

Equality and Human Rights Commission
Briefing Paper 11

Equality Policies and Employment Relations in Small and Medium-sized Enterprises

Karen Hurrell

© Equality and Human Rights Commission 2014

First published Summer 2014

ISBN 978-1-84206-497-9

Equality and Human Rights Commission Research

The Equality and Human Rights Commission publishes research carried out for the Commission by commissioned researchers and by the research team.

The views expressed in this briefing paper do not necessarily represent the views of the Commission. The Commission is publishing the briefing paper as a contribution to discussion and debate.

Please contact the Research Team for further information about other Commission research reports, or visit our website:

Research Team
Equality and Human Rights Commission
Arndale House
The Arndale Centre
Manchester
M4 3AQ

Email: research@equalityhumanrights.com

Telephone: 0161 829 8100

Website: www.equalityhumanrights.com

You can download a copy of this report as a PDF or Word document from our website.

If you are an organisation and would like to discuss the option of accessing a publication in an alternative format or language please contact correspondence@equalityhumanrights.com

If you are an individual please contact the Equality Advisory and Support Service (EASS) using the contact methods at the back of the briefing.

Equality Policies and Employment Relations in Small and Medium-sized Enterprises

**Karen Hurrell
Equality and Human Rights Commission**

Contents

Tables and figures.....	5
Acknowledgements	7
Notes for Tables.....	7
Summary.....	8
1. Introduction	10
2. Small and Medium-Sized Enterprises	11
2.1 Type of organisation	12
2.2 Customer types.....	14
2.3 Management of employment relations	16
2.4 Managers' assessment of workplace performance.....	16
3. Workforce Profiles.....	18
3.1 Workforce profiles by age	18
3.2 Workforce profiles by gender	20
3.3 Workforce profiles by disability	21
3.4 Workforce profiles by ethnicity and nationality	22
3.5 Workforce profiles by working arrangements.....	23
3.6 Use of agency staff	25
3.7 Workforce profiles by sector	25
4. Employment Relations	28
4.1 Equality issues.....	28
4.2 Working arrangements.....	35
4.3 Family provision.....	37
4.4 Trade unions and negotiations.....	39
4.5 Resolving grievances.....	40
5. Employees of Small and Medium-Sized Enterprises	43
5.1 Employee views on current job	43
5.2 Availability of flexible working	45
5.3 Impact of the recession.....	46
Appendix	48
Bibliography	50

Tables and figures

Tables

Table 1	Workplaces by formal status	11
Table 2	Distribution of workplaces by size of organisation	12
Table 3	Formal status	12
Table 4	Industry sectors	13
Table 5	Ownership	13
Table 6	Years in operation of SME workplaces	14
Table 7	Customer types	14
Table 8	Industry sector by whether providing goods or services to other organisations	15
Table 9	Whether required to give information on equal opportunities and diversity	15
Table 10	Specialist, qualified and/or majority-time HR manager	16
Table 11	Bodies from which information or advice had been sought on employment issues in last 12 months	17
Table 12	Manager's assessment of workplace performance	17
Table 13	Employees aged under 22 and 50 or over	19
Table 14	Percentage of employees aged under 22	19
Table 15	Percentage of employees aged 50 or over	20
Table 16	Women and men employees	20
Table 17	Percentage of women employees	20
Table 18	Disabled and non-disabled employees	21
Table 19	Percentage of disabled employees	21
Table 20	White and non-white employees	22
Table 21	Percentage of employees from a non-white ethnic group	22
Table 22	Any non-UK national employees	23
Table 23	Full-time and part-time employees	23
Table 24	Percentage of part-time employees	24
Table 25	Permanent and temporary employees	24
Table 26	Percentage of employees on temporary or fixed-term contracts	24
Table 27	Agency staff relative to own employees	25
Table 28	Percentage of agency staff relative to number of own employees	25
Table 29	Percentage of SME employees in different groups by sector	27
Table 30	Formal equality policies	28
Table 31	Formal equality policies by sector at SME workplaces	29
Table 32	Grounds explicitly mentioned in equality policy	30
Table 33	Monitoring recruitment and selection procedures by equality characteristics	30

Table 34	Reviewing recruitment and selection procedures by equality characteristics	31
Table 35	Monitoring promotion procedures by equality characteristics	32
Table 36	Reviewing promotion procedures by equality characteristics	33
Table 37	Reviewing pay rates by equality characteristics	33
Table 38	Formal assessment of workplace accessibility for disabled people	34
Table 39	Encourage applications from specific groups	34
Table 40	Flexible working time arrangements	35
Table 41	Availability of option to reduce working hours	36
Table 42	Availability of option to work flexi-time	36
Table 43	Further working time arrangements	37
Table 44	Maternity pay	37
Table 45	Pay rate for additional maternity pay	38
Table 46	Paternity pay	38
Table 47	Pay rate for additional paternity pay	38
Table 48	Availability of support for parents and carers	39
Table 49	Trade union or independent staff association recognised for negotiating pay and conditions	40
Table 50	Whether any employees have their pay set through Trade Union negotiations, either at the workplace or at a higher level	40
Table 51	Formal procedure for dealing with grievances	41
Table 52	Grievances raised in past year	41
Table 53	Employment tribunal applications in past year	41
Table 54	Types of grievance raised in past year	42
Table 55	Means of resolving grievances in the workplace	43
Table 56	Relations between managers and employees	43
Table 57	Job security	44
Table 58	Job satisfaction	44
Table 59	Use and availability of flexible working arrangements in last 12 months	46
Table 60	Impact of the recession on different aspects of employment	47

Acknowledgements

This analysis of the sixth Workplace Employment Relations Study has been carried out to inform the Equality and Human Rights Commission's work with small and medium-sized organisations.

Thanks to colleagues at the Commission, Karen Jochelson, Andrew Meads, Alice Teague, Marc Verlot and Mark Wright for their comments on drafts of this briefing, and especially to Dave Perfect for assistance with the editing.

The following sponsors of the study are acknowledged: Department for Business, Innovation and Skills; Economic and Social Research Council; UK Commission for Employment and Skills; Advisory, Conciliation and Arbitration Service; and National Institute of Economic and Social Research. It is recognised that the original data creators, depositors or copyright holders, the funders of the Data Collections and the UK Data Service bear no responsibility for their further analysis or interpretation.

Crown Copyright material is reproduced under the terms of the Open Government Licence (OGL) and UK Government Licensing Framework.

Notes for Tables

- * significant difference at 95% confidence level between this category and the reference group or groups, e.g. large organisations
- ~ small non-zero rate, rounded to zero

Summary

This briefing presents analysis of data from the sixth Workplace Employment Relations Study, which took place in 2011. It looks in particular at organisations not in the public sector, comparing small and medium-sized organisations (referred to as SMEs) with large organisations on the basis of a survey of workplaces. Size of organisation is based on total number of employees in the UK: Small organisations are those with 5-49 employees, while medium organisations have 50-249 employees and large organisations have 250 or more employees.

Key findings

- The majority of workplaces from small and medium organisations belonged to private limited companies.
- Compared with the wholesale and retail sector, more workplaces from small and medium organisations than those from large organisations were in: Manufacturing; Construction; Information and communication; Professional, scientific and technical; Education; and Human health and social work.
- UK ownership or control, as opposed to part or full foreign ownership or control, was higher for workplaces from small and medium organisations, although the majority of workplaces from large organisations were also UK owned or controlled.
- A higher percentage of workplaces from small and medium organisations than from large organisations provided goods and services to other organisations. This was most common for SMEs in the following sectors: Manufacturing; Information and communication; Professional, scientific and technical services; and Administrative and support services.
- Fewer workplaces from small organisations than from large organisations had either a specialist manager responsible for personnel, HR or employment relations; a manager with formal qualifications in personnel management; or a manager who spends at least 50% of their time on employment relations.
- A higher percentage of workplaces from medium than from large organisations had sought information or advice from: the Advisory, Conciliation and Arbitration Service (ACAS), Business Link or Enterprise Directorate, other Government Department, or agencies, management consultants, external lawyers or accountants.
- A higher percentage of managers in large than small organisations assessed their workplace's financial performance as a lot better than average. Conversely, a higher percentage of managers in small than large organisations assessed their workplace's quality of product or service as a lot better than average.

- Workforces in small organisations were older than in large organisations with, on average, one in four employees in the workplace aged 50 or over.
- The female proportion of employees was higher in workplaces from large organisations than in those from small organisations.
- The majority of workplaces had no disabled employees. Of those that did have disabled employees, a higher percentage of workplaces from small than from large organisations had over 10 per cent disabled employees.
- Fewer workplaces from small than from large organisations had any employees from a non-white ethnic group or employed any non-UK nationals.
- Part-time work was less common in SME workplaces than in those from large organisations.
- Fewer workplaces in small and medium organisations than in large organisations had a formal written equality policy. Where they did, these were more common in the Education sector; Human health and social work; Information and communication; and Professional, scientific and technical services.
- Fewer workplaces in small than in large organisations carried out any monitoring or reviewing of recruitment or selection and promotion procedures or reviewing of pay rates by equality characteristics.
- Within SMEs, workplaces that monitored recruitment and selection procedures had higher percentages of women employees on average, as did workplaces that monitored promotion procedures by ethnic group, disability and sexual orientation.
- A higher proportion of workplaces in large organisations offered additional maternity pay than those in small or medium organisations.
- Two-fifths of workplaces in medium organisations had had grievances raised in the past year, more than workplaces of either small or large organisations.
- Only around three-quarters of workplaces in small organisations had a formal procedure for dealing with grievances. This compared with nearly all workplaces in medium or large organisations.
- The majority of employees said that relations between managers and employees were good or very good. This figure was highest for employees working for small organisations.
- Views on job security were also more positive among employees of small than in large organisations, with a higher percentage either agreeing or strongly agreeing with the statement 'I feel my job is secure in this workplace'.
- Wages being frozen or cut was reported more often by employees in medium than in large organisations. A higher percentage of employees in small or medium than in large organisations also reported a reduction in contracted hours.

1. Introduction

The 2011 Workplace Employment Relations Study (WERS6) is the sixth in a series of studies which maps British employment relations over time by collecting workplace-level data from managers, employees and worker representatives (see Appendix for details). First findings from the study were published by the Department for Business, Innovation and Skills (BIS) in January 2013, followed by a book analysing the findings in depth in November 2013 (see Bibliography for details).

This briefing uses WERS6 data to investigate small and medium-sized enterprises or organisations, referred to as 'SMEs', where 'Small' organisations had 5-49 employees and 'Medium' organisations had 50-249 employees. Comparisons are also made with 'Large' organisations, that is those with 250 or more employees. Public sector organisations have been excluded from the analysis.

Size of organisation is defined as the total number of employees employed by all workplaces within the organisation in the UK, not just by the workplace sampled. Here employees include those directly employed by the organisation, whether on permanent, temporary or fixed-term contracts, but excludes agency workers and the self-employed.

Note that results are weighted to the population of workplaces, to compensate for oversampling of larger workplaces and selected industries and for non-response. Results are not weighted to the population of organisations. Discussion of technical issues can be found in the Appendix.

The complete WERS6 sample contains 2,680 workplaces and Table 1 shows a breakdown of these by formal status. Based on the weighted percentages, the largest two categories were private limited companies with 55.5 per cent of workplaces and public limited companies (plc) with 14.4 per cent of workplaces. In order to exclude public sector organisations, this briefing only analyses those workplaces in the first seven categories.

The following analysis is divided into four sections: Section 2 covers characteristics of SMEs; Section 3 shows workforce profiles; Section 4 looks at employment relations, including equality policies; and finally Section 5 presents responses from employees. Each section includes comparisons with large organisations and selected analysis of relationships between characteristics within SMEs.

Table 1 Workplaces by formal status

	Sample size	Unweighted percentage	Weighted percentage
Public limited company (plc)	434	16.2	14.4
Private limited company	978	36.5	55.5
Company limited by guarantee	55	2.1	1.7
Partnership (inc. limited liability partnership) / Self-proprietorship	131	4.9	8.2
Trust / charity	214	8.0	5.9
Body established by royal charter	20	0.7	0.1
Co-operative / mutual / friendly society	26	1.0	1.9
Government-owned limited company / Nationalised industry / Trading public corporation	66	2.5	1.4
Public service agency	77	2.9	0.8
Other non-trading public corporation	13	0.5	0.1
Non-departmental public body	12	0.4	0.4
Local or central government (inc. NHS and LEAs)	654	24.4	9.6
All workplaces	2,680	100.0	100.0

Notes: 38 workplaces are dual-coded and are listed here under the first category selected, of these 24 have trust / charity as their second category.

2. Small and Medium-Sized Enterprises

The WERS6 sample analysed in the following three sections includes the 1,808 workplaces in either the private or voluntary sectors (the first seven rows of Table 1) for which it was possible to calculate size of organisation, while 50 workplaces without estimates of total organisation size were excluded. Overall, 978 belonged to large organisations with 250 or more employees in total (see Table 2), and of the 830 workplaces belonging to SMEs, 532 were from small organisations (5-49 employees) and 298 were from medium organisations (50-249 employees).

From here on, all estimates are weighted to the population of workplaces in the private and voluntary sectors and shown alongside unweighted base figures. Weighted estimates in Table 2 show that around half of such workplaces (54.4 per cent) belonged to small organisations, a third belonged to large organisations and one in eight belonged to medium organisations.

Table 2 Distribution of workplaces by size of organisation

	Percentage of workplaces	Sample size
Small organisation	54.4	532
Medium organisation	12.2	298
Large organisation	33.3	978
All non-public workplaces	100.0	1,808

Notes: 50 workplaces without estimates of total organisation size were excluded.

2.1 Type of organisation

Three measures are shown to compare the types of organisation within the three size categories: formal status, industry sector and UK or foreign ownership.

Looking first at formal status, the most common status is that of a private limited company (see Table 3). Half of workplaces from large organisations (50.8 per cent) and seven-tenths of workplaces from small (70.4 per cent) and medium organisations (71.8 per cent) were from private limited companies.

Relatively fewer workplaces from small and medium organisations than from large organisations were from plcs, trusts or charities or from other non-public organisations than from private limited companies, but relatively more workplaces from small organisations were from partnerships or self-proprietorships.

Table 3 Formal status

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Public limited company (plc)	6.3*	14.3*	31.0
Private limited company	70.4*	71.8*	50.8
Partnership (inc. limited liability partnership) / Self-proprietorship	14.5*	6.4	2.4
Trust / charity	5.6*	5.4*	9.2
Other non-public organisation	3.2*	2.1*	6.6
<i>Unweighted bases</i>	532	298	978

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'Private limited company' and 'Large organisation'.

Table 4 shows that workplaces from large organisations were more concentrated in particular industry sectors than those from small and medium organisations. The largest category of Wholesale and retail contained 44.0 per cent of workplaces from large organisations, compared with 18.1 per cent and 27.8 per cent of those from

small and medium organisations respectively. Relatively more workplaces from small and medium organisations, than from large organisations and compared with Wholesale and retail, were in: Manufacturing; Construction; Information and communication; Professional, scientific and technical; Education; and Human health and social work.

Table 4 Industry sectors

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
C: Manufacturing	15.3*	6.6*	3.5
F: Construction	8.1*	3.6*	2.0
G: Wholesale and retail	18.1*	27.8*	44.0
I: Accommodation and food service	8.6	6.9	12.4
J: Information and communication	5.1*	5.2*	2.3
L: Real estate	3.3	6.0	3.7
M: Professional, scientific and technical	11.5*	11.0*	3.0
N: Administrative and support services	5.9	8.6	9.0
P: Education	5.0*	3.0*	1.4
Q: Human health and social work	9.4*	11.9*	7.8
R: Arts, entertainment and recreation	1.9	2.8	2.0
S: Other services	4.4*	1.6	1.3
Other industries (D,E,H,K,O)	3.5	5.0	7.6
<i>Unweighted bases</i>	532	298	978

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'G: Wholesale and retail' and 'Large organisation'.

As shown in Table 5, UK ownership was higher for workplaces from small organisations (94.3 per cent) and medium organisations (86.9 per cent) than from large organisations. Although the majority of workplaces (71.7 per cent) from large organisations were also UK owned or controlled, around a quarter (28.3 per cent) were partly or fully foreign owned or controlled.

Table 5 Ownership

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
UK owned / controlled	94.3*	86.9*	71.7
Partly or fully foreign owned / controlled	5.7*	13.1*	28.3
<i>Unweighted bases</i>	530	296	958

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

There were no significant differences in years of operation between workplaces from small, medium and large organisations. Overall (see Table 6), around a third of SME workplaces had been in operation for less than 10 years and 30 per cent for 25 years or more.

Table 6 Years in operation of SME workplaces

	Percentage of SME workplaces
Less than 5 years	10.2
5-9 years	24.6
10-14 years	15.0
15-20 years	14.8
21-24 years	5.2
25 years or more	30.2
<i>Unweighted bases</i>	829

2.2 Customer types

WERS6 collected information on types of customer, including whether the workplace provided goods and services direct to the general public, to other organisations, or to other parts of the same organisation. Table 7 shows the percentages of workplaces in each category. Note that multiple responses were possible. Smaller percentages of workplaces from small and medium organisations than from large organisations provided goods or services to the general public and a higher percentage provided goods and services to other organisations. Fewer workplaces of small than large organisations provided goods or services to other parts of the same organisation.

Table 7 Customer types

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
General public	54.0*	62.0*	80.6
Other organisations	57.3*	47.7*	27.6
Other parts of the same organisation	1.4*	9.9	8.5
<i>Unweighted bases</i>	532	298	978

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'. Multiple responses possible.

A high percentage of SME workplaces in certain sectors provided goods or services to other organisations: Manufacturing; Information and communication; Professional,

scientific and technical services; and Administrative and support services. They were less likely to do so in other sectors, such as Accommodation and food (see Table 8).

Table 8 Industry sector by whether providing goods or services to other organisations

	Percentage of SME workplaces	
	Percentage providing goods or services to other organisations	Unweighted base
C: Manufacturing	92.3*	106
F: Construction	63.8	56
G: Wholesale and retail	57.0	114
I: Accommodation and food services	4.2*	73
J: Information and communication	94.9*	32
L: Real estate	33.7	34
M: Professional, scientific and technical	78.3*	78
N: Administrative and support services	93.2*	48
P: Education	20.1*	44
Q: Human health and social work	15.8*	103
R: Arts, entertainment and recreation	12.2*	39
S: Other services	10.7*	54
Other industries (D,E,H,K,O)	64.9	49

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Wholesale and retail'.

Those workplaces providing goods and services to other organisations were also asked a series of questions about information they may be asked for when working for other organisations. Table 9 shows that around a quarter (26.4 per cent) of workplaces from small organisations said they were required to give information on equal opportunities and diversity, compared with 48.2 per cent of workplaces of medium organisations and 45.9 per cent of workplaces of large organisations.

Table 9 Whether required to give information on equal opportunities and diversity

	Percentage of workplaces providing goods or services to other organisations		
	Small organisation	Medium organisation	Large organisation
Required to give information on equal opportunities and diversity	26.4*	48.2	45.9
Not required to give information	73.6*	51.8	54.1
<i>Unweighted bases</i>	<i>277</i>	<i>152</i>	<i>429</i>

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

2.3 Management of employment relations

The survey of managers asked about the respondent's own role, qualifications etc. Table 10 shows that only small percentages of workplaces from small organisations had either a specialist manager responsible for personnel, HR or employment relations (7.5 per cent); a manager with formal qualifications in personnel management (18.3 per cent); or a manager who spends at least 50% of their time on employment relations (14.1 per cent). Overall the manager at around a third (31.1 per cent) of small organisations' workplaces had one or more of these characteristics. This compared with around two-thirds (63.7 per cent) of workplaces from large organisations.

Table 10 Specialist, qualified and/or majority-time HR manager

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Specialist job title, inc. personnel, HR, employment relations or similar	7.5*	38.7	40.2
Formal qualifications in personnel management	18.3*	42.7	51.5
Spends at least 50% of time on employment relations	14.1*	35.1	37.2
One or more of the above	31.3*	58.7	63.7
<i>Unweighted bases</i>	521	294	966

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'. Multiple responses are possible.

A comparison of bodies from which information or advice had been sought in the previous 12 months (see Table 11) shows that a higher percentage of workplaces from medium than from large organisations had sought information or advice from: the Advisory, Conciliation and Arbitration Service (ACAS), Business Link or Enterprise Directorate, other Government Department, or agencies, management consultants, external lawyers or accountants.

2.4 Managers' assessment of workplace performance

Managers responding to the questionnaire were asked for their assessment of financial performance, labour productivity and quality of product or service (see Table 12).

Table 11 Bodies from which information or advice had been sought on employment issues in last 12 months

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
ACAS	25.9*	48.6*	37.5
Department of Business, Innovation and Skills (BIS)	6.6*	19.5	16.8
Business Link or Enterprise Directorate	20.3	27.6*	14.2
Other Government departments or agencies	11.1	21.3*	11.4
Management consultants	13.3	23.1*	9.8
External lawyers	29.4	54.9*	37.4
External accountants	28.6*	39.2*	5.5
Employers' Association	2.1	4.9	3.8
Citizens' Advice Bureau	2.4	6.4	3.3
Other professional bodies	12.0*	27.5	27.4
Any of these bodies	68.4*	80.8*	54.4
<i>Unweighted bases</i>	<i>531</i>	<i>298</i>	<i>977</i>

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'. Multiple responses are possible.

The majority of responses assessed performance as average or above average, so the categories covering average and below average have been combined in the following tables. The main differences were between workplaces in small and large organisations with respect to financial performance and quality of product or service. A higher percentage of managers from large than from small organisations assessed their workplace's financial performance as a lot better than average, compared with average or below. Conversely, a higher percentage of managers from small than from large organisations assessed their workplace's quality of product or service as a lot better than average, compared with average or below.

Table 12 Manager's assessment of workplace performance

a) Financial performance

	Small organisation	Medium organisation	Large organisation
A lot better than average	8.2*	11.9	14.5
Better than average	37.7	39.1	41.7
Average or below	54.1*	49.0	43.8
<i>Unweighted bases</i>	<i>490</i>	<i>281</i>	<i>928</i>

Continued overleaf

Table 12 continued

b) Labour productivity

	Small organisation	Medium organisation	Large organisation
A lot better than average	9.4	8.9	11.1
Better than average	47.7	43.3	47.9
Average or below	42.8	47.8	41.1
<i>Unweighted bases</i>	478	271	915

c) Quality of product or service

	Small organisation	Medium organisation	Large organisation
A lot better than average	28.8*	29.7	19.9
Better than average	57.7*	51.6	57.5
Average or below	13.5*	18.7	22.6
<i>Unweighted bases</i>	521	287	940

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'Average or below' and 'Large organisation'.

3. Workforce Profiles

Each workplace taking part in WERS was asked to complete an Employee Profile Questionnaire (EPQ), providing information on the composition of the workforce by various personal and employment characteristics. This section analyses workplaces according to the percentage of employees who were: aged under 22, aged 50 or over, women, disabled, from a non-white ethnic group, worked part-time or on a temporary or fixed-term contract. It also analyses whether these workplaces employ any non-UK nationals and the number of temporary agency staff as a percentage of their own employees.¹

3.1 Workforce profiles by age

Starting first with age, the EPQ asks for the numbers or percentages of employees in four age groups: 16-17, 18-21, 22-49 and 50 or over. The following analysis compares workplaces according to the percentage of young employees, aged under 22, and the percentage of older employees, aged 50 or over.

¹ Temporary agency staff are not otherwise included in the employee data reported on here, and cannot take part in the employee survey.

Overall, the average percentage of over 50s in a workplace was higher than the average percentage of under 22s, at 22.4 per cent and 9.6 per cent respectively. By size of organisation (Table 13), workplaces from small organisations were older, on average, with one in four employees aged 50 or over (25.4 per cent) compared with workplaces from large organisations with around one in five (19.1 per cent) employees aged 50 or over.

Table 13 Employees aged under 22 and 50 or over

	Average percentage in workplace		
	Small organisation	Medium organisation	Large organisation
Aged under 22	8.1*	9.0	12.3
Aged 50 or over	25.4*	20.3	19.1
<i>Unweighted bases – under 22</i>	532	297	964
<i>– 50 or over</i>	529	294	956

Notes: * indicates a statistically significant difference at the 95% level compared with the reference category 'Large organisation'.

Further, in small organisations, three-fifths of workplaces (59.6 per cent) had no employees aged under 22 (Table 14) and around a quarter (23.0 per cent) had over 40 per cent of employees aged 50 or over (Table 15). In each case, this was a higher figure than for workplaces from large organisations. Workplaces from large organisations had a younger age profile on average.

Around one in ten workplaces from large organisations (8.9 per cent) had over 40 per cent of employees aged under 22 and two-thirds (64.1 per cent) had fewer than 20 per cent of employees aged 50 or over.

Table 14 Percentage of employees aged under 22

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
None	59.6*	48.2	42.7
More than none, up to 20%	28.2*	36.9	35.1
More than 20%, up to 40%	8.2*	9.4	13.3
Over 40%	3.9*	5.6	8.9
<i>Unweighted bases</i>	532	297	964

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'None' and 'Large organisation'.

Table 15 Percentage of employees aged 50 or over

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
None	19.8	20.3	24.1
More than none, up to 20%	31.7	36.5	40.0
More than 20%, up to 40%	25.6	31.0	23.2
Over 40%	23.0*	12.3	12.8
<i>Unweighted bases</i>	529	294	956

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'None' and 'Large organisation'.

3.2 Workforce profiles by gender

Table 16 shows that the female proportion of the workforce was higher in workplaces from large organisations than from small organisations. On average, workplaces from large organisations had 57.4 per cent employees who were female, compared with 47.3 per cent in workplaces from small organisations.

Table 16 Women and men employees

	Average percentage in workplace		
	Small organisation	Medium organisation	Large organisation
Women	47.3*	50.3	57.4
Men	52.7*	49.7	42.6
<i>Unweighted bases</i>	531	297	970

Notes: * indicates a statistically significant difference at the 95% level compared with the reference category 'Large organisation'.

Table 17 Percentage of women employees

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
None	7.0	3.6	2.7
More than none, up to 20%	19.1	14.5	11.7
More than 20%, up to 40%	21.8	23.9	17.6
More than 40%, up to 60%	17.5	20.8	19.5
More than 60%, up to 80%	14.6*	18.6	21.1
Over 80%, less than 100%	10.5*	11.0	14.8
100%	9.5*	7.6	12.6
<i>Unweighted bases</i>	531	297	970

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'None' and 'Large organisation'.

In around a third of workplaces from small organisations (Table 17), over 60 per cent of employees were female. This compared with around half the workplaces from large organisations.

3.3 Workforce profiles by disability

The percentage of disabled employees in workplaces was lower than the percentage of women or of young or older people. On average, 1.4 per cent of employees in workplaces were disabled. As Table 18 shows, there was no significant difference between the percentage of disabled employees in workplaces from small and medium organisations compared with those from large organisations.

Table 18 Disabled and non-disabled employees

	Average percentage in workplace		
	Small organisation	Medium organisation	Large organisation
Disabled	1.8	0.8	1.0
Non-disabled	98.2	99.2	99.0
<i>Unweighted bases</i>	<i>531</i>	<i>297</i>	926

Notes: * indicates a statistically significant difference at the 95% level compared with the reference category 'Large organisation'.

Table 19 shows that the majority of workplaces had no disabled employees. Of those that did have disabled employees, over 10 per cent of employees were disabled in two-thirds (65.9 per cent) of workplaces from small organisations, compared with a quarter (24.7 per cent) of those from large organisations.

Table 19 Percentage of disabled employees

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
None	88.5	86.1	83.6
More than none, up to 10%	3.9*	12.2	12.4
Over 10%	7.6	1.7	4.1
<i>Unweighted bases</i>	<i>531</i>	<i>297</i>	926

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'None' and 'Large organisation'.

3.4 Workforce profiles by ethnicity and nationality

On average across all workplaces, 6.9 per cent of employees were non-white. The figure for workplaces from small organisations, 5.7 per cent on average, was lower than for those from large organisations (see Table 20).

Table 20 White and non-white employees

	Average percentage in workplace		
	Small organisation	Medium organisation	Large organisation
White	94.3*	92.0	91.4
Non-white	5.7*	8.0	8.6
<i>Unweighted bases</i>	531	294	922

Notes: * indicates a statistically significant difference at the 95% level compared with the reference category 'Large organisation'.

A higher percentage of workplaces from small organisations had no employees from a non-white ethnic group (Table 21); 78.8 per cent did so, compared with 57.1 per cent of workplaces of large organisations.

Table 21 Percentage of employees from a non-white ethnic group

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
None	78.8*	58.9	57.1
More than none, up to 20%	13.8*	30.5	26.5
More than 20%, up to 40%	2.9*	7.2	11.6
Over 40%	4.5	3.4	4.8
<i>Unweighted bases</i>	531	294	922

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'None' and 'Large organisation'.

Similarly, Table 22 shows that fewer workplaces from small organisations employed any non-UK nationals; 23.3 per cent did so, compared with 37.7 per cent of workplaces from large organisations. Geographical data not included in the dataset would be needed to show whether these differences relate to the location of workplaces in urban or rural locations.

Table 22 Any non-UK national employees

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
One or more non-UK nationals	23.3*	43.1	37.7
No non-UK nationals	76.7*	56.9	62.3
<i>Unweighted bases</i>	<i>530</i>	<i>291</i>	<i>861</i>

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

3.5 Workforce profiles by working arrangements

Two types of working arrangements are recorded in the EPQ: part-time work and temporary posts (including fixed-term). On average 30.5 per cent of employees in a workplace worked part-time and 6.4 per cent were temporary.

Part-time employment (Table 23) was most common in large organisations, where on average 36.9 per cent of employees in a workplace worked part-time.

Table 23 Full-time and part-time employees

	Average percentage in workplace		
	Small organisation	Medium organisation	Large organisation
Full-time	71.6*	77.7*	63.1
Part-time	28.4*	22.3*	36.9
<i>Unweighted bases</i>	<i>528</i>	<i>297</i>	<i>970</i>

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Table 24 shows that a higher percentage of workplaces from large organisations than those from small organisations had workforces where between 20 and 80 per cent of employees worked part-time. Around a quarter of workplaces from small organisations (27.4 per cent) had no part-time employees, compared with only 16.5 per cent of those from large organisations, although a similar percentage of workplaces from both large and small organisations, about one in ten, had over 80 per cent part-time employees.

Table 24 Percentage of part-time employees

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
None	27.4*	25.2	16.5
More than none, up to 20%	29.9	39.1	22.6
More than 20%, up to 40%	13.7*	13.4	16.0
More than 40%, up to 60%	9.7*	11.8	17.4
More than 60%, up to 80%	8.8*	5.8*	19.4
Over 80%	10.5	4.7	8.2
<i>Unweighted bases</i>	528	297	970

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'None' and 'Large organisation'.

Overall, 6.4 per cent of employees in a workplace were temporary and there was no significant difference between the different organisation sizes with respect to the percentage of temporary employees in the workplace (see Table 25).

Table 25 Permanent and temporary employees

	Average percentage in workplace		
	Small organisation	Medium organisation	Large organisation
Permanent	92.3	94.5	95.3
Temporary	7.7	5.5	4.7
<i>Unweighted bases</i>	532	298	968

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Fewer workplaces from small than from large organisations had more than none and up to 20 per cent of employees on temporary or fixed-term contracts (Table 26).

Table 26 Percentage of employees on temporary or fixed-term contracts

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
None	81.3	73.7	76.2
More than none, up to 20%	10.3*	21.0	17.3
Over 20%	8.4	5.3	6.5
<i>Unweighted bases</i>	532	298	968

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'None' and 'Large organisation'.

3.6 Use of agency staff

Agency staff were not included in the number of employees for each workplace, so the percentages in Table 27 and Table 28 compare the number of agency staff with the reported number of a workplace's own employees. On average, agency staff increased the number of employees by 2.0 per cent relative to the workplace's own employees, but most workplaces had no agency staff.

Table 27 Agency staff relative to own employees

Average percentage compared with no. of workplace employees

	Small organisation	Medium organisation	Large organisation
Agency staff	2.3	1.8	1.6
<i>Unweighted bases</i>	532	297	943

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Table 28 Percentage of agency staff relative to number of own employees

Percentage of workplaces

	Small organisation	Medium organisation	Large organisation
None	93.1	84.5	88.5
More than none, up to 20%	3.1*	12.4*	6.4
Over 20%	3.8	3.1	5.1
<i>Unweighted bases</i>	532	297	943

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'None' and 'Large organisation'.

3.7 Workforce profiles by sector

Looking across the different employee groups by sector, Table 29 shows average percentages of employees in SME workplaces that were: aged under 22 or 50 and over, female, disabled, from a non-white ethnic group, part-time or in temporary work.

Three sectors with similar profiles were Manufacturing, Construction and Information and communication. Workplaces in each of these sectors had relatively low percentages of female (around 20-30 per cent) and part-time employees (up to 10 per cent). However while around a quarter of employees were aged 50 or over in Manufacturing and Construction, there were fewer employees in this age group in the Information and communication sector.

Higher percentages of women (40-50 per cent) and part-time employees (around a quarter) were found in the Wholesale and retail sector and in Administrative and support services. Again these differ in the percentage of older workers: around a third of Wholesale and retail employees were aged 50 or over compared with around one in six employees in Administrative and support services.

Three other sectors had relatively high percentages of employees aged under 22 and relatively low percentages aged 50 or over. Accommodation and food services; Arts, entertainment and recreation; and Other services each had 15-25 per cent of employees aged under 22 and 10-20 per cent aged 50 or over. On average, over half of employees in these sectors were women and over half were part-time, except for Other services where two-fifths of employees worked part-time and around three-quarters were women.

Education and Human Health and Social Work sectors had particularly high percentages of women employees: 81.7 per cent and 82.8 per cent on average respectively. Temporary employment was also high for SME workplaces in the Education sector with 17.2 per cent on average.

The percentage of disabled employees working for SME workplaces was high for the Wholesale and retail sector (3.3 per cent on average) and low for Accommodation and food service and Arts, entertainment and recreation.

Within SME workplaces, the Construction sector and Arts, entertainment and recreation had few non-white employees on average: 1.8 per cent and 1.3 per cent respectively. In contrast, there were relatively more non-white employees in Accommodation and food services and in Human health and social work.

Table 29 Percentage of SME employees in different groups by sector

	Mean percentage in SME workplace							Unweighted base
	Under 22	50 or over	Women	Disabled	Non-white	Part-time	Temporary	
C: Manufacturing	4.4	25.9	25.4*	1.1	2.7	8.9*	5.7	106
F: Construction	11.5	29.3	19.4*	1.9	1.8*	5.9*	7.6	56
G: Wholesale and retail	7.4	29.9	44.6	3.3	8.5	24.6	3.7	114
I: Accommodation and food services	22.3*	11.9*	54.8*	~0.0*	13.3	59.1*	11.4	73
J: Information and communication	3.8	14.1*	29.0*	2.9	5.0	10.5*	1.4	32
L: Real estate	2.4*	29.7	55.7*	1.2	4.4	22.7	1.9	34
M: Professional, scientific and technical	4.1	22.2*	49.6	0.8	4.7	19.6	4.3	78
N: Administrative and support services	5.4	15.7*	50.4	0.4*	5.6	28.4	15.2	48
P: Education	8.9	29.1	81.7*	2.8	2.7	55.2*	17.2*	44
Q: Human health and social work	6.9	27.8	82.8*	0.7	10.2	44.5*	10.4	103
R: Arts, entertainment and recreation	23.7*	17.7	52.4	0.1*	1.3*	57.2*	6.5	39
S: Other services	17.4*	20.1*	72.5*	3.0	5.5	41.3*	11.8	54
Other industries	4.1	32.8	33.7	0.2*	5.0	18.6	6.3	49

Notes: 'Other industries' includes sections D, E, H, K and O. * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Wholesale and retail'.

4. Employment Relations

A key aim of the WERS series is to collect data on employment relations at the workplace level. This section looks at these in relation to particular areas:

- Equality issues, including: formal policies; grounds mentioned; monitoring or review of recruitment and selection, promotion and pay rates; workplace accessibility; and encouraging applications from specific groups.
- Working arrangements, including availability of flexible working and other working time arrangements.
- Family provision, including maternity and paternity pay; and support for parents and carers.
- Trade unions and negotiations.
- Resolving grievances, including formal procedures; and types of grievance.

4.1 Equality issues

An important indicator of the extent to which equality issues are considered by an organisation is whether there is a formal equality policy (see Table 30).

Workplaces from small organisations had the lowest rate of formal policies at 57.2 per cent. More workplaces from medium organisations, 87.6 per cent, and almost all workplaces from large organisations, 95.6 per cent, had a formal equality policy.

Table 30 Formal equality policies

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Workplace has formal written policy on equal opportunities or managing diversity	57.2*	87.6*	95.6
No formal written policy	42.8*	12.4*	4.4
<i>Unweighted bases</i>	523	295	973

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Among SMEs, four sectors in Table 31 stand out as having more workplaces with a formal written equality policy, compared with the largest sector of Wholesale and retail. These sectors were: Information and communication (77.6 per cent of workplaces); Professional, scientific and technical services (79.9 per cent); Education (91.0 per cent); and Human health and social work (89.5 per cent).

Table 31 Formal equality policies by sector at SME workplaces

	Percentage of SME workplaces		
	Formal policy	No formal policy	<i>Unweighted base</i>
C: Manufacturing	56.4	43.6	101
F: Construction	66.4	33.6	53
G: Wholesale and retail	48.3	51.7	114
I: Accommodation and food service	31.6	68.4	73
J: Information and communication	77.6*	22.4*	32
L: Real estate	64.5	35.5	33
M: Professional, scientific and technical	79.9*	20.1*	78
N: Administrative and support services	69.0	31.0	47
P: Education	91.0*	9.0*	44
Q: Human health and social work	89.5*	10.5*	103
R: Arts, entertainment and recreation	61.4	38.6	38
S: Other services	51.8	48.2	53
Other sectors	47.1	52.9	49

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Wholesale and retail'.

Formal policies also vary in the extent to which they explicitly mention the grounds on which discrimination is unlawful. Table 32 shows the extent to which different grounds were mentioned in formal written equality policies. Overall, only one in ten workplaces from large organisations with a policy did not mention any grounds explicitly. This was a lower figure than for either small (26.7 per cent of workplaces) or medium (19.8 per cent) organisations. However mentioning some grounds was fairly common across the three size groups.

For the seven grounds which are identified as protected characteristics in the Equality Act 2010 (the first seven in Table 32), all were mentioned in a higher percentage of workplaces' policies from large organisations than for workplaces from small or medium organisations, ranging from 78.6 per cent for marital status to 90.0 per cent for ethnic group. Marital status was mentioned least often, in 63.6 per cent of policies from medium and 50.5 per cent of policies from small organisations.

Trade union membership was mentioned in only a third of workplace equality policies from small organisations and in around half of those from medium and large organisations.

Table 32 Grounds explicitly mentioned in equality policy

Percentage of workplaces with formal written policy

	Small organisation	Medium organisation	Large organisation
Sex/Gender	72.1*	80.2*	89.6
Ethnic group	72.7*	78.3*	90.0
Religion or belief	70.8*	76.6*	87.1
Marital status	50.5*	63.6*	78.6
Disability	69.1*	78.7*	89.6
Age	65.0*	75.5*	86.3
Sexual orientation	62.6*	72.0*	84.4
Trade union membership	32.5*	46.0	54.8
Other type of discrimination	17.7	20.8	24.3
Any grounds mentioned	73.3*	80.2*	90.4
No grounds mentioned	26.7*	19.8*	9.6
<i>Unweighted bases</i>	319	262	939

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Other ways in which equality issues can be recognised are in monitoring and/or reviewing of recruitment, promotion and pay by equality characteristics. Data relate to six characteristics: gender, ethnic group, disability, age, sexual orientation and religion or belief. In terms of the **monitoring** of recruitment and selection (Table 33), only 8.0 per cent of workplaces from small organisations monitored by any of the characteristics, although monitoring levels were generally low, taking place in only 34.3 per cent of workplaces from large organisations.

Table 33 Monitoring recruitment and selection procedures by equality characteristics

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Gender	4.8*	21.8	31.6
Ethnic group	3.7*	19.7	28.6
Disability	5.8*	18.3	27.4
Age	3.7*	21.8	24.1
Sexual orientation	2.0*	11.5	16.4
Religion or belief	2.8*	14.1	17.7
Any monitoring by characteristic	8.0*	24.6	34.3
No monitoring by characteristic	92.0*	75.4	65.7
<i>Unweighted bases</i>	531	297	967

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Within SMEs, monitoring of recruitment and selection procedures by each of the above characteristics was positively associated with the percentage of women employees in the workplace. Overall, amongst SME workplaces where any monitoring took place, women made up 62.9 per cent of employees on average. Where no monitoring took place, women made up only 46.0 per cent of employees on average.

Moving on to **reviewing** recruitment and selection procedures (Table 34), once again fewer workplaces from small than from large organisations reviewed recruitment and selection procedures by each of the listed equality characteristics, but review levels were generally low. Overall only 6.6 per cent of workplaces from small organisations, compared with 22.4 per cent from medium and 24.6 per cent from large organisations, reviewed their procedures.

Table 34 Reviewing recruitment and selection procedures by equality characteristics

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Gender	5.3*	21.1	22.8
Ethnic group	5.1*	18.4	22.6
Disability	5.1*	17.2	23.2
Age	5.5*	19.4	21.6
Sexual orientation	4.3*	15.0	18.3
Religion or belief	4.1*	15.2	18.4
Any review by characteristic	6.6*	22.4	24.7
No review by characteristic	93.4*	77.6	75.3
<i>Unweighted bases</i>	529	297	960

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Within SMEs, reviewing of recruitment and selection by ethnic group, disability and age are each positively associated with the percentage of women employees in the workplace, but not with the percentage of non-white, disabled or younger / older employees respectively. This probably reflects the types of workplaces with higher percentages of women employees.

Monitoring and reviewing promotion procedures by equality characteristics was even less common. Table 35 shows how few workplaces from small organisations **monitored** promotions: only 1.2 per cent did so, compared with 9.9 per cent of workplaces from medium organisations and 13.2 per cent of those from large

organisations. Moreover, workplaces from small organisations had a low monitoring rate for each of the individual characteristics.

Table 35 Monitoring promotion procedures by equality characteristics

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Gender	0.8*	9.6	13.0
Ethnic group	0.7*	5.7*	12.5
Disability	1.1*	5.7*	12.2
Age	0.7*	6.7	11.9
Sexual orientation	0.6*	4.4*	10.6
Religion or belief	0.6*	5.6	10.5
Any monitoring by characteristic	1.2*	9.9	13.2
No monitoring by characteristic	98.8*	90.1	86.8
<i>Unweighted bases</i>	<i>530</i>	<i>297</i>	<i>960</i>

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Within SMEs, monitoring of promotions by ethnic group, disability and sexual orientation are each positively associated with the percentage of women employees in the workplace. For example, amongst SME workplaces monitoring promotion by sexual orientation, women made up 71.4 per cent of employees on average. Amongst those SME workplaces that did not do this, women made up only 47.5 per cent of employees on average.

Table 36 also shows that a low percentage of workplaces from small organisations **reviewed** promotion procedures. Only 2.4 per cent did so, compared with 10.8 per cent from medium and 16.6 per cent from large organisations. Again workplaces from small organisations had low rates of reviewing promotion by each of the individual equality characteristics.

Within SMEs, monitoring of promotions by gender, ethnic group, disability, age, sexual orientation and religion or belief were each positively associated with the percentage of women employees in the workplace. For example, women made up 58.7 per cent of employees on average in SME workplaces which reviewed promotion procedures by gender and 47.4 per cent in those which did not.

Table 36 Reviewing promotion procedures by equality characteristics

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Gender	2.0*	9.9	15.9
Ethnic group	1.6*	8.6*	15.5*
Disability	1.9*	7.4*	15.6*
Age	1.8*	7.6*	15.1*
Sexual orientation	1.5*	6.0*	13.5*
Religion or belief	1.4*	6.0*	13.2*
Any review by characteristic	2.4*	10.8	16.6
No review by characteristic	97.6*	89.2	83.4
<i>Unweighted bases</i>	530	297	961

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

In line with this general pattern, very few workplaces in small organisations **reviewed** pay rates by equality characteristics (Table 37). Only 0.8 per cent of workplaces from small organisations did so, compared with 11.8 per cent from medium and 10.9 per cent from large organisations.

Table 37 Reviewing pay rates by equality characteristics

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Gender	0.4*	9.1	10.6
Ethnic group	0.1*	2.6	4.5
Disability	0.1*	2.6	4.2
Age	0.7*	6.1	8.0
Sexual orientation	0.2*	2.5	3.5
Religion or belief	0.1*	2.5	3.5
Any review by characteristic	0.8*	11.8	10.9
No review by characteristic	99.2*	88.2	89.1
<i>Unweighted bases</i>	531	296	965

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Within SMEs, reviewing of pay rates by gender, ethnic group, disability, sexual orientation and religion or belief were each negatively associated with the percentage of employees aged 50 or over in the workplace. For example, amongst SME workplaces which did not review pay rates by disability, 24.4 per cent of employees were aged over 50 on average, while in those which did review pay rates by disability, only 10.4 per cent of employees were aged over 50 on average.

Assessing the accessibility of workplaces to disabled people is another indicator of awareness of equality requirements. Table 38 shows that a third of workplaces from small organisations (34.0 per cent) had done this, compared with around half of those from large organisations.

Table 38 Formal assessment of workplace accessibility for disabled people

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Formal assessment made	34.0*	48.7	55.2
No formal assessment made	66.0*	51.3	44.8
<i>Unweighted bases</i>	531	296	961

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Under equality legislation it is permissible to encourage applications from certain groups which are under-represented in the workforce as long as recruitment is carried out without unlawful discrimination. Table 39 shows that this happens in only a minority of workplaces. Overall, more workplaces from large organisations (18.2 per cent) encouraged applications from certain groups than workplaces from small or medium organisations (10.7 per cent and 9.8 per cent respectively).

Table 39 Encourage applications from specific groups

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Women returners	4.3	4.3	8.2
Women in general	4.2	2.8	3.1
Minority ethnic groups	2.1	3.3	3.6
Older workers	2.2	3.0	1.9
Disabled people	1.9*	5.4	8.1
People unemployed for 12+ months	2.8	5.3	4.6
Part-time workers / job sharers	4.6	4.8	4.8
Gay, lesbian and transgender people	1.5	2.0	1.3
Any specific groups	10.7*	9.8*	18.2
None of the above	89.3*	90.2*	81.8
<i>Unweighted bases</i>	528	295	968

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

4.2 Working arrangements

Different working arrangements may be offered by employers. Managers were asked which flexible working arrangements were available for at least some of the employees at their workplace (Table 40). Overall, a high proportion of workplaces offered some flexible working arrangements.

Both reduced working hours, such as part-time working, and changing set working times were relatively common. They were available in at least three-fifths of workplaces from large organisations compared with around two-fifths of workplaces from small organisations. Job share and compressed hours were also less common in workplaces from small than from large organisations. Working from home was the only arrangement to be less common in workplaces from large organisations than in those from either small or medium organisations.

Table 40 Flexible working time arrangements

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Working at or from home	33.6*	37.9*	18.9
Flexi-time	34.9	30.2	29.3
Job share	8.5*	12.9	15.5
Reduce working hours	43.1*	59.8	67.2
Compressed hours	11.9*	19.9	24.6
Change set working times	39.4*	50.9*	63.0
Term time working	11.6	7.7*	13.2
Any working time arrangements	73.8	81.9	82.2
None of the above	26.2	18.1	17.8
<i>Unweighted bases</i>	<i>529</i>	<i>295</i>	<i>972</i>

Notes: Flexible working time arrangements available for at least some employees in the workplace. * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

A further question relates to the issue of which employees were allowed to reduce their hours in those workplaces that allowed these working arrangements (Table 41). Where this option was offered, the majority of workplaces from all sizes of organisation made it available to all employees. Only a small minority restricted the option to reduce working hours to either employees with a statutory right or to other groups.

Table 41 Availability of option to reduce working hours

Percentage of workplaces that allow some employees to reduce their working hours

	Small organisation	Medium organisation	Large organisation
Employees with statutory right	9.5	8.1	14.8
Other groups	4.9	4.2	3.1
All employees	85.4	87.7	82.1
<i>Unweighted bases</i>	253	203	814

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Similarly, where some employees were allowed to work flexi-time, the majority of workplaces made this option available to all employees (Table 42).

Table 42 Availability of option to work flexi-time

Percentage of workplaces that allow some employees to work flexi-time

	Small organisation	Medium organisation	Large organisation
Employees with statutory right	10.0	13.5	10.4
Other groups	4.9	6.3	7.2
All employees	85.2	80.2	82.5
<i>Unweighted bases</i>	186	112	442

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

With respect to other working time arrangements, Table 43 shows the percentage of workplaces using shift-working, annualised hours or zero hours contracts. More workplaces from large organisations (57.9 per cent) used any of these working time arrangements compared with workplaces from small organisations (27.2 per cent) or medium organisations (37.9 per cent). Shift-working was the most common arrangement, but less frequent in workplaces from small or medium organisations. Zero hours contracts were also more common in workplaces from large organisations (12.9 per cent) than in workplaces from small organisations (4.9 per cent).

Table 43 Further working time arrangements

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Shift working	20.5*	31.2*	46.5
Annualised hours	6.0	4.8	6.5
Zero hours contracts	4.9*	8.7	12.9
Any of these working time arrangements	27.2*	37.9*	57.9
None of the above	72.8*	62.1*	42.1
<i>Unweighted bases</i>	531	298	978

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

4.3 Family provision

Various types of support for families may be provided by employers, including statutory maternity and paternity pay. The following analysis looks at questions about provision at or above the required statutory levels.

Looking first at maternity pay in workplaces with female employees (Table 44), a third of workplaces from large organisations offered additional maternity pay (32.4 per cent), compared with 21.6 per cent of workplaces from medium organisations and 14.9 per cent of workplaces from small organisations.

Table 44 Maternity pay

	Percentage of workplaces with female employees		
	Small organisation	Medium organisation	Large organisation
Statutory maternity pay	85.1*	78.4*	67.6
Additional maternity pay	14.9*	21.6*	32.4
<i>Unweighted bases</i>	489	282	935

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Where additional pay was offered (Table 45), this was frequently a combination of full and reduced pay. However of those that paid additional maternity pay, more workplaces from small than large organisations offered a full rate of pay throughout the period: 42.9 per cent, compared with 22.2 per cent.

Table 45 Pay rate for additional maternity pay

Percentage of workplaces paying additional maternity pay

	Small organisation	Medium organisation	Large organisation
Full rate of pay	42.9*	22.6	22.2
Reduced rate of pay	6.5	13.6	12.2
Combination of full and reduced pay	50.6	63.8	65.6
<i>Unweighted bases</i>	63	69	507

Notes: * statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'Combination of full and reduced pay' and 'Large organisation'.

Similarly with paternity pay (Table 46), the majority of workplaces only paid statutory paternity pay. One in four workplaces of large organisations offered additional paternity pay, compared with 13.6 per cent of workplaces of small organisations. However in 21.8 per cent of workplaces of small organisations, the situation had not arisen.

Table 46 Paternity pay

Percentage of workplaces with male employees

	Small organisation	Medium organisation	Large organisation
Statutory paternity pay	64.6	75.7	69.0
Additional paternity pay	13.6*	16.1	25.0
Situation hasn't arisen	21.8*	8.1	6.1
<i>Unweighted bases</i>	479	282	926

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'Statutory paternity pay' and 'Large organisation'.

Of those workplaces that were offering additional paternity pay (Table 47), the full rate of pay was most common, with a higher proportion of workplaces from small organisations (75.3 per cent) than those from large organisations (48.0 per cent) paying a full rate of pay.

Table 47 Pay rate for additional paternity pay

Percentage of workplaces paying additional paternity pay

	Small organisation	Medium organisation	Large organisation
Full rate of pay	75.3*	55.9	48.0
Reduced rate of pay	8.5	11.3	17.1
Combination of full and reduced pay	16.1*	32.8	34.9
<i>Unweighted bases</i>	53	56	414

Notes: * statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'Combination of full and reduced pay' and 'Large organisation'.

Further support may also be offered to parents and carers such as financial help, leave or services (Table 48). Around half (52.8 per cent) of workplaces from large organisations offered one of the additional entitlements listed, a higher figure than the 40.2 per cent and 19.5 per cent of those from medium and small organisations respectively. Financial help with childcare is the most common provision, available in 48.3 per cent of workplaces from large organisations compared with 34.9 per cent of those of medium organisations and 15.1 per cent of those of small organisations.

Availability of support to parents and carers is more common in SME workplaces with a formal written equality policy (32.0 per cent) than in SME workplaces without a policy (9.0 per cent) and availability of support is positively associated with the percentage of women employees in the workplace.

Table 48 Availability of support for parents and carers

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Nursery linked with workplace	2.1	2.4	1.8
Financial help with childcare	15.1*	34.9*	48.3
Financial help with care of older adults	0.4	2.2	0.5
Leave for carers of older adults	2.9	5.4*	11.5
Paid parental leave	4.7*	10.7	12.4
Any of these entitlements	19.5*	40.2*	52.8
None of the above	80.5*	59.8*	47.2
<i>Unweighted bases</i>	<i>527</i>	<i>291</i>	<i>965</i>

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

4.4 Trade unions and negotiations

Trade unions or independent staff associations may be involved in negotiations over pay and conditions. Only a small minority of workplaces from small and medium organisations (3.4 per cent and 7.7 per cent respectively) recognised a trade union or independent staff association for the purpose of negotiating pay and conditions (Table 49), compared with around a quarter (26.8 per cent) of workplaces from large organisations.

Table 49 Trade union or independent staff association recognised for negotiating pay and conditions

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
TU / ISA recognised	3.4*	7.7*	26.8
TU / ISA not recognised	96.6*	92.3*	73.2
<i>Unweighted bases</i>	530	297	966

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

When asked what proportion of employees have their pay set through negotiations with trade unions (Table 50), either at the workplace or at a higher level, few workplaces from small and medium organisations set pay for any employees in this way. This compared with 26.9 per cent of workplaces from large organisations.

Table 50 Whether any employees have their pay set through Trade Union negotiations, either at the workplace or at a higher level

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Pay set for any employees	7.4*	8.3*	26.9
Pay set for no employees	92.6*	91.7*	73.1
<i>Unweighted bases</i>	531	297	973

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

The higher percentages of workplaces where pay is set through Trade Union negotiations (Table 50) compared with those recognising a Trade Union or independent staff association (Table 49) appear counterintuitive. Preceding questions may be having an effect. For example, the question underlying Table 50 follows a series of questions on pay setting for each occupational group.

4.5 Resolving grievances

In any workplace, problems may occur which result in grievances being raised by employees. This section deals with formal procedures, types of grievances and how they are dealt with by small organisations without a formal process.

Having a formal procedure for dealing with grievances (Table 51) is common, with nearly all (99.8 per cent) workplaces from large organisations having one. Slightly fewer (95.8 per cent) workplaces from medium organisations had a formal grievance

procedure and only around three-quarters (76.4 per cent) of workplaces from small organisations had one.

Table 51 Formal procedure for dealing with grievances

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Has formal procedure	76.4*	95.8*	99.8
No formal procedure	23.1*	4.2*	0.2
<i>Unweighted bases</i>	532	298	978

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Whether or not there is a formal procedure, employees may raise grievances on a variety of topics and may also go on to apply to an Employment Tribunal if not satisfied with the result. See Table 52 and Table 53 below.

Table 52 Grievances raised in past year

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Any grievances raised	24.4	40.9*	30.5
No grievances raised	75.6	59.1*	69.5
<i>Unweighted bases</i>	529	293	956

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Overall, grievances had been raised in the past year in 30.5 per cent of workplaces from large organisations, and 4.9 per cent had been taken to an Employment Tribunal. Higher percentages of workplaces from medium organisations had any grievances raised (40.9 per cent) or Employment Tribunal applications against them (8.3 per cent). Only 2.2 per cent of workplaces in small organisations had been taken to tribunal.

Table 53 Employment tribunal applications in past year

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Any tribunal applications	2.2*	8.3*	4.9
No tribunal applications	97.8*	91.7*	95.1
<i>Unweighted bases</i>	532	298	978

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Table 54 shows the subject of grievances raised in the past year (multiple responses are possible). A smaller percentage of workplaces from small organisations than from large organisations had had grievances raised about discrimination, unfair treatment or bullying or harassment.

Table 54 Types of grievance raised in past year

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Pay, terms and conditions	9.4	9.5	7.5
Promotion, job grading and career development	3.3	4.9	5.9
Physical working conditions, health and safety	2.3	4.5	3.0
Working time	5.3	3.0	3.9
Discrimination	0.7*	2.2	2.9
Unfair treatment, relations with line managers or supervisors	6.3*	12.5	16.4
Bullying or harassment	3.0*	9.6	8.1
Selection for redundancy	1.9	4.1	3.5
<i>Unweighted bases</i>	<i>529</i>	<i>293</i>	<i>956</i>

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'. Multiple responses possible.

When relationships for SMEs only between grievances, grievance procedures and equality policies are considered, a higher percentage of SME workplaces with an equality policy had a formal grievance procedure than those without: 94.4 per cent compared with 56.6 per cent respectively.

The proportion of SMEs with any grievances raised in the past year was higher where a workplace had either an equality policy (32.1 per cent) or a grievance procedure (30.0 per cent) or both: a third of SME workplaces with both an equality policy and a grievance procedure had had any grievances raised in the past year.

Workplaces without a grievance procedure used other means of resolving grievances. Since almost all workplaces from medium and large organisations had grievance procedures, Table 55 shows results only for small organisations without a formal grievance procedure. In these organisations, discussions with managers were used to resolve grievances in three-quarters of workplaces, while 16.5 per cent of workplaces stated that no grievances had been raised.

Table 55 Means of resolving grievances in the workplace

Percentage of workplaces without formal grievance procedure

	Small organisation
Discussions with managers	74.8
Discussions with parties concerned	13.3
No grievances raised	16.5
<i>Unweighted base</i>	91

5. Employees of Small and Medium-Sized Enterprises

As part of the study, a separate questionnaire was completed by up to 25 employees at each workplace. Where there were 25 or fewer employees at the workplace, all employees were asked to fill in the questionnaire. This final section reports on these employee responses.

5.1 Employee views on current job

Overall, the majority of employees said that relations between managers and employees were good or very good (Table 56). This figure was highest for employees working for small organisations (77.1 per cent), followed by those working for medium (70.6 per cent) and large organisations (62.9 per cent). Furthermore, a higher proportion of employees working for small organisations thought that relations were very good.

Table 56 Relations between managers and employees

	Percentage of employees		
	Small organisation	Medium organisation	Large organisation
Good or Very good	77.1*	70.6*	62.9
Neither good nor poor	15.3*	18.5*	23.0
Poor or Very poor	7.6	10.9	14.1
<i>Unweighted bases</i>	2,874	2,252	8,058

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'Neither good nor poor' and 'Large organisation'.

Views on job security were also more positive among employees from small than from large organisations (Table 57), with a quarter (24.6 per cent) strongly agreeing with the statement: 'I feel my job is secure in this workplace'. Relatively more employees of both medium and large organisations disagreed with the statement, although levels of disagreement were generally low.

Table 57 Job security

	Percentage of employees		
	Small organisation	Medium organisation	Large organisation
Strongly agree	24.6*	17.5	16.0
Agree	45.7	47.3	47.3
Neither agree nor disagree	19.4	20.6	20.8
Disagree	7.7*	10.5	12.0
Strongly disagree	2.6	4.0	4.0
<i>Unweighted bases</i>	2,768	2,154	7,818

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'Neither agree nor disagree' and 'Large organisation'. Employees were asked for their level of agreement to the statement 'I feel my job is secure in this workplace'.

A series of questions asked about the employee's job satisfaction with respect to different aspects of their job (Table 58). In most cases, a higher percentage of employees from small organisations than from large organisations reported that they were satisfied or very satisfied with each aspect. The only exception was for the training they receive, where there was no significant difference.

Similarly, a higher percentage of employees from medium than from large organisations were satisfied or very satisfied with their sense of achievement from work, scope for using own initiative, amount of influence over the job and the work itself.

Table 58 Job satisfaction

	Percentage of employees satisfied or very satisfied		
	Small organisation	Medium organisation	Large organisation
Sense of achievement from work	81.1*	76.5*	71.1
Scope for using own initiative	82.5*	78.1*	73.1
Amount of influence over job	72.9*	67.7*	59.4
Training they receive	57.2	51.4	55.0
Opportunity to develop their skills	59.3*	53.9	51.6
Amount of pay they receive	48.9*	38.4	40.8
Their job security	69.2*	61.6	61.0
The work itself	80.8*	75.8*	72.5
<i>Unweighted bases</i>	2,797-2,863	2,186-2,249	7,870-8,031

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Overall, sense of achievement, scope for using own initiative and the work itself scored highly for job satisfaction, while fewer employees were satisfied or very satisfied with the amount of pay they receive.

5.2 Availability of flexible working

In comparison with the analysis in Section 4 of the availability and take-up of flexible working at the workplace level, employees were also asked about the availability of seven different types of flexible working (Table 59).

Flexi-time² was relatively common with around one in four employees from small, medium and large organisations using this arrangement, and two-fifths either using or having flexi-time available to them, but there were no significant differences by size of organisation.

Paid leave to care for dependents in an emergency ('paid emergency care leave') was also quite commonly available, but had been used by only around one in ten employees. Availability without use was lower for employees from small (27.9 per cent) and medium organisations (30.9 per cent) than for employees from large organisations (37.2 per cent).

A similar pattern was seen for the chance to reduce working hours. Usage was generally low at around one in ten or less, and availability without use was lower for employees from small (23.0 per cent) or medium organisations (21.5 per cent) than for employees from large organisations (29.2 per cent).

Working at or from home or working the same number of hours per week across fewer days ('compressed week') were each available or used by around a quarter of employees. However working at or from home was used by approaching one in five while a compressed week was used by close to one in ten.

Job sharing and school term-time working were both available to only a small minority of employees, but were used by slightly more employees from small than from large organisations: 5.8 per cent of employees had job shared and 5.0 per cent had a school term-time working arrangement.

² Flexi-time is where an employee has no set start or finish time, but an agreement to work a set number of hours per week or per month.

Table 59 Use and availability of flexible working arrangements in last 12 months

	Percentage of employees		
	Small organisation	Medium organisation	Large organisation
<u>Flexi-time</u>			
Have used	28.6	26.4	27.1
Available to them but do not use	13.3	11.5	12.2
Not available to them	58.1	62.1	60.7
<u>Job sharing</u>			
Have used	5.8*	3.2	3.9
Available to them but do not use	8.2	8.4	10.5
Not available to them	85.9	88.5	85.5
<u>Chance to reduce working hours</u>			
Have used	10.0	7.9	8.4
Available to them but do not use	23.0*	21.5*	29.2
Not available to them	67.1*	70.7*	62.4
<u>Compressed week</u>			
Have used	10.0	6.8	8.6
Available to them but do not use	17.0	14.7	16.5
Not available to them	73.0	78.5	75.0
<u>Working at or from home</u>			
Have used	19.6	17.9	19.0
Available to them but do not use	6.9	8.3	7.1
Not available to them	73.6	73.8	74.0
<u>School term-time working</u>			
Have used	5.0*	2.6	2.4
Available to them but do not use	8.1	5.3	7.3
Not available to them	86.9*	92.1	90.2
<u>Paid emergency care leave</u>			
Have used	11.0	9.8	10.4
Available to them but do not use	27.9*	30.9*	37.2
Not available to them	61.1*	59.2*	52.3
<i>Unweighted bases</i>	<i>2,026-2,651</i>	<i>1,594-2,105</i>	<i>5,476-7,471</i>

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference categories 'Not available to them' and 'Large organisation'.

5.3 Impact of the recession

Employees were asked about the impact of the recession with respect to various aspects of their job and Table 60 summarises their responses. Overall, fewer employees from small organisations reported any of the listed adverse effects resulting from the recession: 48.8 per cent did so, compared with 56.6 per cent of

employees from large organisations, although it should be remembered that this only covers organisations that survived the period of recession and where employees still worked at the same workplace.

The most common impacts reported were wages being frozen or cut and increased workload. Frozen or cut wages were reported more often by employees from medium organisations (34.8 per cent), compared with 23.9 per cent of employees from large organisations. In contrast, increased workload was reported less often by employees from small organisations (19.8 per cent), compared with 27.9 per cent of employees from large organisations.

A higher proportion of employees from small or medium organisations than from large ones reported a reduction of contracted hours, 8.9 per cent and 8.8 per cent respectively, compared with 3.5 per cent of employees from large organisations.

Otherwise, a smaller percentage of employees from small organisations than from large organisations had experienced the following impacts: 11.0 per cent that work was reorganised, 2.9 per cent had been moved to another job, 2.5 per cent had had non-wage benefits reduced, 12.9 per cent had had access to paid overtime restricted and 5.7 per cent had had access to training restricted.

Table 60 Impact of the recession on different aspects of employment

	Percentage of employees who had worked at the same workplace during the recession		
	Small organisation	Medium organisation	Large organisation
Workload increased	19.8*	24.8	27.9
Work was reorganised	11.0*	17.4	17.6
Moved to another job	2.9*	5.4	5.5
Wages were frozen or cut	27.7	34.8*	23.9
Non-wage benefits were reduced	2.5*	3.1*	5.8
Contracted hours were reduced	8.9*	8.8*	3.5
Access to paid overtime restricted	12.9*	15.2	19.6
Required to take unpaid leave	2.0	2.2	1.7
Access to training restricted	5.7*	8.5	10.2
Any of the above	48.8*	58.3	56.6
None of the above	51.2*	41.7	43.4
<i>Unweighted bases</i>	2,369	1,874	6,903

Notes: * indicates a statistically significant difference (log odds ratio) at the 95% level compared with the reference category 'Large organisation'.

Appendix

The 2011 Workplace Employment Relations Study (WERS6) is the sixth in a series of surveys which has collected employment relations data from managers, employees and worker representatives. The 2011 survey was based on a representative sample of workplaces with five or more employees, following up workplaces surveyed in 2004 and also drawing a new random sample from the Inter-Departmental Business Register (IDBR), a comprehensive list of UK businesses that provides the main sampling frame for surveys of businesses carried out by the ONS and by other government departments. Larger workplaces and selected industries were oversampled, and the data have been weighted to compensate for this and for non-response.

Further information can be found in the published reports and supporting documentation (see Bibliography for details).

This briefing uses WERS6 data to investigate non-public sector organisations, that is, those from the private and voluntary sectors. Within these small and medium-sized enterprises or organisations, referred to as 'SMEs', are defined as follows: 'Small' organisations are those with 5-49 employees, while 'Medium' organisations are those with 50-249 employees. Comparisons are then made with 'Large' organisations, with 250 or more employees.

'Employees' refers to those workers directly employed by the organisation, whether on permanent, temporary or fixed-term contracts, but excludes agency workers and the self-employed.

'Size of organisation' is defined as the total number of employees employed in the UK by all the workplaces within the organisation, not just by the workplace or workplaces sampled and both the size of workplace and the size of organisation are collected by the questionnaire.

Table A 1 shows the distribution of the size of workplace by the size of organisation.

Table A 1 Size of workplace by size of organisation

	Percentage of workplaces		
	Small organisation	Medium organisation	Large organisation
Small workplace	100.0	73.4	81.8
Medium workplace		26.6	16.9
Large workplace			1.3
<i>Unweighted bases</i>	532	298	978

Note that as data have been collected at workplace level, rather than at the organisation level, the results are weighted to the population of workplaces and not to the population of organisations. The percentages thus relate to workplaces and not to organisations and have been described in this way when reporting the results. The percentages of workplaces might differ from the percentages of organisations since more than one workplace could have been selected from the same organisation, and this is more likely to affect the percentages for large organisations.

For example, large retailers may have larger numbers of workplaces (e.g. shops, distribution centres) compared with other large organisations (e.g. a large manufacturer). The percentage of workplaces belonging to large organisations in the wholesale and retail sector may therefore be higher than the percentage of large organisations in the wholesale and retail sector.

The data sets were analysed using the SPSS Complex Samples module, taking into consideration the stratified nature of the sample and the weights provided to adjust for: over-sampling of large workplaces and less populated industries, non-response and, for the employee survey, the selection of up to 25 employees per workplace. Please note that it is not possible to adjust for multiple workplaces being selected from the same organisation since this information is not included in the data sets.

Bibliography

NatCen (2013) The Design and Administration of the 2011 Workplace Employment Relations Survey. London: National Centre for Social Research.

van Wanrooy, B.; Bewley, H.; Bryson, A.; Forth, J.; Freeth, S.; Stokes, L. and Wood, S. (2013) The 2011 Workplace Employment Relations Study: first findings. London: Department for Business, Innovation and Skills

van Wanrooy, B.; Bewley, H.; Bryson, A.; Forth, J.; Freeth, S.; Stokes, L. and Wood, S. (2013) Employment relations in the shadow of recession. Palgrave Macmillan.

The following micro data file was obtained from the UK Data Service:

Department for Business, Innovation and Skills, Advisory, Conciliation and Arbitration Service and National Institute of Economic and Social Research, *Workplace Employee Relations Survey, 2011* [computer file]. *4th Edition*. Colchester, Essex: UK Data Archive [distributor], April 2014. SN: 7226 , <http://dx.doi.org/10.5255/UKDA-SN-7226-4>

www.equalityhumanrights.com

The Commission's publications are available to download on our website: **www.equalityhumanrights.com**. If you are an organisation and would like to discuss the option of accessing a publication in an alternative format or language please contact correspondence@equalityhumanrights.com. If you are an individual please contact the Equality Advisory and Support Service (EASS) using the contact methods below.

Equality Advisory and Support Service (EASS)

The Equality Advisory Support Service has replaced the Equality and Human Rights Commission Helpline. It gives free advice, information and guidance to individuals on equality, discrimination and human rights issues.

Telephone: 0808 800 0082

Textphone: 0808 800 0084

Opening hours:

09:00 to 20:00 Monday to Friday

10:00 to 14:00 Saturday

Closed on Sundays and Bank Holidays

Website: www.equalityadvisoryservice.com

Post: FREEPOST Equality Advisory Support Service FPN4431

www.equalityhumanrights.com