



Technical Report



Glasgow Centre for Population Health

Changing nature of work in the
voluntary sector in Glasgow

**Rocket Science UK Ltd
10 March 2015**

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1. Introduction

This Technical Report complements our Final Report and contains tables, graphs and qualitative analysis for all the questions from the Questionnaire research conducted by Rocket Science and Why Research during Summer and Autumn 2014.

The research phase consisted of face to face interviews with **163 individuals in 71 organisations** using a Questionnaire developed by GCPH. This followed a pilot phase during which we tested different methods of completing this questionnaire (ie online, telephone, face to face). Participants were entered into a prize draw as an incentive for involvement.

A Final Report accompanies this Technical Report in which the results are interpreted, discussed, presented more concisely and conclusion drawn.

The rest of this document is grouped as follows:

Chapter 2: Overview of the interviewees
Chapter 3: Changing nature of the Voluntary Sector
Chapter 4: Workplace benefits and pay
Chapter 5: Employee health and wellbeing
Chapter 6: Other analysis.

Throughout the research we refer to three subgroups within our sample:

- Employees in poverty
- Employees with low wellbeing
- Third sector enthusiasts.

See the definitions section below for more information on these groups.

Sampling methodology

In each case a “lead contact” or key manager was contacted and interviewed plus up to 4 other staff with whom the key manager was able to secure an interview. We interviewed a wide range of staff including those “in the field” and based in offices. The sample, however, only included two sessional staff despite a prompt in the key manager discussion to specifically request access to sessional staff.

The sample methodology took the Infobase database held by GCVS as the starting point. When finalised, the analysis will be intended as representative of that database which, it is assumed, is representative of the sector in Glasgow to some extent.

To ensure sufficient qualitative breadth was found three separate sample frames were constructed for Micro/Very Small (Under ten staff), Small/Medium (10-99 staff), and Large (over 100 staff). These sizes were based on the information found in Infobase. In the course of the research it has become clear that these size categories are often incorrect, notably where a small project is hosted in a very large charity; in these cases the staff's workplace experience and workplace benefits is connected to the large charity as much as the small project so are different in nature to truly very small third sector organisations' experience. Care should be taken in drawing conclusion based on the size of organisations as a result of this known error.

All results should be used with caution based on the systematic, but unavoidable error of selection by approaching one "key manager" as a contact point then requesting up to five "volunteers". A more robust selection strategy would have forced a random sample from among all the organisations employees, however, the pilot phase suggested this was not practical and the framework clearly set out the method using volunteers recruited by the key manager.

Analysis methodology

Weighting and errors

Where data is marked as "unweighted" it refers to the absolute number of respondents or a proportion of the actual number of respondents.

However, the overall sample was not a random sample, but a stratified sample based on a randomised sample within each of three categories from Infobase: Micro/Very Small (Under ten staff), Small/Medium (10-99 staff), and Large (over 100 staff).

We have therefore weighted the results from each of these categories ("strata") based on the populations of employees in each of these categories according to Infobase. Infobase suggests that the total number of employees in each of these strata 809, 3688 and 6521 respectively.

It was also not random in that we always spoke to a key manager, then to a number of other staff (between 0 and 5 other staff). Therefore we needed to weight the responses according to whether the response was from a key manager or not – without this weighting the fact that for some organisations we spoke only to a key manager and no other staff would bias the sample towards individuals with more seniority. This was clearly mostly a problem in small/medium and large organisations where there was more apparent difference between employees and key managers.

Therefore, for small/medium and large organisations it was assumed that 25% were supervisors and 75% were not supervisors. This is an assumption relevant to our sampling methodology rather than an estimate of the proportion of management in any one organisation. It indicates that for any small/medium or large organisation our methodology would name one in four of the population as key managers irrespective of that person's true job title, role or responsibilities.

In total, therefore, 5 strata were used in the sample:

- Very small organisations
- Small/medium organisations – supervisors
- Small/medium organisations – non-supervisors
- Large organisations – supervisors
- Large organisations – non-supervisors.

The population of each of these strata can be indicated as N_i . ("i" indicates which one of the 5 strata is being considered.) For example the population for Micro/Very Small organisations was 809 employees.

Using the survey we identified the proportion of response to each question for each of these strata independently of one another.

The proportion of positive responses of each of these strata for any one question can be indicated as p_i .

The number of responses (positive, negative or other) to any one question from one of these strata can be indicated as N_i .

To determine the overall p_{tot} (i.e. the proportion across all the strata together) the following formula was used:

$$p_{tot} = \frac{\sum_i (p_i N_i)}{\sum_i N_i}$$

To determine the standard error for the p_i of any one strata, SE_i , the following formula was used:

$$SE_i = \sqrt{\frac{(p_i \times (1 - p_i))}{n_i}} \times \sqrt{\frac{(N_i - n_i)}{(N_i - 1)}}$$

The second term in this expression corrects for the population as in some cases the population of the Infobase sample is below 1000. Unfortunately this correction can in some cases serve to increase the derived confidence interval beyond the maximum limits – for example 92% agreed +/- 10%. In these cases the confidence interval has been left in this format as the main purpose to including the confidence intervals is to give a sense of relative confidence in one value over another.

To determine the standard error for the p_{tot} for the whole sample of strata, SE_{tot} , the following formula was used:

$$SE_{tot} = \sqrt{\sum_i \left(\frac{N_i}{\sum_i N_i} \times SE_i \right)^2}$$

95% confidence intervals were calculated simply as 1.96 times the SE (i.e. 95% lies within 1.96 standard errors of the mean proportion).

Confidence intervals are quoted throughout and appear as error bars on many graphs or in tables. These are always 95% confidence intervals and are equally applied positively and negatively. We do not suggest that finding values where the confidence intervals are not overlapping is sufficient to be sure that the findings is statistically significant; we are keenly aware that many thousands of factors are measured against one another in this study and we would expect at a 95% confidence limit that around 1 in 20 would appear to show statistical significance where the true population values would in fact be found to be the same in a census-style study.

Derived variable – household income

The following question was asked of all respondents:

“Can you please tell me which of the following best corresponds to your household’s total income from all sources over the last 12 months? By total income, I mean all income added together after deductions for income tax and national insurance but before rent, mortgage and council tax payments.”

The following bands were offered as response options:

- Less Than £100 Per Week / Less Than £5,200 Per Year
- £100 To £199 Per Week / £5,200 To £10,399 Per Year
- £200 To £299 Per Week / £10,400 To £15,599 Per Year
- £300 To £499 Per Week / £15,600 To £25,999 Per Year
- £500 To £699 Per Week / £26,000 To £36,399 Per Year
- £700 To £949 Per Week / £36,400 To £49,399 Per Year
- £950 To £1,199 Per Week / £49,400 To £62,399 Per Year
- £1,200 To £1,499 Per Week / £62,400 To £77,999 Per Year
- £1,500 or more per Week / £78,000 or more per year.

The weekly element of this was then converted into an “equivalised household income” value for each respondent. For each response the midpoint of the band was used as the starting point for the household income calculation except for the lowest band where £75pw was used and the highest band where £1600pw was used.

The household size was then determined by looking at the questions:

- Do you have a partner who lives with you?
- How many people live in your household, excluding you and your partner? Children aged 16-18 who are dependent on you
- How many people live in your household, excluding you and your partner? Children aged 10-15 who are dependent on you
- How many people live in your household, excluding you and your partner? Children aged 5-9 who are dependent on you

Then the same approach to equivalisation was used as in the Government HBAI statistics, thus the household size was calculated by finding the sum of the household members using: 0.67 for first adult, 0.33 for subsequent over 15 y.o.s, 0.2 for under 15 y.o.s. The equivalised household income is then calculated as the household income divided by the equivalised household size. As comparative data would tend to be after council tax rather than before council tax we have then applied as simple deduction for average council tax per week £23.30 for Council Tax which is based on average Band D in Glasgow Council area. Please note, however, that we have taken no account of the true Council Tax band of the respondent nor Council Tax Reductions including single person discount.

Derived variable – SWEMWBS

The Short Warwick-Edinburgh Mental Well-being Scale is an established scale for measuring the wellbeing of a population¹. It consists of seven of the 14 items in the full Warwick-Edinburgh Mental Well-being Scale, each item is asked as a question with response options on a Likert scale of 'None of the time', 'Rarely', 'Some of the time', 'Often' and 'All of the time':

- Item 1 – I've been feeling optimistic about the future
- Item 2 – I've been feeling useful
- Item 3 – I've been feeling relaxed
- Item 6 – I've been dealing with problems well
- Item 7 – I've been thinking clearly
- Item 9 – I've been feeling close to other people
- Item 11 – I've been able to make up my own mind about things.

An individual respondent's score is calculated by adding their responses to the seven questions assigning the following scoring system giving a final score between 7 and 35:

- None of the time – 1 point
- Rarely – 2 points
- Some of the time – 3 points
- Often – 4 points
- All of the time – 5 points.

An average collective score of a population or sample can be found and compared with other samples or populations. Where one or more of the seven questions has not been answered no SWEMWBS score has been calculated.

¹ <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2669062/>

Definitions

Voluntary Sector

There are a number of definitions for voluntary sector and third sector (or Third Sector) which can lead to considerable debate. Please note that throughout this document the terms voluntary sector and third sector are used interchangeably (and are sometimes capitalised), in all cases reference is being made to a wide range of organisation self-defining as *either* voluntary sector or third sector. In effect our definition is simply "organisations appearing in the Infobase database". Please note that this means that sometimes organisations such as Housing Associations and social enterprises are referred to as "voluntary sector"; however, for brevity we have avoided being too prescriptive about such terms.

Employees in poverty

We were interested in those employees who report in the interview that they are suffering from low income. To provide some insight into this area, we have provided separate crosstabs in the analysis for those individuals whose score for the derived household equivalised income variable was below £263pw (which is 60% of the national median according to IFS analysis 2012).

Employees with low wellbeing

We were interested in those employees who report in the interview that they are suffering from low wellbeing. To provide some insight into this area, we have provided separate crosstabs in the analysis for those individuals who both: gave a response under 7 for the question "How satisfied are you with your life as a whole nowadays?" and scored under 26 in the derived SWEMWBS variable.

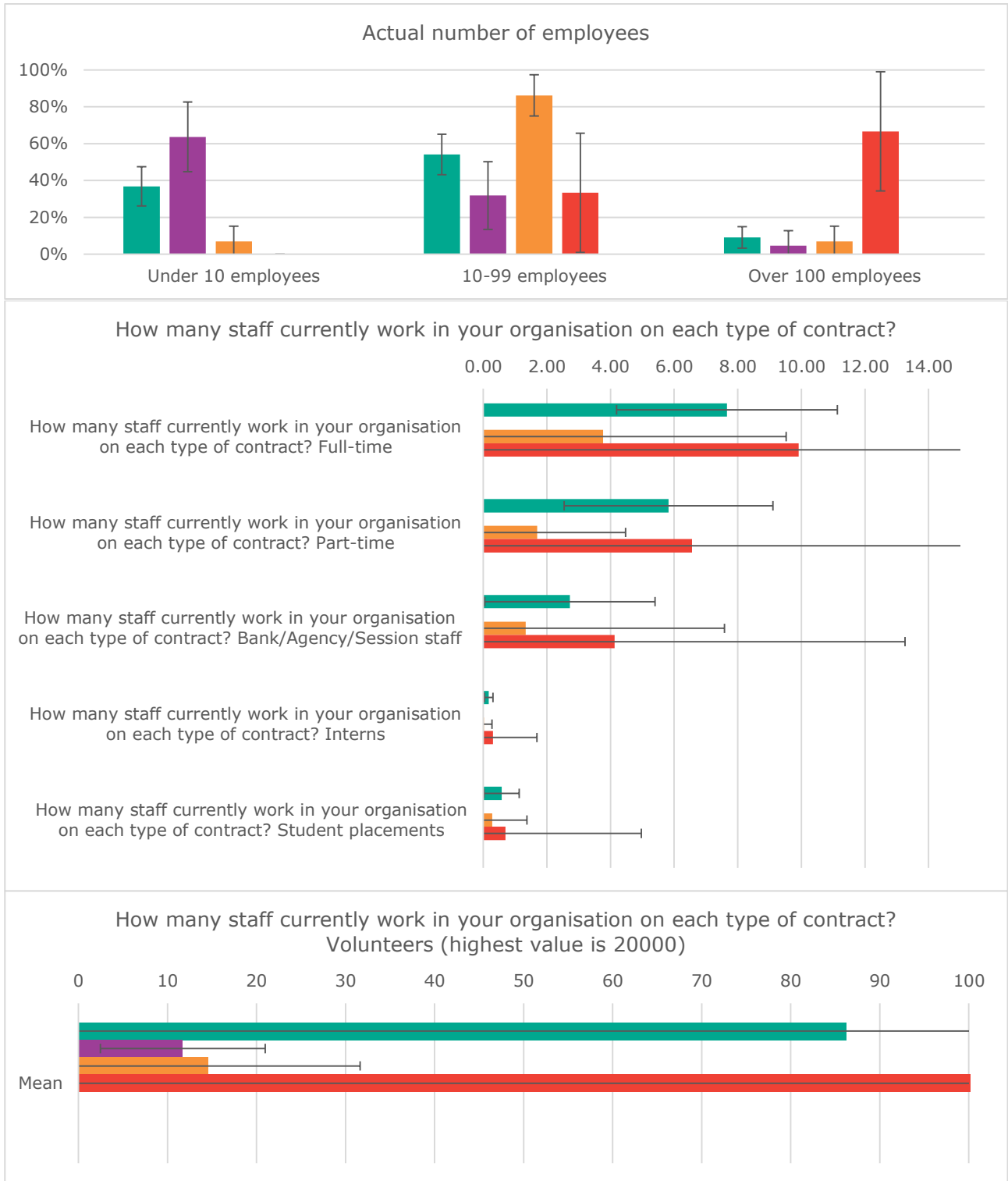
Third Sector enthusiasts

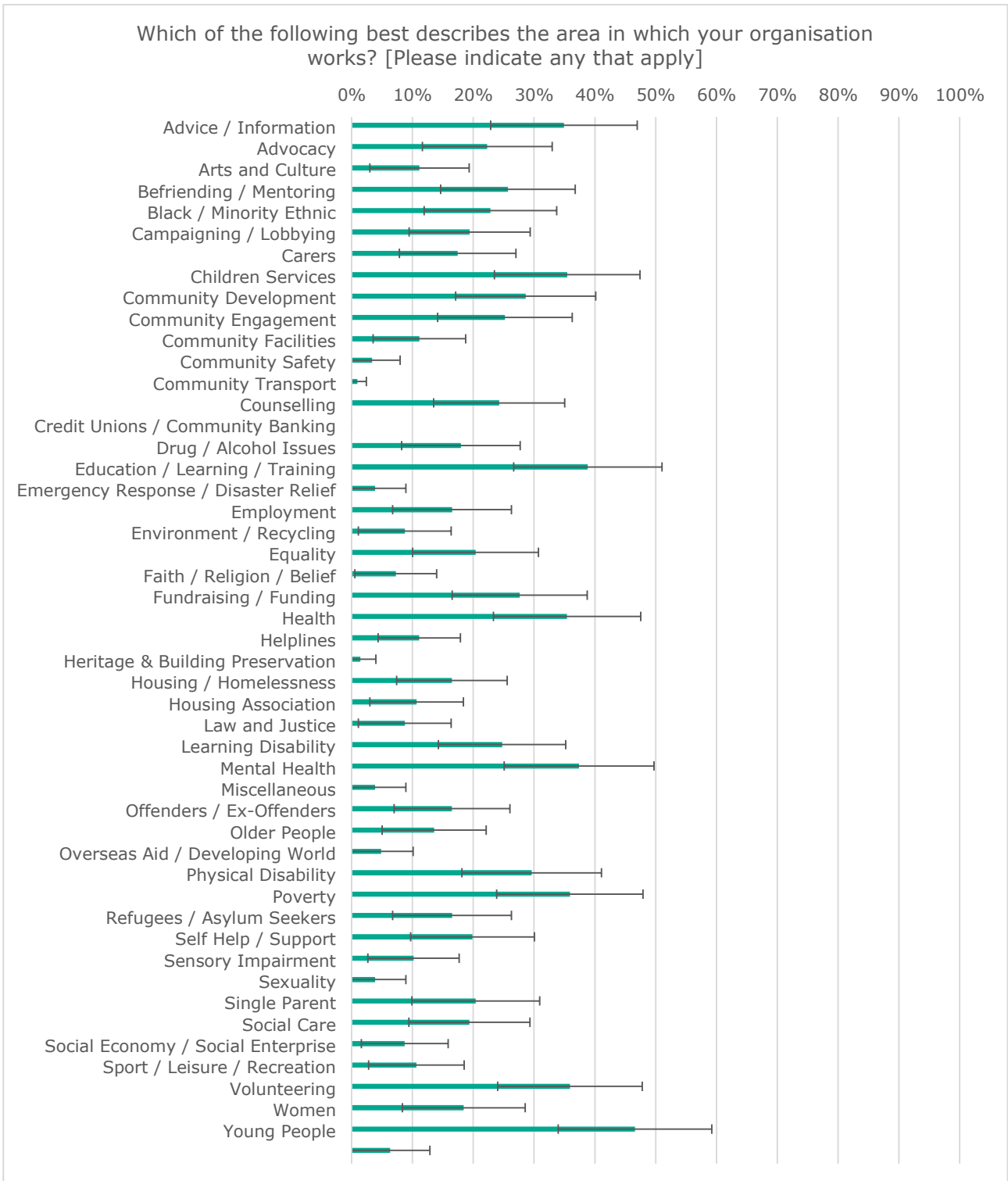
The impress on the field researchers, borne out by the qualitative analysis, was that within our sample we interviewed a number of individuals who were specifically committed to working in the Third Sector rather than committed to working in their particular job, role or profession.

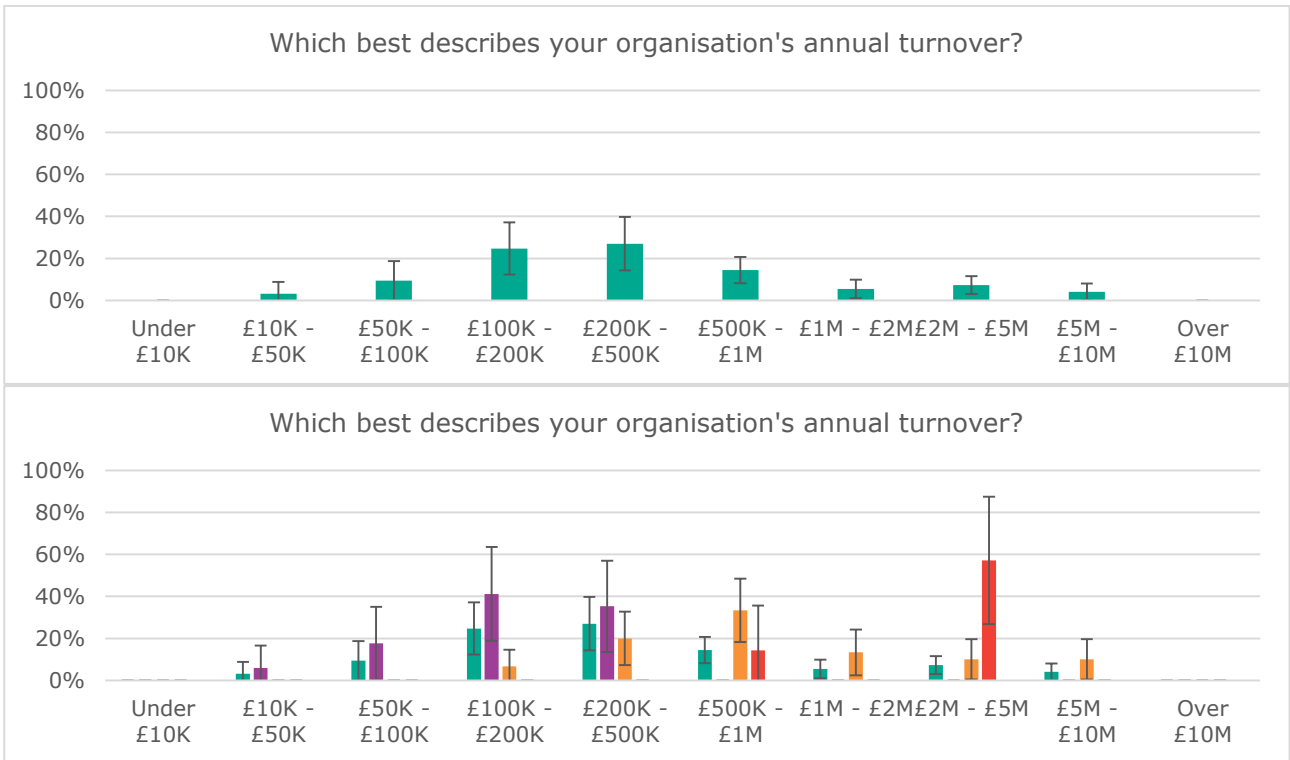
To provide some insight into this area, we have provided separate crosstabs in the analysis for those individuals who replied "yes" to both the questions: "did you choose your job specifically because it is an opportunity to work in the third sector?" and "If you changed jobs would you specifically look to have another job in the third sector rather than the same role in a public or private organisation?".

2. Overview of the interviewees

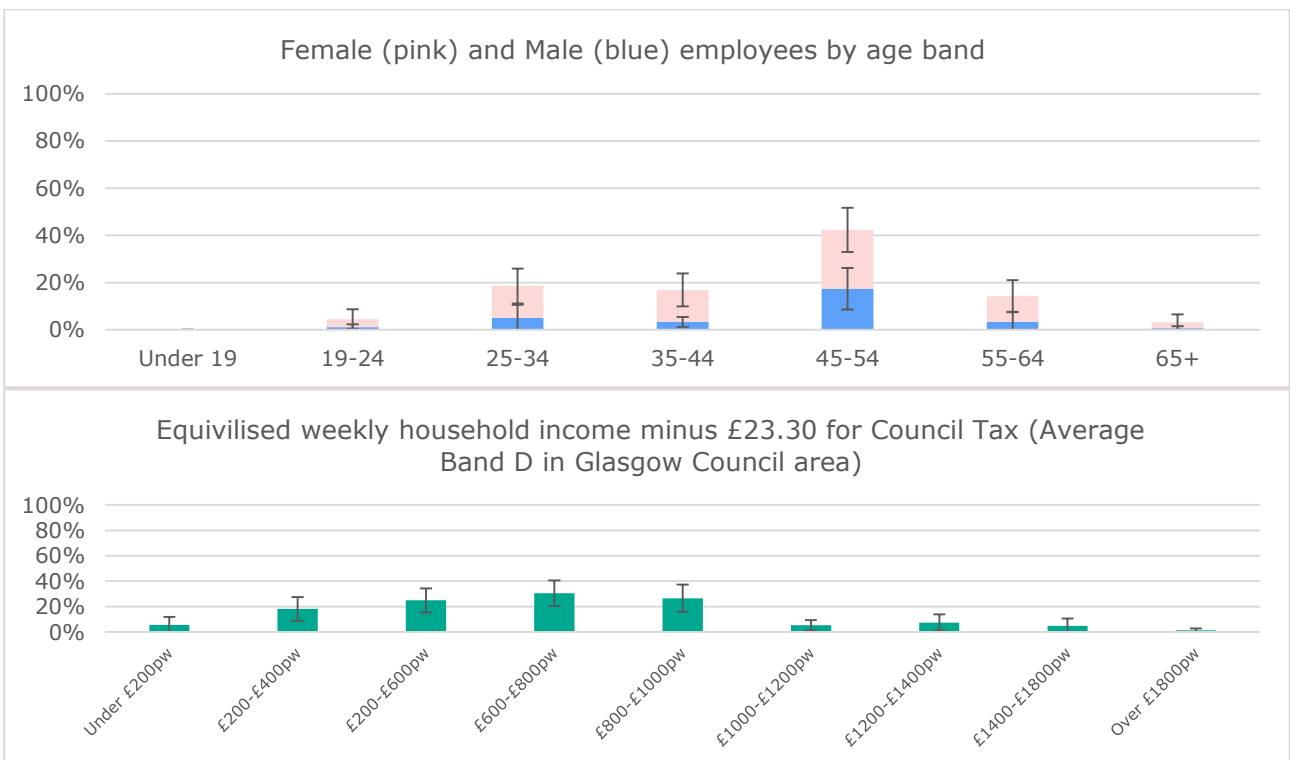
Organisations

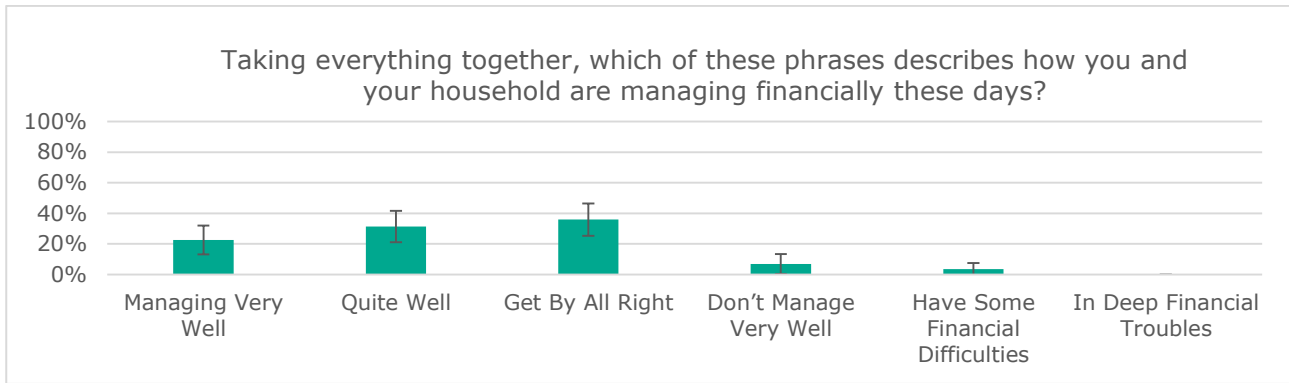






Individuals





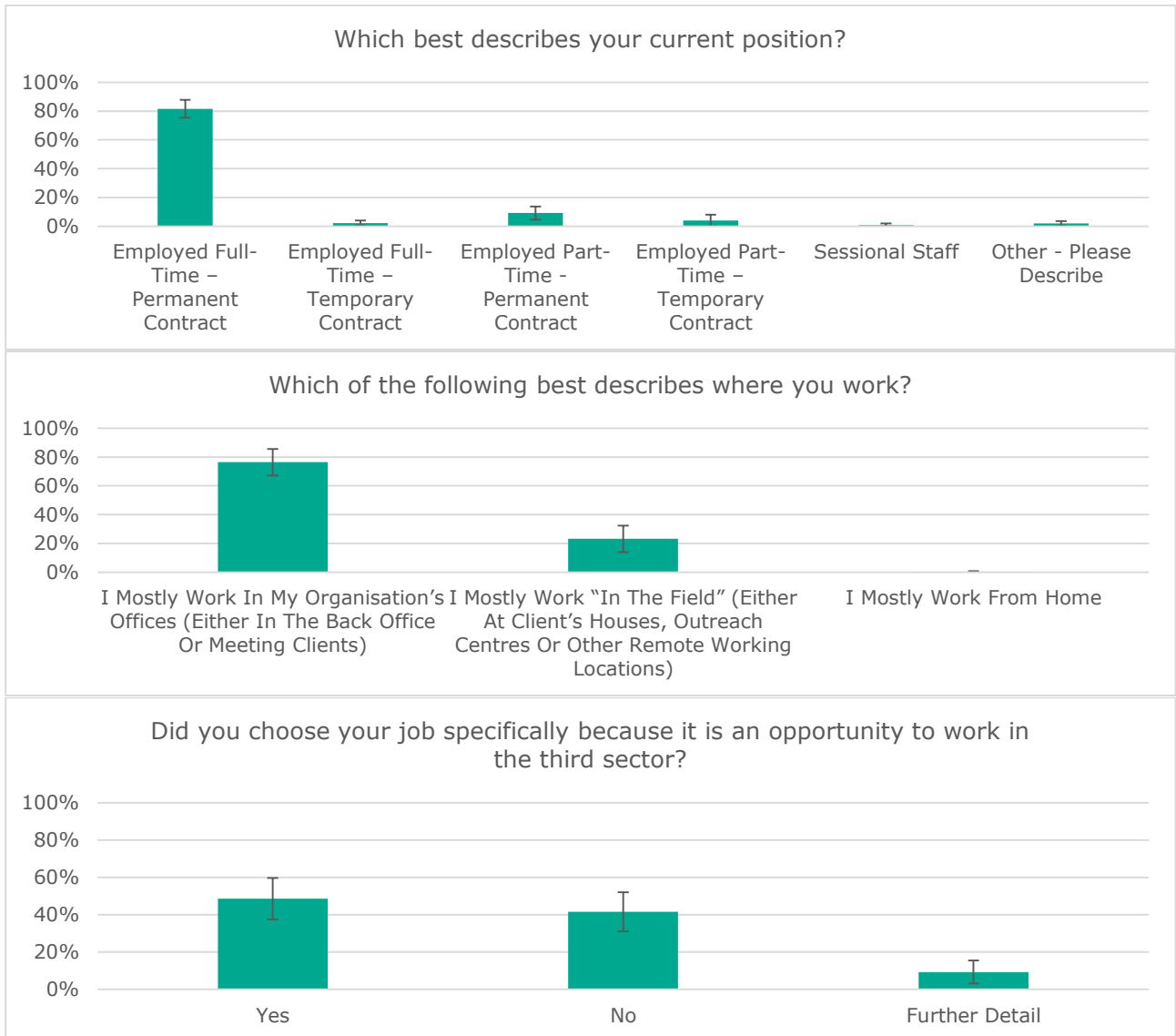
ETHNICITY		% RESPONDENTS	CONFIDENCE INTERVAL
WHITE	Scottish	82.8%	7%
WHITE	English	1.1%	1%
WHITE	Welsh	0.0%	0%
WHITE	Northern Irish	1.5%	2%
WHITE	British	13.3%	7%
WHITE	Irish	0.7%	1%
WHITE	Gypsy / Traveller	0.0%	0%
WHITE	Polish	0.0%	0%
WHITE	Other white ethnic group	0.0%	0%
MIXED	White and Black Caribbean	0.0%	0%
MIXED	White and Black African	0.0%	0%
MIXED	White and Asian	0.0%	0%
MIXED	Any other mixed or multiple ethnic groups (write in)	0.0%	0%
ASIAN	Indian	0.3%	0%
ASIAN	Pakistani	0.0%	0%
ASIAN	Bangladeshi	0.3%	0%
ASIAN	Chinese	0.0%	0%
ASIAN	Any other Asian background (write in)	0.0%	0%
BLACK	Caribbean	0.0%	0%
BLACK	Black	0.0%	0%
BLACK	Any other Black / African /Caribbean background (write in)	0.0%	0%
OTHER	Arab	0.0%	0%
OTHER	Any other ethnic group (write in)	0.0%	0%
OTHER	Refused	0.0%	0%
SUM OF WHITE	-	99.3%	1%

Comparison with expectation:

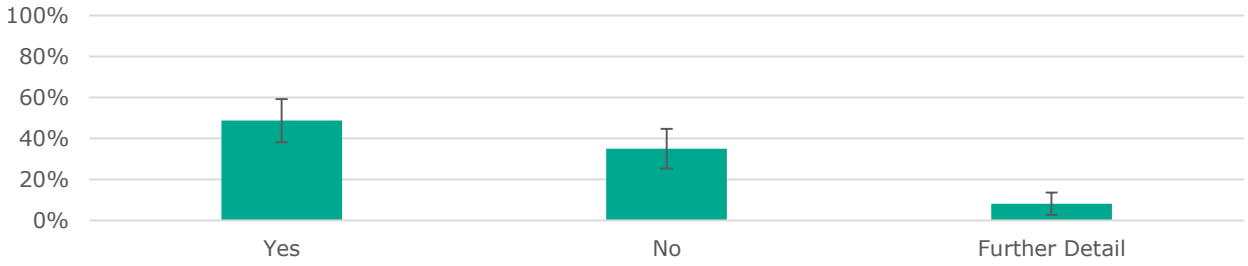
Quarterly LFS 2014 Q1 for Strathclyde, employees in "charities, voluntary organisations and others" is 96.6% +/- 0.14%.²

²

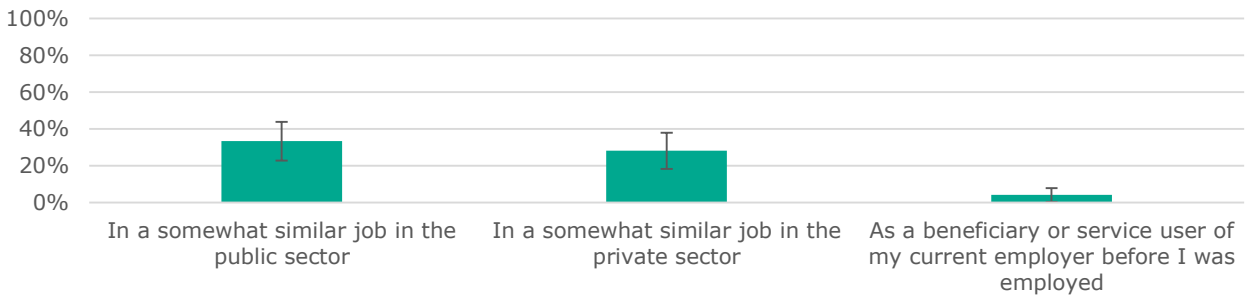
<http://nesstar.ukdataservice.ac.uk/webview/index.jsp?v=2&mode=documentation&submode=abstract&study=http://nesstar.ukdataservice.ac.uk:80/obj/fStudy/7501&top=yes>



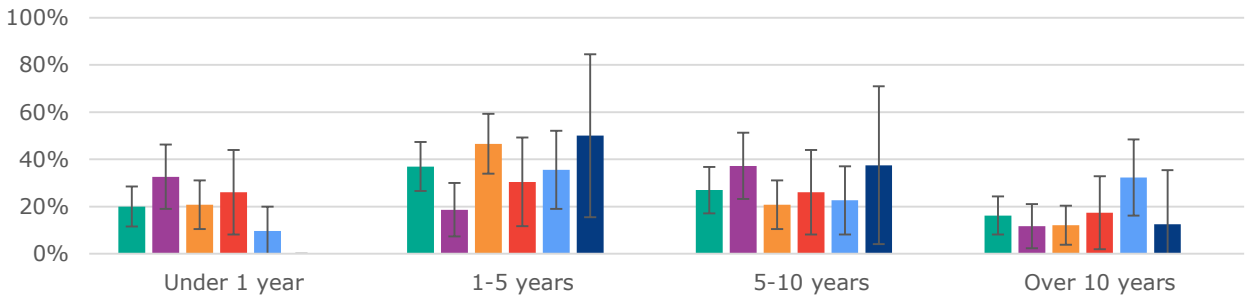
If you changed jobs would you specifically look to have another job in the third sector rather than the same role in a public or private organisation?



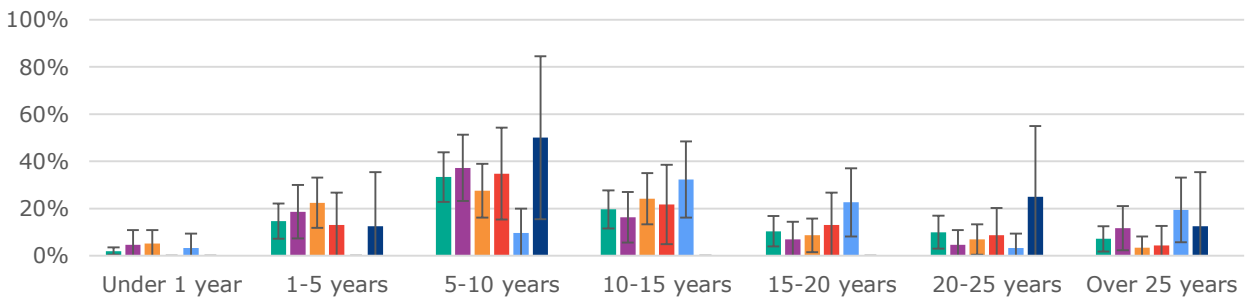
Do you have experience as any of the following:



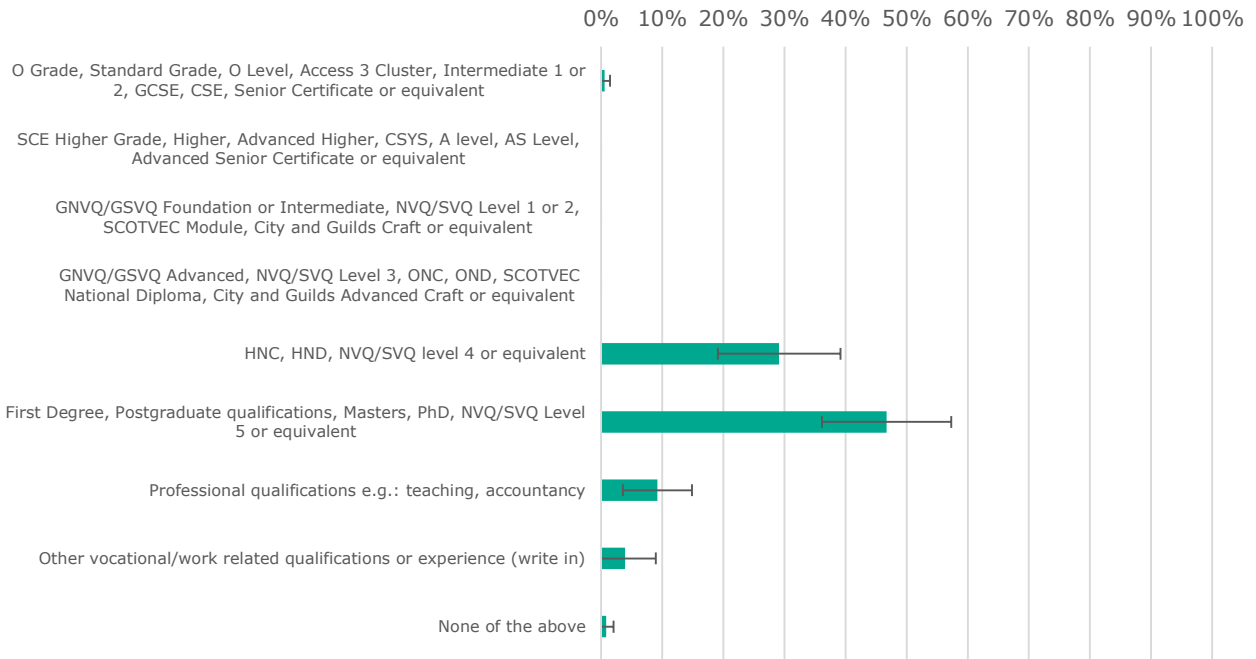
How long have you worked... In your current role?



How long have you worked... In the voluntary sector / third sector?



Which of these describes your highest qualification?



Another very common theme when respondents described their job was “stressful”, with some respondents clearly finding their job overwhelming and others describing their job as **increasingly stressful**:

"It is stressful - there are not enough staff in the office. There used to be more - never replaced when they were relocated and there's a drive for more for less."

Housing Assistant, aged 25-34. Employer: £5m - £10m turnover and 21 paid staff, 18266122

"It is very stressful, worrying, exhausting, never-ending firefighting. It is difficult to plan forward - it's like being at war, constant stress. It's not always been as extreme as this."

Chief Executive, aged 55-64. Employer: £5m - £10m turnover, 18256052

"Very over-stretched, have worked until midnight, now just having to accept that everything can't be done / done on time."

Project Manager, aged 45-54. Employer: £200k - £500k turnover and 2 paid staff, 18235256

Job security was a key issue for many respondents, with issues around continued funding a common theme:

"Raising my own salary is difficult, and makes it insecure, which is not ideal for supporting my children."

Community Woodland Ranger, aged 35-44. Employer: £200k - £500k turnover and 3 paid staff, 18291928

"We're up for tender at the moment- if they don't win they'd try to move people to the winning organisation. I think they'd try their hardest to keep people on. I'm probably more at risk than most."

Housing Support Worker, aged 35-44. Employer: £5m - £10m turnover, 18256059

"There is uncertainty about the future of my job because of funding issues. My hours may be cut if funding gets cut - I wouldn't opt for this".

Service Coordinator, aged 45-54. Employer: £200k - £500k turnover and 11 paid staff, 18265805

Furthermore, the effects of **a lack of resources** were wider reaching than individuals' job security, with others saying that this had made the job itself more difficult:

"In the current financial climate we're having fewer and fewer opportunities to help people and it's more about managing people as a resource."

Housing Support Services Manager, aged 35-44, 18236235



"I enjoy my job, but it has been harder the last 12 months because of lack of resources."

Service Delivery Officer, aged 55-64, 18228305

Conversely, some respondents commented on the **good level of support** they had in work, or on **good staff benefits**:

"It's brilliant, very flexible, very supportive line management, access to training, good communication"

Temporary Advocacy Manager, aged 45-54. Employer: and 3 paid staff, 18228295

"My manager has been very supportive of commitments outside of my work (that are related to my work) and has allowed me to juggle my hours in quite a flexible way."

Project Worker, aged 35-44. Employer: £200k - £500k turnover and 11 paid staff, 18265855

"Strength in terms of benefits & work-life balance"

HR Manager, aged 45-54. Employer: £5m - £10m turnover, 18256055

While some highlighted **good in work support and good line management**, others commented on the lack of formal support, and some said that **boards were ill-equipped to provide this support**:

"A contrast to my previous work in a large statutory public body - the stark difference is a lack of formal support. One or two HR issues at the moment - you can't lift the phone to HR. One or two people on the board you can speak to, but no-one with HR experience. It feels like a one-man-band here. It's about finding out everything yourself."

Head of Centre, aged 45-54. Employer: £500k - £1m turnover and 10 paid staff, 18314693

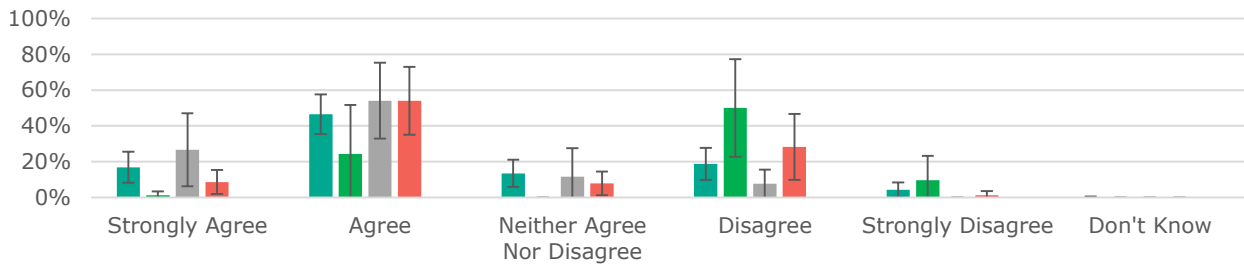
"Communications from Board to staff need to improve. Staff should be consulted...Board members are mostly retired people who are not up to date with employment provisions."

Welfare Co-Ordinator, aged 55-64. Employer: £200k - £500k turnover and 1 paid staff, 18198617

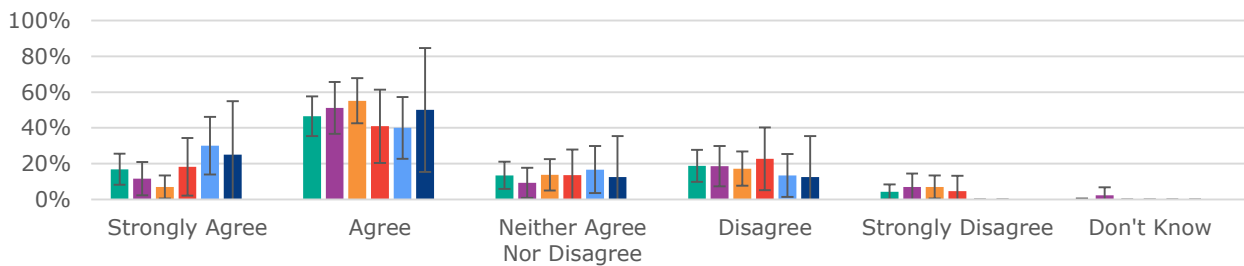
Other key themes were as follows:

- Many people working in the third sector love their job, with **job satisfaction, flexibility, variety and autonomy** cited.
 - o *"I really, really, really enjoy my work, it's absolutely brilliant. I love working with children and teachers, it's very satisfying."*
Employee, aged 35-44. Employer: £200k - £500k turnover and 3 paid staff, 18291066
- Some staff have felt an **increase in demands or changing demands** placed on them, which make their work more complex
 - "We're now working more with kinship carers...grandparents are the primary carers of children now. There's a real increase in this client group. It is almost by definition a difficult client group - that requires more skill and more time."*
Social Worker, aged 45-54. Employer: £500k - £1m turnover and 10 paid staff, 18314401
- Several organisations have undergone **relocations**
 - "We've had a rollercoaster 2 years - moved building, a little drop off in volunteers as moved away from city centre, been working in temporary offices downstairs, in offices here that aren't suitable for our needs - ongoing battles to get this changed - a very unsettled period for us."*
Supervisor, aged 45-54. Employer: £2m - £5m turnover and 17 paid staff, 18276024
- Several organisations have undergone **restructuring**, with some views being positive about this and others more negative
 - "Challenging with the extent of reshuffling of senior management"*
Company Secretary, aged 55-64. Employer: £2m - £5m turnover and 80 paid staff, 18273853
- Some staff feel that they are **underpaid**
 - "Pay scales should be equivalent to local government but aren't."*
Senior Fundraiser, aged 25-34. Employer: £1m - £2m turnover and 10 paid staff, 18313181

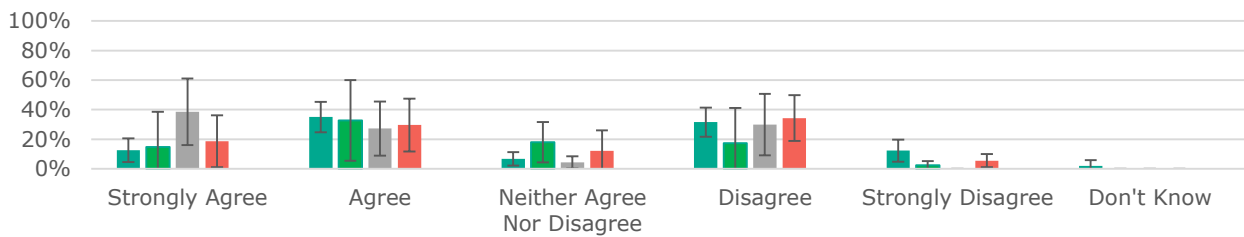
For each of the following statements, please select the response which best describes your own situation: Demand and Control My job is often stressful



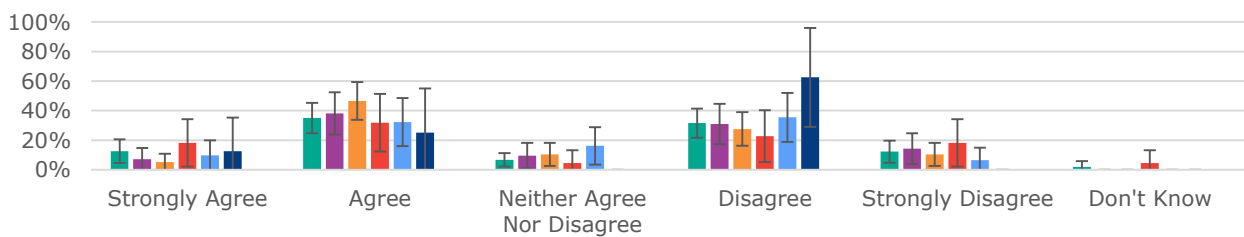
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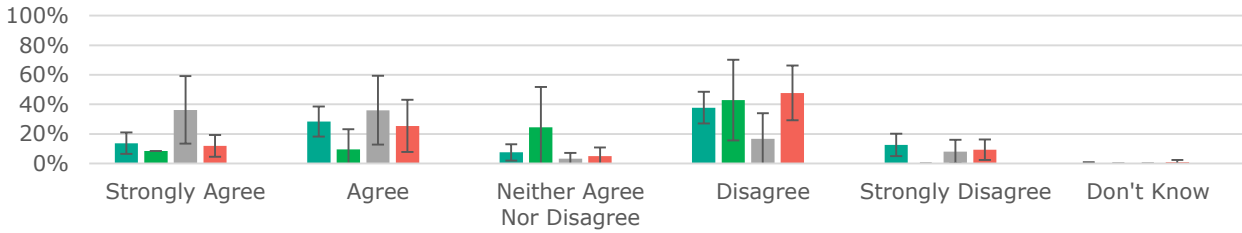
For each of the following statements, please select the response which best describes your own situation: I would feel I had to come into work even if I was sick



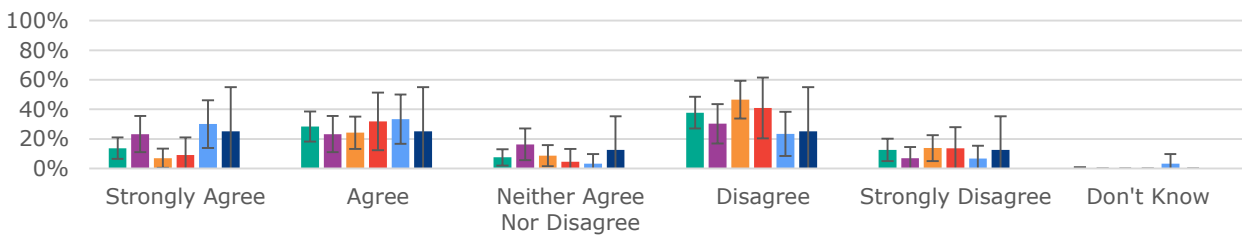
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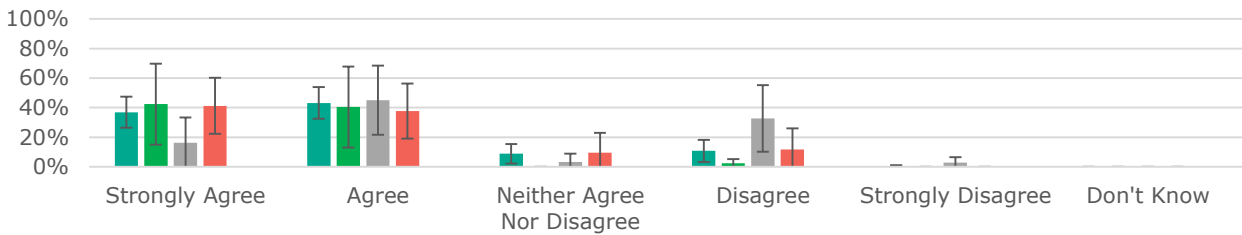
For each of the following statements, please select the response which best describes your own situation: I often have to work in my free time to meet the demands of my job



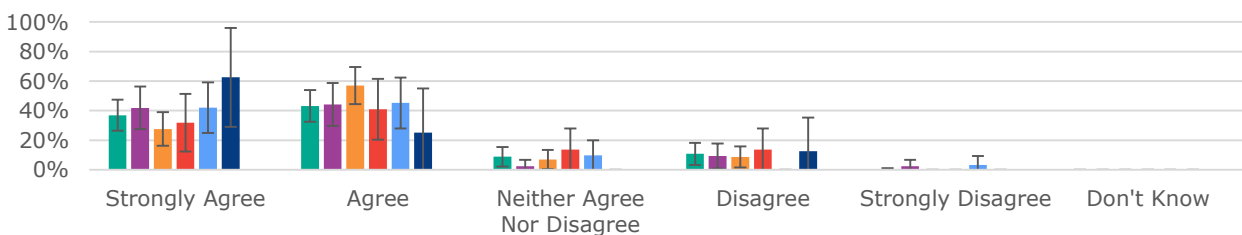
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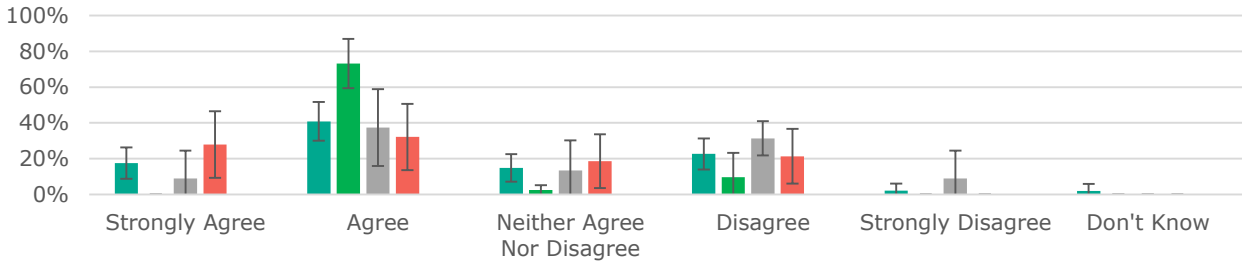
For each of the following statements, please select the response which best describes your own situation: I have realistic choice in deciding how I do my work



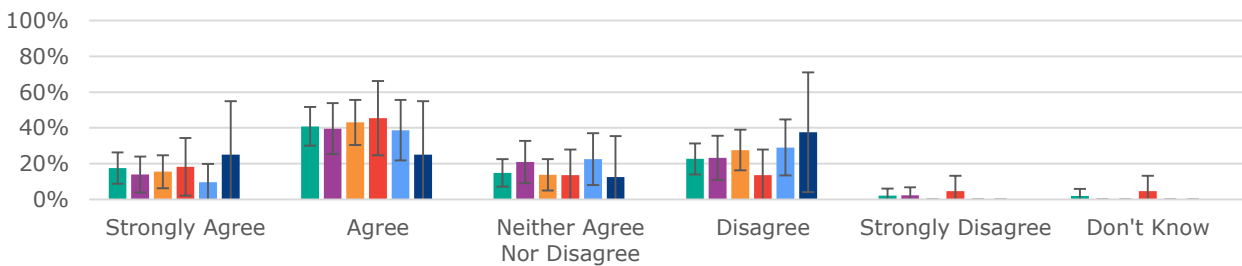
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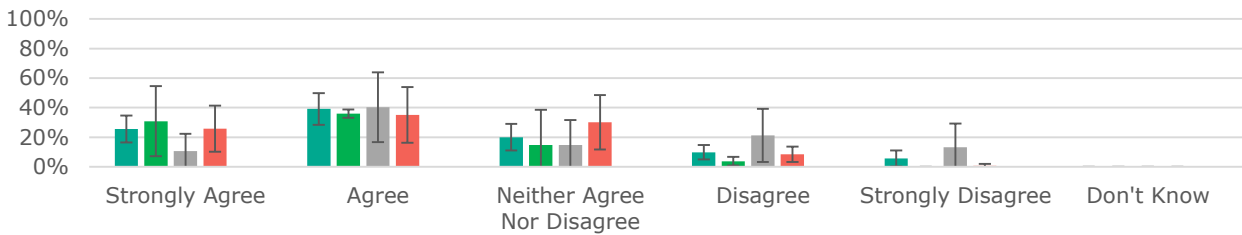
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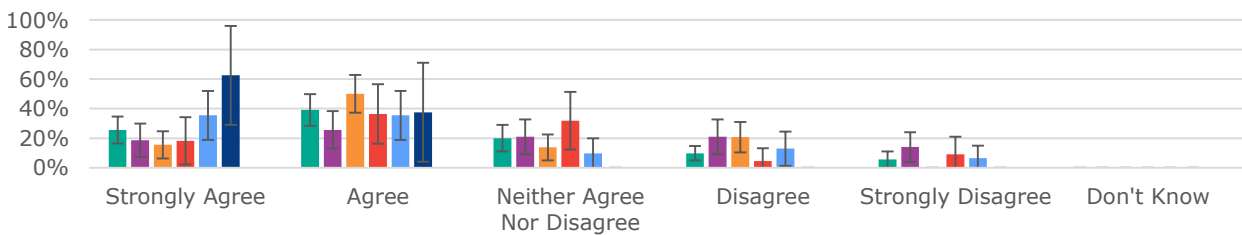
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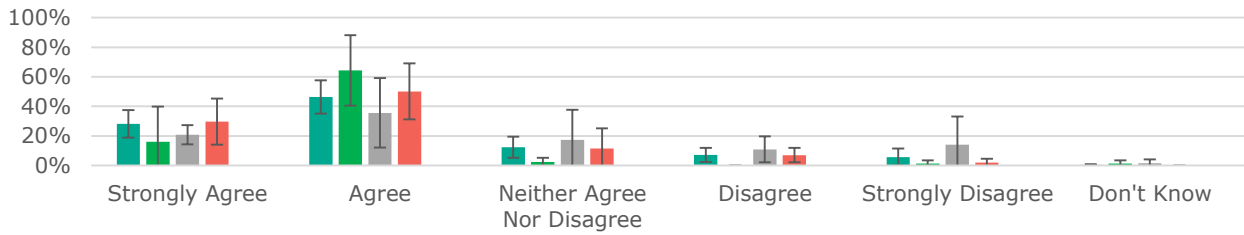
For each of the following statements, please select the response which best describes your own situation: Change and Job Security I feel secure in my current job



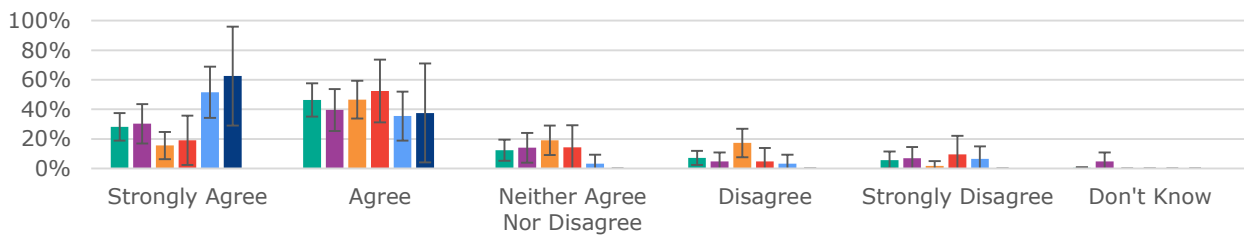
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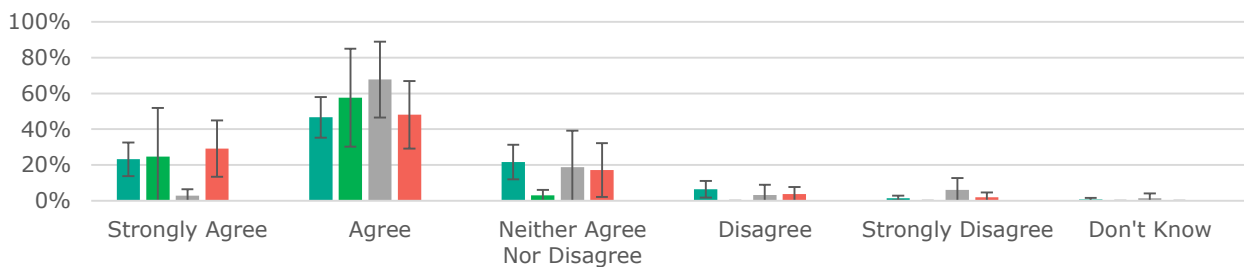
For each of the following statements, please select the response which best describes your own situation: I can influence management decisions that have an important impact on my job



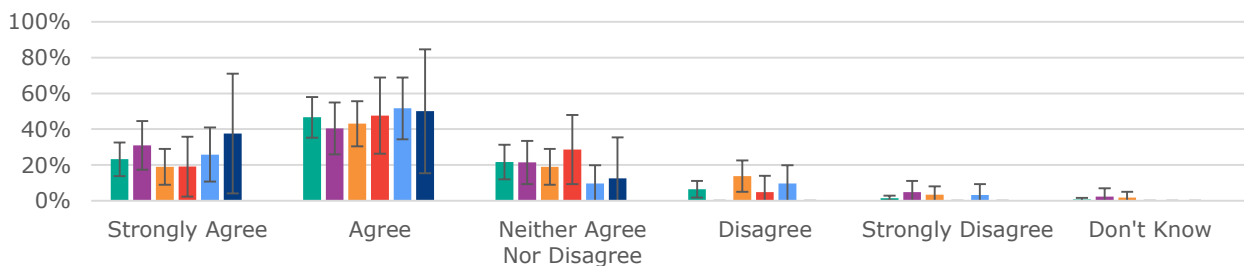
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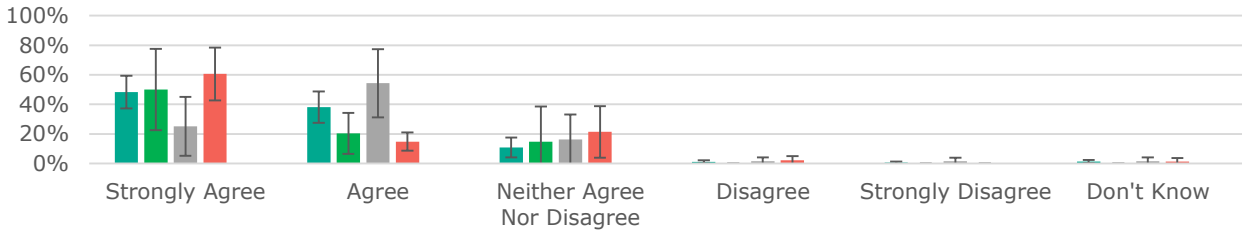
For each of the following statements, please select the response which best describes your own situation: Staff are consulted about change at work



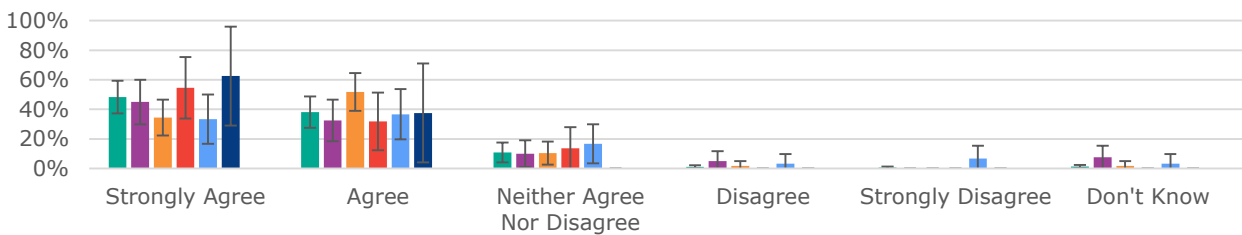
For each of the following statements, please select the response which best describes your own situation: Staff are consulted about change at work



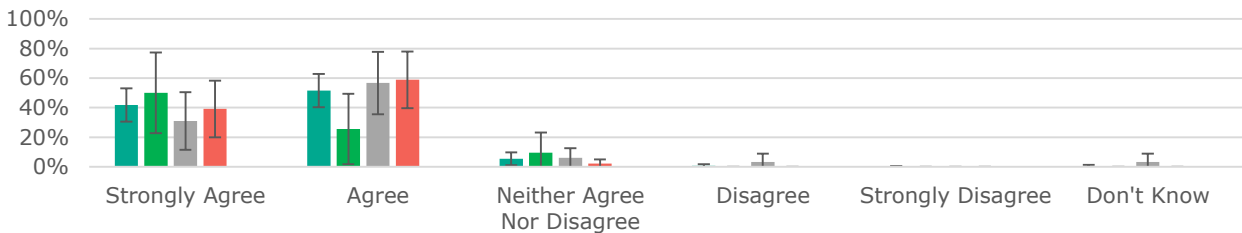
For each of the following statements, please select the response which best describes your own situation: Support at work My line manager encourages me at work



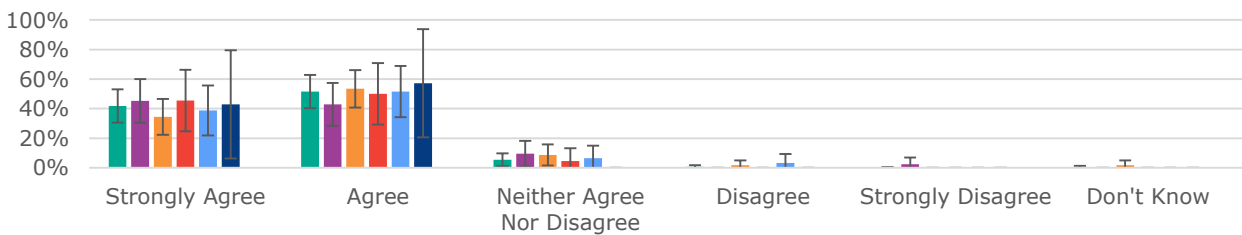
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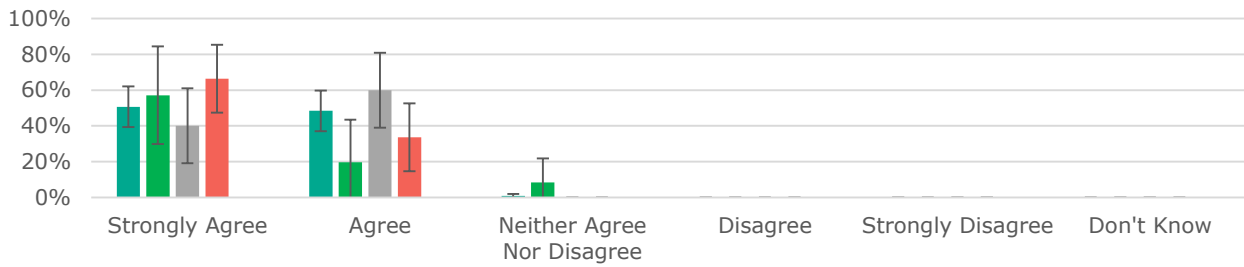
For each of the following statements, please select the response which best describes your own situation: I get the help and support I need from colleagues at work



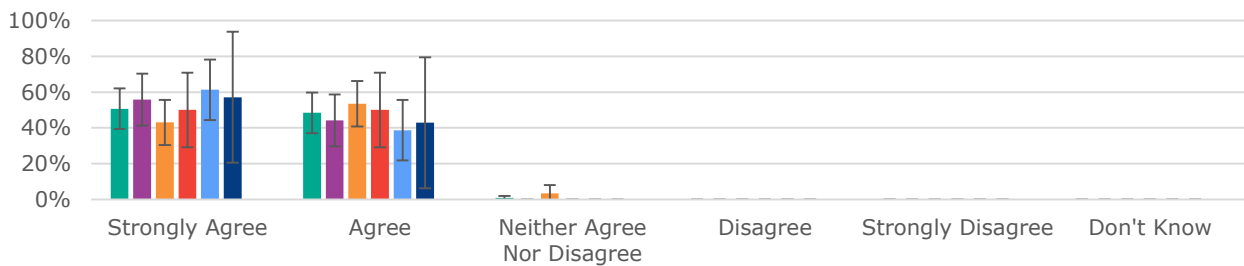
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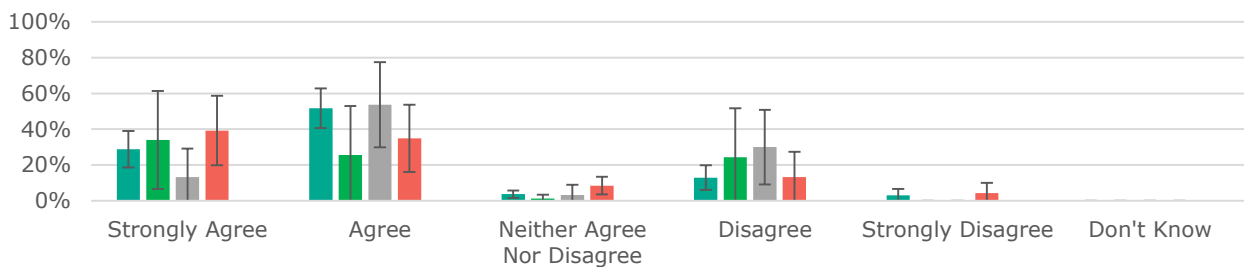
For each of the following statements, please select the response which best describes your own situation: I have the skills required to meet my duties



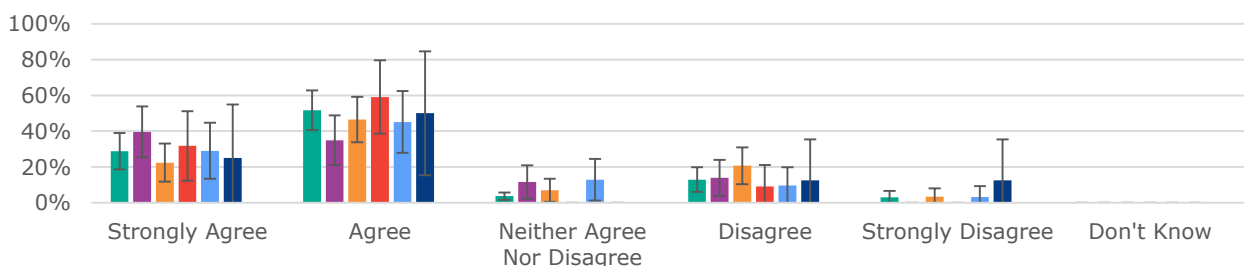
For each of the following statements, please select the response which best describes your own situation: I have the skills required to meet my duties



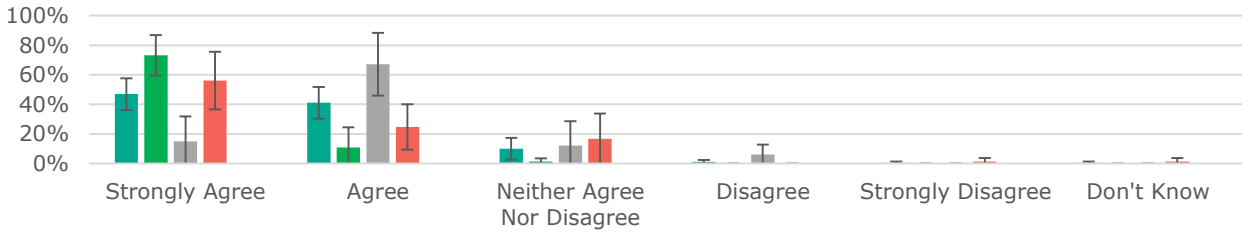
For each of the following statements, please select the response which best describes your own situation: I receive training to cope with my duties



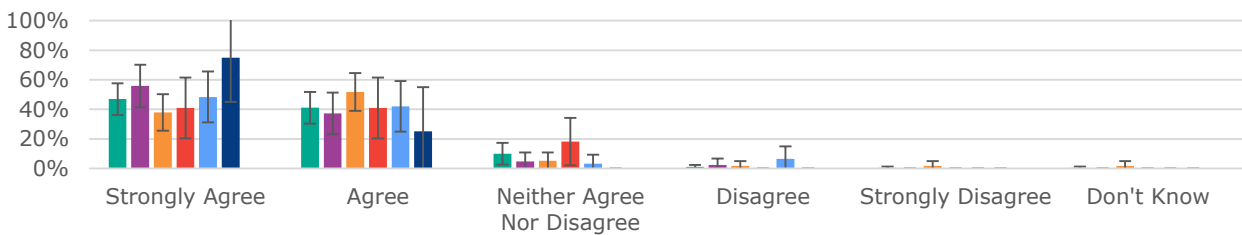
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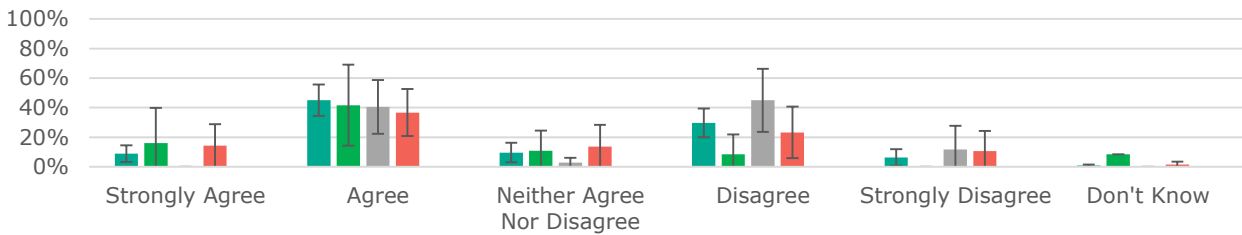
For each of the following statements, please select the response which best describes your own situation: Effort, reward and respect I am treated fairly at work



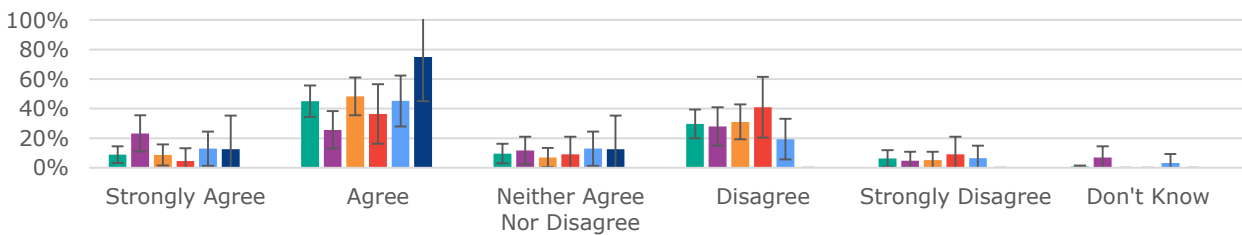
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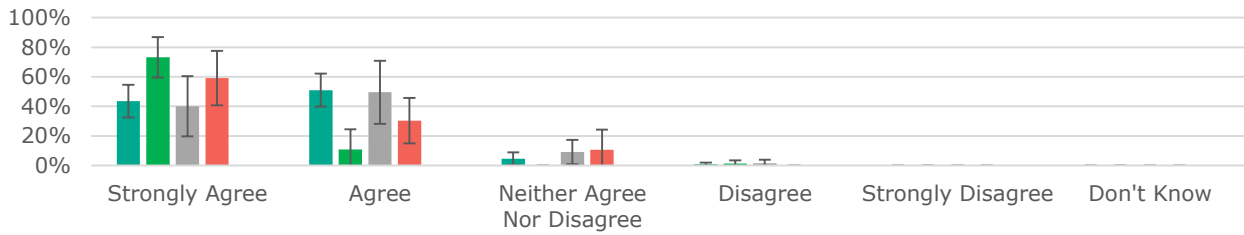
For each of the following statements, please select the response which best describes your own situation: My pay and conditions adequately reflect the effort I put in at work



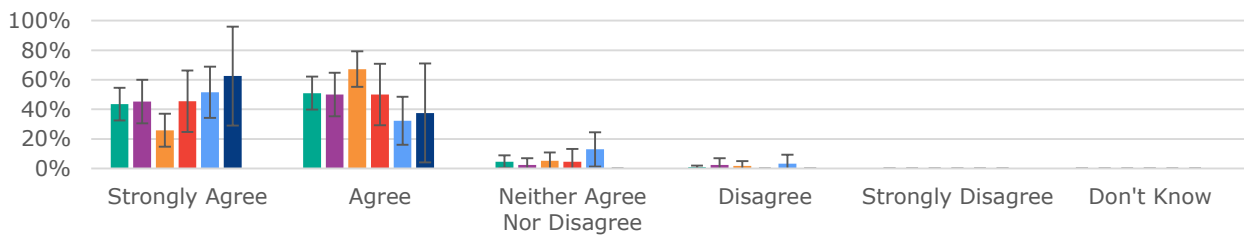
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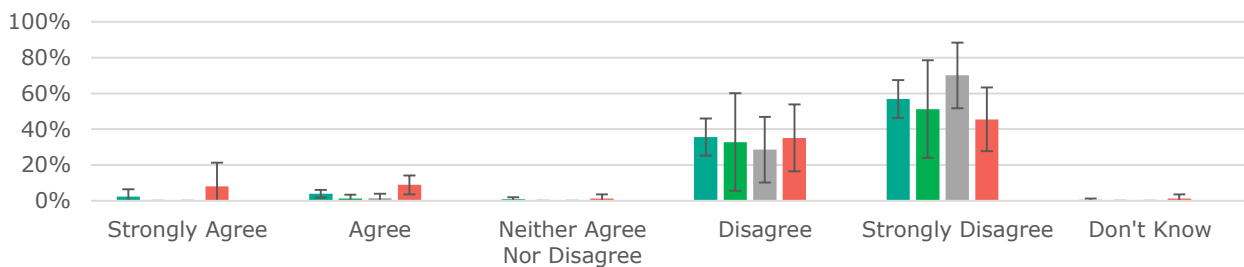
For each of the following statements, please select the response which best describes your own situation: I am treated with the respect I deserve at work



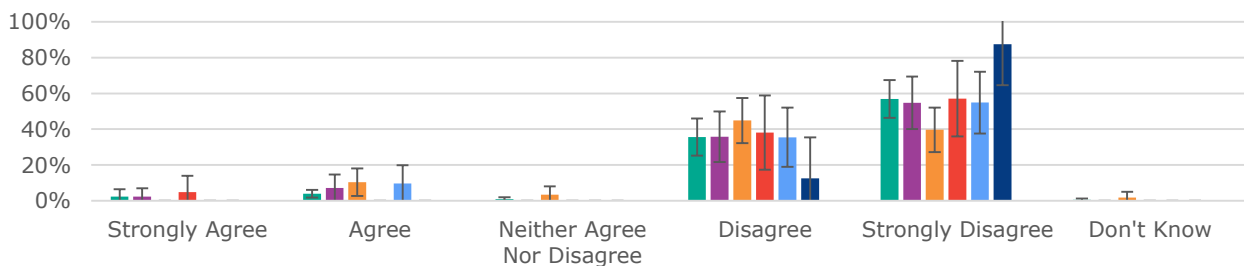
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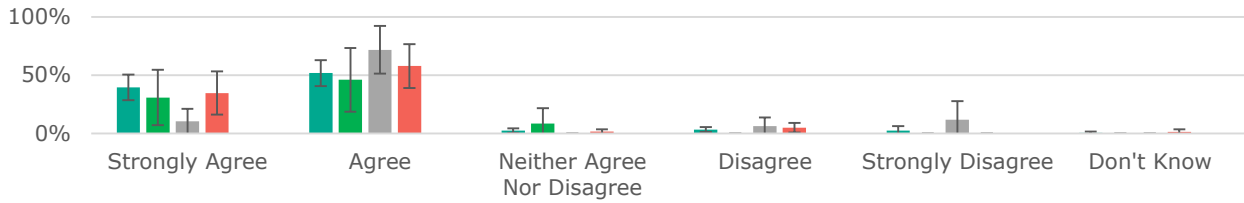
For each of the following statements, please select the response which best describes your own situation: I have experienced discrimination at work



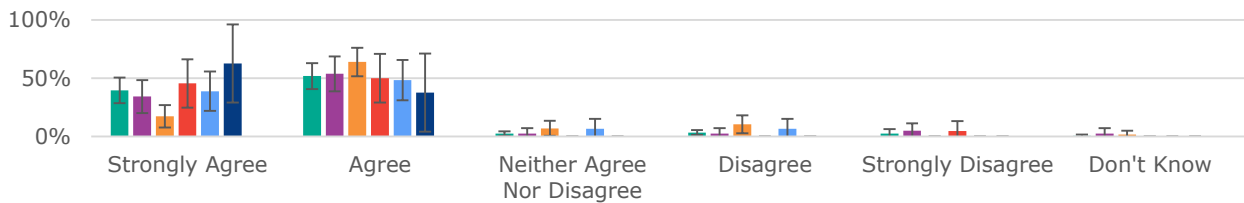
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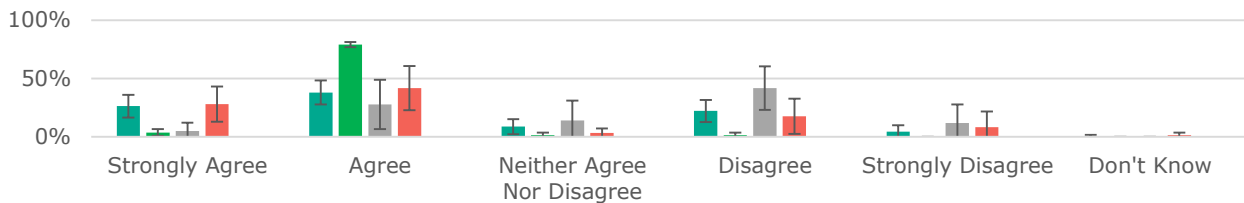
For each of the following statements, please select the response which best describes your own situation: Work-life balance I would find taking an hour or two off during working hours to take care of personal or family matters straightforward



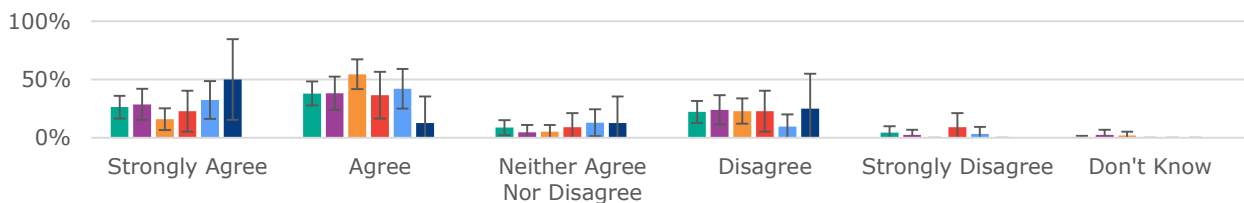
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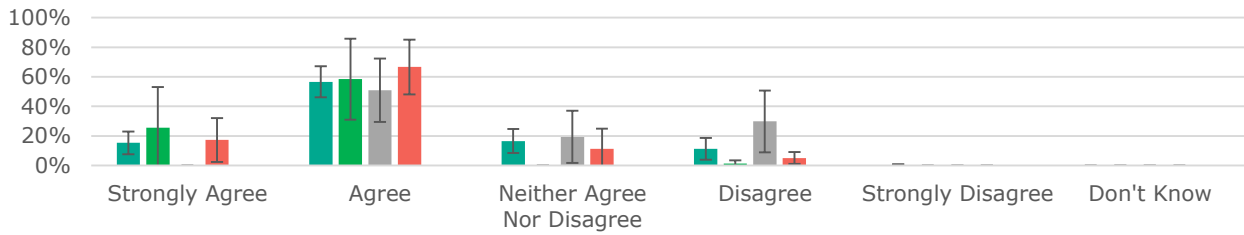
For each of the following statements, please select the response which best describes your own situation: I am satisfied with the balance between the time I spend on my paid work and the time I spend on other aspects of my life



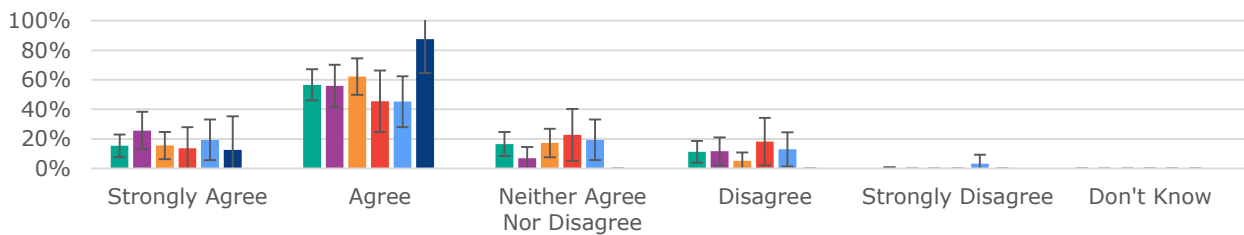
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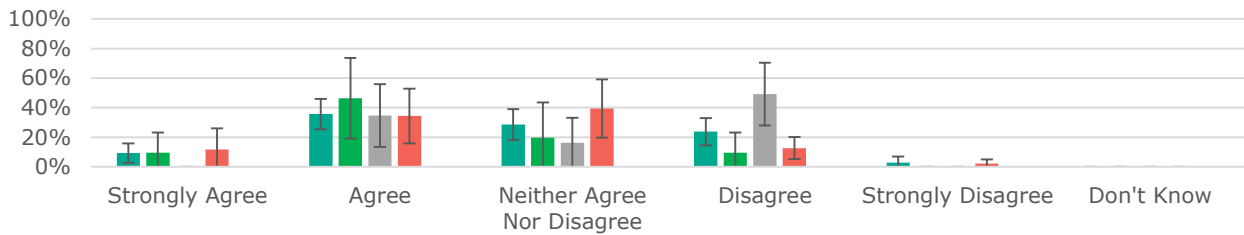
For each of the following statements, please select the response which best describes your own situation: Work and wellbeing My job is usually good for my mental and emotional wellbeing



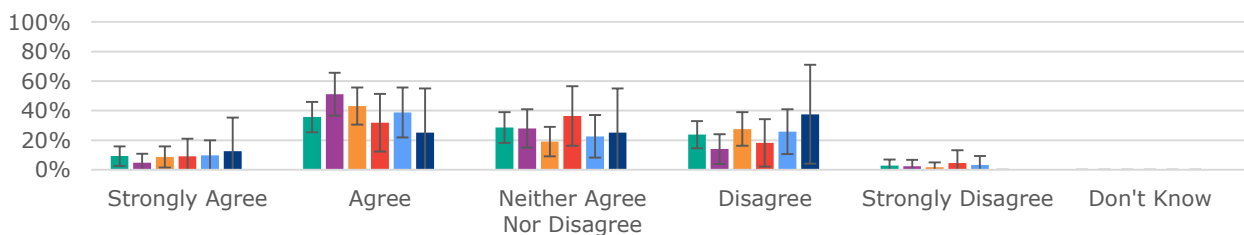
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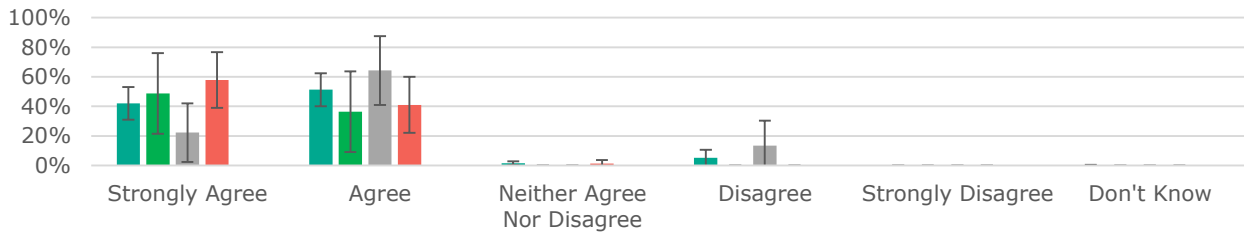
For each of the following statements, please select the response which best describes your own situation: My job is usually good for my physical wellbeing



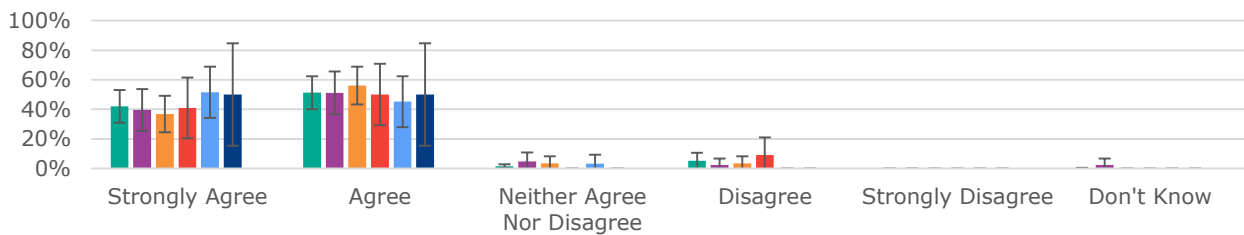
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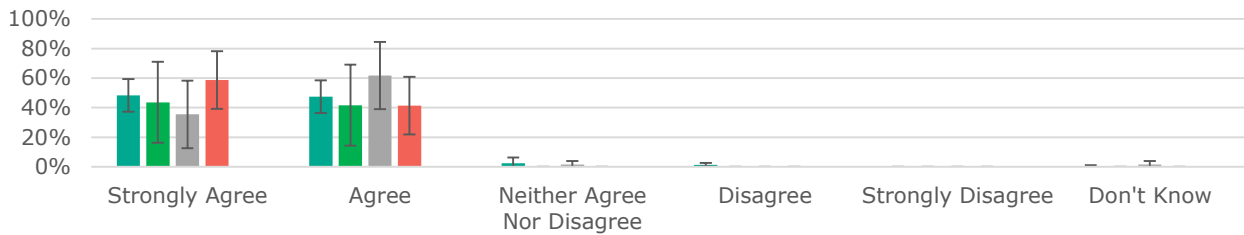
For each of the following statements, please select the response which best describes your own situation: Overall I experience more job satisfaction than job dissatisfaction



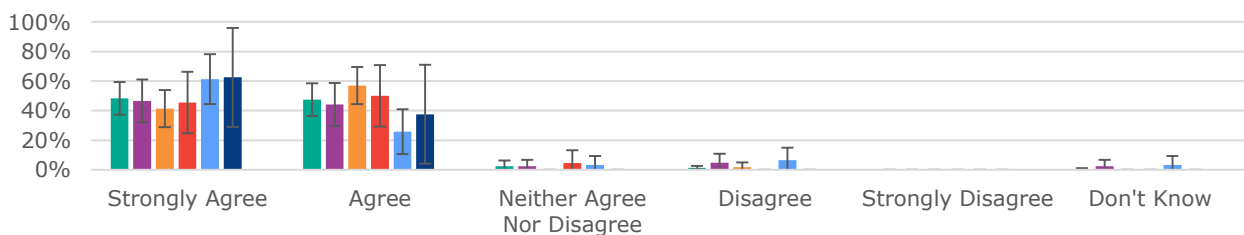
For each of the following statements, please select the response which best describes your own situation: Overall I experience more job satisfaction than job dissatisfaction



For each of the following statements, please select the response which best describes your own situation: I experience at least a small amount of job satisfaction at least once a week on average



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Challenges in the Third Sector

Participants were asked three open questions regarding challenges. The first question “what do you think are the key challenges facing your job over the next twelve months?” and the second “what do you think are the key challenges facing your organisation over the next twelve months?” often resulted in similar answers, particularly from participants in senior posts / line management positions.

The third question was routed from a prompt as to whether participants consider welfare reforms, public sector budget cuts or additional demands for services to be challenges that may affect their work, their organisation or the third sector over the next twelve months. If any or all were viewed as challenges, participants were asked what the impact on the workforce of the third sector might be. Similar themes were again evident in their answers.

The strongest dominating themes that emerged across responses to all three of these questions related to the challenge of attracting and maintaining funding and, alongside this, the challenge of meeting growing demand for services; the need to do “more for less”.

Job related challenges

A majority of participants cited accessing funding, or issues related to funding, as one of the challenges they face in their job in the coming year. For some participants, typically in smaller organisations, the funding challenge is very directly linked to their personal job security. Some noted that their job may be at risk and some others in very small organisations questioned the viability of their whole organisation going forward. As indicated by the following comment, there are wide ranging challenges linked to lack of funding that can be more easily addressed if there is known security of funding in the medium or long term.

"It's about funding - almost always about funding in the third sector. My role is to seek out funding for this organisation, to find funding in a stable manner - not bits and pieces. It's all contingent on successful funding applications - medium term funding - if that's in place, the rest of the anxieties just about disappear."
(Development Worker, aged 55-64)

There are widespread concerns about the levels of funding available, the challenge of identifying new sources of funding and, notably in smaller organisations, the complexities and bureaucracy of applying for funding whilst in competition with professional fundraisers in larger charities. The time involved in completing funding applications can sometimes conflict with a desire to focus on service delivery and service users when staff numbers are limited and individual staff members are already working excessive hours. The duration or term of specific funding has a significant impact on both individual job security and the ability to recruit appropriate staff to meet service needs.



Even amongst employees with a relatively long service record in the same organisation, participants added caveats to descriptions of their contract type. For example, 'permanent full-time for 7 years **but subject to project funding**'.

Project funding and the duration of project funding appears to be a challenge across many different types of organisation, and the challenge of attracting core funding is perhaps more evident for smaller charities. In all cases it can lead to job challenges in terms of recruiting and retaining staff.

"Continued funding - current funding expires in June 2015 and our core funding being reviewed (it was every 3 years). We have a lot of people on fixed term contracts and that makes recruitment a challenge."

(Director of Corporate Services, aged 45-54. Employer: £5m - £10m turnover and 52 paid staff)

A small number of participants cited additional challenges in recruiting not only paid staff but also volunteers. This is attributed to increasing competition to attract and retain volunteers and a financial climate where any opportunity for paid work may take increased priority over volunteering. One or two participants also identified a challenge in recruiting good quality sessional staff.

A further resource challenge identified by a small number of participants with regards to their own job, is accessing appropriate and affordable space. This could apply either in terms of office accommodation or 'lets' to provide services such as out of school care and activities.

The September 2014 independence referendum was cited by some participants as presenting a challenge in their job, for a variety of reasons. Some talked of the difficulty in attracting funding from Trusts outside of Scotland, at least until the outcome of the referendum is known. Others expressed concerns about unknown plans and policies that might impact on service users, their needs and their resources, such as lack of clarity regarding the benefits system. One or two identified a need or potential need for re-structuring within their organisation to address the possibility of Scottish independence for a UK wide organisation.

A relatively large number of participants referred to job challenges linked to increasing administrative and regulatory burdens, some driven from within their organisation and others precipitated by external requirements. These included the rigors of funding applications, ongoing monitoring and reviews linked to funding continuity, a growing need for evidence of quality assurance and compliance needs. In addition, and far from unique to the voluntary sector, some participants identified challenges linked to auto-enrolment or to shortfalls in pension funds.

Given all of the above, it is not surprising to find that 'managing change' along with managing and motivating staff is identified as another challenge for those in line management positions. For some participants this is particularly difficult at a time when their own motivation may be starting to waiver.



"I am concerned about change coming from both the internal and external environments. There are changes in Local Authorities re health that are impacting on us and a continued level of uncertainty about funding. It's hard to maintain a sense of balance and easy to become despondent. It's also a challenge to sustain good relationships with colleagues and make them feel secure. Recent redundancies here have impacted on staff morale."

(Service Manager, aged 45-54. Employer: £20m - £50m turnover and 100 paid staff)

It is notable that overwork and stress were cited by some participants as key challenges to their own role over the next twelve months.

"..... to keep a fresh perspective in the client work while I'm concerned about keeping my own job due to the financial strain the organisation is under. We might all be made redundant. Things happen in your life but this is out of our control- going month to month with financial uncertainty & job insecurity- it's exhausting. I'm not a worrier but I know some people are - these are stressful times."

(Senior Counsellor, aged 45-54. Employer: £500k - £1million turnover and 6 paid staff)

Challenges facing organisations

There is a good deal of consistency between the challenges identified by participants for their role and the challenges they see for their organisation in the next year. The very survival of some smaller organisations is identified by some participants as a challenge.

" [We're] going through a period of transition - the challenge is to be able to maintain the level of support to our current client group and widen that to become more secure in the third sector - accessing new funding streams, employing more staff, growing. Small organisations are more vulnerable."

(Social Worker, aged 45-54. Employer: £500k - £1m turnover and 10 paid staff)

Funding was once again a major recurring theme in answers to this question; funding for staff, funding for capital investment, core funding and project funding and how to raise that funding and from where. Over and above all of the other issues already outlined, a small number of participants expressed concerns that the Commonwealth Games in Glasgow has impacted and will impact on the amount of funding available from Glasgow City Council and that it will add to organisational challenges.

"Financial challenges - the Commonwealth Games takes up a huge chunk of the money available, and the North of Glasgow is totally neglected- all the venues are in the East and South, and all are Glasgow City Council facilities- smaller / private places are left out."



GCC do know that it's an issue. Most things now are multi-funded, which is a challenge. Requirements to funding- for BIG lottery funding you have to own the site, and even a 125 year lease is not enough. Then there are interactions between different sources of funding. There will definitely be a lull in funding after the games as well."

(Director, aged 35-44. Employer: £200k - £500k turnover and 5 paid staff)

Regardless of their major sources of funding, participants talked of difficulties in the current climate; personal donations declining due to lower levels of disposable income, lower levels of grant funding and caveats or conditions of funding that are almost a disincentive.

"IGF - integrated grant funding. Everyone's moaned about the annual basis being bad for sustainability. We are not clear on eligibility criteria. You have to have demonstrated your move towards sustainability. We've gone from 50% grant funding to 18% grant funding, and now could become victims of our own success (i.e., you don't even need this 18% any more.)"

(CEO, aged 45-54. Employer: £1m - £2m turnover and ~48 paid staff)

The many references to growing competition for reduced levels of funding also led to some comment that this may impact adversely on the quality of relationships between organisations. Whilst some participants alluded to the benefits of joined up working, networking and collective delivery for the common good there were also some suggestions of conflicting interests, duplication of interests or wasted efforts despite the best of intentions.

"There is less funding and everyone is after it. We are victims of success through 'Thriving Places'. The challenge is how to work and plan strategically to make it happen and encouraging people to do their homework first; people get funding who haven't identified a need. Groups or organisations come into the area who haven't done their homework and don't realise there is stuff already there."

(Director, aged 55-64. Employer: £200k - £500k turnover and 3 paid staff)

In summary, the overall key sentiments are no different for organisations to those already identified by participants for their individual roles.

"The available money is going down and there are more organisations and people vying for funding. This is an established organisation but cuts don't take prisoners."

(Support Worker, aged 45-54. Employer: £2m - £5m turnover and 114 paid staff)



Suggested Impact on The Workforce of the Third Sector of Welfare Reforms, Public Sector Budget cuts and Increased Demand for Services

When participants focused on what they perceived to be the individual or combined impacts of all three factors on the overall workforce of the third sector, the major themes related to **a potentially demoralised and depleted workforce that may not be retained in the longer term and, ultimately, a shortfall in service provision.**

"Overwhelming stress - over the long period I have worked in the voluntary sector people working in it will commit themselves above and beyond working hours and would rather give more than let the organisation fold (but there comes a point where you can't do that)."
(Office Manager, aged 55-64. Employer: £50k - £100k turnover)

"There are more and more people wanting services and less money available. People (staff) will end up becoming demoralised and may move out of the third sector leading to less experienced people or unqualified new recruits. This in turn may lead to a lower level of service and a downward spiral."
(Head of Finance and Corporate Services, aged 45-54. Employer: £2m - £5m turnover and 114 paid staff)

The most common theme relating to changes due to welfare reforms was that they would lead to increased demand for services as increasing numbers of people encounter financial hardship. Individual participants talked of many different ways in which financial hardship would impact across different areas of service provision. There was reference to direct and obvious impacts such as more users of food banks, or increased incidence of rent arrears and subsequent homelessness, as well as less direct effects such as increased stress, more chaotic lifestyles and a downward spiral of ever more complex support needs as systems become harder to negotiate.

All of these factors were identified as leading to **increased demand for services and / or needs for new or different services** in order to deliver effective support. In turn, participants talked of the need for more staff or staff with new or different skillsets to meet the evolving needs of service users as well as the growing numbers of service users.

"There is an increased need for family support services because of DLA. A significant increase in demand for services means we have to do more with less. There is a need for changes in skills / expertise as tasks become increasingly complex because of the impact of increased poverty."
(Director, aged 45-54. Employer: £20m - £50m turnover)

In parallel with perceptions of growing demand for services necessitated by welfare reforms, public sector budget cuts were identified as impacting on available funding, which in turn **reduces the ability to attract, retain and train appropriately skilled staff** in increasing numbers to meet those additional demands. Some participants also talked of reduction in public sector service provision as a result of budget cuts, creating a **larger public service void** that the third sector is trying to fill.

"There are more people coming through the door and more pressure to provide / fill the gaps created by cuts to budgets. There is a need to deliver without extra resources, to backfill. Cuts to the Independent Living Fund are having a big impact and people's ability to do their jobs is being affected due to lack of support."

(Executive Director, aged 45-54. Employer: £2m - £5m turnover and 35 paid staff)

Finally, it is important to note that several participants noted a perception that third sector employees are undervalued in many senses by the public sector as well as sometimes by the media and the broader public. There was some feeling that regardless of their skills, qualifications and training the third sector workforce are viewed as "worthy amateurs", relative to their peers within the public sector. There was some comment that this is felt to reflect in the remuneration and benefits packages available within the third sector.

More detail on specific changes

People in a management / supervisory role answered additional questions about their views on whether things had changed in their organisation or environment in the last year. Specifically, respondents were asked whether they felt that there had been an increase, decrease or no change in the following areas, with supplemental comments provided by some respondents.

- Demand for their organisation's services
- Competition for resources from other organisations
- Collaboration or merger with other organisations, either through necessity or choice
- Tightening expenditure constraints
- Restructure or redesign within their organisation, either through necessity or choice
- Changes in the quality of services provided to people they work with, either through necessity or choice.

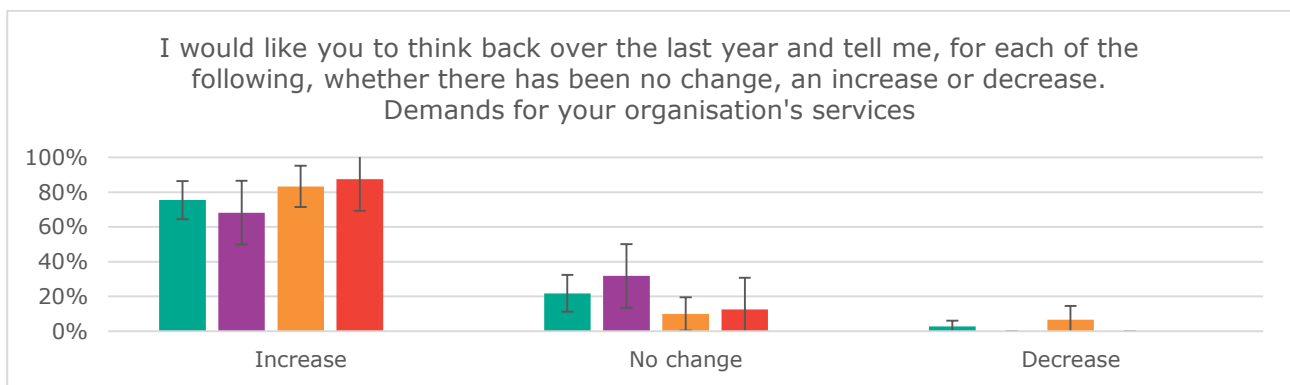
Overall, of the areas of "increase", increasing demand for services was most frequently reported, followed by increased competition, increased restructure and tightening expenditure constraints.



Despite this, nearly all respondents thought that there had been no change or an increase to the quality of service they provided (this may be based on the nature of the roles held by the people we were asking, who may have felt that this was a reflection on their own delivery). Over half said that there was no change in terms of collaboration with other organisations, though 45% said that this had increased.

The number of respondents answering “decrease” to any of these questions was limited. Below, we focus on the comments provided by those who felt that there had been a change in the last year, whether an increase or decrease.

Demand for Services



Some people who reported an increased demand for services described this as being due to external factors, particularly increased poverty and issues related to Welfare Reform, while others focused on changes to the *nature* of the demand, rather than a simple increase in the same type of demand. Others still saw this in a more positive light, and described growing awareness or appreciation of the work done by the organisation as being the driver for increased demand (ie, a positive change for the organisation).

A considerable proportion of respondents focused on **increased demand from external factors**. Of these, a significant number of respondents focused on **poverty, debt and welfare issues** as being key drivers. Some of these changes were related to changes to benefits, and this was clearly being felt by organisations in a range of sectors:

"Tied to welfare reform and the fact that the economy is bad so tenants are struggling. New initiatives are required. Welfare Reform is the biggie."

Director, aged 45-54. Employer: £1m - £2m turnover and 15 paid staff, 18235175

"Welfare reform impacts and young people enrolling in school with disabilities."

Projects Manager, aged 55-64. Employer: £500k - £1m turnover and 10 paid staff, 18313350

"Benefit cuts have led to more demand for employability services. More awareness around mental health plus partnerships with GPs, NHS has led to more work in the area of mental health."
 Director, aged 35-44. Employer: £100k - £200k turnover and 2 paid staff, 18234744

Other respondents cited increased poverty, destitution and debt problems as driving demand on their services:

"The financial climate means that more people are calling specifically with debt problems."
 Employee, aged 45-54. Employer: £50k - £100k turnover, 18291019

As well as Welfare Reform, other respondents mentioned that increased demand had been driven by **other changes to Government policies**, such as the Children and Young People's Bill and Curriculum for Excellence.

Increased demand for the sector had been viewed by others as resulting from **pressure being placed on other services**, such as cuts in the public sector and stresses on Social Care organisations:

"Day service closures lead to increased demand for our services - people have to identify community based resources."
 Employee, aged 45-54. Employer: £2m - £5m turnover and 60 paid staff, 18291062

"We see a lot of employees from social care organisations- massive changes to social care budgets and legislation have had a downstream effect on their employees, driving more to seek our counselling."
 Chief Executive, aged 55-64. Employer: £500k - £1m turnover and 6 paid staff, 18292535

Other respondents focused on the increase in demand placed on their services by an **ageing population**. Others still said that **expectations of partners had increased**, with one respondent citing an increase in demands from the NHS.

Some respondents described **changes to the nature of demand**, and a notable change to the nature of demand was in the **increased use of online services**.

"[We] have moved to online referrals which has caused some problems as social workers don't have the time to fill in forms"
 Welfare Co-Ordinator, aged 55-64. Employer: £200k - £500k turnover and 1 paid staff, 18198617

"Significant increase - about young people choosing how they use our services - young people engaging with online services strongly. In the last two years we've engaged in social media – it has driven demand to all of our services."

Services Manager, aged 35-44. Employer: £2m - £5m turnover and 17 paid staff, 18276091

A large number of respondents clearly viewed increased demands for their services as a positive reflection of their service delivery, as the **increase demands reflected increased awareness or appreciation of the organisation's work:**

"[Increased demand is due to] increasing recognition that our projects are good at bringing people from different groups together, and good for mental health. There is research showing that our work works on multiple levels."

Employee, aged 35-44. Employer: £200k - £500k turnover and 3 paid staff, 18291067

"Good value for money and word of mouth recommendations- the service now attracts visitors from a much wider area"

Project Manager, aged 45-54. Employer: £200k - £500k turnover and 1 paid staff, 18292299

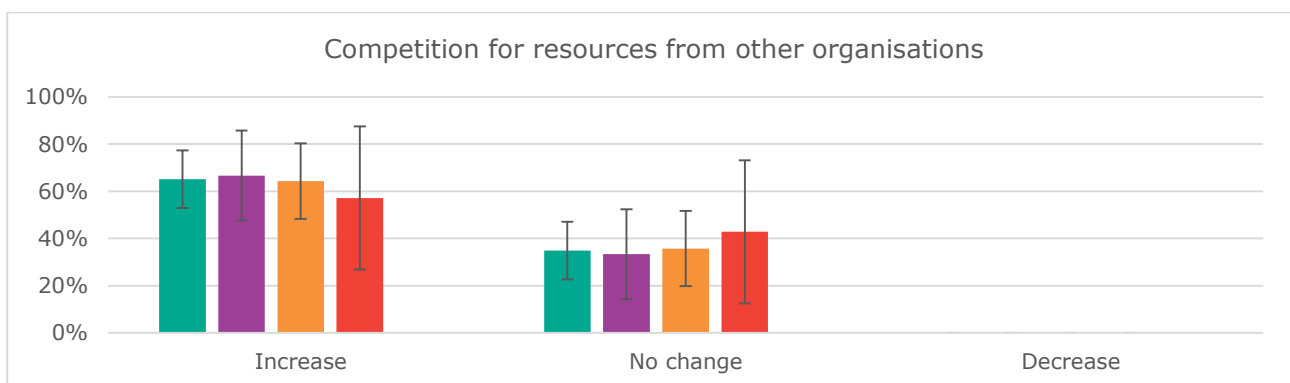
"The more work we do the more we're known."

Employee, aged 55-64. Employer: £100k - £200k turnover and 2 paid staff, 18291037

"We are well run and well-structured with experienced youth workers and we don't charge"

Project Co-Ordinator, aged 55-64. Employer: £100k - £200k turnover and 2 paid staff, 18240152

Competition for Resources



Some people who cited an increase in competition for resources focused on the shrinking resource, while others mentioned new competitors. Notably, respondent said there had been a decrease in competition for resources from other organisations

Below, we explore these perceptions of increased competition for resources.

It was clear that some respondents viewed increased competition for resources being due primarily to **a reduction of resources for all:**

"The funding environment is a lot tougher than it has been in the past. We were successful this year but not last year."

Coordinator, aged 45-54, 18236241

"The competition is not growing, the resources are shrinking"
HR Adviser, aged 25-34. Employer: and 100 paid staff, 18243046

Other respondents felt that the increased competition was due to **a growing number of competitors**, through either new organisations or existing organisations changing their focus. Some clearly found this frustrating, with others more accepting that this was the norm:

"Used to work well together with organisations – it has become competitive all of a sudden as everyone wants a piece of the pie'. It's just greed."

Peer Support Manager, aged 45-54. Employer: £200k - £500k turnover and 1 paid staff, 18263415

"That's a constant for us - we're in a competitive market place with other third sector organisations that are multiplying all the time."

Services Manager, aged 45-54. Employer: £2m - £5m turnover, 18283905

Some seemed to feel frustrated that other organisations were offering "light touch" versions of their service.

"[A new competitor has] "moved in in the last couple of weeks - similar type of work. Their model is on volunteers - more light touch - we're more intensive support. But sometimes a Social Worker will just look at a list of organisations and not think about the referral organisation too much."

Service Coordinator, aged 45-54. Employer: £200k - £500k turnover and 11 paid staff, 18265805

"We were a specialist service, but now a lot of other services offer mediation on the side. It's not regulated / accredited so anybody can now set themselves up but not registered"

Practice Manager, aged 55-64. Employer: £200k - £500k turnover, 18283478

Another perspective showed that some viewed increased competition as a good thing for clients:

"Other organisations are moving in on our territory- which is a good thing if it means the work is done."

Employee, aged 35-44. Employer: £500k - £1m turnover and 10 paid staff, 18291048

"Most similar organisations are smaller than us, and we help most of them to get funding anyway, via development training and support. We're working to put ourselves out of a job- but that's what community development should be. "

Employee, aged 35-44. Employer: £200k - £500k turnover and 3 paid staff, 18291067

One respondent articulated the balance required to be a "good employer" yet be able to be competitive in winning work:

"Competing for tender- it's easy to undercut us because we're a very good employer"

Chief Executive, aged 55-64. Employer: £500k - £1m turnover and 6 paid staff, 18292535

Other respondents focused on increased tensions between public sector and third sector

"The 'tender culture' is causing division within the voluntary sector and the public sector is going unnecessarily down the tender route. It's causing tensions and frictions."

Project Manager, aged 45-54. Employer: £200k - £500k turnover and 2 paid staff, 18235256

"The NHS is even a competitor... and they can employ fundraising staff where they haven't in the past."

CEO, aged 35-44. Employer: £200k - £500k turnover and 6 paid staff, 18299706

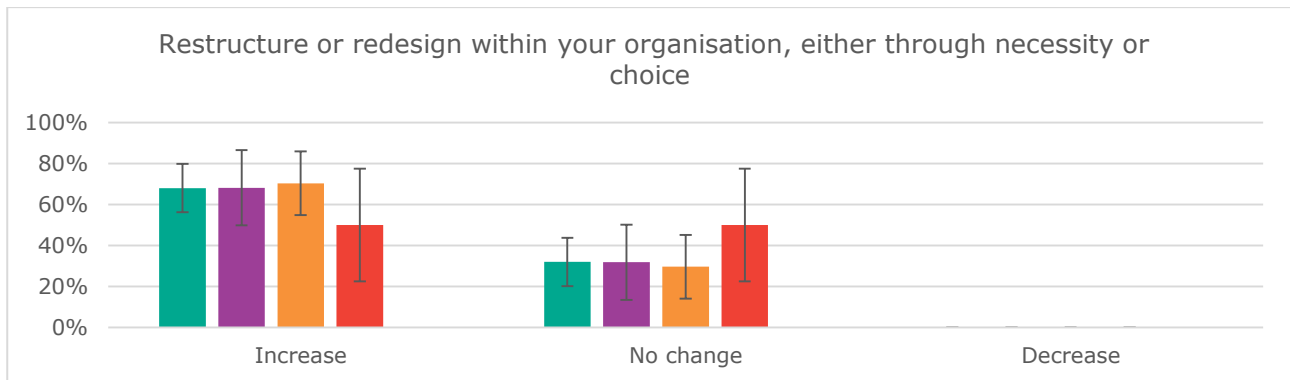
A small minority of respondents focused on **competition for non-financial resources**, but on issues recruiting volunteers and on physical resources, such as community halls:

"We have, probably for first time ever in the past year, struggled to attract the numbers and quality of volunteers. We have quite a long recruitment and training process, so others will get there first and recruit good volunteers."

Services Manager, aged 35-44. Employer: £2m - £5m turnover and 17 paid staff, 18276091

"Providers are all trying to use the community more- this can close things down. [We are] competing for resources like church halls. "
 Employee, aged 45-54. Employer: £2m - £5m turnover and 60 paid staff, 18291062

Increased Restructure / Redesign



Respondents highlighted any types of restructure or redesign they had been through, and these were varied, but a significant number focused on management restructuring (including both new management posts and removal of management posts).

No respondent said there had been a decrease in the level of restructuring.

A significant number of respondents highlighted increased **restructuring through changes to staffing**, with the majority focussing on changes to the management structures, which resulted in downsizing and redundancies for some organisations but new posts for others. Comments about this process offered by interviewed respondents tended to be either neutral or positive – on the other hand, we also found that major changes in duties had had a negative impact on other respondents' health (page 72).

"We introduced service managers to give senior support workers more support for paperwork and take pressure off the Director and administration."

Employee, aged 45-54. Employer: £2m - £5m turnover and 60 paid staff, 18291062

"Recently restructured the management teams- done away with posts, mainly on retirement (compulsory retirement, pre-discrimination legislation) and with 2 redundancies."

Chief Executive, aged 55-64. Employer: £500k - £1m turnover and 6 paid staff, 18292535

"We now have assistant managers, which gives increased capacity and more support for other staff"

Service Manager, aged 45-54. Employer: £100k - £200k turnover and 1 paid staff, 18291914

In terms of other staff changes, some highlighted new posts created for particular tasks while another indicated changes from full time to part time working.

A number of other respondents focused not on changes to personnel and staffing, but rather to **restructuring based on improved ways of working**. One respondent highlighted that an independent consultant helped them work "slicker", another mentioned the adoption of "new ways of working". For one respondent, this restructuring was necessary due to an increased complexity of needs of their clients:

"Increasingly complex needs have led to review of functions, re-evaluation of assessment, risk assessments, staff training; repositioning to ensure safe support for service users"

Regional Manager, aged 55-64. Employer: £20m - £50m turnover and 100 paid staff, 18276242

Some respondents chose to emphasise explicitly that their restructuring was through necessity, with funding cuts driving money saving measures "through job cuts and cut services".

Collaboration/Mergers



Those who said that there was increased collaboration had different views, with some very positive about this as a new way of working and others viewing collaboration as simply a necessity for funding. In some cases, increased collaborative working was perceived negatively.

Those reporting a decrease in collaboration were in the minority, and one respondent highlighted that this was having a detrimental effect on their organisation:

"[There is] competition now instead of working together. It's hurting our business"

Network Coordinator, aged 45-54. Employer: £10k - £50k turnover, 18234914

A significant number of respondents focused on **collaboration through necessity or pragmatism**. Some pointed out that there was an expectation from funders for collaboration. Others viewed collaboration as a pragmatic step for economic reasons:

"Slight increase in partnership working for economic reasons- making funding go further- all applying for the same pot and then splitting it."

Housing Services Officer, aged 35-44. Employer: £1m - £2m turnover and 20 paid staff, 18292698

"There is a need to collaborate due to limited resources and big ambitions."

Executive Director, aged 45-54. Employer: £2m - £5m turnover and 35 paid staff, 18305486

Another respondent said that their approach to collaboration was a way of "managing the competition".

It is interesting to note that collaboration was not always viewed favourably by third sector managers, with **a mix of positive and negative views of collaboration**:

"We are part of childcare forums - it was positive at the start, now it's just a compulsory thing- it's just repetition. We've nothing new to learn from each other."

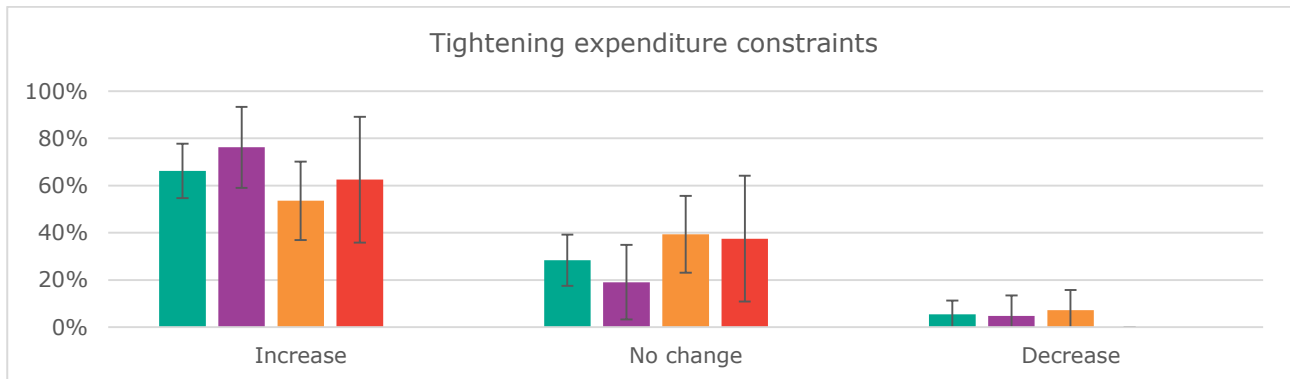
Service Manager, aged 45-54. Employer: £100k - £200k turnover and 1 paid staff, 18291914

"Expectation that agencies work together to maximise resources. No problem with that, but it's becoming a bit of a buzz thing. It'll pass!"

Coordinator (Befriending), aged 45-54. Employer: £50k - £100k turnover and 3 paid staff, 18313414

Other respondents who reported increases in collaborative activity saw collaboration as a very positive way of working, which for one respondent resulted in them "actively seeking new collaborations".

Tightening of Expenditure Constraints



People who said that there had been a decrease in tightening expenditure constraints (i.e., increased expenditure) said that expenditure had gone up to meet demand, for new managerial posts, and for training for the board.

Responses around increased tightening of expenditure constraints varied from the reasons for increased expenditure constraints, through to the way that organisations that were managing these constraints. Others focused on the impacts that these constraints had in terms of their service delivery.

The reasons for increased expenditure constraints

The reasons given for increase expenditure constraints were varied, with some respondents focusing on **increased demand** or on the **lack of funding**:

"We have had standstill funding from our main source for 10 years and a cut from GCC over 3 years"
 Executive Director, aged 45-54. Employer: £2m - £5m turnover and 35 paid staff, 18305486

Another theme which contrasted with the challenges of additional demand was the **reduction in people accessing particular services due to new policies** (and the associated lack of income), such as Self Directed Support:

"We are going through a funding change - families assessed through Self Directed Support. That affects us in terms of a reduction of young people using the service. It's just happening now, and forecast to become more acute."
 Unit Manager, aged 55-64. Employer: £500k - £1m turnover and 2 paid staff, 18263560

Other cited reasons for increased expenditure constraints were expectations of delivering "more for less", increased competition for funding and also the **expectation that funding is not used for core costs**, which was referenced by a number of respondents:

"There is reluctance to give funding to cover core costs."
 Chief Executive, aged 65+. Employer: £500k - £1m turnover and 15 paid staff, 18294009

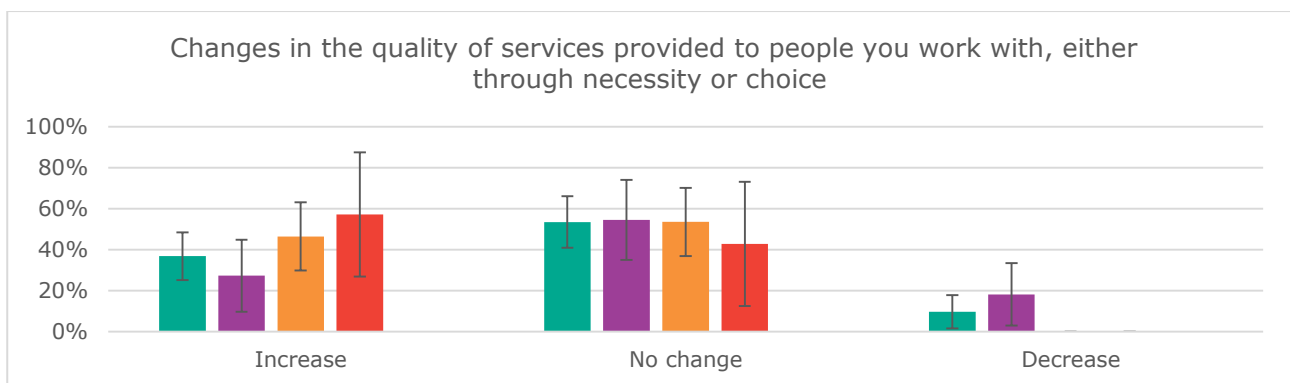
The effects of tightening expenditure constraints

Some other respondents focused on the effects that had been felt from tightening funding constraints, including the inability to provide the same level of service, the problem that "everything takes a lot longer", a necessary relocation, staff pay freezes and recruitment freezes.

Coping strategies for tightening expenditure constraints

Other respondents chose to focus on the way that they have managed the problems they have faced around tightening expenditure constraints. This included "increasing grant applications to reduce reliance on fundraising" and renegotiating contracts for taxis, utilities and office supplies, but the main strategy was around staffing resource, with **shifts to the use of part time workers** and to ensuring that the minimal staff resource is employed to meet demand.

Increased/Decreased Quality



Notably few respondents said that quality had reduced, but these said that there had been a reduction in "face to face support contact", a suspicion that "young people are waiting for a befriender longer than they were before, in some areas", and a compromised ability to deliver volunteering events and ongoing volunteer training. The decrease in quality was sometimes directly linked to the lack of resources available:

"Decreased [quality] because we don't have the resources to do the work well."

Artistic Director, aged 45-54. Employer: £100k - £200k turnover and 2 paid staff, 18292812

"Reduced budgets and fewer staff."

Office Manager, aged 45-54. Employer: and 9 paid staff, 18265848

Despite all of the challenges, **managers were more likely to say that there had been no change or an increase to service quality. However, this may have been a reflection of managers' own views of how well they are managing the service.**

Some focused on the evidence of increased quality, such as improved care inspectorate grades – "Care Inspectorate Grades all went up in 2013". Others described *how* quality had been improved, for example through improved staff and volunteer training, a new focus on operational development and better monitoring and evaluation of their services.

"We monitor and evaluate continuously and make constant improvements."

Director, aged 55-64. Employer: £200k - £500k turnover and 3 paid staff, 18265829

Others pointed out that extra funding had driven improved quality in certain areas, eg "funding for specific projects".

Other negative effects on the organisation? (Managers/Supervisors)

Managers were asked about whether there had been any other negative impacts on their organisation and the cited pressures varied. One respondent emphasised that **pressures in the third sector are as great as those in public sector:**

"The voluntary sector is under as much pressure as statutory services. While the working environment may be more flexible, the challenges are the same- [we have] professional targets to meet."

Senior Manager Development, aged 45-54, 18202758

There was again a strong focus on the problems faced in **trying to achieve sustainable income**, with barriers to this being "*sources drying up*", funders being "*more cautious*", "*the tender culture*", the difficulties faced in providing "*hard and soft evidence*" to funders and the increased inability of service users to pay for services:

"Up to last year we experienced significant debt issues - parents unable or unwilling to pay. More problems with the tax credits system and these being stopped without warning"

CEO, aged 45-54. Employer: £1m - £2m turnover and ~48 paid staff, 18263328

Another interesting theme was **issues with trustees and the board**, such as a lack of consultation with staff, problems around "*micro-management and less autonomy*" and the wrong frequency of trustee turnover (too fast turnover leading to "*unsettled work*" but too slow turnover also being problematic). One respondent focused on the issue that union representation was not provided for relations between staff and the board:

"As there is only a small staff they find it very hard to confront the Board about inappropriate behaviour / decisions which have not been consulted - there is no union rep, no buffer between them... If staff have a grievance against the Board they have to refer it to the Board - so this depends on the staff member having the 'gumption' to take it to the Board."

Welfare Co-Ordinator, aged 55-64. Employer: £200k - £500k turnover and 1 paid staff, 18198617

A minority of respondents focused on the **loss or lack of staff skill sets** as being another negative effect on the organisation, eg:

"Concerned about the lack of ability of recruits to write reports - lacking both skills and knowledge and therefore find it hard to articulate and write funding applications or project specs or to promote their work and the work of the organisation."

Director, aged 35-44. Employer: £100k - £200k turnover and 2 paid staff, 18234744

Some others reported that there were **issues with changes to, and resistance to, leadership in the organisation**:

"The staff team is totally demotivated due to changes in the leadership and increased redundancies."

Volunteer Development Officer, aged 55-64. Employer: £500k - £1m turnover and 22 paid staff, 18313355

"People like [clear leadership] but they are still resistant- they used to be able to do what they want"

Practice Manager, aged 55-64. Employer: £200k - £500k turnover, 18283478



Another cited difficulty was providing maternity cover due to the organisation's small budget and the high level of maternity leave

"The whole team of one project currently has toddlers."

Employee, aged 55-64. Employer: £100k - £200k turnover and 2 paid staff, 18291037

Final comments (Managers/Supervisors)

In the final opportunity to make any comments, managers provided a range of responses but many chose to comment on the good and bad things about working in the third sector, with diverse perspectives.

Some focused on the **benefits of working in the third sector**, such as a *"different mind-set"* to public sector and the ability to have a more productive relationship with Scottish Government than public sector bodies have. Others focused on the qualities of people working in the third sector, such as *"loyalty, trust and a lot of care"* and people being *"generally more committed...to delivering a service"*. Another response highlighted that the reasons for working in the sector are not financial:

"People don't come to the sector for the money. It is an enjoyable job but challenging to get funding. [They] enjoy the job even though the financial reward may not be there."

HR Adviser, aged 25-34. Employer: and 100 paid staff, 18243046

Other respondents focused on the **downsides of working in the third sector**. In contrast to the above statement, one issue was being paid less than people in other sectors;

"There's an awareness that Scottish government staff who enforce funding changes and evaluate applications can be earning twice as much as our staff. Also, we have people on secondment here who earn twice as much as our own staff in similar roles and that creates difficulties. Having said that we are fortunate compared to some other charities."

Director of Corporate Services, aged 45-54. Employer: £5m - £10m turnover and 52 paid staff, 18313320

Another response focused on poor perceptions of the third sector:

"We are treated like poor relations. We are not viewed as professionals but expected to have professional qualifications."

Manager, aged 35-44. Employer: £100k - £200k turnover and 1 paid staff, 18286246

Other respondents said that **staff morale problems**, such as staff becoming "disillusioned" were increasing due to increased job insecurity:

"People in the voluntary sector have always been aware that job security just doesn't come in the voluntary sector – it has always had an impact on staff turnover and morale. Over the past 3-4 years, I think the level of that has increased and it makes it very difficult to deliver services and develop services."

Coordinator (Befriending), aged 45-54. Employer: £50k - £100k turnover and 3 paid staff, 18313414

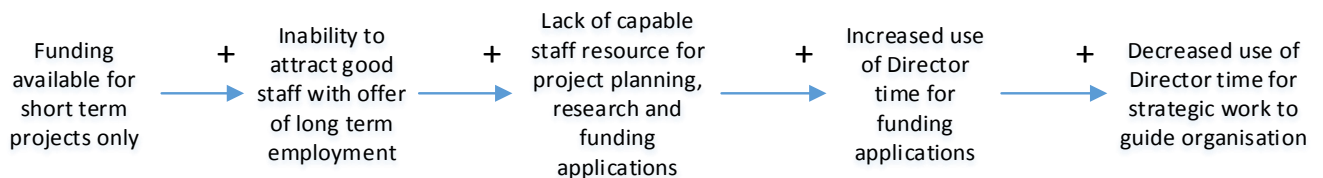
This negative trend was echoed by another respondent who said that the voluntary sector is now "more fragmented because of fire-fighting to survive. There is less 'coming together'."

One response highlighted that a move to contracting favoured larger companies:

"[I] worry that [the] move to contracts can make it hard for small local organisations to compete with big nationals."

Projects Manager, aged 55-64. Employer: £500k - £1m turnover and 10 paid staff, 18313350

Another response focused on the challenge of recruiting for the long term while working only on short term projects, and that this drives a negative progression in the organisation, as summarised in the below figure:



This description echoes the shift reported by a number of respondents from using full time to part time workers.

Resonating with earlier comments about issues between the board and staff, one respondent said this was due to a lack of understanding between staff and boards:

"Board members understand figures but don't understand what staff actually do and so make decisions that cause problems for staff and clients. There is support but also interference from Board. It's a case of business versus charity - staff work for a charity but perceive the Board to be running a business - Boards needs to understand the difference but they are all ex-businessmen who want to increase the capital rather than spend it for the good of the clients. Staff don't get to make decisions about the way they work but Board members don't know what their clients need."

Welfare Co-Ordinator, aged 55-64. Employer: £200k - £500k turnover and 1 paid staff, 18198617

Some managers focused on looking to the future, with a minority implying that they had now past the worst of their problems, such as saying they had "come through a difficult period", or the sector facing an increasingly challenging time ahead:

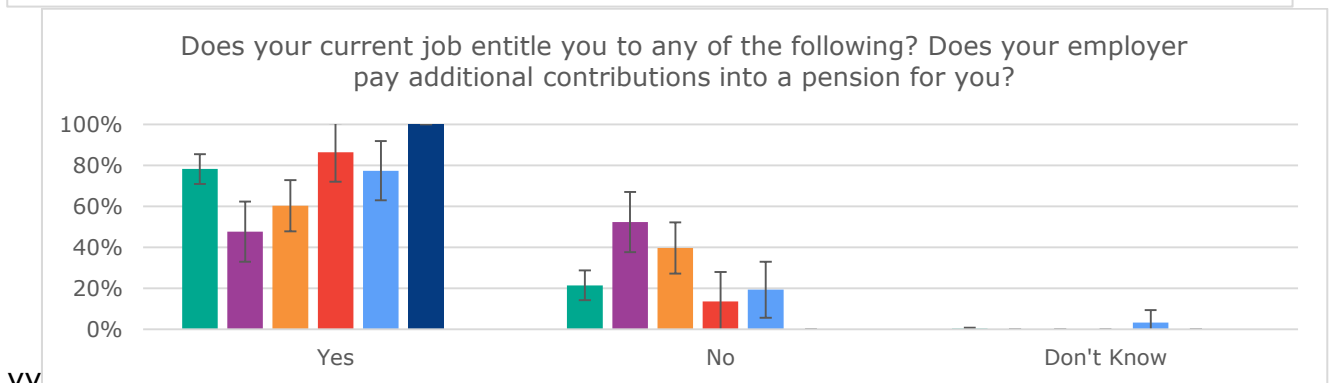
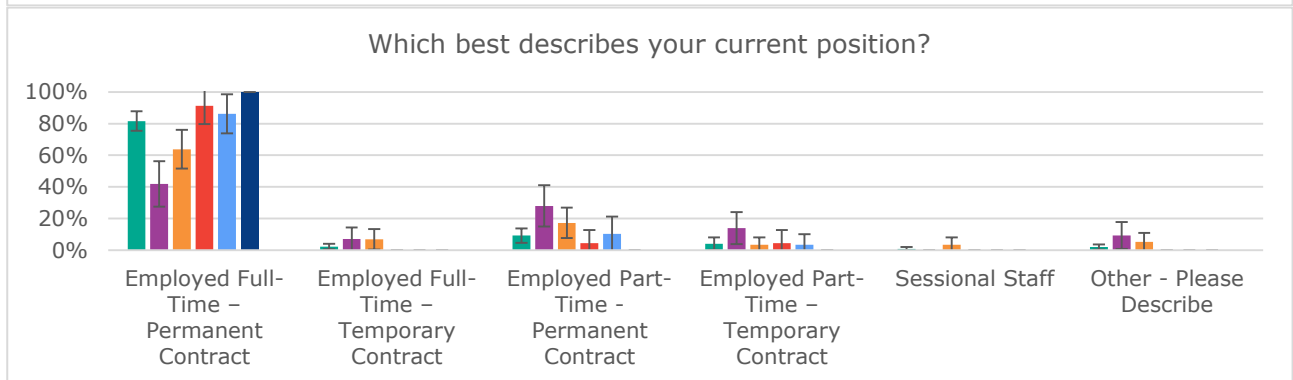
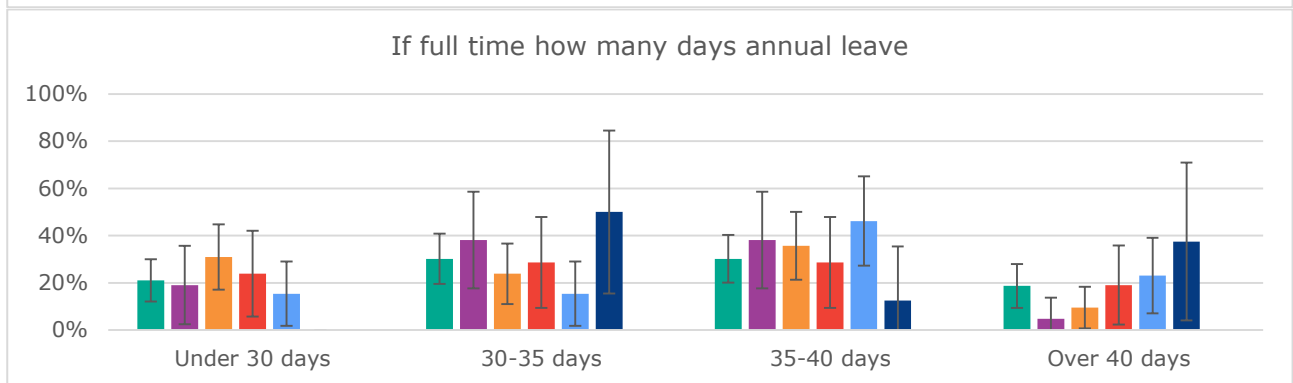
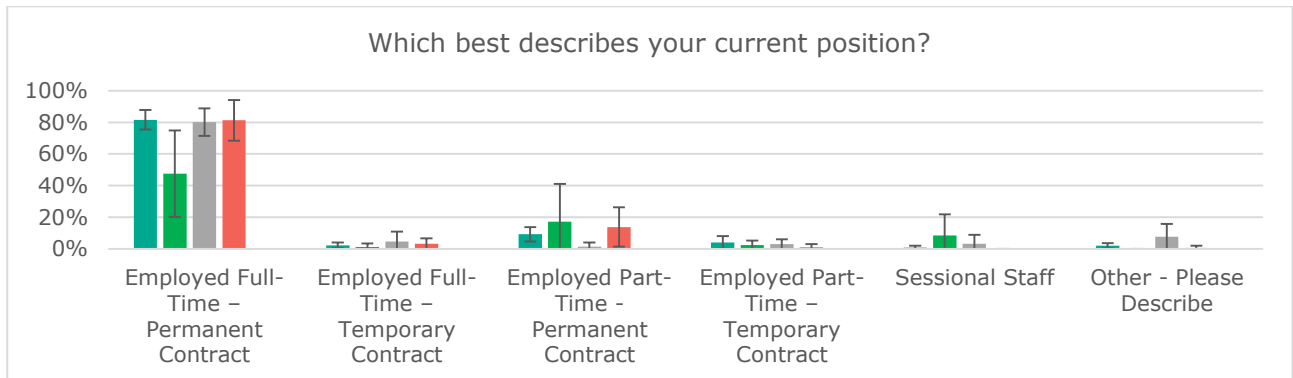
"I've worked in the organisation for twenty years and I'm more anxious about the future than I've been for twenty years....I'm now concerned about the future services for children with learning difficulties."

Unit Manager, aged 55-64. Employer: £500k - £1m turnover and 2 paid staff, 18263560

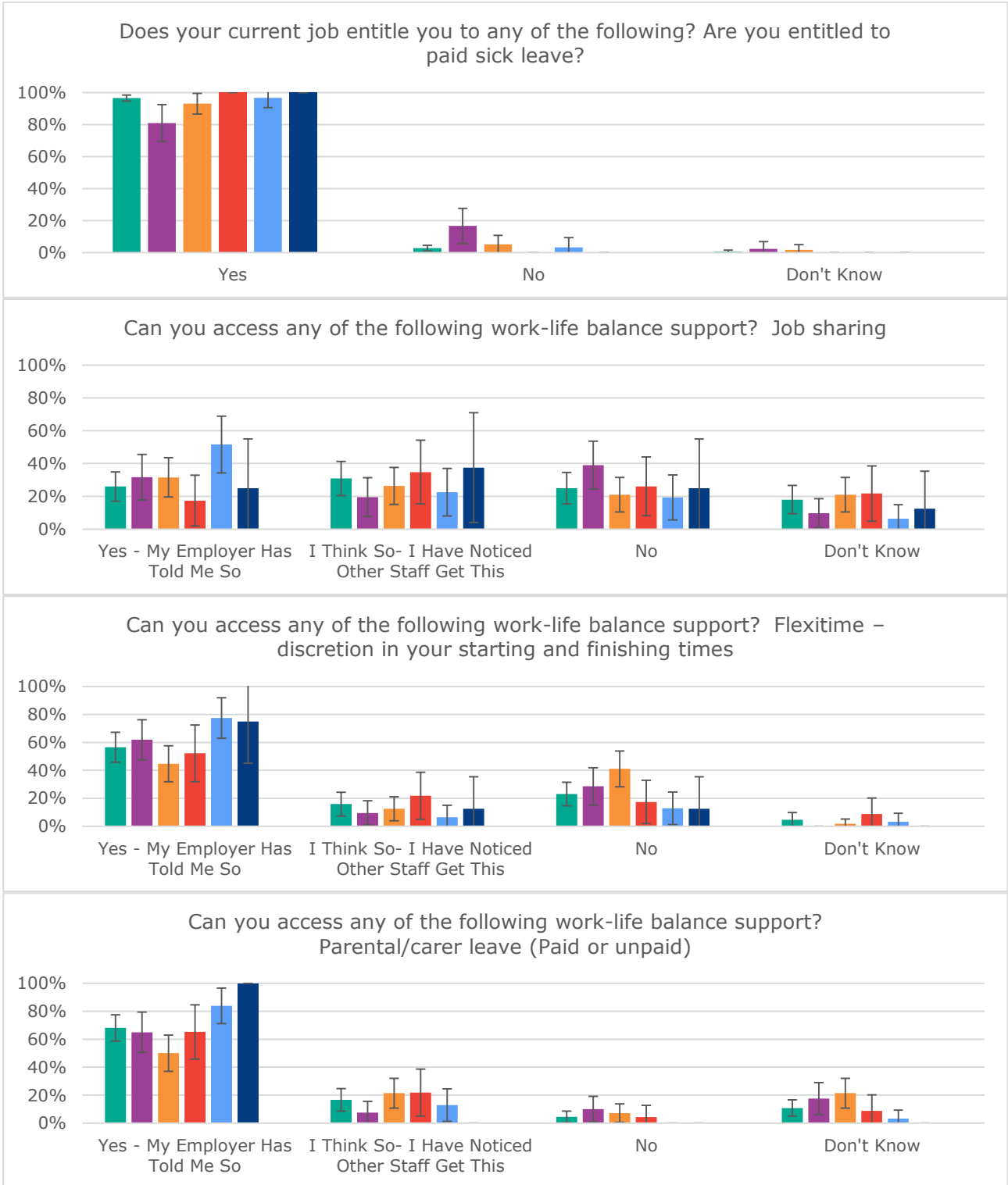
"The third sector is under increasing pressure...In England there have been moves to private companies and more use of lower paid staff. Social Care has become the new factory work - 15 minutes to provide care to people. That can leave vulnerable people (older people, people with disabilities, children) more vulnerable."

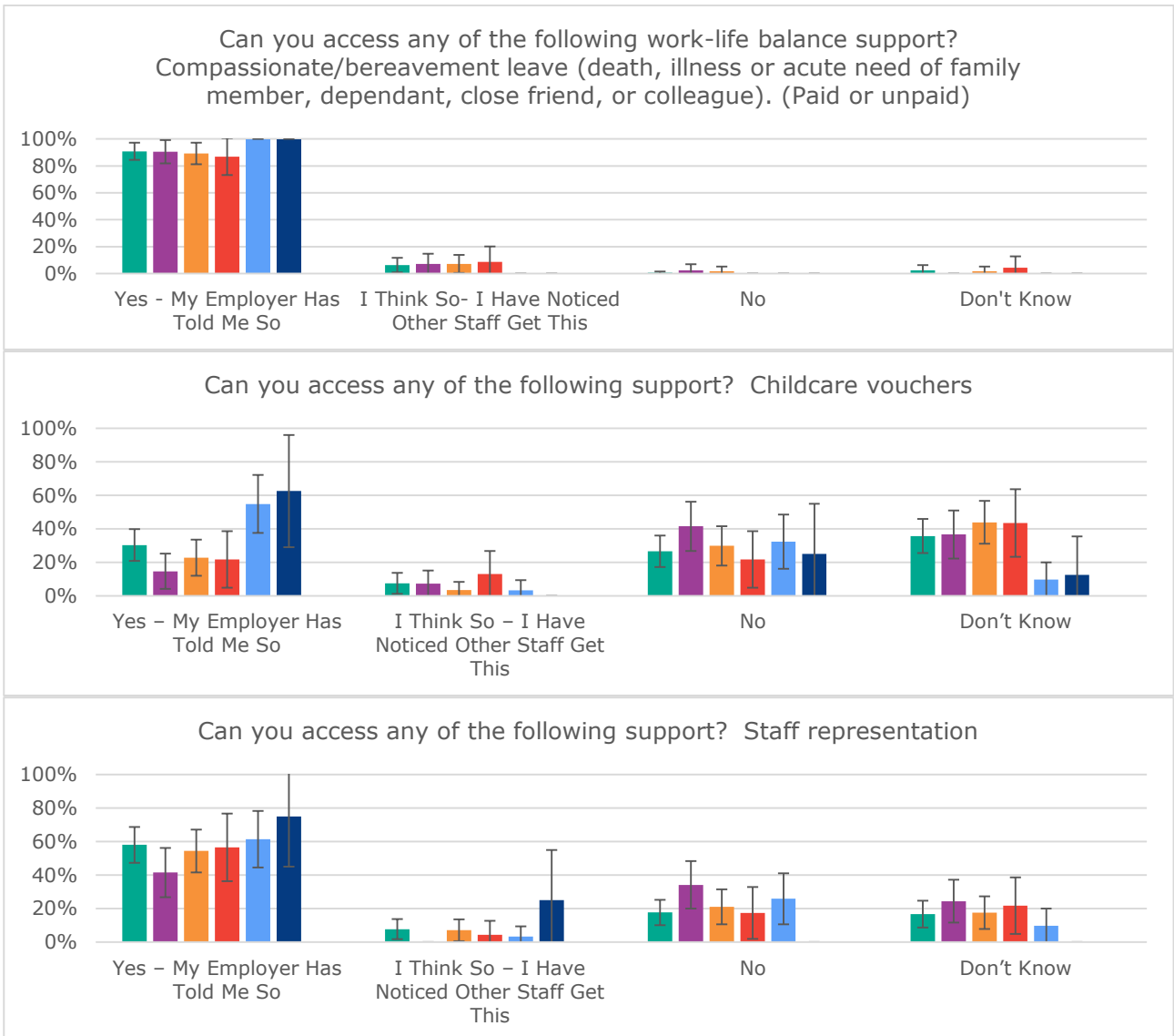
Service Coordinator, aged 45-54. Employer: £200k - £500k turnover and 11 paid staff, 18265805

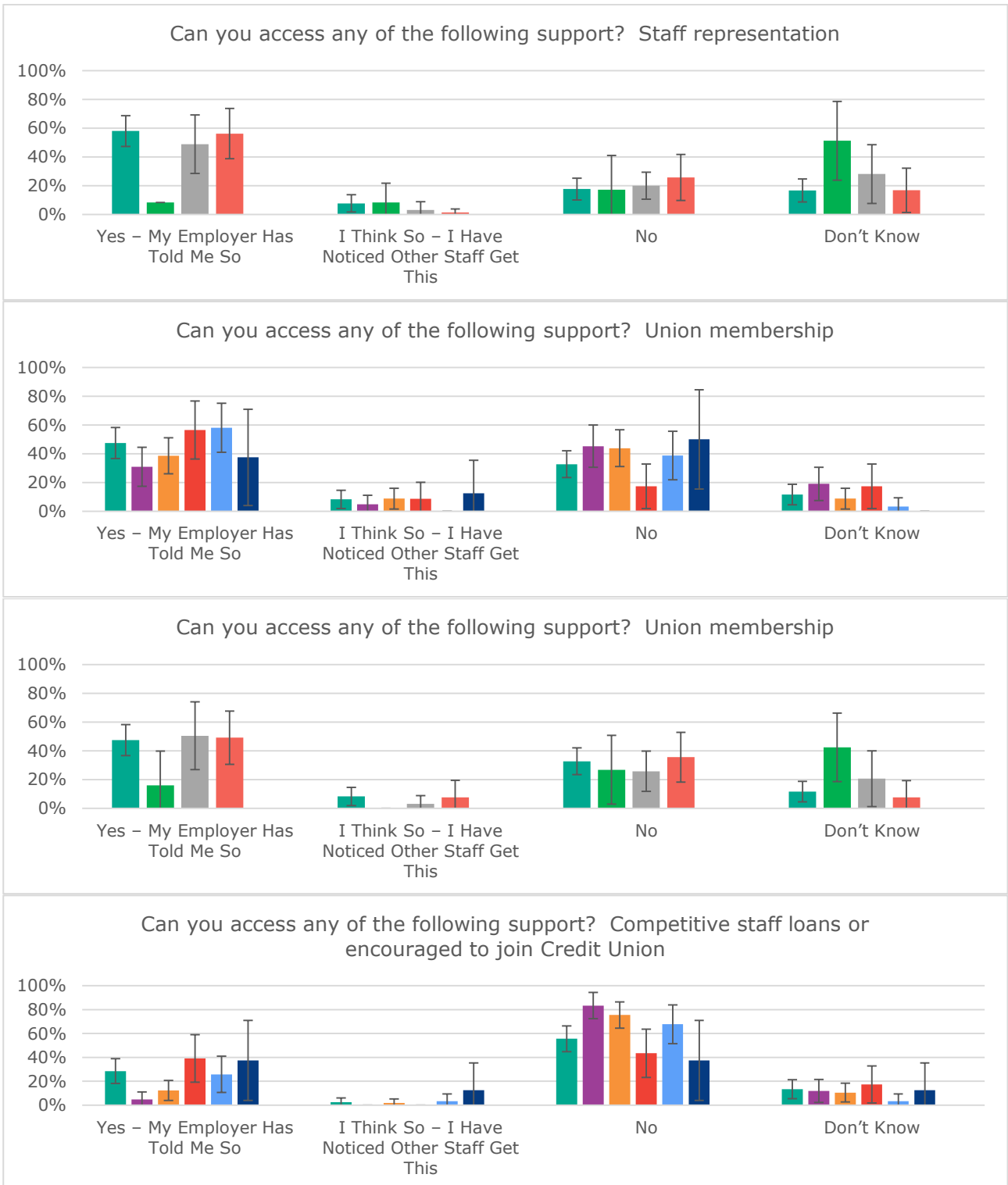
4. Workplace benefits and pay

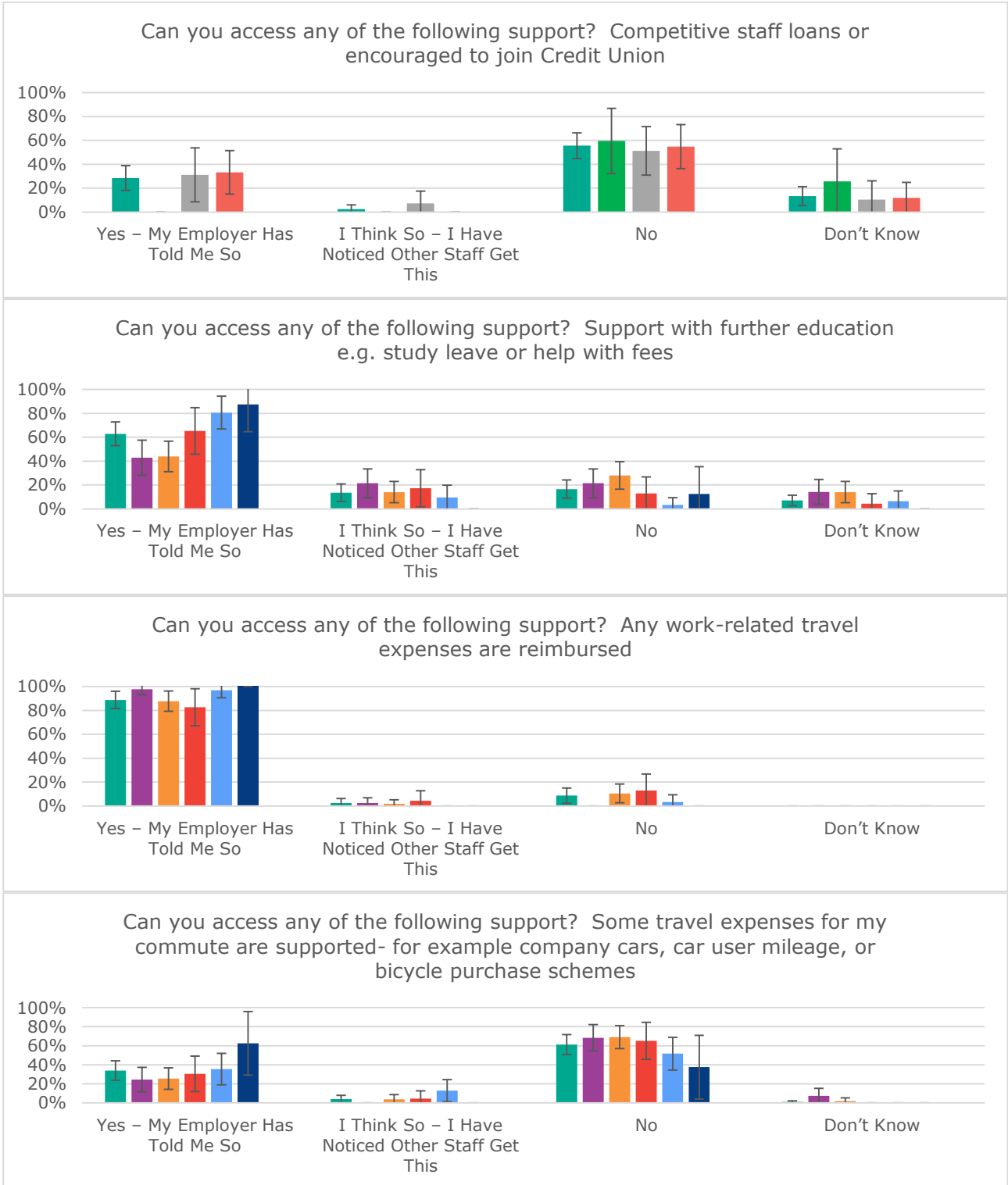


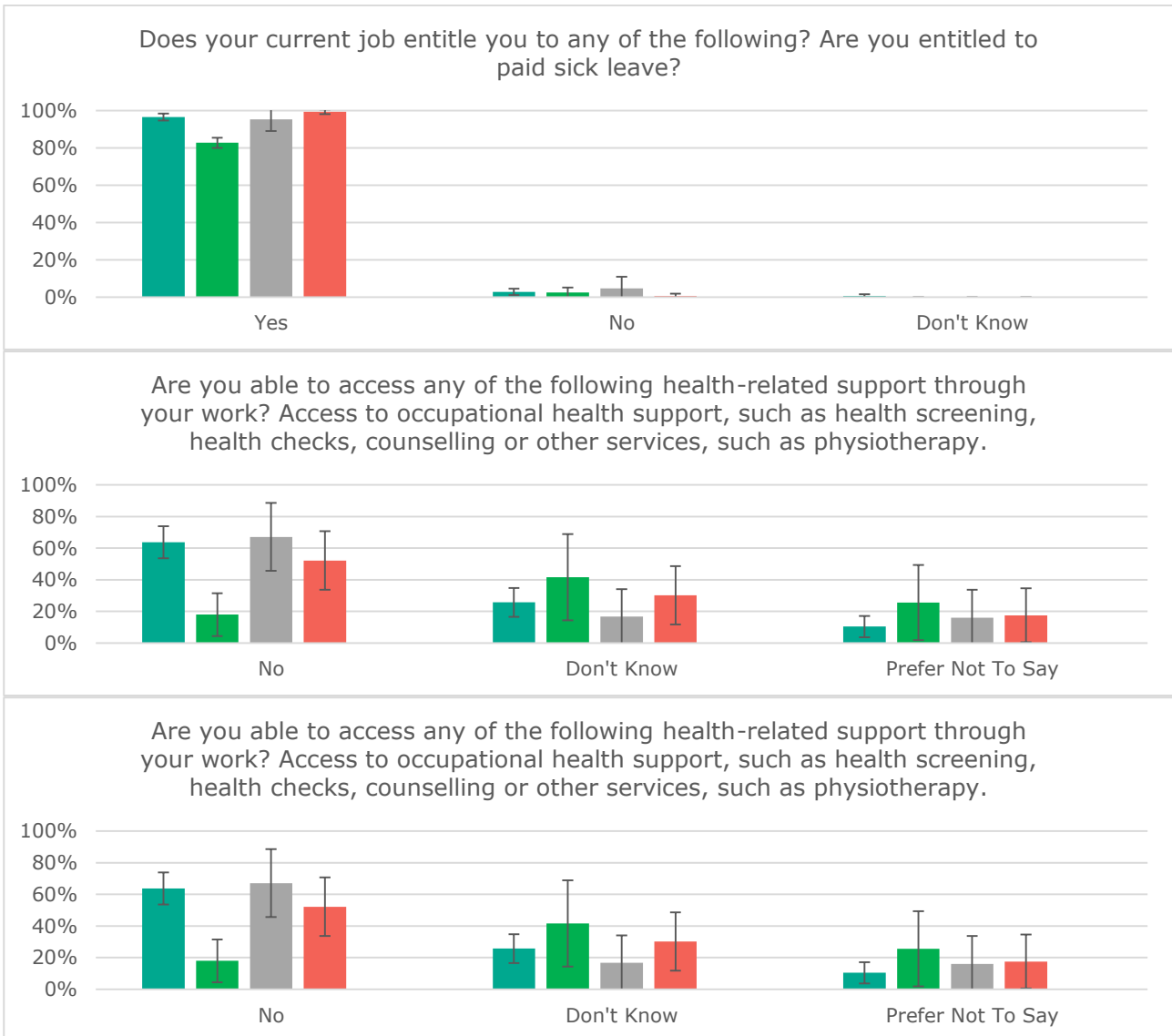
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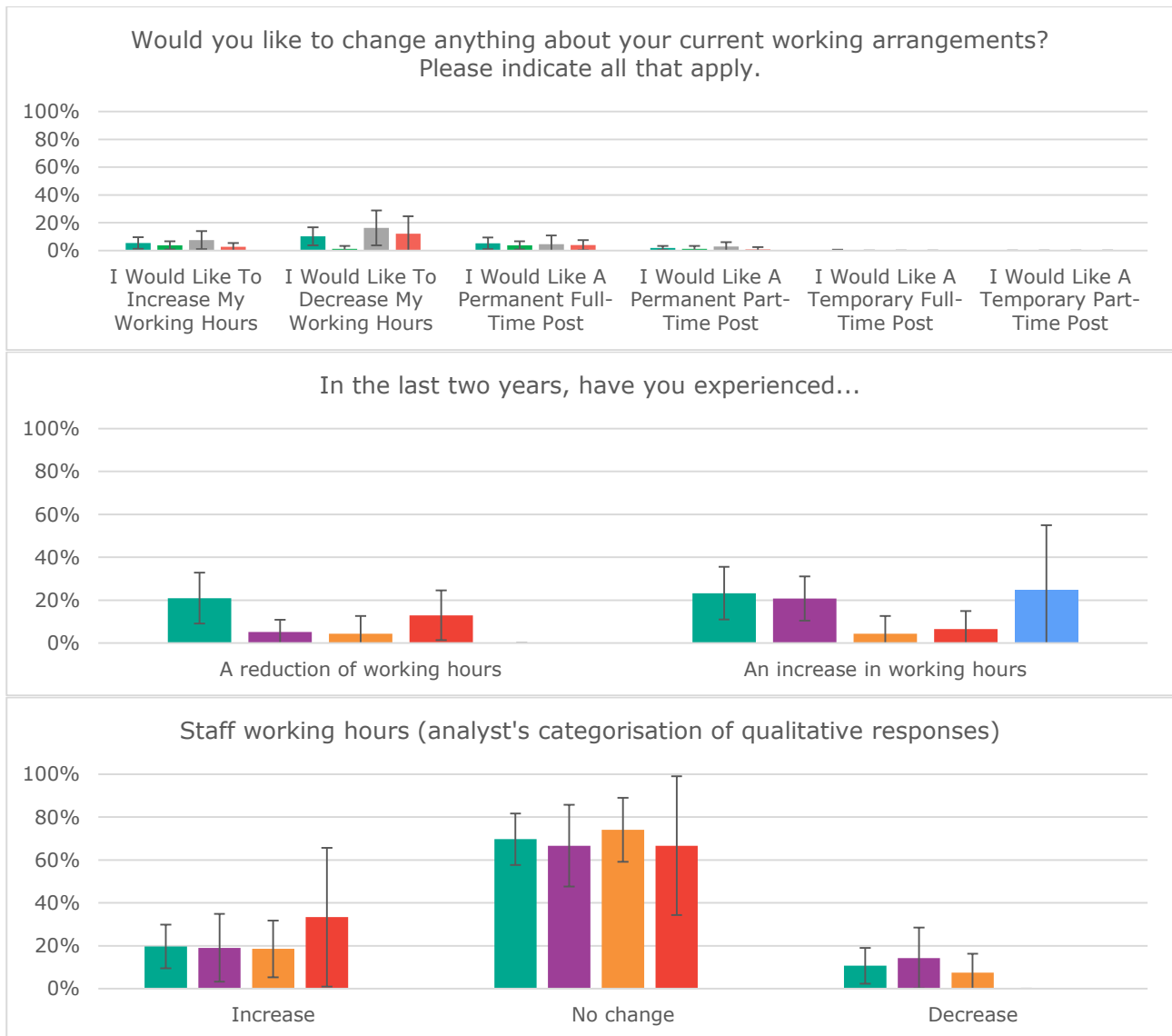
Changes to staff benefits etc. in the last two years (Managers/Supervisors)

People in a management / supervisory role also answered additional questions about their views on whether there had been particular changes in their organisation in the last two years. Specifically, respondents were asked whether they felt that there had been an increase, decrease or no change in the following areas, with supplemental comments provided by some respondents.

- Staff hourly pay rates and staff working hours
- Staff benefits / perks
- Staff pension deal
- Staff recruitment, redundancy and turnover
- Staff absence, and
- Staff morale



Hourly Pay Rates and Staff Working Hours



Respondents on behalf of six staff reported a decrease, however some responding “no change” suggested that this was a decrease in real terms. Similarly, some who reported an increase highlighted that this was only in line with inflation. However, the most common response regarding net changes to staff hourly pay rates was that there had been no change. Some who reported “no change” in the last two years said that this was very problematic as it had been preceded by a cut:

“[We] took a 10% reduction 4 or 5 years ago to minimise costs and remain competitive – it hasn't changed since.”
 Services Manager, aged 45-54. Employer: £2m - £5m turnover, 18283905

"Not within last two years. Three years ago [pay rates were] cut by 20%"
 Service Coordinator, aged 45-54. Employer: £200k - £500k turnover and 11 paid staff, 18265805

One response indicated that a net decrease in pay rates was due to restructuring.

Two other responses of note on this topic were that positive pay increases had been *"offset by pension change"*, and that staff were given a bonus instead of a pay rise – *"we were given hush money"*.

Regarding net changes to staff working hours, "no change" was again the most commonly reported response. Qualitative responses around decreases in working hours supported the view that there has been **a move towards more part time working**:

"Decreased as taking on more part time staff - again because of funding"
 Director, aged 35-44. Employer: £100k - £200k turnover and 2 paid staff, 18234744

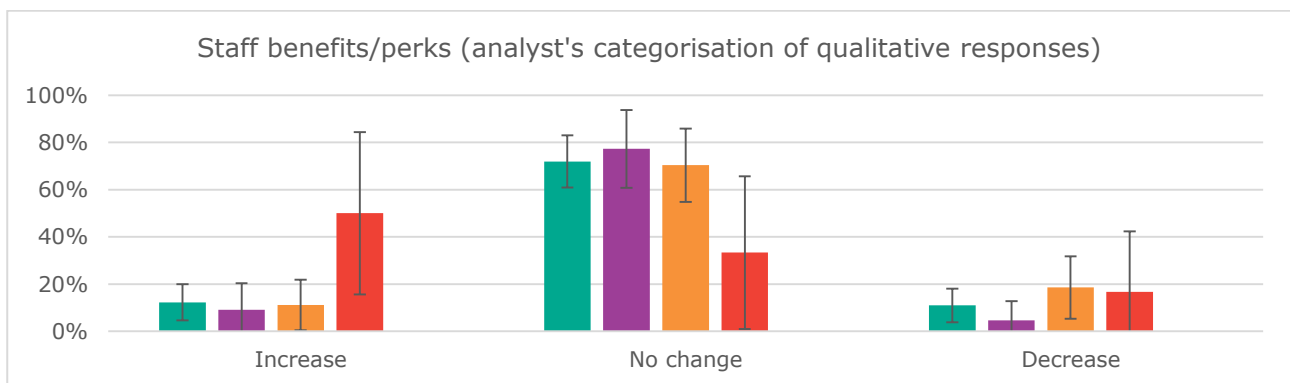
Respondents who indicated an increase in working hours suggested that this was not necessarily an increase in *paid* working hours:

"No change in contracted hours but [we] work more"
 Project Co-Ordinator, aged 55-64. Employer: £100k - £200k turnover and 2 paid staff, 18240152

"Staff are working longer hours and it's then hard to get these back through Time Off in Lieu (TOIL)"
 Project Manager, aged 45-54. Employer: £200k - £500k turnover and 2 paid staff, 18235256

Another respondent said that the increase was *"due to demand"*.

Staff Benefits/Perks



KEY: Overall (teal), Micro (purple), Employees in poverty (green), Small/Medium (orange), Employees with low wellbeing (grey), Large (red), Third sector enthusiasts (light blue), Small/Medium Managers (dark blue), Large Managers (dark blue)

Most respondents said that there had been **no net change in terms of staff benefits or perks**. However, there were also mentions of both increases and decreases in this respect.

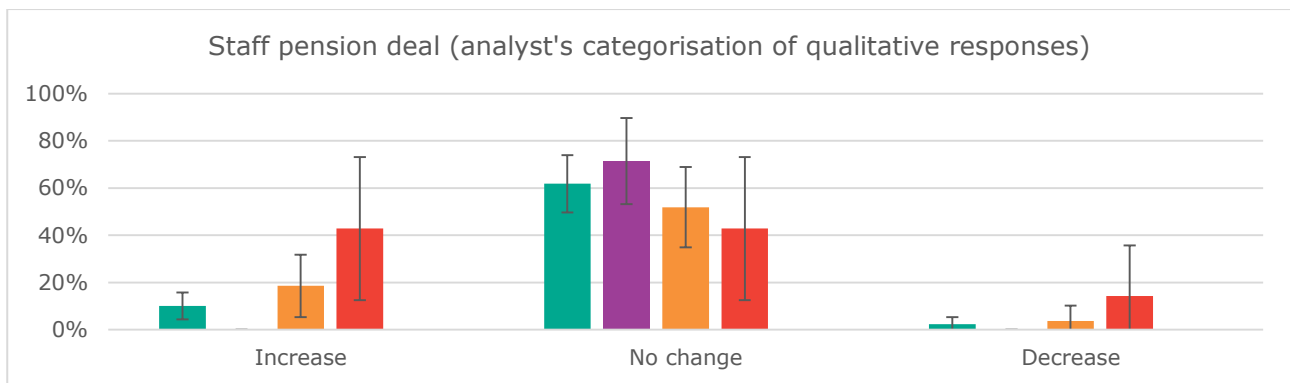
Those mentioning increases in staff benefits or perks described a range of new benefits, including additional childcare vouchers, introduction of occupational health, new overtime payments, life insurance perks, counselling support for staff and additional payments for staff training. Another response highlighted that "surpluses" were routinely distributed amongst staff, and that these have been increasing.

A respondent on behalf of two staff who described reductions to staff benefits or perks described removal of "ex gratia payments", while other responses described reductions to sick pay:

"Contracts changed and sick pay reduced from 6 months full and 6 months half to 3 months full and 3 months half"
 CEO, aged 65+. Employer: £500k - £1m turnover and 33 paid staff, 18232047

"A number of changes to conditions to sick pay (tightening up of process and staff now not paid for first 3 days of sickness after their first sick period, other conditions."
 Unit Manager, aged 55-64. Employer: £500k - £1m turnover and 2 paid staff, 18263560

Staff Pension Deal



While most respondents indicated that there had been no change in staff pension deal, a minority highlighted that the pension deal had improved and others indicated that changes were imminent. Despite the fact that the "no change" response was the most common, many respondents referenced changes to statutory obligations around pensions, and the overall sense from interviews was that **many organisations have recently considered, or are currently considering, staff pensions:**

"No change but we know we need to do something about this"
 Director, aged 35-44. Employer: £100k - £200k turnover and 2 paid staff, 18234744



A respondent on behalf of three staff who cited a reduction to the pension deal said that this was due to a reduction in employer contributions. Conversely, improvements to pension deals included increases in employer contributions, as well as increases in staff contributions. A respondent on behalf of four staff said the deal had improved and linked this to both the organisation's desire to improve conditions for staff and to legislation around pensions:

"The organisation determined that the provider we had wasn't giving us the best deal for staff. [The change was] also linked to changes in legislation for pensions –it's a better deal for staff now."

Services Manager, aged 45-54. Employer: £2m - £5m turnover, 18283905

Interestingly, some who said that there had been no change indicated that they had **concerns over the sustainability of their pension provision:**

"[The pension deal is] very high, and we can't get out of it, which is a problem for funders".

Project Manager, aged 45-54. Employer: £200k - £500k turnover and 1 paid staff, 18292299

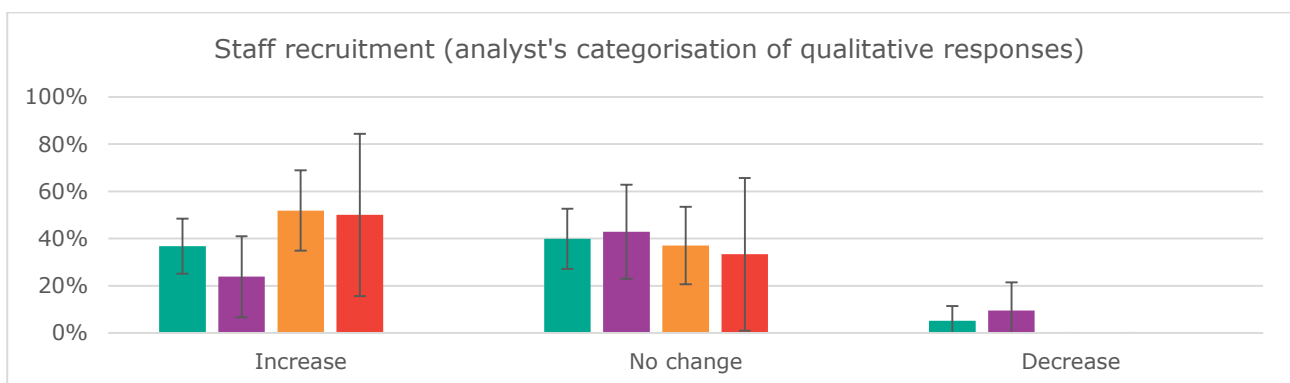
"It's impossible to get out of – a millstone."

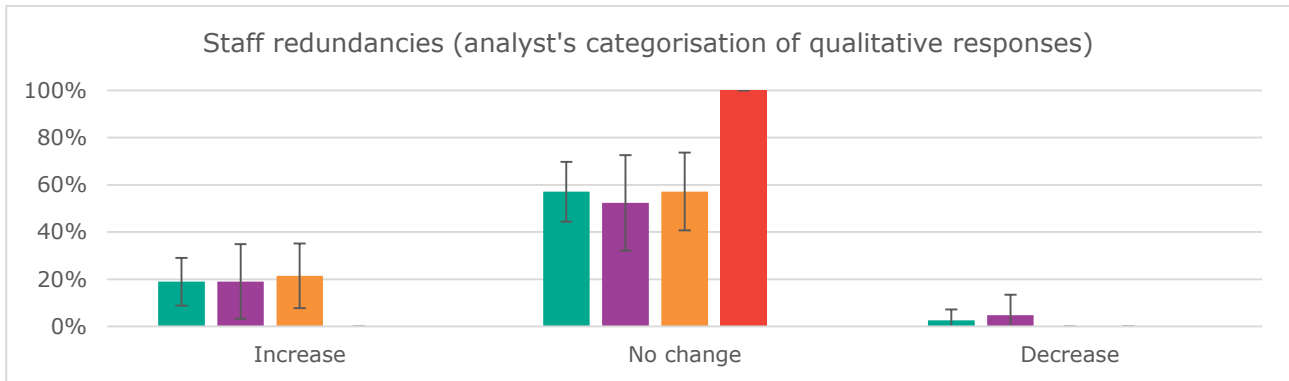
Chief Executive, aged 55-64. Employer: £500k - £1m turnover and 6 paid staff, 18292535

"No change but [there is a] deficit in pension fund."

CEO, aged 65+. Employer: £500k - £1m turnover and 33 paid staff, 18232047

Staff Recruitment, Redundancy and Turnover





A notably high number of respondents highlighted that **recruitment of staff has been higher in the last two years**. Respondents described a mix of both new and replacement posts. For some respondents, the increase in recruitment was related to the need to keep up with the demand, e.g.

"Increased staff recruitment in the last 6 months - just picking up now after a freeze. [This is] about a recognition that we need a strong staff to deliver against the increase in demand and also a recognition that our savings in property are being put into services."
 Services Manager, aged 35-44. Employer: £2m - £5m turnover and 17 paid staff, 18276091

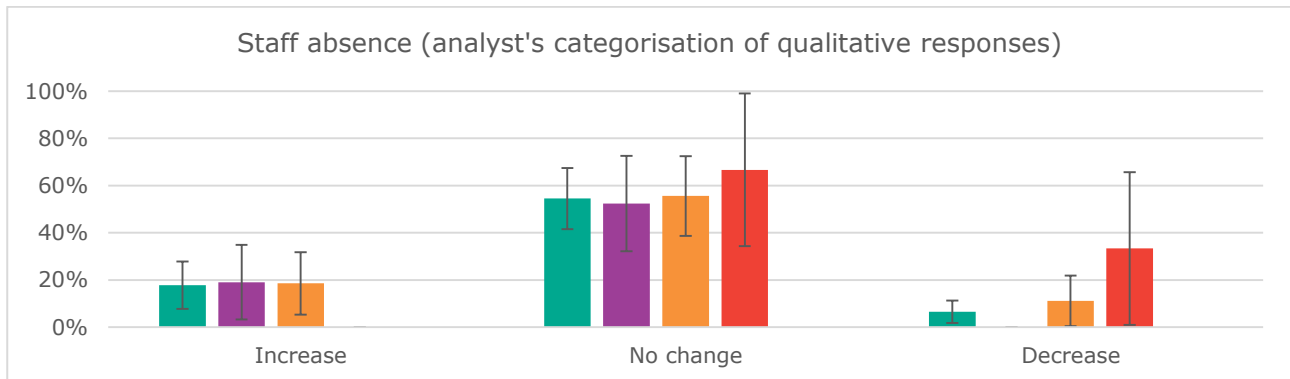
The feeling that recruitment has recently increased after a period of little recruitment was echoed by another respondent, who highlighted that their new recruitment was in the form of temporary contracts:

"Recruited a fundraiser at start of year, and peer support advisor - both on temporary contracts (6mth). An increase on the norm - hasn't been any for years."
 Housing Officer - Generic, aged 35-44. Employer: £200k - £500k turnover and 1 paid staff, 18266065

Most respondents said that there had been no change in staff redundancies, although some noted an increase, with three different respondents highlighting that this was due to restructuring in the organisation. Only one respondent highlighted a decrease in redundancies.

The predominance of "no change" responses and minority of "increase" responses was echoed in respondents' answers about overall staff turnover. Those describing an increase gave a range of reasons, including high turnover of student employees, older employees retiring, "several resignations", "limited opportunities for promotion" and the inability to provide more than part time work.

Staff Absence



A mix of responses were given around staff absence, though again no change was the most common response.

Few qualitative responses were provided by respondents indicating decreases to staff absence, though some suggested that these could be attributed to "more pro-active management" and introduction of "new conditions".

Respondents describing an increase in staff absence related this to stress, anxiety and conflict in the organisation.

"A lot more sick leave than in the past, attributable to stress of unsettled working environment."

Executive Director, aged 35-44. Employer: £200k - £500k turnover and 2 paid staff, 18291142

"In the last 2 years [we've had] dreadful sickness problems, a lot about stress & anxiety."

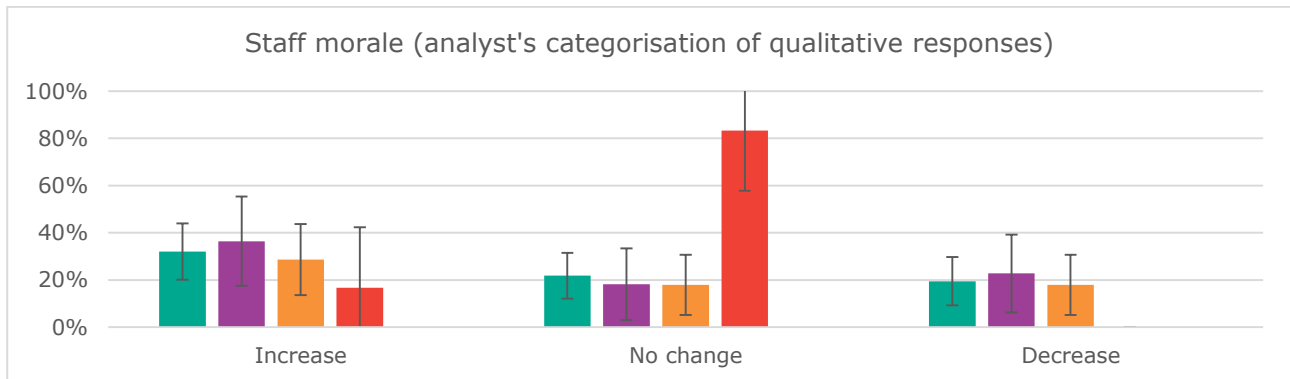
Chief Executive, aged 55-64. Employer: £5m - £10m turnover, 18256052

"Significant absence this past year - that's reflected the level of conflict in this office."

Services Manager, aged 35-44. Employer: £2m - £5m turnover and 17 paid staff, 18276091

A further respondent on behalf of three staff highlighted that although there had been no change in overall absence, there had been more absence due to stress reasons.

Staff Morale



A wide range of responses were given in terms of staff morale, with many describing increases in staff morale in the last two years. This may represent the managers' reflections on their own ability to instil good staff morale, as indicated by one respondent who said that there had been a big increase, with the caveat "but I would say that".

Some respondents said that improvements to morale were due to restructure or management change, but a separate respondent highlighted that restructure had caused a decrease in morale.

Respondents on behalf of five staff said that improvements to staff morale were relative to previously unsettled times:

"Increased over last two years - there were tensions between service and head office. My influence helped change that."

Service Coordinator, aged 45-54. Employer: £200k - £500k turnover and 11 paid staff, 18265805

"Very positive now, after a long journey of conflict resolution & team turnover."

Project Manager, aged 45-54. Employer: £200k - £500k turnover and 1 paid staff, 18292299

Another respondent said there was now "more funding security", while other respondents highlighted the commitment of the workforce:

"Committed, skilled and excellent bunch of people - the ethos is what keeps people here."

Employee, aged 35-44. Employer: £200k - £500k turnover and 3 paid staff, 18291067

"Morale has improved because of a good working team."

Manager, aged 35-44. Employer: £100k - £200k turnover and 1 paid staff, 18286246



Respondents who described decreases to staff morale focused on concerns for the future, possibly related to funding concerns:

"In the past couple of years people are less confident it'll be ok this year."

Coordinator (Befriending), aged 45-54. Employer: £50k - £100k turnover and 3 paid staff, 18313414

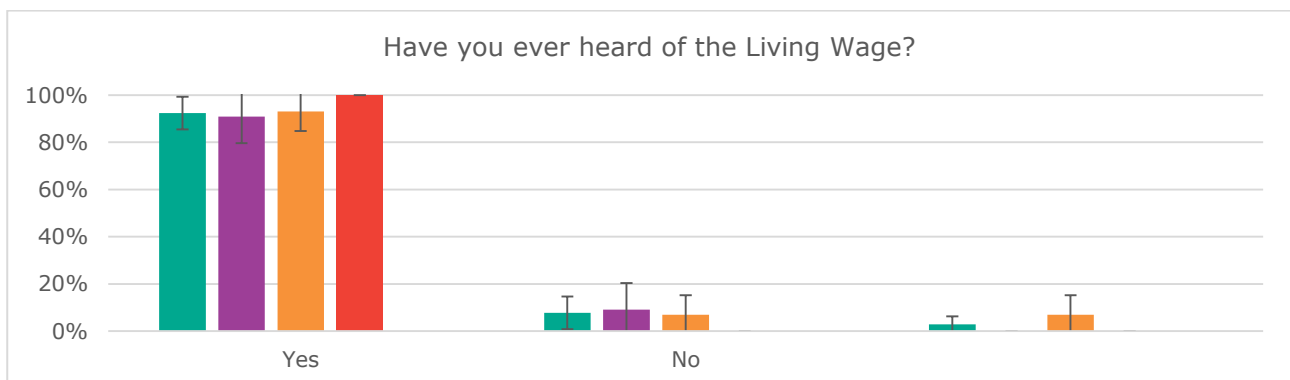
Living Wage (Key managers only)

Summary

All Third Sector managers we spoke to were aware of the Living Wage. Almost all these organisations were paying Living Wage to all staff (although some didn't know about sessional staff). For some organisations they had made a conscious effort to pay at or above this specific threshold. Those that were not paying might mention that it was 'not affordable'

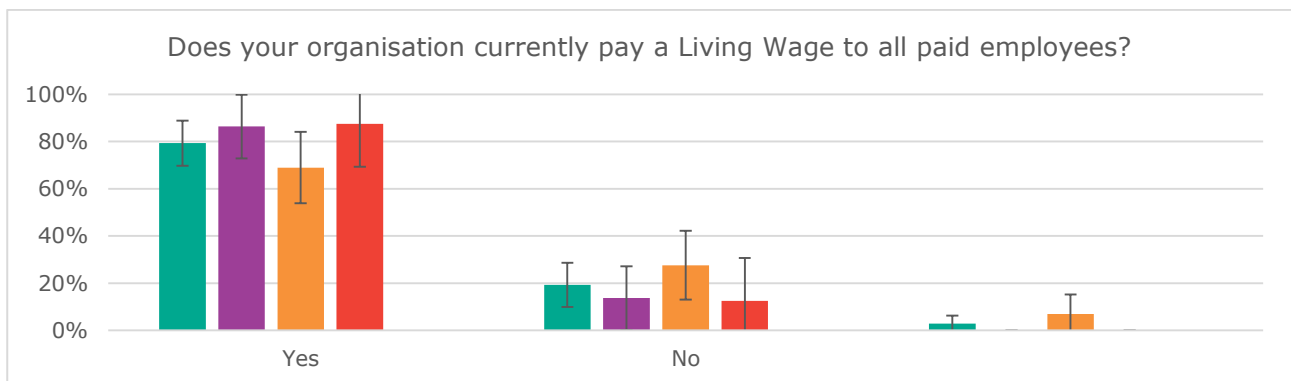
Detail

Respondents in a line management position who answered additional questions on behalf of their organisation were asked whether they had heard of the Living Wage, and whether their organisation currently pay a Living Wage to all employees. The n value of the responses in the figure below represent the number of individuals on whose behalf an answer was given.

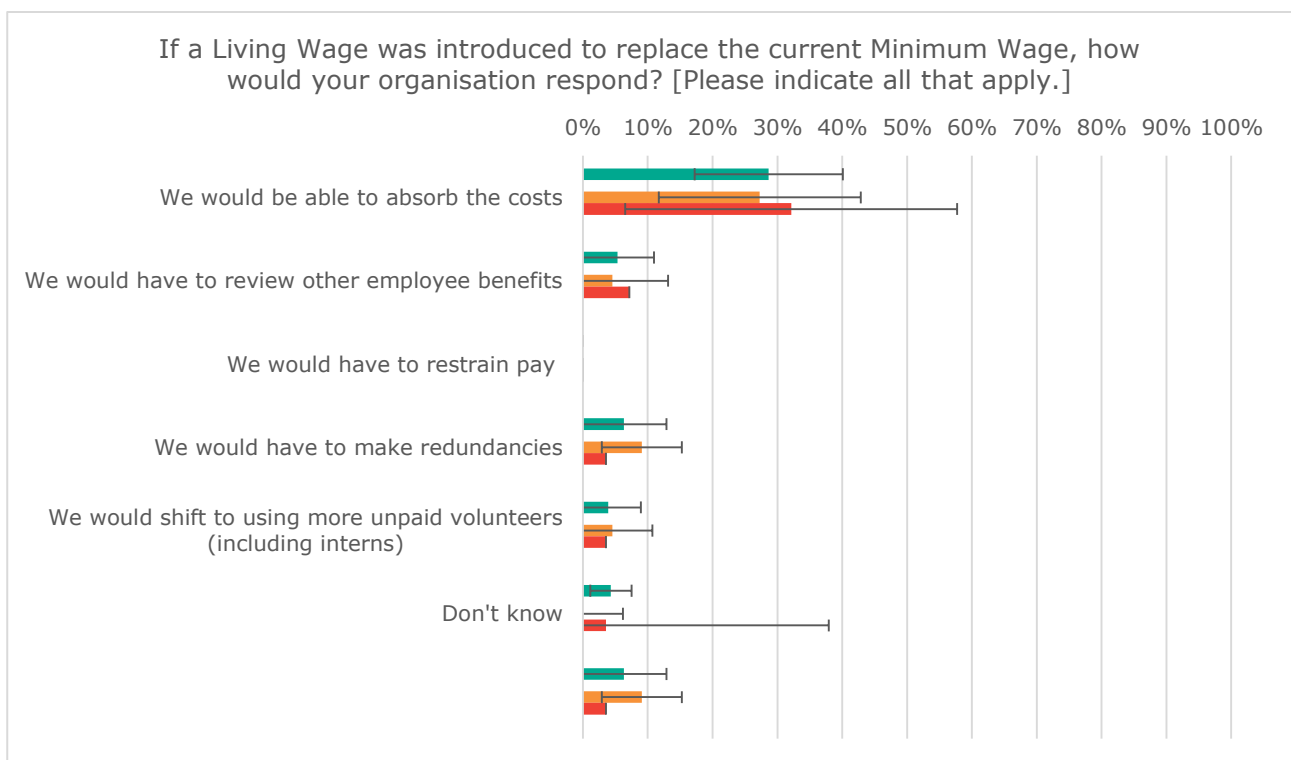


Nearly all (94%) respondents had heard of the Living Wage, and 80% said that their organisation currently pays a Living Wage to all paid employees. However, some didn't know about sessional staff, and this would merit further focused research. There was a sense from interviews that for some organisations they had made a conscious effort to pay at or above this specific threshold, with one respondent citing this as being part of their new business plan.

Small/medium organisations were slightly more likely to respond that their organisation does not currently pay a Living Wage to all employees:



Organisations were asked "If a Living Wage was introduced to replace the current Minimum Wage, how would your organisation respond?" For respondents who had answered that their organisation does not currently pay a Living Wage to all paid employees, a range of responses were given. It is of note that a review of other employee benefits was seen as necessary by some respondents, but overall this amounts to only 7.5% of those who answered whether their organisation paid a Living Wage to all employees.



Respondents (on behalf of n = 29 individuals) who had said that their organisation does not currently pay a Living Wage to all paid employees; some respondents provided more than one answer.



The “other” responses were varied, with uncertainty expressed by some respondents, eg,

"[We] would have to absorb costs somehow."

HR Adviser, aged 25-34. Employer: 100 paid staff, 18243046

"We are trying to bring it in across the board but it will have an impact."

Executive Director, aged 45-54. Employer: £2m - £5m turnover and 35 paid staff, 18305486

Another interviewee's response demonstrated no concern over the introduction of introducing a mandatory Living Wage:

"[It] would only be a negligible amount of money."

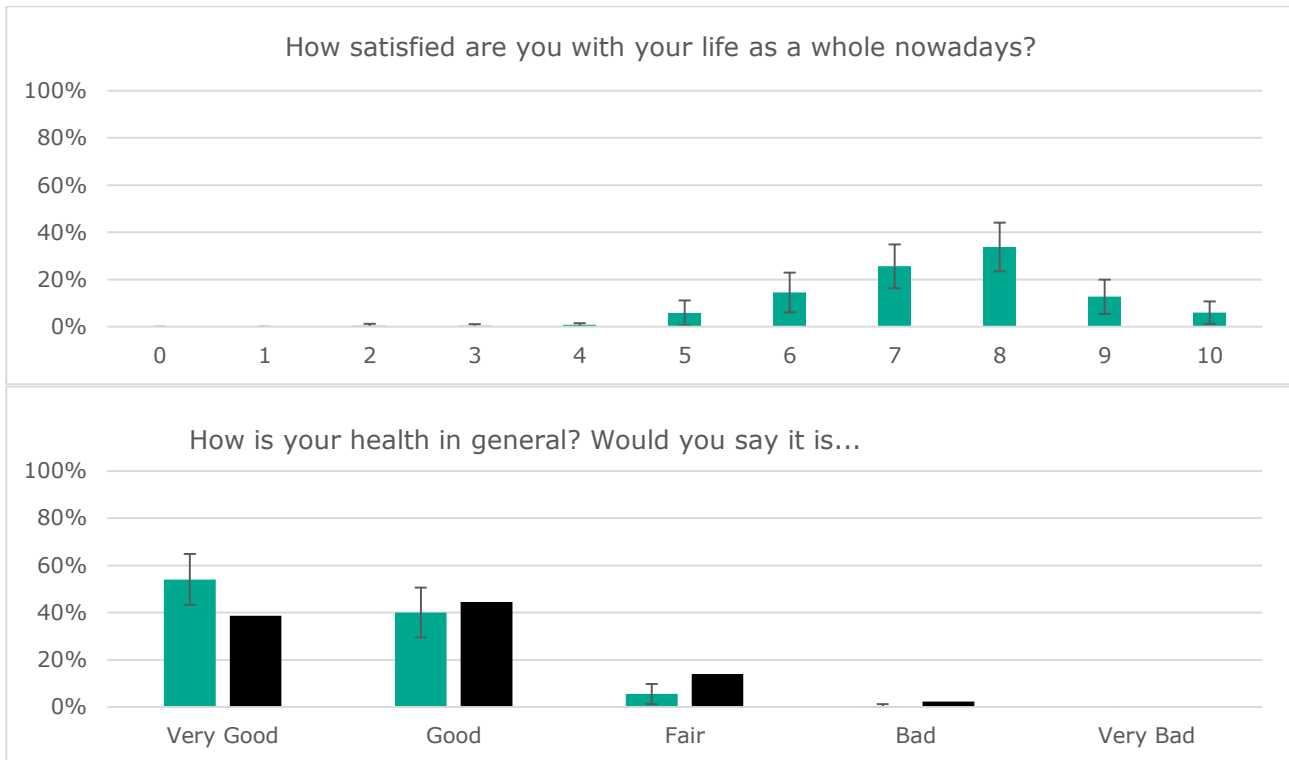
Senior Principal Solicitor, aged 45-54. Employer: £500k - £1m turnover and 14 paid staff, 18281808

However, a further interviewee saw the introduction as being unaffordable without assistance:

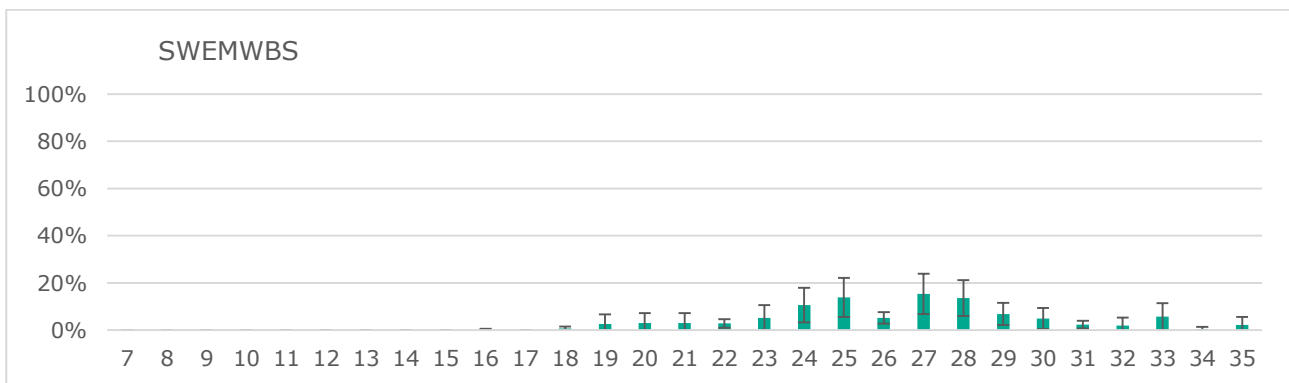
"An increase in Government contributions to training schemes would be needed to cover the Living Wage for trainees."

Project Manager, aged 45-54. Employer: £200k - £500k turnover and 2 paid staff, 18235256

5. Employee health and wellbeing



COMPARATIVE FIGURES	VERY GOOD	GOOD	FAIR	BAD	VERY BAD
WEIGHTED PROPORTION FROM SHES³	39%	45%	14%	2%	0%



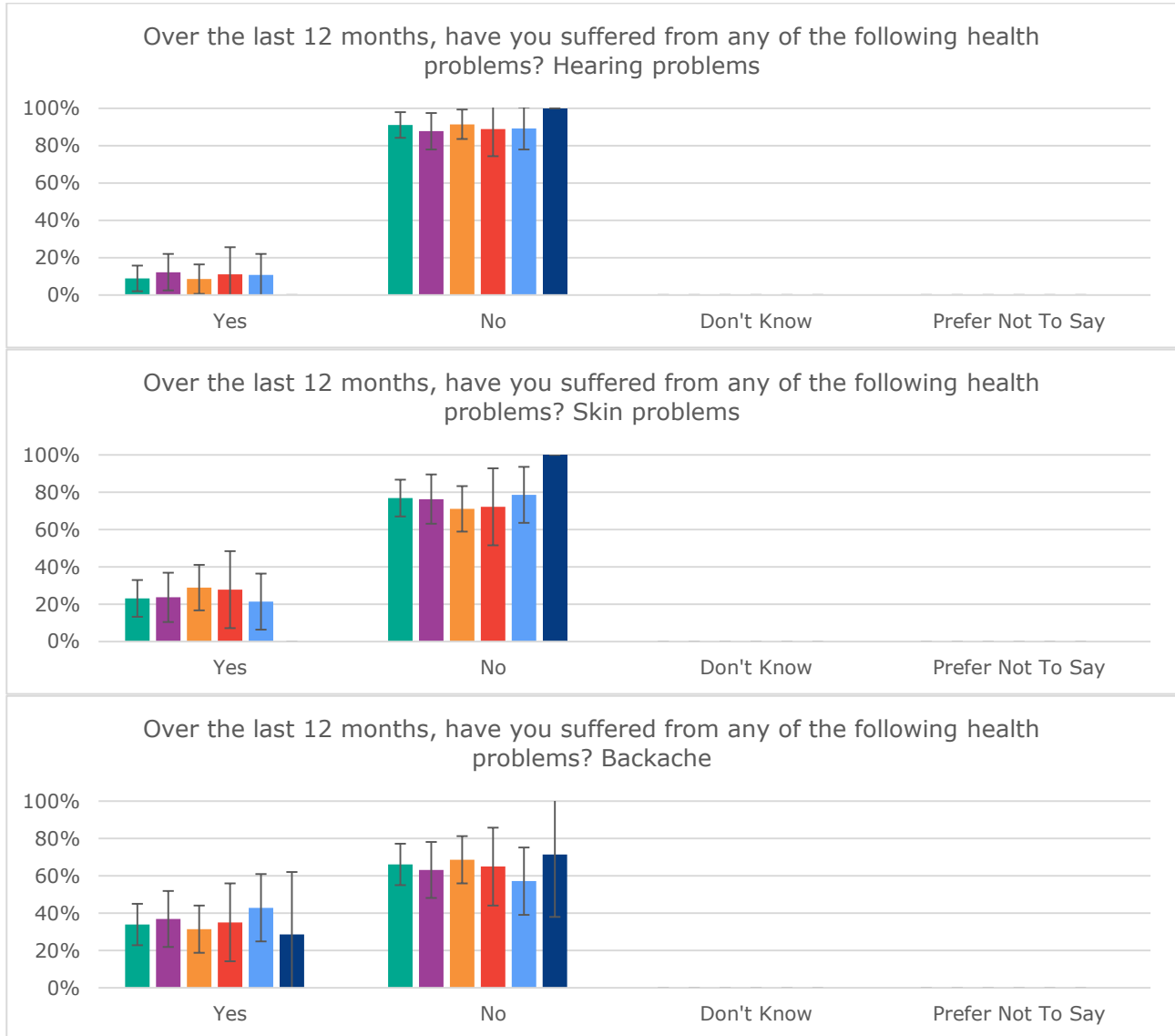
³ <http://nesstar.ukdataservice.ac.uk/webview/index.jsp?v=2&mode=documentation&submode=abstract&study=http://nesstar.ukdataservice.ac.uk:80/obj/fStudy/7501&top=yes>

COMPARATIVE FIGURES

SWEMWBS SCORE

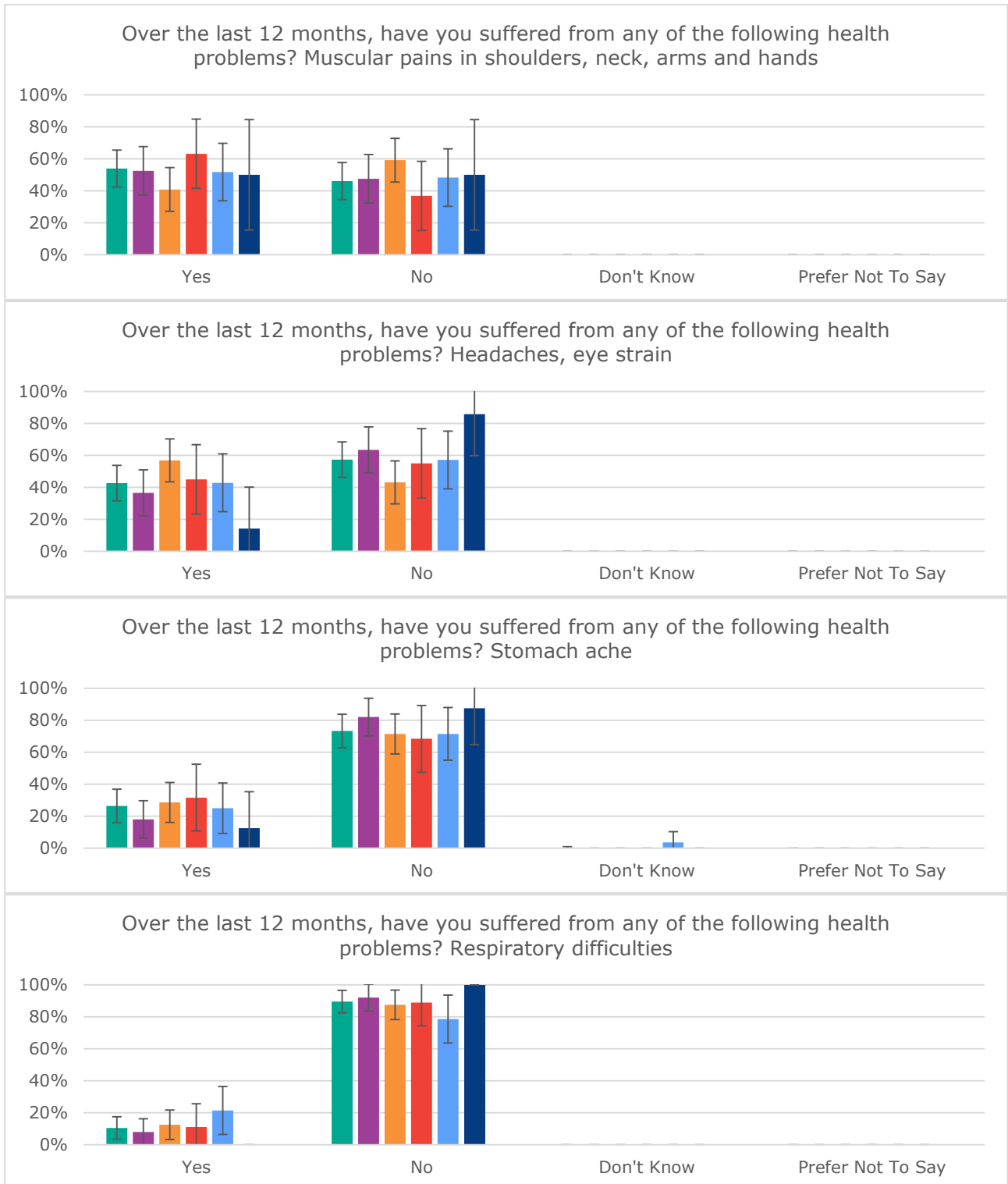
C.I.

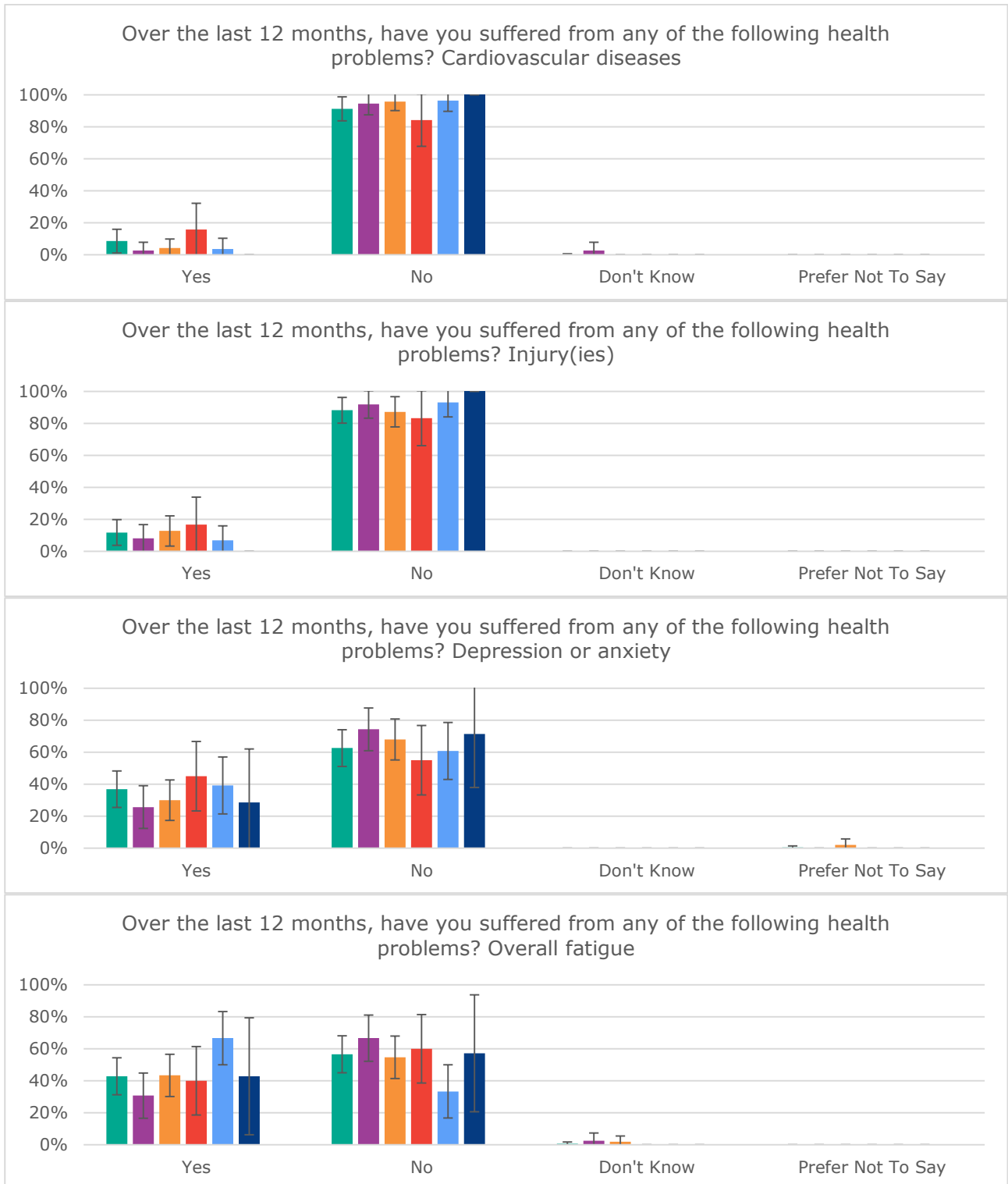
MEAN	26.47	1.66
WEIGHTED TOTAL FROM SHES⁴	25.42	

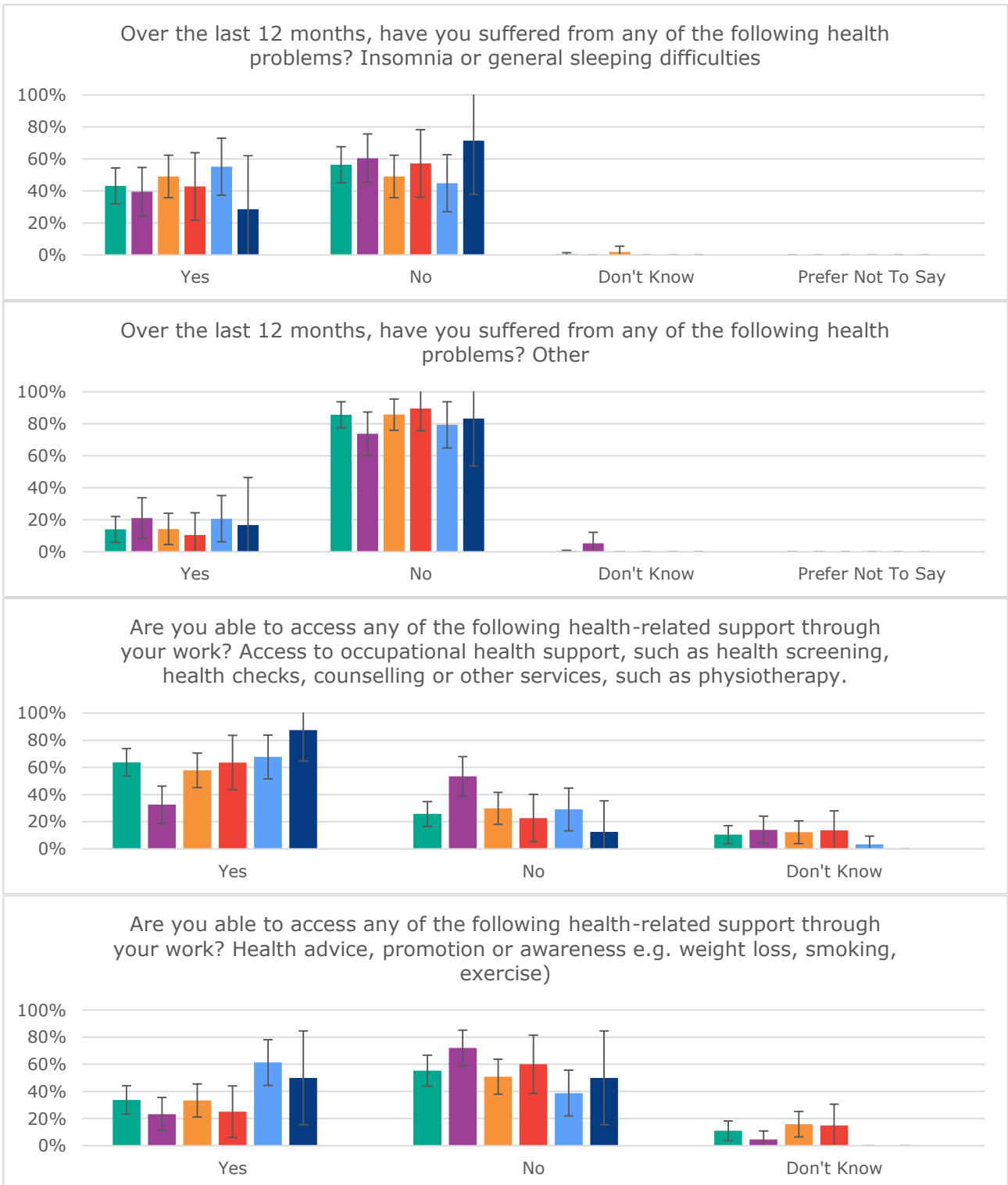


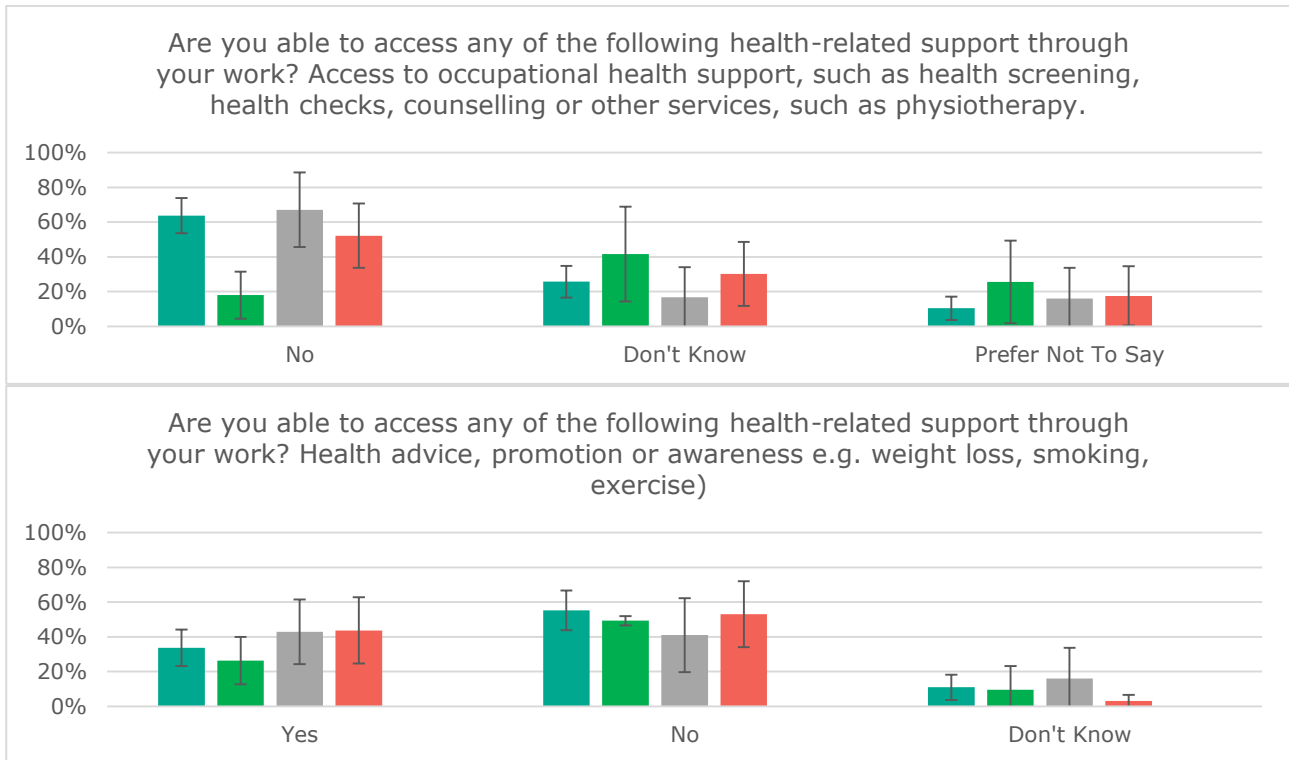
4

<http://nesstar.ukdataservice.ac.uk/webview/index.jsp?v=2&mode=documentation&submode=abstract&study=http://nesstar.ukdataservice.ac.uk:80/obj/fStudy/7501&top=yes>









Case Studies

Participants answered a range of questions about their health, and also about how changes in their working life in the last two years had affected their health. Below, we describe a profile of a number of sub-sets of participants:

- Those who left work during the last two years due to health problems
- Those who returned to work after health problems
- Those for whom a change in working hours had a negative impact upon their health
- Those for whom a major change in their duties had a negative impact upon their health
- Access to support for those with particular health conditions

Returning to Work after Health Problems

Three respondents said that they had returned to work over the last two years after a period out of work due to health problems. (Note that not all participants provided responses on this issue). The health problems listed included mental health concerns and cancer.

One of the individuals provided a response on both their move out of work and move back to work, and they saw both changes as being positive for their health, with the move back to work being their own choice. Overall, two of the three respondents saw the move back to work as being positive for their health (the other respondents described the effect as "neutral").



One of the three respondent's overall views about their work was very positive, with a strong sense of being supported by the organisation, but they also said that in the last two weeks they have often found it difficult getting to sleep at night because of current job worries.

Negative Impacts on Health – Changes in Working Hours

Respondents answered questions about their work history over the last two years, including whether they'd experienced changes in their working hours, major changes in duties or interruptions to their being employed continuously within the last two years. Respondents answered whether these changes had had a positive, negative or neutral effect on their health.

Seven individuals who said that their working hours had increased said that this had had a "mainly negative" effect on their health⁵. The reasons for the increase in working hours varied, with three saying this was due to external factors, one saying this was their own choice and three saying that it was a mixture of the two.

Four individuals who had experienced a reduction of their working hours said that this had had a "mainly negative" impact on their health⁵. Three of these said that their reduction of working hours had been due to external factors (i.e., not their own choice), with the other respondent saying it was a mixture of their own choice and external factors.

Negative Impacts on Health – Major Changes in Duties

There were ten individuals who said that a major change in their duties had had a mainly negative effect on their health⁵. Only one of these individuals said that the change was purely their own choice. These changes included being promoted to CEO, line managing more staff, changes due to restructuring and being responsible for tasks suited to a more senior role.

The average overall life satisfaction score for these ten individuals was 6.3, as opposed to the weighted average of 7.5 for all respondents. None of these individuals said their health was "very good", and five of the ten reported a health problem which limited their activity and which had developed since starting their current role. As well as the listed health difficulties, five of the ten had other health difficulties, including hormonal difficulties, stress, a foot condition which limits mobility, sleep apnoea, diabetes and high blood pressure. Three of these ten individuals had been made redundant at some point in the last two years, and one of these had experienced frequent moves in and out of similar jobs – again, these changes were perceived to have had a negative effect on health.

Nine of these ten individuals provided overall comments on how they had found their job over the last year, and these were striking in that only one of the comments was positive overall. Other comments from these individuals focused on stress or pressures in work and concerns over their personal finances due to having only a temporary contract or needing to juggle more than one job.

⁵ Note that not all participants provided responses on this issue.

Access to Health Support for those with Particular Health Difficulties

We investigated the profile of people who had

A. One or more of the following health conditions:

- Respiratory difficulties
- Cardiovascular disease
- Depression or anxiety,

and

B. Rated their health as fair or bad.

This comprised twelve individuals. For six of these their health condition(s) (including other health conditions not listed above) were present before they started their current role, whereas for five their health conditions had developed after they started their current role (one person did not respond to this question).

Seven of these 12 individuals said that they are not able to access health advice, promotion or awareness through their work – one further individual said they did not know whether they could access this. Six said that they could not access occupational health support, such as health screening, health checks, counselling or other services, such as physiotherapy – a further two said they did not know if they could access this support.



6. Other analysis

Employment

Participants answered questions about any interruptions to their being continuously employed for the last two years. Below, we provide a brief profile of those who had been made redundant at some point in the last two years and those who moved from unemployment into work.

Redundancy

Seven individuals had been made redundant at some point in the last two years⁶, with six of these saying that this was not their own choice, and the other individual saying it was a mixture of their own choice and external factors. Four of the seven said this had had a negative impact on their health.

Three of these individuals have suffered from depression or anxiety over the last 12 months, and four have suffered from insomnia or general sleeping problems.

Moving from Unemployment into Work

Seven individuals had experienced a move from unemployment into work in the last two years⁶. Five of these said that this had had a positive impact on their health.

Interestingly, five of these seven currently work for a micro organisation. Five of the seven individuals described their financial situation as either "have some financial difficulties" or "get by all right", and four of the seven said that they would like to change their working conditions to either a permanent full time contract or permanent part time contract. One response was "*financially I can't afford this job*".

⁶ Note that not all participants provided responses on this issue.

Appendix: Data Tables


Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Which best describes your current position?												
Employed Full-Time – Permanent Contract	82%	6%	42%	64%	91%	86%	100%	14%	12%	11%	12%	0%
Employed Full-Time – Temporary Contract	2%	2%	7%	7%	0%	0%	0%	7%	6%	0%	0%	0%
Employed Part-Time - Permanent Contract	9%	5%	28%	17%	4%	10%	0%	13%	10%	8%	11%	0%
Employed Part-Time – Temporary Contract	4%	4%	14%	3%	4%	3%	0%	10%	5%	8%	7%	0%
Sessional Staff	1%	1%	0%	3%	0%	0%	0%	0%	5%	0%	0%	0%
Other - Please Describe	2%	2%	9%	5%	0%	0%	0%	8%	6%	0%	0%	0%
Which of the following best describes where you work?												
I Mostly Work In My Organisation's Offices (Either In The Back Office Or Meeting Clients)	76%	9%	76%	84%	61%	93%	100%	13%	9%	20%	9%	0%
I Mostly Work "In The Field" (Either At Client's Houses, Outreach Centres Or Other Remote Working Locations)	23%	9%	19%	16%	39%	7%	0%	12%	9%	20%	9%	0%
I Mostly Work From Home	0%	0%	5%	0%	0%	0%	0%	6%	0%	0%	0%	0%
Did you choose your job specifically because it is an opportunity to work in the third sector?												
Yes	49%	11%	44%	42%	50%	40%	63%	15%	13%	21%	17%	33%
No	42%	10%	39%	47%	45%	57%	13%	15%	13%	21%	17%	23%
Further Detail	9%	6%	15%	9%	5%	3%	25%	11%	7%	9%	6%	30%
If you changed jobs would you specifically look to have another job in the third sector rather than the same role in a public or private organisation?												
Yes	49%	11%	40%	51%	39%	53%	75%	14%	13%	20%	18%	30%
No	35%	10%	36%	33%	48%	33%	0%	14%	12%	20%	17%	0%
Further Detail	8%	5%	21%	9%	4%	7%	13%	12%	7%	8%	9%	23%
Third Sector Enthusiast?												
Yes	36%	10%	26%	34%	30%	32%	63%	13%	12%	19%	16%	33%
No	25%	9%	23%	24%	35%	26%	0%	12%	11%	19%	15%	0%
Mix	39%	11%	51%	41%	35%	42%	38%	15%	13%	19%	17%	33%
Which of these describes your highest qualification?												
O Grade, Standard Grade, O Level, Access 3 Cluster, Intermediate 1 or 2, GCSE, CSE, Senior Certificate or equivalent	1%	1%	2%	2%	0%	0%	0%	4%	3%	0%	0%	0%
SCE Higher Grade, Higher, Advanced Higher, CSYS, A level, AS Level, Advanced Senior Certificate or equivalent	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GNVQ/GSVQ Foundation or Intermediate, NVQ/SVQ Level 1 or 2, SCOTVEC Module, City and Guilds Craft or equivalent	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GNVQ/GSVQ Advanced, NVQ/SVQ Level 3, ONC, OND, SCOTVEC National Diploma, City and Guilds Advanced Craft or equivalent	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
HNC, HND, NVQ/SVQ level 4 or equivalent	29%	10%	14%	22%	43%	16%	13%	10%	11%	20%	13%	23%
First Degree, Postgraduate qualifications, Masters, PhD, NVQ/SVQ Level 5 or equivalent	47%	11%	56%	50%	35%	65%	63%	14%	13%	19%	17%	33%
Professional qualifications e.g.: teaching, accountancy	9%	6%	21%	12%	9%	10%	0%	12%	8%	11%	10%	0%
Other vocational/work related qualifications or experience (write in)	4%	5%	2%	0%	4%	0%	13%	4%	0%	8%	0%	23%
None of the above	1%	1%	0%	3%	0%	0%	0%	0%	5%	0%	0%	0%



Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Does your current job entitle you to any of the following? Does your employer pay additional contributions into a pension for you?												
Yes	78%	7%	48%	60%	86%	77%	100%	15%	12%	14%	14%	0%
No	21%	7%	52%	40%	14%	19%	0%	15%	12%	14%	14%	0%
Don't Know	0%	1%	0%	0%	0%	3%	0%	0%	0%	0%	6%	0%
Does your current job entitle you to any of the following? Are you entitled to paid sick leave?												
Yes	97%	2%	81%	93%	100%	97%	100%	12%	6%	0%	6%	0%
No	3%	2%	17%	5%	0%	3%	0%	11%	6%	0%	6%	0%
Don't Know	1%	1%	2%	2%	0%	0%	0%	4%	3%	0%	0%	0%
Can you access any of the following work-life balance support? Job sharing												
Yes - My Employer Has Told Me So	26%	9%	32%	32%	17%	52%	25%	14%	12%	15%	17%	30%
I Think So- I Have Noticed Other Staff Get This	31%	10%	20%	26%	35%	23%	38%	12%	11%	19%	14%	33%
No	25%	10%	39%	21%	26%	19%	25%	15%	10%	18%	14%	30%
Don't Know	18%	9%	10%	21%	22%	6%	13%	9%	10%	17%	9%	23%
Can you access any of the following work-life balance support? Flexitime – discretion in your starting and finishing times												
Yes - My Employer Has Told Me So	56%	11%	62%	45%	52%	77%	75%	14%	13%	20%	14%	30%
I Think So- I Have Noticed Other Staff Get This	16%	9%	10%	13%	22%	6%	13%	9%	9%	17%	9%	23%
No	23%	8%	29%	41%	17%	13%	13%	13%	13%	15%	12%	23%
Don't Know	5%	5%	0%	2%	9%	3%	0%	0%	3%	11%	6%	0%
Can you access any of the following work-life balance support? Parental/carer leave (Paid or unpaid)												
Yes - My Employer Has Told Me So	68%	9%	65%	50%	65%	84%	100%	14%	13%	19%	13%	0%
I Think So- I Have Noticed Other Staff Get This	17%	8%	8%	21%	22%	13%	0%	8%	11%	17%	12%	0%
No	4%	4%	10%	7%	4%	0%	0%	9%	7%	8%	0%	0%
Don't Know	11%	6%	18%	21%	9%	3%	0%	11%	11%	11%	6%	0%
Can you access any of the following work-life balance support? Compassionate/bereavement leave (death, illness or acute need of family member, dependant, close friend, or colleague). (Paid or unpaid)												
Yes - My Employer Has Told Me So	91%	6%	90%	89%	87%	100%	100%	9%	8%	14%	0%	0%
I Think So- I Have Noticed Other Staff Get This	6%	5%	7%	7%	9%	0%	0%	8%	7%	11%	0%	0%
No	1%	1%	2%	2%	0%	0%	0%	4%	3%	0%	0%	0%
Don't Know	2%	4%	0%	2%	4%	0%	0%	0%	3%	8%	0%	0%
Can you access any of the following support? Childcare vouchers												
Yes – My Employer Has Told Me So	30%	10%	15%	23%	22%	55%	63%	11%	11%	17%	17%	33%
I Think So – I Have Noticed Other Staff Get This	7%	6%	7%	4%	13%	3%	0%	8%	5%	14%	6%	0%
No	27%	9%	41%	30%	22%	32%	25%	15%	12%	17%	16%	30%
Don't Know	36%	10%	37%	44%	43%	10%	13%	14%	13%	20%	10%	23%
Can you access any of the following support? Staff representation												
Yes – My Employer Has Told Me So	58%	11%	41%	54%	57%	61%	75%	15%	13%	20%	17%	30%
I Think So – I Have Noticed Other Staff Get This	8%	6%	0%	7%	4%	3%	25%	0%	7%	8%	6%	30%
No	18%	8%	34%	21%	17%	26%	0%	14%	10%	15%	15%	0%
Don't Know	17%	8%	24%	18%	22%	10%	0%	13%	10%	17%	10%	0%
Can you access any of the following support? Union membership												
Yes – My Employer Has Told Me So	47%	11%	31%	39%	57%	58%	38%	14%	13%	20%	17%	33%
I Think So – I Have Noticed Other Staff Get This	8%	6%	5%	9%	9%	0%	13%	6%	7%	11%	0%	23%

KEY	 Overall	 Employees in poverty	 Employees with low wellbeing	 Third sector enthusiasts
	 Micro	 Small/Medium	 Large	 Small/Medium Managers
				 Large Managers

Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
No	33%	9%	45%	44%	17%	39%	50%	15%	13%	15%	17%	35%
Don't Know	12%	7%	19%	9%	17%	3%	0%	12%	7%	15%	6%	0%
Can you access any of the following support? Competitive staff loans or encouraged to join Credit Union												
Yes – My Employer Has Told Me So	29%	10%	5%	12%	39%	26%	38%	6%	8%	20%	15%	33%
I Think So – I Have Noticed Other Staff Get This	3%	4%	0%	2%	0%	3%	13%	0%	3%	0%	6%	23%
No	56%	11%	83%	75%	43%	68%	38%	11%	11%	20%	16%	33%
Don't Know	13%	8%	12%	11%	17%	3%	13%	10%	8%	15%	6%	23%
Can you access any of the following support? Support with further education e.g. study leave or help with fees												
Yes – My Employer Has Told Me So	63%	10%	43%	44%	65%	81%	88%	15%	13%	19%	14%	23%
I Think So – I Have Noticed Other Staff Get This	14%	7%	21%	14%	17%	10%	0%	12%	9%	15%	10%	0%
No	17%	8%	21%	28%	13%	3%	13%	12%	12%	14%	6%	23%
Don't Know	7%	4%	14%	14%	4%	6%	0%	10%	9%	8%	9%	0%
Can you access any of the following support? Any work-related travel expenses are reimbursed												
Yes – My Employer Has Told Me So	89%	7%	98%	88%	83%	97%	100%	4%	8%	15%	6%	0%
I Think So – I Have Noticed Other Staff Get This	3%	4%	2%	2%	4%	0%	0%	4%	3%	8%	0%	0%
No	9%	6%	0%	11%	13%	3%	0%	0%	8%	14%	6%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Can you access any of the following support? Some travel expenses for my commute are supported- for example company cars, car user mileage, or bicycle purchase schemes												
Yes – My Employer Has Told Me So	34%	10%	24%	25%	30%	35%	63%	13%	11%	19%	17%	33%
I Think So – I Have Noticed Other Staff Get This	4%	4%	0%	4%	4%	13%	0%	0%	5%	8%	12%	0%
No	61%	11%	68%	69%	65%	52%	38%	14%	12%	19%	17%	33%
Don't Know	1%	1%	7%	2%	0%	0%	0%	8%	3%	0%	0%	0%
How is your health in general? Would you say it is...												
Very Good	54%	11%	40%	43%	61%	48%	63%	14%	13%	20%	17%	33%
Good	40%	11%	49%	47%	35%	45%	38%	15%	13%	19%	17%	33%
Fair	5%	4%	12%	9%	4%	6%	0%	9%	7%	8%	9%	0%
Bad	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
Very Bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I am now going to read out some statements about feelings and thoughts. For each one, tell me the answer that best describes your experience of each over the last two weeks: I've been feeling optimistic about the future												
None Of The Time	2%	4%	2%	0%	4%	0%	0%	4%	0%	8%	0%	0%
Rarely	4%	4%	5%	3%	4%	6%	0%	6%	5%	8%	9%	0%
SomeOf The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Often	36%	10%	44%	40%	35%	42%	25%	14%	12%	19%	17%	30%
All Of The Time	15%	8%	16%	14%	13%	13%	25%	11%	9%	14%	12%	30%
Don't Know	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
I am now going to read out some statements about feelings and thoughts. For each one, tell me the answer that best describes your experience of each over the last two weeks: I've been feeling useful												
None Of The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rarely	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SomeOf The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Often	44%	10%	60%	60%	26%	45%	63%	14%	12%	18%	17%	33%
All Of The Time	23%	9%	14%	22%	22%	32%	25%	10%	11%	17%	16%	30%


KEY	 Overall	 Employees in poverty	 Employees with low wellbeing	 Third sector enthusiasts
	 Micro	 Small/Medium	 Large	 Small/Medium Managers
				 Large Managers

Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I am now going to read out some statements about feelings and thoughts. For each one, tell me the answer that best describes your experience of each over the last two weeks: I find it difficult getting to sleep at night because of current job worries												
None Of The Time	37%	11%	35%	47%	39%	26%	25%	14%	13%	20%	15%	30%
Rarely	29%	10%	33%	29%	30%	26%	25%	14%	12%	19%	15%	30%
SomeOf The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Often	10%	7%	5%	3%	17%	13%	0%	6%	5%	15%	12%	0%
All Of The Time	1%	1%	2%	2%	0%	6%	0%	4%	3%	0%	9%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I am now going to read out some statements about feelings and thoughts. For each one, tell me the answer that best describes your experience of each over the last two weeks: I've been feeling relaxed												
None Of The Time	4%	5%	5%	0%	5%	3%	13%	6%	0%	9%	6%	23%
Rarely	19%	9%	12%	12%	23%	35%	13%	9%	8%	17%	17%	23%
SomeOf The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Often	22%	8%	44%	34%	9%	26%	25%	14%	12%	12%	15%	30%
All Of The Time	7%	6%	0%	5%	9%	3%	13%	0%	6%	12%	6%	23%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I am now going to read out some statements about feelings and thoughts. For each one, tell me the answer that best describes your experience of each over the last two weeks: I've been dealing with problems well												
None Of The Time	2%	4%	0%	0%	4%	0%	0%	0%	0%	8%	0%	0%
Rarely	1%	1%	5%	3%	0%	0%	0%	6%	5%	0%	0%	0%
SomeOf The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Often	56%	11%	60%	66%	52%	55%	50%	14%	12%	20%	17%	35%
All Of The Time	22%	10%	2%	7%	30%	16%	38%	4%	6%	19%	13%	33%
Don't Know	1%	1%	2%	2%	0%	0%	0%	4%	3%	0%	0%	0%
I am now going to read out some statements about feelings and thoughts. For each one, tell me the answer that best describes your experience of each over the last two weeks: I've been thinking clearly												
None Of The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rarely	2%	4%	2%	0%	5%	0%	0%	4%	0%	9%	0%	0%
SomeOf The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Often	61%	11%	63%	60%	59%	68%	63%	14%	13%	21%	16%	33%
All Of The Time	17%	9%	12%	16%	18%	6%	25%	9%	9%	16%	9%	30%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I am now going to read out some statements about feelings and thoughts. For each one, tell me the answer that best describes your experience of each over the last two weeks: I've been feeling close to other people												
None Of The Time	0%	0%	2%	0%	0%	0%	0%	4%	0%	0%	0%	0%
Rarely	4%	4%	5%	3%	0%	16%	13%	6%	5%	0%	13%	23%
SomeOf The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Often	44%	11%	58%	55%	35%	42%	50%	14%	13%	19%	17%	35%
All Of The Time	28%	10%	16%	19%	35%	29%	25%	11%	10%	19%	16%	30%
Don't Know	0%	0%	2%	0%	0%	0%	0%	4%	0%	0%	0%	0%
I am now going to read out some statements about feelings and thoughts. For each one, tell me the answer that best describes your experience of each over the last two weeks: I've been able to make up my own mind about things												
None Of The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rarely	3%	4%	2%	3%	4%	3%	0%	4%	5%	8%	6%	0%
SomeOf The Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Often	48%	11%	65%	48%	39%	52%	63%	14%	13%	20%	17%	33%









KEY

- Overall
- Employees in poverty
- Employees with low wellbeing
- Large
- Third sector enthusiasts
- Small/Medium Managers
- Large Managers
- Large Managers






Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
All Of The Time	34%	11%	23%	34%	35%	35%	38%	12%	12%	19%	17%	33%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Hearing problems												
Yes	9%	7%	12%	9%	11%	11%	0%	10%	8%	14%	11%	0%
No	91%	7%	88%	91%	89%	89%	100%	10%	8%	14%	11%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Skin problems												
Yes	23%	10%	24%	29%	28%	21%	0%	13%	12%	21%	15%	0%
No	77%	10%	76%	71%	72%	79%	100%	13%	12%	21%	15%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Backache												
Yes	34%	11%	37%	31%	35%	43%	29%	15%	13%	21%	18%	33%
No	66%	11%	63%	69%	65%	57%	71%	15%	13%	21%	18%	33%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Muscular pains in shoulders, neck, arms and hands												
Yes	54%	12%	53%	41%	63%	52%	50%	15%	14%	22%	18%	35%
No	46%	12%	48%	59%	37%	48%	50%	15%	14%	22%	18%	35%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Lower limb muscle pain (hips, legs, knees, feet etc)												
Yes	31%	11%	27%	35%	37%	18%	17%	13%	13%	22%	14%	30%
No	69%	11%	73%	65%	63%	82%	83%	13%	13%	22%	14%	30%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Headaches, eye strain												
Yes	43%	11%	37%	57%	45%	43%	14%	14%	13%	22%	18%	26%
No	57%	11%	63%	43%	55%	57%	86%	14%	13%	22%	18%	26%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Stomach ache												
Yes	26%	10%	18%	29%	32%	25%	13%	12%	13%	21%	16%	23%
No	73%	10%	82%	71%	68%	71%	88%	12%	13%	21%	16%	23%
Don't Know	0%	1%	0%	0%	0%	4%	0%	0%	0%	0%	7%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Respiratory difficulties												
Yes	10%	7%	8%	13%	11%	21%	0%	8%	9%	14%	15%	0%
No	90%	7%	92%	88%	89%	79%	100%	8%	9%	14%	15%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

KEY	 Overall	 Employees in poverty	 Employees with low wellbeing	 Third sector enthusiasts
	 Micro	 Small/Medium	 Large	 Small/Medium Managers
				 Large Managers










Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Cardiovascular diseases												
Yes	9%	7%	3%	4%	16%	4%	0%	5%	6%	16%	7%	0%
No	91%	7%	95%	96%	84%	96%	100%	7%	6%	16%	7%	0%
Don't Know	0%	0%	3%	0%	0%	0%	0%	5%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Injury(ies)												
Yes	12%	8%	8%	13%	17%	7%	0%	9%	9%	17%	9%	0%
No	88%	8%	92%	87%	83%	93%	100%	9%	9%	17%	9%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Depression or anxiety												
Yes	37%	11%	26%	30%	45%	39%	29%	13%	13%	22%	18%	33%
No	63%	11%	74%	68%	55%	61%	71%	13%	13%	22%	18%	33%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prefer Not To Say	1%	1%	0%	2%	0%	0%	0%	0%	4%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Overall fatigue												
Yes	43%	12%	31%	43%	40%	67%	43%	14%	13%	21%	17%	37%
No	57%	12%	67%	55%	60%	33%	57%	14%	13%	21%	17%	37%
Don't Know	1%	1%	3%	2%	0%	0%	0%	5%	4%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Insomnia or general sleeping difficulties												
Yes	43%	11%	39%	49%	43%	55%	29%	15%	13%	21%	18%	33%
No	56%	11%	61%	49%	57%	45%	71%	15%	13%	21%	18%	33%
Don't Know	0%	1%	0%	2%	0%	0%	0%	0%	4%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Over the last 12 months, have you suffered from any of the following health problems? Other												
Yes	14%	8%	21%	14%	11%	21%	17%	13%	10%	14%	15%	30%
No	86%	8%	74%	86%	89%	79%	83%	14%	10%	14%	15%	30%
Don't Know	0%	1%	5%	0%	0%	0%	0%	7%	0%	0%	0%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Are you able to access any of the following health-related support through your work? Access to occupational health support, such as health screening, health checks, counselling or other services, such as physiotherapy.												
Yes	64%	10%	33%	58%	64%	68%	88%	14%	13%	20%	16%	23%
No	26%	9%	53%	30%	23%	29%	13%	15%	12%	17%	16%	23%
Don't Know	10%	7%	14%	12%	14%	3%	0%	10%	8%	14%	6%	0%
Are you able to access any of the following health-related support through your work? Health advice, promotion or awareness e.g. weight loss, smoking, exercise)												
Yes	34%	10%	23%	33%	25%	61%	50%	12%	12%	19%	17%	35%
No	55%	11%	72%	51%	60%	39%	50%	13%	13%	21%	17%	35%
Don't Know	11%	7%	5%	16%	15%	0%	0%	6%	9%	16%	0%	0%
For each of the following statements, please select the response which best describes your own situation: Demand and Control My job is often stressful												
Strongly Agree	17%	9%	12%	7%	18%	30%	25%	9%	6%	16%	16%	30%

KEY	 Overall	 Employees in poverty	 Employees with low wellbeing	 Third sector enthusiasts
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				 Large Managers



Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Agree	47%	11%	51%	55%	41%	40%	50%	15%	13%	21%	17%	35%
Neither Agree Nor Disagree	13%	8%	9%	14%	14%	17%	13%	8%	9%	14%	13%	23%
Disagree	19%	9%	19%	17%	23%	13%	13%	11%	10%	17%	12%	23%
Strongly Disagree	4%	4%	7%	7%	5%	0%	0%	7%	6%	9%	0%	0%
Don't Know	0%	0%	2%	0%	0%	0%	0%	4%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I would feel I had to come into work even if I was sick												
Strongly Agree	13%	8%	7%	5%	18%	10%	13%	8%	6%	16%	10%	23%
Agree	35%	10%	38%	47%	32%	32%	25%	14%	13%	19%	16%	30%
Neither Agree Nor Disagree	7%	4%	10%	10%	5%	16%	0%	9%	8%	9%	13%	0%
Disagree	32%	10%	31%	28%	23%	35%	63%	14%	11%	17%	17%	33%
Strongly Disagree	12%	7%	14%	10%	18%	6%	0%	10%	8%	16%	9%	0%
Don't Know	2%	4%	0%	0%	5%	0%	0%	0%	0%	9%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I often have to work in my free time to meet the demands of my job												
Strongly Agree	14%	7%	23%	7%	9%	30%	25%	12%	6%	12%	16%	30%
Agree	28%	10%	23%	24%	32%	33%	25%	12%	11%	19%	17%	30%
Neither Agree Nor Disagree	8%	6%	16%	9%	5%	3%	13%	11%	7%	9%	6%	23%
Disagree	38%	11%	30%	47%	41%	23%	25%	13%	13%	21%	15%	30%
Strongly Disagree	12%	8%	7%	14%	14%	7%	13%	7%	9%	14%	9%	23%
Don't Know	0%	1%	0%	0%	0%	3%	0%	0%	0%	0%	6%	0%
For each of the following statements, please select the response which best describes your own situation: I have realistic choice in deciding how I do my work												
Strongly Agree	37%	10%	42%	28%	32%	42%	63%	14%	11%	19%	17%	33%
Agree	43%	11%	44%	57%	41%	45%	25%	14%	13%	21%	17%	30%
Neither Agree Nor Disagree	9%	7%	2%	7%	14%	10%	0%	4%	6%	14%	10%	0%
Disagree	11%	7%	9%	9%	14%	0%	13%	8%	7%	14%	0%	23%
Strongly Disagree	0%	1%	2%	0%	0%	3%	0%	4%	0%	0%	6%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I have realistic timescales to do my work												
Strongly Agree	17%	9%	14%	16%	18%	10%	25%	10%	9%	16%	10%	30%
Agree	41%	11%	40%	43%	45%	39%	25%	14%	13%	21%	17%	30%
Neither Agree Nor Disagree	15%	8%	21%	14%	14%	23%	13%	12%	9%	14%	14%	23%
Disagree	23%	9%	23%	28%	14%	29%	38%	12%	11%	14%	16%	33%
Strongly Disagree	2%	4%	2%	0%	5%	0%	0%	4%	0%	9%	0%	0%
Don't Know	2%	4%	0%	0%	5%	0%	0%	0%	0%	9%	0%	0%
For each of the following statements, please select the response which best describes your own situation: Change and Job Security I feel secure in my current job												
Strongly Agree	26%	9%	19%	16%	18%	35%	63%	11%	9%	16%	17%	33%
Agree	39%	11%	26%	50%	36%	35%	38%	13%	13%	20%	17%	33%
Neither Agree Nor Disagree	20%	9%	21%	14%	32%	10%	0%	12%	9%	19%	10%	0%
Disagree	10%	5%	21%	21%	5%	13%	0%	12%	10%	9%	12%	0%
Strongly Disagree	6%	5%	14%	0%	9%	6%	0%	10%	0%	12%	9%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I can influence management decisions that have an important impact on my job												

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Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Strongly Agree	28%	9%	30%	16%	19%	52%	63%	13%	9%	17%	17%	33%
Agree	46%	11%	40%	47%	52%	35%	38%	14%	13%	21%	17%	33%
Neither Agree Nor Disagree	12%	7%	14%	19%	14%	3%	0%	10%	10%	15%	6%	0%
Disagree	7%	5%	5%	17%	5%	3%	0%	6%	10%	9%	6%	0%
Strongly Disagree	6%	6%	7%	2%	10%	6%	0%	7%	3%	13%	9%	0%
Don't Know	0%	0%	5%	0%	0%	0%	0%	6%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: Staff are consulted about change at work												
Strongly Agree	23%	9%	31%	19%	19%	26%	38%	14%	10%	17%	15%	33%
Agree	47%	11%	40%	43%	48%	52%	50%	14%	13%	21%	17%	35%
Neither Agree Nor Disagree	22%	10%	21%	19%	29%	10%	13%	12%	10%	19%	10%	23%
Disagree	6%	5%	0%	14%	5%	10%	0%	0%	9%	9%	10%	0%
Strongly Disagree	1%	1%	5%	3%	0%	3%	0%	6%	5%	0%	6%	0%
Don't Know	1%	1%	2%	2%	0%	0%	0%	4%	3%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: Support at work My line manager encourages me at work												
Strongly Agree	48%	11%	45%	34%	55%	33%	63%	15%	12%	21%	17%	33%
Agree	38%	11%	33%	52%	32%	37%	38%	14%	13%	19%	17%	33%
Neither Agree Nor Disagree	11%	7%	10%	10%	14%	17%	0%	9%	8%	14%	13%	0%
Disagree	1%	1%	5%	2%	0%	3%	0%	7%	3%	0%	6%	0%
Strongly Disagree	1%	1%	0%	0%	0%	7%	0%	0%	0%	0%	9%	0%
Don't Know	1%	1%	8%	2%	0%	3%	0%	8%	3%	0%	6%	0%
For each of the following statements, please select the response which best describes your own situation: I get the help and support I need from colleagues at work												
Strongly Agree	42%	11%	45%	34%	45%	39%	43%	15%	12%	21%	17%	37%
Agree	52%	11%	43%	53%	50%	52%	57%	15%	13%	21%	17%	37%
Neither Agree Nor Disagree	5%	4%	10%	9%	5%	6%	0%	9%	7%	9%	9%	0%
Disagree	1%	1%	0%	2%	0%	3%	0%	0%	3%	0%	6%	0%
Strongly Disagree	0%	0%	2%	0%	0%	0%	0%	4%	0%	0%	0%	0%
Don't Know	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I have the skills required to meet my duties												
Strongly Agree	51%	11%	56%	43%	50%	61%	57%	14%	13%	21%	17%	37%
Agree	48%	11%	44%	53%	50%	39%	43%	14%	13%	21%	17%	37%
Neither Agree Nor Disagree	1%	1%	0%	3%	0%	0%	0%	0%	5%	0%	0%	0%
Disagree	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Strongly Disagree	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I receive training to cope with my duties												
Strongly Agree	29%	10%	40%	22%	32%	29%	25%	14%	11%	19%	16%	30%
Agree	52%	11%	35%	47%	59%	45%	50%	14%	13%	21%	17%	35%
Neither Agree Nor Disagree	4%	2%	12%	7%	0%	13%	0%	9%	6%	0%	12%	0%
Disagree	13%	7%	14%	21%	9%	10%	13%	10%	10%	12%	10%	23%
Strongly Disagree	3%	4%	0%	3%	0%	3%	13%	0%	5%	0%	6%	23%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

KEY	 Overall	 Employees in poverty	 Employees with low wellbeing	 Third sector enthusiasts
	 Micro	 Small/Medium	 Large	 Small/Medium Managers
				 Large Managers

Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
For each of the following statements, please select the response which best describes your own situation: Effort, reward and respect I am treated fairly at work												
Strongly Agree	47%	11%	56%	38%	41%	48%	75%	14%	12%	21%	17%	30%
Agree	41%	11%	37%	52%	41%	42%	25%	14%	13%	21%	17%	30%
Neither Agree Nor Disagree	10%	7%	5%	5%	18%	3%	0%	6%	6%	16%	6%	0%
Disagree	1%	1%	2%	2%	0%	6%	0%	4%	3%	0%	9%	0%
Strongly Disagree	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
Don't Know	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: My pay and conditions adequately reflect the effort I put in at work												
Strongly Agree	9%	6%	23%	9%	5%	13%	13%	12%	7%	9%	12%	23%
Agree	45%	11%	26%	48%	36%	45%	75%	13%	13%	20%	17%	30%
Neither Agree Nor Disagree	10%	7%	12%	7%	9%	13%	13%	9%	6%	12%	12%	23%
Disagree	30%	10%	28%	31%	41%	19%	0%	13%	12%	21%	14%	0%
Strongly Disagree	6%	6%	5%	5%	9%	6%	0%	6%	6%	12%	9%	0%
Don't Know	1%	1%	7%	0%	0%	3%	0%	7%	0%	0%	6%	0%
For each of the following statements, please select the response which best describes your own situation: I am treated with the respect I deserve at work												
Strongly Agree	44%	11%	45%	26%	45%	52%	63%	15%	11%	21%	17%	33%
Agree	51%	11%	50%	67%	50%	32%	38%	15%	12%	21%	16%	33%
Neither Agree Nor Disagree	5%	4%	2%	5%	5%	13%	0%	4%	6%	9%	12%	0%
Disagree	1%	1%	2%	2%	0%	3%	0%	4%	3%	0%	6%	0%
Strongly Disagree	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I have experienced discrimination at work												
Strongly Agree	2%	4%	2%	0%	5%	0%	0%	4%	0%	9%	0%	0%
Agree	4%	2%	7%	10%	0%	10%	0%	8%	8%	0%	10%	0%
Neither Agree Nor Disagree	1%	1%	0%	3%	0%	0%	0%	0%	5%	0%	0%	0%
Disagree	36%	10%	36%	45%	38%	35%	13%	14%	13%	21%	17%	23%
Strongly Disagree	57%	11%	55%	40%	57%	55%	88%	15%	12%	21%	17%	23%
Don't Know	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: Work-life balance I would find taking an hour or two off during working hours to take care of personal or family matters straightforward												
Strongly Agree	39%	11%	34%	17%	45%	39%	63%	14%	10%	21%	17%	33%
Agree	52%	11%	54%	64%	50%	48%	38%	15%	12%	21%	17%	33%
Neither Agree Nor Disagree	2%	2%	2%	7%	0%	6%	0%	5%	6%	0%	9%	0%
Disagree	3%	2%	2%	10%	0%	6%	0%	5%	8%	0%	9%	0%
Strongly Disagree	2%	4%	5%	0%	5%	0%	0%	6%	0%	9%	0%	0%
Don't Know	1%	1%	2%	2%	0%	0%	0%	5%	3%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I am satisfied with the balance between the time I spend on my paid work and the time I spend on other aspects of my life												
Strongly Agree	26%	10%	29%	16%	23%	32%	50%	13%	9%	17%	16%	35%
Agree	38%	10%	38%	54%	36%	42%	13%	14%	13%	20%	17%	23%
Neither Agree Nor Disagree	9%	7%	5%	5%	9%	13%	13%	6%	6%	12%	12%	23%
Disagree	22%	9%	24%	23%	23%	10%	25%	13%	11%	17%	10%	30%
Strongly Disagree	4%	5%	2%	0%	9%	3%	0%	4%	0%	12%	6%	0%

KEY	 Overall	 Employees in poverty	 Employees with low wellbeing	 Third sector enthusiasts
	 Micro	 Small/Medium	 Large	 Small/Medium Managers
				 Large Managers

Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Don't Know	1%	1%	2%	2%	0%	0%	0%	4%	3%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: Work and wellbeing My job is usually good for my mental and emotional wellbeing												
Strongly Agree	15%	8%	26%	16%	14%	19%	13%	13%	9%	14%	14%	23%
Agree	57%	10%	56%	62%	45%	45%	88%	14%	12%	21%	17%	23%
Neither Agree Nor Disagree	17%	8%	7%	17%	23%	19%	0%	7%	10%	17%	14%	0%
Disagree	11%	7%	12%	5%	18%	13%	0%	9%	6%	16%	12%	0%
Strongly Disagree	0%	1%	0%	0%	0%	3%	0%	0%	0%	0%	6%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: My job is usually good for my physical wellbeing												
Strongly Agree	9%	7%	5%	9%	9%	10%	13%	6%	7%	12%	10%	23%
Agree	36%	10%	51%	43%	32%	39%	25%	15%	13%	19%	17%	30%
Neither Agree Nor Disagree	29%	10%	28%	19%	36%	23%	25%	13%	10%	20%	14%	30%
Disagree	24%	9%	14%	28%	18%	26%	38%	10%	11%	16%	15%	33%
Strongly Disagree	3%	4%	2%	2%	5%	3%	0%	4%	3%	9%	6%	0%
Don't Know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: Overall I experience more job satisfaction than job dissatisfaction												
Strongly Agree	42%	11%	40%	37%	41%	52%	50%	14%	12%	21%	17%	35%
Agree	51%	11%	51%	56%	50%	45%	50%	15%	13%	21%	17%	35%
Neither Agree Nor Disagree	1%	1%	5%	4%	0%	3%	0%	6%	5%	0%	6%	0%
Disagree	5%	5%	2%	4%	9%	0%	0%	4%	5%	12%	0%	0%
Strongly Disagree	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Don't Know	0%	0%	2%	0%	0%	0%	0%	4%	0%	0%	0%	0%
For each of the following statements, please select the response which best describes your own situation: I experience at least a small amount of job satisfaction at least once a week on average												
Strongly Agree	48%	11%	47%	41%	45%	61%	63%	15%	13%	21%	17%	33%
Agree	47%	11%	44%	57%	50%	26%	38%	14%	13%	21%	15%	33%
Neither Agree Nor Disagree	2%	4%	2%	0%	5%	3%	0%	4%	0%	9%	6%	0%
Disagree	1%	1%	5%	2%	0%	6%	0%	6%	3%	0%	9%	0%
Strongly Disagree	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Don't Know	0%	1%	2%	0%	0%	3%	0%	4%	0%	0%	6%	0%
To what extent do you agree with the following statement? My household's income is enough to adequately support me and my children/dependents (if applicable)												
Strongly Agree	34%	11%	24%	19%	33%	43%	63%	13%	10%	20%	17%	33%
Agree	41%	11%	55%	58%	29%	43%	38%	15%	13%	19%	17%	33%
Disagree	23%	9%	19%	23%	33%	10%	0%	12%	11%	20%	11%	0%
Strongly Disagree	3%	4%	2%	0%	5%	3%	0%	4%	0%	9%	6%	0%
Taking everything together, which of these phrases describes how you and your household are managing financially these days?												
Managing Very Well	23%	9%	14%	22%	23%	27%	25%	10%	11%	17%	16%	30%
Quite Well	31%	10%	37%	29%	27%	43%	38%	14%	12%	19%	17%	33%
Get By All Right	36%	11%	35%	45%	32%	27%	38%	14%	13%	19%	16%	33%
Don't Manage Very Well	7%	6%	5%	2%	14%	0%	0%	6%	3%	14%	0%	0%
Have Some Financial Difficulties	3%	4%	9%	2%	5%	3%	0%	8%	3%	9%	6%	0%
In Deep Financial Troubles	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

KEY	 Overall	 Employees in poverty	 Employees with low wellbeing	 Third sector enthusiasts
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				 Large Managers

Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Which of the following age groups do you belong to?												
Under 19	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
19-24	5%	4%	5%	9%	5%	0%	0%	6%	7%	9%	0%	0%
25-34	19%	9%	12%	22%	18%	3%	25%	9%	11%	16%	6%	30%
35-44	17%	7%	21%	29%	14%	23%	0%	12%	12%	14%	14%	0%
45-54	42%	11%	37%	28%	50%	39%	50%	14%	11%	21%	17%	35%
55-64	14%	8%	21%	9%	14%	32%	13%	12%	7%	14%	16%	23%
65+	3%	4%	5%	3%	0%	0%	13%	6%	5%	0%	0%	23%
Prefer Not To Say	0%	1%	0%	0%	0%	3%	0%	0%	0%	0%	6%	0%
Are you male or female?												
Female	69%	10%	71%	78%	55%	61%	100%	13%	11%	21%	17%	0%
Male	31%	10%	29%	22%	45%	39%	0%	13%	11%	21%	17%	0%
Prefer Not To Say	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Do you have experience as any of the following:												
In a somewhat similar job in the public sector	33%	10%	37%	24%	35%	42%	38%	14%	11%	19%	17%	33%
	67%	10%	63%	76%	65%	58%	63%	14%	11%	19%	17%	33%
Do you have experience as any of the following:												
In a somewhat similar job in the private sector	28%	10%	33%	26%	35%	23%	13%	14%	11%	19%	14%	23%
	72%	10%	67%	74%	65%	77%	88%	14%	11%	19%	14%	23%
Do you have experience as any of the following:												
As a beneficiary or service user of my current employer before I was employed	4%	4%	7%	7%	0%	0%	13%	7%	6%	0%	0%	23%
	96%	4%	93%	93%	100%	100%	88%	7%	6%	0%	0%	23%
Would you like to change anything about your current working arrangements? Please indicate all that apply.												
I Would Like To Increase My Working Hours	5%	4%	23%	7%	4%	0%	0%	12%	6%	8%	0%	0%
I Would Like To Decrease My Working Hours	10%	7%	12%	10%	9%	13%	13%	9%	8%	11%	12%	23%
I Would Like A Permanent Full-Time Post	5%	4%	16%	9%	4%	0%	0%	11%	7%	8%	0%	0%
I Would Like A Permanent Part-Time Post	2%	1%	9%	3%	0%	3%	0%	8%	5%	0%	6%	0%
I Would Like A Temporary Full-Time Post	0%	0%	2%	0%	0%	0%	0%	4%	0%	0%	0%	0%
I Would Like A Temporary Part-Time Post	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
None Of The Above- I Am Satisfied	65%	10%	40%	64%	65%	68%	75%	14%	12%	19%	16%	30%
	18%	8%	19%	16%	26%	13%	0%	11%	9%	18%	12%	0%
In the last two years, have you experienced...												
A Reduction Of Working Hours	6%	4%	21%	5%	4%	13%	0%	12%	6%	8%	12%	0%
	94%	4%	79%	95%	96%	87%	100%	12%	6%	8%	12%	0%
In the last two years, have you experienced...												
An Increase In Working Hours	13%	6%	23%	21%	4%	6%	25%	12%	10%	8%	9%	30%
	87%	6%	77%	79%	96%	94%	75%	12%	10%	8%	9%	30%
Ethnicity												
Scottish	82.8%	7%	76%	71%	86%	79%	100%	13%	12%	15%	15%	0%
English	1.1%	1%	0%	2%	0%	7%	0%	0%	4%	0%	9%	0%
Welsh	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

KEY Overall Employees in poverty Employees with low wellbeing Third sector enthusiasts Large Managers Micro Small/Medium Large Small/Medium Managers

Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Northern Irish	1.5 %	2%	0%	6%	0%	0%	0%	0%	6%	0%	0%	0%
British	13.3 %	7%	12%	20%	14%	14%	0%	10%	11%	15%	12%	0%
Irish	0.7 %	1%	2%	2%	0%	0%	0%	4%	4%	0%	0%	0%
Gypsy / Traveller	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Polish	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other white ethnic group (write in)	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
White and Black Caribbean	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
White and Black African	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
White and Asian	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Any other mixed or multiple ethnic groups (write in)	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Indian	0.3 %	0%	5%	0%	0%	0%	0%	6%	0%	0%	0%	0%
Pakistani	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bangladeshi	0.3 %	0%	5%	0%	0%	0%	0%	6%	0%	0%	0%	0%
Chinese	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Any other Asian background (write in)	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Caribbean	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Black	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Any other Black / African / Caribbean background (write in)	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Arab	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Any other ethnic group (write in)	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Refused	0.0 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
White	99.3 %	1%	90%	100 %	100 %	100 %	100 %	9%	0%	0%	0%	0%
How long have you worked... In your current role?												
Under 1 year	20%	8%	33%	21%	26%	10%	0%	14%	10%	18%	10%	0%
1-5 years	37%	10%	19%	47%	30%	35%	50%	11%	13%	19%	17%	35%
5-10 years	27%	10%	37%	21%	26%	23%	38%	14%	10%	18%	14%	33%
Over 10 years	16%	8%	12%	12%	17%	32%	13%	9%	8%	15%	16%	23%
How long have you worked... In the voluntary sector / third sector?												
Under 1 year	2%	2%	5%	5%	0%	3%	0%	6%	6%	0%	6%	0%
1-5 years	15%	8%	19%	22%	13%	0%	13%	11%	11%	14%	0%	23%
5-10 years	33%	11%	37%	28%	35%	10%	50%	14%	11%	19%	10%	35%
10-15 years	20%	8%	16%	24%	22%	32%	0%	11%	11%	17%	16%	0%
15-20 years	10%	6%	7%	9%	13%	23%	0%	7%	7%	14%	14%	0%
20-25 years	10%	7%	5%	7%	9%	3%	25%	6%	6%	11%	6%	30%
Over 25 years	7%	5%	12%	3%	4%	19%	13%	9%	5%	8%	14%	23%
Mean	12.1 5	1.75	1209 %	1017 %	1192 %	1583 %	1413 %	298 %	185 %	295 %	340 %	678 %
If full time how many days annual leave												
Under 30 days	21%	9%	19%	31%	24%	15%	0%	17%	14%	18%	14%	0%
30-35 days	30%	11%	38%	24%	29%	15%	50%	21%	13%	19%	14%	35%
35-40 days	30%	10%	38%	36%	29%	46%	13%	21%	14%	19%	19%	23%

Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Over 40 days	19%	9%	5%	10%	19%	23%	38%	9%	9%	17%	16%	33%
Mean	35.58	2.56	3500%	3450%	3500%	3700%	3863%	759%	488%	468%	544%	308%
How satisfied are you with your life as a whole nowadays?												
0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
3	0%	1%	2%	0%	0%	3%	0%	4%	0%	0%	6%	0%
4	1%	1%	7%	0%	0%	3%	0%	7%	0%	0%	6%	0%
5	6%	5%	0%	3%	9%	13%	0%	0%	5%	11%	12%	0%
6	14%	8%	2%	10%	17%	3%	25%	4%	8%	15%	6%	30%
7	26%	9%	28%	33%	26%	23%	13%	13%	12%	18%	14%	23%
8	34%	10%	47%	34%	30%	32%	38%	15%	12%	19%	16%	33%
9	13%	7%	14%	10%	17%	16%	0%	10%	8%	15%	13%	0%
10	6%	5%	0%	7%	0%	6%	25%	0%	6%	0%	9%	30%
Mean	7.45	0.28	742%	750%	730%	732%	788%	41%	35%	49%	59%	101%
Have you been working for the same employer continuously for the last two years?												
Yes	71%	10%	63%	66%	67%	87%	88%	14%	13%	20%	12%	23%
No	29%	10%	37%	34%	33%	13%	13%	14%	13%	20%	12%	23%
	7%	6%	5%	9%	10%	0%	0%	6%	8%	13%	0%	0%
In the past 2 years, have you experienced any of the following?												
Frequent moves between similar jobs to your current job	5%	5%	7%	2%	9%	0%	0%	7%	3%	11%	0%	0%
	95%	5%	93%	98%	91%	100%	100%	7%	3%	11%	0%	0%
In the past 2 years, have you experienced any of the following?												
Frequent moves in and out of work	2%	4%	2%	0%	4%	0%	0%	4%	0%	8%	0%	0%
	98%	4%	98%	100%	96%	100%	100%	4%	0%	8%	0%	0%
In the past 2 years, have you experienced any of the following?												
Left job for caring responsibilities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Left job to have a baby	7%	6%	0%	3%	13%	0%	0%	0%	5%	14%	0%	0%
	93%	6%	100%	97%	87%	100%	100%	0%	5%	14%	0%	0%
In the past 2 years, have you experienced any of the following?												
Left job for education (full-time or part-time)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Left job due to health problems	0%	1%	0%	0%	0%	3%	0%	0%	0%	0%	6%	0%
	100%	1%	100%	100%	100%	97%	100%	0%	0%	0%	6%	0%
In the past 2 years, have you experienced any of the following?												

Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
Moved to unpaid work (volunteering or intern) in a similar type of job	1%	1%	5%	3%	0%	0%	0%	6%	5%	0%	0%	0%
	99%	1%	95%	97%	100%	100%	100%	6%	5%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Been made redundant	1%	1%	14%	2%	0%	0%	0%	10%	3%	0%	0%	0%
	99%	1%	86%	98%	100%	100%	100%	10%	3%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Moved into retirement	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
From paid work into a different type of job	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
	100%	1%	100%	98%	100%	100%	100%	0%	3%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Left caring responsibilities for job	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Returned to work after having a baby	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Left education (full-time or part-time) for paid job	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
	100%	1%	100%	98%	100%	100%	100%	0%	3%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Returned to work after health problems improved	1%	1%	2%	2%	0%	3%	0%	4%	3%	0%	6%	0%
	99%	1%	98%	98%	100%	97%	100%	4%	3%	0%	6%	0%
In the past 2 years, have you experienced any of the following?												
From unpaid work (volunteering or intern) into a similar type of job	2%	1%	5%	5%	0%	0%	0%	6%	6%	0%	0%	0%
	98%	1%	95%	95%	100%	100%	100%	6%	6%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
From unemployment to work	2%	1%	12%	3%	0%	0%	0%	9%	5%	0%	0%	0%
	98%	1%	88%	97%	100%	100%	100%	9%	5%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
Moved out of retirement into work	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	100%	0%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%
In the past 2 years, have you experienced any of the following?												
None of the above, held same or similar job for most of period	2%	2%	5%	5%	0%	3%	0%	6%	6%	0%	6%	0%
	98%	2%	95%	95%	100%	97%	100%	6%	6%	0%	6%	0%
In the past 2 years, have you experienced any of the following?												
	9%	6%	7%	7%	9%	10%	13%	7%	6%	11%	10%	23%
	91%	6%	93%	93%	91%	90%	88%	7%	6%	11%	10%	23%
Equivalised weekly household income minus £23.30 for Council Tax (Average Band D in Glasgow Council area)												
Under £200pw	6%	6%	7%	2%	11%	0%	0%	8%	4%	14%	0%	0%



Question and response options	Overall	Overall C.I.	Micro	Medium/small	Large	Small/medium managers	Large managers	Micro C.I.	Medium/small C.I.	Large C.I.	Small/medium managers C.I.	Large managers C.I.
£200-£400pw	18%	9%	21%	20%	21%	3%	13%	12%	11%	18%	6%	23%
£200-£600pw	25%	10%	31%	39%	21%	20%	13%	14%	13%	18%	14%	23%
£600-£800pw	31%	10%	40%	43%	26%	40%	13%	14%	13%	20%	17%	23%
£800-£1000pw	27%	11%	19%	19%	32%	33%	25%	12%	10%	21%	17%	30%
£1000-£1200pw	5%	4%	7%	7%	0%	13%	13%	8%	7%	0%	12%	23%
£1200-£1400pw	7%	6%	2%	4%	5%	3%	25%	4%	5%	10%	6%	30%
£1400-£1800pw	5%	6%	2%	0%	5%	7%	13%	4%	0%	10%	9%	23%
Over £1800pw	1%	2%	0%	6%	0%	0%	0%	0%	6%	0%	0%	0%
Mean	723.98	98.48	61787%	71347%	65073%	82765%	95557%	96759%	12528%	19042%	11227%	25525%
SWEMWBS												
Mean	26.47	1.66	2615%	2685%	2595%	2632%	2763%	199%	177%	345%	144%	270%
7	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
8	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
10	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
11	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
12	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
13	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
14	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
15	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
16	0%	0%	2%	0%	0%	0%	0%	5%	0%	0%	0%	0%
17	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
18	1%	1%	2%	0%	0%	6%	0%	5%	0%	0%	9%	0%
19	3%	4%	0%	2%	5%	0%	0%	0%	3%	9%	0%	0%
20	3%	4%	2%	2%	5%	3%	0%	5%	3%	9%	6%	0%
21	3%	4%	2%	2%	5%	3%	0%	5%	3%	9%	6%	0%
22	3%	2%	12%	5%	0%	6%	0%	10%	6%	0%	9%	0%
23	5%	5%	0%	4%	5%	3%	13%	0%	5%	9%	6%	23%
24	11%	7%	0%	7%	10%	10%	25%	0%	7%	13%	10%	30%
25	14%	8%	10%	9%	24%	3%	0%	9%	8%	18%	6%	0%
26	5%	2%	15%	11%	0%	16%	0%	11%	8%	0%	13%	0%
27	15%	9%	17%	13%	19%	6%	13%	11%	9%	17%	9%	23%
28	14%	8%	10%	16%	10%	10%	25%	9%	10%	13%	10%	30%
29	7%	5%	12%	11%	5%	13%	0%	10%	8%	9%	12%	0%
30	5%	4%	2%	7%	5%	10%	0%	5%	7%	9%	10%	0%
31	2%	2%	12%	5%	0%	0%	0%	10%	6%	0%	0%	0%
32	2%	3%	0%	0%	0%	0%	13%	0%	0%	0%	0%	23%
33	6%	6%	0%	4%	10%	6%	0%	0%	5%	13%	9%	0%
34	0%	1%	0%	2%	0%	0%	0%	0%	3%	0%	0%	0%
35	2%	3%	0%	0%	0%	3%	13%	0%	0%	0%	6%	23%