

Top Employers for Working Families Benchmark Survey 2024

Section 1 - Registration and background information

Please tell us about your organisation. This provides the reference data used to analyse the survey results by factors such as organisation size and sector and to enable us to provide you with specific feedback.

Comment boxes are not scored but provide information which feeds into our analysis and recommendations.

Organisation details

Name of organisation:

Address:

Primary contact details

Name:

Phone number:

Email address:

Job title:

Please provide:

your company website address
your social media handles (e.g. Twitter / LinkedIn / Facebook / Instagram)
your company boilerplate

Organisation details

Sector:

Accountancy
Banking and finance
Business, consulting and management
Charity and voluntary work
Creative arts and design
Energy and utilities
Engineering and manufacturing
Environment and agriculture
Fast moving consumer goods
Healthcare
Hospitality and events management
Insurance
Law
Law enforcement and security
Leisure, sport and tourism
Marketing, advertising and PR
Media and internet
Property and construction
Public service and administration
Recruitment and HR
Retail
Sales
Science and pharmaceuticals
Social care
Technology
Training and education
Transport and logistics
Other

Location of your staff:

East Midlands	
East of England	
Ireland	
London	
North East	
North West	
Northern Ireland	
Scotland	
South East	
South West	
Wales	
West Midlands	
Yorkshire and the Humber	
All UK	

Please tell us about your employees:

	Total	Male	Female	Nonbinary
Actual number of people employed				
Full time equivalent				
Zero hours employees				

Casual/seasonal				
Contractors/self employed				

Section 2 - Integration to organisational strategy and culture

This section makes up 15% of your overall benchmark score.

In this section we ask you about the culture of your organisation. Research shows that organisations where flexibility is wholly integrated into the culture out-perform organisations with a fragmented approach in terms of financial, inclusivity, and productivity measures.

How does your organisation espouse its desire to create a high performance, flexible and family-friendly work environment? Please select all that apply.

	Please quote the statement used (Max 1000 characters)
We don't	
Explicitly stated in organisation vision and/or mission statement	
Implied in organisation vision and/or mission statement	
Explicitly stated in organisational values	
Explicitly stated in recruitment campaigns	
Explicitly stated in product marketing campaigns	
Other	

Do you have a sponsor for your work to develop a high performance, flexible and family-friendly culture?

Yes	
No	

If 'yes' then answer questions a, b and c, if 'no' then go to next question

a. What is the highest level of sponsorship?

Board sponsorship	
Senior manager sponsorship	

b. What sort of sponsorship do they provide?

Proactive	
Nominal	

c. Please indicate the functional area of your sponsor

Business services (i.e. combined finance, HR, IT)	
HR	
Finance	
IT	
Property/facilities	
Operational business area	

Do you have a dedicated steering group to guide the work you are doing to develop a high performance, flexible and family-friendly work culture?

Yes	
No	

If 'yes' then answer question a and b, if 'no' then go to next question

a. Which functions are represented on the steering group?

Chief executive	
HR	
IT	
Facilities/property services	
Finance	
Operational business area	
Other: please specify (Max 100 characters)	

b. How frequently does the steering group meet?

Monthly	
Quarterly	
Annually	
Other	

The readiness to adopt new ways of working to support flexible, high-performing, family-friendly work places is dependent on collective attitudes within an organisation. Please rate the statements below that best reflect the **overall** attitude and culture within your organisation (**this question is not scored**).

	Not at all	Low	Somewhat	High	Culturally embedded
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					d
Work-life balance is a background issue that is a distraction from work					
I can trust my colleagues to deliver what they have committed to					
Line managers think that it is for individual parents to resolve tensions between work and family life					
Part-time workers can be more efficient than full time workers according to research - is this understood in your organisation?					
Are employees, at every life stage, able to rely on the organisation to support their work-life balance without having to ask?					
Arriving early or working late means high commitment					
If I can't see my team how do I know they are working?					
Diversity throughout all organisation levels allows us to better understand our customers					
It is the role of an employer and/or line managers to proactively encourage and support employee wellbeing					
Working flexibly is considered the 'default' way of working					
An employee's options for working flexibly are dependent on their line manager's understanding and approach					
Face-to-face is generally the best way to work					

Flexible working benefits individuals more than it does the whole organisation					
Flexible working is a means of improving operational effectiveness					
Working from home means that people won't meet their objectives					
People don't feel concerned if children or household members are visible during video calls					
Our customers' expectations hamper flexible working in our organisation					
A family friendly, flexible approach is a way of creating a fairer, more diverse and inclusive workplace.					

What challenges and barriers are you facing this year, to creating a family-friendly, flexible workplace? This question is NOT scored.

No sense of urgency	
Lack of active senior sponsorship	
No steering group	
Economic climate	
Steering group not engaged/action oriented	
No clear agreed vision	
Lack of knowledge/skill in how to manage cultural change	
Lack of line management support	
Lack of line management knowledge/skill	
Redundancy programme	
Estate reorganisation	
Lack of budget	
Lack of resources	
Staff reluctant to return to the office	
Other: please specify (Max 100 characters)	

Have you identified any opportunities/recent changes you can build on for work-life balance in the coming year?

Planned relocation	
IT upgrade	
Addressing our gender pay gap	
Change in leadership	
Increased informal flexibility rather than reliance on the formal flexible working policy	
Change of focus from working hours to delivery of outputs	
Other: Please specify (Max 1000 characters)	

Does your work to create a flexible, family-friendly culture feature in the strategic plans of your organisation?

Yes	
No	

If 'yes' then...

In which areas of your organisation?

	Not within strategic plans	Informally within strategic plans	Formally stated within strategic plans
Employee health and well-being			
Marketing strategy			
Location/property strategy			
Financial planning			
Employee relations strategy			
IT strategy			

Please use the space below to tell us anything else about how you integrate the need for high-performing, flexible, family-friendly working into your organisation's values or overall business strategy. Maximum character limit is 3,000 which is roughly 500 words. Words in excess of this will not be processed. This question is not scored.

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Section 3 - Policy

Policies are the foundation on which practice is built. There is strong evidence to show that if policies are not aligned to your business objectives then unproductive ways of working are reinforced or some groups of employees can be treated differently to others. We are interested in understanding if your policies treat all employees in a transparent and equal manner.

The Policy section of this survey is worth 15% of your overall benchmark score. Please use this section to tell us about your organisation's policies and any conditions that may apply.

Equal Parenting Leave is where the same amount of pay and leave is available to either parent, whether they are the mother/birthing parent or father/partner. It is different to Shared Parental Leave which requires the mother to give up some of her leave - it is a standalone entitlement.

Are your parental leave and pay policies published on your website?

Yes	
No	

Please tell us about maternity and paternity/partner leave in your organisation.

Is the provision different based on different lengths of service?

e.g. If you have two scenarios:

-12 weeks' pay after 12 months' service

-20 weeks' pay after 24 months' service

please specify both.

Yes, we have different provisions based on length of service	
No, we have a single provision	

	Minimum length of service (day one right / 6-12 months / 12-24 months)	Total No. weeks leave	No. weeks full pay	No. weeks part pay	No. weeks stat pay only	No. weeks no pay
Maternity Leave (OML+AML)						
Paternity/ Partner Leave						
Shared Parental Leave						

Equal Parenting Leave						
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Please tell us about your leave policies for parents.

How have you chosen to implement SPL?

We are matching SPL to existing enhanced maternity provisions	Go to a)
We are providing the statutory minimum	

a. You said you were matching SPL to existing enhanced maternity provisions.

Please state whether:

- i. **Individually matched and floating:** The number of potential weeks enhanced pay available to a father/partner taking SPL is the same as the number of weeks enhanced pay available to a mother taking maternity leave. The weeks of enhanced pay on SPL can be **taken at any time** during the first year of the baby's life/first year following parental order/ placement for adoption.
- ii. **Individually matched and tied:** The number of potential weeks enhanced pay available to a father/partner taking SPL are the same as the number of weeks enhanced pay available to a mother taking maternity leave. The window in which the weeks of enhanced pay can be taken **is tied to the date of birth of the child** e.g. if up to 18 weeks enhanced pay are available these must be taken in the 18 weeks immediately following birth.
- iii. **Family shared and floating:** The number of potential weeks enhanced pay available to a father/partner taking SPL are the same as the number of weeks enhanced pay available to a mother taking maternity leave **less** any weeks of statutory maternity pay and leave the mother has taken/ intends to take (regardless of who the mother is working for). The window in which the weeks of enhanced pay can be taken at **any time** during the first year of the baby's life/first year following parental order/ placement for adoption.
- iv. **Family shared and tied:** The number of potential weeks enhanced pay available to a father/partner taking SPL are the same as the number of weeks enhanced pay available to a mother taking maternity leave **less** any weeks of statutory maternity pay and leave the mother has taken/ intends to take (regardless of who the mother is working for). The window in which the weeks of enhanced pay can be taken **is tied** to the date of birth of the child e.g. if up to 18 weeks enhanced pay are available these must be taken in the 18 weeks immediately following
- v. Other matching (please describe)

What percentage take up do you have of SPL in a typical year?

To calculate the percentage of mothers taking SPL:

$$\frac{(\text{number of mothers taking SPL}) \times 100}{\text{number of mothers who went on leave to have a baby}}$$

To calculate the percentage of fathers/partners taking SPL:

$$\frac{(\text{number of fathers/partners taking SPL}) \times 100}{\text{number of fathers/partners who went on leave to have a baby}}$$

Mothers taking SPL	
Fathers/partners taking SPL	

Has your SPL scheme delivered take up that is

Behind target	
Ahead of target	
We don't have a target	

Has taking SPL led to more fathers/partners requesting flexible working or reduced hours on their return?

Yes	
No	
Don't know	

What has been the take up of Equal Parenting Leave among

Mothers	%
Fathers/partners	%
We do not provide EPL or n/a	

Has taking Equal Parenting Leave led to women in your workplace returning sooner after childbirth?

Yes	
No	
Don't know	
We do not provide EPL or n/a	

Has taking Equal Parenting Leave led to more fathers/partners requesting flexible working or reduced hours on their return?

Yes	
No	
Don't know	
We do not provide EPL or n/a	

Do you support a phased return from Maternity/Equal Parenting Leave/SPL?

Yes	
No	

If 'yes' then answer a) and b):

a. How is this phasing created?

We encourage employees to use Keeping in Touch days and accrued holidays to create a phased start	
A period of part-time working is supported. This is defined in policy.	
A period of part-time working is supported at the line manager's discretion.	
We have a fixed period of phasing for all returners defined in policy.	

b. How is the employee paid during the phase-back period (please exclude holiday or KIT day usage)?

Employees are paid for the hours/days they work	
Full pay for the phasing period	

Do you enhance the flexibility in how Paternity/Partner Leave can be taken, over and above the statutory minimum?

Yes	
No	

If 'yes' then answer the next question.

What are the options available to employees? Please select all that apply.

Can be taken later than 56 days after the birth/adoption	
Can be split into separate weeks	

If an employee fails to return from Maternity/Paternity/Equal Parenting/Shared Parental Leave, do they have to repay any enhancements?

All enhancements must be repaid	
Part of the enhancement must be repaid	
No repayment is asked for	

Are there any circumstances in which you would offer Maternity/Paternity/Equal parenting/Shared Parental Leave provisions to other groups not currently specified in legislation? (for example, grandparents or kinship carers), and is this discretionary or in policy? (maximum 3000 characters)

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Do you offer any special support for parents having a child through surrogacy?

Yes	
No	

If yes, please provide details (maximum 500 characters)

Do you provide any special support for employees who are undergoing fertility treatment?

Yes	
No	

If yes, please provide details (maximum 500 characters)

Do you have a specific IVF policy?

Yes	
No	

If yes, please provide details (maximum 500 characters)

Do you provide special support for employees who have experienced a miscarriage or baby loss?

Yes	
No	

If yes, please provide details (maximum 500 characters)

Do you have a specific miscarriage policy?

Yes	
No	

If yes, please provide details (maximum 500 characters)

Do you offer menopause support for employees?

Yes	
No	

If yes, please provide details (maximum 500 characters)

Are line managers offered training and resources to support their employees going through the menopause?

If yes, please provide details (maximum 500 characters)

Parental Leave Policy (NB this is not Shared Parental Leave or Equal Parenting Leave Policy)

Statutory Parental Leave is unpaid. Parents are entitled to 18 weeks' leave for each child and adopted child, up to their 18th birthday.

Please tell us about your Parental Leave Policy - please select all that apply

We allow statutory Parental Leave only	
Available to employees from first day of employment	
Available to foster carers	
More than 18 weeks in total	
More than 18 weeks in total for a disabled child	
Less than 1 week at a time for non-disabled children	
More than 4 weeks a year can be taken	
Available to grandparents	

Do you offer paid Parental Leave?

Yes	
No	

If 'yes' then answer next 2 questions:

a. For how many days is Parental Leave paid?

b. What percentage of pay is paid?

Is time off for dependant care paid?

Yes	
No	

If yes: For how many days per year is time off for dependant care paid?

Do you offer time off to care for dependants to cover more situations than the statutory minimum, for example time off for planned medical appointments? Please select all that apply.

Planned medical or educational appointment	
Sickness of the dependant (leave required is more than 2 or 3 consecutive days)	
Sickness of the dependant's usual carer (leave required is more than 2 or 3 consecutive days)	
Other scenarios (Max 200 characters)	

Is provision over and above the statutory minimum defined in policy, or provided at the discretion of the manager?

Policy	
Manager's discretion	

Does your definition of who is a dependant extend beyond the statutory e.g. friend or neighbour who relies on your employee for care and support?

Yes	
No	

If 'yes' please provide details below (Max 500 characters)

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Please use this space to tell us anything more about your policy for time off to care for dependants. (Max 200 characters)

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Policy for short-term flexible working

Short-term flexible working is a temporary adjustment to an employee’s working pattern rather than a permanent change to their contract. It is often used to enable employees to cope with unexpected life changes, such as end of life care, supporting a dependant through a short-term illness, support for a disabled dependant or disability prior to full diagnosis and a statement of needs.

Do you enable short-term flexible working? (e.g. reduced hours/expectations or changed hours or working from home)

Yes	
No	

If ‘yes’ then answer next 2 questions

a. Under what conditions would you enable short-term flexible working? Please select all that apply.

For any reason at employee request	
Palliative or end of life care	
Short term period of reduced mobility, acute illness or illness requiring confinement	
Disability prior to full diagnosis	
Childcare	
Caring for a sick or elderly dependant	
Other - please specify (Max 200 characters)	

b. Is this defined in policy or provided at the discretion of the manager?

Policy	
Line manager's discretion	

Do you offer a period of adjustment leave? (time off to come to terms with a diagnosis/situation, make arrangements for ongoing care etc.)

Yes	
No	

Please use this space to tell us anything more about your policy for short-term flexible working. (Max 3000 characters).

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Flexible location (e.g. regularly/occasionally/permanently working from home or working from another location)

Flexible working time (e.g. flexi-time, self-rostering, shift-swapping, regular/occasional compressed hours, annualised hours or working at any time as required by the individual and their work commitments)

Flexible number of working hours (e.g. term-time working, zero hours contracts/on demand working, job-sharing or other forms of reduced hours working)

Your responses to the questions on flexible working policy make up to 15% of the policy section score.

Is flexibility offered at the point of hire, so employees can start working flexibly from day one of employment, or do statutory limitations (only available after 26 weeks of employment) apply?

Available at point of hire	
Statutory limitations apply	

Which of the following are enabled within your organisation?

	Open to all staff (from day one)	Open to all staff with the Right to request (26 weeks service)	Restricted by function	Not available
Anywhere working				
Ad hoc working from home/another location at employee's choice				
Ongoing/permanent home working				

Is access to the technology required to work from home or at another location available to all staff? This includes such things as the software/security credentials required for remote access to your network or virtual / divertible phone numbers.

Yes	
No	

Which of the following are enabled within your organisation?

	Open to all staff (from day one)	Available to all staff with the Right to Request (26 weeks service)	Restricted by function	Not available
Any-time working				
Shift swapping				
Self-rostering				
Core hours				
TOIL (Time off in lieu)				

Compressed hours or days				
Any-time working constrained within opening hours				
Annualised hours				

Which of the following are enabled within your organisation?

	Open to all staff (from day one)	Available to all staff with the right to request (26 weeks service)	Restricted by function	Not available
Term-time working				
Job-share				
Part-time				
Zero hours contract/work on demand				
Sabbatical/career break				

Do you provide any specific measures to ensure that your staff work in a way that supports physical and mental wellbeing and prevents burnout and over-working?

Yes	
No	

If 'yes':

What measures do you provide?

Managers are trained to spot the signs of potential burnout and to support employees working effectively	
Staff are trained to spot the early signs of burnout and provided with resources to support them working effectively	
Staff have clearly defined, output-driven objectives	
Staff are trained in coping with workload related stress	
Healthy lifestyle awareness raising activities/events/resources	
Mental health first aiders/buddies or similar	
Mental health awareness raising activities/events/resources	
Jobs are designed so that they can be done within the specified hours	
Other - Please specify (max 1000 characters)	

Transition to parenthood and/or caring

Do you allow the partners of pregnant women **paid** time off to attend ante-natal care/classes?

Yes	
No	

If 'yes':

Is this defined in policy or at the discretion of the line manager?

Policy	
Line manager's discretion	

Do you provide proactive support for employees through the transition to parenthood or caring?

Yes	
No	

If 'yes' then answer next 3 questions:

a. What support is provided?

	Carers	Fathers/partners / secondary carers	Mothers /primary carers	None
Counselling for employees (e.g. employee assistance programme)				

Coaching for employees				
Mentoring/buddying				
Workshops/webinars/e-learning for employees				
Employee guidebook/web pages				

b. To whom is this support available?

All employees from day one	
Restricted (e.g. for senior staff only)	

c. Is this defined in policy or at the discretion of the line manager?

Policy	
Line manager's discretion	

Do you offer specific Carers Leave?

Yes	
No	

If 'yes':

How many days of this leave are paid?

Do you offer any other specific support to carers? (max 300 characters)?

Do you offer any specific support to parents of disabled children?

Yes	
No	

If 'yes':

Please tell us about the support you offer (max 300 characters):

Do you provide proactive support for line managers / team leaders whose staff are transitioning to parenthood or caring?

Yes	
No	

If 'yes' then answer next question:

What support is provided for line managers/team leaders whose staff are transitioning to parenthood or caring?

	Carers	Fathers/p artners/ secondary carers	Mothers /primary carers	None
Mentoring/buddying for line managers in how to manage, support and engage				

Line manager guidebook/web pages in how to manage, support and engage				
Workshops/webinars/e-learning for line managers in how to manage, support and engage				

Family-friendly policy

Do you enable employees to take planned time off for life/family occasions?

Yes	
No	

If 'yes':

Please indicate which occasions are covered. Check all that apply:

First day at school	
School plays/concerts/sports-day	
Birth of a grandchild	
Notable family occasion (birthday, wedding etc)	
Moving house	
Other - please specify (Max 1000 characters)	

If yes, is this time off for planned life/family occasions paid?

Yes	
No	

If yes, is this paid time off defined in policy or at the discretion of the line manager?

Policy	
Line manager's discretion	

Does your office close over Christmas or any other period (excluding bank holidays)?

Yes	
No	

If yes, are employees required to use annual leave to cover this closure?

Yes - annual leave or TOIL must be used	
No	

Do you provide employee networks to support parents and carers?

Yes	
No	

If 'yes' then answer next 3 questions:

a. Which employee networks do you provide? Please select all that apply.

Working Parents network	
Working Carers network	
Working Fathers network	
Women's network	
Working Families network	
Flexible and/or homeworkers network	
Other: e.g. ethnicity, disability, gender. Please specify (Max 1000 characters)	

b. How are your employee networks funded?

Funded by employer	
Shared funding, with contributions from employees for specific events	
Employee funded, via subscription or similar	

c. What are the objectives of these employee networks?

Provide a voice to specific employee groups	
Provide opportunities to network and support each other	
Provide information and sign posting to external support	
Increase individual resilience	
Inform and steer organisational policy and practice	
Demonstrate the organisation's commitment to specific employee groups	

Recruitment policy

Do you provide details of the options for flexible working on your website?

Yes	
No	

Do you plan your workforce requirements in actual heads or full-time equivalents (FTE)?

Actual	
FTE	

Is a job analysis carried out on each vacancy to determine the potential for flexible working prior to advertising?

No	
Some	

Yes	
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Do hiring managers need to justify a full-time working pattern for vacancies?

No	
Some	
Yes	

Do hiring managers need to justify a flexible working pattern for vacancies?

No	
Some	
Yes	

Do you require internal adverts to identify how flexible a position could be (i.e. location, hours, time)?

No	
Some	
Yes	

Do you require external adverts to identify how flexible a position could be (i.e. location, hours, time)?

No	
Some	
Yes	

Do you use the 'Happy to Talk Flexible Working' strapline in your recruitment adverts?

No	
In some job adverts	
In all job adverts	

Do you require your interviewing panel to initiate a discussion about flexibility with every candidate?

Yes	
No	
Don't know	

Do new starters have a discussion about flexible working and work-life balance as part of the onboarding process?

Yes	
No	

Career development policy

Do new recruits have a discussion at the end of their probationary period/at their first review with their manager that specifically covers flexible working and work-life balance opportunities and support?

Yes	
No	

If training is not provided during a flexible worker's usual working pattern, is back-up elder or childcare provided to allow them to attend?

Yes	
No	

If yes, who pays for any elder or childcare when training is not provided during a flexible worker's usual working pattern?

Employee	
Employer	
Shared	

Do you pro-rate objectives, goals or targets based on full time equivalent hours worked?

Yes	
No	

Please describe how you ensure this pro-rating? (max 250 characters)

Do you base readiness for promotion on the demonstration of specific, defined skills, knowledge and behaviours?

Yes	
No	

Do you enable employees to pause and adjust the pace of their career development depending on their need for work-life balance?

Yes	
No	

If 'yes' then answer next question:

Please briefly tell us one option you offer, and one example of an employee who has used it.

Option (max 3000 characters)
Example (max 3000 characters)

Back-up dependant care policy

Do you provide back-up dependant care?

Yes	
No	

If 'yes' then answer next 4 questions:

a. Which back-up care is available to employees whose child/elder/other dependant is sick or whose care breaks down?

Childcare	
Eldercare	
Other dependant care (Please specify)	

b. Who pays for back-up dependant care?

Employee	
Employer	
Shared	

c. How available is this back-up care?

All employees from day one	
Restricted e.g. staff grade or location	
Line manager's discretion	

d. Is the back-up care available when employees are required to work on their non-working days?

Yes	
No	

Childcare policy

Do you provide facilities for breastfeeding mothers?

Yes	
No	

Do you provide childcare facilities e.g. onsite nursery, pre-booked spaces with local nursery or holiday club providers?

Yes	
No	

If 'yes' then answer next 2 questions:

a. Which of the following childcare facilities do you make available to your employees? Check all that apply

	On-site/ campus	Off-site e.g. pre- booked places at a local provider
Nursery and preschool		
Breakfast club		
After school club		
Holiday club		

b. Who pays for the childcare?

Employee	
Employer	
Shared	

Do you run a childcare deposit support loan scheme?

Yes	
No	

Section 4 - Ensuring consistent practice

This section considers the consistency of practice throughout your organisation. The results of previous benchmark surveys show that whilst many organisations have a solid policy foundation, many struggle to embed consistent practice.

Please use this section to tell us what you are doing to ensure consistent practice.

This section is worth 30% of the overall benchmark score.

Communication

The objective of communication is to raise awareness, demonstrate value and catalyse action.

Please tell us how you are raising awareness of the business case for flexibility, employee wellbeing and work-life balance, and the availability of different ways to work in order to achieve this.

What forms of persuasive communication promoting flexible working and work-life balance have you used in the last 12 months? Please select all that apply.

	Not used	Annually	Quarterly	Monthly	Weekly
Messages from internal senior managers, role models and/or CEO					
Speeches from external industry experts					
Poster campaign: virtual or hard copy					
Videos, blogs, vlogs etc.					
Participation in external campaigns e.g. National Work Life Week					

Who is responsible for promoting flexible, family-friendly working?

Flexible working/diversity champions	
Senior managers/division heads	
Line managers	
Other - Please specify (Max 200 characters)	

What forms of interactive participation promoting flexibility and work-life balance have you used in the last 12 months? Please select all that apply.

	Not used	Annually	Quarterly	Monthly	Weekly
Instant messaging platforms					
Video get togethers					
Seminars					
Webinars					
Team development sessions					
Other (please specify, max 100 characters)					

Which subject areas have been covered in the last 12 months? Please select all that apply.

Successful flexible working	
Pregnancy, maternity and returning to work	
Balancing work and being a parent	
Balancing work and caring for elderly loved ones	
Balancing work and caring for disabled adults or children	
Specific parenting skills e.g., new baby, toddlers, teens	
Specific caring subjects e.g., cancer, sudden disability, Alzheimer's	
Managing and leading flexible teams	
Managing and engaging parents and carers	
Wellbeing	
Mental health awareness	
Career progression	
Managing the menopause	
Fertility	
Miscarriage and baby loss	
Other - Please specify (Max 500 characters)	

Which National focus days/weeks did you promote?

Mother's day (March)	
International Women's day (March)	

Mental Health Awareness week (May)	
Father's day (June)	
National Men's Health week (June)	
National Carers week (June)	
National Work-life week (October)	
Carers Rights day (November)	
National Stress Awareness day (November)	
International Men's day (November)	
Fertility Awareness week (November)	
Your own diversity/inclusion week	
Other (please specify)	

What forms of the following passive (or “pull”) communication methods have you used during the last 12 months?

Information is embedded across different areas of the intranet	
Information is collated through a single access point e.g. family portal	

Single point of contact for help and information e.g. HR support centre, or specialist	
Other - Please specify	

Transparent and fair process

Process transparency and perceived fairness are key drivers of trust in an organisation. Perceived injustice has a strong negative effect on the psychological contract between employee, line manager and their organisation, which in turn affects motivation and loyalty. Sometimes it may also be discriminatory.

Please tell us how you are ensuring that your organisation's processes are fair and transparent.

Are the method and criteria for assessing formal flexible working requests published?

Yes	
No	

If 'yes' then answer next question:

Is this list of criteria published either within or alongside your flexible working policy, so that all employees can easily see it?

Yes	
No	

When do you remind employees of their rights and opportunities to request flexible working? Please select all that apply.

On notification of intention to take maternity leave	
On return to work from maternity leave	
On notification of intention to take paternity/partner leave	
On return from paternity/partner leave	
On notification of intention to take shared parental leave/equal parenting leave	
On return from shared parental leave/equal parenting leave	
On return from an extended period of sickness absence	
On notification of requirement to take time off to care for a dependant, or when caring responsibility becomes apparent	
As part of the onboarding process for new starters	
Through proactive promotion of flexible working to all employees	

Which of the following are used to ensure a bias-free flexible working approval process? Please select all that apply.

A consistent set of criteria is used to assess formal requests for flexible working	<input type="checkbox"/>
A consistent level of approval is required e.g. line manager, division or department head	<input type="checkbox"/>
Approvers are trained in the business case for flexible working	<input type="checkbox"/>
Approvers are trained in the role of unconscious bias and how this may affect their views of flexible working requests	<input type="checkbox"/>
The approval rates of requests are monitored by gender	<input type="checkbox"/>
The approval rates of requests are monitored by grade	<input type="checkbox"/>
The approval rates of requests are monitored by division	<input type="checkbox"/>
The approval rates of requests are monitored by approver	<input type="checkbox"/>

Who is involved in approving flexible working requests? Please select all that apply.

Line manager	
Division or department head	
HR	
Other (please specify)	

What percentage of approvers are trained in the business case for flexible working?

76%-100%	
51%-75%	
26%-50%	
25% or less	

What percentage of approvers are trained in the role of unconscious bias and how to ensure that approvals of **flexible working requests** are bias-free?

76%-100%	
51%-75%	
26%-50%	
25% or less	

Which of the following are used to ensure that the way you recognise performance is consistent? This includes performance conversations, assessment/development sessions.

Managers/leaders are trained how to run individual performance conversations, assessment development sessions	
Performance assessments are monitored by gender	
Performance assessments are monitored by contract type: part-time and full-time	
Performance assessments are monitored by grade	
Performance assessments are monitored by division	
Performance assessments are monitored by assessor	

If any area is selected then answer the next question:

What percentage of approvers are trained in the role of unconscious bias and how to ensure that **performance assessments** are bias free?

76%-100%	
51%-75%	
26%-50%	
25% or less	

Manager competence

In order to ensure consistency, those that implement policies and processes need to have the required competence to do so. Line managers and team leaders are the face of the organisation to employees, and evidence shows that the relationship between employee and line manager is fundamental to employee motivation.

Please tell us how you develop and maintain the competency of your managers and leaders so that they support flexibility and work-life balance.

Are managers and leaders actively encouraged to work in a flexible or family-friendly way?

Yes	
No	

Have you **defined** the knowledge, skills and behaviours needed to develop and lead teams that deliver both high performance and the flexibility required to support good work-life balance and wellbeing?

Yes	
No	

If 'yes' then answer the next question:

Please describe what those competencies are (max 300 characters).

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Have you assessed the **training needs** of your managers and leaders specifically in their capability to develop and lead teams that deliver both high performance and the flexibility required to support good work-life balance and wellbeing?

Yes	
No	

Do you **provide training** for your leaders and managers in the knowledge, skills and behaviours required to develop and lead teams that deliver both high performance and the flexibility required to support good work-life balance and wellbeing?

Yes	
No	

If 'yes' then answer the next two questions:

Is the training compulsory?

Yes	
No	

What percentage of your managers are already trained in how to manage high performing, flexible teams?

=<25%	
26%-50%	
51%-75%	
76%-100%	
No training is provided	

If a number is selected answer the next 2 questions:

a. What does the training cover? Please select all that apply.

The business case for flexible working and family friendly culture	
The business process for managing requests (inc. when to say yes and when to say no)	
How to lead flexible workers/a flexible team	
How to coach performance rather than control performance	
How to develop a team approach to creating a flexible and agile workforce	
The role of unconscious bias in the management and assessment of team members	
Job design: how to find the flexibility in every role	
Other - please specify (Max 1000 characters)	

b. How is the training delivered? Please select all that apply.

Classroom training	
e-learning, video/webinar	
On the job through mentoring	
Blended learning	
Other - please specify (Max 500 characters)	

How do you assess the on-going effectiveness of your managers/leaders in developing and leading high performing, flexible teams?

Upward feedback, assessed within a framework of knowledge, skills and performance indicators	
360-degree feedback assessed within a framework of knowledge, skills and performance indicators	
Upward feedback assessed with no framework	
360-degree feedback assessed with no framework	
Other (please specify max 1000 characters)	

What percentage of your managers/leaders are assessed in this way?

=<25%	
26%-50%	
51%-75%	
76%-100%	

How do managers/leaders access support? Please select all that apply.

Hard copy or intranet guides	
e-learning/video/webinar	
HR Business partner	
Mentor	
Company intranet	
Their line manager	
HR centralised support	
Other - please specify (max 1000 characters)	

Gender pay and progression

How do you plan to use flexible and family-friendly working to address issues around gender pay and progression over the next 12 months? Please select all that apply.

Encourage the use of shared parental leave through enhanced pay	
<i>If above selected, have you set targets for this: yes/no</i>	
Encourage take up of equal parenting leave or shared parental leave amongst fathers/partners	
<i>If above selected, have you set targets for this: yes/no</i>	
Specifically encourage men to work flexibly and part time	
<i>If above selected, have you set targets for this: yes/no</i>	
Ensure all job adverts indicate the flexible options available	
<i>If above selected, have you set targets for this: yes/no</i>	
Actively encourage flexible working for all	

regardless of gender and seniority	
<i>If above selected, have you set targets for % of employees working flexibly? Yes/no</i>	
Encourage job-shares at all levels	
<i>If above selected, have you set targets for numbers of job-shares? Yes/no</i>	
Recruit returners	
<i>If above selected, have you set targets for this: yes/no</i>	
Develop measures that track flexibility and career and pay progression	
<i>If above selected, have you set targets for this: yes/no</i>	
Ask senior leaders to publicly role model their flexible working arrangements	
<i>If above selected, have you set targets for this: yes/no</i>	
Other (max 1000 characters)	

Section 5 - Evidence and Statistics

Working Patterns

Your responses should reflect the number of staff you have working in each of the following ways during the last 12 months (or last annual measured period). Your response should not be the number of staff who have the option to work in these ways.

On average, people costs make up 70% of the operating costs of most organisations. In order to understand the effectiveness of people strategies it is necessary to measure and track results. Please use this section to tell us about the measures you track. This section makes up 40% of your overall benchmark score. This is divided into two elements: what you measure, and the results of that measurement.

Tell us about how many people you have working flexibly, formally and informally, in your organisation. Please give a percentage that you would be confident that your CEO could use in a press release.

=<25%	
26%-50%	
51%-75%	
76%-100%	

Please identify if you make each way of working available and enter the number of staff that you have working in these ways during the last 12 months.

	Total staff	Male	Female
Ad-hoc remote/home working			
Contractually home-based workers			

If you would like to provide any additional information please use the space below: This text is not scored, it can be used to clarify any of your entries above (max 500 characters)

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Please identify if you make each way of working available and enter the number of staff that you have working in these ways during the last 12 months.

	Total staff	Male	Female
Flexible start/finish time			
Annualised hours/days			
Time off in lieu (TOIL)			
Compressed hours			

If you would like to provide any additional information, please use the space below. This text is not scored, it can be used to clarify any of your entries above (max 500 characters)

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Please identify if you make each way of working available and enter the number of staff that you have had working in these ways during the last 12 months.

	Total staff	Male	Female
Part-time (individual request)			
Part-time (organisation driven)			
Job-share			
Term-time only			
Zero hours contract/work on demand			
Unpaid additional leave			
Career break / sabbatical			

If you would like to provide any additional information, please use the space below: This text is not scored, it can be used to clarify any of your entries above (max 500 characters)

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Enter the number of staff that you have working in a flexible way during the last 12 months (or last annual measured period). This is NOT the number of staff whose contracts enable the possibility of flexible ways of working. Please note, some staff may have been working in several of the flexible ways detailed above. Please ensure that these are counted only once.

	Total staff	Male	Female
Actual heads working flexibly			
FTE heads working flexibly			

Recording ad hoc or informal or locally agreed flexible working can be challenging, but it provides a detailed picture of organisational culture.

How do you understand what is going on across the whole organisation and the extent to which a flexible working culture is truly embedded?

	Yes	No	We track but do not have data
Staff survey responses			
Exit interview			
Analysis of line manager 360° feedback			
Feedback from HR business partners/advisers on flex take up			
Feedback from unions			
Line manager feedback/monitoring			
Volume of new job adverts specifying flexibility			
Take up of non-mandatory training in flexible working by managers			
Office occupancy rates and real estate savings			
Business travel savings			

Use of remote working tech (e.g. video calling, team comms solutions etc.)			
Feedback from employee resource groups			
Other			

Please tell us about the number of flexible working requests and approvals over the last 12 months (or last annual measured period)

	Total staff	Male	Female
Flexible working requests			
Flexible working approvals without changes to employees' original request			
Flexible working approvals with changes to employees' original request			

Recruitment

The way in which jobs are advertised can be a major barrier to parents and carers who want to move into work. This means that organisations which lack flexibility at the recruitment stage are considerably restricting their talent pool. As more and more workers require flexibility, so this talent pool will continue to shrink. The following section looks at how jobs are advertised and what flexibility exists from the recruitment stage.

	Total number of advertisements placed	Number with explicit statement about flexibility e.g. this
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		position is open to flexible hours/time/location
Internal vacancies		
External vacancies		

How many roles were advertised without an explicit mention of flexibility, but were in fact able to be done flexibly?

=<25%	
26%-50%	
51%-75%	
76%-100%	

Please tell us about the number of recruits in the last 12 months (or last annual measured period).

	How many people were recruited in the last 12 months (or last annual measured period)	How many of these people were recruited on less than full-time contracts in the last 12 months (or last annual measured period)
Internal vacancies		
External vacancies		

Career Development

Getting into an organisation is one thing; the opportunities for progression once you are there will affect loyalty, motivation and performance. Unless specifically stated in the question, please give us actual numbers, NOT percentages.

How many people were promoted in the last 12 months (or last annual measured period)?

How many people were promoted in the last 12 months (or last annual measured period) who were working less than full time immediately prior to promotion?

How many people were promoted within 12 months of returning from maternity/shared parental/equal parenting leave?

How many senior managers and board members are there in your organisation?

How many senior managers and board members are women in your organisation?

How many senior managers and board members have part-time (including job shares) contracts?

How many senior managers and board members have flexible working contracts?

How many senior managers and board members with part-time (including job-shares) contracts are men?

How many staff received the top performance rating in the last 12 months (or last annual measured period)?

We measure performance continuously

Yes	
No	

How many staff with part-time (including job-shares) contracts received the top performance rating in the last 12 months (or last annual measured period)?

We measure performance continuously

Yes	
No	

How many staff with field-based / permanently based at home contracts received the top performance rating in the last 12 months (or last annual measured period)?

We measure performance continuously

Yes	
No	

Retention

Attendance rates are a key measure of well-being and commitment, and retention rates of staff following major life changes such as parenthood are an indicator of how family-friendly an organisation is.

You may leave blank any answers you do not know.

Please indicate your retention rates as a **percentage**.

You can calculate your retention rates using the following formula as a basis:

$$\frac{\text{(Number of staff with service of 12 months or more)} \times 100}{\text{Total number of staff in post 12 months ago}}$$

	All staff	Men	Women
All staff			
Part-time workers			
Home-based workers			
Job-shares			
Following return from maternity, equal parenting, SPL or adoption leave			

2 years after return from maternity, equal parenting, SPL or adoption leave			
After birth of second child			

Turnover rates

Please indicate the **number** of staff who left your organisation in the last 12 months.

You may leave blank any answers you do not know.

	All staff	Men	Women
Left (not redundancy)			
Made redundant			
How many of all leavers worked flexibly formally ? (part-time/job-share/remote workers etc.)			

What is the average tenure with your organisation? (in years)

Please indicate your level of unplanned absence - this is sickness absence and any other unauthorised absence

(You may leave blank any answers you do not know)

	Average days per head per year for all staff	Average days per head per year for men	Average days per head per year for women
All staff			
Flexible workers			

Staff Satisfaction

Please use data from your most recent staff survey to provide the staff satisfaction levels in the following categories.

Please indicate your satisfaction levels as a **percentage**.

	Satisfaction level all staff	Satisfaction level contractual part-time staff
Opportunities for flexible working		
Maternity/paternity/adoption benefits		
Support for carers of disabled dependants		
Hours worked		

Working Families

Control over working life		
Work-life balance		
Culture of flexibility		

Organisational impact

The ability to show the link between ways of work and staff wellbeing and organisational performance is key to developing a strong business case.

Have you quantified the **impact** that flexible working and work-life balance/ employee well-being have made to your organisation?

Yes	
No	

What measures have you used?

Have you been able to calculate any other **financial benefits** that flexible working and work-life balance have achieved?

Yes	
No	

Working Families

Looking back over the last 5 years, are you able to ascribe quantifiable benefits resulting from flexible working practices in the following areas:

	Yes / No
Reduction in real estate costs	
Extended operating hours	
Increased productivity	
Lower staff turnover	
Reduction in business travel costs	

Please briefly tell us **how** you have measured the benefits of flexible working within your organisation (max 5000 characters).