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Introduction

The cost-of-living crisis has proved to be devastating for many working families. Our helpline has been flooded with calls from parents and carers who are drowning in the unmanageable costs of childcare – alongside out-of-control energy and food prices – and are struggling to access the flexible working they desperately need to enter and stay in work.

The damaging effects of such struggles were laid bare in our 2023 *Working Families Index Spotlight Report.* Our survey of over 3,000 parents and carers found that families on lower incomes are falling into debt and experiencing a negative effect on their mental health as they grapple with these challenges. At Working Families, we exist to tackle these challenges —by empowering parents and carers to understand their rights at work, by supporting employers to create flexible and family-friendly workplaces, and by driving meaningful policy change.

And this year, we've not been standing still. Despite political and economic instability, Working Families has gone from strength to strength. Even faced with the frustration of the Employment Bill being quashed, we've galvanised and persevered, and our tenacity and creativity have resulted in remarkable policy victories that will give millions of employees access to flexible working from day one on the job, and provide much-needed leave and pay for employees whose babies are receiving neonatal care.



Helen HumphreysChair
Working Families

Our vital work with parents, carers, and employers has also continued. From expanding our benefits check service and calculating tens of thousands of unclaimed benefits for working parents and carers in need, to providing transformative best-practice guidance to employers, we are taking action to ensure that parents and carers can thrive at home and at work.

But we're not stopping there. We're also looking ahead. Through our research, conversations, and campaigning, we continue to dig deeper into the inequalities inherent in the current flexible working landscape, so that we can look forward to a future where flexibility works for everyone. With our focus firmly fixed on how we can use these insights to have the maximum impact in the coming years, we revisit our many achievements in 2022-23.

Helen Humphreys

Chair,

Working Families

Jane van Zyl

CEO,

Working Families



Jane van Zyl
CEO
Working Families



We have empowered working parents and carers

Families in crisis

The rising cost of living has turned the lives of working families upside-down. Unsurprisingly, those who have the least have felt the worst effects. Our *Working Families Index Spotlight Report*

revealed the extent to which families on lower incomes are struggling with debt and stress on their relationships because they can't access affordable childcare, aren't able to enjoy the same parental leave as their higher-income counterparts, and are more likely to be denied the benefits of flexible working.

For families on lower incomes, work— which should be a means to manage escalating costs—simply isn't working. Too often, parents and carers can't access the flexibility they need to return to work after having a baby, progress in their careers, or even participate in the labour market at all.

In FY 2022-23:



Nearly **1 million**working parents and
carers accessed our legal
advice pages.



We provided personalised legal advice to nearly **1,700** parents and carers via phone and e-mail.



99% of the parents and carers we advised better understood their rights, options and entitlement.



9 in 10 of the parents and carers we advised intended to act on the advice given.



Our advisers supported our helpline users to access nearly £100,000 in unclaimed benefits.

A shattered childcare system

As childcare costs soar and nurseries close due to chronic government underfunding, sourcing affordable, high-quality childcare is becoming harder and harder. Many parents and carers contact our helpline in search of an answer to managing the cost of childcare. Alarmingly, our *Working Families Index Spotlight Report* revealed that some families are effectively paying to go to work, with four in ten families on a low income going into debt to fund childcare. The research also unearthed the hidden costs of a broken system, with relationships and mental health affected in significant numbers. Far from helping families improve their lives through employment, the childcare system is entrenching existing inequalities by forcing many lower-income parents to reduce their working hours or give up work altogether to manage childcare, with women and Black parents bearing the brunt.

The system is crying out for reform, which the Government went some way to acknowledge in the Spring Budget with proposals for increasing free childcare. Working Families have utilised our collaborative approach to address this urgent issue by supporting the Women's Budget Group with the incubation of The Early Education and Childcare Coalition to campaign for reform of the sector.

Financial turmoil

The scale of families living in financial hardship should shock us all into action. Currently one in four households with children receive Universal Credit¹ and cannot afford a basic standard of living, according to the Joseph Rowntree Foundation's research. This is echoed in the experience of our helpline users: almost 7 in 10 of those who get in touch with us have household incomes that fall below the Minimum Income Standard. Demand for our free Legal Advice Service shows no sign of abating, and we are continuing to see a high proportion of benefits queries compared to pre-pandemic times. As families battle with the daily reality of wages not meeting snowballing living costs, more than double the number of families have contacted the helpline for advice on in-work benefits than before the pandemic. For the first time, Universal Credit is one of the five most common issues parents and carers want advice on, which is unsurprising when you consider that 40%

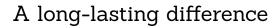
¹https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/families/datasets/familiesandhouseholdsfamiliesandhouseholds

of Universal Credit claimants are in work.

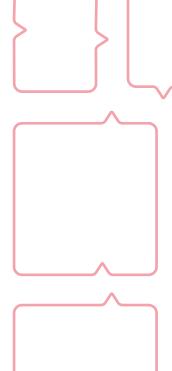
Families are in desperate situations, and in desperate need of support. We were able to meet the demand – in part thanks to increasing capacity for specialist benefits advice – and we are continuing to reach those who need us most, managing more complex cases and overwhelmingly advising lower-income families.

Having a dedicated benefits adviser who can focus on more in-depth casework has enabled more working families access eligible benefits. In the past year, we have helped 20 working parents and carers claim almost £100,000. The money, which families were entitled to but would otherwise have missed out on, ranged from £500 to £24,500 per family and will make a significant difference to their lives. As well as being responsive to the need for advice, we have been proactive in running advice surgeries on benefits and the cost of living.

"I was close to tears reading the response from your benefits adviser. Her thorough response to myself around my query was simply amazing; the time and effort spent on my reply was heartwarming. I really felt like she understood what I was asking and the information sent over to me was clearly set out and easy to read in a non-judgemental way. Thank you; you have given me a clearer mindset moving forward and I will be donating what I can ASAP."



We are better able to effect change when we know the long-term impact we're having. But gathering information on long-term outcomes of the legal advice we give to working parents and carers has been a challenge. Our goal is empowerment, and parents and carers have busy lives, meaning often people don't return to give feedback. This year we implemented new methods of data collection so that we can gather information on the actions parents and carers take as a result of the advice we give. Not only will it give us a better understanding of how people's lives are impacted longer term but also allows us to tailor our service and evidence the difference we make to funders, who are increasingly outcomes focused.



FY 2022-23: Who we helped



19% of helpline users were from a minority ethnic background



25% of helpline users were single parents



85% of helpline users were women



95% of single parent service users were on a lower income

The difference we made

How did our advice help you?

"I understood my rights and felt empowered knowing how to act on them" "I kept my job"

"I resolved a dispute with my employer"

"I understood what I needed to do if I couldn't resolve the issue"

"I was able to have an honest and open conversation with my boss"

> "I was able to take time off to care for my family"

Denied the benefits of flex

Flexibility has the power to radically improve family life. This was highlighted by our research that found that parents and carers on a lower income whose flexible working request was successful were a third less likely to have to quit their job to manage childcare, 25% less likely to fall into debt, and half as likely to feel their mental health was negatively affected by the struggle to find childcare. But the benefits of flex are not available to everyone, with women, ethnic minorities, and lower income families faring worst.



Case study: Benefits

Claire* contacted the helpline having been through an extremely traumatic ordeal. Her baby had been born at 23 weeks, but sadly died the same day. Her employer had denied her maternity leave, saying that as the baby was born before 24 weeks, it was a miscarriage, and so she wasn't eligible. They gave her just two weeks to return to work having just given birth and in the midst of grieving for her baby.

We were able to advise Claire that she was in fact entitled to the full maternity and pay entitlement because her baby had been born alive and should be considered a neonatal death rather than a miscarriage. Armed with this knowledge, Claire was able to inform her employer of the error, and receive some much-needed time and space to grieve the loss of her baby.

*Names have been changed

I wouldn't have even mentioned maternity leave to my employer if I hadn't talked to you in the first place, and my employer would have never offered this. I thank you so much for the information and support you provided as I will be able to completely focus on my physical and mental recovery.

Case study: Flexible working

Jo* contacted our advice service when she was feeling frustrated by her working situation. She had returned to work after having a baby and had asked for reduced and compressed hours. Her employer had agreed to a trial period, but she had been required to attend meetings on her non-working days. Then the employer cut the trial short and her request was refused, even though some of Jo's male colleagues were working flexibly in the way she'd wanted to.

We talked Jo through the laws which apply to her case and the five potential legal breaches that her employer had made. By explaining the processes involved in requesting flexible working and challenging a refusal, we helped Jo understand her options and feel confident to make a decision about her next steps and the implications for each course of action.

*Names have been changed



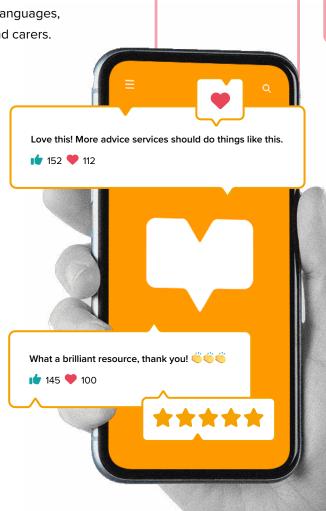
I appealed using your advice, which proved instrumental to winning my case ... It was gruelling ... but Working Families was like a fairy godmother helping me out.

Dismantling barriers

As societal attitudes shift towards a more favourable position on flexibility, Working Families is focused on ensuring that flexible working doesn't become the preserve of certain job types or sectors, but can be accessed and enjoyed by everyone. Our endeavour towards full inclusivity involves intentionally seeking out who is in most need of our services by defining who has 'least access to justice', and creatively finding ways to meet them where they are. To achieve this requires action on every level. From readjusting the income threshold levels in line with the Joseph Rowntree Foundation Minimum Income Standard to ensure we're reaching those in need, to personalising the service with different communication options – for example, by offering a WhatsApp conversation to a person with Autism who didn't want to communicate verbally. As a remotely-delivered service, we provide a lifeline for people living in areas without accessible advice centres – being able to reach anyone in the UK with a phone or broadband connection. And this year, our work behind the scenes towards launching a virtual rights adviser will enable people to search for advice in different languages, opening up the service to many disenfranchised parents and carers.

Reaching out

Our partnerships and outreach are vital to ensuring we are offering support to as wide an audience as possible. As part of our National Work Life Week campaign, we offered a free masterclass with our ambassador Anna Whitehouse on how to request flexible working, giving parents and carers confidence-building, pragmatic advice. Our Instagram Live legal clinics, in partnership with Pregnant Then Screwed, covered topics such as pregnancy and maternity discrimination, flexible working, and benefits, taking our expert advice to 37,000 more parents and carers.



Case study: Childcare

Simone* contacted us because she was in great financial difficulty. She had been hit by the two-child limit and wasn't able to receive benefits for her third child and was worried about paying for childcare when she returned to work. To make things worse, since her ex-partner moved out over a year ago, she had been responsible for all the rent, but was only receiving half her housing allowance from Universal Credit, despite informing them he'd left. Her rent arrears were building up and she was expecting an eviction notice any day.

Our specialist benefits adviser immediately helped Simone submit an 'any time revision' on the grounds that an official error had been made. The letter prompted a decision that Simone was indeed entitled to her full housing allowance since her ex-partner had left. She was sent backdated payments accordingly, preventing her family from becoming homeless. We also advised that she would be eligible for help with childcare costs for all three children and showed her how to do this, which made returning to work a more financially viable option.

*Names have been changed



Can't even explain my gratitude...Thank you so much for being there.



We have driven meaningful policy change

Disappointment and opportunity

As we entered a new financial year, the promise of the Employment Bill looked set to make it easier for parents and carers to balance work and care. And yet the delayed bill that had been our focus for several years didn't feature in the May 2022 Queen's Speech, dashing our opportunity to influence a major policy. Rather than admit defeat, we drew on our resourcefulness and collaboration to create new opportunities. Our ability to work across the political spectrum with civil servants, politicians, and other stakeholders has meant we have made significant progress, despite being in a time of political uncertainty. In 2022-23, we helped drive four vital pieces of legislation that will advance and protect the employment rights of working parents and carers.

Transformative policies

Determined to not let our work go to waste in the absence of an Employment Bill, we set out appealing to MPs to take forward policy recommendations for Private Members' Bills with cross party support that could improve the lives of working parents and carers. In the end we were able to instigate two Private Members' Bills and provide guidance and support for a further two.

Employment Relations (Flexible Working) Bill

We worked alongside Yasmin Qureshi MP to devise a draft bill that took forward some of the key elements of the abandoned Employment Bill. This Bill, which received royal assent in July 2023, will entitle employees to request flexible working from day one in a job, enable them to submit two requests in a year instead of one, remove the burden on employees to have to justify their request, and require employers to consult with employees before rejecting a request. Our active membership with the Government's Flexible Working Taskforce will see us helping shape the guidance around the legislation when it is implemented next year.



I'm grateful to Working
Families for helping me
initiate and progress the
Employment Relations
(Flexible Working) Act
through Parliament.

This new legislation will make it easier for employees to access flexible working opportunities and will encourage employers to think more about what working arrangements they can offer when advertising vacancies.

- Yasmin Qureshi MP

Neonatal Care (Leave and Pay) Bill

The absence of dedicated neonatal leave and pay entitlement, as well as the inflexibility of parental leave laws, were adding to the already traumatic experience of parents and carers whose baby needs to spend additional time in hospital. Our helpline heard first-hand from parents who were forced to make the devastating decision to either visit their sick baby or keep their job and income. Working alongside Stuart McDonald MP and Bliss to draft and review the Bill, we were able to bring an amendment to bring the changes in line with other maternity rights. This means that no mother will miss out on her entitlement, which will benefit those on lower pay, part-time workers, and women taking early maternity leave, which happens so often with babies in neonatal care.

Working together for change

pave the way for more supportive policies.

Our influencing also extended to two further Private Members' Bills. We supported Carers UK, a member of our Families and Work Group, in bringing forward the Carer's Leave Bill, which gives rights for a week's leave to the two million unpaid carers in the UK. We also met with Dan Jarvis MP's office and the Department for Business and Trade to ensure the Protection from Redundancy (Pregnancy and Family Leave) Bill protects women who have felt pressured to return from maternity leave early. Our insights and contribution helped to feed into the development of the bills and galvanised cross-party agreement for further measures. Both pieces of legislation will advance the rights of the more disenfranchised in our society, and



Working Families was instrumental to the success of my **Private Members'** Bill introducing neonatal care leave and pay. Thanks to their support I secured amendments to the draft bill at committee stage to ensure that low-income women and those needing to take early maternity leave will benefit from the new leave and pay entitlements."

- Stuart McDonald MP

The power of partnership

We recognise that we are stronger when we are united in our purpose – that's why collaboration lies at the heart of Working Families. In 2022-2023, collaboration took many forms. Our collaborative Families and Work Group (FWG), a hub for information sharing and co-ordinated action with those active and influential in the family-work space, was instrumental in driving change by putting our combined weight behind policies such as the uplift in Universal Credit in line with inflation, which will make a tangible difference to families living on a low income. Utilising the power of this unique alliance, we also worked towards a co-ordinated approach to protect the rights of 'atypical workers' by lobbying MPs to amend the Retained EU Law (Revocation and Reform) Bill. The decision has since been made to scrap the sunset clause, which would have seen many employment rights taken away overnight.

It was collaboration that helped to secure Private Members' Bills that have been successful in expanding employment rights for parents and carers across the UK. Alongside the FWG, we jointly created a childcare briefing based on our research that called for additional childcare support which our partners tenaciously campaigned upon, resulting in childcare being the centrepiece of the Spring Budget, with proposed changes that have the capacity to transform the experience of working families. We have also added our voice to the evidence base for the Education Select Committee's inquiry into support for childcare and the early years, which will make recommendations for the expanding of childcare support. A collective approach was also in action when we

employer members – several in the FTSE 100 – who have committed to advertising all roles as flexible by default, to lead by example and call on other UK employers to do the same.

released a joint letter from over 20 of our

Laying the groundwork for change

We always have an eye on the potential for positive change in the future, which informs much of our work. Members of our Academic Advisory Board (AAB) worked alongside Deputy Leader of the Labour Party Angela Rayner's office to support a review of Shared Parental Leave, which has advocated for new entitlements. The AAB also began a major Economic and Social Research Council funded research project to look at the transition to parenthood in small and medium enterprises, which has the capacity to improve the experience for parents who work in small businesses. Finally, we made a policy submission to the Labour Party National Policy in the hope that our policy calls, with guiding principles for implementing these in a balanced way, are adopted as future manifesto policy.



We have supported employers

Flex put to the test

As we started to move beyond the pandemic, the true test of whether flexible working practices for many businesses would outlast COVID began. Certainly, amongst our employer members, the significant shift post-COVID toward flexible working looks set to stay. Our 2022 Benchmark report found that since the pandemic, the number of smaller organisations with at least 75% of their staff working flexibly has increased three-fold, and the number of larger organisations with at least 75% of their staff working flexibly has increased six-fold. And with the boost to numbers of people working flexibly comes the considerable benefits of increased productivity and reduction in business costs. It remains to be seen how this will be replicated in the wider labour market. With some vocal business leaders coming out in support of returning to outmoded working practices, our work is far from done, but the evidence points to an ever more flexible future.

A difficult economic climate

Even with the backdrop of economic uncertainty, we have supported many employers through our membership scheme. With 160 members, representing nearly a million employees, it is encouraging that so many progressive organisations see the value in investing in flexible ways of working. Many organisations, especially small and medium enterprises (SMEs), have not been able to dedicate the necessary financial resources to implement new ways of working. To respond to this, we developed an SME Support Package, which gives small businesses access to the tools and events that can help them enjoy the benefits of embedding flexible and family-friendly working. Our webinar 'Bring out the Flex in your Small Business' that took place during National Work Life Week also supported our work in this area.



Helping employers thrive

Our members look to us, as experts in the field for over 40 years, to bring knowledge and tools that can help them in ways they may not have considered. In 2022-23 over 1,500 people signed up for a total of 13 virtual events where professionals could take a deep dive into elements of flexible working, as well as share best practice and have the opportunity to generate and exchange ideas. We strive to be ahead of the curve in sharing insights into the issues of the day, and so have covered a diverse range of topics, from fatherhood to closing the gender gap, and job shares to supporting families in site-based work.

The Working Families Benchmark

The measure of success

For employers who are invested in improving working cultures and making flexible working more accessible, the Working Families Benchmark is both valued and valuable. By assessing employers' individual policies and practices, it helps them understand where they are, and where they can improve in the areas of engagement, recruitment, and gender equality. This year's Benchmark showed big leaps forward in the sheer numbers of people working flexibly, and of organisations making flexible working accessible from day one. It also highlighted the need for greater emphasis on making part-time and job-share options available at all levels, and gathering better data on flexible workers to better understand how working patterns can impact different demographics. This comprehensive survey also helps identify trends; for example, drawing attention to the experience of part-time workers, predominantly women, who suffer a part-time penalty. We explored this issue with King's College and Global Institute of Women's Leadership in an article for Essays on Equality, edited by Julia Gillard, former Australian Prime Minister.

Employer testimonials



"Our partnership with Working Families has been incredible – it has enabled us to drive real change within our organisation including pivotal policy updates across many areas from maternity and paternity, fertility and loss leave, as well as providing us with a deep education on best practice. They enabled us to understand where we were positioned in the market and how we could strive towards best in class. The insights and depth of knowledge from the team was invaluable including market, industry and governmental insights, as well as information on support we could lean on externally to help us grow as an employer. The partnership has helped to create an ever-better workplace for our colleagues across the globe."

- Paysafe



"The Working Families Benchmark empowers us to learn from the best, helps recognise our shortcomings and identify areas for improvement to provide exceptional support to our people, particularly our parents and carers community. Through this process, we have made, for example, a tangible change by introducing a new Carers policy, enabling our colleagues to take paid time off during emergencies to care for their loved ones. We are committed to fostering a compassionate and inclusive work environment that values the well-being and needs of our employees."

- Nicole Basra, Diversity, Equity & Inclusion Director UK, Dentsu



"From April this year we enhanced our secondary caregiver leave from two weeks to six weeks full pay, which is available to all employees regardless of length of service. We understand the importance of work/life balance and we're committed to continue making Experian a great place to work underpinned by our culture of high performance, accountability and trust. Completing the Working Families Benchmark survey really helps us to gauge what other companies are doing and how we measure in the market with regards to family friendly benefits. We used this data to help build a business case to increase our offering to secondary caregivers."

- Sophie Chiou, Wellbeing Specialist, Experian

Potential for growth

Although long established and well regarded, it was recognised that the Benchmark tool could be developed further to encompass the diversity and complexity of flexible and family-friendly working. Taking a practical approach, our Policy and Employer Services teams worked with Cranfield School of Management to conduct a thorough review and survey redesign. The new Benchmark will generate an authoritative dataset, comparable year on year, to strengthen Working Families' evidence base and our work with both employers and policymakers.

Making flexible working more inclusive

Remarkable headway is being made, both culturally and legislatively, to acknowledge the importance and impact of flexible working. However, our commitment to achieving inclusivity has led us this year to carry out research to better understand the experience of those on the fringes of the flexible labour market – those who have been locked out of enjoying its benefits. This research will help us to continue to build a business case for flexible working, and shape how we support employers in future, many of whom are motivated to find flexible solutions for all their workforce.

Flex matters

Our research found that flexibility is highly valued by working parents and carers in the UK. Not only are over half of UK parents likely to consider leaving their job for another that offered more flexibility – rising to 59% of UK parents in place-based roles (those which must take place at a specific location) – but 3 in 10 UK parents work below their skill level in order to enjoy more flexibility. Not only is this a huge waste of talent, but ignoring the very real need and desire for flexibility could come at great cost, especially at a time of skills and labour shortages.

Making flex fair

Since the pandemic, flexible working is the new normal for many people. And yet, flexible working has become a shorthand for remote or hybrid working, which is not accessible to many parents and carers. Our research found that almost half of working parents in the UK (46%) work in place-based roles, where working remotely is not an option. If flex is going to be fair for all, not just those who work behind a desk, then a greater exploration of alternative flexible solutions is needed, as well as better awareness and understanding at all management levels to create conditions in which flexible workers can thrive. A survey we undertook of site-based workers highlighted that progress starts with positive perceptions and attitudes and that good communication and the willingness to think innovatively holds the key to finding the flex in every role.

Unlocking opportunities

Our research for National Work Life Week this year focused on flexible recruitment, the results of which make a strong case for flexibility to be built into the recruitment process. With 3 in 10 UK parents likely to apply for a job that did not list flexible working options in the advert, compared to 8 in 10 UK parents being likely apply if a job did list flexible working options, many employers are effectively shutting people, and their skills and knowledge, out of the labour market. This is especially significant in the current cost-of-living crisis, where flexible working may be the only route to securing a meaningful income for many families. But flex isn't just good for people—it makes good business sense, too, by growing the talent pool and creating more diverse workforces that strengthen the economy.



We have built a strong organisation

Our vision, mission, and strategy are ambitious—we are committed to delivering system change for working parents and carers right across the UK. We need to ensure that our organisation is in the strongest possible position to realise our aspirations. In 2022-23, we paid special attention to equity, diversity and inclusion, as well as sustainability, to help secure a strong future for the charity.

Equity, Diversity and Inclusion

Equity, diversity and inclusion are central to strengthening Working Families as an organisation. As much as possible, we want our staff team and board to reflect and understand the communities we serve and the people we support. In the last few years, we have embedded a new recruitment platform designed to reduce bias and joined the Disability Confident scheme. We have also begun collecting deeper insights into how diverse we are as an organisation in order to highlight areas for improvement and our track progress as we implement new strategies.

The past year has seen increased diversity in the makeup of the staff team and board, particularly when it comes to gender and ethnic background. While fewer staff than last year report having caring responsibilities for an adult, there has been a significant increase of trustees reporting such responsibilities. There has also been an increase in staff who have personal experiences of poverty, reflecting the lived experience of many of those who call our helpline. In line with our core objective of inclusion, this work will continue to be an important part of our next organisational strategy.

Sustainability

Our intention is to be as sustainable as is possible, and so with that in mind, we commissioned a carbon footprint survey. The results were positive. As a fully remote organisation with limited travel on public transport, we are ahead of most on energy efficiency. Whilst we look to reduce our footprint even further, we must consider the wider implications of this; for example, requesting staff to switch to a green energy supplier may not be financially viable currently for individuals or the charity. Introducing a dial-in option for attending monthly meetings has been a positive step in keeping travel costs and energy emissions to a minimum, as well as enabling inclusion.

Thank you to our funders

Our achievements in 2022-2023 would not have been possible without the support of the following trusts and foundations:

- 29th May 1961 Charitable Trust
- Access to Justice Foundation
- · Community Justice Fund
- Garfield Weston Foundation
- Gowling WLG (UK) Charitable Trust
- John Ellerman Foundation
- Lloyd's of London Foundation (Lloyd's Market Charity Awards 2022)
- London Legal Support Trust
- National Lottery Community Fund 'Awards for All' programme
- Network for Social Change Charitable Trust
- Simmons & Simmons Charitable Foundation
- Trust for London

We would also like to thank our dedicated Changemakers and fundraisers for their generosity and unwavering support – sharing our passion for helping parents and carers thrive at work and at home. Every single donation made to Working Families has enabled us to meet the increasing demand for our services during these challenging times. Together, our united community continues to ensure Working Families can empower working parents and carers, support employers, and drive meaningful policy change.

Your generosity ensures we can raise over £1 million each year to provide our award-winning free legal advice service, drive meaningful policy change, and work collaboratively with employers to create flexible, family-friendly workplaces for all. <u>Visit our donation page</u> to learn how you can help.

Working Families

Get in touch

We would love to hear from you!

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If you require this information in a different format, please get in touch.

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For more information on our work and mission, please visit

workingfamilies.org.uk

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