



**Top Employers
for Working Families**



Top Employers

for Working Families A-Z List
and Awards 2010



in partnership with **ies** and myfamilycare

Media partners



Top Employers for Working Families A-Z List and Awards 2010



Working Families is the UK's leading worklife organisation. It supports and gives a voice to working parents and carers, whilst also working with employers to create workplaces which encourage worklife balance and high performance for everyone.

The Top Employers for Working Families benchmark and awards have been a great success this year. They have been developed by Working Families in partnership with the Institute for Employment Studies, and with much valuable feedback and guidance from many of our employer members, to help us create something of really practical and strategic value to all of you. The benchmark is there for organisations to understand where they are in terms of embedding a flexible, supportive and inclusive culture; the awards are there to highlight specific examples of good practice and innovation. Participants in both the benchmark and the awards have been kept anonymous throughout the various stages of assessment and judging, to ensure objectivity.

Organisations large and small, across all sectors, have been trialling and implementing work-life initiatives for a number of years. The benchmark offers an opportunity for reflection about what is working well and where there is scope for further development and improvement. Organisations are often curious about what their peers and competitors are doing around work-life flexibility. Now they are able to measure how they compare, and to track their progress on an annual basis through the benchmark.

What did the Top Employers for Working Families benchmark tell us? Perhaps, crucially, that flexible cultures are more important than flexible policies. Options about flexible working are not the same thing as opportunities to work flexibly. Many organisations appear to be better at policy than they are at practice; monitoring of flexibility is patchy: organisations need to monitor more widely and consistently. Organisations also need to think about really promoting flexibility to employees who are not mothers of young children: there is much good work around maternity leave and pay, and reminding women of their rights to flexible working on the return from maternity leave, but other employee groups, strikingly fathers, do not enjoy the same level of focus that maternity gets.

What should employers do next, based on the results of this year's benchmark? Work-life policies are well-established now, which is reflected in the relatively sophisticated array of flexible working policies and

enhancements to statutory support for working parents and carers that employers have demonstrated in the benchmark and awards. What needs to happen now is to fully embed these policies within organisations as part of a high-performance culture. To achieve this, there are a number of things which should be done.

- address the policy gaps to encourage culture change across their workforce and all grades. There are some surprisingly common blind-spots, like not making the Right to Request flexible working available to all employees, and overlooking the notable disparity between maternity and paternity provisions;
- monitor more closely, to find out who is doing what, and to ensure that choosing to take on a flexible working pattern for a period does not necessarily mean limitations on career progression;
- develop understanding of how flexibility benefits the organisation in terms of performance and productivity, and be able to quantify this; and,
- address manager training. Much flexibility, whether around working patterns or around support for people with long or short term care responsibilities, is at the discretion of the line manager. Many organisations are rightly proud of the culture of informal flexibility which can result from this. However, the benchmark evidence does suggest that it remains very important to monitor how policy and discretionary arrangements are implemented in order to be sure that there is consistency across all grades, employee groups and business units. It is also clear that managers should be trained, so that they can deliver, via their support for employees, the business benefits which we know flow from flexible cultures.

By acting on these areas employers will encourage and embed the idea that flexibility and organisational success go hand-in hand.

Sarah Jackson

CEO
Working Families
www.workingfamilies.org.uk

Mary Mercer

Principal Consultant
Institute of Employment Studies
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IES is an independent, apolitical, international centre of research and consultancy in HR issues. It works closely with employers in all sectors, government departments, agencies, professional bodies and associations. IES is a focus of knowledge and practical experience in employment and training policy, the operation of labour markets, and HR planning and development. IES is a not-for-profit organisation.



We are delighted to be partnering with Working Families to deliver these awards. It's been great to see both the number and variety of entrants as well as the level of detail involved. It's also been incredibly rewarding seeing the amount of interest generated and for the Working Families team to receive the recognition that all their hard work and commitment to the flexible working agenda deserves.

My Family Care spends its time helping enlightened employers support their working parents and carers. More and more of us combine work with care commitments and I believe, passionately, that the employee who finds a way to combine career and family will be the most engaged and productive member of any team. In my job I see that belief being validated every single day.

However, proving the business case to the outside world must remain an absolute priority. In that context I am thrilled with the benchmarking report: it represents a massive step forward in winning the argument that career and family are not in competition with each other.

Ben Black

Founder, My Family Care

About My Family Care

My Family Care is the UK's leading provider of family-friendly benefits. We're uniquely positioned to help employers with their working parent and carer strategies AND implement employee solutions. Through strategic guidance, backup child and eldercare services, comprehensive coaching solutions and our other bespoke services, we make a genuine difference to our clients' businesses and the lives and careers of their employees.

www.myfamilycare.co.uk



Top Employers for Working Families

Top 10 A-Z

Berwin Leighton Paisner LLP
BT Group
Castlebeck
Centrica Plc
Chelsea & Westminster Hospital NHS Foundation Trust
Chwarae Teg
Department of Business, Innovation and Skills
Deutsche Bank
McDonald's Restaurants
PricewaterhouseCoopers LLP

Top 30 A-Z

Allianz Insurance UK
American Express
Ashurst LLP
Berwin Leighton Paisner LLP
Bradford & Airedale NHS
BT Group
Castlebeck
Centrica Plc
Chelsea & Westminster Hospital NHS Foundation Trust
Chwarae Teg
Competition Commission
Department for Business, Innovation and Skills
Deutsche Bank
Ford Motor Company
Henmans LLP
HM Revenue & Customs
Jaguar Land Rover
KPMG
Legal & General Group Plc
London School of Economics and Political Science
McDonald's Restaurants
Ministry of Justice
Plinkfizz Limited
PricewaterhouseCoopers LLP
Registers of Scotland
Sysdoc Limited
The Mid Yorkshire Hospitals NHS Trust
The Royal Bank of Scotland
University Hospital of South Manchester NHS Trust
Workplace Options

Judging

Every stage of our judging process is anonymous, none of the judges know who the companies are which they are judging: we believe this is unique within industry awards, and it ensures the full integrity of the A-Z List and Awards.

This year we were honoured to have as our judges, all exceptional leaders in their fields: Distinguished Professor Cary Cooper CBE, Lancaster University Management School; Craig Jones MBE, Global Head of Diversity

Special Award Category Winners

Categories

Winners

Innovation Special Award	Citi <i>Special Commendation: The Co-operative</i>
Best for Flexible Working	Centrica Plc <i>2nd place: American Express</i>
Best for Maternity	Ford Motor Company <i>2nd place: Citi</i> <i>Special Commendation: Deutsche Bank</i>
Best for Fathers	Centrica Plc
Best for Carers/Dependent Care Support	Centrica Plc
Best Emergency Childcare	The Royal Bank of Scotland
Best Implementation of Childcare Voucher Scheme	PricewaterhouseCoopers LLP
Best Recruitment Policy for Parents and Carers	Plinkfizz Limited
Best Career Progression for Parents and Carers	<i>No winner</i> <i>Special Commendation: Henmans LLP</i>
Best SME (1-250 employees)	Chwarae Teg
Best in Financial Services Sector	Deutsche Bank
Best in Professional Services Sector	PricewaterhouseCoopers LLP
Best in Public Sector	Department for Business, Innovation and Skills



at Barclays Wealth; Mary Mercer, Principal Consultant, Institute for Employment Studies; Sarah Jackson OBE, Chief Executive, Working Families.

Huge congratulations to all organisations which have made the Top 30 A-Z List and Special Award Categories.

American Express



Sponsor of Top Employers for Working Families Top 10 A-Z

American Express is a diversified worldwide travel, financial and network Services Company founded in 1850. It is a leader in charge and credit cards, Travellers Cheques, travel and insurance products.

American Express is one of the world's most trusted and powerful brands. Our name stands for security, service and personal recognition. This reputation attracts customers and business partners, inspires our employees, and is valued by investors.

Forged over 160 years of doing business, our brand continues to set us apart from the competition. A global leader in customer service, we strive to understand our customers, treat them with respect, and go the extra mile to help them.

With over 60,000 employees across the globe, 5,500 in the UK, American Express takes great pride in fostering a working environment that encourages different backgrounds, talents and perspectives to thrive.

"Creating an environment that enables American Express to be inclusive, both internally and externally is a business imperative. To get there, we champion our diverse talent efforts and support the business lines to understand and engage the broadest base of current and potential employees and customers worldwide."

Kerrie Peraino, Chief Diversity Officer.

We strive to support our employees to combine work with family commitments and believe this award is important. Flexible working has become a fundamental part of the employee value proposition at American Express, with over 60% of employees in the UK working a flexible working arrangement. We know that flexible working arrangements are a way of working that both men and women care about. We focus on a performance based culture rather than one of workplace presence, known as BlueWork using 4 workstyles that are adopted globally: "Home (working from home full time), "Roam" (no set location), "Hub" (own office/desk) & "Club" (share hotdesks with group).

The Global Diversity & Inclusion Strategy for 2010 is locally executed throughout the Diversity Councils set up in each country. Each year, the leadership teams identify their three areas of focus. The priorities for 2010 include the following amongst others: a global focus of female successors to Senior Leader roles and the global expansion of flexible working options.

As part of our commitment to promote a diverse and inclusive workplace, American Express supports a number of employee networks. These networks contribute to the professional development of its members and provide invaluable insights into the changing needs and expectations of employees and customers. We have over 67 network chapters worldwide with 5 active chapters in the UK. They are:

1. Black & Asian Network (BAAN)
2. Hispanic Origin & Latin-American Network (HOLA)
3. Gay, Lesbian, Bisexual, Transgender Network (PRIDE)
4. Women's Interest Network – London
5. Women's Interest Network – Sussex

American Express is proud to be sponsoring the Top Employers for Working Families 2010 award. We recognise the real value in providing support to working parents, and our culture and commitment benefits the individual and the business.

www.AmericanExpress.com



Citi's is present in more than 100 countries, where some 98 percent of our employees are local, Citi is perhaps one of the most diverse companies in the world. At Citi, we recognize diversity as one of our competitive advantages; an advantage that we gain by fostering a workforce with differing backgrounds, perspectives and ideas. That is why we maintain a strong emphasis on drawing talent from around the world and on promoting an inclusive work environment where all of our employees can develop, contribute and succeed. At Citi we recognize a diverse workforce understands clients better and is more creative and innovative on their behalf and in turn, this can translate into greater market share and greater returns for our shareholders. Our strong commitment to diversity continues, as we make progress toward achieving our company goals to be the employer of choice, service provider of choice, business partner of choice and neighbour of choice.

At Citi we understand and appreciate that parenthood does not just affect working Mums. Continuing the theme of wanting to support our staff through critical transitions, in June 2007 we piloted a session for New & Expectant Fathers. Our data showed that new Dads were somewhat 'forgotten' in our provisions at the time. We now run New Dads sessions quarterly. Our learning is that new Fathers may be less informed about available policies and support structures that could help them. The sessions have an emphasis on helping them to balance work and home commitments, and we positively encourage them to take Paternity Leave. Through this programme we are having a positive effect on the working lives of our new Fathers. An addition to the New Dads workshops we piloted a 'Staying Connected' programme this year for fathers who are separated from their children. This pilot has proved to be a success and we are working on bringing this programme into our regular suite to parenting skills workshops.

At Citi we continue to see value in our commitment to the Fathers Agenda and the development of programmes specifically for Fathers, which is why we are proud to be the sponsor of the Working Families Fathers Award.

www.citigroup.com





Deutsche Bank

Sponsor of Best in Professional Services Sector Award

Who are we?

Deutsche Bank has a truly global reach. Throughout the world, we're active in many markets, economies and financial sectors, and today are one of the worlds' largest investment banks. Employing over 78,000 people and serving 14 million customers in 72 countries, our international reach provides our workforce with unprecedented opportunities to develop their careers and achieve their ambitions.

Our Commitment to Diversity

At Deutsche Bank we believe that diverse teams are smart teams; that success comes from many perspectives and that diversity is vital to delivering innovative solutions for our clients.

Diversity matters to us because our employees perform at their best when they are in an inspiring and inclusive environment and this enables us to provide outstanding solutions for our clients. By recognising and respecting individuality we create a diverse and inclusive work environment that allows us to:

- 1. Recruit and retain the best talent.** Deutsche Bank seeks talented individuals from a variety of backgrounds and perspectives which reflect the growing diversity of the places where we do business and the clients that we serve.
- 2. Deliver innovative and creative solutions to our clients.** A diverse workforce stimulates innovation by promoting creative thinking, inspiring new ideas from different perspectives, and motivating employees to perform to the best of their ability.
- 3. Succeed in a globally integrated and competitive market.** Our refined cultural understanding allows us to reach a wider spectrum of clients and diverse segments of the market which is essential to realize our vision and provide strong value to our shareholders.

Deutsche Bank and Working Families

As longstanding members of Working Families we share a common goal which is to provide working parents with a better balance between responsibilities at home and work. We understand that all employees have commitments and interests outside of the workplace. Family matters such as child care, education, and elder care are important aspects of our employees' lives, as well as personal interests and community involvement.

We are proud to be the sponsors of the Best Professional Services Award 2010 and extend our congratulations to the five shortlisted firms for their outstanding achievements - Berwin Leighton Paisner LLP, PricewaterhouseCoopers LLP, Plinkfizz Limited, Sysdoc Limited and Workplace Options.

www.db.com

Edenred is a leading name in the incentives, rewards and benefits market and comes with a reputation for excellence all over the world. Always innovating and creating exciting new products, Edenred is committed to helping companies of all types and all sizes boost employee engagement, heighten motivation and improve performance.

Any business looking to improve productivity and boost performance must always keep their key people fully motivated and fully engaged. With this in mind, Edenred offers a wide range of incentives, rewards and benefits solutions, individually designed to fit your goals, your audience and your budget.

We have an unrivalled ability to deliver our products through a choice of paper, card or electronic solutions, with our online platforms providing the most efficient and satisfying experience for the user.

So whether you want to improve engagement among your employees, your customers or your business partners, Edenred has the capabilities to deliver all the right products and all the right results, every time.

In the UK, Edenred offers a unique and unrivalled total reward solution, encompassing:

Employee Benefits:

Solutions that cover the management of your flexible and voluntary benefits, employee discounts and salary sacrifice schemes, and which can be deployed to drive engagement at a company-wide level or focused around specific segments of your workforce.

Incentives and Rewards:

Solutions that can motivate, create behavioural change and improve performance, all centred around the widest choice of reward platforms and mechanisms with the widest choice of redemption options.

Expense Management:

Solutions that help streamline and simplify your routine payment processes, reduce administrative burden, save money and make life easier for everyone.

Communication Services:

Services that ensure that your investment in incentives, rewards and employee benefits are understood, valued and appreciated to deliver maximum returns for your business.

As the pioneers of Childcare Vouchers, our vast experience means that we know how to run successful schemes for all types and sizes of organisation and we offer an easy, flexible and efficient service to employers, working parents and childcare providers alike.

We pride ourselves on innovation and our childcare voucher scheme gives organizations and their working parents so much more, including discounts on a range of lifestyle products and services, a family advice line and a unique online tax credit estimator.

We fully support Working Family's ethos of helping employers to engage their working parents and are proud to help support this event.

Since we help organizations implement successful Childcare Voucher schemes every day, we have a natural alignment with the category: "Best Implementation of Childcare Voucher Scheme".

Ernst & Young

Sponsor of Innovation Special Award

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 144,000 people are united by our shared values and an unwavering commitment to quality.

Diversity and Inclusiveness is key to the culture of Ernst & Young. It enables our people, our clients and our wider communities to achieve their potential and make a difference, wherever they come from and whatever their characteristics. A sustainable, inclusive culture helps enable us to deliver a high quality service to our clients, create competitive advantage and drive market leadership.

As a long-time supporter of Working Families, we are delighted to sponsor an award in 2010. Ernst & Young is well known for its innovation, thought leadership and long standing support for entrepreneurial achievement, so to sponsor the "Special Award for Innovation" category and help celebrate other innovative practices aligns with our values. Our history of celebrating innovation and entrepreneurship is evidenced by our globally acclaimed "Entrepreneur Of The Year" awards programme, which exemplifies Ernst & Young's commitment to excellence in the field of innovation and entrepreneurialism.

We believe that it is the responsibility of all employers, to recognise that the traditional models of work have changed. In order to recruit and retain the best people, working practices need to be adapted according to the needs of a 21st century workforce.

Richard King, Deputy Managing Partner and D&I Sponsor for the firm says, "Enabling our people to have more control over their own working practices, together with ensuring that we support our parents and retain our maternity returners are all things that not only benefit our people, but the firm as a whole. At Ernst & Young we're very proud to be a family friendly employer and are committed to continuing to promote and support flexible working practices for all our people."

www.ey.com

Legal & General

Sponsor of Best Recruitment Policy for Parents and Carers Award



Our Business:

Legal & General is one of the UK's top rated companies for financial strength, with a strong brand and reputation. Legal & General makes financial security easier to achieve for millions of people.

To many retired people, the pension fund they have built up is what they now depend on. To people of working age, the savings they make into ISAs, unit trusts and pension funds are a vital source of reassurance today and financial security in the future.

At every stage of life, people seek financial security and protection for themselves, their loved ones and their possessions. Through our range of general insurance and protection products we help protect the lives, the health, the homes and the belongings of millions of people.

Our principles include providing good value products to meet our customers' needs through the various stages of their lives. So, it is natural that included in our commitment to employees is to adopt policies and practices which encourage an appropriate work-life balance, to assist them to meet their family needs.

Our People:

Like many employers, we provide the opportunity for self-improvement and career development, but we also place a really high value on co-operation and teamwork. We can offer opportunities at various levels and are committed to train and develop our people so that they can reach their maximum potential.

We foster a supportive, ethical culture that most people naturally feel comfortable with, yet we don't sacrifice competitiveness as a driver for progress. We recognise the importance of employee engagement and our strong, open partnership with our recognised Union, Unite, helps achieve this.

Family-friendly workplace

Over the last decade, Unite have contributed to the development of our family-friendly policies and put forward to the company a strong business case for flexible working. Legal & General recognise the benefits flexible working can bring to help balance out the needs of the business and employees' work commitments as well as responsibilities outside of work. We make it clear to employees in our Working Hours policy that it is acceptable for employees to work an average of their contracted hours rather than having to work their contracted hours every day or week (linked to the needs of the business).

Several years ago, Legal & General extended its Flexible Working policy to all employees, beyond those legally entitled to ask for a change to their working pattern. Whilst we have a good track record in accepting requests to work flexibly, we are also looking to make improvements in this area in terms of our recruitment processes.

Some of the policies we have introduced to support our approach to flexible working include offering 2 weeks fully paid paternity leave, the ability to buy/sell 5 days holiday each year and an enhanced package for both maternity and adoption leave. We also allow decisions to be made locally, by teams on variations and temporary adjustments to working patterns.

Award sponsorship

We wanted to sponsor an award to demonstrate our commitment to parents, and particularly to carers. Legal & General funds the Princess Royal Trust for Carers website, the first dedicated website which helps experts support unpaid family carers.

www.legalandgeneral.com

LLOYDS
BANKING
GROUP



Lloyds Banking Group

Sponsor of Best Career Progression for Parents and Carers Award

Lloyds Banking Group is a leading UK based financial services group providing a wide range of banking and financial services to personal and corporate customers.

Our main business activities are retail, commercial and corporate banking, general insurance and life, pensions and investment provision offered under brands including Lloyds TSB, Halifax, Bank of Scotland, Scottish Widows, Clerical Medical and Cheltenham & Gloucester. We believe this means we must build a leadership position not on the basis of scale but on the foundations of reputation and recommendation. Of course, for an organisation of our scale, this comes with a big responsibility – serving over thirty million people means we have a clear role to play in society; through helping our customers every day.

To deliver a great and trusted service to our customers, it is critical that our colleagues are given every support and leadership to deliver to the very best of their abilities. That means the right training and the right working environment. Between our customers and our colleagues, Lloyds Banking Group has a significant footprint in communities across the UK, a position we treat with great respect and responsibility.

Whether it is for our customers, colleagues or communities, we recognise that working families play a critical and central role, particularly during economically challenging times. Lloyds Banking Group is proud to vocally support drives to strengthen the foundations for a family-friendly society.

We live true to these aims within Lloyds Banking Group with strong family-friendly practices, from parental-leave policies, executive support and line manager training through to a range of options for those seeking to work flexibly. Indeed, this year will see the organisation go further, launching an innovative suite of support and tools to help all colleagues to balance their work and home commitments – something acutely important for those with family responsibilities.

Through our products and service, through our employment offerings and through our leadership beyond Lloyds Banking Group, we want to play an active part in recognising those employers who are truly making a difference, sharing their great practice and encouraging others to follow suit.

So, it is with great pleasure that Lloyds Banking Group sponsors and congratulates the Top Employers for Working Families A-Z List and Awards 2010.

www.lloydsbankinggroup.com

Overview

Around the world, McGraw-Hill provides people with the information and insights they need to adapt and grow in changing times.

Our business spans the fields of financial services, education, and business information with leading brand names such as Standard & Poor's, McGraw-Hill Education, Platts, and J.D. Power & Associates.

By working together with our customers and partners, these brands are laying the foundation for a smarter, better world.

"Diversity is a core value of The McGraw-Hill Companies, and our commitment to a diverse work environment spans generations. Today, our reputation for integrity, quality and innovation depends on our ability to transform the diverse experiences, perspectives and ideas of our employees into outstanding information services and analysis that meet the financial, education and business needs of our customers worldwide.

I believe that we are at our best when the men and women of The McGraw-Hill Companies work and thrive in a dynamic environment where inclusion is encouraged, differences are respected, and diversity is of paramount importance."

Harold McGraw III

Chairman, President and CEO

Our Commitment

For The McGraw-Hill Companies, diversity is much more than ensuring equal employment opportunity. It is a core value reflected in our leadership's commitment to an inclusive workplace that values each individual and their contributions and enables them to reach their full potential.

As global competition increases, our commitment to a diverse and inclusive work environment becomes ever more critical to our future success. In an increasingly global marketplace, the diverse characteristics, perspectives, ideas and backgrounds that our employees bring to the table give us a vital competitive edge in anticipating and exceeding our customers' needs.

Supporting work/life balance of all our employees is important and we are pleased to sponsor the Top Employers Awards for Working Families to recognise the importance of flexibility in the workplace.

www.mcgraw-hill.com



National Grid

Sponsor of Best for Flexible Working Award

As the largest utility in the UK and the second largest utility in the US, National Grid plays a vital role in delivering gas and electricity to many millions of people across Great Britain and the Northeast US. We're taking a leading role in shaping the energy landscape, and seeking to ensure that efficiency, affordability and security of supply go hand in hand with environmental responsibility and sustainability.

As a responsible employer, National Grid offers its employees with a range of benefits which are family friendly and help to provide a sound work-life balance. We also strive for continuous improvement in this area.

We recognise that Flexible Working enables National Grid employees to balance their working lives with other interests and responsibilities by providing the time needed to focus on themselves, care for dependants or fulfil other aspirations.

We also recognise that National Grid as an employer can also reap the benefits. Flexible working practices help to ensure valuable people are retained and avoid the lengthy process of recruiting and developing replacements. Flexible working practices raise employee motivation and our ability to adapt to change within the organisation: these are two factors which are essential for a successful business.

National Grid is proud of its association with Working Families and the sterling work they do in helping children, working parents and carers and their employers find a better balance between responsibilities at home and work. We were honoured to be recognised as a Top 20 Employer for Working Families in 2009.

This year, we are delighted to have the opportunity to sponsor the Award for Flexible Working, and offer our congratulations to all those short-listed and, in particular, the deserving winners across the categories for all their efforts to support Flexible Working.

www.nationalgrid.com



Media Partners

HR Magazine

HR is delighted to support this year's Top Employers for Working Families. The business case for creating a family-friendly work environment has been long proven but there is still much to be done to embed family-friendly practices into business culture. Too often business can pay lip-service to it, suddenly back-tracking from practices such as flexible working when times are tough. Those that have really embraced family-friendly working realise the benefits in terms of engagement, retention and productivity. For this reason it is important to showcase companies that are leading the way in this area and to highlight best practice. Top Employers for Working Families does just this and is a valuable addition to the field.

Siân Harrington, Editor

www.hrmagazine.co.uk



Recruitment Consultant

Recruitment Consultant Magazine is proud to be a media partner for these awards.

Flexible working for families is rightly high up on the agenda within the new era of good recruitment practice. We truly believe that the right support from employers will not only help families but will also help improve a society struggling to find work/life balance. Working Families is at the forefront of this drive. Many businesses are beginning to see the positives, but some will no doubt be struggling to grasp the benefits of flexible working; but to children and other dependents, their mother, father and carer have the most important job in the world and need support to fulfil it. Working Families perfectly pitches its drive for a flexible and therefore happier UK plc.

Jim Tanfield, Editor

www.rec-con.co.uk





Working Families is the UK's leading work-life organisation. The charity supports and gives a voice to working parents and carers, whilst also helping employers create workplaces which encourage work-life for everyone.

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www.workingfamilies.org.uk

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 working families in partnership with  ies and  myfamilycare

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