

Hammonds



Chartered Institute
of Personnel and
Development

Flexible working and paternity leave
The full rate for fatherhood

Survey report

October 2004

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Foreword

Flexible working is the area of people management where employers' dual desires for a productive organisation and highly motivated workforce, and the Government's twin policy goals for a high-value-added, high-employment economy and a just and fair society come face to face.

Often this is portrayed as a conflict of forces: between employers battling to enhance performance in the face of malingering employees and onerous and expensive employment legislation; and potential employees struggling to find working arrangements to suit their personal commitments, while those in employment suffer from overwork, excessive hours and stress. The CIPD explored some of these themes further in the recent Survey Report, *Working time regulations: Calling time on working time?*

CIPD research shows that these can be powerful complementary rather than conflicting forces. High performing organisations give high priority to people management and employ a range of policies to engage and empower their workforce, including work discretion and autonomy, high employee involvement and flexible working arrangements.

The CIPD's recruitment and retention studies show the importance that potential recruits today give to flexibility and choice at work.

But the research also shows that effective people management can't be delivered by legislation or by strategies and policies. It depends on the practice in each specific employment situation. So leading commercial law firm Hammonds and the CIPD teamed up to commission MORI to carry out this latest survey for us, to look at the perceptions and the practice of flexible working arrangements in organisations and to

examine in particular paternity arrangements, a topical area of debate on this agenda.

Some employer organisations have balked at the predicted costs of possible enhanced legislative provisions for new fathers, yet there is other evidence that suggests that existing paternity leave periods are under used as it is. Don't the fathers know what's there? Are unscrupulous managers refusing to implement the policy? Are fathers afraid to act in 'macho' organisation cultures? Or are they just content to let their partners get on with it at home?

Employers continue to face a raft of new employment legislation. How do they balance the desire to keep a contented workforce with the need to remain competitive in the current economic environment?

This study helps to paint the 'real' situation on flexible working in our organisations today, as perceived by employees. The study shows that flexible working policies are now becoming the norm in our workplaces, spreading out from larger organisations and the public sector. The key issue raised, however, is how to implement and operate those policies in practice, to create a positive and supportive culture, and to deliver the potential benefits they offer, both in terms of competitive performance and employee well-being.

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CIPD

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Introduction

Research objectives

The research was commissioned by the CIPD and Hammonds to provide evidence that could influence the current debate on flexible working and paternity leave. Its aims were twofold: to assess the extent and take-up of flexible working arrangements generally and, more specifically, to focus on attitudes towards paternity provision, in particular by exploring with new fathers the reasons behind their decisions about whether to take up paternity leave or not.

In the light of these aims, the specific objectives of the research were to:

- Ascertain the extent and types of flexible working arrangements offered by employers.
- Explore patterns of take-up in flexible working arrangements.
- Assess how far the right to request flexible working arrangements has been taken up by employees and how this has been received by employers.
- Gauge views on paternity provision – both the current arrangements and possible legislative alternatives.
- Explore recent fathers' perceptions of the enablers and barriers to taking paternity leave – organisational, financial, and personal.
- Explore recent fathers' decisions about whether to take paternity leave or not, and the factors underlying them.
- Develop a better understanding of the best ways of encouraging recent fathers to take up paternity leave, if they want to.

Methodology

The research was undertaken by the MORI Social Research Institute. A mixed methodology was adopted. To measure and assess attitudes towards paternity leave, flexible working more generally and the availability and take-up of various flexible working

arrangements, a series of questions was placed on the MORI Telephone Omnibus survey.

The Omnibus is a representative survey of 1,000 adults aged 16 and over in Great Britain. The CIPD's questions were run across two waves of the Omnibus survey, because they were specifically aimed at employees only. This produced a larger sample with more scope for detailed analysis by factors likely to be important in examining these issues, such as occupation. Fieldwork for the study was conducted by MORI Telephone Surveys in two waves between 20 and 22 August and 3 and 5 September. Survey data were weighted by gender, age, social class, region and working status.

The survey research was then followed up by a qualitative investigation focusing on paternity leave arrangements, comprising 15 in-depth telephone interviews with recent fathers whose youngest child was born after April 2003 (when the statutory right to two weeks' paternity leave paid at £100 per week was introduced). The interviews were structured to include:

- six interviews with recent fathers who had taken paternity leave
- six interviews with recent fathers who had not taken paternity leave, but who had wanted to
- three interviews with recent fathers who had not taken paternity leave, because they didn't want to.

All the fathers we spoke to were employed and married or living with their partner. A spread of age, social class and region was achieved.

It should be noted that the findings from these interviews are based on qualitative research and are therefore indicative rather than representative.

Summary of key findings

The survey covered 1,193 full and part-time workers. Of these, 187 were fathers of dependent children under 16. Further depth interviews were carried out with 15 recent fathers with a child born since April 2003.

Flexible working

- Flexible working practices are widely available to British employees, with four in five (80%) saying their employer offers some form of flexible working. Part-time working (available to 53% of workers) and variable working hours (coming in early/leaving late) (51%) are the most widely available.
- Around a quarter of employees have requested flexible working from their employer (23%). Of these, the vast majority (87%) have been granted their request. The main reason for requesting flexible working arrangements among women is to meet childcare responsibilities. Among men, it is to gain a better balance between work and family life.
- Almost half of employees (47%) consider that their employer encourages flexible working, while a quarter (24%) feel that their employer discourages it. Workers in the public sector are more likely than private sector employees to think their employer encourages flexible working.
- Workers who ask for flexible working arrangements are more likely to be women under 30. However, when requests have been made, employers are just as likely to grant these to men as to women, across all types of occupation and in all sizes of establishment. Of the very small proportion of workers whose request for flexible working isn't granted, the most common reason is having too few staff to cover.

Paternity leave arrangements

- Time-wise, around half of employees (53%) consider that the current entitlement of up to two weeks' paternity leave is 'about right'. However, a substantial minority (41%) feel that it is 'not enough'. Younger employees are particularly likely to feel it is not enough, compared with workers aged over 50. Only 6% think the current entitlement is 'too much'.
- Significantly more fathers say they would take up paternity leave if the rate of pay was increased. Fewer than half of fathers with children aged 16 and under say they would take paternity leave paid at the current flat rate of around £100 per week if they were to become a father again (46%). This rises to four in five (80%) who say they would take leave at 90% of full pay, increasing towards nine in ten (87%) who say they would take it if paid at full salary.
- Findings from our interviews with fathers support this, with the key decision factor about whether to take paternity leave or not emerging as money. Fathers often have to weigh up their desire to spend time at home, settling in their partner and new baby, against financial considerations. In practice. Many feel they can't afford to take paternity leave paid at £100 per week and take annual leave instead so as not to 'lose out' on pay at what could be a very expensive time for the family. The prevailing view is that full pay would be the ideal, followed by an equivalent level to

maternity pay – 90% – limited to two weeks, which most view as sufficient. Many feel that there should certainly be a link to salary, rather than a flat rate.

- Despite money being the main deciding issue, organisational factors play a part in enabling fathers to take paternity leave – in particular through effective and upfront communication about what is on offer, a supportive line manager and a willingness to provide staff cover, if necessary. The main organisational barriers related to a lack of awareness/communication about what is on offer – particularly in smaller establishments – and very time-pressured working environments. In some occupations/industries, there is still a relatively traditional 'macho' working culture which deters younger men from taking paternity leave or as much time off as they want to.

Policies and practice on flexible working and paternity leave

Which flexible working arrangements are on offer?

Workers were asked whether their employer offers any of the following flexible working arrangements: variable working hours, working from home, term-time-only working, a nine-day fortnight, job-sharing, working part-time, and annualised hours.

The overwhelming majority of employees (80%) say their employer offers at least one of these types of flexible working arrangement, most commonly part-time working (53%) and variable working hours (51%). One in five workers (19%) say their employer doesn't offer any flexible working arrangements.

This figure is, however, higher for certain types of job. Almost a third of operatives or those in elementary occupations (30%) and a quarter of workers in skilled trades (25%) say that their employer doesn't offer any flexible working arrangements.

Women are more likely than men to say their employer offers flexible working arrangements, in particular part-time working (71% compared with 38% of men), job sharing (34% compared with 23% of men) and term-time-only working (26% compared with 14% of men).

Table 1: Forms of flexible working offered by employers

	Total %	Gender	
		Male %	Female %
Base: All full/part-time workers	(1,193)	(591)	(602)
Working part-time	53	38	71
Variable working hours (coming in/leaving late or early)	51	49	52
Job-sharing	28	23	34
Working from home	20	21	20
Term-time-only working	19	14	26
Annualised hours	18	17	18
Nine-day fortnight	10	10	10
Other	3	2	5
Don't know	1	1	1
None	19	26	12

The availability of flexible working arrangements varies significantly between workers in the public and private sectors. Two-thirds of workers in the public sector (67%) say their employer offers part-time working, compared with just over two-fifths of workers in the private sector (44%). More workers also have access to job-sharing in the public sector than in the private sector (41% and 19% respectively).

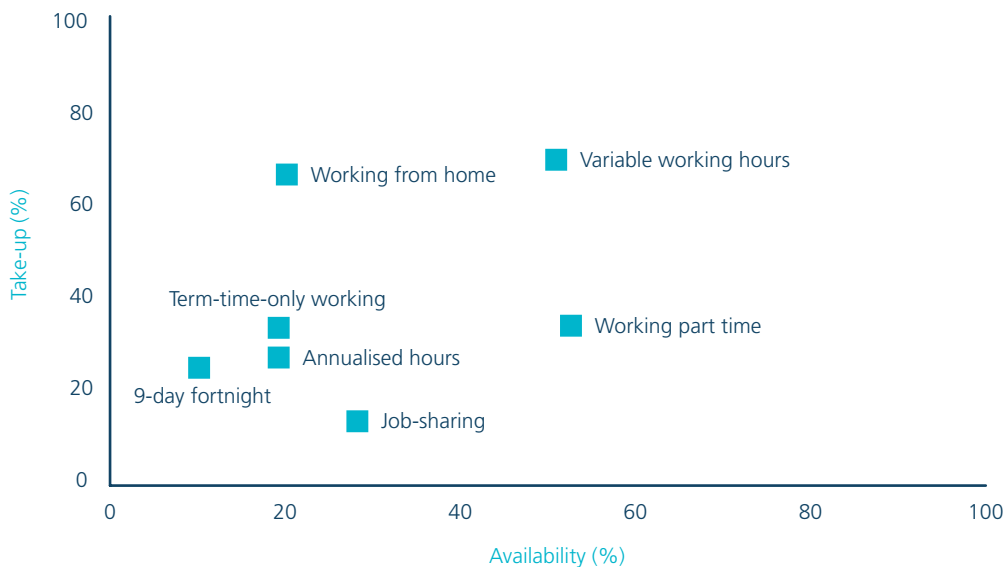
Workers in larger establishments (over 500 employees) are more likely to have access to any form of flexible working arrangement than those in smaller ones. Seven in ten workers (70%) in establishments with more than 500 employees say their employer offers part-time working, compared with just 45% of workers in establishments with fewer than 25 employees. Similarly half of workers (49%) in large establishments say their employer offers job-sharing, compared with just one – fifth of workers (18%) in small establishments.

Who uses them?

The take-up of the flexible working arrangements that are offered by employers also varies. Seven in ten workers (70%) take advantage of their employers’ offer of variable working hours, whereas just one in ten workers (13%) who have the option available to them use job-sharing. A quarter of workers (25%) do not use any of the flexible working arrangements that are offered by their employer.

Figure 1 plots the availability of various forms of flexible working against take-up. The top right quadrant shows arrangements that are most widely available and have the highest use (variable working hours). Arrangements in the top left quadrant are less commonly available but, where they are on offer, there is a relatively high take-up (working from home).

Figure 1: Availability and take-up of flexible working arrangements



The take-up of term-time-only working and part-time working is higher among women than men. Around a third of women (36%) make use of their employers' offer of term-time-only working, compared with a quarter of men (24%) who have this available to them. Around two-fifths of women (43%) whose employer offers it work part-time, compared with just one-fifth of men (19%).

Although workers in the private sector are less likely to have flexible working arrangements available to them overall, they are more likely to take advantage of some of the arrangements on offer. Two in five private sector workers (38%) who have access to annualised hours, actually use them, compared with one in five (18%) public sector workers. Similarly, a third of private sector workers (33%) who have it available, use the nine-day fortnight, compared with one-sixth of public sector workers (16%), while one-fifth (22%) of private sector employees who have access to job-sharing use it, compared with just one in twenty of those working in the public sector (6%).

Do employers encourage flexible working?

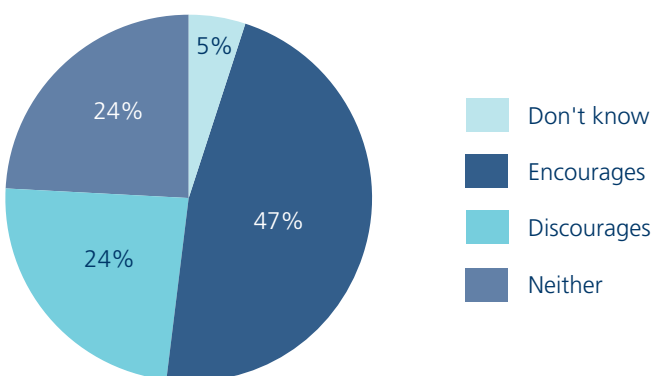
Almost twice as many workers (47%) feel that their organisation encourages flexible working, compared with those who feel their organisation discourages it (24%).

Workers in public sector employment are more likely to say that their employer encourages flexible working than private sector workers (57% compared with 41%).

Workers in small establishments are more likely to feel that their employer doesn't encourage flexible working. In large establishments (over 500 employees) just one in ten (12%) feel their employer discourages flexible working, compared with one-fifth of workers (21%) in small establishments (less than 25 employees).

Workers who say their employer discourages flexible working are also more likely to work long hours. Three in ten employees (27%) who work more than 49 hours a week say their employer discourages flexible working, compared with just two in ten (17%) who work fewer than 24 hours a week.

Figure 2: The attitude of organisations towards flexible working



Base: All full-/part-time workers (1,193)

Who asks for flexible working?

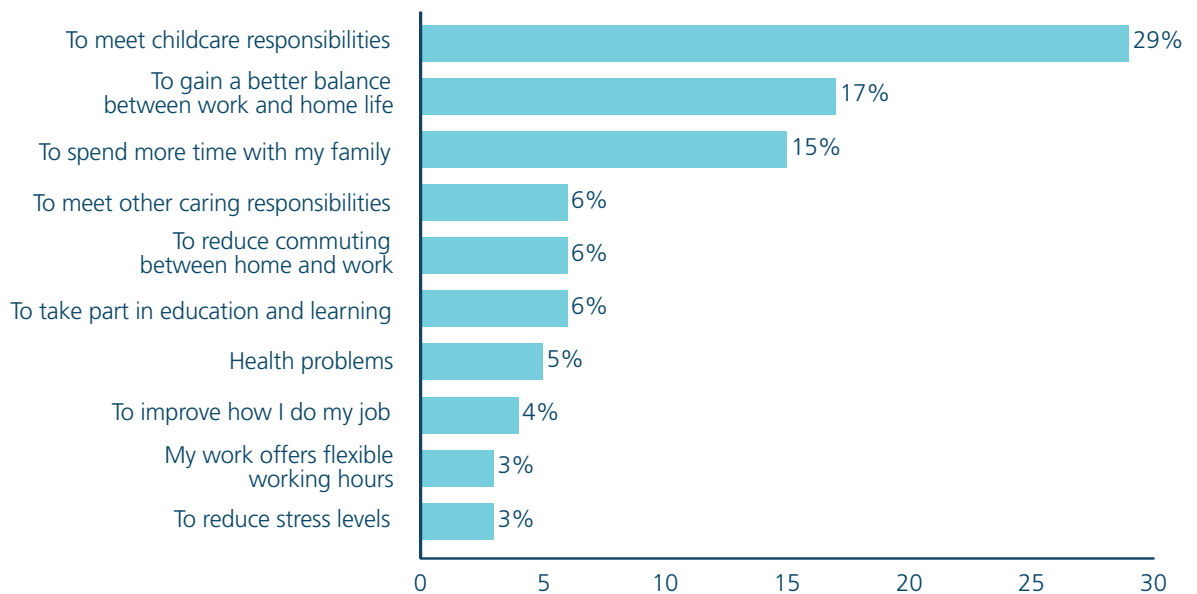
Workers were asked whether they have ever asked their employer for flexible working arrangements and almost a quarter (23%) have done so. While employers grant the majority of these requests, the propensity of employees to ask for flexible working varies. Workers who ask for flexible working arrangements are more likely to be women (29%) under 30 (28%). That said, it is by no means only women who ask for flexible working. Almost one-fifth of men (19%) have also asked their employer for flexible working arrangements.

Workers are most likely to ask for flexible working arrangements in administrative/secretarial occupations (30%), followed by those in jobs in retail or customer service (27%), then professionals (26%) and associate professionals or technicians (26%).

Workers in large business sites are also more likely to ask for flexible working arrangements. Just over one-third of workers in establishments with 250–499 employees (35%) and nearly three in ten workers at establishments with more than 500 employees (28%) have requested flexible working arrangements. Conversely, just a quarter of workers in sites with fewer than 25 employees (24%) have asked for flexible working arrangements.

Workers in skilled trades, those who are process, plant or machine operators or in elementary occupations are least likely to approach their employer for flexible working arrangements. Just one in five workers in skilled occupations (19%) and even fewer workers in operative and elementary occupations (14%) have done so. The findings show that workers in these occupations are also among the most likely employees to work long hours (over 49 hours a week).

Figure 3: Reasons for asking for flexible working arrangements

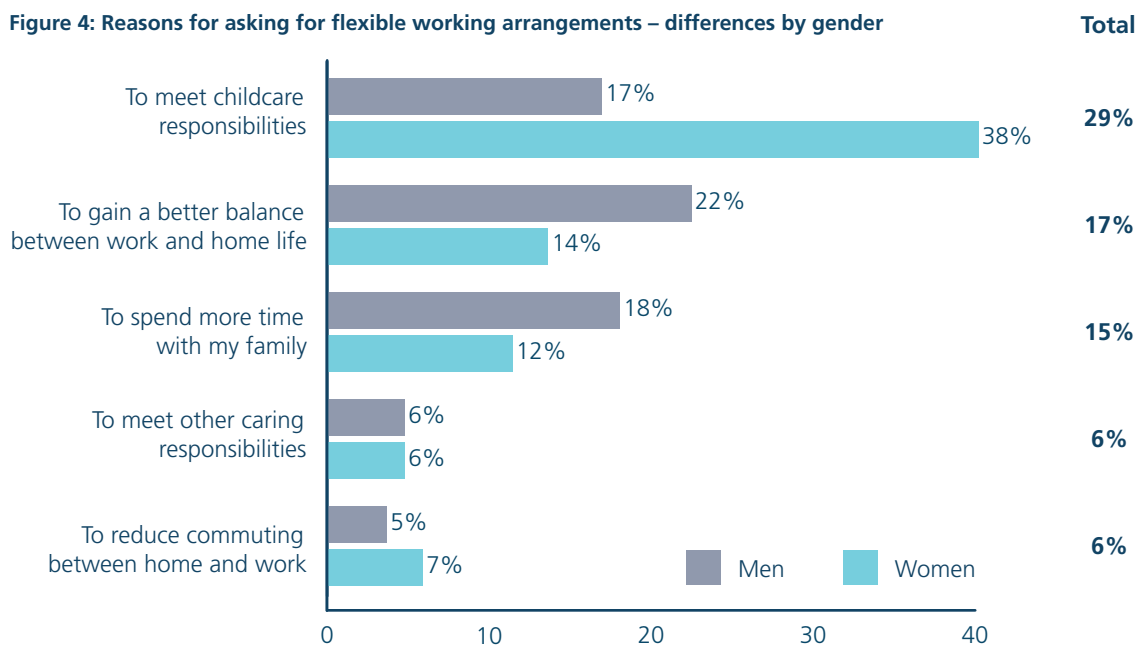


Base: All who have asked for flexible working arrangements (286)

Motivations for flexible working – or not

Most workers who ask for flexible working arrangements do so because of home and family responsibilities.

This is the case among men as well as women. Childcare (38%) is by far the most popular reason why women ask for flexible working. Among men, the most popular reason for requesting flexible working is the desire to gain a better balance between home and work life (22%).



Satisfaction with current working arrangements is the most popular reason why workers do not ask their employer for flexible working. Only one in ten (9%) have not asked for flexible working because their employer doesn't allow it and only 1% of workers don't know that they can ask for flexible working.

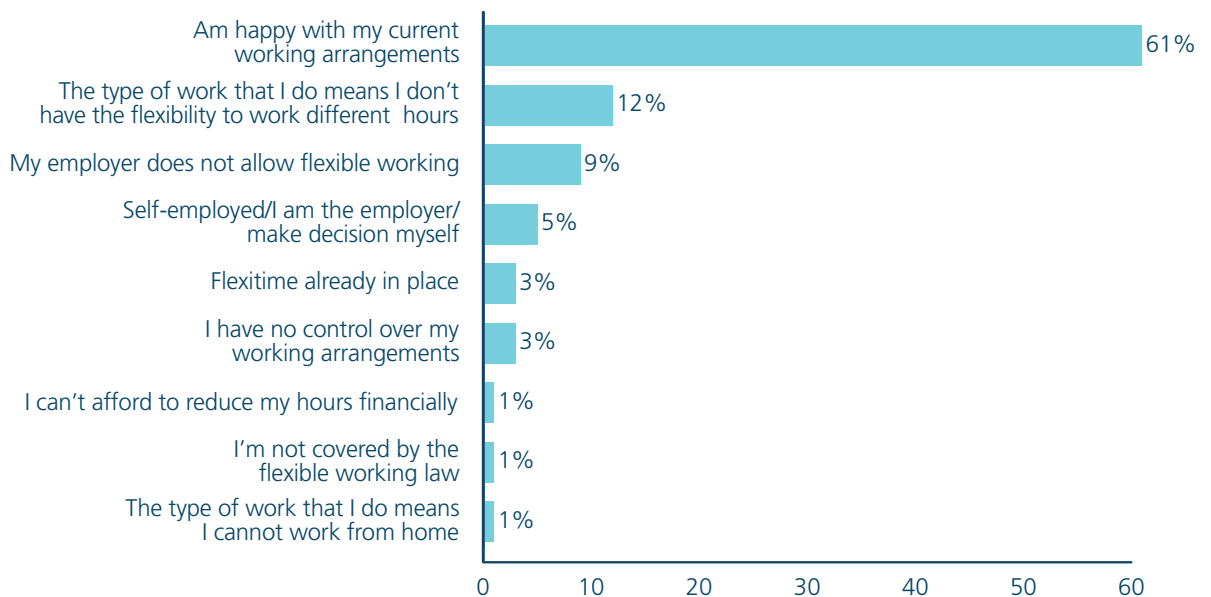
Managers, senior officials and professionals are more likely to cite the type of work they do, which prevents them from working different hours, as the reason why they have not asked for flexible working. These groups are also more likely to work longer hours (more than 49 hours a week). Among operative workers and those in elementary occupations, who are the least likely to ask for flexible working, a higher proportion say their employer doesn't allow flexible working (13%, compared with 9% overall).

How responsive are employers to requests for flexible working?

The vast majority of workers (87%) who ask their employer for flexible working are granted their request.

Employers are just as likely to grant men their requests for flexible working as they are women. The type of job that people do doesn't seem to bear any relation to the willingness of their employer to allow flexible working if it is requested. Employers in small establishments (under 25 employees) are also just as likely to permit flexible working as employers in large establishments. Nine in ten requests were granted by employers in establishments with fewer than 25 employees as well as those with over 500 employees (both 91%).

Figure 5: Reasons for never having asked for flexible working



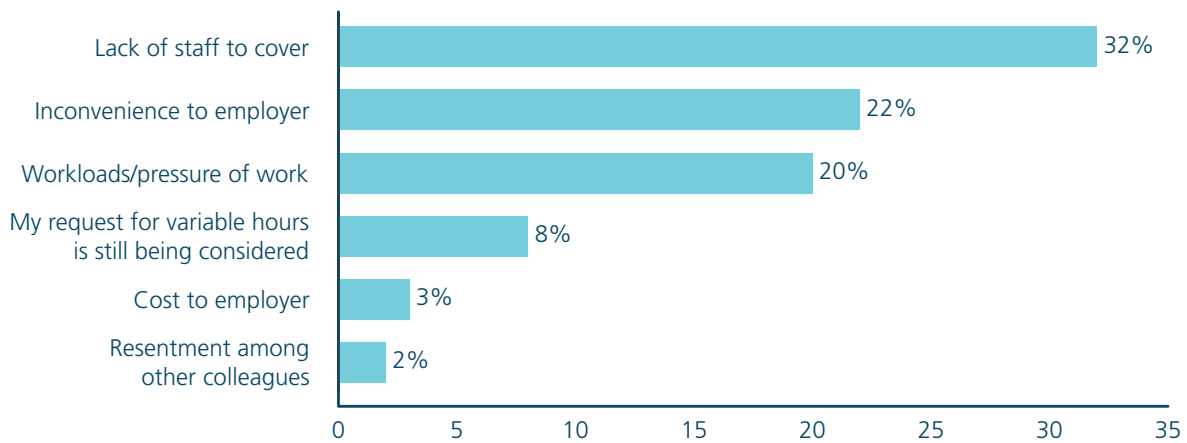
Base: All who have never asked for flexible working arrangements (907)

Why are some requests refused?

Workers were asked why their request for flexible working was not granted by their employer. The most frequently cited reason for this is having too few staff

to cover (32%), followed by inconvenience to the employer (22%) and workload (20%). Only 3% of workers feel that cost is the reason why their request was not granted.

Figure 6: Reasons given for refusing requests for flexible working



Base: All whose request for flexible working was not granted (36)

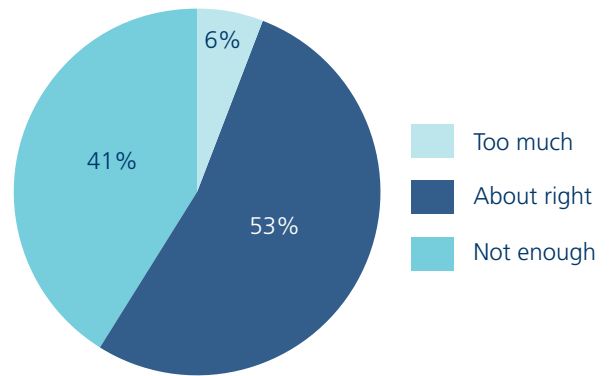
Views on current paternity leave provision

Employees were informed about the current statutory entitlement to take up to two weeks’ paternity leave. They were then asked their opinion on whether this amount of leave was ‘about right’, ‘too much’ or ‘not enough’.

Just over half of workers (53%) feel that two weeks’ paternity leave is ‘about right’, and only 6% believe that this is ‘too much’. Two in five (41%) feel that the current paternity leave provision is ‘not enough’ (figure 7).

Men are no more likely than women to believe that fathers should get more paternity leave and there are no notable differences between social classes. Younger workers, however, are more likely to favour more time off than older workers. Half of 16–29 year-olds (49%) and half of 30–39 year-olds (51%) believe that two weeks is not enough, compared with a third of workers over 50 (31%). One in ten managers and senior officials and associate professionals and technicians (10% each) believe that the statutory amount of leave is ‘too much’.

Figure 7: Satisfaction with current paternity leave provision (2 weeks)



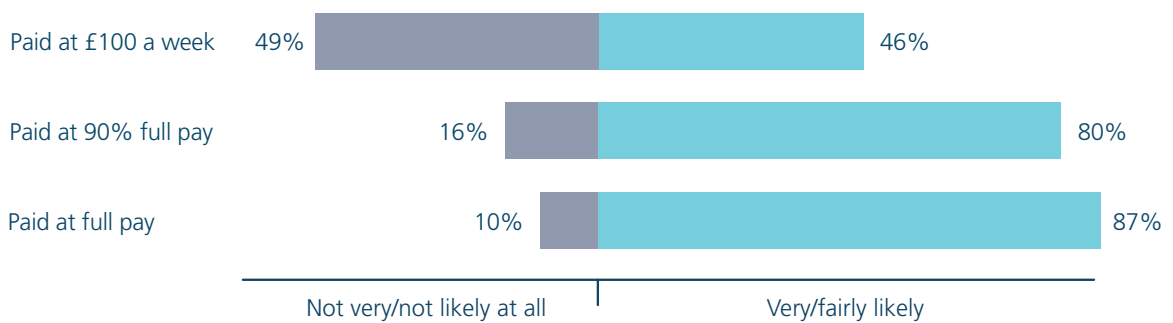
Base: All full-/part-time workers (1,193)

Views on alternatives to the current provision

The findings suggest that many more fathers would take paternity leave if the rate of pay was increased. While fewer than half of fathers (46%) would take paternity leave paid at £100 a week, 80% say they would take paternity leave at 90% of full pay, and 87% say they would take paternity leave if paid at full pay.

This pattern is the same among fathers in different occupations and does not vary by social class.

Figure 8: Likelihood of taking paternity if became a father again



Base: All fathers with dependent children aged under 16 (187)

Findings from interviews with fathers

Enablers and barriers to the take-up of paternity leave

The qualitative research undertaken among recent fathers reveals various enablers and barriers to the take-up of paternity leave within an organisation. The enablers tend to cut across companies by size and sector, while barriers are concentrated in – but not specific to – smaller establishments, those with a high concentration of older male workers, and those where long-hours and/or pressurised working environments are the norm.

Enablers

Many of the men we spoke to who had taken paternity leave tended to cite the quality of their **relationship with the line manager** as an enabling factor, because it provided them with the reassurance they needed to be able to take paternity leave without worrying about any potential impact on workload. This tended to be along informal lines, and in workplaces where small teams existed, with fairly ‘flat’ relationships between line managers and staff. There was very much a sense of reciprocity in this relationship.

Once this kind of support is available, it is invariably sustained after the baby was born. For example, fathers spoke of flexibility to vary their working hours in order to attend family doctor’s appointments, which was based on the relationship they had built up with their individual line manager, as opposed to being company policy per se.

‘My line manager is very good. If one of the children is ill, I can come in late or go home early – but that’s down to him really. He knows I’ll do the extra work and put the effort in when he needs me to.’

Team leader – didn’t take paternity leave, took annual leave instead

Another key enabler is **effective and upfront communication** about paternity leave from the employer. Some fathers pointed out that they knew very little about paternity leave arrangements available to them before their employer informed them about it:

‘I was surprised to find out about it – I didn’t think there was any such thing as paternity leave.’

Press technician – took paternity leave

Employers can also help to facilitate fathers’ take-up of paternity leave through **a willingness to bring in cover** for their workload, if it’s a particularly busy time, or if the role is a managerial/supervisory position that needs to remain filled while they are away. Though this tends to occur only where people work for a fairly large organisation that can transfer staff across different branches.

Outside of the remit of employers, knowing other people who have taken paternity leave, both within their own organisation and outside it, encourages recent fathers to take paternity leave themselves. This takes the form of ‘positive’ feedback from friends or colleagues about the value of the experience, combined with knowledge of ‘real-life’ examples of fathers who had taken paternity leave, managed financially, and not suffered work or career-wise, as a result:

‘My friend took it and told me it was a wonderful experience – I would have felt guilty if I hadn’t supported my wife in the weeks after our child was born.’

Shop manager – took paternity leave

Barriers

Many of the fathers interviewed as part of this research were **unaware** of the paternity leave arrangements available to them. Just as having proactive and upfront employer communications about paternity leave can encourage new fathers to feel more comfortable about taking it, those who have to 'seek out' the information or who hear about it elsewhere, through word of mouth, rather than via their employer, tend to view this as an indication of how any request to take paternity leave would be received, and subsequently as a deterrent to asking for it. New fathers in smaller companies, in particular where there is no HR department, tend to feel most 'in the dark':

'A few other blokes I know had taken it, so it was only by word of mouth. There's plenty of information out there for the woman but nothing for the husband.'

Mechanic – took paternity leave

'I found out only through a leaflet I got from the midwife.'

Electrician – took paternity leave

'I knew about it, because I used to work for a big company, but my boss here was in the dark – whether he just didn't let on, I don't know, but he never mentioned anything to me about it.'

Electrician – didn't take paternity leave, took annual leave instead

Fathers who work in very **time-pressured working environments** or with very busy workloads and limited capacity for cover can feel discouraged from taking paternity leave by their employer because of this:

'They said if I only took 3 days off, they'd give me it on full pay instead.'

Electrician – took paternity leave

'If you don't pull your weight you could lose a contract – it's all pressure that brushes off on you.'

Electrician – didn't take paternity leave, took annual leave instead

A key barrier for new fathers in some occupations or industries was identified as the relatively traditional, **'macho' working culture** present at their workplace. This is particularly the case among manual workers, and in workplaces where there is a high proportion of older men, where it is a concern that taking paternity leave would be 'looked down on' or seen as 'shirking':

'It's more for office people.'

Lorry driver – didn't take paternity leave

'The old timers never got it, so they think – why should he have it? Why should he get paid just to sit around at home for 2 weeks?'

Electrician – didn't take paternity leave, took annual leave instead

Driving factors behind deciding to take paternity leave

Clearly, **organisational factors** have a strong role to play in fathers' decisions about whether to take leave or not. However, this has to be weighed up in the context of other factors, the two strongest being the desire to **spend time at home** with their wife/partner and newborn baby, versus **financial considerations**.

Most of the recent fathers interviewed in this research voiced a strong desire to be able to spend some time at home, settling the new baby in and looking after their wife/partner in the first few days and weeks after the birth. As one put it:

'I wanted to be at home and make sure my wife was ok – I wanted to be at home for them both. My wife had a difficult labour so it was lucky I decided to stay at home.'

Mechanic – took paternity leave

This is the case regardless of whether the family has an extended support network nearby or not that can help out. It's a very personal desire to be at home and play as full a role as possible in the first few days and weeks after the baby's arrival.

However, for some men this is outweighed by financial considerations, and they feel they can not afford to take paternity leave on the basis of £100 per week because it's insufficient to cover even regular outlays such as household bills and child maintenance payments, let alone expensive new purchases for the baby.

'The main restriction is the financial element.'

Consulting engineer – didn't take paternity leave, took annual leave instead

'I've still got bills coming in – anything less than full pay would be no good.'

Lorry driver – didn't take paternity leave

'You have prams and stuff to buy, even the hospital parking fees are expensive – I couldn't afford to take that level of pay cut for those two weeks.'

Team leader – didn't take paternity leave, took annual leave instead

In practice, financial considerations such as this deterred many of the recent fathers we interviewed from taking paternity leave, and they had instead taken time off as annual leave, so as not to lose out on pay:

'It just wasn't financially viable, so I took annual leave for two weeks instead.'

Team leader – didn't take paternity leave, took annual leave instead

Taking paternity leave: reflections on the experience

All of the new fathers we interviewed who had taken time off at the birth of their child felt that the experience was worthwhile in terms of building bonds with the new baby, supporting their partner, and generally settling the new family into a routine:

'It was very important to bond with the baby and look after my wife.'

Electrician – took paternity leave

'It's got to be salary-related – 75% of full pay or more – anything less than that is an insult.'

Consulting engineer – didn't take paternity leave, took annual leave instead

Most would have taken the same amount of time off, a few would have taken longer if they could have afforded it, although one or two felt that a week was sufficient for them personally:

'I was tearing my hair out after three days – I'm not used to being around the house.'

Electrician – didn't take paternity leave, took annual leave instead

'I struggle as it is on my full pay.'

Lorry driver – didn't take paternity leave, took annual leave instead

The prevailing view was that the statutory two weeks of paternity pay would ideally be paid at full pay, although there was also widespread support for it being paid at 90% of full pay (equivalent to the first six weeks of maternity pay):

The impact of different levels of paternity pay

We asked recent fathers about the relative importance of the amount of leave they could take, and the level of pay that it was provided at. The majority considered that two weeks was enough time – although several would have preferred up to a month, and one or two felt that a week was all that was needed. There were a couple of cases where new fathers had, in order to ease the financial burden, taken a combination of annual leave and paternity leave across a longer period of time off.

Most of the new fathers we interviewed – including all of those who hadn't taken paternity leave – were adamant that £100 per week was an insufficient financial incentive as opposed to saving up their annual leave and taking that instead:

There were mixed reactions to the idea of a Scandinavian-style, extended amount of 'parental leave', to be shared between partners as they saw fit. While some recent fathers felt they would take this up in order to share childcare and work responsibilities more equally between partners, others felt that financial and practical considerations – such as how the leave could be arranged and approved across two different companies – would stand as an obstacle.

'It should be paid similar to what you are earning.'

Toolmaker – didn't take paternity leave

'Two weeks at 90% would have made my decision a whole lot easier.'


Team leader – didn't take paternity leave, took annual leave instead

Background to the survey

- MORI interviewed a quota sample of 1,193 adults who are in full- or part-time work in Great Britain using the MORI Telephone Omnibus survey. Interviews were carried out by telephone using Random Digit Dialling (RDD).
- Fieldwork for the study was conducted by MORI Telephone Surveys in two waves between 20 and 22 August and 3 and 5 September 2004.
- Data have been weighted by gender, age, social class, region and working status to match the national profile.

Acknowledgements

We would like to thank all the respondents who gave up their time to take part in this research, especially the 15 recent fathers who took part in the depth interviews. We would also like to thank in particular Sue Nickson, Judith Firth and Simon Bailey at Hammonds for their support and involvement in the project.



The CIPD explores leading-edge people management and development issues at a strategic level. Our aim is to share knowledge to increase learning and understanding. Our purpose is to make people more effective in their jobs and enhance their contribution to the business.

We produce annual surveys on:

- employee absence
- recruitment, retention and turnover
- reward management
- training and development.

Survey reports are available to download from www.cipd.co.uk/surveys

Topical survey reports are also produced on key people management and development issues.

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