

Supporting carer health and wellbeing in the workplace

Employer survey report



About us

As the UK's only national membership charity for carers, Carers UK is both a supportive community and a movement for change.

At some point in our lives every one of us will be involved in looking after an older, ill or disabled relative, partner or friend.

Over six and a half million people in the UK are caring now but while caring is part and parcel of life, without the right support the personal costs can be high. Carers UK supports carers, provides information and advice about caring, delivers training and consultancy services and campaigns to make life better for carers.

To find out more visit carersuk.org



Employers for Carers is an innovative and growing service for employers.

Informed by business and supported by the specialist knowledge of Carers UK, its key purpose is to provide practical, 'hands-on' help to employers to support the carers in their workforce.

Launched in 2009 as an employers' membership forum, Employers for Carers now has over 160 member organisations representing around two million employees across the public, private and not for profit sectors. Member services include a dedicated web platform with a range of practical resources including e-learning, toolkits, model policies and case studies, access to expert training and consultancy and employer networking events. In January 2019 EfC launched Carer Confident, a UK-wide employer benchmarking scheme dedicated to carer support.

To find out more visit employersforcarers.org



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Foreword

from Helen Walker

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There has never been a more important time to support carers in the workplace. Carers UK research last year identified that 600 people a day give up work to care, something which is unacceptable not only morally, but in terms of the productivity of the UK economy.

Carers' health and wellbeing has been identified as one of the key negative impacts of caring along with financial security and isolation, and can have a significant impact on a carer's ability to juggle work and care.

This report highlights the challenges that employers face in supporting the health and wellbeing of their employees with caring responsibilities, along with some excellent practice in addressing this issue, which we have used to make recommendations for change.

We are delighted to have the support of Centrica, one of the UK's leading employers in supporting carers within the workforce, in delivering this report. We hope that other employers will be encouraged by the good practice highlighted in this research to make changes to the way they support their own working carers.

Helen Walker, Chief Executive, Carers UK

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Introduction

Supporting the health and wellbeing of working carers is not only essential for families and wider society but for workplace productivity.



With our ageing population, people living longer with disabilities and health conditions and later retirement ages, an increasing number of people in the UK are combining work and caring for older, disabled or seriously ill relatives and friends. Supporting employees who are caring to remain healthy, resilient and productive is becoming an increasingly significant issue in the workplace:

- Already one in seven employees is caring for an older, disabled or seriously ill family member or friend¹ and this ratio is set to increase as people live longer and retire later.
- 90% of working carers are aged 30+ (in their prime employment years) and the peak age for caring is 45-54 when many will have gained valuable skills and knowledge in the workplace.
- Currently 600 carers leave work every day, a figure which is not sustainable given the challenges to workplace (and UK) productivity².
- Carers' health and wellbeing has been identified as one of the key negative impacts of caring along with financial security and isolation. This is therefore a central issue not only for employers but service providers and society more widely.

The challenges of supporting and retaining employees in this situation are not only mentioned increasingly by members of Employers for Carers (EfC) but also reflected in Carers UK research including the annual

State of Caring Survey, the largest survey of carers in the UK with over 8,000 respondents. Working carers may often face very stressful circumstances such as a sudden caring crisis, or the cumulative impact of supporting a family member over time. Caring can also mean managing challenging transitions such as a disabled child moving towards adulthood or a parent moving into residential care. Or more difficult still, it can mean caring for a parent or family member who is at the end of their life and then, as a carer, coping with bereavement and life after caring.

In recognition of this, Carers UK and EfC undertook targeted research on employer awareness and provision of carer health and wellbeing support in the workplace. The aim of our employer insight survey was to improve understanding of current health and wellbeing provision for carers in the workplace, identify examples of good practice and make practical recommendations on how employers and others can better support carer health and wellbeing. EfC member organisations were invited to participate in this study but the survey was also extended to employers more widely. The responses from employers are therefore not necessarily from members of Employers for Carers.

The survey was conducted online during October and November 2019. We are very grateful for the participation of employers in this research and for Centrica for supporting this report. In total 199 employer organisations took part in the survey from the private, public, voluntary and community sectors.

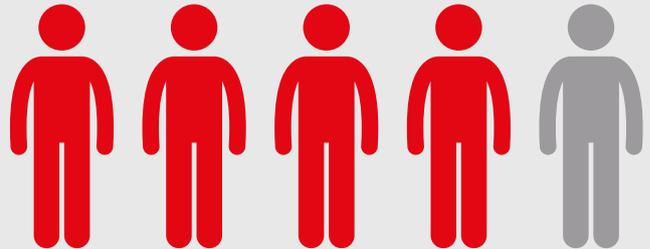
¹ Carers UK and YouGov, Juggling work and unpaid care: A growing issue (2019)

² *ibid*

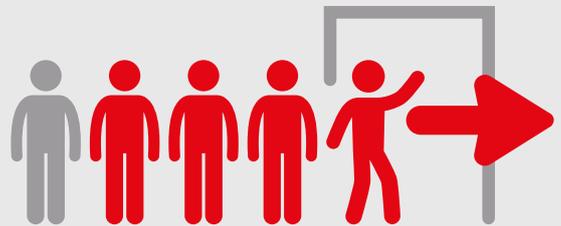
Key findings

4 in **5**

employers believed that caring and the ageing population will become **an increasingly bigger issue for their organisation and their staff.**



Nearly 9 out of 10 of this group thought this will add more pressure on their staff and **over 8 out of 10** that it may lead to loss of valuable employees if staff give up work to care.



#1

The top priority for employers (68%) to help them support carer health and wellbeing in the workplace was recognition of the caring role by GP/health professionals and timely and ongoing support so that working carers and their families are assisted at all stages.



Two thirds of employers wanted to see services that are available outside normal working hours and clearer, more accessible public information on how and where working carers and their families can get practical help with caring.

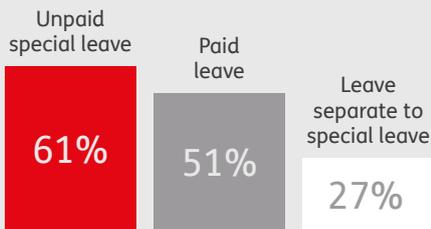
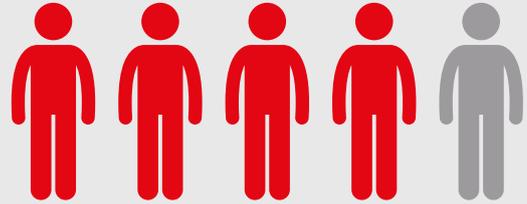


Nearly two thirds of employers also highlighted the need for more practical assistance from care and support services to help ensure their employees are supported to stay in work.

The most common carer needs identified by employers were **flexibility** (in a range of different ways) and **leave** (both unplanned, in emergencies, and planned, including annual leave).



The most commonly reported form of general support for carers in the workplace was **flexible working arrangements**, just over 4 out of 5 employers.



More employers reported **providing unpaid special leave arrangements** (61%) than paid leave (51%) and a relatively small proportion said that they provided carers leave separate from special leave (27%).

Only a third of employers said they monitored and reviewed take up of any flexible and/or special leave arrangements offered in the workplace.



Nearly 8 in 10 employers reported providing health and wellbeing information and support through an Employee Assistance Programme (EAP) or health and wellbeing scheme.



Only 1 in 4 employers said they had identified particular health and wellbeing support needs that carers may have in their workplace.



However **only around 3 in 10 employers** reported promoting their health and wellbeing support specifically to carers, or referring explicitly to caring in their communications about this.

The most commonly reported form of support specifically for carer health and wellbeing in the workplace was **signposting to external sources of information on care and support** (70% of employers).



Recommendations

In order to facilitate better support for carer health and wellbeing in the workplace, we make the following recommendations.

Workplace support

1. Employers should identify carers and put in place support for people who are caring for older, seriously ill or disabled relatives or friends

Employers for Carers members and other business organisations and employers are leading the way but more needs to be done to raise awareness of carers in the workplace and address their health and wellbeing support needs, including their priorities of flexible working arrangements and leave.

Employers' organisations, health and wellbeing service providers, government and others should work together to raise awareness and share good practice. Carers UK has called for a new right to care leave of at least 5 – 10 days which is preferably paid. We welcome the Government's commitment in the Queen's Speech to introduce care leave and look forward to working with the Government to take this important step forward for carers.



2. Provide tools for employers, managers and employees to support carer health and wellbeing in the workplace

A large number of employers (60%) highlighted that they would like practical tools both to help them signpost carers in their workforce to sources of external information on support for caring, and to promote their health and wellbeing.

Employers for Carers, Carers UK and other organisations have already developed a range of tools for managers and employees and should work together to help promote these resources.



60%

of employers would like tools to help signpost their workforce to external sources of support for carers

3. Help to link with other employers who are addressing the issue of supporting carer health and wellbeing in the workplace

Over half of employers reported that they would like to connect with other employers who are addressing these issues. Employers for Carers and Carers UK have already made links with organisations that are keen to support and retain carers.

We will work with employers to include carers in health and wellbeing support initiatives at work, raise awareness more widely and to help carers to balance caring and paid work.

Health, care and support services

4. Clearer, more accessible public information on how and where working carers can get practical help with caring

A high percentage (63%) of employers identified this as a key issue for their employees. Navigating the social care system can be challenging and easy access to information on support is particularly important to the health and wellbeing of working carers who are often time poor and under considerable pressure.

Information should be provided at national and local level by Government departments, local councils and other care providers, GPs, local advice services and older people's and carers' organisations.



63%



of employers want to see flexible services, available outside working hours, to help working carers get the assistance they need

5. Recognition of caring role by health professionals and timely and ongoing support for working carers and their families

The high proportion (68%) of employers highlighting that they would like to see this raises the question about the impact of health, care and support services on both individual carers and their workplace.

Carers UK has called for a national public campaign aimed at increasing awareness, recognition and support for unpaid carers and the help they provide, to raise awareness of carers, and caring, amongst health and care professionals and the general public.

We also believe there should be a duty on the NHS in England to identify carers and promote their health and wellbeing, including their own employees who juggle work and care. We would also like to see a programme developed with the NHS to introduce a Carers Social Prescription based on local good practice to ensure early intervention and support for carers.

6. More flexible, accessible and affordable support from health and care services to help ensure that people can combine work and caring if they need or wish to

There is clearly an unmet need for further support from health and care services for working carers and their families.

Nearly two thirds of employers (63%) highlighted the need for more practical assistance from care and support services to help ensure their employees are supported to work and care healthily and productively. The same number (63%) wanted to see flexible services that are available outside normal working hours to help ensure carers and their families can get the assistance they need.

With 600 people a day currently leaving work to care, Carers UK believes that investment in good quality and affordable care services is an essential part of enabling individuals to remain in or return to work and combine this with caring.

Centrica Case Study

At Centrica, we are passionate about building a culture of wellbeing and supporting carers in our workplace.

As part of this commitment, we have worked closely with Carers UK for the past 16 years to develop a carer-friendly workplace and a leading package of support for our colleagues that juggle work with caring for a loved one.

Promoting a culture of wellbeing

We take a proactive and holistic approach to promoting our colleagues' health and wellbeing, looking at how we can support the whole person, both at work and at home.

We encourage all colleagues to participate in activities such as walk & talk events, and we promote positive nutrition (mood boosting foods) through our cafés and employee experience events. More recently we've introduced Unmind, an online platform to offer support to colleagues experiencing mental health issues.

When colleagues are finding things tough, we offer a variety of support to help them through. Our invaluable 24/7 employee assistance line, MyCare, provides free advice and assistance. Additionally, we have over 300 mental health first aiders across our sites and field teams.

If colleagues have been absent, we provide proactive absence support, looking at how we can tackle the root cause of the issue, while supporting an effective return to work with regular check-ins.



Support for carers at Centrica

We know that carers are at far greater risk of experiencing mental and physical health issues and can often struggle with their personal wellbeing as they try to balance work with their caring responsibilities. Without support they can find it difficult to perform or even drop out of the workforce altogether.

We believe that we must do everything possible to support our employee carers to stay in work and progress their careers. That's why over the past 16 years we've developed a strong package of support to ensure we promote a carer-friendly workplace, including;

- **Paid care leave** – our employees can access up to six weeks of paid carers' leave in total
- **Flexible working** – we offer flexible working including reduced or alternative hours from day 1, as well as working from home where practicable. For many carers this is the key to juggling work and care.
- **Carers support network** – providing vital emotional and practical support to more than 750 Centrica carers across 15 locations
- **Carers passport** – recently introduced to our HR system, Workday, the passport stays with an individual's profile and means they don't need to re-identify themselves as a carer if they change roles or managers.

We monitor and review take up of the help available through carer passport registrations, carers network membership, calls to employee assistance lines, impressions on our Unmind tool and training resources accessed.

The benefits of offering a carer friendly workplace

In 2019, we calculated the financial saving made by supporting our people with a flexible carer policy and peer support. We estimated a saving of £1.8 million a year by avoiding unplanned absences and presenteeism (working while unwell or not fully performing) due to caring responsibilities, with further cumulative savings of £1.3 million through increased retention by supporting colleagues to stay in work while they care for loved ones.

Good practice points

Here are some key areas of carer health and wellbeing support which employers, large and small, are addressing in their workplace:

- Publicity in the workplace about caring and support available to raise awareness in the workplace.
- A visible commitment to recognise and support staff with caring responsibilities by covering caring in relevant policies and provisions.
- Offering flexible working arrangements and leave to carers and monitoring and reviewing take up.
- Providing employee health and wellbeing support (eg Employee Assistance Programme or health and wellbeing scheme) and promoting this specifically to carers.
- Including information about caring, and support available to carers at workplace events on health and wellbeing.
- Communicating health and wellbeing information and support through workplace carers networks, and connecting this information on staff intranets.
- Signposting employees to external sources of information on care and support.
- Providing information, education and training to managers about caring issues and the health and wellbeing support needs that carers may have.
- Encouraging regular and ongoing 1:1 conversations between carers and their managers, including using tools such as Carers Passports.
- Regular reviews (including mid-life or mid-career reviews) with carers and former carers to explore and agree any adjustments needed to enable them to work.

Detailed findings



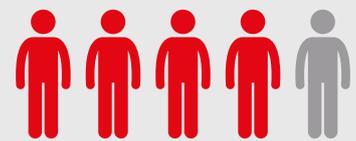
Carer health and wellbeing – impact in the workplace

- A clear majority of employers (80%) believed that caring and the ageing population will become an increasingly bigger issue for their organisation and their staff.
- Within this group, nearly 9 out of 10 employers thought that this will add more pressure on their staff (if they cannot get the right support to care) and their managers. Over 8 out of 10 felt that it may lead to loss of valuable employees if staff give up work to care, and loss of staff health and productivity from pressure of caring without support.

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I work in an emotionally demanding field. Staff need to have the right head space and be emotionally resilient. If they are also carers under tremendous pressure, they may not be able to deliver a quality service and someone vulnerable may slip through the net.

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80%

of employers believe caring will become an increasingly big issue for their organisation and their staff

Support offered to carers

General support offered to carers in the workplace

- The overwhelming majority of employers who responded (88%) reported being aware of employees who were caring for older, disabled or seriously ill family members or friends.
- The vast majority of these employers said that they offered flexible working arrangements to carers (86%) and just over two thirds said that they offered remote working from home or elsewhere outside the workplace.
- Nearly two thirds reported providing employee health and wellbeing support (eg Employee Assistance Programme or health and wellbeing scheme).
- Over half reported signposting employees to external sources of information on care and support (57%), publicity in the workplace about caring and support being available to help employees recognise they are caring (54%) and awareness raising events about caring issues (53%).
- More employers reported providing unpaid flexible and/or special leave arrangements (61%) than paid leave (51%) and a relatively small proportion said that they provided unpaid or paid carers leave separate from special leave (27% in the case of both paid and unpaid leave).
- Other types of support included a specific policy for carers (40%), a workplace support network (34%), training and support for managers in carer awareness and support (30%), a carers champion or point of contact in the workplace (29%) and reviews with carers/former carers to agree any adjustments needed to enable them to work (28%).
- A smaller number reported providing a carers passport to help communicate and set out support for carers (19%), emergency/back up care or care search support (eg through an Employee Assistance Programme) (17%) and employee mid-life/mid-career reviews (9%).



88%

of employers were aware of employees in their workforce who were carers



Monitoring and reviewing take up of flexible and/or special leave arrangements

- Only a third of employers said they monitored and reviewed take up of any flexible and/or special leave arrangements in the workplace, another third said they did not, and the remaining third were unsure. Interestingly, a higher proportion of small and medium sized employers (organisations with under 500 employees) said that they monitored and reviewed take up (52%) compared with large organisations with over 500 employees (27%). However, as a much higher proportion of large organisations said they were unsure (37%) compared with small organisations (5%) this higher figure may include some hidden 'yes' responses.
- The most commonly reported action was monitoring and reviewing 'formal' flexible working arrangements, i.e. number of employees applying for the (statutory) right to request and number of applications accepted. While some employers reported that they encouraged informal flexible working, there was no specific evidence of these arrangements being monitored.
- Examples of activities on leave included monitoring this 'via leave management systems', checking take up of special and carers leave and

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We have a carers network which the D&I team work closely with to canvass staff carers needs.

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We are very open to agile working by ways of hours and location so it can mean that we have carers that are 'hidden' and that use the flexibility we offer to manage informally rather than any more formal arrangement. We also asked questions about caring responsibilities in our bi-annual staff survey which helps give an indication of volumes.

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using a Carer Passport to identify the number of carers in the workplace versus the number of carers leave days used’.

- Within larger size employers, other examples of activities included regular reports from EAP services including to highlight ‘where caring responsibilities are an influencing factor in contact’, ‘monitoring how the different equality groups are affected at each stage of the employee lifecycle’ (including carers), including questions about caring responsibilities in staff surveys and gaining insights from attending employee network meetings.
- Within smaller size employers other actions included monitoring ‘through discussion at our Senior Management meetings, highlighting any trends or concerns at Board level through our Risk Register’, ‘constant direct contact with all individual members of staff by the CEO and the COO’ and via managers ‘through 1:1s and conversations with team members’.

Practical support for carers (including ‘signposting’ to other sources of support)

- The majority of employers responding (70%) said that they signposted to external sources of information on care and support (e.g. getting help with caring, health issues or finances).
- Nearly two thirds reported providing advice and information for carers at workplace awareness raising events, signposting to organisations that support carers or working carers (eg Carers UK and Employers for Carers or local carers organisations) or linking to voluntary sector organisations that can help on specific health conditions.
- Nearly half said they highlighted sources of specific information and support on coping with bereavement.
- A smaller proportion said they provided practical help through emergency/back up care or care search support, eg through an Employee Assistance Programme (38%) or linking carers up with employees in similar situations, eg through workplace networks (30%).
- Other examples included developing ‘a guide for staff which highlights support available both internally and externally’ and a ‘dedicated leaflet to summarise the organisation’s support to carers’.

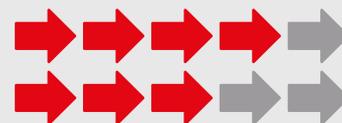
Health and wellbeing support for employees (in general)

- Nearly eight in ten employers (78%) reported providing health and wellbeing information and support through an EAP or health and wellbeing scheme.
- Three quarters of employers said that they offered practical information and support to promote employees’ emotional and mental health (e.g. access to counselling, stress management courses or mindfulness).
- The next most commonly reported activities by employers were practical information and support to promote employees’ physical health and wellbeing (68%) and information and support on health and wellbeing provided at workplace awareness raising events (67%).
- Over half (53%) also said that they provided information on health and wellbeing support as part of staff induction arrangements and within reviews with employees to agree any adjustments to enable them to remain in/return to work.

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We use the carers passport to identify the number of carers in the workplace versus the number of carers leave days used. Flexi working is hard to monitor, but we are able to review change in work location and/or reduction in hours/numbers of days worked per week.

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70%

of employers said they signposted external sources of support to carers in their workforce



78%

of employers reported providing health and wellbeing information via an EAP or other scheme

- A smaller proportion said they included information and support on health and wellbeing within employee mid-life/mid-career reviews (19%).
- The overwhelming majority of employers (84%) published information about health and wellbeing support for employees on the staff intranet. Other channels were internal/staff newsletters (63%), noticeboards (54%) and additional/specific emails (53%), workplace support networks (50%), induction training (49%) and staff handbook (34%).
- Other examples included e-learning, staff Facebook pages, Yammer, employee benefits hub, 'targeted emails to line managers who have recorded an absence for a team member' and presentations at team meetings/away days.

Promoting health and wellbeing support for carers

- Only around 3 in 10 employers (29%) reported promoting their health and wellbeing support specifically to carers, or referring explicitly to caring in their communications about this, while the majority of respondents either said they did not or were unsure (40% and 31% respectively).
- The most commonly reported action was promoting health and wellbeing support through a workplace carers network. Examples included communicating 'through carers network regional representatives (carers champions)', promoting the launch of a workplace health and wellbeing tool, including a staff carers network page on the intranet, and providing information via the carers network about how to access workplace support (e.g. leave, flexible working, carers passport, health and wellbeing events etc).
- The next most popular form of communication was through the staff intranet. Examples included a 'Parents and Carers Page on the intranet' with links to a Wellbeing page, information pages on relevant policies and support, articles and 'internal intranet stories'.
- Social media channels were also mentioned by several employers, including 'social intranet groups', Yammer and 'dedicated staff Facebook posts about health and wellbeing'.
- Other forms of communications included 'weekly electronic newsletters', 'all staff email and targeted email cascade through our carers network', 'link to the employee assistance programme', 'fact sheet for staff who are carers', 'posters on notice boards/in lifts' and in staff rooms, 'all staff calls on a range of topics', 'specific awareness-raising days' and 'arranging a mobile "roadshow" for those employees who are not office based'.
- Less commonly reported were communications aimed specifically at managers. However, there were some interesting examples here including 'line manager bulletins for discussion at team meetings', 'promotion events on going from induction to supervisions', 'specific awareness days and training and support days', carer support as 'standing item on staff 1:1 meetings' and publishing relevant information 'via our network of line managers'.



84%

of employers published information about health and wellbeing support for employees on the staff intranet



But only

29%

of employers promoted their health and wellbeing support directly to carers



Addressing health and wellbeing support needs of carers

- Just under 2 in 5 employers (38%) said they had identified particular health and wellbeing support needs that carers may have in their workplace, while the majority of respondents either said they had not or were unsure (29% and 33% respectively).
- The most commonly identified carer needs were flexibility (in a range of different ways) and leave (both unplanned, in emergencies, and planned, including annual leave).
- Key issues included the ability to ‘flex to respond to changing needs’, make ‘adjustments to working time’, have ‘more flexibility in the working day’ and have ‘ad hoc flexibility’.
- Actions to address this included a ‘supportive line management style which includes regular check ins on health and wellbeing and enables managers to employ flexible working policies and procedures to support their direct reports’, offering both informal and formal flex working arrangements and agreeing ‘permanent or temporary adjustments’.
- Flexibility regarding ‘needing to take unplanned leave’ was also identified by several employers, including ‘time off at no notice for us to deal with an emergency’ and ‘time off to attend appointments often at short notice’. Some employers also identified the need for planned, as well as unplanned, leave including, for example, to ‘take breaks’, attend appointments and ‘have adequate annual leave to rest and recharge batteries’.
- The next most commonly identified issues were the impact of caring upon employees’ mental and emotional health. ‘Stress and mental health challenges’ and ‘stress relating to caring specifically’ were key aspects reported here. Some employers recognised that ‘carers can be lonely, isolated and suffer from stress’ and ‘exhaustion’. Also mentioned were the impact of anxiety such as ‘worrying about taking time off work’ and financial worries, along with the impact of physical problems that may arise from caring such as ‘back pain, migraines triggered by stress etc’.
- Actions to address this ranged from providing carers with access to a workplace wellbeing support service or EAP, ‘courses of CBT to help staff with coping mechanisms’, individual stress assessments to help identify support and adjustments, counselling (either through EAP or private counselling service), mental health awareness events and tools, ‘access to a range of online resources providing key topics such as sleep, nutrition, stress etc’ and reduced rates at local leisure facilities.
- A few employers also highlighted the role of good management in supporting carer health and wellbeing including ‘very flexible working practice, signposting to relevant organisations’, ‘a very supportive line management style which includes regular check ins on health and wellbeing’, use of ‘Carers Passport, opening and continuing conversations...’ and peer support groups.

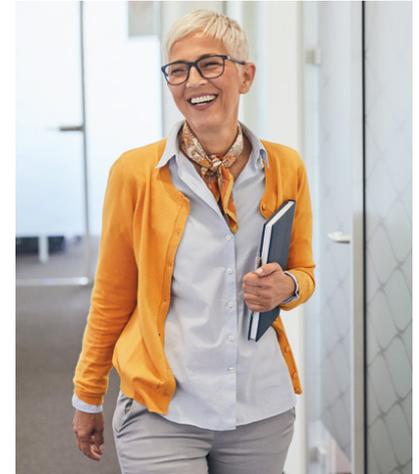
Monitoring and reviewing take up of additional (health and wellbeing) support for carers

- Only a third of employers said they offered additional support for carers as a result of identifying particular health and wellbeing needs that they may have while the majority of respondents either said they did not or were unsure (30% and 38% respectively).

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Particularly beneficial have been the ability to offer carer leave, and flexible working, alongside free counselling etc from our EAP.

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Access to our wellbeing support service, with a course of CBT to help staff with coping mechanisms, individual stress assessments can help identify support and adjustments.

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Mental health and emotional support – mental health awareness events, mental health tools and practical exercises, Carers Passport, opening and continuing conversations, ensuring increased awareness and reducing stigma, and peer support groups.

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Interestingly, a higher proportion of small employers (organisations with under 500 employees) said that they did offer such support (43%) compared with large organisations with over 500 employees (29%). However, as a higher proportion of large organisations said they were unsure (39%) compared with small organisations (19%) this higher figure may include some hidden 'yes' responses.

- The most commonly reported actions were through 1:1 supervisions and take up of flexible working arrangements. One employer mentioned that they monitored 'staff working flexibly but not special leave.' Some said that they monitored access to their wellbeing support or EAP but others said that they did not, or did not 'currently log specifically when the Health and Wellbeing support is accessed by someone due to their caring responsibilities'.
- Some employers also reported monitoring take up of support through their carers networks. However, one network lead highlighted that 'we know the numbers who are part of our network, but not how many employees use the policies. This would be an HR issue.' Other actions included monitoring take up via staff forums and 'feedback to wellbeing initiatives' and staff surveys and having an 'open door policy for carers'.

Monitoring and reviewing take up of health and wellbeing support for employees (in general)

- Just under a half of employers who responded said they monitored and reviewed take up of health and wellbeing support for employees in general, while a (small) majority of respondents either said they did not or were unsure (25% and 30% respectively).
- The most commonly reported actions were through occupational health and wellbeing services. Examples included number of calls to employee assistance lines, monitoring of appointments and usage of wellbeing services, and monitoring via health and wellbeing leads and champions.
- Other actions reported were 'number of impressions/colleagues accessing internal and external training resources, toolkit/courses', feedback from staff surveys and networks and through manager supervision and feedback.

Monitoring and reviewing (sickness) absence

- An overwhelming majority of employers who responded (93%) said that they monitored and reviewed (sickness) absence. The most commonly reported actions were recording absences through the HR system and holding return to work interviews. A number of employers mentioned that information was reviewed monthly and shared with managers.
- One employer reported having an 'E-Roster which records carers leave. Dependency leave and carers leave are grouped together.' Another said that they 'allow staff to take emergency days unpaid leave if a carer as well as ensuring sickness is their sickness and not required for caring'.

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Staff survey, including ongoing discussion of themes with staff team and actions taken as a result; also actively requesting feedback on EAP.

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We log employees who access our 1:1 support, attend on-line and face-to-face workshops, complete e-Learning, visit intranet pages.

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We undertake 'return to work' discussions with anyone that has time off. We also look for frequency and patterns of absence, and in those cases, we review in more detail to see if there are underlying causes. This is a monthly HR data activity shared with managers.

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Monitoring and reviewing health and wellbeing related issues as part of regular, or mid-life, reviews

- Around a third of employers who responded said they monitored and reviewed health and wellbeing related issues as part of regular, or mid-life reviews, while a majority of respondents either said they did not, were unsure, or that no such reviews were provided (21%, 23% and 23% respectively).
- The most commonly reported actions were doing this through supervision reviews, 1:1s and appraisals. No employers specifically mentioned mid-life or mid-career reviews although one said that they were 'about to launch a mid-career review pilot which will include a large segment on health and wellbeing'.



1 in 3

employers said they monitored and reviewed health and wellbeing regularly

Employers' support needs

- Two thirds of employers (68%) were seeking 'recognition of caring role by GP/health professionals and timely and ongoing support so that working carers and their families are assisted at all stages'.
- Almost two thirds wanted clearer, more accessible national/public – and local – information on how and where working carers and their families can get practical help with caring, including health and care services.
- The same number (63%) wanted:
 - More practical assistance from care and support services to help ensure that employees with caring responsibilities are supported to stay in work
 - Health, care and support services that are available outside normal working hours to help ensure that working carers and their families can get the assistance they need.
- 6 in 10 wanted practical tools to help employers to signpost their workforce to sources of external information on support for caring and tools for employers to give staff with caring responsibilities to promote their health and wellbeing.
- Three in 5 were also seeking clearer, more accessible local information on how and where working carers and their families can get practical help and support, including health and care services.
- Other identified priorities were:
 - Practical tools to help employers provide training and education on carer awareness and support for managers and employees (56%)
 - Information about technology enabled care and support that may be available to assist care management and help keep carers and families in touch (52%)
 - Links with other employers who are addressing the issue of supporting carer health and wellbeing in the workplace (52%).



3 in 5

employers were seeking clearer, more accessible local information on how and where working carers could get practical support



Employers for Carers

Carers UK runs Employers for Carers, providing practical advice and resources to help employers support carers in their workforce.



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