Future-focus:

How can workplaces evolve for parents / carers in a post-Covid world?

September 2020

People with a voice
power performance

KARIAN AND BOX

Pandemics throughout history – from the Black Death to the 1918 flu – have shaped labour markets and working conditions. Covid-19 will be no exception: it is likely to radically reshape the world of work.

Working life as we know it has already changed. Initially, we saw a significant increase in those working from home. In the longer term, a sustained use of flexible working practices may become the norm as companies realise the benefits of remote working and the cost savings of reduced office space. The repercussions of Covid-19 will be felt in the world of work for many years to come.

With schools and care facilities closed during the crisis, for employees with caring / parental responsibilities, balancing these with full-time working has been a challenging task.

In collaboration with the Global Institute for Women's Leadership, the latest Karian and Box research highlights how organisations are supporting parents and carers as they respond to the coronavirus crisis. **The results reflect findings from over 200 global organisations across a range of sectors.**

This report reveals the difficult situation faced by parents and carers during the pandemic and finds that many organisations could have done more to support these workers.

As the economic situation develops, decisions made in the next few months will have lasting repercussions for many years to come. It is vital that these decisions do not disadvantage those who have done the most to care for others.

By failing to take into account these pressures when considering performance reviews and redundancies, we run the risk of penalising those who have shouldered the greatest burden, many of whom will be women.

If we are to avoid pressing rewind on gender equality, then employers need to make supporting parents and carers a key priority for the economic recovery.

Julia Gillard
Chair of the Global Institute for Women's Leadership

The Global Institute for Women's Leadership and Karian and Box are grateful to Birgit Neu, Global Head of Diversity and Inclusion at HSBC, for initiating the partnership between the two organisations. Without her introduction, this report would not have happened.

03 **Explore more**

Analysis of organisations across a range of sectors highlights differences in companies' responses to the coronavirus pandemic, especially for employees with parental / caring responsibilities.

■ The results in this paper outline research undertaken in June and July 2020 with key professionals across a number of sectors.

Past impact

3 in 5

organisations believe employees have used annual leave to balance caring and workload

During the pandemic, there has been increased strain on many employees with caring / childcare responsibilities. While most organisations have policies in place to support flexible working, this doesn't always translate into better balancing of caring and working demands.

Three in five organisations believe that a substantial proportion of employees have had to use annual leave to cope with caring alongside their workload.

Present action

65%

of organisations have increased support for parents

Organisations are beginning to plan for returning to office-based work, but the impact on parents and carers is unclear. Most organisations are incorporating wellbeing strategies and employees' views in their return-to-the-workplace plans.

However, despite increased policy support for parents, only half of employees say that support for part-time workers has increased. As a result, those who are more likely to work part-time (i.e. parents and carers) may be at a disadvantage.

Future concerns

2 in 5

organisations are actively planning for redundancies in the coming year

Performance is a key factor for consideration in redundancies, but only a minority of organisations have policies that assess the impact of caring responsibilities or ill-health during the pandemic.

Policies that deal with the potential for future Covid-related absences are similarly lacking. One in four organisations are not actively planning for business challenges arising from the return to school, and one in three do not have formal policies to accommodate short-term flexible working for parents / carers.

The two-minute read: **are organisations addressing increases in caring responsibilities due to Covid-19?**

🔍 **Analysis shows a degree of uncertainty around how companies are addressing the demands of caring responsibilities on employees.**

■ A significant proportion of people report that their employer either doesn't have clear support policies in place, or that they don't know if these policies are present.

■ Even where support policies are in place, awareness of them among line managers is not universal.

Does your organisation have clear policies in place...

Key: ■ No ■ Don't know ■ Yes

Of organisations with this policy in place:

...to support parents and carers with balancing workload with caring responsibilities at this time?

| 32% | 4% | 64% |

41% say every manager knows about it

...to enable managers to consistently deal with short-term flexible working requirements from parents over the coming months?

| 36% | 14% | 50% |

45% say every manager knows about it

...to deal fairly and consistently with parents who choose not to send their children back to school due to anxiety about lack of social distancing?

| 28% | 23% | 49% |

38% say every manager knows about it

...so line managers know how to deal with performance conversations where an individual's ability to deliver has been impacted by the need to care for children?

| 34% | 29% | 37% |
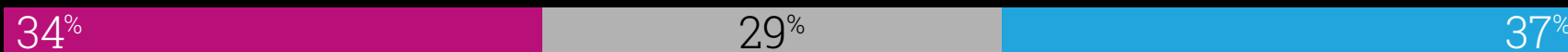
52% say every manager knows about it

...to mitigate against redundancy selection where people have had time off work due to illness or caring responsibilities due to the coronavirus pandemic?

| 25% | 38% | 38% |

...to mitigate against redundancy selection where people's performance has been affected due to the coronavirus pandemic?

| 31% | 21% | 48% |

How have parents / carers been affected by the pandemic?

- **The impact on employees of accommodating caring responsibilities**
- **Have organisations put formal policies in place to support carers to balance work and home commitments?**
- **Can employees raise concerns about their work-life balance?**
- **Employees are more comfortable raising concerns when backed by a formal policy**

The impact on employees of accommodating caring responsibilities

Research conducted by the Institute for Fiscal Studies shows that, during lockdown, parents spent an average of nine hours a day on childcare.[1]

- It isn't surprising, then, that 57% of organisations say that a sizeable proportion of their employees are using annual leave to help them balance work and caring responsibilities. This rises to three quarters for companies in the retail or consultancy and management sectors.

- Within companies, annual leave and reduced working hours are the two adjustments most commonly used by employees to accommodate work and caring responsibilities.

- Helping carers balance their work and caring commitments is of increasing importance during this time. One recent study found that only 15% of mothers and 32% of fathers said they had been able to maintain clear boundaries between work and home life during lockdown.[2]

> **"** Although the organisation is flexible, individuals cannot maintain work and childcare commitments. This is left to line managers to manage as opposed to having a consistent policy in place.
>
> **HR professional, Healthcare sector**

Most carers have had to use formal leave or work pro rata to balance their work and caring responsibilities

Do you think more than 20% of people in your organisation have had to avail of the following to accommodate work and caring responsibilities?

57% Use annual leave

31% Reduce their working hours (and be paid pro rata)

22% Take unpaid leave

14% Ask for voluntary furlough

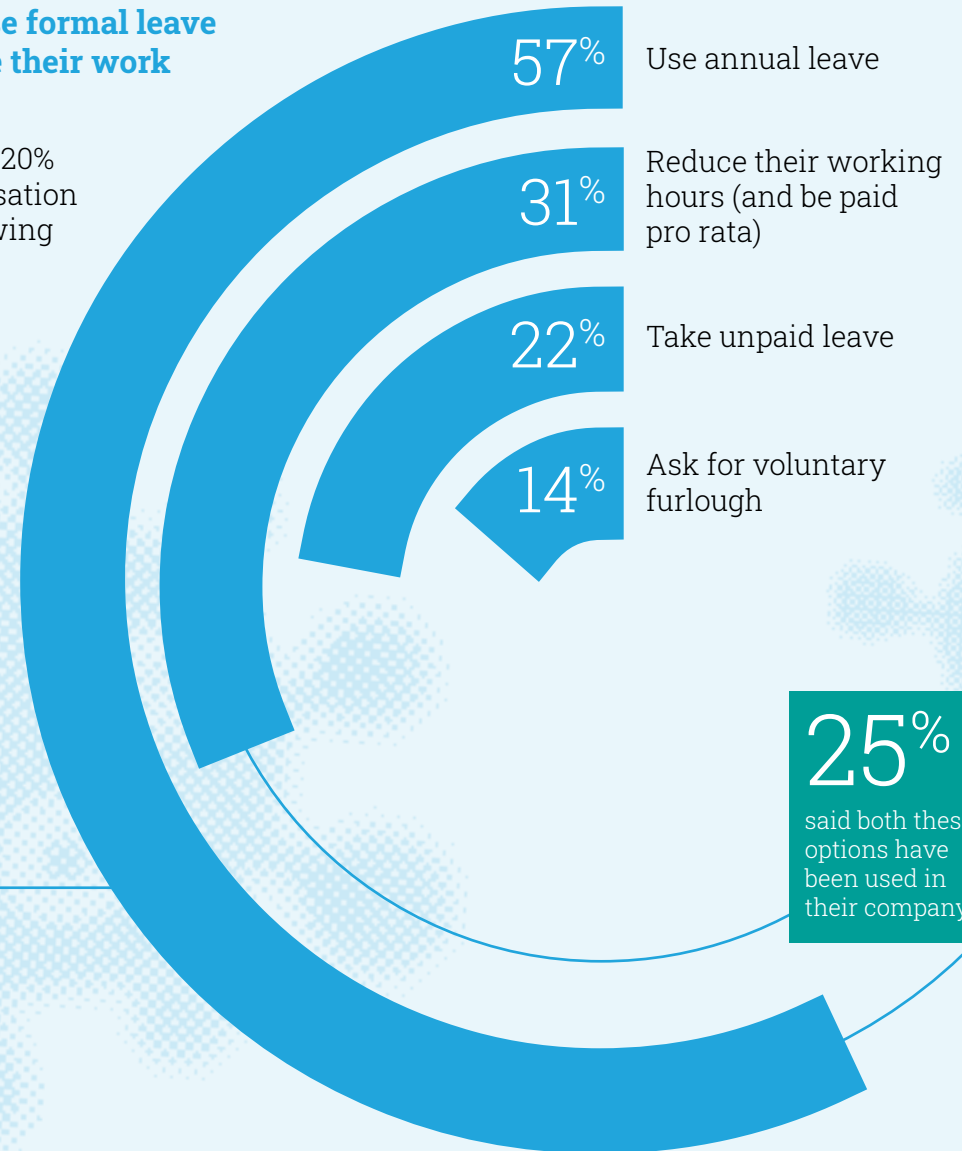**25%** said both these options have been used in their company

Use of annual leave is highest in:

the consultancy and management sector
78%

the retail sector
75%

Have organisations put formal policies in place to support carers to balance work and home commitments?

64% of organisations have policies to support parents and carers who are balancing work with caring.

- It is significant that even when these policies are in place, one in five organisations report relatively low line manager awareness.. This indicates a potential issue around communication within organisations and could lead to struggling employees receiving inadequate support because leaders are unaware of key policies.

Just under two thirds of organisations have carer-specific workload policies, and knowledge of them isn't universal

Does your organisation have clear policies in place to support parents and carers with balancing workload with caring responsibilities at this time?

Don't know 4%

No 32%

Yes 64%

What is the general level of awareness about these policies in your organisation?

Every line manager knows about them

41%

Most line managers know about them

43%

Some line managers know about them

14%

Very few line managers know about them

2%

" There is a growing gap between what is said and what is happening. We are operating a complete flexibility policy, but important meetings are creeping in when I've got the kids.

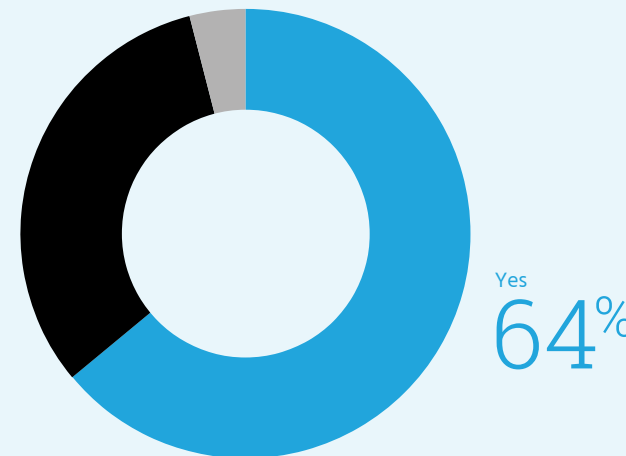**Manager, Public services and administration sector**

Can employees raise concerns about their work-life balance?

While close to three quarters of organisations say that people are raising concerns if they are struggling to balance work and care responsibilities, confidence in speaking up varies by sector and organisation size.

- Organisations in the engineering and manufacturing sectors are the least likely to say that employees are speaking up, followed by those in the consulting and management sector. Additionally, fewer respondents from small organisations feel that their colleagues are raising concerns.

- At a time when many employees feel anxious, the impact of psychological safety and listening to their concerns is even more important than usual. Cross-sector Karian and Box research has shown that companies with leaders who listen to their people have lower employee attrition, less sickness absence, higher customer satisfaction and higher workforce productivity.[3]

72%

of organisations say that people are speaking up if they're struggling to balance work and care responsibilities

Are people in your organisation speaking up if they're struggling to balance workload with caring responsibilities?

Company size

Yes – organisations with fewer than 101 employees

62%

Company sector

Yes – organisations in consulting and management

56%

Yes – organisations in engineering and manufacturing

50%

" Those with caring responsibilities have generally felt able to be open about the challenges they face, supported by our supportive and open company culture. This has actually improved understanding and collaboration in many cases. The tone from leadership has been very open around the juggle of caring and work, which has set the tone from the top.

HR professional, Science and Pharmaceuticals sector

Employees are more comfortable raising concerns when backed by a formal policy

Organisations with formal support policies are more likely to say that parents and carers are speaking up if they are struggling to balance workload with caring responsibilities, compared to organisations without such policies.

- Of course, the demands on carers' time remain the same with or without employer support, and employees have had to take time off accordingly.

- Although the presence of formal policies does seem to reduce the number of people who need to use annual leave to meet their caring responsibilities, the proportions of employees taking unpaid leave or asking to reduce their working hours are strikingly similar across organisations with and without those policies in place.

Having formal carer-specific workload policies in place means that more people feel able to raise their concerns...

Key: ■ Org with formal policies ■ Org without formal policies

% orgs who say carers are speaking up if they are struggling to balance workload with caring responsibilities

79%

58% ← 21^{pt} gap →

...but it doesn't alleviate a lot of the need to take time off to support caring

Key: ■ Org with formal policies ■ Org without formal policies

But carers have had to:

Use annual leave

55% ← 13^{pt} gap →

68%

Reduce their working hours (and be paid pro rata)

32%

32% 0^{pt} gap

Take unpaid leave

23%

22% 1^{pt} gap

Ask for voluntary furlough

12% 5^{pt} gap

17%

What are organisations doing to support parents / carers in the workplace?

- Increased support for remote and flexible work
- Despite increased support for flexible working, only half of organisations have clear policies on this
- Is employee wellbeing a central focus of return to work plans?
- Return-to-school plans present a challenge
- Lack of formal return-to-school policies to support parents / carers

Increased support for remote and flexible work

Our research suggests that the impact of the pandemic has lessened any stigma around working from home and working flexibly. 94% of organisations have changed their strategy to increase support for home working and 79% have upped support for flexible working.

- But only 52% have done the same for part-time working, despite the fact that some recent research suggests more employees, both male and female, may prefer working reduced hours in order to spend more time with family.[4]

- The lower level of increased support for part-time working could also affect women more over the long term. Women are over four times more likely to work part-time to care for children than men,[5] and Covid-19 has impacted on primary caregivers' ability to do their job due to the closure of schools and childcare arrangements.[6]

Strategies have changed to increase support for home and flexible working, but less so for part-time working

In what way has the coronavirus pandemic changed your organisation's strategy around the following...

Key: ■ Increased ■ No change ■ Decreased

...support for home working?

| 94% | 6% |

...support for flexitime / flexible hours?

| 79% | 20% |

...support for parents?

| 65% | 33% |

...support for part-time working?

| 52% | 48% |

27pt gap between increased support in organisations for **flexible** vs. **part-time** working

Although, in employees' own words, policies don't always translate into action...

"They acknowledge people have kids at home, but they expect you to work round it. There has been no reduction in workload or flex on delivery. It's been very stressful.
Communications professional, Utilities provider

Despite increased support for flexible working, only half of organisations have clear policies on this

One benefit of flexible working is helping women to stay in full-time work. Evidence suggests that women who have access to flexible work are less likely to shift to part-time work when they become mothers[7], and are more likely to stay in higher-waged occupations.[8] This is an important consideration, as differences between genders in terms of career breaks and encouragement to work flexibly are key drivers of the gender pay gap.

- However, for those who need or want to adopt flexible working, our research shows that only half of organisations have put policies in place to support short-term flexible working during the pandemic. And within these, only 45% think every line manager knows about these policies. Over a third of organisations do not have specific policies in place.

- While most organisations are "making the right noises about being flexible", as one respondent put it, this does not always translate into tangible changes for employees. There is a sense that flexibility has increased but hours are not always reduced, contributing to a 'long hours' culture in some businesses.[9]

> " While the company is supportive of flexible working in theory, and that people may have kids at home and caring responsibilities, the workload has not diminished and we are expected to fit kids around it.

Professional, Legal sector

One in three organisations do NOT have formal policies for short-term flexible working in place

Have you created specific policies to enable managers to consistently deal with short-term flexible working requirements from parents over the coming months?

Don't know
14%

No
36%

Yes
50%
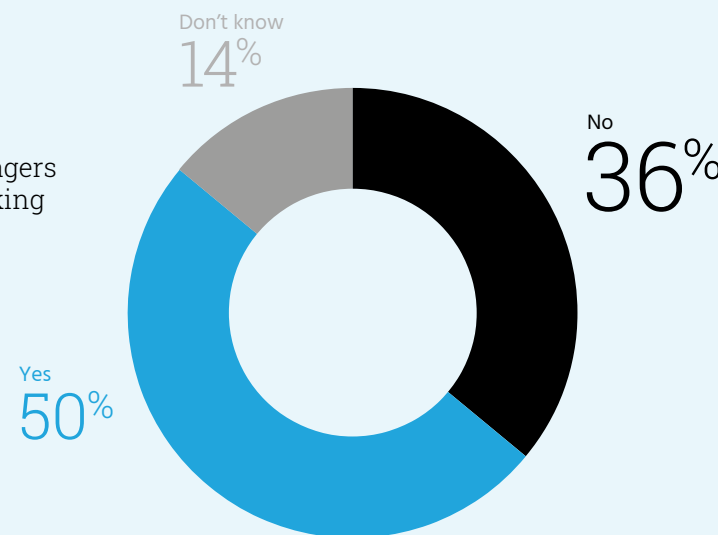
What is the general level of awareness about these policies in your organisation?

Every line manager knows about them
45%

Most line managers know about them
40%

Some line managers know about them
13%

Very few line managers know about them
1%

13

Is employee wellbeing a central focus of return to work plans?

🔍 **Our research shows that amplifying the employee voice is a fundamental part of a crisis listening strategy. It helps to ensure that policies are meeting the needs of those who will be availing of them, and helps employees feel listened to, thus making them more likely to speak up about issues that are concerning them.[10]**

■ The majority of organisations are currently preparing for a return to non-remote working patterns. While 75% are co-creating the return-to-the-workplace plan with employees, only 49% of organisations are doing this alongside creating policies that support vulnerable employees and employee mental health.

" I think it has now become more standard (I mean, no choice right?!) for people to work from home. I therefore believe that most people will now work from home a bit more, or on occasion, and those of us who did it regularly (contractually because of my caring needs) won't feel quite as awkward about it!

Communications professional, Consultancy and management

Organisations are including wellbeing and co-creation in return-to-the-workplace plans

Key: ■ Yes ■ No ■ Don't know

❓ Has your organisation included employee ideas and thoughts into planning the return to the office from home working?

| 75% | 16% | 10% |

❓ Has your organisation considered how to make office working available to those people who need it most (e.g. those suffering from loneliness, anxiety, domestic abuse)?

| 70% | 10% | 19% |

❓ Is your organisation putting plans in place to support people's mental wellbeing as they return to an office environment from home working?

| 69% | 11% | 20% |

49% of organisations are doing all three ✓

3% are doing none of the three ✕

Return-to-school plans present a challenge

🔍 **Our research suggests a lack of forward-planning among organisations as schools reopen for the first time since March. Local lockdowns to manage Covid-19 outbreaks are an ongoing feature of daily life, and organisations will need to plan how to manage these to ensure parents and carers are working in a suitable way.**

■ Only half of organisations have created specific policies for managers to support parents with short-term flexible working requests if school arrangements change over the coming months.

■ Even fewer (39%) say business / HR leaders are actively planning for a scenario where parents choose to continue homeschooling due to concerns about social distancing in schools.

❝ I think my organisation has done a good job to support parents / carers during the lockdown period, but I do feel like now there is a desire for everyone to 'return to normal' as soon as possible.

Project management professional, Accountancy, banking and finance sector

❝ They are doing this [supporting parents and carers] on an ad hoc basis (as required) in the hope all children are back in school by September.

Project management professional, IT sector

One quarter of organisations are NOT actively planning for business challenges arising around children returning to school...

❓ Are leaders in your business / HR leaders actively planning for work-related challenges to arise around children returning to school?

Don't know 23%

No 25%

Yes 52%
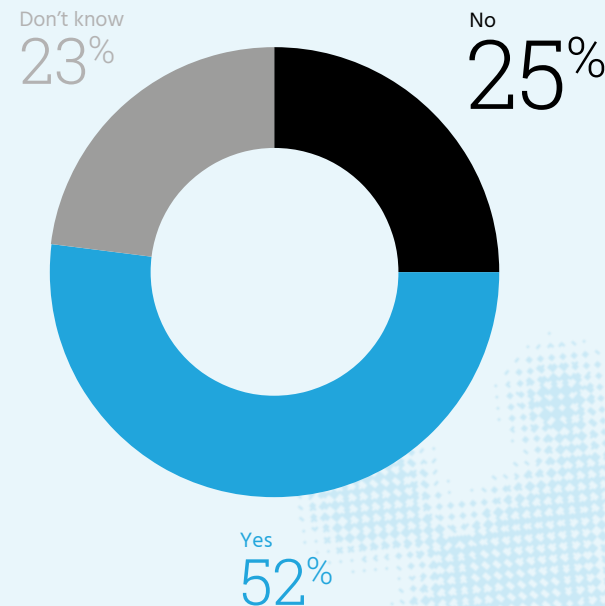
Three in ten are NOT actively planning for a situation where parents choose not to return children to school due to social distancing...

❓ Are leaders in your business / HR leaders actively planning for work-related challenges to arise if parents choose not to send their children back to school due to anxiety about lack of social distancing?

Don't know 33%

No 29%

Yes 39%
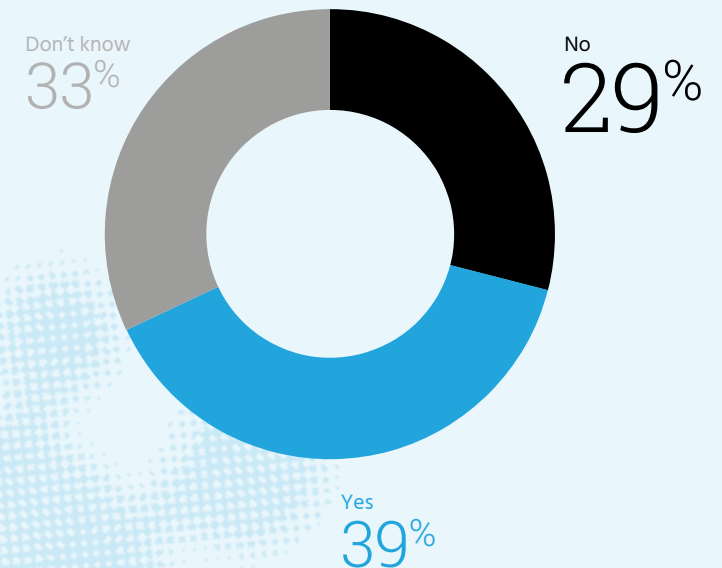
Lack of formal return-to-school policies to support parents / carers

Among organisations planning for return-to-school challenges, less than half have formal policies in place that ensure fair treatment of parents and carers.

- A growing number of parents are choosing to home-educate their children post-lockdown.[11] However, most organisations do not have policies which take this into account. And, of those who do, awareness among line managers is fragmented and inconsistent.

- Research shows that many carers, particularly women, are suffering from work-life conflict and stress during Covid-19, and there are concerns that, without proper support, the number of women exiting the labour market will disproportionately increase.[12]

Among those who are planning for return-to-school challenges, three in ten do NOT have policies in place to ensure a consistent approach for parents in this eventuality

Does your organisation have a clear policy in place to deal fairly and consistently with parents who choose not to send their children back to school due to anxiety about lack of social distancing?

Don't know
23%

No
28%

Yes
49%

What is the general level of awareness about these policies in your organisation?

Every line manager knows about them

38%

Most line managers know about them
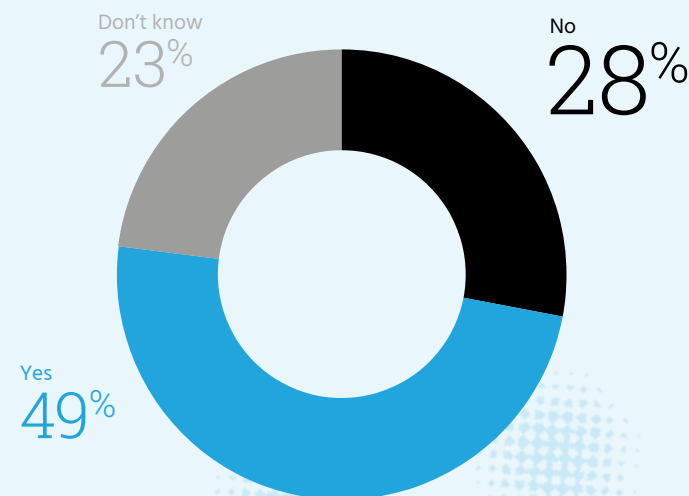
35%

Some line managers know about them

15%

Very few line managers know about them

13%

How is the pandemic affecting progression and development?

- **The career cost of the coronavirus pandemic**
- **Mitigating the career impact of Covid-19**

The career cost of the coronavirus pandemic

Organisations have expressed concerns about career disruption caused by the coronavirus pandemic. **More than two in five organisations say that employees are less likely to apply for more challenging roles in other departments, and similar proportions believe the pandemic will affect in-role development and promotion prospects.**

■ The career cost of the pandemic is likely to have a long-lasting impact, especially for women, who may be unable to take up promotions and more demanding roles while they are shouldering the responsibility of unpaid care work.

Two in five organisations say the pandemic has negatively impacted employee progression

In general, do you think that the coronavirus pandemic has impacted on the following…

Key: ■ Negative impact ■ No impact ■ Positive impact

…employees' intention to apply for a more challenging role in another division?

| 45% | 45% | 10% |

…employees' promotion prospects?

| 44% | 49% | 6% |

…employees' current in-role career / skills development?

| 42% | 39% | 19% |

" Two staff members have been offered a promotion, but both are feeling unsure as to whether they can take it because of their caring responsibilities. Both are women and are taking a greater share of the childcare responsibilities at home.
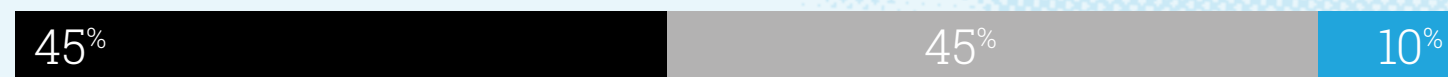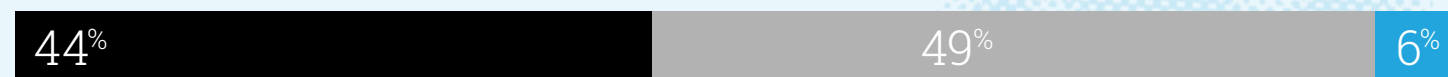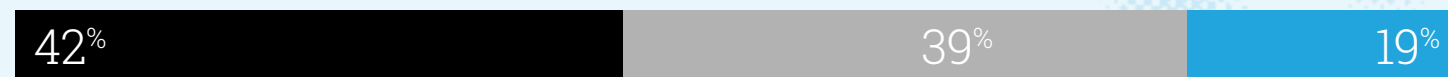
**Fundraising professional,
Charity and voluntary sector**

Case study:
Career progression and flexible working: a flexibility stigma?

Before the pandemic, around a third of British workers thought that working flexibly decreased the chance of gaining a promotion, and holding these views reduced the likelihood of employees taking up flexible work when it was available to them.[13]

However, research during the Covid-19 pandemic suggests that these attitudes are starting to shift, reducing any pre-lockdown stigmas around flexible working.[14] It is likely that any concerns about the potential career impact of flexible working will change as working cultures adapt post-Covid-19.

Mitigating the career impact of Covid-19

Just over a third of organisations say they have applied a consistent policy that factors in the impact of caring responsibilities on employees' performance during the pandemic.
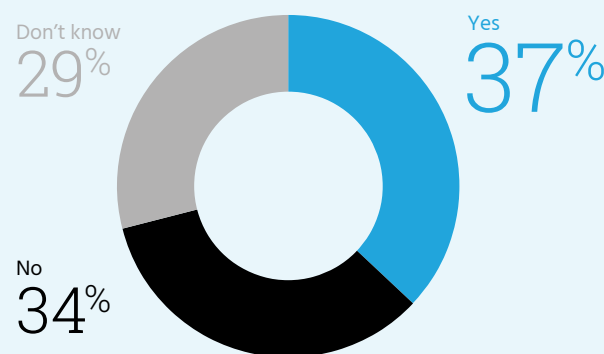
- However, the beneficial impact of these policies is clear. Organisations where line managers have a performance management framework which recognises caring responsibilities are notably less likely to say the pandemic will negatively affect promotion prospects and development.

- While other organisations may be relying on informal guidance and manager discretion, the risk is that performance management approaches will be inconsistent and lack a formalised approach for managers to hold one-to-one performance discussions that consider responsibilities outside work.

" We will issue guidance (not a policy) to provide managers with guidance on performance management during the pandemic to take into account personal circumstances. In general, we are adopting a more flexible approach and reviewing what is achievable for people.

HR professional, Accountancy, banking and finance sector

Organisations with clear policies in place for line managers are less likely to report a negative impact on progression

Does your organisation have a clear policy in place so line managers know how to deal with performance conversations where an individual's ability to deliver has been impacted by the need to care for children?

Yes **37%**

Don't know **29%**

No **34%**

What is the general level of awareness about this policy in your organisation?

Every line manager knows about it **52%**

Most line managers know about it **32%**

Some line managers know about it **16%**
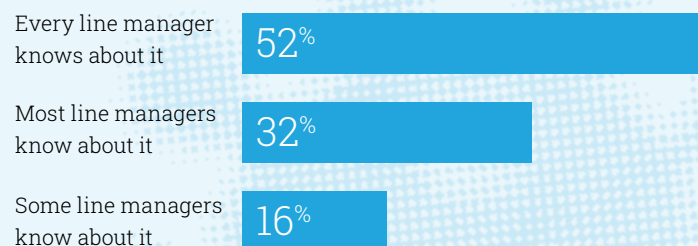
Explicitly factoring caring responsibilities into performance policies helps mitigate the impact of Covid-19 on carers' career development

Key: ■ **Do NOT have** policy in place　■ **Do have** policy in place

13pt gap | 45% | 32%
Perceptions that employees' intention to apply for a more challenging role in another division have been **negatively impacted**

14pt gap | 46% | 32%
Perceptions that employees' promotion prospects have been **negatively impacted**

30pt gap | 55% | 25%
Perceptions that employees' current in-role career/skills development have been **negatively impacted**
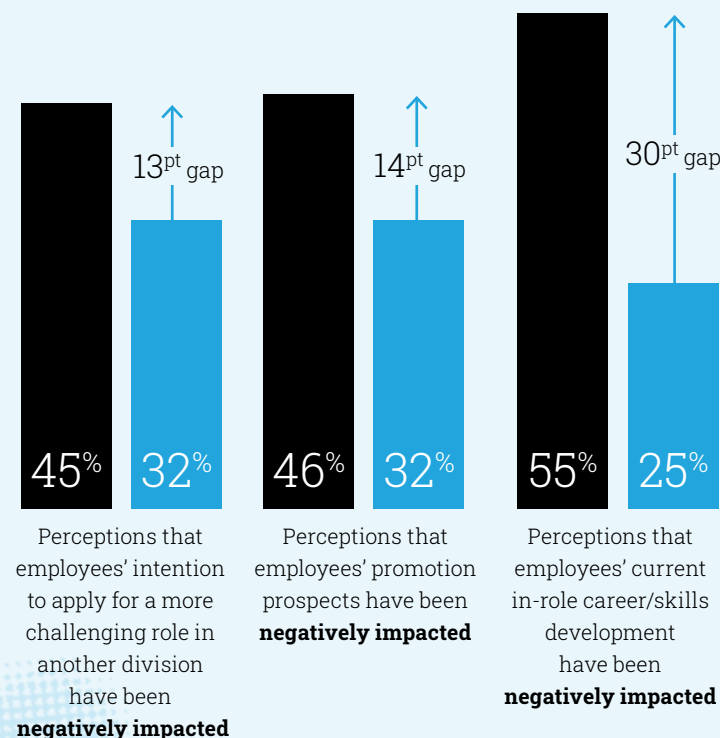
The impact of redundancy plans on parents / carers

■ **Widescale plans for redundancies**

Our research shows that two in five organisations are planning for redundancies in the next year, with companies setting out redundancy plans ahead of the end of the furlough scheme in October.[15]

- The International Labour Organization estimates that nearly half the global workforce are at risk of losing their jobs.[16]

- 84% of organisations say performance is a factor in redundancies, but only 48% of those planning redundancies have policies to mitigate against this where the pandemic has affected performance.

- This is especially concerning, given that only 37% have policies in place to support managers to address any performance issues that have arisen as a result of increased caring responsibilities during Covid-19 (see p. 19).

- Similarly, 42% say absence will be a factor, but only 38% of organisations have a specific policy which takes absence during the pandemic into account.

- There is a critical need for the consistent implementation and application of policies to avoid the risk of parents and carers being disproportionately affected.
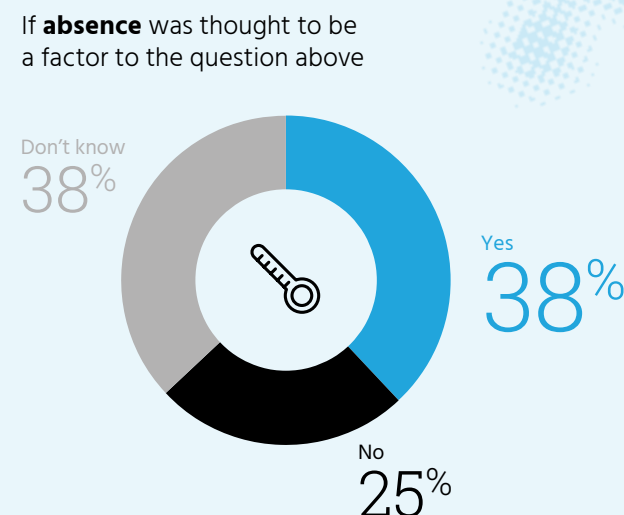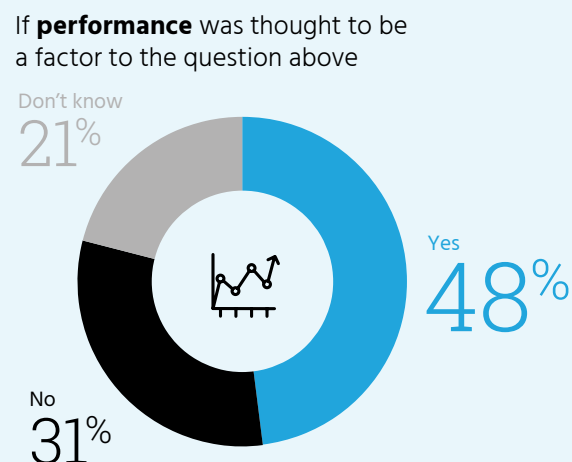
Two in five organisations are planning redundancies in the next year, with performance a key selection factor

40% of orgs. are actively planning for redundancies in the next year

In your organisation, are the following usually factors when selecting for redundancy?

Performance 84%

Absence 42%

Will parents and carers be disproportionately affected?

Many organisations do not have clear policies to ensure caring responsibilities are factored into performance conversations.

Does your organisation have a clear policy in place to mitigate against redundancy selection where people's performance / absence has been affected due to the coronavirus pandemic?

If **performance** was thought to be a factor to the question above

Don't know 21%
Yes 48%
No 31%

If **absence** was thought to be a factor to the question above

Don't know 38%
Yes 38%
No 25%

Looking to the future

- **In employees' own words**
- **Implications and recommendations for action**
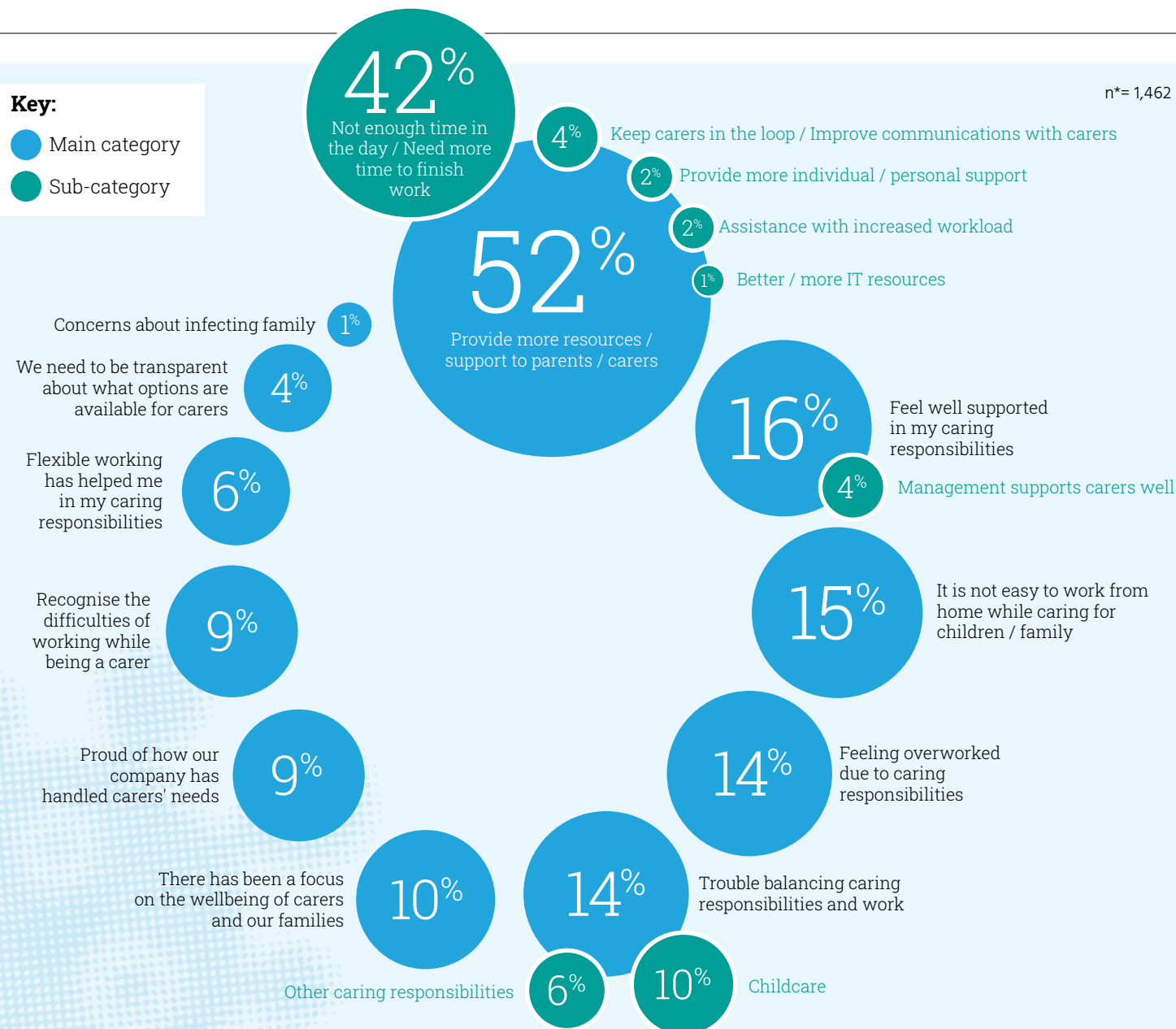
In employees' own words

Qualitative feedback from one of the largest studies of employees during the crisis shines a light on employees' experiences during Covid-19.[17]

- 57% of organisations report that at least one in five of their employees have used annual leave to cope with caring responsibilities during the pandemic. The increased use of annual leave is a short-term and unsustainable solution for time-poor and overloaded carers. And feedback from employees echoes this – half of respondents in the study commented that companies needed to provide more resources and support to carers, including more individual support and communications.

- The theme of being time-poor continues, with parents / carers citing the difficulty of working from home while caring (15%), feeling overworked (14%), and struggling to achieve work-life balance (14%). The qualitative feedback shows that, while some companies are supporting carers, approaches are inconsistent and many feel that support is lacking.

- There is a risk that these groups will be disproportionately affected by the pandemic – the charity Citizens Advice warns that parents, carers and disabled people face a much greater risk of redundancy.[18]

*n = total comments coded.

n*= 1,462

Key:
- Main category
- Sub-category

42% Not enough time in the day / Need more time to finish work

52% Provide more resources / support to parents / carers

4% Keep carers in the loop / Improve communications with carers

2% Provide more individual / personal support

2% Assistance with increased workload

1% Better / more IT resources

1% Concerns about infecting family

4% We need to be transparent about what options are available for carers

6% Flexible working has helped me in my caring responsibilities

9% Recognise the difficulties of working while being a carer

9% Proud of how our company has handled carers' needs

10% There has been a focus on the wellbeing of carers and our families

14% Other caring responsibilities

6% Other caring responsibilities

10% Childcare

14% Trouble balancing caring responsibilities and work

14% Feeling overworked due to caring responsibilities

15% It is not easy to work from home while caring for children / family

16% Feel well supported in my caring responsibilities

4% Management supports carers well

Implications and recommendations for action

01

While flexible working patterns have been found to benefit employees with caring responsibilities, organisations must take steps to avoid the long hours culture that can sometimes arise from flexible working arrangements. Otherwise, they run the risk of employees working evening or weekend hours to cope with their dual responsibilities.

To address this, organisations should investigate where there is a gap between policy and practice. Meetings should be scheduled when employees are available and it should be made clear that they are not expected to be 'always on' and within technology's reach. Employees' working patterns should be taken into account when planning deadlines.

02

Line managers are crucial links within organisations to implement flexible working policy and create a work-life balance culture that benefits all. Supportive line managers have been repeatedly shown to be key in ensuring that flexible ways of working truly reduce work-life conflict.

These levels of support will not be universal, but poor practice is often the result of a lack of understanding or focused training rather than a desire to be obstructive of flexible working. Providing line managers with training and advice on how to support their teams, and communicating best-practice case studies and success stories, can result in higher levels of support for employees.

03

Research suggests that traditional gender norms and roles are present in organisations' response to coronavirus, with reports of employers expecting male staff to continue working full-time during the pandemic while women adjust their work to fit around childcare.[19]

Policy and success story communications should focus on all genders. Similarly, recognition and pay increases for increased time at work should be equal for all. Some research suggests it is only men who see a wage increase when they increase their hours due to flexible working.[20]

This research was led by Karian and Box, an employee research agency, in partnership with the Global Institute for Women's Leadership. The research aimed to understand how organisations are addressing the work-related challenges that the Covid-19 pandemic has created for carers.

- Primary data for this research was collected using an online survey, with responses collected between 23 June and 20 July 2020. Snowball sampling via direct invite emails and social media was used to target private sector Executives and HR and Communications professionals. A total of 228 organisations took part in the research, with responses representing a broad range of business sizes and sectors.

- Due to the targeted nature of this sampling process, responses are not generalisable to the UK average industry composition. Instead, the results provide a good indication of the current concerns and planning being undertaken by companies to deal with the economic and logistical impacts of Covid-19.

- Secondary data from other workforce studies that contextualise the impact of Covid-19 has been incorporated into this report. Details of these studies can be found in our reference page (see p. 26).

Insight & analytics powered by
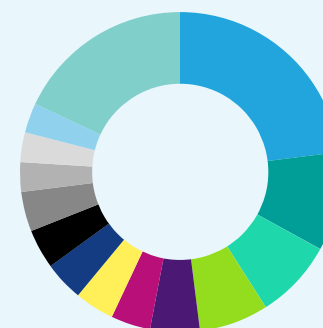**KARIAN AND BOX**

Size of organisation (headcount)
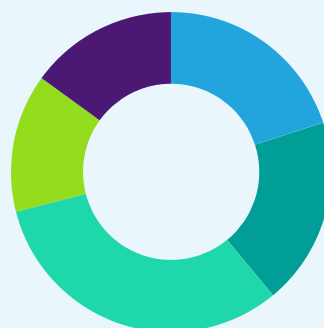
- **21%** Over 50,000
- **19%** 10,000-50,000
- **32%** 1,001-10,000
- **14%** 101-1,000
- **15%** 1-100

Job function / profession of individual completing survey
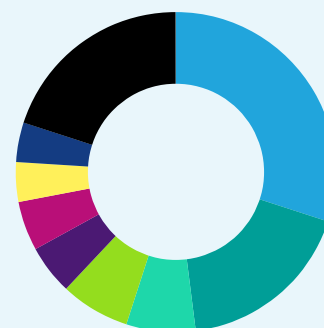
- **30%** HR
- **18%** Communications
- **7%** Legal
- **7%** Research
- **5%** Operations
- **5%** Project management
- **4%** Finance
- **4%** General management
- **21%** Other (please specify)

Sector

- **23%** Accountancy, banking and finance
- **10%** Law
- **8%** Consultancy and management
- **7%** Media and internet
- **5%** Retail
- **4%** Engineering and manufacturing
- **4%** Information technology
- **4%** Public services and administration
- **4%** Utilities
- **4%** Healthcare
- **3%** Charity and voluntary work
- **3%** Marketing, advertising and PR
- **3%** Recruitment and HR
- **18%** Other

Seniority of individual completing survey
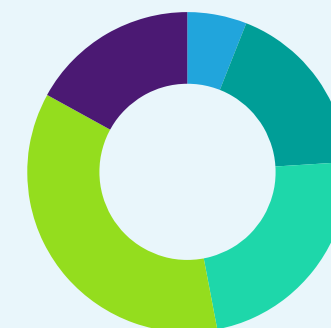
- **6%** Managing Director
- **18%** Director
- **23%** Head of [sector/department]
- **36%** Manager
- **16%** Team member

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