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EMPLOYEES' ACCESS TO FAMILY-FRIENDLY POLICIES AND PRACTICES: ANALYSIS OF THE 1998 WORKPLACE EMPLOYEE RELATIONS SURVEY

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ABSTRACT

Employees' access to family-friendly policies and practices: Analysis of the 1998 Workplace Employee Relations Survey

Shirley Dex and Colin Smith

This paper uses data from the employee and manager questionnaires in the Workplace Employee Relations Survey (WERS) to examine which employees perceived themselves to have access to any of 6 family-friendly working arrangements in 1998. Logistic models were estimated of whether or not any of the 28 thousand employees in these 2191 establishments had access to parental leave, job share, working from home, flexitime, nursery or help with child care, or emergency leave. Employee characteristics were available in the data for use as explanatory variables, along side characteristics of their employer. Employee job characteristics were often the most important in explaining access to provisions. However, strong workplace predictors were also found in the size of establishments their industry sector and elements of human resources strategies and policies.

1. Introduction

There has been growing interest in family-friendly working arrangements, often referred to as work-life balance policies. There is interest in which employers offer such arrangements to their employees, but also in which employees are entitled to access these provisions, the latter being the focus on this paper. The original motivation for employers to create more flexible working arrangements and offer various kinds of leave came from their desire to recruit and retain women employees. While this first motivation was linked to women, there has been a recognition that men as fathers and other workers have interests in, and can benefit from, flexible working arrangements, for a variety of personal and caring reasons. Legislation also supported women's rights through statutory maternity leave and now has been extended to both parents through statutory parental leave. Surveys have been documenting the extent of such arrangements in Britain, as well as in other countries, and in profiling the employees covered. There have not been any multivariate analyses of the employees' data to examine which employee characteristics are primary in determining employees' access to such benefits. In this paper, we set out to examine a newly available data source providing information about employees' perceptions of their access to a range of family-friendly working arrangements. We were able to construct multivariate models of the determinants of employee access to these flexible working arrangements using the British Workplace Employee Relations Survey data from 1997/98.

However, it is one thing for employees to say their employer allows particular working arrangements. It does not mean that employees are necessarily correct in their perceptions. This potential mismatch of employers' policies and practices and what employees understand as entitlements is potentially a problem. We do not consider all of the issues related to whether employees have a correct understanding of their employers' policies in this paper. We focus in the first instance on identifying and explaining which employees think they have access to these types of arrangements.

In the next section (2) we consider information gained about this topic from survey data that preceded the WERS data. Section 3 outlines the approach we take to the modeling and some of our hypotheses. More details about the WERS data are described in Section 4 followed by our results in Section 5. Our conclusions are presented in Section 6.

2. Earlier literature

A large-scale employer survey in 1996, (Forth et al, 1997; Callendar et al, 1997), found that part-time work was a non-standard working practice, available to 2 out of 3 mothers and used by 2 out of 5, with 36 per cent moving from full-time to part-time work when returning to their jobs after childbirth. One quarter of the returning mothers also reported that flexitime was available to them and one fifth of them had made use of it since the birth of their children. By contrast, only 12 per cent of fathers had used this provision.

Entitlement to work flexible hours was available to two thirds of mothers in the public sector as against one half in the private sector and this was unrelated to the size of the organization. Small private employers, with informal ways of working, were sometimes able to respond very positively to the need for flexibility (Forth et al, 1997).

The same survey noted that the convenience of working from home was available to just over one tenth of the mothers with 8 per cent reporting that they had worked from home at some time since their child was born. The proportion of fathers who had used this arrangement was about the same as for mothers. Large private establishments were more generous in allowing working from home than the public sector. This privilege was available to 48 per cent of managers but only 4 per cent of women in protective and personal services. Similarly, men in higher grades were far more likely to be able to work at home than ordinary operatives or men working in personal and protective services. Felstead et al's (2000) analysis of homeworking in the Labour Force Survey found that homeworkers were more likely to be low paid, especially if women, female, especially if non-manual, and women with children. They were less likely to be ethnic minorities except if they were women when they were more likely to be homeworkers.

Job sharing, which usually involves splitting a full-time job between two people, was available to only one quarter of mothers and used by less than one in ten (Forth et al).

There have been some recent multivariate analyses of an EU source of employees with one child in the household as reported in Evans (2001).¹ Evans concluded that the findings corresponded to those found in Australia and the UK; namely that public sector firms, or those with equal opportunities policies had the most advantages; permanent and long tenure employees were more likely to report family leave benefits, as were professional workers (except for sick leave). Craft, elementary, plant and machine workers all reported having access to relatively few family-friendly arrangements. Until the availability of the WERS data there were hardly any British multivariate studies to explain which employees had flexible working arrangements because of the lack of suitable data.

Analysis of the number of employees being offered family-friendly options frequently gives an exaggerated impression about the distribution of benefits and in addition there is a wide divergence between entitlement and use as shown in various national statistics. (Office of National Statistics and EOC, 1998).² WERS found that in 25 per cent of 1998 establishments with some family-friendly practices, no employees had taken them up (Cully et al, 1999).

The discrepancy between use and availability was, in some instances, due to better working conditions being offered to a privileged section of the workforce, in higher grades or selected departments (Thomson, 1996). A micro study of one company in the UK showed that managers were not even-handed in granting additional family or maternity leave or pay to their employees. They tended to regard family-friendly practices not as necessary supports but as discretionary benefits (Lewis and Taylor, 1996).

The use and availability discrepancy is confirmed by Forth et al (1997). They found that while between a quarter and a third of new mothers who were professional workers were entitled to a broad range of family-friendly arrangements, this applied only to 8 or 9 per cent of those involved in sales and similar occupations.

Since the WERS data were collected the British government has seen fit to carry out another survey to provide statistical data on the extent of employees' access to flexible and work-life balance practices and policies in British organizations in 2000. A comparison of the extent of the various practices from recent sources, where they overlap, is provided in Table 1. It is only the WERS data that are the subject of the analyses contained in this paper.

Table 1. Prevalence of flexible working patterns among British and UK employees by source and date.

Per cents of employees in sample

	WERS survey of employees, 1998 ++	LFS 1998 Felstead et al, 2000	LFS Spring 2000 UK	DfEE Work-life balance baseline survey 2000 **
Part time			25%	25%
Flexitime	34%		10%	24%
Term time only			4%	12%
Job share	18%		1%	4%
Working from or at home	11%	Approx. * 25%		
Parental leave	28%			
Annualised hours				2%
Compressed working week				6%

LFS – Quarterly Labour Force Survey

* LFS has three questions covering the amounts of work at or from home. If aggregated they give the closest comparable definition to the less well defined questions in the other surveys.

** Employees in workplaces with 5+ employees.

++ Employees in workplaces with 10+ employees.

Note . The figures in our data set are those quoted in government publications.

3. Approach

We are interested to examine the determinants of whether an employee is offered access to particular types of working arrangements in 1998. The most obvious framework for modeling this availability is as a dichotomous choice where access to a particular working arrangement takes the value one, and the lack of this arrangement the value zero. Logistic regression is used to examine these observed dependent variables that are treated as separate and independent entitlements.

The probability that employee i will have access to a particular working arrangement is

$$P_i = F(Z_i) = 1 / (1 + e^{-Z_i})$$

and

$$Z_i = a + \beta X_i \quad (1)$$

Where

X_i is a vector of the characteristics of the employee i ;

a is a constant; and

β are the parameters associated with employer characteristics X_i .

Each type of working arrangement was modeled separately, but using the same set of independent variables.

In practice we are faced with response data from employees that may contain errors. Employees may not have accurate knowledge about their employers' policies. Employers may not have put any effort into communicating that flexible working arrangements are available. In considering whether employees perceive themselves as having access to certain working arrangements, therefore, we need to consider the factors that might lead them to know (or not) about their employers' policies, as well as employer characteristics that might lead them to be more accurately aware of their employers' provisions. Along side the vector of employee characteristics, therefore, we need to consider a vector W_{ij} of characteristics of the workplace j .

$$Z_i = a + \beta X_i + \gamma W_{ij} \quad (2)$$

Characteristics that may be relevant to consider as part of the X_i employee characteristics and the W_{ij} workplace characteristics are described below. However, a full consideration of the issues raised by considering that employees can be mistaken about their employers' policies will be carried out in another paper.

Employees' personal characteristics are also likely to determine whether they have access and whether they are correct in knowing they have access to certain employer provisions. Those with young children, or other caring responsibilities and women more than men, are the groups who have been the focus of the development of these policies. It is likely, therefore, that more of these traditional groups will be given entitlements than those who are at different points in the lifecycle. It is likely also that categories of workers who would traditionally have benefited will also be more aware of the benefits partly from self-interest. Where there are larger numbers of potential beneficiaries then this too will aid the diffusion of information about the provisions. Those with ill health may have greater awareness of flexible working arrangements because of the necessity to use them. Ethnic minorities may be less well informed as a group if they are more marginal to the workplace or have suffered discrimination.

Workers with higher education, longer job tenure, full-time hours and permanent contracts would also be expected to know more about their employers' policies. Similarly, where employees feel their employer keeps them up-to-date and consults them about working arrangements, there is likely to be greater awareness of the provisions, and possibly greater employer response to employees requesting working arrangements that suit their responsibilities.

One view of family-friendly provisions has been that they are additional fringe benefits to valuable employees, sometimes called the cherry picking argument. In this case, from the employer's perspective, we would not necessarily expect that flexible working arrangements would be available to all employees equally. Employees with more firm-specific training embodied in them, who were more difficult to replace would be expected to be more likely to be offered such fringe benefits. There may well be differences in provisions offered both within establishments as well as between establishments because of the differences in their workforce.

The high commitment management theories (HCM) have argued that the HCM approach has the potential to get greater commitment from employees as they feel more involved in the production process and are encouraged to improve it. We might expect that employers who adopted such approaches would be more likely to communicate effectively with their employees and offer them customised benefits to meet their caring and personal responsibilities. Certainly arguments of this kind have been examined in the literature (Osterman, 1995; Wood, 1999). Certainly we would expect employers who saw themselves as having a family-friendly ethos would be expected to be more likely to offer family-friendly working arrangements to their employees.

The WERS data allowed us to investigate some of these expectations. We explored the extent to which a range of employer and employee characteristics explained employees' perceptions of their entitlements. We focus in this paper on whether employees perceived they had access to family-friendly working arrangements irrespective of whether their employer agreed they had such an entitlement.

4. The WERS data

The Workplace Employee Relations Survey (WERS 98) data were collected as a nationally representative sample of British establishments from October 1997 to June 1998. The data consisted of interviews with managers and workers in over 2191 workplaces and questionnaires from 28,323 employees from these same workplaces.³ The response rate obtained was 80 per cent. The 1998 survey had a new sampling base, as compared with earlier (WIRS) precursors of this survey. In the 1998 WERS, establishments with a minimum of 10 employees were sampled whereas earlier surveys had taken a minimum of 25 employees. This means that the survey as a whole represents 15.8 million employees or approximately three-quarters of all employees in employment in Britain in 1998. Incorporating employees into the survey was also a new innovation. The technical details of the survey are described in Airy et al (1999) and an overview of the survey findings is provided in Cully et al, (1999).

There were also new additions to the content of the 1998 survey. As well as its past coverage of the nature of collective representation and bargaining, it included new

questions on equal opportunities policies, family-friendly policies, performance indicators, payment systems and performance appraisal, recruitment and training, quality improvement schemes and the individualization of employment contracts. This set of new questions in combination with others in the WERS survey provided a valuable opportunity to examine the determinants of employees' access to family-friendly policies.

Employees' family-friendly questions in WERS

Employees in each establishment were asked whether their employer made family-friendly provision available to them; 6 provisions were used in questions to employees and these overlap with those asked of employers, except that employers were asked about more provisions and restricted to non-managerial employees only. The family-friendly arrangements coded on the employee questionnaires were:

- Parental leave (non-statutory since survey before the Statutory provision);
- Job sharing;
- Working at or from home during normal working hours;
- Workplace or other nursery or help with child care;
- Scheme for time off for emergencies; and
- Flexi time.

At the time of this survey parental leave was not well defined since there were no statutory arrangements in Britain and it is easily confused with maternity or paternity leave, perhaps more so for employees than employers. This should be born in mind in examining these employee data.

Compared with earlier data, WERS found that non-standard working had increased, in establishments with more than 10 employees, but neither flexitime, job sharing, parental leave or childcare services were either widely or universally available. The WERS study provided information about the availability of these arrangements (Table 2).

Cully et al (1999) noted that public sector employers were, on the whole, more generous in all aspects of family-friendly employment benefits, including the provision of childcare subsidies. In all respects women beneficiaries outnumbered the men. However, the sad fact remained that almost a half (46%) of all employees received no such benefits. At the time of the survey, while the vast majority of employees were able to take time off to look after a sick child, most of them were obliged to use up paid leave, to make up for time lost or to forfeit pay for the time lost during the illness.

WERS contains a vast array of other information about the employees and their workplace that can be used as explanatory variables in model. More of these are considered below.

Table 2. Access to flexible and family–friendly working arrangements, by sector and gender.

	Private sector	Private sector	Public sector	Public sector	
	Men % of employees	Women % of employees	Men % of employees	Women % of employees	All employees % of employees
Flexitime	24	36	37	39	32
Job sharing scheme	6	15	23	34	16
Parental leave	21	30	35	33	28
Working at or from home	10	6	13	9	9
Workplace nursery/child care subsidy	2	3	6	9	4
None of these	57	42	40	34	46

Base: All employees in workplaces with 25 or more employees.

Figures are weighted and based on responses from 25,491 employees.

Source. Cully et al (1999)

Explanatory variables

The WERS data provided a very wide range of other explanatory variables to use as controls. The variables about employees are listed in Table 3. They cover personal characteristics and job-related characteristics of employees. A full list of the variables and their definitions, means and standard deviations is provided in Appendix Table A1. At the outset of our analysis, widespread bivariate correlations were calculated in order to see where potential covariates were highly correlated. Some important variables were recoded to avoid problems of multi-collinearity. Others were dropped as a result of this exercise.

The employer characteristics entered as explanatory variables into the model were chosen from the rich array of WERS survey questions bearing in mind policy interests as well as theoretical suggestions and the findings of earlier studies. These variables were grouped under three heading;

Table 3. List of explanatory variables from employees' data

Employees' personal characteristics

Age
Sex
Health
Ethnic group
Marital status (set of dummies)
Children and ages (set of dummies)
Educational qualifications
Recent training experience

Employees' job related characteristics

Hours of work and overtime
Type of contract
Occupation (set of dummies)
Amount of discretion in job
Views about how good employer is at communication and response to workers
Job tenure (set of dummies)
Ethos of workplaces
Union member and representation (dummies)
Extent of sex segregation in workplace (set of dummies).

Structural variables, under which heading we included measures of size, industry sector, type of ownership, labour intensity, type of competition, nature of market and financial performance.

Workforce profile, under which heading we included measures of the gender mix of the workforce, the occupational profile, recruitment problems or policies, the nature of the jobs and contracts.

Human resources, under which heading we included measures of ethos, payment systems, use of overtime, HR skills, high commitment management, employee involvement, and equal opportunities.

Given the many debates in the literature about the importance of high commitment management practices (HCM) we sought to have a measure of high commitment management as an explanatory variable. There are many ways in which such a measure could be constructed and differing views about what it should contain as described in, for example, Huselid (1995) and Osterman (1995). The WERS survey instrument was developed to make sure the full range of possible meanings could be explored. Developing such a measure could not be the main focus of our research. Nonetheless, we needed to include such a variable as one of our controls, given its potential importance. We took, therefore, a relatively pragmatic approach of including a broad range of the relevant variables and running them through a factor analysis. This procedure identified one factor with an eigenvalue greater than one. We used the factor score from this variable as our HCM explanatory measure. Details of the variables this factor represents are also listed in the Appendix Table A1.

A separate logistic regression was estimated for each of the six employee family-friendly policies as dependent variable. The employee characteristics were entered first separately from other variables. Workplace variables were entered later and the two set of results compared. In addition, the estimations were run using the stepwise procedure and the significant coefficients compared to those where all variables were entered simultaneously. There was little, if any difference in the overall conclusions from these different approaches. We present only a selection of the results.

5. Results

Table 4 displays the significant results across the various provisions.⁴ There were some variation in the results by the type of working arrangement being considered, but many similar findings across all arrangements.

Employees' perceptions

Personal characteristics

Being female made it more likely that employees would have access to parental leave, job share, emergency leave and nursery or childcare subsidies. Women were less likely to have access to flexitime and homeworking. The different results for different types of working arrangements suggest that some of these arrangements were not part of the family-friendly era of development with its focus on women with children. Those with young children, especially pre-school children, were also more likely to have access to most of these arrangements, homework included. However, again, this finding did not apply to the flexitime working arrangement. In the case of parental leave, parents of children at all ages were more likely to think they had access to the provision than employees who did not have any children.

Employees in poor health were no more (or less) likely to have access to these arrangements. The exception was flexitime where those with poor health were more likely, than those in good health, to have access to flexitime working. Ethnic minorities were less likely to have access to parental leave but this result stood out from the rest, contrary to expectation. The coefficients on being ethnic minority were mainly negative although only in the case of parental leave did it reach the 95% significance level. However, being an ethnic minority worker made it more likely that access to flexitime was available. Flexitime is again distinctive from the other provisions in this respect.

Access to three of the provisions, parental leave, job share and childcare, declined with the employee's age, probably because of older workers having passed the relevant lifecycle stage when these provisions were relevant. Only in the case of homeworking did access increase with age. We suspect this is a result of seniority and the results on job duration partly support this. In the cases of parental leave, job share, and emergency leave and, to a lesser extent, childcare and homework, the likelihood of access to the working arrangements all increased as job tenure increased. These relationships may also be related to internal organisation rules allowing employees access to certain provisions, as fringe benefits, after a certain period of tenure, or when trust has been established between employer and employee. However, the likelihood of working flexitime decreased as job tenure increased.

Employees with a degree were more likely to have access to parental leave, job share, homework and childcare, but they were less likely to have access to emergency leave. This may be because higher qualified workers are more likely to have control over their working hours and be able to take time off for emergencies in a flexible way, without the provision of a specific employer scheme. The significant positive coefficients on the amounts of discretion employees had, as well as results on the highest occupational categories professional/managerial and associate professional, supports this view. Workers with a greater amount of discretion and those in the top two occupation groups were all more likely to be offered parental leave, job share, flexitime, homework and child care but were less likely to be offered emergency leave.

Job-related characteristics

There was some evidence for the cherry picking view. Workers in the top occupations and those with more discretion or having received recent training were often more likely than workers in craft skills, semi-skilled or unskilled job categories to have access to these flexible working arrangements. However, clerical and secretarial workers, in the cases of parental leave, job share and flexitime, had the highest likelihood of access to these working arrangements. This is probably related to the predominance of women in clerical and secretarial jobs and is evidence of the traditional female client groups still being the main beneficiaries of these provisions.

As we expected, those working part-time hours were less likely to have access to this set of flexible working arrangements. This may be partly through the lack of awareness of employers' provisions that working fewer hours implies. However, it is also likely to be because many part timers will have already obtained the type of flexibility they wanted in working part time and be less interested in other types of arrangement in consequence. Employees on temporary contracts were less likely to have access to parental leave, and emergency leave, as we expected, but they were more likely to have access to childcare. These results were unexpected and it may indicate that sectors that make more use of temporary staff are those more likely to offer some sort of childcare provision. The NHS would be one example where this relationship would apply.

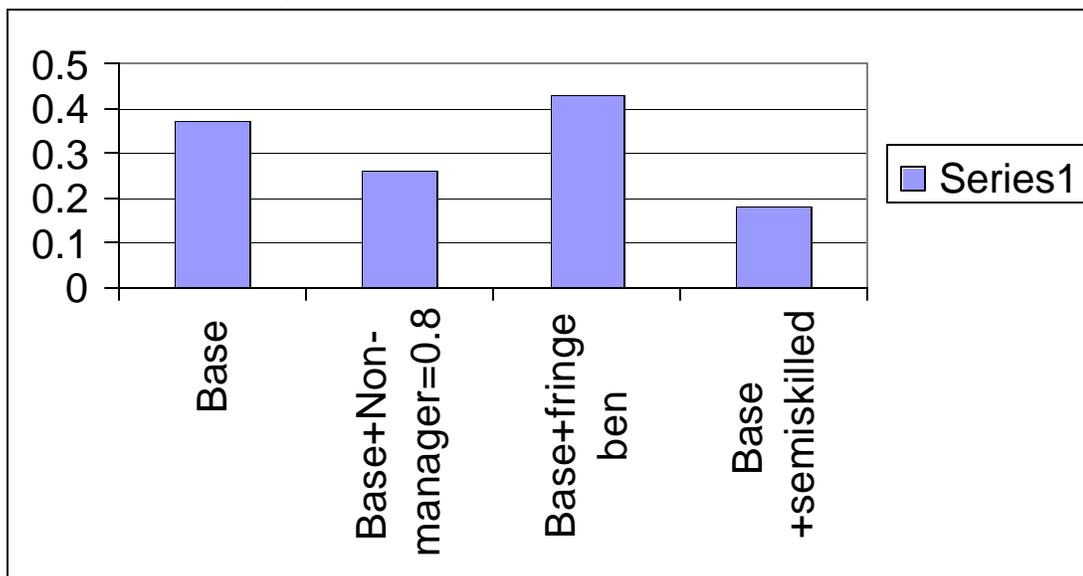
Employees working regular overtime were less likely to have access to parental leave, job share, flexitime, homeworking and childcare. However, regular overtime was associated with a greater likelihood of employers having emergency leave. These results are not surprising. If employees work regular overtime, this rather precludes flexitime, job share and probably homeworking. In addition, regular overtime may be capturing certain types of men's jobs. Working in a mainly male workplace made it less likely that employees would perceive they had access to parental leave, job share, flexitime or child care. This is, in part, an additional reflection of being a male employee, since it must be mainly men who are employed in such workplaces. However, it was not the case that working in a mainly women's workplace was associated with a greater likelihood of access to any of these working arrangements. Such an environment made it less likely that homeworking or flexitime arrangements would be available although emergency leave was more likely in a female gender-segregated environment. This is probably because wholly women's workplaces are more often characterised by large amounts of part-time or low-waged jobs, and these

often fail to offer their employees fringe benefits or flexible working arrangements (other than part-time work).

Where the employee considered their employer to have created a family-friendly ethos and to have been consulted, there were higher likelihoods of having access to all provisions except emergency leave. In such environments, it may be that employers and employees were content for informal leave for emergencies to operate. Union membership for the employee was associated with a higher likelihood of access to four of the provisions; working at home and flexitime were the two exceptions. However, being represented in the workplace or being a representative only added an additional increased likelihood of access in the case of parental leave and job share. Unions have probably participated in negotiating entitlements to some of these provisions, and would probably also have improved the internal communications about the provisions available.

As well as these more systematic relationships between employee characteristics and flexible working arrangements, we can see evidence of the constraints of certain jobs and working environments appearing through these results. Homeworking is perhaps the most obvious case where job constraints are probably influencing the results. Access to homeworking was progressively less likely as the skill of the job decreased. It is likely that lower skilled jobs need to be done in situ at the workplace to a greater extent than higher skilled jobs as illustrated in Figure 1. However, as the predicted probabilities in Figure 2 illustrate, female part times in a mainly female workforce and a low skilled workforce are unlikely to have any access to homeworking.

Figure 1. Predicted probabilities of having access to working at or from home during normal working hours



Base characteristics are as follows: Female, in 30s married or cohabiting with a child aged 5-10, working full time with a degree, has training, professional/managerial job of 2-5 years, works with both men and women, in business services and perceives employer to be family-friendly. Establishment is 200-499 employees, operating in a national market with many competitors, labour costs 75% of total costs, workplace changes=2, 50% female workforce, HR specialists at establishment, medium Equal Opportunities and %non-managerial workers=30%

Those working in craft jobs were also regularly less likely to have access to these types of flexible working arrangements, but this is often in association with a wholly male working environment. It might mean, therefore, that traditional values and their associated working arrangements were part of the explanation. The higher likelihood of clerical/secretarial workers compared to other types of occupations working flexitime has become a traditional working arrangement for such jobs, although it is undoubtedly founded on the fact that these sorts of support staff jobs can be organised in this flexible way.

In summary we can see from the analysis of employee characteristics that access to these various flexible working arrangements can be characterised as follows.

- Access to parental leave and child care are heavily characterised by life cycle factors of a predominantly female workforce of employees.
- Access to job share is also heavily characterised by life cycle factors but also by clerical and secretarial work.
- Homework is a type of arrangement attached to certain types of men's jobs and reliant on seniority as a fringe benefit or perk.
- Emergency leave is related to a predominantly female workforce at certain points in the family life cycle but specifically at the lower ends of the skill and labour market status hierarchies.
- Flexitime stands out from the other arrangements in being less influenced by the pressure to accommodate to family demands, available to single people, and more related to job characteristics of part time, overtime, temporary, clerical/secretarial, gender mixed environments and having discretion but not necessarily being highly qualified.

Employers' data

Other models included the workplace and employer characteristics as well as employee characteristics as explanatory variables (Appendix Table A2). Some suggestive conclusions were embedded in a comparison of the log likelihood values from the various models. A better fit was obtained for all models except the nursery/child care model by entering employee only variables in comparison with entering employer only variables. The explanation of why employees had access to a nursery therefore was predominantly one related to their employer whereas the explanations of why employees had access to other family-friendly policies was more related to the employees' personal and job related characteristics, albeit in varying amounts. In the case of homeworking, the employers' characteristics added relatively little to the explanation. Homeworking was the flexible policy related to employee characteristics to the greatest degree. Job share and flexitime were to be explained roughly in equal proportions by employee and employer characteristics. Parental leave and emergency leave were explained more by employee than employer characteristics, but not to the same extent as homeworking. However, these conclusions should not be regarded as robust since they are based only on comparisons of log likelihood values.

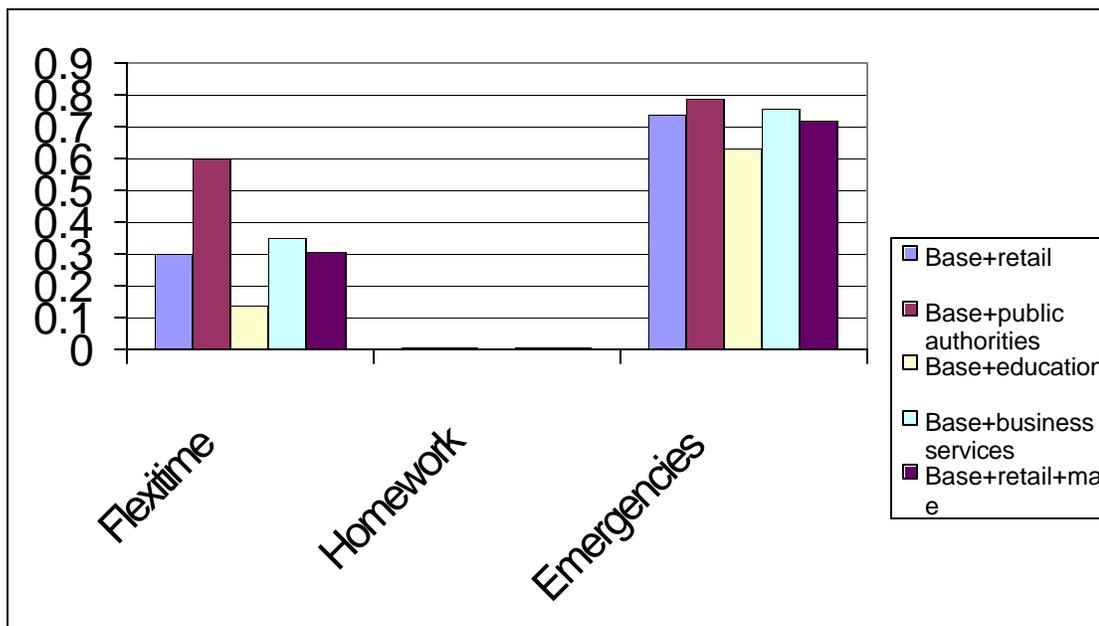
Structural effects

Size of establishment and size of organisation were important explanatory variables in the case of employees' access to parental leave, job share, nursery/child care and flexitime. The likelihood of access to these provisions tended to increase with establishment and organisation size except in the case of the nursery/childcare provision. Nursery and child care provision increased with establishment size but decreased with organization size. Since there are heavy costs in setting up nursery provision, and it needs to be local to be effective for employees, it is not surprising that the weight of explanation is on the establishment size for access to nursery/child care provision. It is not clear why this provision should be negatively related to organisation size instead of insignificant. However, it may be related to equity issues in the organisation. As organisation size increases it may be less likely that any one (establishment) site would be offered this type of provision since the costs for a larger organisation might prohibit it being offered to all sites.

Industry groups were relevant to these provisions and industries appear to have favourite or clustered types of provision. Manufacturing appears less likely to offer job share and child care, but more likely to offer emergency leave. This fits the employee profile we described above of lower level skill jobs being more likely to have access to emergency leave. Construction shared a similar sort of profile to manufacturing. The wholesale/retail sector was less likely to offer job share, homework and child care, but more likely to offer flexitime. This is consistent with the nature of addressing customer needs in this sector. A similar type of profile applies to the hotel and catering industry except that childcare provision was also more likely there. Financial services allowed homeworking and flexitime but were not likely providers of childcare. Business services were also providers of homework and flexitime with the addition of parental leave. The public authorities sector was a more likely provider of all except childcare. In the education sector only childcare was more likely to be provided and the other provisions were mostly less likely to be offered. The health sector was more likely to offer flexitime, childcare and homeworking, but not parental leave or job share. These results are consistent with the known constraints of delivering services and products in these industries. A selection of predicted probabilities by industry sector are displayed in Figure 2. These figures reinforce the fact that homework is mainly job related rather than being related to industry or other structural features of the workplace.

Working where there was a recognised union had a positive effect on access to parental leave, job share, child care and flexitime.

Figure 2. Selected predicted probabilities of employees having access to the working arrangements.



Base characteristics are defined as follows. Female in 30s, married or cohabiting with a child aged 5-10, works part time in a clerical job, for past 25 years. Works mainly with women and perceived employer to be family-friendly. Establishment is 200-499 in wholesale or retail sector, with a local market, few competitors, labour costs 75% of total costs, 2 workplace changes, 50% female workforce, high in part time, 80% non-managerial employees, recruits returners, high in temporary work, manager perceives family-friendly ethos, HR specialist at establishment and medium Equal Opportunities.

Owner controlled were more likely than non-owner controlled workplaces to offer employees access to parental leave, job share and flexitime, but less likely to offer emergency leave. Employers focusing on local markets tended to be associated with lower likelihoods of provision in comparison with regional markets, except in the case of job share. Similarly an employer whose business was mainly in international markets was less likely to offer any of the provisions except emergency leave. The lack of competition was helpful to offering employees job share and emergency leave but made it less likely to offer childcare, flexitime, homework or parental leave. Labour costs had varying effects, high labour intensity being associated with an increased chance of job share but a reduced likelihood of many other working arrangements. In these latter cases, it may be the skilled nature of the work that is being captured.

Workforce profile effects

A higher proportion of female employees made parental leave, job share and flexitime more likely although these effects were often dampened by a negative effect of a high percentage share of part timers in the female workforce, an effect that was fairly ubiquitous. A higher share of non-managerial workers and recruitment difficulties had the same negative effect across most working arrangements. This suggests that rather than skill shortages encouraging employers to be more flexible, the pressures this created made it less likely that innovative solutions would be found. Case study

evidence supported this conclusion in the case of some small and medium sized enterprises (SMEs) (Dex and Scheibl, 2002 forthcoming). However, where female returners were specifically being targeted for recruitment, there was a greater likelihood of parental leave, job share, childcare and flexitime but not emergency leave being offered. Also, where high proportions of temporary staff were in use there were greater likelihood of all family-friendly arrangements being available with the exception of job share. This may mean that in situations where temporary staff have been used to solve the recruitment problems, family-friendly working arrangements can be introduced. Alternatively it may mean that family-friendly working arrangements are more likely in settings where temporary staff are integral to the work being carried out and are not a strategy to deal with a crisis in recruitment or organisational change. This distinction between different approaches to the use of temporary workers was seen in a set of employer case studies (Dex et al, 2000).

HR policy effects

Human resources policies were related to the level of family-friendly provision in a number of ways. A family-friendly ethos led to a higher likelihood of provision of parental leave, job share, childcare and flexitime. Where employers offered other fringe benefits they were more likely to reduce the likelihood of provision, presumably because of the other fringe benefits acted as substitutes for any spending or costs associated with family-friendly provisions. Having the resources of an HR specialist on site helped in offering parental leave, job share and childcare; an HR specialist at Head Office helped in the case of homeworking. Workplaces with equal opportunities policies, especially where the implementation was high, were more likely to offer a range of family-friendly arrangements, as were workplaces with a bad industrial relations record. It may be that the industrial relations incidents had encouraged establishments to offer family-friendly provisions to restore the psychological contract in the way Bevan et al (1997) suggested. Alternatively, industrial relations incidents may be more a feature of union activism that has also been shown to be associated with greater provision of family-friendly working arrangements. Employers who consulted with the workforce about equal opportunities and other welfare issues were more likely to give access to parental leave and emergency leave. This is interesting in that, at the time of the WERS survey (when there were no statutory days of leave available for family reasons), research indicated that women's top priority for things that would improve working conditions was days of leave to cope with emergencies (Bryson et al, 1999). It is possible that the process of consultation may have uncovered this desire in workplaces where it was effective.

Investor in People awards were associated with an increased chance of employees having access to parental leave. This may be reflecting a confusion among employees that we noted from the outset, and a failure to distinguish, at the time of the WERS survey (prior to statutory parental leave), between maternity leave, paternity leave and parental leave. Maternity leave was covered by the Investor in People award. Adopting high commitment management strategies was associated with an increased likelihood of provision of childcare and flexitime. Management that considered itself to involve employees was also associated with greater provision of flexitime. This does not suggest a large role for high commitment management approaches in the development of family-friendly working arrangements except that some of the strong industry effects, and some of the other HR policies, may also be reflecting differences in HR approaches that overlap with high commitment management strategies.

6. Conclusions

The profiles of the employees who had access to various types of family-friendly provisions make a lot of intuitive sense. The main dimensions of explanation revealed in these results were that employees' access to flexible provisions was determined by a mixture of:

- the (female) gender of the worker;
- the child care responsibilities;
- traditional values as reflected in gender working groups;
- the constraints of the job;
- the potential for flexibility in the job without particular arrangements being needed;
- fringe benefits resting on seniority and trust; and
- some cherry picking.

The examination of the employers' characteristics showed a certain amount of overlap with the employee profiles. The workforce gender profile, the process of consultation and the role of the unions were common parts of the explanation. The type of workplace offering flexitime and emergency leave differed from those offering other types of family-friendly working arrangements in ways that mirrored the employee characteristics found to be important. But in addition, strong workplace predictors of access were found in the sizes of establishments, the industry sector, and elements of the human resources strategy and policies.

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Table 4. Likelihood of employees saying they had access to family-friendly policies

Explanatory variables	Parental Leave Employee vars only	Parental Leave Employee + Employer vars	Job share Employee Vars only	Job share Employee + employer vars	Flexi time Employee Vars only	Flexi time Employee + employer vars
Age	-0.276 **	-0.280 **	-0.052 **	-0.065 **	0.007	0.006
Female	0.302 **	0.287 **	0.259 **	0.195 **	-0.031	-0.074 *
Poor health	0.028	0.034	0.111	0.099	0.166 **	0.138 **
Ethnic minority	-0.170 **	-0.219 **	0.048	-0.064	0.275 **	0.193 **
Single	-0.062	-0.064	0.077	0.090	0.136 **	0.152 **
Married/cohab	0.064	0.074	0.115 *	0.124 *	-0.041	-0.036
Child aged 0-4	0.366 **	0.365 **	0.133 **	0.153 **	0.012	0.011
Child aged 5-10	0.146 **	0.114 **	0.059	0.021	0.030	0.017
Child aged 12-18	0.134 **	0.145 **	-0.121 **	-0.078	-0.085 **	-0.039
Degree	0.297 **	0.291 **	0.372 **	0.338 **	0.028	0.046
Training	0.319 **	0.215 **	0.427 **	0.295 **	0.272 **	0.152 **
Regular overtime	-0.109 **	-0.077	-0.327 **	-0.202 **	-0.166 **	-0.113 **
Part time hours	-0.219 **	-0.248 **	0.322 **	0.266 **	0.337 **	0.402 **
Temp or fixed term	-0.146 **	-0.180 **	0.140 *	0.064	0.061	0.110 *
Discretion	0.072 **	0.081 **	0.098 **	0.142 **	0.247 **	0.272 **
Job manager/prof	0.172 **	0.115 *	0.778 **	0.610 **	0.302 **	0.245 **
Job associate professional/technical	0.245 **	0.147 **	0.780 **	0.578 **	0.786 **	0.642 **
Job clerical/secretary	0.370 **	0.223 **	1.475 **	1.231 **	1.087 **	0.894 **
Job craft/skilled	-0.184 **	-0.156 *	-0.059	-0.066	-0.087	-0.034
Job semi-skilled	0.231 **	0.207 **	0.445 **	0.317 **	0.198 **	0.157 **
Job tenure 1-2 years	0.092	0.097	0.072	0.090	-0.069	-0.080
Job tenure 2-5 years	0.221 **	0.195 **	0.258 **	0.206 **	-0.038	-0.046
Job tenure 5+ years	0.254 **	0.231 **	0.241 **	0.202 **	-0.094 **	-0.125 **

Explanatory variables	Parental Leave Employee vars only	Parental Leave Employee + Employer vars	Job share Employee Vars only	Job share Employee + employer vars	Flexi time Employee Vars only	Flexi time Employee + employer vars
Ethos	0.582 **	0.611 **	0.307 **	0.336 **	0.463 **	0.486 **
Consulted	0.053 **	0.054 **	0.058 **	0.057 **	0.047 **	0.045 **
Works mainly men	-0.201 **	-0.158 **	-0.801 **	-0.583 **	-0.265 **	-0.246
Works mainly women	-0.056	-0.014	0.161 **	0.074	-0.189 **	-0.187 **
Union member represented	0.462 **	0.304 **	0.741 **	0.479 **	0.099 **	- 0.027
Constant	-1.740 **	-2.146 **	-4.115 **	-4.527 **	-2.119 **	-2.339 **
N	23964	21819	23964	21819	23964	21819
Loglikelihood	-13237.58	-11891.45	-9707.86	-8442.65	-14327.99	-12761.52

+ **Samples.** All employees with manager information on a range of structural and human resource characteristics
 */** significant at 90/95 % confidence levels respectively

Table 4 continued. Likelihood of employees saying they had access to family-friendly policies

Explanatory variables	Homework Employee vars only	Homework Leave Employee + Employer vars	Emergency Leave Employee Vars only	Emergency Leave Employee + employer vars	Nursery/childcare Employee Vars only	Nursery/childcare Employee + employer vars
Age	0.083 **	0.081 **	0.004	0.008	-0.116 **	-0.151 **
Female	-0.202 **	-0.185 **	0.048	0.102 **	0.329 **	0.318 **
Poor health	0.041	0.077	0.059	0.050	0.079	0.027
Ethnic minority	-0.078	-0.179	-0.024	-0.028	-0.097	-0.177
Single	-0.056	-0.081	0.007	0.006	0.044	0.108
Married/cohab	0.025	-0.005	0.099 **	0.091 *	-0.063	-0.032
Child aged 0-4	0.141 **	0.141 **	0.147 **	0.133 **	0.564 **	0.556 **
Child aged 5-10	0.153 **	0.147 **	0.018	0.009	0.052	0.040
Child aged 11-18	0.060	0.107 *	-0.058	-0.015	0.131	0.191 *
Degree	0.517 **	0.429 **	-0.152 **	-0.095 **	0.264 **	0.114
Training	0.271 **	0.219 **	0.028	0.014	0.318 **	0.235 **
Regular overtime	-0.797 **	-0.752 **	0.274 **	0.259 **	-0.350 **	-0.177
Part time hours	-0.467 **	-0.291 **	-0.358 **	-0.245 **	-0.197 *	-0.235 **
Temp or fixed term	-0.008	-0.003	-0.158 **	-0.153 **	0.473 **	0.364 **
Discretion	0.509 **	0.517 **	-0.090 **	-0.100 **	0.229 **	0.213 **
Job manager/prof	2.643 **	2.468 **	-0.545 **	-0.475 **	0.893 **	0.721 **
Job associate professional/technical	2.326 **	2.048 **	-0.220 **	-0.197 **	1.198 **	0.842 **
Job clerical/secretary	1.812 **	1.511 **	-0.116 **	0.344 **	1.009 **	0.742 **
Job craft/skilled	1.089 **	1.129 **	0.334 **	-0.172 **	0.196	0.186
Job semi-skilled	1.422 **	1.492 **	-0.249 **	-0.172 **	0.284	0.387 **
Job tenure 1-2 years	0.005	0.003	0.103 **	0.106 *	0.088	0.047
Job tenure 2-5 years	0.146 **	0.194 **	0.081 *	0.088 *	0.116	-0.004

Explanatory variables	Homework Employee vars only	Homework Leave Employee + Employer vars	Emergency Leave Employee Vars only	Emergency Leave Employee + employer vars	Nursery/childcare Employee Vars only	Nursery/childcare Employee + employer vars
Job tenure 5+ years	-0.041	-0.024	0.115 **	0.111 **	0.292 **	0.278 **
Ethos	0.352 **	0.360 **	-0.041	-0.018	0.182 **	0.243 **
Consulted	0.053 **	0.065 **	-0.018 **	-0.019 **	0.043 **	0.045 **
Works mainly men	0.131 **	0.031	0.174 **	0.042	-0.515 **	-0.399 **
Works mainly women	-0.418 **	-0.286 **	0.069 *	0.152 **	-0.041	-0.002
Union member represented	-0.286 **	-0.285 **	0.099 **	0.079 **	0.343 **	0.156 *
Constant	-5.633 **	-5.409	0.846 **	0.554 **	-4.911 **	-4.733 **
N	23964	21819	24229		23964	21819
Loglikelihood	-6905.28	-6036.63	-15228.06		-3765.03	-3200.38

+ **Samples.** All employees with manager information on a range of structural and human resource characteristics

*/** significant at 90/95 % confidence levels respectively

Appendix Table A1. WERS Variable Definitions

Variable	Mean	SD	Definition and WERS source variable
			<i>Employers' Family-friendly practice variables:</i>
Parental leave homework	0.434	0.496	Entitlement to non-managerial employees of parental leave 0/1 (ifamily1-80)
Term time	0.182	0.386	Entitlement to non-managerial employees of working at or from home in normal working hours 0/1 (ifamily1-8)
FT-PT	0.205	0.404	Entitlement to non-managerial employees of term-time only contracts 0/1 (ifamily1-8)
jobshare	0.586	0.493	Entitlement to non-managerial employees switching from full-time to part-time employment 0/1 (ifamily1-8)
nursery	0.389	0.488	Entitlement to non-managerial employees of job sharing schemes 0/1 (ifamily1-8)
childcare	0.079	0.27	Entitlement to non-managerial employees of workplace nursery or nursery linked with workp lace 0/1 (ifamily1-8)
flexitime	0.068	0.251	Entitlement to non-managerial employees of financial help/subsidy to parents for child care 0/1 (ifamily1-8)
Emergency	0.272	0.445	Employer has flexitime for some non-managerial employees 0/1 (itimear1-8)
Paternity leave	0.402	0.49	If employee has need to take time off at short notice, there is special leave or leave without pay to cover this 0/1, (ifmoff)
Paternity/parental	0.648	0.478	Employer has written policy giving male employees entitlement to specific period of leave when their children are born, or has another arrangement: 0/1, (imaleoff)
Number of policies	0.687	0.464	Either has parental leave or paternity leave variables 0/1
	2.857	1.972	Number of family-friendly policies, up to 9.
			Structural and performance variables
Estab 0-24	0.12	0.325	Reference group. Establishment size 0-24 employees, (Zallemps)
Estab 25-49	0.181	0.385	Establishment size 23-49 employees, 0/1 (Zallemps)
Estab 50-99	0.179	0.384	Establishment size 50-99 employees 0/1 (Zallemps)
Estab 100-199	0.177	0.381	Establishment size ≥100 employees and less than 199, 0/1 (Zallemps)
Estab 200-499	0.208	0.406	Establishment size ≥200 employees and less than 499, 0/1 (Zallemps)
Estab 500plus	0.136	0.342	Establishment size ≥500 employees 0/1 (Zallemps)
Org 10-499	0.351	0.477	Reference group. size of organisation 10-499 employees, (Auktot)
Org 500-1999	0.144	0.351	size of organisation 500-1999 employees, 0/1 (Auktot)
Org 2k-9999	0.211	0.408	size of organisation 2000-9999 employees, 0/1 (Auktot)
Org 10k-49999	0.15	0.357	size of organisation 10000-49999 employees, 0/1 (Auktot)
Org 50k+	0.144	0.351	size of organisation 50000 + employees, 0/1 (Auktot)
Industry categories:			
Community	0.051	0.219	Reference group. Other community services (asic)
Manufacture	0.136	0.343	0/1 (asic)
Energy/Utilities	0.037	0.188	0/1 (asic)
Construction	0.051	0.22	0/1 (asic)
Wholesale/retail	0.147	0.354	0/1 (asic)
Hotel &catering	0.058	0.234	0/1 (asic)
Transport	0.062	0.241	0/1 (asic)

Financial servs	0.046	0.21	0/1 (asic)
Business servs	0.104	0.305	0/1 (asic)
Public authorities	0.084	0.277	0/1 (asic)
Education	0.111	0.315	0/1 (asic)
Health	0.114	0.317	0/1 (asic)
public	0.309	0.462	Public sector organisation 0/1 (astatus)
foreign	0.103	0.304	foreign controlled: If private sector – foreign owned/controlled or predominantly foreign owned (51% or more) 0/1 (astatus and acontrol)
owner	0.129	0.335	owner controlled: If private sector but not PLC, and single individual or family have controlling interest over the company (i.e. at least 50 percent ownership) 0/1 (astatus and aconint)
multinational	0.22	0.415	multinational: organisation owns or controls subsidiary companies or establishments outside the UK 0/1 (asubsid)
Recognised union	0.559	0.497	union recognised by management for negotiating pay and conditions for any section of the workforce in the establishment, (erecog01-10) and has employees as members (Eanyemp), 0/1
Marketlocal	0.428	0.495	market for main product or service is primarily local or regional 0/1 (kmarket)
Market national	0.183	0.387	Reference group market for main product or service is primarily national 0/1 (kmarket)
Market international	0.126	0.332	market for main product or service is primarily international 0/1 (kmarket)
No competitors	0.082	0.275	Main competitors for main product (or service) are none 0/1 (Kcompet)
Few competitors	0.246	0.431	Main competitors for main product (or service) are few 0/1 (Kcompet)
Many competitors	0.403	0.491	Reference group. Main competitors for main product (or service) are many. (Kcompet)
Competitors missing	0.269	0.444	Main competitors for main product (or service) are missing. 0/1 (Kcompet)
Labour costs 50-75%	0.232	0.422	proportion of establishment sales revenue / operating costs accounted for by wages, salaries and other labour costs like pensions and national insurance is 50-75%, 0/1, (kprosal)
Labour costs 75%+	0.217	0.412	proportion of establishment sales revenue / operating costs accounted for by wages, salaries and other labour costs like pensions and national insurance is 75% or more, 0/1, (kprosal)
Labour costs missing	0.092	0.289	proportion of establishment sales revenue / operating costs accounted for by wages, salaries and other labour costs like pensions and national insurance missing, 0/1 (kprosal)
Labour costs 1-50%	0.458	0.498	Reference group. Proportion of establishment sales revenue / operating costs accounted for by wages, salaries and other labour costs like pensions and national insurance 1- 50%, (kprosal)
Workplace changes	3.813	2.209	number of workplace changes introduced by management in the past 5 years (0 to 7) (Lmanchal –8) out of: - changes in payment systems - introduction of new technology - changes in working time arrangements - changes in the organisation of work - changes in work techniques or procedures - introduction of initiatives to involve employees - introduction of new product or service
Above average financial performance	0.493	0.5	Manager assesses workplace's financial performance as a lot better or , better than average, 0/1 (kestper1)

			<i>HR practice and workforce variables</i>
Ethos	0.186	0.389	Manager thinks it is up to individual employees to balance work/family responsibilities: strongly agrees or agrees = 1/0 (aphras04)
IiP award	0.335	0.472	workplace/organisation accredited as an Investor in People 0/1 (baward)
Performance related pay	0.166	0.372	performance related pay – 0/1 Has performance related pay and proportion of non-managerial employees at workplace who received performance-related pay in the past 12 months was at least 20 percent (ffacto01-12 and fpernon)
Other fringe benefits	0.29	0.454	other fringe benefits – 0/1 Employees in largest occupational group entitled to any of the following non-pay terms and conditions: company car or allowances or private health insurance (fohttit1 to fohttit6)
HR specialist at establish	0.377	0.485	HR specialist at establishment, 0/1. (brelate)
HR specialist at HO	0.535	0.499	HR specialist at Head office (if multi-site) 0/1 (bsepar)
Consults on FF and EO	0.425	0.495	Whether workplace consultation committee discusses welfare services and facilities (eg. child care) or equal opportunities, 0/1 (dwhich01 to dwhich12)
Time to learn job 0-1 month	0.269	0.444	Reference group. Time to learn job for new employee in largest occupational group to job as well as more experienced employee already working here, up to one month, (cstuckin)
Time to learn job 1-6 months	0.5	0.5	Time to learn job for new employee in largest occupational group to job as well as more experienced employee already working here, 1-6 months, 0/1 (cstuckin)
Time to learn job 6+months	0.231	0.421	Time to learn job for new employee in largest occupational group to job as well as more experienced employee already working here, more than 6 months, 0/1 (cstuckin)
Difficult recruitment any	0.55	0.498	any recruitment difficulties across all occupational groups 0/1 (cavacdif1-9)
Difficult recruitment high occs	0.326	0.469	difficulty recruiting in the following occupational groups: 0/1 managers and senior administrative; professional; technical and scientific (cavacdif1-3)
Non manager /professional share	0.769	0.237	non-managerial level staff as proportion of all employees: managerial level staff includes the occupational groups, 'Managers and senior administrative' and 'Professional' (zcle_tot + zcrt_tot + zptc_tot + zsal_tot + zope_tot + zrou_tot / zallemps)
Female returner	0.162	0.368	encourage applications from women returning to work when filling vacancies 0/1 (cspecial1-6)
Employee involvement	12.89	2.361	Scale from aggregation of 4 manager attitude questions scored on 5 point scale strongly agree to strongly disagree. Those at the top are best placed to make decisions (aphras05) We do not introduce any changes here without first discussing the implications with employees (aphras08) Most decisions at this workplace are made without consulting employees (aphras10) We frequently ask employees at our workplace to help us in ways not specified in their job (aphras01)

Recent bad Industrial Relations	0.201	0.401	Recent industrial action or disputes: 0/1 Either Industrial action threatened or taken had a very/fairly important upward effect on size of pay settlement or review (gacti001-011) <u>or</u> There has been a collective dispute with any group of workers over pay or conditions in the last 12 months (gdispute) <u>or</u> Any unions in workplace threatened to take the following action in the last 12 months: strike, overtime ban or restriction, work to rule, go slow, blacking of work, work in / sit in, other industrial action (gpstyr1-7) <u>or</u> Unions in workplace have balloted their members to establish level of support for industrial action in the last 12 months (gballot)
No Equal Opps	0.142	0.35	Reference group No equal opportunity policy – (ipolicy, iwhynot1-7) Workplace (or organisation of which it is a part of) does <u>not</u> have a formal written policy on equal opportunities or managing diversity excluding those establishments which have a policy but have not written it down <u>or</u> who aim at being an equal opportunities employer.
Equal Opps medium	0.340	0.474	Workplace has a formal written policy on equal opportunities or managing diversity <u>or</u> workplace has a policy but not written it down No further action taken. 0/1 (ipolicy, iwhynot1-7, ipracti1-7)
Equal Opps high	0.514	0.5	Workplace has a formal written policy on equal opportunities or managing diversity <u>or</u> workplace has a policy but not written it down <u>and</u> one of following done by workplace or applies to workplace: Collect statistics on posts held by men and women Monitor promotions by gender, ethnicity etc. Review selection and other procedures to identify indirect discrimination Review the relative pay rates of different groups 0/1, (ipolicy, iwhynot1-7, ipracti1-7)
% female employees	0.498	0.284	Proportion of female to total employees in establishment (zfemfull+zfemprt/zallemps)
High female part time	0.376	0.485	Percent of part time in female workforce > %. (Zfemprt/zfemfull+zfemprt)
Discretion high	0.215	0.411	To what extent do employees in largest occupational group have discretion over how they do their work. Answer = a lot 0/1 (cdiscret)
% on regular overtime	0.42	0.336	Proportion of employees (in the largest occupational group) at this establishment regularly working overtime or hours in excess of the normal working week, whether paid or unpaid – (use mid point of banded categories jovertim)
Temp workers 25% +	0.187	0.39	Proportion of all employees at this workplace working on fixed term contracts is more than 25%. 0/1 (jfiterm)
			<i>HR Practices - Factor Analysis variables</i>
			High Commitment Management Practices – first factor eigenvalue>1. Factor score. Variables included, dummy variables 0/1
teams	0.743	0.437	≥ 40% of employees (in largest occupational group) working in formally designated teams
briefing	0.894	0.308	System of briefing for any section or sections of the workforce
committee	0.328	0.469	At least one committee of managers and employers at workplace primarily concerned with consultation rather than negotiation <u>and</u> committee is very/fairly influential on management's decisions affecting the workforce
qualcirc	0.477	0.5	Groups at workplace that solve specific problems or discuss aspects of performance or quality
survey	0.482	0.5	Management conducted a formal survey of employees' views or opinions during the past five years
			Other ways in which management communicates or consults with employees at establishment:
othcons1	0.388	0.487	Regular meetings with entire workforce present
othcons2	0.686	0.464	Systematic use of management chain/cascading of information
othcons3	0.286	0.452	Suggestion schemes

othcons4	0.636	0.481	Regular newsletters distributed to all employees
manviews	0.234	0.661	Management's general attitude towards trade union membership among employees at establishment – scaled variable, -1 not in favour of it, 0 neutral, 1 in favour of it
N	2191		

	<i>Mean</i>	<i>SD</i>	<i>Employee questionnaire variables</i>
Employee Commitment	10.72	2.442	'employee commitment' summated scale variable (scaled 3 to 15) created from 3 items (each scaled 1, strongly disagree, to 5, strongly agree) : <ul style="list-style-type: none"> - 'I share many of the values of my organisation' - 'I feel loyal to my organisation' - 'I am proud to tell people who I work for'
Lncommit	2.34	0.273	natural log of 'employee commitment'
Stress in job	0.444	0.497	Strongly agrees or agrees with statement. 0/1 'I never seem to have enough time to get my job done' (A8b)
Satisfied with pay	0.358	0.479	Very satisfied or satisfied with amount of pay received 0/1 (A10b)
Dissatisfied with pay	0.4	0.49	Very dissatisfied or dissatisfied with amount of pay received, 0/1 (A10b)
Job satisfaction scale	0	0.827	intrinsic job satisfaction composite normalised (3 items– scale 1, very dissatisfied, to 5, very satisfied): (A10) How satisfied individual employees are with the following aspects of their job: <ul style="list-style-type: none"> - 'The amount of influence you have over your job' - 'The sense of achievement you get from your work' - 'The respect you get from supervisors/line managers'
Feels secure in job	0.54	0.498	Strongly agrees or agrees with statement 0/1 'I feel my job is secure in this workplace' (A8c)
Good manager scale	0	0.959	composite scale normalised (5 items – scale 1, very good, to 5, very poor): (B8) How good managers at this establishment are at the following: <ul style="list-style-type: none"> - 'Keeping everyone up to date about proposed changes' - 'Providing everyone with the chance to comment on proposed changes' - 'Responding to suggestions from employees' - 'Dealing with work problems you or others may have' - 'Treating employees fairly'
Job is hard work	0.773	0.419	Strongly agrees or agrees with statement. 0/1 'My job requires that I work very hard' (A8a)
Annual pay	16.17	8.708	How much pay received in current job (12 categories recoded and transformed to mid-point annual pay in thousands)
age	4.34	1.41	mid point categorical variable /10.
female	0.51	0.49	gender dummy variable – 1, female 0, male
Poor health	0.05	0.23	Has a long-standing health problem or disability which limits what work can do, 0/1 (D7)
Ethnic minority	0.05	0.21	Belongs to a non-white group on list of 8 (D8)
Single	0.22	0.41	single 0/1 (D4)
Widowed/sep/divorced			Reference group. Either widowed, separated or divorced. (D4)
Married or cohab	0.69	0.46	living with spouse or partner 0/1 (D4)
Child 0-4	0.14	0.34	respondent has any children aged 0 to 4 years 0/1 (D3)
Child 5-11	0.19	0.39	respondent has any children aged 5 to 11 years 0/1 (D3)
Child 12-18	0.20	0.40	respondent has any children aged 12 to 18 years 0/1 (D3)
Nokids			Reference group. respondent has no children 0/1
Degree	0.25	0.44	respondent's highest educational qualification is a degree or postgraduate degree or equivalent 0/1 (D5)
Training	0.63	0.48	During the last 12 months employee has had 5 or more days training paid for or organised by employer, 0/1 (B2)

Regular overtime	0.16	0.36	Usually works more than 3 hours extra overtime per week and is normally paid. 0/1 (A4 and A5)
Part time hours	0.20	0.39	Usually works less than 30 hours per week (A3)
Temp or fixed term	0.07	0.26	Job is temporary or fixed term, 0/1 (A2)
Discretion	0.47	0.49	Has a lot of influence over 'How you do your work' 0/1 (A9c)
Job Tenure			Reference group. Years in total at this workplace less than 1. 0/1 (A1)
Job tenure 1-2 years	0.12	0.33	Years in total at this workplace 1- less than 2. (A1)
Job tenure 2-5 years	0.23	0.42	Years in total at this workplace 2- less than 5. (A1)
Job tenure 5+ years	0.48	0.49	Years in total at this workplace more than 5. (A1)
Job manager/ Prof	0.28	0.45	Managers and senior administrators or professional employee 0/1 (D9)
Job associate professional/ technical	0.10	0.30	Associate professional and technical employee (reference category) 0/1 (D9)
Job clerical/ secretarial	0.21	0.40	Clerical or secretarial employee 0/1 (D9)
Job craft/skilled	0.08	0.27	Craft or skilled service employee 0/1 (D9)
Job semiskilled	0.15	0.35	Personal and protective service or Sales 0/1 (D9)
Job unskilled/ operative			Reference group 0/1 Operative assembly or other occupations (D9)
Ethos	0.53	0.49	Strongly agree or agree with statement. Managers here are understanding about employees having to meet family responsibilities. 0/1 (B5b)
Consulted	11.33	3.86	Composite scale (1 to 20) constructed from 5 replies– 1, never to 4, frequently): (B7) How often asked by managers for views on workplace issues? - Future plans for the workplace - Staffing issues, including redundancy - Changes to work practices - Pay issues - Health and safety at work
Works mainly men	0.33	0.47	Type of work you personally do at this workplace is done only or mainly by men 0/1 (A7)
Works mainly women	0.34	0.48	Type of work you personally do at this workplace is done only or mainly by women 0/1 (A7)
Works Equal gender mix			Reference group. Type of work you personally do at this workplace is done equally by men and women 0/1 (A7)
Union member	0.40	0.49	Is a member of a trade union or staff association 0/1 (C1)
Represented	0.10	0.31	representation at work – member of a trade union or staff association and frequently in contact with worker representatives 0/1 (C3)

Parental	0.28	0.45	If you personally needed parental leave would it be available at this workplace? 0/1 (B3)
Job share	0.18	0.38	If you personally needed job share would it be available at this workplace? 0/1 (B3)
Working at of from home	0.11	0.32	If you personally needed to work at or from home would it be available at this workplace? 0/1 (B3)
Flexitime	0.34	0.47	If you personally needed flexible working hours (flexitime) would it be available at this workplace? 0/1 (B3)
Child care	0.04	0.19	If you personally needed a workplace nursery or help with the cost of childcare would it be available at this workplace? 0/1 (B3)
Emergency	0.64	0.48	If you needed to take a day off work at short notice for e xample, to look after a sick family member, how would you usually do it? Use paid leave =1/0 (B4)
N	28215		

Table A2. Likelihood of employees thinking they have access to family-friendly policies (Stepwise results) both employee and employer characteristics included.

Explanatory variables	Parental Leave		Job share		Homework		Emergency leave		Nursery/ child care		Flexitime	
	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t
Estab 25-49	-0.130	0.01 **							-0.531	0.00 **	-0.102	0.04 **
Estab 50-99									-0.241	0.07 *		
Estab 100-199											0.283	0.00 **
Estab 200-499	0.094	0.04 **	0.213	0.00 **	-0.086	0.17 **			0.848	0.00 **	0.076	0.13
Estab 500+	0.104	0.06 *	0.279	0.00 **					1.296	0.00 **	0.195	0.00 **
Orgsize 500+									-0.258	0.04 **		
Org 2k-9999	0.120	0.01 **	0.066	0.20			-0.052	0.17	-0.484	0.00 **	0.219	0.00 **
Org 10k-49999	0.132	0.02 **	0.162	0.01 **			-0.106	0.02 **	-0.413	0.01 **	0.271	0.00 **
Org 50k+	0.212	0.00 **							-0.950	0.00 **	0.239	0.00 **
Manufacturing			-0.649	0.00 **			0.273	0.00 **	-1.459	0.00 **		
Energy/utilities	-0.166	0.04 **	-0.343	0.00 **	0.711	0.00 **	0.863	0.00 **			0.539	0.00 **
Construction	-0.139	0.12					0.271	0.00 **	-0.833	0.01 **		
Whole/retail			-0.791	0.00 **	-0.154	0.17			-1.738	0.00 **	0.206	0.00 **
Hotel&Cat	-0.372	0.00 **	-0.302	0.02 **			-0.111	0.14	0.463	0.02 **	0.313	0.00 **
Transport			-0.405	0.00 **	0.646	0.00 **	0.112	0.11	-1.506	0.00 **		
Financialservs					0.499	0.00 **			-2.561	0.00 **	0.388	0.00 **
Business servs	0.187	0.00 **	-0.308	0.00 **	0.573	0.00 **	0.109	0.06 *			0.413	0.00 **
Public authorities	0.326	0.00 **	0.329	0.00 **	0.382	0.00 **	0.249	0.00 **			1.259	0.00 **
Education			-0.492	0.00 **	-0.282	0.01 **	-0.507	0.00 **	0.320	0.03 **	-0.931	0.00 **
Health	-0.177	0.00 **	-0.313	0.00 **	0.177	0.09 *			0.276	0.04 **	0.114	0.11
Foreign	0.073	0.19	-0.292	0.00 **	0.187	0.02 **	0.093	0.09 *	0.367	0.01 **		
Owner	0.126	0.05 *	0.183	0.06 **			-0.096	0.06 *	0.245	0.18	0.209	0.00 **
Multinational	-0.105	0.02 *					-0.069	0.08 *			-0.157	0.00 **
Recognised union	0.238	0.00 **	0.430	0.00 **					0.197	0.08 *	0.187	0.00 **
Local market			0.185	0.01 **	-0.162	0.01 **	-0.075	0.09 *	-0.215	0.05 *		
Internat markt			-0.137	0.18	-0.201	0.02 **	0.151	0.01 **			-0.143	0.01 **

Explanatory variables	Parental Leave		Job share		Homework		Emergency leave		Nursery/ child care		Flexitime	
	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t
NoCompetitor			0.122	0.08 *			0.121	0.04 **	-0.544	0.00 **	-0.082	0.13
Few Competitor	-0.064	0.10			-0.109	0.08 *			-0.405	0.00 **		
Competitors missing			0.349	0.00 **			0.104	0.03 **	-0.419	0.00 **		
Lab costs50-75%	-0.055	0.15	0.104	0.09 *			0.114	0.00 **	-0.327	0.00 **		
Lab costs 75%+			0.132	0.04 **	-0.158	0.01 **			-0.322	0.00 **	-0.168	0.00 **
Labour costs missing			0.194	0.01 **			0.117	0.04 **				
Workplace changes	-0.014	0.07 *			-0.017	0.14	-0.027	0.15			-0.013	0.09 *
Above average financial perform			-0.065	0.11	0.159	0.00 **			-0.106	0.16		
% female employees	0.231	0.01 **	0.928	0.00 **					0.369	0.12	0.480	0.00 **
High female PT			-0.142	0.01 **	-0.264	0.00 **	-0.072	0.06 *	-0.156	0.12	-0.111	0.01 **
Share non-man/prof	-0.112	0.17	-0.330	0.00 **	-0.731	0.00 **	0.129	0.11	-0.410	0.02 **	-0.646	0.00 **
Recruit difficulties	-0.120	0.00 **	-0.064	0.12	-0.140	0.01 **			-0.221	0.01 **	-0.185	0.00 **
Recruit returner female	0.193	0.00 **	0.258	0.00 **			-0.099	0.01 **	0.582	0.00 **	0.194	0.00 **
Time to learn 1-6 mths	0.167	0.00 **	0.075	0.17	0.224	0.01 **			0.143	0.18	0.168	0.00 **
Time to learn 6+mths	0.140	0.00 **	0.118	0.05 *	0.222	0.00 **			0.335	0.00 **	0.107	0.03 **
Discretion high												
Temp workers 25%+	0.088	0.05 *	-0.078	0.18	0.119	0.04 **	0.084	0.03 **	0.304	0.00 **	0.133	0.00 **
Family friendly ethos	0.107	0.01 **	0.197	0.00 **			0.051	0.17	0.219	0.01 **	0.079	0.05 *

Explanatory variables	Parental Leave		Job share		Homework		Emergency leave		Nursery/ child care		Flexitime	
	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t	Coeff.	P< t
Investor in People	0.067	0.06 *			-0.169	0.00 **			-0.116	0.16		
Performance related pay	0.116	0.01 **			0.084	0.18						
Other fringe benefits			-0.090	0.05 **	0.263	0.00 **			-0.286	0.00 **		
% on regular overtime	-0.143	0.01 **	-0.249	0.00 **	-0.125	0.10			-0.861	0.00 **	-0.264	0.00 **
HR specialist at establishment	0.062	0.13	0.240	0.00 **	-0.121	0.02 **			0.384	0.00 **	-0.082	0.04 **
HR specialist at HO	0.119	0.00 **	0.095	0.03 **	0.215	0.00 **			0.406	0.00 **		
Consults on EO/FF	0.069	0.06 *					0.091	0.00 **				
Equal Opps medium	0.139	0.03 **	0.216	0.00 **								
Equal Opps high	0.173	0.01 **			0.243	0.00 **			0.219	0.03 **	0.066	0.07 *
Recent bad IR	0.089	0.03 **	0.178	0.00 **	0.176	0.00 **	0.124	0.00 **	0.124	0.15		
High Commit management									0.213	0.00 **	0.044	0.09 *
Employee involvement					0.015	0.19					0.021	0.00 **
Constant	-2.177		-4.232	0.00 **	-5.717	0.00 **	0.639	0.00 **	-3.857		-2.326	0.00 **
N	21819		21819		21819		22059		21819		21 819	
Loglikelihood	-11797.24		-8177.34		-5938.07		-13600.04		-2972.37		-12232.55	

+ **Samples.** All employees with manager information on a range of structural and human resource characteristics

*/** significant at 90/95 % confidence levels respectively

Notes

¹ The EU data reported in Evans (2001) are from the Second European Survey of Working Conditions and consist of logit models for sick child leave, maternity leave, parental leave and child day care. Unfortunately, the significance levels of the coefficients are not reported. It is difficult, therefore to draw specific comparisons with our data. We can only summarise the main conclusions reported by Evans.

² Reliable sources of information about the dissemination of family-friendly practices are scarce and incomplete. The Labour Force Survey is the most long-standing collection of national information on the use of non-standard working time. The Workplace Industrial Relations Survey (WIRS), (Casey et al, 1997) is confined to the use of flexible working. The Maternity Rights Survey (Callender et al, 1997) provides the basic population sample of mothers and fathers after childbirth in Forth et al (1997). The National Child Development Study (NCDS) has limited information of parental working hours and their impact on family responsibilities (Ferri and Smith, 1996). In addition, The Workplace Employee Relations Survey (WERS),(Cully et al,1998) has some information on access to family-friendly arrangements but not on use, while the British Social Attitudes Survey (BSAS), provides useful material about the gap between access and use (Thomson, 1996). Other surveys of employers, such as Equal Opportunities Review (1995), Incomes Data Services (1995) and CBI (1998) provide differing results from employees' surveys.

³ The survey also contained a panel element link to the earlier WIRS surveys of 1980, 1984 and 1990 but this is not used in the analyses described in this Report.

⁴ Since 90 per cent of employees in the survey said they had access to one or other provision it was not thought useful to model whether an employee had access to ANY of the list of provisions, there being too little variation to explain.