salary with an agreement to return to full time hours and salary when the period ends	1	2	3	X	1	2	3	X	1	2	3	X

FOR EACH NO, DEPENDS/POSSIBLY OR DON'T KNOW AT Q33 (OTHERS SKIP TO Q35)

34) Could the job you personally do be done (INSERT STATEMENTS NO/ DEPENDS/POSSIBLY / DON'T KNOW AT Q33: reduce statement to 'by job share')?

( )

Yes	1	
No	2	
Depends/Possibly	3	
Don't Know	X	

35) Would you like to ... (EACH STATEMENT DROPPING -'ING')  
CODE ON GRID ABOVE

- 36) ASK ALL (EXCEPT THOSE CURRENTLY WORKING FLEXTIME AT Q16)  
Do you have any flexibility in when you work, such as being able to start early, or work through lunch so that you can leave early?

( )

Yes	1	
No	2	
Don't Know	3	

There is no q37 - q39

**D.WHERE PEOPLE WORK**

**ASK ALL**

- 40) Do you work from home as part of your normal working hours...  
IF YES TO ANY SKIP TO Q41

	Yes	No	DK
Most of the time,	1	2	X
One of two days of the week ,	1	2	X
or Occasionally?	1	2	X

IF YES TO ANY ASK Q41 (OTHERS ASK Q42)

- 41) What are your reasons for working from home...

[TICK ALL THAT APPLY] [DO NOT READ OUT]

( )

Have no usual place of work	1	
Family home is some distance from place of work	2	
Childcare needs	3	
Caring needs of relatives, friends or neighbours	4	
Demands of job	5	
Get more work done / more efficient	6	
Other (PLEASE SPECIFY / WRITE IN)	0	

**[NOW GO TO Q 46]**

ASK ALL **NOT** WORKING AT HOME

- 42) If you were to approach your employer about working from home, do you think they would allow it?

( )

Yes	1	ASK Q45
No	2	ASK Q43
Depends/Possibly	3	
Don't Know	X	

IF NO, DEPENDS/POSSIBLY OR DON'T KNOW AT Q42 (OTHERS SKIP TO Q45)

- 43) Could the job you personally do be done from home some of the time?

( )

Yes	1	ASK Q45
No	2	ASK Q44
Depends/Possibly	3	
Don't Know	X	

44) IF NO, DEPENDS/POSSIBLY OR DON'T KNOW AT Q43 (OTHERS SKIP TO Q45)  
 Why is this not possible?  
 PROMPT IF NECESSARY

( )

Doesn't suit domestic/home arrangements	1	
Nature of work	2	
Other (PLEASE SPECIFY / WRITE IN)	0	

45) ASK ALL NOT WORKING FROM HOME  
 Would you like to work from home?

( )

Yes	1	ASK Q46
No	2	CHECK Q45a
Depends/Possibly	3	ASK Q46
Don't Know	4	

45a) IF YES AT Q42 AND NO AT Q45  
 Why wouldn't you want to work from home?

PROBE FULLY




**E: MATERNITY LEAVE ARRANGEMENTS**

**[WOMEN ONLY - MEN GO TO SECTION F]**

**IF ON MATERNITY LEAVE CURENTLY AT SCREENER Q2 SKIP TO Q47**

- 46) I would now like to ask you a few questions about maternity leave. Over the past three years, have you taken maternity leave with your CURRENT EMPLOYER, or are you about to take maternity leave?  
CODE ALL THAT APPLY

(      )

Yes, have taken	1	ASK Q47
Yes, about to take	2	GO TO Q47
Neither	3	GO TO SECTION F

IF YES TO BOTH ASK Q49 ABOUT LEAVE TAKEN THEN ASK Q47-Q49 ABOUT LEAVE ABOUT TO TAKE (INSERTING 'THINKING NOW ABOUT THE LEAVE YOU ARE ABOUT TO TAKE')

IF YES TO ONE (OR CURRENTLY ON MATERNITY LEAVE AT SCREENER Q2)

ASK Q47

- 47) ("I would now like to ask you a few questions about maternity leave" IF CURRENTLY ON MATERNITY LEAVE) How long was ['is' IF CURRENTLY ON MATERNITY LEAVE; 'Will' IF ABOUT TO TAKE] your maternity leave ['be' IF ABOUT TO TAKE]?

\_\_\_\_\_ weeks

[IF DON'T KNOW PROMPT WITH]:

(      )

Less than 14 weeks	1	
14 weeks	2	
15-17 weeks	3	
18 weeks	4	
19-29 weeks	5	
30-40 weeks	6	
Can't remember but over 14 weeks	7	
Can't remember how long	8	
Don't Know	X	

- 48) [IF TAKEN IN LAST 3 YEARS: Did your employer continue to pay you when you were on maternity leave...READ OUT?

[IF CURRENTLY ON MATERNITY LEAVE: Is your employer continuing to pay you while you are on your maternity leave...READ OUT?

IF ABOUT TO TAKE: Will your employer be continuing to pay you while you are on maternity leave...READ OUT?

(      )

Over the full period of your leave	1	
For part of the period	2	
Not at all	3	
Don't Know	X	

- 49) IF TAKEN IN LAST 3 YEARS: When you returned to work from maternity leave did you....READ OUT  
 IF ON MATERNITY LEAVE OR ABOUT TO GO ON MATERNITY LEAVE: If you return to work do you expect to...READ OUT

Yes No DK DO NOT READ OUT (Not planning to return)

	1	2	X	V
(ONLY ASK THOSE ON / ABOUT TO GO ON MATERNITY LEAVE IF FULL TIME) Switch to part time or work reduced hours			X	V
Have (if on / about to go: get) more flexibility over the hours that you worked	1	2	X	V
Have some other changes to your working arrangements (SPECIFY)	1	2	X	V

- 50) ASK ALL ON, ABOUT OR HAD MATERNITY LEAVE  
 Regarding maternity leave if you had to chose between longer maternity leave or greater flexibility in the working arrangements when you returned from leave, which would it be?

( )

Longer leave	1	
Greater flexibility	2	
Don't Know	3	

**F. OTHER FORMS OF LEAVE**

51) If it proved necessary would your employer allow you personally to take...READ OUT

	Q51			Q51a				
	Yes	No	DK	Fully	Partly	Not	Make up the hours later (DO NOT READ OUT)	DK
MEN ONLY: Paternity leave (allowing fathers to take time off when their children are born )	1	2	X	1	2	3	4	X
Time off to look after children (when they are sick for example)	1	2	X	1	2	3	4	X
Leave to care for others , such as looking after sick or aged relatives	1	2	X	1	2	3	4	X
Bereavement leave (time taken off after a bereavement of a relative)	1	2	X	1	2	3	4	X
Career breaks (With the agreement of your employer that you may leave work for a finite period of time and will be able to return to the same job on your return)	1	2	X	1	2	3	4	X

FOR EACH YES AT Q51 (IF NONE SKIP TO Q56)

51a) Would this (INSERT LEAVE YES AT Q51) be fully paid, partly paid or unpaid?  
[IF SAY FULLY PAID FOR X DAYS THEN UNPAID CODE AS FULLY PAID]

52) Over the past 12 months and while you were with your current employer have you made use of ....[EACH TYPE OF LEAVE YES AT q51]

	Yes	No	DK
[ASK MEN ONLY] Paternity leave (allowing father to take time off when their children are born)	1	2	X
Time off to look after children (for example, when they are sick )	1	2	X
Leave to care for others , such as looking after sick or aged relatives	1	2	X
Bereavement leave	1	2	X
Career breaks (With the agreement of your employer that you may leave work for a finite period of time and will be able to return to the same job on your return)	1	2	X

There is no q53-q55

## G WORKPLACE FACILITIES

### ASK ALL

- 56) Can you now tell me if the organization you work for provides any of the following facilities that you would be able to use if the need arose?

	Q56		
	Yes	No	Dk
A crèche or workplace nursery	1	1	1
Subsidised nursery places outside of work	2	2	2
Other types of financial help with employee's childcare needs	3	3	3
Information about local provision of childcare	4	4	4
Information about provision of other care	5	5	5
Financial help with employees' other care needs	6	6	6
Help with childcare arrangements during school holidays	7	7	7
Workplace counselling or stress management advice	8	8	8

There is no q57-59

## H: YOU AND YOUR EMPLOYER

- 60) I would now like to ask you some questions about the place where you work. How well informed do you feel about the working practices which are offered by your employer? READ OUT

( )

Very well	1	
Fairly well	2	
Not very well	3	
Not at all well	4	
Don't Know	X	

- 61) Does your employer ever seek the views of employees about the working arrangements which are available?

( )

Yes	1	
No	2	
Don't Know	3	

There is no q62-64

ASK ALL

65 Please tell me whether you are very satisfied, fairly satisfied, neither satisfied nor dissatisfied, fairly dissatisfied, very dissatisfied with the following aspects of your current [MAIN] job? READ OUT

	Very Satisfied	Fairly Satisfied	Neither nor	Fairly Dissatisfied	Very Dissatisfied	DK
Your job overall	1	2	3	4	5	X
The hours you work* (FOLLOW WITH Q66 IMMEDIATELY)	1	2	3	4	5	X
The flexibility over when you work your hours	1	2	3	4	5	X
The provision of leave for childcare	1	2	3	4	5	X
The provision of leave to care for relatives or friends	1	2	3	4	5	X
The provision of childcare facilities	1	2	3	4	5	X
The extent to which you can balance your work and non-work interests	1	2	3	4	5	X

IF DISSATISFIED WITH HOURS WORKED

66) You say you are not satisfied with the hours that you work. Would you like to change your working arrangement in any of the following ways? READ OUT

( )

Work fewer hours for less pay	1	
Work longer hours for more pay	2	
Work less overtime	3	
Work more overtime	4	
Be able to leave on time	5	
In any other way (Please specify)	0	

ASK ALL

67) What are the most important changes, if any, you would like to make to your working arrangements to help you better balance work and non-work interests?

PROBE FULLY


68) Do you think that in your current situation any of the following can adversely affect your personal career progression?

	Yes	No	DK
Working part time	1	2	X
Not being able to work beyond your standard hours (ie leaving on time)	1	2	X
Having more flexibility in when you work your normal hours	1	2	X
Taking extended leave to care for children	1	2	X
Taking extended leave to care for others	1	2	X

**ASK ALL**

69) Please tell me if you strongly agree, agree, neither agree nor disagree, disagree or disagree strongly with the following statements.

ROTATE	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	DK
Everyone should be able to balance their work and home lives in the way that they want	1	2	3	4	5	X
The employer's first responsibility has to be to ensure that the organisation achieves its goals	1	2	3	4	5	X
Employees must not expect to be able to change their working pattern if to do so would disrupt the business	1	2	3	4	5	X
It's not the employer's responsibility to help people balance their work with other aspects of their life	1	2	3	4	5	X
People work best when they can balance their work and the other aspects of their lives	1	2	3	4	5	X
Policies that help staff balance work and other interests are unfair to people like me	1	2	3	4	5	X

70) Some employers have a range of policies that affect the balance employees are able to achieve between their work and the rest of their lives. In your opinion, how important is it to your employer that staff have a balance between work and the rest of their lives ...?

READ OUT

( )

Very important	1	
Fairly important	2	
Not very important	3	
Not important at all	4	
(DO NOT READ OUT) Don't Know	X	

**SECTION FOUR: ABOUT YOU**

Finally, I would like to ask you a few questions about yourself so that we can classify the information you have kindly provided.

71) Currently, are you  
READ OUT

(      )

Single, that is never married	1	
Married and living with your husband/wife	2	
Married and separated from your husband/ wife	3	
Divorced	4	
Widowed	5	
(DO NOT READ OUT) Refused	6	

72) How many people in total live in your household, including yourself?

IF MORE THAN ONE (IF LIVE ON OWN SKIP TO Q76)

73) Who else lives in your household?

(      )

Partner	1	
Own child(ren)	2	
Partner's/husband(wife) child(ren)	3	
Other relatives aged over 18	4	
Other adults aged over 18	5	
Other children aged 18 or under	6	
(DO NOT READ OUT) Refused	7	
(DO NOT READ OUT) Don't know	X	

IF NONE OF THE CHILDREN CODES (\*s) GIVEN ASK Q76  
 IF 'OWN CHILDREN' THE ONLY CHILDREN CODE GIVEN ASK Q73a  
 OTHERWISE ASK Q73b

73a) How many children live with you in the household?  
 THEN ASK Q74

ASK IF CHILDREN IN HOUSEHOLD EXCEPT IF 'OWN CHILDREN' THE ONLY CHILD CATEGORY CODED) (OTHERS CHECK TO Q74)

73b) How many children are you responsible for in the household?

(      )

1	1	ASK Q74
2	2	
3	3	
4	4	
5	5	
6	6	
7	7	
8	8	
9+	9	
Refused	V	ASK Q76

IF ANY CHILDREN AT Q73a OT Q73b (OTHERS SKIP TO Q76)

74) How old are they?  
 (ASK FOR EACH CHILD, ELDEST FIRST)

Q74 Age of children	Q75 In full-time education
0-4	
5-11	
12-14	
15	
16	
17-18	
Over 18	

75) IF CHILDREN AGED 16 OR OVER; OTHERS GO TO Q76  
 Are [CHILDREN AGED OVER 16] still in full-time education?

(      )

Yes	1
No	2

76) ASK ALL  
 Are you currently looking after or giving help or support to, family members, friends, or others because of long-term ill-health or disability or because of problems related to old-age?

(      )

Yes	1	ASK Q76B
No	2	SKIP TO Q78
DK	X	



IF CARING AT Q76

76b). IF YES: How many hours do you spend on this in a typical week? [if less frequently than weekly, record and calculate average per week]

77) Do you think that your caring role limits the type of work you can do? READ OUT

( )

Yes, very much so	1	
Yes, a little	2	
No	3	
DK	X	

IF CODE 2 OR 4 AT q71 OR 'PARTNER' AT Q73 (OTHERS GO TO Q79)

78) Is your partner in paid employment?

( )

Yes	1	ASK Q79
No	2	SKIP TO Q80

IF ANYONE ELSE IN HOUSEHOLD

79) Is your job the main source of income for your household?

( )

Yes	1	
No	2	

ASK ALL

80) What is your gross pay before tax and other deductions such as National Insurance? (If your pay fluctuates because of overtime or because you work different hours every week, think about what you earn on average).

£ \_\_\_\_\_

Refused

Don't know

[IF DO NOT KNOW] Do you think your gross monthly pay is... (READ OUT RANGE AND THEN SKIP TO Q82 (After asking Q80a))

( )

Under £500	1	
£501-£999	2	
£1000-£1499	3	
£1500-£1999	4	
£2000-£2499	5	
£2500-£2999	6	
£3000-£3999	7	
£4000-£4999	8	
£5000 or more	9	
Refused	10	
DK	X	

80a) Can I just check is that before tax and National Insurance or after tax and National Insurance?

( )

Before tax and National Insurance	1	
After tax and National Insurance	2	

81) And what period does this pay cover?

( )

Week	1	
Fortnight	2	
Four weeks	3	
Month	4	
Year	5	
Other (PLEASE SPECIFY / WRITE IN)	0	

ASK ALL LIVING WITH OTHERS AT Q72 (OTHERS SKIP TO Q85)

82) Approximately what is the gross total income of your household before tax and other deductions such as National Insurance?

£ \_\_\_\_\_

Refused

Don't know:

83) [IF DON'T KNOW PROMPT WITH:] Do you think the gross monthly income of your household is... (READ OUT RANGE)

( )

Under £500	1	
£501-£999	2	
£1000-£1499	3	
£1500-£1999	4	
£2000-£2499	5	
£2500-£2999	6	
£3000-£3999	7	
£4000-£4999	8	
£5000 or more	9	
Refused	10	
DK	X	

84) What period does that cover?

( )

Week	1	
Fortnight	2	
Four weeks	3	
Month	4	
Year	5	
Other (PLEASE SPECIFY / WRITE IN)	0	

ASK ALL

85) Are you suffering from any long-term illness, health problem, or disability which limits your daily activities or the work you can do?

( )

Yes	1	
No	2	

86) It is important for us to know if all groups in society have access to provisions which allow them to balance their work and non-work commitments. It would therefore be helpful if you could indicate to which of the following groups you feel you belong:

( )

White	1	
Black- Caribbean	2	
Black- African	3	
Black- neither Caribbean nor African	4	
Indian	5	
Pakistani	6	
Bangladeshi	7	
Chinese	8	
Other (PLEASE SPECIFY / WRITE IN)	0	

87) Thank you very much for taking part in this survey. In case we or another research agency wanted to contact you again in relation to the issues we discussed would you be willing to take part in another survey?

(      )

Yes	1	
No	2	

IF YES

88) Take contact details. \_\_\_\_\_

THANK RESPONDENT AND CLOSE INTERVIEW		
I declare that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct.		
Interviewer signature:	Date:	
Finish time:	Interview Length	mins

**Office Use only:**

SERIAL				CARD
(101)		(104)	(105)	

REF NO				
(106)				(110)

REGION		
(111)		

Address Label or Written Details	<b>FINAL OUTCOME (CODE ONE ONLY) (114-115)</b>	
		Respondent interviewed / recruited.....
	Breakdown during interview .....	02
	Out of quota ( ) .....	03
	Non qualifier ( ) .....	04
	Referral – not HQ .....	05
	- not appropriate person .....	06
	Refusal: (SPECIFY).....	10
	Not available in deadline .....	11
	Refto other address / telephone number	12
	No contact with resp after 5 tries .....	13
	Unobtainable / dead line / fax number...	14
	Company closed down .....	15
	Respondent moved / no longer at address	16
	Wrong number .....	17
	Other (DESCRIBE) .....	00

**Contact Record - Please complete for every contact, however short**

No	Date	Time	Spoke to	Outcome
1				
2				
3				
4				
5				
6				
7				

**Please use:**

NDC = No Direct Contact    DC = Direct Contact    NR = No Reply    C/B = Call Back    Eng = Engaged

**ASK TELEPHONIST**

May I speak to (NAME ON SAMPLE) please? (Collect correct name)

(NAME) \_\_\_\_\_

***(IF UNAVAILABLE/NOT HEARD OF - ASK FOR 2<sup>ND</sup> REFERRAL CONTACT)***

**IF NO CONTACT NAME OR CONTACT NAME IS NOT KNOWN**

May I speak to the person in charge of recruitment and human resource issues [Collect name if given]

(NAME) \_\_\_\_\_

**ASK RESPONDENT**

1) Hello, my name is \_\_\_\_\_ from IFF Research. We are conducting a very important study in conjunction for the Department for Education and Employment and into how much people work, when they work, and where they work. We have already spoken to over 2000 workplaces in order to get a full picture of current employment practices, and now, as a follow up, we are contacting head offices to find out more about policy making at company level. You may have seen some publicity about the work-life balance campaign recently.

The interview will just take about 20 minutes, and is completely voluntary. All information you provide will be treated in the strictest confidence. As a thank you to those taking part we are offering a summary report of the key findings.

*Reassurances if needed:*

- We work strictly within the market Research Society Code of Conduct
- Contact at IFF: David Vivian or Mark Winterbotham (020 7837 6363)
- At DfEE: Ganka Mueller (020 7273 5565)
- We got your name from BT and other business databases

[COLLECT NAME AND JOB TITLE]

S1 Can I just check that this is the Headquarters of (TAKE COMPANY NAME FROM SAMPLE)

( )

Yes	1	CONTINUE
No	2	COLLECT APPROPRIATE PHONE NUMBER AND NAME (OR TRANSFER) ----- ----- ----- -----

S2 Can I also just check that you the most appropriate person to talk to about employment practices and policy in your organization? [i.e. the most senior person / one of the most senior people in charge of human resource issues in the organisation]?

( )

Yes	1	ASK Q2
No	2	COLLECT APPROPRIATE NAME, TRANSFER AND RE-INTRODUCE ----- ----- ----- -----

**GO TO MAIN QUESTIONNAIRE**

Start Time:	
Company Name:	
Respondent:	
Job Title:	
Interviewer:	

*Before we start, can I ask that you give me answers for your whole organisation and not just for this site*

- 1) Firstly, can you tell me what are the main business activities of your organisation?

\_\_\_\_\_

\_\_\_\_\_ [CODE ALL TO SIC]

IF SEVERAL MENTIONED (OTHERS ASK Q3 or Q3b)

- 2) What would you say was the most important business activity of your organisation? By important I mean the activity that employs the most people.

\_\_\_\_\_ [CODE TO SIC]

- 3) IF PRIVATE SECTOR COMPANY (OTHERS ASK Q3b)

What is the approximate value of sales turnover in the UK of the company you work for?

£ \_\_\_\_\_

Don't know (ASK Q4)

IF PUBLIC OR VOLUNATARY SECTOR ORGANISATION

- 3b) What is the approximate budget of the organisation you work for?

£ \_\_\_\_\_

DON'T KNOW (SKIP TO Q4)



**IF DO NOT KNOW AT Q3 OR Q3b (OTHERS SKIP TO Q5)**

4) Is it approximately:

( )

Less than £100 million	1	
£100m-£499m	2	
£500m-£999m	3	
£1000m-£1499m	4	
£1500m-£1999m	5	
£2000m-£4999m	6	
£5000m or more	7	
Don't Know	X	

**ASK ALL**

5) (IF PRIVATE SECTOR COMPANY) Over the past twelve months has your sales turnover...  
 (IF PUBLIC OR VOLUNTARY SECTOR ORGANISATION) Over the past twelve months has your budget...

( )

Increased a great deal	1	
Increased a little	2	
Stayed the same	3	
Decreased a little	4	
Decreased a lot	5	
(DO NOT READ OUT) Don't Know	X	

5a) Approximately how many sites does this organisation have in the UK?  
 (ADD IF NECESSARY - INCLUDING THIS ONE)

----- number

**IF DO NOT KNOW NUMBER, PROMPT WITH**

( )

This is the only site	1	
2-4	2	
5-9	3	
10-19	4	
20-49	5	
50-99	6	
100-199	7	
200-499	8	
500-999	9	
1000+	10	
Don't Know	X	

**IF SAY 1 SITE/THIS IS THE ONLY SITE**

5b) So can I just check that this organisation has no other sites in the UK apart from this one?

( )

Yes – no other sites	1	CLOSE
No – other sites	2	REASK Q5a

6) Approximately how many people are employed by the organisation as a whole in the UK?

\_\_\_\_\_ number

IF DO NOT KNOW NUMBER, PROMPT WITH:

( )

Less than 100	1	
100-499	2	
500-999	3	
1,000-1,499	4	
1,500-1,999	5	
2000-2,499	6	
2,499-4,999	7	
5,000-9,999	8	
10,000-19,999	9	
20,000 or more	10	
Don't Know	X	

7) Approximately what proportion of your employees are female? PROBE FOR BEST ESTIMATE

\_\_\_\_\_per cent

[IF DON'T KNOW: Is it roughly: over 50%, 25-50%, 10-24%, Less than 10%, None?]

8) And approximately what proportion of your employees work part-time? PROBE FOR BEST ESTIMATE

\_\_\_\_\_per cent

[IF DON'T KNOW: Is it roughly: over 50%, 25-50%, 10-24%, Less than 10%, None?]

9) Over the past 12 months, has employment within your organisation:

( )

Increased a great deal	1	
Increased a little	2	
Stayed the same	3	
Decreased a little	4	
Decreased a lot	5	
Don't know	X	

- 10) Is the organisation you work for part of an even larger organisation or group?  
 (INTERVIEWER NOTE: IF THE RESPONSE IS YES WE ARE ONLY INTERESTED IN THE ORGANISATION FOR WHICH THIS HEAD OFFICE IS DIRECTLY RESPONSIBLE)

( )

Yes	1	ASK Q11
No	2	GO TO Q12

IF YES (OTHERS GO TO Q12)

- 11) Where is the head office of the parent company/organisation based? PROMPT IF NECESSARY

( )

UK	1	
European Union	2	
North America	3	
Far East	4	
Don't Know	X	
Other (PLEASE SEPCIFY, WRITE IN)	0	

**ASK ALL**

- 12) Who has the main responsibility for employment practices in your organisation in the UK? Is it...[READ OUT]

( )

Parent company [IF PART OF LARGER ORGANISATION]	1	
This Head Office	2	
Different divisions of the organisation (i.e. responsibility is shared)	3	
Individual establishments or sites within the organisation	4	
Other (PLEASE SPECIFY) _____	0	

- 13) Which of the following best describes the role of the department responsible for employment policies in your organisation across the UK? [READ OUT]

( )

The department outlines the broad principles of employment policy but leaves the detail to the individual parts of the business	1	
The department sets out the detail of the policies that are to be enforced in the individual parts of the business	2	
A situation somewhere between the previous two statements	3	
(DO NOT READ OUT) Don't know	X	

14) Is the head of the department responsible for employment policy on the board of directors of this organisation or the senior day-to-day management team?

( )

Board of directors	1	
Senior management team	2	
Neither	3	
Don't know	X	

15) I would now like to ask you some questions about practices that enable employees to balance their work with their lives outside work. Has the organisation any organisation-wide policies, or has it supported any practices on an organisation-wide basis, that were specifically introduced to enable employees to better balance their work and other interests and commitments?

( )

Yes	1	GO TO Q15a
No	2	GO TO Q18
Don't know	X	

**IF YES**

15a) What are these organisation-wide policies and/or practices?

PROBE FULLY e.g. If say family friendly policies - ask what are these policies  
If say flexible working – ask how they do this

---



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---

16) Would you say the measures that have been introduced have been successful in enabling staff to reach a better balance between their work and other interests or commitments?

( )

Very successful	1	
Fairly successful	2	
Fairly unsuccessful	3	
Very unsuccessful	4	
Too early to say	5	
Don't Know	X	

**IF CODES 1-5 AT Q16**

17) Why do you say that?


**ASK ALL**

- 18) How important is the aim of trying to enable a work-life balance for your employees in the context of the overall policy and practices of your organisation?

( )

Very important	1	
Quite importance	2	
Not very importance	3	
Not at all important	4	
Don't Know	X	

- 19) What makes you say that?

**PROBE FULLY**


**ASK IF Q18 'very important' or 'some importance' OR IF Q15 YES. OTHERS GO TO Q21**

- 20) Who has taken the lead in developing employment policies and practices that seek to enable a better work-life balance for employees?

CODE ALL THAT APPLY. PROMPT IF NECESSARY. [IF 'ME' ASK FOR JOB TITLE]

( )

Board of Directors	1	
Chief Executive Officer	2	
Human Resource / Personnel Director	3	
Human Resources/ Personnel Department	4	
Equal Opportunities or Diversity Director	5	
Other (PLEASE SPECIFY) _____	0	

**ASK ALL**

- 21) Do you have a written equal opportunities policy that applies across the organisation as a whole?

( )

Yes	1	
No	2	

- 22) Are there unions, staff associations or a group of unions recognised by management for negotiating pay and conditions of employment across the organisation as a whole?

( )

Yes	1	
No	2	

- 23) How are the views of employees obtained when reviewing or introducing policies across the organisation as a whole?  
DO NOT READ OUT

( )

Unions / Union representatives	1	
Staff representatives	2	
Staff committee	3	
Working groups	4	
Consultative body	5	
Staff opinion survey	6	
Informal feedback	7	
Other (WRITE IN)	0	
Don't Know	X	

- 24) Does your organisation support the take up of any of the following practices across the organisation as a whole?

( )

	Yes	No	DK
Flexitime	1	2	3
Compressed working week (for instance, working a forty hour week over four days instead of five)	1	2	X
Annualised hours (where the number of hours an employee has to work is calculated over a full year)	1	2	X

**FOR EACH MENTIONED AT Q24 ASK Q25 AND Q26 (IF NONE MENTIONED AT Q24, GO TO Q28)**

- 25) How commonplace is it across the organisation as a whole for staff to work [PRACTICE MENTIONED AT Q24]

( )

Very common	1	
Quite common	2	
Not common	3	
Not at all common	4	

- 26) Do you have either a written policy, guidance notes or some other written formal means relating to [PRACTICE MENTIONED AT Q24]

( )

	Yes	No	DK
Written policy	1	2	X
Written guidance	1	2	X
Other written means (Please specify)..... .....	1	2	X

**IF ANY YES AT Q24. OTHERS GO TO Q28**

27) What are your reasons for supporting the take up of this/these practice/practices across the organisation?

PROBE FULLY


**NOW SKIP TO Q29**

**IF DO NOT SUPPORT ANY PRACTICES AT Q24**

28) Why do you not support the take up of any of these practices across the organisation?

DO NOT READ OUT

(     )

Not feasible	1	
Cost / Not good for business	2	
No organisation wide policies – left to individual establishments	3	
Other (SPECIFY)	0	
Don't know	X	

**ASK ALL**

29) Is the take up of part-time work supported across the organisation as a whole?

(     )

Yes	1	GO TO Q30
No	2	GO TO Q34

**IF YES AT Q29. OTHERS GO TO Q34**

30) How commonplace is it across the organisation as a whole for staff for to work part-time

(     )

Very common	1	
Quite common	2	
Not common	3	
Not at all common	4	

31) What are your reasons for supporting the take up of this practice across the organisation?

PROBE FULLY


32) Is it permitted for all grades of staff, or just some?

( )

All	1	ASK Q35
Some	2	ASK Q33
DK	X	ASK Q35

**IF 'SOME' ASK Q33 (OTHERS SKIP TO Q35)**

33) With respect to what grades of staff is it permitted? READ OUT

( )

	Yes	No	Don't know
Senior managers and senior professionals	1	2	X
Junior managers and professionals	1	2	X
Other non-manual staff	1	2	X
Manual staff	1	2	X

**SKIP TO Q35**

**IF NO AT Q29**

34) Why do you not support the take up of any of this practice across the organisation?  
DO NOT READ OUT

( )

Not feasible	1	
Cost / Not good for business	2	
No organisation wide policies – left to individual establishments	3	
Other (SPECIFY)	0	
Don't know	X	

**ASK ALL**

35) Some people believe that working part-time limits an individual employee's career prospects. Do you think this is the case in your organisation?

( )

Yes	1	GO TO Q36
No	2	GO TO Q37

**IF YES (OTHERS SKIP TO Q37)**

36) Is this something the organisation is currently addressing or plans to address?

( )

Yes	1	
No	2	



**ASK ALL**

37) Thinking now about people being able to change the hours they work, do you have organisation-wide policies which support staff in...

( ) ( ) ( )

	Yes	No	DK
Moving from full-time to part-time work	1	2	X
Moving from part-time to full-time work	1	2	X
Working reduced hours for a limited period	1	2	X
Working only during term-time	1	2	X
Having a job share	1	2	X

**FOR EACH MENTIONED AT Q37 ASK Q38 AND Q39 (IF NONE MENTIONED AT Q37, GO TO Q41)**

38) How commonplace is it across the organisation as a whole for staff for to [PRACTICE MENTIONED AT Q37 – delete “ing”]

( )

Very common	1	
Quite common	2	
Not common	3	
Not at all common	4	

39) Do you have either a written policy, guidance notes or some other written formal means relating to [PRACTICE MENTIONED AT Q37]

( )

	Yes	No	DK
Written policy	1	2	X
Written guidance	1	2	X
Other written means (Please specify)..... .....	1	2	X

**IF ANY YES AT Q37. OTHERS GO TO Q41**

40) What are your reasons for supporting these practices across your organisation as a whole?

**PROBE FULLY**


**SKIP TO Q42**

**IF ALL NO AT Q37**

41) Why do you not support these practices?  
DO NOT READ OUT

( )

Not feasible	1	
Cost / Not good for business	2	
No organisation wide policies – left to individual establishments	3	
Other (SPECIFY)	0	
Don't know	X	

**ASK ALL**

42) Do you support practices which allow staff to work from home either regularly or occasionally?

( )

Yes	1	GO TO Q43
No	2	GO TO Q46

**IF YES**

43) How commonplace is it for staff for to work from home either regularly or occasionally across the organisation as a whole?

( )

Very common	1	
Quite common	2	
Not common	3	
Not at all common	4	

44) Do you have either a written policy, guidance notes or some other written formal means relating to working from home?

	Yes	No	DK
Written policy	1	2	X
Written guidance	1	2	X
Other written means (Please specify)..... .....	1	2	X

45) What are your reasons for supporting working from home occasionally or regularly?

**PROBE FULLY**


**GO TO Q47**

**IF NO AT Q42**

- 46) Why do you not support staff working from home either occasionally or regularly?  
DO NOT READ OUT

( )

Not feasible	1	
Cost / Not good for business	2	
No organisation wide policies – left to individual establishments	3	
Other (SPECIFY)	0	
Don't know	X	

**ASK ALL**

- 47) Turning to childcare and maternity leave. Under the new regulations, women expecting babies on or after 30 April 2000 are allowed 18 weeks ordinary maternity leave regardless of their length of service and women who have completed one year's service are able to take additional maternity leave which can last up to 29 weeks after the birth. Were you aware of this...READ OUT

( )

In detail	1	
Broadly though not the exact detail	2	
Aware of it but not the detail	3	
Not aware of it at all	4	
(DO NOT READ OUT) Don't Know	X	

**IF AWARE (CODES 1-3 AT Q47). OTHERS GO TO Q53**

- 48) Some employers operate or intend to offer maternity leave entitlements beyond the statutory minimum, for example giving more pay or time off. Do you have or do you intend to introduce anything like this across your organisation?

( )

Currently have	1	GO TO Q51
Intend to introduce	2	
Neither have or intend to	3	GO TO Q49
Don't know	4	

**IF DO NOT CURRENTLY HAVE OR DO NOT INTEND TO**

- 49) Will it be left to individual parts of the organisation to decide for themselves about offering entitlements beyond the statutory minimum maternity leave?

( )

Yes	1	GO TO Q50
No	2	GO TO Q53

**IF YES AT Q49**

- 50) Will head office support individual parts of the organisation to offer maternity leave entitlements beyond the statutory minimum?

( )

Yes	1	NOW GO TO Q53
No	2	

**ASK IF CURRENTLY HAVE POLICY OR INTEND TO INTRODUCE AT Q48**

- 51) Are/ Will all grades of employee be entitled to the additional maternity leave entitlements or just some?

( )

All	1	ASK Q53
Not all / some	2	ASK Q52
Don't know	X	

**IF NOT ALL GRADES**

- 52) What grades of staff are/ will be entitled? READ OUT

( )

Senior managers and senior professionals	1	
Junior managers and professionals	2	
Other non-manual staff	3	
Manual staff	4	

**ASK ALL**

- 53) Currently employees with one year's continuous service whose children were born on or after the 15th December 1999 are entitled to 13 weeks unpaid leave for each child up until the child's fifth birthday. Were you aware of this? READ OUT

( )

In detail	1	
Broadly though not the exact detail	2	
Aware of it but not the detail	3	
Not aware of it at all	4	
Don't Know	X	

**IF AWARE (CODES 1-3 AT Q53). OTHERS GO TO INSTRUCTIONS BEFORE Q59**

- 54) Some employers operate or intend to offer leave entitlements for parents beyond the statutory minimum, for example giving some pay or extending eligibility. Do you have or do you intend to introduce anything like this across your organisation?

Currently have	1	GO TO Q57
Intend to introduce	2	
Neither have or intend to	3	GO TO Q55
Don't know	4	

**IF DO NOT CURRENTLY HAVE OR DO NOT INTEND TO AT Q54**

- 55) Will it be left to individual parts of the organisation to decide for themselves about adding to the provision of parental leave?

( )

Yes	1	GO TO Q56
No	2	GO TO INSTRUCTIONS ABOVE Q59

**IF YES**

- 56) Will head office support individual parts of the organisation to add to parental leave provision?

( )

Yes	1	CHECK INSTRUCTION AT Q59
No	2	

**IF CURRENTLY HAVE OR INTEND TO AT Q54**

- 57) Will all grades of employee be entitled to the additional parental leave entitlements or just some?

( )

All grades	1	ASK Q59
Not all grades	2	ASK Q58
Don't know	X	

**IF NOT ALL GRADES**

- 58) What grades of staff are/ will be entitled? READ OUT

( )

Senior managers and senior professionals	1	
Junior managers and professionals	2	
Other non-manual	3	
Manual	4	

**IF CURRENTLY HAVE OR INTEND TO HAVE ADDITIONAL MATERNITY OR PARENTAL LEAVE ENTITLEMENTS AT Q48 OR Q54. OTHERS GO TO Q60**

- 59) What are the benefits to the organisation of offering leave rights beyond the statutory minimum?

PROBE FULLY


**ASK ALL**

- 60) Thinking about other types of leave available to staff, will head office support individual parts of the organisation to provide...

	Yes	No	Don't know
Paternity leave giving leave to the father after the birth of a child	1	2	X
Leave to care for others	1	2	X
Career breaks	1	2	X
Bereavement leave	1	2	X
And do you have any other organisation-wide policies on leave: (CODE OR SPECIFY)			
Compassionate leave	1		
Study leave	2		
Territorial army leave	3		
Other	0		

**FOR EACH NO AT Q60**

- 61) Do you leave it to the discretion of the various parts of your organisation to provide [PRACTICE MENTIONED AT Q60]

( )

Yes	1	
No	2	
It varies depending on type of leave	3	
Don't know	X	

**FOR EACH YES AT Q60**

- 62) Do you have either a written policy, guidance notes or some other written formal means relating to [PRACTICE MENTIONED AT Q60]

( )

	Yes	No	DK
Written policy	1	2	X
Written guidance	1	2	X
Other written means (Please specify)..... .....	1	2	X

**IF PROVIDE CAREER BREAKS AT Q60 (OTHERS ASK Q64)**

63) What are the benefits to the organisation of providing career breaks?

PROBE FULLY


**ASK ALL**

64) I would now like to ask some questions about childcare.  
How important does your organisation see it to assist their employees with their childcare needs? READ OUT

( )

Very important	1	
Important	2	
Not very important	3	
Not at all important	4	
(DO NOT READ OUT) Don't know	X	

65) Thinking about the range of childcare facilities that some employers provide their employees, does your organisation support the provision of the following across the organisation as a whole...

	Yes	No	Don't know
Crèches	1	2	X
Subsidised nursery places outside of work	1	2	X
Other types of financial help with employee's childcare needs	1	2	X
Information about local provision of childcare	1	2	X
Help with childcare during school holidays	1	2	X

**FOR EACH YES AT Q65 (IF ALL NO ASK Q68)**

66) And roughly in how many sites would you say your organisation provides (EACH FACILITY FROM Q65). In all of them, most of them, some of them or in just a few of them?

( )

	Creches	Subsidised nursery	Other financial help	Info on local provision	Help with childcare in holidays
In all of them	1	1	1	1	1
Most	2	2	2	2	2
Some	3	3	3	3	3
Few	4	4	4	4	4
DK	X	X	X	X	X
Other (specify)	0	0	0	0	0

**IF ANY YES AT Q65. OTHERS GO TO Q68**

67) Why does your organisation support the provision of childcare facilities?

PROBE FULLY


**NOW SKIP TO Q69**

**IF ALL NO AT Q65**

68) Why does the organisation not support the provision of childcare facilities?

DO NOT READ OUT

(     )

Not feasible	1	
Cost / Not good for business	2	
No organisation wide policies – left to individual establishments	3	
Other (SPECIFY)	0	
Don't know	X	

**ASK ALL**

69) How important does your organisation see it to assist your employees with their other care needs such as caring for disabled, sick or elderly relatives? READ OUT

(     )

Very important	1	
Important	2	
Not very important	3	
Not at all important	4	
(DO NOT READ OUT) Don't know	X	

70) Does the organisation support the provision of the following..,

(     )

	Yes	No	DK
Information about the provision of care	1	2	X
Financial help with employees' care needs	1	2	X



**FOR EACH YES AT Q70 (IF ALL NO ASK Q73)**

71) And roughly in how many sites would you say your organisation provides (EACH FACILITY FROM Q70). In all of them, most of them, some of them or in just a few of them

( )

	Information about the provision of care	Financial help with employees' care needs
In all of them	1	1
Most	2	2
Some	3	3
Few	4	4
DK	X	X
Other (specify)	0	0

**IF ANY YES AT Q70. OTHERS GO TO Q73**

72) Why does your organisation support the provision of care facilities?

PROBE FULLY


**NOW SKIP TO Q74**

**IF ALL NO AT Q70**

73) Why does the organisation not support the provision of care facilities?

DO NOT READ OUT

( )

Not feasible	1	
Cost / Not good for business	2	
No organisation wide policies – left to individual establishments	3	
Other (SPECIFY)	0	
Don't know	X	

**ASK ALL**

74) Finally, we are interested in the effects that the variety of working patterns and leave arrangements that help people balance work and non-work commitments may have had at your organisation. Please answer using the following scale: agree strongly, agree, neither agree nor disagree, disagree or disagree strongly. So have these work-life balance practices...READ OUT

ROTATE	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	DK
Fostered good employment relations at the establishment	1	2	3	4	5	X
Helped increase productivity	1	2	3	4	5	X
Helped reduce absenteeism	1	2	3	4	5	X
Helped lower labour turnover	1	2	3	4	5	X
Eased recruitment	1	2	3	4	5	X
Helped retain more female employees	1	2	3	4	5	X
Led to shortages of staff at key times	1	2	3	4	5	X
Improved staff motivation and commitment	1	2	3	4	5	X
Increased managerial workloads	1	2	3	4	5	X
Increased overall costs of the business	1	2	3	4	5	X

75) Using the same scale can you tell me AS AN EMPLOYER the extent to which you agree or disagree with each of the following statements.

ROTATE	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	DK
Everyone should be able to balance their work and home lives in the way that they want	1	2	3	4	5	X
The employer's first responsibility has to be to ensure that the organisation achieves its goals	1	2	3	4	5	X
Employees must not expect to be able to change their working pattern if to do so would disrupt the business	1	2	3	4	5	X
It's not our responsibility to help people balance their work with other aspects of their life	1	2	3	4	5	X
People work best when they can balance their work and the other aspects of their lives	1	2	3	4	5	X
Policies that help staff balance work and other interests are often unfair to some employees	1	2	3	4	5	X

76) Do you monitor or measure the take up across your organisation of the kind of work-life balance polices we have been discussing?

( )

Yes	1	
No	2	
DK	3	

77) And do you monitor or measure the impact and effect of these work-life practices on the business performance of your organisation?

( )

Yes	1	
No	2	
DK	3	

78) In case we or another research agency wanted you to take part in a follow up study, would you be willing to participate in another survey?

Yes	1	
No	2	

79) Thank you again for taking part. A summary of the report will be available at the end of the project: Would you like a copy?

Yes	1	
No	2	

THANK RESPONDENT AND CLOSE INTERVIEW

I declare that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct.		
Interviewer signature:	Date:	
Finish time:	Interview Length	mins

**Office Use only:**

SERIAL				CARD
(101)			(104)	(105)

REF No				
(106)				(110)

REGION		
(111)		

Address Label or Written Details	<b>FINAL OUTCOME (CODE ONE ONLY) (114-115)</b>
	Respondent interviewed / recruited..... 01
	Breakdown during interview ..... 02
	Out of quota ( ) ..... 03
	Non qualifier ( ) ..... 04
	Refusal: (SPECIFY)..... 10
	Not available in deadline ..... 11
	Refto other address / telephone number 12
	No contact with resp after 5 tries ..... 13
	Unobtainable / dead line / fax number... 14
Company closed down ..... 15	
Respondent moved / no longer at address 16	
Wrong number ..... 17	
Other (DESCRIBE) ..... 00	

**Contact Record - Please complete for every contact, however short**

No	Date	Time	Spoke to	Outcome
1				
2				
3				
4				
5				
6				
7				

**Please use:**

NDC = No Direct Contact   DC = Direct Contact   NR = No Reply   C/B = Call Back   Eng = Engaged

**ASK TELEPHONIST**

(IF LESS THAN 25 EMPLOYEES ON THE SAMPLE) May I speak to the MD or owner please?  
[Collect name if given]

(IF 25+ ON THE SAMPLE): May I speak to the person in charge of recruitment and human resource issues at this site? [Collect name if given]

**ASK RESPONDENT**

1) Hello, my name is \_\_\_\_\_ from IFF Research. We are conducting an important study in conjunction with the Institute for Employment Research at the University of Warwick into how much people work, when they work, and where they work. The survey is being undertaken for the Department for Education and Employment. (You may have seen some publicity about this recently).

We need to speak to people in a wide range of workplaces in order to get a full picture of current employment practices. The interview will just take about 25 minutes, and is completely voluntary. All information you provide will be treated in the strictest confidence. As a thank you to those taking part we are offering a summary report of the key findings.

*Reassurances if needed:*

- We work strictly within the market Research Society Code of Conduct
- Contact at IFF: David Vivian or Mark Winterbotham (0171 837 6363)
- At DfEE: Ganka Mueller (0171 273 5565)
- We got your company name through BT's Business Database

Can I just check, are you the most appropriate person to talk to about employment practices? [ie the most senior person / one of the most senior people in charge of human resource issues at this site]?

( )

Yes	1	ASK Q2
No	2	COLLECT APPROPRIATE NAME, TRANSFER AND RE-INTRODUCE

2) And how many people are currently employed at this site. Please include any staff on fixed term contracts, but exclude any agency workers? WRITE IN EXACT FIGURE AND CODE RANGE. IF DON'T KNOW EXACT FIGURE READ OUT RANGES]

\_\_\_\_\_ employees

( )

Less than 5	1	CLOSE
5-24	2	CHECK QUOTAS BEFORE CONTINUING
25-99	3	
100-249	4	
250-499	5	
500-999	6	
1,000-4,999	7	
5,000-9,999	8	
10,000+	9	
Don't know range	X	CLOSE

3) What is the main business activity at this location? Precisely what is made, sold or provided here?

PROBE FULLY (EG If 'Manufacturing' or 'engineering' ASK 'What do you make?')


[CODER: CODE TO SIC 3-digit]

**NOW GO TO THE MAIN QUESTIONNAIRE**

Start Time:	
Company Name:	
Respondent:	
Job Title:	
Interviewer:	

### A. BASIC EMPLOYMENT DATA

- 1) I would like to begin by asking you some questions about the establishment or site where you usually work. By establishment or site I mean the single location where you work. First, can I just ask, what is your job title?

( )

Owner / proprietor	1	
Site manager	2	
Managing Director	3	
Personnel Human resources manager / director	4	
Training manager / director	5	
Director / Other director	6	
Other (WRITE IN)	0	

- 2) You said earlier that there are (SUBSTITUTE FROM SCREENER) employees based at this site. Approximately how many, or what percentage, are women? PROBE FOR BEST ESTIMATE

\_\_\_\_\_ number \_\_\_\_\_%

[IF DON'T KNOW: Is it roughly: over 50%, 25-50%, 10-24%, Less than 10%, None?]

- 3) And approximately, how many, or what percentage of the employees at your workplace, are employed part time?

\_\_\_\_\_ number \_\_\_\_\_%

[IF DON'T KNOW: Is it roughly: over 50%, 25-50%, 10-24%, Less than 10%, None?]

**ASK IF NO PART TIME AT Q3 (OTHERS ASK Q5)**

4) Why do you not have part time staff at this establishment? DO NOT READ OUT

Not feasible / Not compatible with the nature of our work	1
No demand from staff	2
Managerial resistance / senior staff reluctant	3
Difficult to operate (costly/extra managerial workload/puts pressure on other staff)	4
Other (SPECIFY)	0
DK	X

**ASK ALL**

5) Thinking about the occupations in which people at this establishment are currently employed, please tell me how many people or what percentage are employed as senior managers or senior professionals; as junior managers or junior professionals; as other non-manual and then in manual positions. Would you like to give your responses in percentages or actual numbers?

	Q5		Q6
	Number	%	%
Senior managers and professionals			
Junior managers and professionals			
Other non-manual			
Manual			

**PROMPT IF NECESSARY:**

Non-manual: clerical and secretarial, sales assistants, waiters, bar staff, computer operators  
 Manual: drivers, assembly line operatives, fitters, construction workers

**IF EMPLOY ANY WOMEN AT Q2 (OTHERS SKIP TO Q7)**

6) Approximately, what percentage of [EACH LEVEL MENTIONED AT Q5] is staffed by women? ANSWER CODED ON GRID ABOVE. PROBE FOR BEST ESTIMATE

**B. WORKING AT YOUR ESTABLISHMENT**

7) Thinking now of business hours, would you describe the usual business hours of this establishment as...READ OUT AND CODE ONE ONLY

( )

Monday – Friday	1	
Six days a week	2	
Seven days a week	3	
Other (SPECIFY)	0	



- 8) And is this...READ OUT AND CODE ONE ONLY  
[NOTE IF SHORTER HOURS ON ONE DAY OF THE WEEK RECORD AS THE HOURS WORKED MOST DAYS]

( )

Nine to five	1	
24 hour	2	
8.30am-5pm	3	
9pm - 5.30pm	4	
Other (please specify)	0	

**ASK ALL**

- 9) Thinking now about how people work, can you tell me if anyone at this establishment currently or in the last 12 months has...READ OUT FROM GRID BELOW

[NB IF PART TIME > 0 AT Q3 'FORCE' Q9 A YES FOR FIRST ROW; IF PART TIME 'None' AT Q3 'FORCE' Q9 A NO IN FIRST ROW].

	Q9			Q11			Q12
	Yes	No	DK	Yes	No	DK	Proportion
Worked part-time	1	2	X	1	2	X	
Worked only school term-times*	1	2	X	1	2	X	
Job shared* (IF NEEDED: Where a full time job is divided between usually 2 people and where the job sharers work at different times)	1	2	X	1	2	X	
Worked flexitime	1	2	X	1	2	X	
Worked a compressed working week (IF NEEDED: for example working a forty hour week over four days)	1	2	X	1	2	X	
Worked annualised hours (IF NEEDED: Where the number of hours an employee has to work is calculated over a full year)	1	2	X	1	2	X	
Worked reduced hours for a limited period – sometimes known as V-time working*	1	2	X	1	2	X	

ASK IF NO FLEXTIME AT Q9 (OTHERS CHECK Q11)

- 10) You say that you do not operate flexitime. What are the reasons for this? DO NOT READ OUT

Not feasible / Not compatible with the nature of our work	1
No demand from staff	2
Managerial resistance / senior staff reluctant	3
Difficult to operate (costly/extra managerial workload/puts pressure on other staff)	4
Other (SPECIFY)	0
DK	X

**FOR EACH YES AT Q9 INCLUDING PART TIME**

11) Do you have a written policy on (ASK FOR EACH YES AT Q9 INCLUDING PART TIME)? [CHANGE -ED to ING]

FOR EACH YES AT Q9 EXCEPT PART TIME (IF PART TIME ONLY YES SKIP TO Q13) IF ALL NO SKIP TO Q20

12) Approximately what percentage of employees have made use of [EACH PRACTICE YES AT Q9] in the past 12 months - more than 50%, 25-50%, 10-24%, 5-9%, less than 5%, none (DO NOT READ OUT) ABSOLUTE NUMBER NOT PERCENTAGE (AND RECORD)?

IF PART TIME STAFF FORCED A YES AT Q9 (OTHERS SKIP TO Q14)

13) Were or are these part time staff ...? READ OUT AND CODE ON GRID BELOW

ASK Q14 OF ANY CATEGORY NOT NONE AT Q12 (OTHERS CHECK INSTRUCTION AT Q15)

14) Were or are any of these staff making use of [EACH PRACTICE YES AT Q12, WITH THE STARRED CATEGORIES (\*) TREATED AS ONE CATEGORY]...? READ OUT AND CODE ON GRID BELOW

( )

	Q13	Q14			
	Part time	Reduced / term / job share	Flexitime	Compressed	Annualised
(IF ANY FEMALE STAFF AT Q2) women	1	1	1	1	1
men	2	2	2	2	2
(ONLY ASK IF ANY PART TIME AT Q3) Part time employees (NOT FOR Q13)	N/a	3	3	3	3
ONLY ASK EACH LEVEL EMPLOYED AT Q5] Senior managers and professionals	4	4	4	4	4
Junior managers and professionals	5	5	5	5	5
Other non-manual	6	6	6	6	6
Manual	7	7	7	7	7

**ASK Q15 IF ANY YES AT Q9 (INCLUDING PART TIME)**

15) Are all staff eligible to work...[EACH POLICY 'YES' AT Q9] or is it restricted to some employees only?

	Part time	Reduced hours	Term time	Job share	Flexitime	Compressed	Annualised
<b>Q15</b>							
All eligible	1	1	1	1	1	1	1
Restricted	2	2	2	2	2	2	2
<b>Q16</b>							
Senior managers & professionals	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X
Junior managers and professionals	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X
Other non-manual	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X
Manual	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X	1,2,3,X
(IF EMPLOY PART TIME STAFF)							
Part time staff	Do not ask	Do not ask	1,2,3,X	Do not ask	1,2,3,X	1,2,3,X	1,2,3,X
Full time staff			1,2,3,X		1,2,3,X	1,2,3,X	1,2,3,X

FOR EACH 'RESTRICTED' AT Q15 (IF NONE RESTRICTED SKIP TO Q17)

- 16) Does the restriction mean that all, some or none the of following groups are eligible to [EACH POLICY RESTRICTED AT Q15] ...READ OUT THOSE EMPLOY AT Q5 ON GRID ABOVE  
[Code All as 1, Some as 2, none as 3, Don't know as X]

**IF EMPLOY PART TIMERS AT Q9 (IF NOT SKIP TO Q20)**

- 17) If a part timer wished to change to full time would this be...READ OUT

( )

Acceptable in all or nearly all cases	1	
Acceptable in some cases	2	
Unlikely to be accepted	3	
Or Likely to be accepted only in exceptional circumstances	4	
(DO NOT READ OUT) Or it would depend entirely on the individual case / the level of the employee	5	
Don't Know	X	

- 18) Have any part time staff been promoted in the last 12 months?

( )

Yes	1	ASK Q19
No	2	ASK Q20
Don't Know	X	

**IF YES**

- 19) Did they become full-time when they were promoted?

( )

Yes	1	
No	2	
Some did / some didn't	X	

**ASK ALL**

- 20) If someone working full time wanted to work part time, would this be...

( )

Acceptable in all or nearly all cases	1	ASK Q21
Acceptable in some cases	2	
Unlikely to be accepted	3	
Or Likely to be accepted only in exceptional circumstances	4	SKIP TO Q22
(DO NOT READ OUT) Would depend entirely on the individual case / the level of the employee	5	
Don't Know	X	

**IF ACCEPTABLE (OTHERS SKIP TO Q22)**

- 21) If they switched from full time to part time would they be able to keep their existing job and its level of seniority?

( )

Yes	1	
No	2	
Depends on their job and seniority	3	
Other (SPECIFY)	4	
Don't Know	X	

**C. OVERTIME WORK**

**ASK ALL**

- 22) Do any of the following categories of staff regularly work longer than their standard hours - by standard hours of work I mean the hours that employees are contracted to work or would usually be expected to work? [READ OUT OCCUPATIONS THEY EMPLOY AT Q5]

	Q22			Q23				
	Yes	No	DK	Paid	Time off in lieu	Neither	Both	DK
Senior managers and professionals	1	2	X	1	2	3	4	5
Junior managers and professionals	1	2	X	1	2	3	4	5
Other non-manual	1	2	X	1	2	3	4	5
Manual	1	2	X	1	2	3	4	5

**FOR EACH OCCUPATION 'LONGER' AT Q22 (IF NONE LONGER SKIP TO Q25)**

- 23) Are these additional hours worked by [EACH OCCUPATION 'YES' AT Q22] usually paid, is time taken off in lieu or neither? CODE ON GRID ABOVE

**ASK ALL WHERE ANY YES AT Q22 (OTHERS SKIP TO Q25)**

- 24) What are the reasons for staff working more than their standard hours? DO NOT READ OUT

( )

Backlog of work	1	
Shortage of staff	2	
Temporary increase in workload of establishment	3	
Machine breakdowns	4	
Employee's own desire to get job done	5	
At request of employer	6	
Part of the culture	7	
Covering sickness leave	8	
Other (WRITE IN)	0	
Don't Know	X	

**D. VARIATION OF HOURS**

**ASK ALL**

25) Are employees allowed to vary their standard hours, such as starting and finishing work earlier, or working through lunch break so they can leave early?

(     )

Yes	1	
No	2	
DK	3	

26) Do any staff at this site work shifts?

(     )

Yes	1	Ask q27
No	2	Check q28
DK	3	

**IF OPERATE SHIFTS AT Q26 (OTHERS ASK Q28)**

27) Are employees allowed to swap their shifts?

(     )

Yes	1	
No	2	
DK	3	

## E. WHERE PEOPLE WORK

**ASK ALL**

- 28) Thinking now about where people work, over the last 12 months have any staff worked from home as part of their normal working hours.... READ OUT  
 [INTERVIEWER NOTE: WE DO NOT MEAN TAKING *ADDITIONAL* WORK HOME]

	Q28			Q 29 Written		Q30
	Yes	No	DK	Yes	No	Proportion
Most of the time	1	2	X	1	2	
An agreed number of days each week	1	2	X			
Occasionally	1	2	X			

**FOR ANY YES AT Q28 (IF ALL NO SKIP TO Q32)**

- 29) Do you have a written policy about working from home?
- 30) Approximately what percentage of employees people have worked from home in the last 12 months - more than 50%, 25-50%, 10-24%, 5-9%, less than 5%, none?
- 31) Were any of the staff who have worked from home in the last 12 months ...READ OUT AND CODE ON GRID BELOW

(     )

(IF ANY FEMALE STAFF AT Q2)	1
women	2
men	
(IF EMPLOY PART TIME AT Q3) Part time employees	3
ONLY ASK EACH OCCUPATION WHERE EMPLOY THAT OCCUPATION AT Q5]	
Senior managers and professionals	4
Junior managers and professionals	5
Other non-manual	6
Manual	7

*NOW SKIP TO 33*

**ASK Q32 IF NO TO ALL ELEMENTS OF Q28 (OTHER ASK Q33)**

32) Would it be feasible for any employees at the establishment to work from home at least some of the time?

( )

Yes	1	ASK Q33
No	2	SKIP TO Q36

**ASK IF ANY YES AT Q28 OR YES AT Q32 (OTHERS CHECK Q35)**

33) Are all staff eligible to work from home or is it restricted to some employees only?

( )

All staff eligible	1	SKIP TO Q35
Restricted	2	ASK Q34
DK	3	SKIP TO Q35

**ASK Q34 IF RESTRICTED AT Q33 (OTHERS SKIP TO Q35)**

34) Are all, some or none of the following groups eligible to work from home?

	All	Some	None	DK
ONLY ASK EACH OCCUPATION WHERE EMPLOY THAT OCCUPATION AT Q5]				
Senior managers and professionals	1	2	3	X
Junior managers and professionals	1	2	3	X
Other non-manual	1	2	3	X
Manual	1	2	3	X
(IF EMPLOY PART TIME STAFF) Part time staff	1	2	3	X
Full time staff	1	2	3	X

**ASK IF NO TO ALL PARTS OF Q28 AND YES FEASIBLE AT Q32 (OTHERS SKIP TO SECTION F)**

35) Why do you think that no one has worked from home over the last 12 months, even though working from home is feasible for at least some of your employees? DO NOT READ OUT

No demand from staff	1
Managerial resistance / senior staff reluctant	2
Difficult to operate (costly/extra managerial workload/puts pressure on other staff)	3
Other (SPECIFY)	0
DK	X

## F. LEAVE ARRANGEMENTS

### ASK ALL

- 36) I would now like to ask you some questions about the various types of leave, firstly maternity leave. New regulations come into effect soon for, women expecting babies on or after 30 April 2000. [INTERVIEWER: ONLY READ FULL EXPLANATION IF RESPONDENT ASKS: they are allowed 18 weeks ordinary maternity leave regardless of their length of service and women who have completed one year's service are able to take additional maternity leave which can last up to 29 weeks after the birth]. Are you aware of the changes that are coming into effect ...READ OUT

(      )

In detail	1	ASK Q37
Broadly though not the exact detail	2	SKIP TO Q39
Aware of it but not the detail	3	
Not aware of it at all	4	
(DO NOT READ OUT) Don't know	X	

### IF AWARE OF CHANGES IN DETAIL

- 37) Some employers operate or intend to introduce standard arrangements which ADD to the benefits women receive from the new maternity rights legislation, for example giving more pay or time off. Do you have or do you intend to introduce anything like this?

(      )

Currently have	1	ASK q38
Intend to introduce	2	
Neither	3	ASK Q39
Don't know	4	

### IF CURRENTLY HAVE / INTEND TO INTRODUCE

- 38) What additional benefits are or will these be? DO NOT READ OUT

Extra leave beyond the 18 weeks during which all rights except pay are maintained	1
A reduction in the length of service women need to have before they qualify for maternity absence up to 29 weeks after the birth.	2
Giving women the right to return to work beyond the 29 <sup>th</sup> week after the birth	3
Giving women more maternity pay than required by law	4
Giving full time female employees the right to return to the same or similar job on a reduced hours basis	5
Don't Know	X
Other (WRITE IN)	0

### ASK ALL

- 39) Under new regulations employees with one year's continuous service whose children were born on or after the 15th December 1999 are entitled to 13 weeks unpaid leave for each child up until the child's fifth birthday. Were you aware of this...READ OUT

(      )

In detail	1	ASK Q40
Broadly though not the exact detail	2	SKIP TO Q43
Aware of it but not the detail	3	
Not aware of it at all	4	
(DO NOT READ OUT) Don't know	X	



**IF DETAILED KNOWLEDGE**

40) Some employers operate or intend to introduce standard arrangements which ADD to the benefits parents receive under the new regulations, for example, giving some pay or extending eligibility. Do you have or do you intend to introduce anything like this?

( )

Currently have	1	ASK Q41
Intend to introduce	2	
Neither	3	ASK Q42
Don't know	4	

**IF CURRENTLY HAVE / INTEND TO INTRODUCE AT Q40**

41) What additional benefits are or will these be? DO NOT READ OUT

Giving pay for some or all of this leave	1	
Extending the benefits to parents with children born before 15 December 1999	2	
Allowing more flexibility in the way the leave is taken than required by law	3	
Don't Know	X	
Other (WRITE IN)	0	

**ASK ALL**

42) Thinking about other types of leave available to staff, I am going to read out a list of different kinds of leave. Can you tell me if you operate any of the following practices at your establishment?

	Q42			Q43 Paid			
	Yes	No	DK	Fully	Partly	Not	DK
Paternity leave giving leave to the father after the birth of a child	1	2	X	1	2	3	X
Leave to care for others	1	2	X	1	2	3	X
Career breaks	1	2	X	1	2	3	X
Bereavement leave	1	2	X	1	2	3	X
Are other types of leave provided (CODE OR SPECIFY)	0	2	X				
1 Compassionate leave	1						
2 Study leave	2						
3 Territorial leave	3						
4	4						

**IF ANY YES AT Q42 (OTHERS SKIP TO Q44)**

43) Is any (INSERT EACH YES AT Q42) fully paid, or is it partly paid or is it all unpaid?  
[INTERVIEWER NOTE: IF 'fully paid for X days, then unpaid' CODE AS FULLY PAID]

## F. ROLE OF MANAGERS AND PROBLEMS

- 44) Thinking now about all the working practices that we have been talking about during the interview, how much discretion do managers at this site have over the types of working arrangements that are available at this establishment? Is it...READ OUT

(      )

A great deal	1	
A fair amount	2	
A little	3	
None at all	4	
(DON'T READ OUT) It varies	5	
Don't Know	X	
Other (WRITE IN)	0	

- 45) And how much discretion do managers have over who is eligible for these various working practices? Is it...READ OUT

(      )

A great deal	1	
A fair amount	2	
A little	3	
None at all	4	
(DON'T READ OUT) It varies	5	
Don't Know	X	
Other (WRITE IN)	0	

## G. WORK-LIFE BALANCE FACILITIES

- 46) Some organisations provide a range of childcare and other help facilities. Are any of the following facilities provided at your establishment? READ OUT

	Yes	No	DK
A crèche	1	1	1
Subsidised nursery places outside of work	2	2	2
Other types of financial help with employee's childcare needs	3	3	3
Help with childcare arrangements during school holidays	4	4	4
Information about local provision of childcare	5	5	5
Information about provision of other care	6	6	6
Financial help with employees' other care needs	7	7	7
Workplace counselling or stress management advice	8	8	8

IF CRECHE (OTHERS CHECK Q48)

47) Is the creche free of charge, subsidised or fully paid for by the employee?

( )

Free of charge	1	
Subsidised	2	
Fully paid for by employees	3	

IF ANY YES Q46 (OTHERS GO TO Q50)

48) Are all staff eligible to use the facilities or help that you provide in these areas (LIST THOSE YES AT Q46 FOR THE INTERVIEWER)?

Yes	1	SKIP TO Q50
No	2	ASK Q49

IF NO

49) Are all, some or none of the following groups eligible to use the facilities or help that you provide in these areas?

	All	Some	None	DK
ONLY ASK EACH OCCUPATION WHERE EMPLOY THAT OCCUPATION AT Q5]				
Senior managers and professionals	1	2	3	X
Junior managers and professionals	1	2	3	X
Other non-manual	1	2	3	X
Manual	1	2	3	X

**G. OVERALL IMPACT OF WORK-LIFE BALANCE PRACTICES**

- 50) The practices we have been discussing such as when employees work, where they work, and leave arrangements, may all enable staff to better balance their work and non-work interests, even if this was not the reason why they were introduced. What are the main benefits for this establishment from operating work-life balance practices?

PROBE FULLY


- 51) And what are the disadvantages of operating work-life balance practices, or what problems have they created?

PROBE FULLY


ASK ALL

- 52) We are interested in the effects that the variety of working patterns and leave arrangements that help people balance work and non-work commitments may have had at your establishment. Please answer using the following scale: agree strongly, agree, neither agree nor disagree, disagree or disagree strongly. So have these work-life balance practices...READ OUT

ROTATE	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	DK
Fostered good employment relations at the establishment	1	2	3	4	5	X
Helped increase productivity	1	2	3	4	5	X
Helped reduce absenteeism	1	2	3	4	5	X
Helped lower labour turnover	1	2	3	4	5	X
Eased recruitment	1	2	3	4	5	X
Helped retain more female employees	1	2	3	4	5	X
Led to shortages of staff at key times	1	2	3	4	5	X
Improved staff motivation and commitment	1	2	3	4	5	X
Increased managerial workloads	1	2	3	4	5	X
Increased overall costs of the business	1	2	3	4	5	X

- 53) Using the same scale can you tell me AS AN EMPLOYER the extent to which you agree or disagree with each of the following statements.

ROTATE	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	DK
Everyone should be able to balance their work and home lives in the way that they want	1	2	3	4	5	X
The employer's first responsibility has to be to ensure that the organisation achieves its goals	1	2	3	4	5	X
Employees must not expect to be able to change their working pattern if to do so would disrupt the business	1	2	3	4	5	X
It's not our responsibility to help people balance their work with other aspects of their life	1	2	3	4	5	X
People work best when they can balance their work and the other aspects of their lives	1	2	3	4	5	X
Policies that help staff balance work and other interests are often unfair to some employees	1	2	3	4	5	X

### K. CONSULTATION AND PROMOTION

- 54) For each of the following working arrangements at this establishment can you tell me whether management decides alone, or whether they are decided in consultation with employees and/or their representatives. [IF THEY DO NOT HAVE A POLICY ASK HOW THIS WAS DECIDED]

	Management Decides	After consultation	DK
Usual hours worked	1	2	X
Flexibility in the hours worked	1	2	X
Working from home	1	2	X
Provision of maternity leave	1	2	X
Provision of parental leave and leave to care for others	1	2	X

- 55) How, if at all, do you inform employees about available working patterns, leave arrangements or facilities that can help them balance their work and their life outside work? DO NOT READ OUT

( )

Staff magazine	1	
Circulars to staff	2	
Mentioned in employment contract	3	
Through line managers	4	
Word of mouth	5	
Notice boards	6	
Other (WRITE IN)	0	
We don't	X	

56) What mechanisms are in place to monitor and evaluate work-life balance policies and practices? DO NOT READ OUT

( )

Staff satisfaction surveys	1	
Staff council or other consultative forum	2	
Welfare Officer or other staff member designated to oversee their operation	3	
Other (WRITE IN)	4	
None	5	

57) Have you seen or heard any government publicity for the work-life balance campaign which is about how companies can help their staff better balance their work and other interests?

( )

Yes	1	
No	2	
DK	3	

**ASK ALL**

58) I would now like to ask some questions about business performance at your establishment. Over the past 12 months have sales [PRIVATE SECTOR] / has your budget at this establishment [PUBLIC SECTOR]...READ OUT

( )

Increased a great deal	1	
Increased a little	2	
Stayed about the same	3	
Decreased a little	4	
Decreased a great deal	5	
(DO NOT READ OUT) Don't Know	X	
(DO NOT READ OUT) Refused	V	

59) And over the next 12 months do you expect sales [PRIVATE SECTOR] / the budget at this establishment [PUBLIC SECTOR] to...READ OUT

( )

Increase a great deal	1	
Increase a little	2	
Stay about the same	3	
Decrease a little	4	
Decrease a great deal	5	
(DO NOT READ OUT) Don't know	X	
(DO NOT READ OUT) Refused	V	

60) Would you say that your establishment is currently working ...READ OUT

( )

Below full capacity	1	
At full capacity	2	
Or at overload or above full capacity	3	
(DO NOT READ OUT) Don't know	X	
(DO NOT READ OUT) Refused	V	

61) Over the last 12 months, has employment at this establishment...READ OUT

( )

Increased a great deal	1	ASK Q63
Increased a little	2	
Stayed the same	3	
Decreased a little	4	ASK Q62
Decreased a great deal	5	
(DO NOT READ OUT) Not been operating 12 months	6	
(DO NOT READ OUT) Don't Know	X	
(DO NOT READ OUT) Refused	V	

**IF STAYED SAME OR DECREASED**

62) Have you recruited anyone over the past 12 months?

Yes	1	
No	2	
DK	X	

63) Over the next 12 months, do you expect employment to...READ OUT

( )

Increase a great deal	1	
Increase a little	2	
Stay the same	3	
Decrease a little	4	
Decrease a great deal	5	
(DO NOT READ OUT) Don't Know	X	

64) Over the past 12 months, what proportion of working days was lost through employee sickness or absence?  
PROBE FOR BEST ESTIMATE

EXACT FIGURE _____%
IF ABSOLUTE NUMBERS RECORD
Don't know

65) At this establishment are there unions, staff associations or a group of unions?

( )

Yes	1	ASK Q66
No	2	ASK Q67
DK	X	

**IF YES AT Q66**

66) Is it or are they recognised by management for negotiating pay and conditions of employment?

( )

Yes	1	
No	2	
DK	X	

**ASK ALL**

67) Is this the only site of the organisation or are there others in the UK?

( )

Only site	1	ASK Q71
Others	2	ASK Q68



**IF PART OF A LARGER ORGANISATION**

68) Approximately how many people are employed by the organisation as a whole in the UK? [READ OUT]

( )

Less than 25	1	
25-99	2	
100-249	3	
250-499	4	
500-999	5	
1,000-4,999	6	
5,000-9,999	7	
10,000+	8	
Don't know	X	

69) Is this the UK head office?

( )

Yes	1	
No	2	

70) Are decisions about employment policies generally made here or elsewhere?

( )

Here	1	
Elsewhere	2	
It varies / depends	3	
Don't Know	X	

**L. END OF INTERVIEW DETAILS**

We would like to thank you for taking part in this survey. The results will contribute towards the development of government guidelines on work-life balance issues.

71) In case we or another research agency wanted you to take part in a follow up study, would you be willing to participate in another survey?

Yes	1	
No	2	
DK	X	

72) Thank you again for taking part. A summary of the report will be available at the end of the project: would you like a copy?

Yes	1	
No	2	
DK	X	

**IF PART OF MULTI SITE ORGANIZATION AND NOT HQ**

- 73) We may want to approach your Head Office to speak to them about polices which are decided at that level. Can you suggest someone whom I could speak to regarding these issues (such as the Human Resource Manager or Director)?

Take contact details as appropriate.

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THANK RESPONDENT AND CLOSE INTERVIEW

I declare that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct.	
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Interviewer signature:	Date:
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Finish time:	Interview Length	mins
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# APPENDIX B

## SURVEY TECHNICAL DETAILS

### B.1 EMPLOYER SURVEY

A stratified sampling approach was adopted. Establishments recorded on the database as having five or more staff were selected on an interlocking size (number of employees) by sector matrix. Four size bands (5-25, 25-99, 100-499 and 500+ employees) and seven sectors (manufacturing, construction, retail and wholesale, transport/storage and distribution, finance and business services, public administration, and other services) were used. Within each cell of the matrix establishments were selected at random.

Quotas were set for interviewing by size and sector interlocking, and also by region. 2,500 interviews were conducted. The achieved sample was as follows (*see Table B.1*):

**Table B.1  
Achieved sample**

		<b>No. Interviews</b>
<b>Number of employees</b>		
	5-10	342
	11-24	310
	25-99	693
	199-199	401
	200-499	376
	500+	378
<b>Sector</b>		
	Manufacturing	459
	Construction	183
	Retail and wholesale	489
	Transport, storage and distribution	299
	Finance and business services	457
	Public administration	246
	Other services	367
<b>Region</b>		
	London	252
	South East	260
	Eastern	265
	East Midlands	209
	West Midlands	211
	South West	263
	North East	222
	North West	263
	Yorkshire and Humberside	208
	Scotland	185
	Wales	162
<b>TOTAL NUMBER OF INTERVIEWS</b>		<b>2500</b>

The contact breakdown is shown below (see Table B.2)

**Table B.2  
Interview Outcomes**

Employee survey	Total	Proportion eligible for interview	Known ineligible for interview	Known eligible for interview	Presumed eligible for interview
Sample drawn	8888				
Wrong numbers / fax numbers	376				
<b>Sample issued</b>	<b>8512</b>				
<b>No contact with respondent</b>	<b>1731</b>				
	No response after five or more attempts	1679			1073
	Not available during fieldwork	52			33
<b>Contacted</b>	<b>6781</b>				
	Interview conducted	2500		2500	
	Refused – eligible	1428		1428	
	Refused - eligibility unknown	239			153
	Not eligible – closing down	268	268		
	Out of quota	1948	1948		
<b>ALL ELIGIBLE/INELIGIBLE</b>		<b>0.64</b>	<b>2216</b>	<b>3928</b>	<b>1259</b>
Valid (presumed valid) sample	5187				
Completed interviews	2500				
Response rate	48				
Contact rate	79				
Co-operation rate	61				
Refusal rate	30				

The response rate was 48 per cent. The response rate has been calculated as the number of completed interviews as a percentage of the presumed valid sample. The presumed valid sample is the number of eligible potential interviewees plus an estimate of the number of no responses/uncompleted interviews that were thought to have been eligible. This estimate has been calculated by taking the proportion of eligible to ineligible sample – 0.64 – and multiplying this by no responses/uncompleted interviews.

The survey was weighted to adjust for the differential sampling by size of establishment and industrial sector (see *Table B.3*).

**Table B.3  
Employer Survey Weighting**

Sample Profile	% Unweighted	% Establishment Weighed	% Employee Weighted
<b>Sector</b>			
Manufacturing	18	14	19
Construction	7	6	4
Retail	20	33	21
Transport, storage and communications	12	5	6
Finance and business services	18	18	18
Public administration	10	3	7
Other services	15	22	24
<b>Number of Employees</b>			
5-10	14	47	10
11-24	12	28	15
25-49	15	14	15
50-99	13	6	13
100-199	16	3	12
200-499	15	2	16
500+	15	1	19

The establishment weighting adjusts for: (a) over-sampling of the public sector and those in larger establishments; and (b) the under-sampling of smaller establishments and retail establishments.

## **B.2 EMPLOYEE SURVEY**

A random sample was used for this element of the survey. The contact breakdown was as follows (see *Table B.4*).

**Table B.4**  
**Interview outcomes with employees**

Employee survey	Total	Proportion eligible for interview	Known ineligible for interview	Known eligible for interview	Presumed eligible for interview
Sample drawn	32477				
business numbers	495				
<b>Sample issued</b>	<b>31982</b>				
<b>No contact with respondent</b>	<b>2232</b>				
No response	1703				684
Appointment to call back	529				212
<b>Contacted</b>	<b>29750</b>				
Interview conducted	7562			7562	
Refused – eligible	277			277	
Refused - eligibility unknown	10229				4106
No interview- poor language skills	395				159
Not eligible	11622		11622		
Out of quota	64		64		
<b>ALL ELIGIBLE/INELIGIBLE/ PRESUMED ELIGIBLE</b>		<b>0.40</b>	<b>11686</b>	<b>7839</b>	<b>5161</b>
Valid (presumed valid) sample	13000				
Completed interviews	7562				
Response rate	58				
Contact rate	93				
Co-operation rate	62				
Refusal rate	34				

The response rate was 58 per cent. The response rate has been calculated as the number of completed interviews as a percentage of the presumed valid sample. The presumed valid sample is the number of eligible potential interviewees plus an estimate of the number of no responses/uncompleted interviews that were thought to have been eligible. This estimate has been calculated by taking the proportion of eligible to ineligible sample – 0.4 – and multiplying this by no responses/uncompleted interviews.

The results were weighted by sector, size of establishment, and employment status within gender. These weighting targets were derived from a number of sources. For sector and size of establishment, for example, the source was the Annual Employment Survey. The unweighted and weighted figures on these factors are shown in the following table (see *Table B.5*).

**Table B.5**  
**Employee Survey Weighting**

Sample profile	% Unweighted	% Weighted
<b>Sector</b>		
Manufacturing	16	20
Construction	3	4
Retail	16	21
Transport, storage and communication	6	7
Finance and business services	17	19
Public administration	10	7
Other services	32	24
<b>Number of employees</b>		
5-24	21	16
25-99	27	28
100-499	25	29
500+	28	27
<b>Gender</b>		
Male	44	53
Female	56	47
<b>Employment status</b>		
Full time	76	75
Part time	24	25

The two distributions in *Table B.5* are similar. The weighting adjusts for: (a) the over-sampling of women and those employed in the public sector; and (b) the under-sampling of those employed in manufacturing and retailing.



### B.3 HEAD OFFICE SURVEY

The contact breakdown was as follows (see Table B.6).

**Table B.6**  
**Interview Outcomes with head offices**

Original sample	606
Five or more calls and no contact with respondent	56
Called less than 5 times and no contact with respondent	80
'Soft' appointments (ie told to call back another time)	57
Number given not head office	10
Incorrect contact details	79
Refusals	74
Interviews	250

The response rate for this element of the survey, defined strictly as the proportion of interviews to in-scope sample, was 48 per cent. Interviewing was stopped once the target of 250 interviews was reached, and hence the response rate does not reflect the number of interviews that could have been achieved from the in-scope sample. No weighting has been applied to these data.

### B.4 SAMPLING ERROR

The following give an indication of the sampling errors for the surveys:

	Head Office (250 interviews)	Employer Survey (2500 interviews)	Employee Survey (7558 interviews)
Survey result			
10 or 90%	+/-3.7%	+/-1.2%	+/- 0.7%
20 or 80%	+/-5.0%	+/-1.6%	+/-0.9%
30 or 70%	+/-5.7%	+/-1.8%	+/-1.0%
40 or 60%	+/-6.1%	+/- 1.9%	+/-1.1%
50%	+/-6.2%	+/- 2.0%	+/-1.1%

Sampling error was calculated by  $1.96 \times \text{square root of } [(\% \times 100\%) \text{ divided by sample size}]$ . Strictly speaking this calculates the sampling error for a simple random sample.

