Supporting working carers in COVID-19: response and reflections

Employer survey report
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Foreword
from Helen Walker

"COVID-19 has shone a spotlight on all aspects of caring, including the pressures faced by the growing number of people juggling work and care. Supporting carers in the workplace has never been more important.

At Carers UK we have been aware of the additional challenges faced by working carers since the COVID-19 pandemic began. Due to economic uncertainty and the closure or reduction of care support services, working carers are facing unprecedented pressures.

In addition, with the government’s furlough scheme scaled back but many support services still closed, increasing numbers of working carers are having to consider reducing their hours, or even leaving work to care. Supporting carers at work has never been so topical.

Since the pandemic, we know that our Employers for Carers members have been striving to support their staff, including the growing number of carers within their workforce.

This report highlights the challenges that employers have faced and some examples of how they have recognised the specific needs of carers in their workforce and adapted support to address these.

We are delighted that our member organisations have stepped up to the plate to support carers during the pandemic – and are aware that others have too. The next challenge will be to ensure these arrangements remain established good practice! We also hope that other employers will be encouraged by the good practice highlighted in this research to enhance support for their own working carers.

Helen Walker, Chief Executive, Carers UK"
Introduction

With an additional 2.8 million workers\(^1\) having taken on caring responsibilities in a matter of weeks since the outbreak of COVID-19, supporting carers in the workplace has never been so urgent. This year swathes of people – most in their 40s and 50s and in employment – have started caring unpaid for family members and friends who would otherwise manage on their own, but are now vulnerable to COVID-19.

• Even before COVID-19, one in seven employees were caring for an older, disabled or seriously ill family member or friend\(^2\). However, this figure has grown since the pandemic, with many employers talking about one in four or one in five of their staff being carers.

• Before the coronavirus outbreak, 600 carers were already leaving work every day\(^3\), at huge cost to the economy and to their personal finances. Since the start of the pandemic Carers UK has also been aware, through sources including our helplines, that many working carers have had to make difficult choices between their job and protecting the person they care for.

• Soon after the UK went into lockdown, Carers UK research\(^4\) showed that carers were struggling to juggle the pressures of work and caring, trying to balance providing practical and emotional support, managing appointments and keeping an eye on the person they were supporting alongside their job.

• Carers have reported problems with support services being closed or reduced, or feeling that they have had to withdraw from using services to shield the person they are looking after, meaning that their caring responsibilities have become more challenging. Another challenge mentioned by carers is the withdrawal of transport to day services\(^5\). Workers home-schooling their children have faced additional pressures alongside their work and caring responsibilities.

• Since the COVID-19 pandemic, we have also heard from carers that 9% have given up work and 11% have reduced their hours to juggle work and care\(^6\).

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1 Carers Week 2020 Research Report, The rise in the number of unpaid carers during the coronavirus (COVID-19) outbreak (Carers UK, June 2020)
2 Carers UK and YouGov, Juggling work and unpaid care: A growing issue (2019)
3 Ibid
4 Carers UK and YouGov, Caring behind closed doors: Forgotten families in the coronavirus outbreak (April 2020)
5 Carers UK, Caring behind closed doors: six months on (October 2020)
6 Ibid
The challenges of supporting and retaining valued employees who are carers have also been increasingly reported by employers.

- A recent Carers UK survey showed that, even before the COVID-19 pandemic, employers in England were seeing the health, wellbeing and productivity of their workforces adversely impacted by a shortage of support from social care services. Two-thirds surveyed said there needs to be more practical assistance from care and support services to ensure their staff with unpaid caring responsibilities are able to stay in work.

- EfC members have also been reporting an increase in requests for flexible working arrangements and leave to accommodate caring responsibilities since the pandemic, along with growing take-up of health and wellbeing support.

In light of these circumstances, EfC and Carers UK conducted a research survey of EfC member organisations to help us understand the impact of the COVID-19 pandemic on working carers and how employers have supported them.

Whilst the coronavirus crisis has presented – and continues to present – major challenges to both carers and employers, we also recognise that some excellent support and innovative responses have been developed by organisations and managers to deal with the situation. The purpose of this survey was therefore to gather evidence about what EfC members have been doing during lockdown and emerging plans for future recovery and return.

We recognise that employers have had to deal with rapidly changing events this year, in extremely challenging circumstances. We are therefore very grateful to those EfC members who took the time to participate and share their insights and experience.

The EfC survey was conducted online during July – September 2020. In total, 114 member organisations took part in the survey, from the public, private, voluntary and community sectors.

It is important to note, however, that while responses were drawn from all these sectors, the majority were from sectors closer to the issues (including healthcare) and may therefore have been more aware of caring needs within the workplace than some of our other member organisations.

We hope that the insights from this survey will help illustrate examples of positive action in the workplace and ideas that can assist employers in addressing these challenges and preparing for future workforce support and planning. We are also aware that many other employers (who are not EfC members) have been responsive to carers’ needs within their workforce, while other employers have not reacted so positively during the pandemic. We hope therefore that, following this research, further examples of supporting working carers during COVID-19 will be identified and shared over the coming months.

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7 Carers UK and Employers for Carers, Supporting carer health and wellbeing in the workplace: Employer survey report (April 2020)

8 For example, as highlighted in recent research published by Carers Scotland and the Scottish Government: Carer Positive – Employers and Coronavirus Survey Report (June 2020)
## Key findings

### Support for carers

9 out of 10 employers (90%) said they had put in additional arrangements to support carers’ health and wellbeing during the pandemic.

Of these respondents, 86% provided counselling/mental health/wellbeing support, 76% signposting to online support and information, 65% signposting to support from carers’ organisations and 64% regular face to face/virtual ‘check-ins’.

### Three quarters (75%) of employers said they had offered additional flexible working arrangements for carers.

A similar number (74%) were able to offer remote working to some or all of their staff during lockdown. Just over a half of respondents (52%) had offered this to all staff, and around a third (32%) to some staff.

### Around 6 out of 10 employers (61%) offered different arrangements for staff who were caring for someone in the shielded category.

Of these respondents, 67% enabled such carers to work remotely on other duties, 40% moved them to non-frontline roles, 40% offered them paid leave, 33% offered unpaid leave and a smaller proportion (20%) enabled them to be furloughed.

### Half of employers (50%) said their organisation offered carers leave or special leave to carers within their workforce, and 34% said that they offered furloughing.

Over 4 in 10 employers (42%) said they offered additional leave arrangements for carers as a result of the pandemic.

There was a relatively even split between organisations who said they had a carers network or support group (44%) and those who did not (42%).

Only around a quarter of respondents (24%) said they could not offer anything additional to carers.
Frontline workers

A relatively high number (72%) said they had key workers in frontline roles that may place them at greater risk.

However, slightly fewer respondents said they had developed (or had plans to develop) specific support for carers who were key workers or in frontline roles (38%) than those who said they had not (43%).

Future plans

Around a half (49%) of respondents said their organisation had developed, or had plans to develop, new additional organisational/HR/other policies or procedures as a result of the pandemic.

Interestingly, almost 60% of respondents replied ‘no’ when asked if there had been any particular challenges which meant they could not support their carers as they would have wished.

The most commonly reported plans for carers returning to the office were:
- staff policies/action plans should an employee begin to show symptoms (88%)
- social distancing measures (87%)
- PPE available (84%)
- staff policies/actions should an employee be in contact with/caring for someone showing symptoms (80%).

Perhaps unsurprisingly, only 1% of respondents said they had no plans in place for carers returning to the office following lockdown.

Over a third of respondents (37%) felt their organisations had learned new practical lessons that would help them in supporting carer employees. Implementing better remote working and flexibility were key issues identified.

However, reflecting these unpredictable times, around 4 in 10 of respondents (41%) said they were unsure their organisations had learned new practical lessons that would help them in supporting carer employees.
Good practice points

"Employees were encouraged to discuss their personal circumstances with their line manager so that as an organisation we were best placed to serve our customers, while reducing the health risks to our most vulnerable employees and their loved ones."

Here are some key areas of carer support which EfC member organisations, large and smaller, have been providing during COVID-19:

1. **Keeping in touch** regularly with employees to see how they are, especially in changing circumstances, eg periods of increased remote working and/or caring.

2. **Visible communications and championing** of caring by senior leaders to raise awareness, highlight support offered and encourage employees to self-identify as carers.

3. **Extending health and wellbeing** provision for carers, including linking up to specialist sources of support (eg Carers UK) or promoting existing resources more proactively.

4. **More flexible working** arrangements for carers including informal adjustments around work times, days, patterns, and location.

5. **Offering enhanced leave** arrangements to carers, including new or additional paid carers leave (or paid special/family leave), emergency leave and longer periods of unpaid leave.

6. **Giving managers specific guidance** on supporting carers during COVID-19, including initiating a conversation on support needs and implementing workplace support at individual and team level (eg using carers passports, planning for contingencies etc).

7. **Creating/enhancing virtual carers networks** to enable employees to connect and engage, eg via social media, virtual drop ins, tea and talk sessions and webinars.

8. **Supporting employees/carers**, including staff networks, to use a **greater range of technologies** to help them communicate with each other and access support.

9. **Proactive signposting** of employees/carers to external sources of information and support for caring, including to local care and support services and carers organisations.

Recommendations

Our survey of EfC member organisations shows that there is much that is being done by employers during the pandemic. However, it is vital that lessons are learnt from this, that current enhancements of support become established good practice, and that carers are supported in the workplace more widely. This is particularly important now as employees who are juggling work and care are likely to face continuing challenges during the winter – and this research shows that initiatives adopted earlier in the pandemic are the right measures to support carers.

We have a number of recommendations arising from this survey:

• That employers, if they have not already done so, need to swiftly implement carer-friendly employment practices building on the experience in this report. This could be essential over winter during the pandemic. We would encourage employers to join Employers for Carers.

• Employers should continue to use trusted and valued channels and sources of information and advice to keep carers up to date with changes during the pandemic.

• Government proposals to introduce statutory Carer’s Leave are built on solid foundations which this evidence from employers has also demonstrated are necessary, do-able and desirable.

• Government should build the needs of working carers into its care planning for the winter months and through into 2021/22 budgets. This has never been more important; recent Carers UK research has shown that 81% of carers are providing more care since COVID-19, 38% of whom said this was due to closure or reduction of care services and 40% because the needs of the person they are supporting had increased.

• National and local government should optimise their communications around carers so that they are clear about what caring can continue in different areas during the pandemic. This reduces stress and allows caring arrangements to be put in place.

• Government should consider measures such as continuing furlough for those employees unable to work because of shielding (in Tier 3) or because care services have not returned.

9 Carers UK, Caring behind closed doors: six months on (October 2020)
Detailed findings

In general, EfC member organisations who responded to the survey seem to have adjusted quickly to the challenges presented by the COVID-19 outbreak. However, due to the continuing uncertain circumstances, views about lessons learned and next steps were more cautious.

Have tried to accommodate all requests so that staff can organise their caring role, ie given particular days off to see to dependent relatives and we also have in place an open door policy so that staff can raise any issues they have and they can be dealt with immediately, eg time off for appointments, etc.”

Support for carers

• 9 out of 10 employers (90%) said they had put in additional arrangements to support carers’ health and wellbeing during the pandemic.

Support for carers’ health and wellbeing was the most commonly reported activity by employers. Of respondents to this question:

• 86% provided counselling/mental health/wellbeing support
• 76% signposted to online support and information
• 65% signposted to support from carers’ organisations, and
• 64% held regular face to face/virtual ‘check ins’.

Several specific examples of support were highlighted by respondents, including offering access to dedicated health and wellbeing information and resources for carers, making health and wellbeing apps available free to staff members, and employee networks sharing carers’ stories and tips on the intranet. Where such information already existed, it was promoted actively within the organisation.
During the pandemic we made two new apps available to staff, Unmind and Kinda (an in-house find local support tool). In addition, our employee networks groups including Working Carers surveyed their members, provided links to the EFC/Carers UK on-line toolkit and on the organisation Intranet ran many stories and information on Wellbeing – including a Life in Lockdown series of personal stories. Our CEO and HR staff provided almost daily updates in the beginning as information was changing rapidly.”

We joined Employers for Carers to provide our employees with further specialist support. We have actively promoted our employee benefits such as our employee assistance programme and an app which provides a remote GP service, mental health support etc. Employees have been able to talk to their line manager or HR at any time if they are experiencing problems or need support.”

We have a dedicated area of our health and wellbeing support for carers and we were able to provide access to dedicated support offered by the NHS.”

These arrangements already existed. They have been promoted heavily and accessed more during the pandemic.”

- Three quarters (75%) of employers said they had offered additional flexible working arrangements for carers.

Many employers commented on implementing flexible working arrangements and adjustments for carers, including informally within teams and on an individual, case-by-case basis:

- We always have a flexible working policy that supports carers but the decision making around working arrangements during Covid-19 took into account changes in caring responsibilities for our staff and carers were supported to work flexibly, shield, isolate etc where this suited staff need.”

- We have encouraged all employees to prioritise their/their families’ wellbeing during the pandemic, and offered managers guidance in supporting their teams with informal working arrangements whatever the reason.”

- We offer very robust and supportive adjustments for all carers and all requests will be considered in relation to caring duties.”

- A similar number of employers (74%) were able to offer remote working to some or all of their staff during lockdown.

- All staff including carers were encouraged to discuss their personal arrangements with line managers to find a suitable working environment.”
Just over a half of respondents (52%) had offered this to all staff, and around a third (32%) to some staff. A small minority of respondents (16%) said that they did not offer remote working to staff. Although we did not ask for explanations in the survey, of course for some jobs remote working is not possible.

- A relatively high number of respondents (72%) said they had key workers in frontline roles that may place them at greater risk.

However, this may reflect the fact that the largest sector represented by respondents to the survey was the healthcare sector where there is a higher proportion of such workers. Following on from this, slightly fewer respondents said they had developed (or had plans to develop) specific support for carers who were key workers or in frontline roles (38%) than those who said they had not (43%). However, several employers mentioned addressing the safety and needs of their frontline staff in their responses to the survey.

- Around 6 out of 10 employers (61%) offered different arrangements for staff who were caring for someone in the shielded category.

  
  “For those who have vulnerable members of their household, we held discussions with these employees and for some we agreed they could remain working from home.”

  “Staff who ordinarily wouldn’t be in roles where they could work from home we re-deployed to roles where they could work from home, if this wasn’t possible they were allowed to stay at home on full pay with no detriment.”

  “We paid people in full who were shielding due to someone in their household at high risk who they were caring for.”

  “Whilst there were no different arrangements for staff who were caring for those shielding, my organisation went out of their way to put in place comprehensive arrangements for staff with families of younger school-aged children, that was absolutely available to employees who were caring for vulnerable loved ones too.”

Of respondents who offered different arrangements for staff who were caring for someone in the shielded category, 67% said they enabled such carers to work remotely on other duties, 40% moved them to non-frontline roles, 40% offered them paid leave, 33% offered unpaid leave and a smaller proportion (20%) enabled them to be furloughed.

As with responses on offering additional flexible working arrangements, several employers commented on discussing and implementing support on an individual, case-by-case basis:

  “With 17,000 staff, our organisation was able to be flexible to ensure employees with caring responsibilities were fully considered and wherever possible were removed from frontline roles.”

  “It depended on the individual, individual conversations were held and the best arrangements suitable for that person and their job decided upon.”

  “Most individuals were assisted on a case-by-case basis.”
One half of employers said their organisation offered **carers leave or special leave** (50%) to carers within their workforce, and 34% said that they offered furloughing.

“...We have carers paid leave available, emergency paid family domestic support leave and unpaid care leave available to enable carers to manage their caring duties.”

Over 4 in 10 employers (42%) said they offered **additional leave arrangements** for carers as a result of the pandemic.

Interestingly, the answers to this question were quite evenly distributed as 35% of respondents replied that they did not offer additional leave arrangements and 23% said they were unsure. This may reflect the fact that, as reported earlier, one half of employers participating in the survey (50%) said they already provided leave arrangements for carers.

Many specific examples of additional leave offered were provided by employers including extension of emergency leave, paid family leave and paid carers leave. As well as covering emergencies, employers mentioned additional paid leave for carers who were supporting people who needed extra help during the pandemic, including for carers who needed to self-isolate. One employer reported introducing a carers policy with additional leave and another provided “unlimited paid leave during lockdown”:

“Introduced a carers policy with additional leave.”

“...unlimited paid leave during lockdown.”

“Our Emergency Domestic Leave was extended for all staff to two weeks (from two days).”

“Our two-day Emergency Domestic Leave policy was enhanced to two weeks.”

“For carers and those with school aged children, we extended our paid family leave allowance from two days to five days.”

“Extended Emergency Domestic Leave to two weeks. Carers have already five days paid leave and up to 15 days unpaid leave available.”

“Paid leave for those who are also carers and were dealing with people who needed additional help during pandemic. These were not furloughed – the company paid.”

“Additional Carer’s Leave for those having to self isolate due to those in their care becoming unwell with COVID-19.”

“At the discretion of managers up to two weeks’ paid leave.”
• There was a relatively even split between organisations who said they had a carers network or support group (44%) and those who did not (42%), with 14% of respondents saying they were unsure.

Several specific examples of support provided through online carers networks or support groups were offered by employers. In some cases, these were initiatives to establish a new online group or to move an existing group online; in others, this was to more proactively promote an existing online network or support group. A range of online communications were described including notice-boards with Q&A facilities, carer surveys, virtual drop-ins and ‘tea and talk’ sessions, and joint online sessions with other staff networks, eg disability, health and wellbeing and/or family networks.

“Established ‘Workplace’ as an online network/communication tool for all employees. Used this as a notice board for regular company-wide notices and enabled employees to ask questions and support each other.”

“Our carers network have surveyed our members, moved our Drop-Ins to virtual sessions, continued to produce newsletters, shared access to external resources and links via email, collaborated with the other networks particularly Family network and our Disability network and crucially had access to key policy makers in HR.”

“Through community online sites, virtual tea and talk sessions, intranet articles sharing carers’ stories.”

The demand for support for carers is reflected in one comment from an employer who reported holding generic sessions for staff but that “often these attracted carers and so the discussion and support was centred around carers”.

The important role of staff carers forums and/or networks is also reflected in employers’ responses to a further question about how their organisation had ensured that carers continued to be engaged. The key comments here were that this had been through a carers forum or support network. Other comments included social media, keeping in touch by phone when staff were at home or caring and having a visible carers’ lead in the organisation:

“Throughout pandemic – kept in touch via telephone when staff at home or caring for others.”

“We have a lead for carers who takes the lead in connecting with and ensuring carers needs are kept in the forefront of decision making.”

• Finally, a third of respondents (34%) said they had offered furloughing to carers. Only around a quarter of respondents (24%) said they could not offer anything additional to carers.
Around a half (49%) of respondents said their organisation had developed, or had plans to develop, new additional organisational/HR/other policies or procedures as a result of the pandemic.

Comments from employers in this context ranged from introducing Carer’s Leave and/or allowance to additional leave, new policies on remote working including meeting guidance, introducing a carers and parents policy/formalising carer support, updating an existing carers policy to include COVID-19 and potential similar situations, introducing a carers passport and the continuation of a “flexible individualised approach”:

“...We are timetabling staff around their caring responsibilities and not expecting staff to timetable caring around work.”

“...We are planning to introduce a Carer’s Leave policy and allowance to additional leave.”

“...New policies on remote working, meeting guidance, carers and parents policy.”

“...Formalising carers’ support.”

“...Update to carers policy to include COVID-19 and similar situations where shielding may require leave/remote working/alternative working.”

“...We are currently working on introducing a carers passport for staff, the idea of this is for staff to record carer responsibilities and any arrangements to support their needs they currently have. This will be kept by the staff member and taken with them if they change roles. The idea is to promote an open conversation between staff and managers and ensure staff have flexibility for a work-life balance.”

“...A range of guidance has been provided to accommodate changes of need and impact of the pandemic on specific staff and staff groups.”

“It’s a continuation of the approach that has been taken so far, it’s more about a flexible individualised approach that is about exploring what’s most appropriate for that individual and their role, and this will continue. Our existing policies act as a framework that enables us to take this flexibility, as they are set up to support all our staff depending on their circumstances including caring responsibilities.”
The most commonly reported plans for carers returning to the office were: staff policies/action plans should an employee begin to show symptoms (88%), social distancing measures (87%), PPE available (84%), staff policies/actions should an employee be in contact with/caring for someone showing symptoms (80%).

Specific examples of plans from employers here included implementation of a COVID-19 policy, including monitoring staff returning to the office, continually updating risk assessments and implementing a rota system to allow staff who can attend the workplace to come in fortnightly and work from home on alternative weeks. One employer mentioned a “completely separate workstation within the workplace environment to add additional protection for those caring for those who are shielding.” However, several employers commented on remote working remaining the default position for staff/carers where possible until circumstances change.

“We now have a COVID-19 Policy, and will continue to speak to and monitor staff returns, and how they are feeling.”

“We have implemented a rota system (A and B) whereby staff attend the workplace fortnightly and work from home the other week. Or have agreed for some employees to remain working from home due to caring for a vulnerable adult, being vulnerable themselves etc.”

“Completely separate workstation within the workplace environment to add additional protection for those caring for those who are shielding.”

“It is indeed an evolving scenario however by.... continually updating risk assessments we feel staff are more confident in returning to work.”

“Evolving situation – key statement is that we will remain working in the current conditions (home working as much as possible) until the end of this calendar year. Key Retail staff will work in location (with appropriate measures) currently with reduced opening hours and their non-opening hours directed to support our telephone and online queries/processing.”

“No specific plans have been made for carers; remote working remains the default position for all employees until at least 2021 and will continue to be encouraged/available post-COVID.”

Interestingly, almost 60% of respondents replied no when asked if there had been any particular challenges which meant they could not support their carers as they would have wished.
• Over a third of respondents (37%) felt their organisations had learned new practical lessons that would help them in supporting carer employees.

• Managing remote teams and incorporating flexible working arrangements were key issues identified, as was engaging with employee network groups:

  "Managing remote teams successfully, incorporating flexible working arrangements, has helped refocus performance management on output over visibility."

  "Engagement with employee network groups has been key, especially the insight provided."

Other comments from employers included recognition that carers were a significant group in the workplace and the importance of being aware and keeping a record of, their caring needs:

  "This has always been a bit of a known but ignored group of people – and this has brought it to the front and allows for this to be discussed openly."

  "Keep up-to-date records of carers’ responsibilities regarding those they care for."

When asked whether there were any changes as a result of this that their organisation envisaged long term, or things that have worked well that their organisation would like to carry forward, the key issues mentioned were increased remote working options, flexible working arrangements and health and wellbeing support:

  "Re-focusing our office as a collaboration space and encouraging remote working to suit employees’ roles/personal situations."

  "Flexible working will become more readily embedded as a result of proving this can work during COVID-19."

  "Working from home, flexible approach to working, and reducing the importance and reliance on face to face contact – both expensive and not necessarily more productive."

  "Flexibility with working arrangements. Greater focus on work outcomes than ‘presence’."

  "There is a large range of options being taken forward, and to name just one or two is the option of longer more sustained flexible working/home working and extending further the health & wellbeing offer with added support."

Interestingly, perhaps reflecting these unpredictable times, around 4 in 10 of respondents (41%) said they were unsure about practical lessons learned that would help them in supporting carer employees. These are indeed uncertain times and we hope that further examples of supporting working carers in COVID-19 will be identified and shared over the coming months.

  "We are still conducting our ongoing learning exercises and analysing results of staff surveys about the pandemic and how staff have found the changes to their lives, working lives, their health and wellbeing."
About us

As the UK’s only national membership charity for carers, Carers UK is both a supportive community and a movement for change.

Across the UK today 6.5 million people are carers – supporting a loved one who is older, disabled or seriously ill.

Caring will touch each and every one of us in our lifetime, whether we become a carer or need care ourselves. Whilst caring can be a rewarding experience, it can also impact on a person’s health, finances and relationships.

Carers UK is here to listen, to give carers expert information and tailored advice. We champion the rights of carers and support them in finding new ways to manage at home, at work, or in their community.

We’re here to make life better for carers.

To find out more visit carersuk.org

Employers for Carers is an innovative and growing service for employers.

Informed by business and supported by the specialist knowledge of Carers UK, its key purpose is to provide practical, ‘hands-on’ help to employers to support the carers in their workforce.

Launched in 2009 as an employers’ membership forum, Employers for Carers now has over 220 member organisations representing around 3.5 million employees across the public, private and not for profit sectors. Member services include a dedicated web platform with a range of practical resources including e-learning, toolkits, model policies and case studies, access to expert training and consultancy and employer networking events. In January 2019 EfC launched Carer Confident, a UK-wide employer benchmarking scheme dedicated to carer support.

To find out more visit employersforcarers.org