

flexibilityworks

Flexible Childcare Services Scotland (FCSS)

FlexMark Pilot

December 2025

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Outcome

We are delighted to inform you that you've met the standards required to be a FlexMark accredited organisation - congratulations

ACCREDITED

Flexible Childcare Services Scotland (FCSS) has successfully met the standards required to become a FlexMark accredited organisation - congratulations! This recognition follows FCSS's participation in the FlexMark pilot, led by Flexibility Works, Scotland's experts in flexible working.

This accreditation is valid for two years and positions FCSS among the first organisations to achieve FlexMark status. Please note, as FlexMark is still in the pilot stage, this achievement should not be shared beyond the staff team until the official launch and communication plan is agreed (planned for March 2026).

The accreditation process included a staff survey, focus groups, one-to-ones, and a review of key policies and communications. Survey results were mostly positive, with individual statements scores ranging between 3.78 and 4.2 out of 5, and the theme of *Impact* receiving the highest average score (4.07).

As part of your assessment:

Out of a total staff and sessional worker team of 195 (68 of these sessional workers), 128 people completed part of the survey, 113 completed the full survey, making a survey completion rate of 120 people (62%).

23 members of the FCSS team also participated in focus groups and one-to-ones, both in person in Aberdeen (Tillydrone) and via Teams (36 were registered to attend).

This gives us confidence that the results reflect the views of the whole organisation.

Because of the size of your organisation, we were able to break your survey data down and still protect the anonymity of respondents. We will highlight this through the report, where appropriate, and include this survey segmentation in the appendices.

Executive Summary

During our discovery phase, we heard that you wanted to:

- Put your people first and provide the same level of flexibility to staff as to parents.
- Be values led- always trying to do the right thing.
- Strive to be a good employer and to have an external assessment to show you are.
- Use Flexmark as a recruitment tool.
- Show the wider childcare sector that even in a regulated setting, flexible working can be possible.
- Look for improvements.

FCSS demonstrates a strong cultural commitment to flexible working, with trust and adaptability at its heart. FCSS presents a coherent, values-led approach to flexible working. The strongest signal is that flexibility is operational and ethically modelled, not merely promised, producing loyalty, performance, and impact for staff and families alike. It is seen as a trailblazer and a champion of “what is possible” when it comes to flexible working in a childcare setting. Team members consistently describe the approach to flexibility as ‘just the way things are done here’ and very supportive. Flexibility is having a significant positive impact on wellbeing, happiness, performance and family finances, and is seen to reflect the trust that FCSS has in its people.

To continue to strengthen and embed flexibility, this report details opportunities in improving consistency, accessibility and transparency. While flexibility is widely valued, access and understanding can vary a little across roles.

Key opportunities highlighted in this report include:

- Refresh your flexible working policy to reflect the range of flexibility you currently offer and the culture of flexibility as well as the range of informal flexibilities on offer, not just a formal request for flexible working.
 - Make this information more easily accessible to everyone across the organisation, for example include more detail on your website and on the employee Facebook group.
 - This information should also support your managers and help them make consistent decisions with confidence. For example, you may wish to include an “FAQs for managers” document.
- Address the slightly lower survey scores noted by childcare practitioners as a group by ensuring the message of flexibility is conveyed to them more directly and proactively, with particular emphasis on feelings of fairness and consistency.
- Further highlight the opportunities for flexible working in job adverts to build on the work you have already done in this area.
- Consider some additional training support for managers to further embed their understanding and confidence in child to worker ratios and that link to flexibility at work, and general confidence in managing flexible teams.

The accreditation process consists of:

- A survey of your team; each member received a link to an online survey which had 17 statements, covering all 4 themes. The statements are rated on a 1 to 5 scale, with 5 as the top score.
- Conversations with a cross-section of your team members.
- Review of key evidence such as policies, job ads and internal/external communications.
- Evaluation of your data against the FlexMark framework to determine accreditation eligibility.
- This report, to provide you with feedback on our assessment of your approach to flexible working.
- A follow up discussion, giving you the opportunity to explore the findings and recommendations.
- Check ins and meetings at both 6 months and 18 months after follow-up discussion.
- Your accreditation is valid for 2 years.

Your Assessment

Based on insights from your team, gathered through a survey and conversations, and a review of key collateral and resources – this table shows how FCSS have been assessed against the FlexMark. Accreditation framework.

You'll note that in certain elements of the framework, you've exceeded accreditation and been rated 'Excellence' - this is reserved for those organisations who are 'trailblazing' when it comes to flexible working.

You'll find detailed descriptions of what we saw and heard against each of the 4 Themes - Culture, Transparency and communication, Impact, and Management and Leadership - in the rest of this feedback report.

Themes & Elements	Accredited
Culture	
Embedding flexible working	✓ EXCELLENCE
Continuously evolving	✓
Actions reflecting language	✓ EXCELLENCE
Trusting people	✓
Transparency and communication	
Being open and honest	✓
Making it easy for people	✓
Impact	
Widening access (to and in work)	✓ EXCELLENCE
Having a positive impact on people's wellbeing	✓ EXCELLENCE
Improving organisational performance	✓
Management and leadership	
Consistency and fairness of approach	✓
Role modelling	✓

Culture

Your Strengths

- **Embedding flexibility as the “norm”.** People talked of an evolution in the organisation’s approach to flexible working, particularly over the past two years. They recognise a shift to a culture which is very much values-based, flexible, trusting and accommodating- ‘managers check in, not check up’.
 - We heard that your approach is FCSS’s stance on flexibility is explicit, lived, and widespread- from sessional practitioners to senior leaders.
 - Flexibility is framed as mutual trust and give-and-take. It’s also context-aware (childcare ratios, rota realities) rather than “office-style” flexibility.
 - The question “My organisation supports flexible working” scored highly in the survey, 4.14/5.
- **Continuously evolving:** There was evidence that feedback is gathered and people are told the reasons for decisions taken relating to feedback. Staff spoke of the evolution of the approach to flex and that managers and leaders regularly check in with their teams about their flexible working and work life balance during their one-to-ones.
- **Actions reflecting language:** The commitment to flexibility is highlighted in the values of the organisation and team members can share examples of how flexible principles affect ‘the way things are done around here’. There is mention of the team’s access to flexible working in the annual report and in some job adverts.
- **Trust.** This was an important element in your culture and flexibility is seen as a demonstration of how much you trust your team.
 - This is reflected in a high survey score for question “*I am trusted to work flexibly*” 4.20/5.
 - People appreciated that there were mechanisms in place to measure productivity (such as KPIs), and this gave them security to be more autonomous in the way they get their work done. This is particularly true for managers who are managing rotas/ childcare ratios and sessional worker budgets.
 - Managers were commended for being hands on and supportive and open to conversations about flex.
- **Standing out from the crowd.** It is recognised by your people that FCSS is ahead of the curve in terms of flexible working in the childcare sector. Your people talked about how valuable the flexibility offered was in differentiating FCSS from other childcare settings they have worked in, and how attractive that was to both current and prospective employees.

"We do whatever we possibly can to make flexibility available for everybody... treating people like grown-ups."

"Family first... flexible... trusting."

"Very flexible... it fits around your personal needs."

"Open-minded... very accommodating... flexible."

"It can't work like an office job... but there are lots of ways to make it work."

"The door's always open... every three months we have support and supervision."

"We're like a fun but very weird family... managers know us as people, not just staff."

"They're not a case of 'I'm the manager, you're the staff'... they care for you."

"Be honest, be transparent. Do the right thing, even if it's not always the easiest thing."

"Sometimes it's just being humble and saying, 'Please can you help—this would really help us.'"

"They helped me with my mental health... always checked in and gave me time if I needed it."

"You miss those chats when making a cup of tea... building relationships can be harder online."

"Sometimes I just get a phone call at 7:00 in the morning... more advance notice would help."

Areas for Development

- **Proactive Discussion:** While in focus groups, staff found it hard to give specific examples of how the approach to flexible working could be better, there was interest in making conversations about flexibility easier and more proactive from the contracted childcare practitioners.
 - This is reflected in the survey score for *"I can influence my working arrangements"* (3.55/5 from childcare practitioners, vs overall score of 3.95/5).

- Consider building in regular check-ins with childcare practitioners, particularly contracted roles, to explore what *might* be possible. This could help those less confident to raise requests.
 - A few sessional practitioners suggested that more advance notice would be helpful at times, even though they appreciate managers' efforts to minimize short-notice changes: *"Sometimes I just get a phone call at 7:00 in the morning... more advance notice would help."*
 - ASN staff also noted that allowing a little extra time between centres could make transitions smoother and / or additional resource which may support their scheduling.
- **Showcasing Flexible Culture:** Flexible working is deeply embedded in FCSS's culture; you may wish to consider showcasing this more prominently within your internal documents and on the website to strengthen its appeal to prospective candidates. There were some good examples of flexible working in some job adverts but not all.
 - **Virtual Touch points:** For some remote workers, we heard that people could benefit more touch points. They suggested regular virtual touch points (in teams and also potentially across teams) and some opportunities for more in-person meetups when practical to do so.

Culture: Your Survey Scores

The average score from the survey on Culture was 4.05 out of 5. For each statement, the average score was:

Culture	My organisation supports flexible working	4.14	4.05
	My organisation encourages people to share suggestions on its approach to flexible working	3.91	
	My organisation responds to suggestions employees make about flexible working	3.91	
	My organisation does what it says when it comes to flexible working	4.09	
	I am trusted to work flexibly	4.20	
	I can influence my working arrangements	3.95	

Transparency and Communication

Your Strengths

- **Open and honest Communication:** Communication is multi-channel and visible: internal newsletters, closed FB groups, Teams, open calendars, rota boards, staff influence rotas by sharing availability and “right to disconnect” norms (e.g., delayed send; removing people from chats during holidays). Common language and cues are widespread (e.g., “no out-of-hours expectation”), suggesting consistent messaging from leadership. Staff feel valued and respected, with recognition practices such as “Star of the Month” and public praise for achievements.
- **Informal communication.** Most people were able to manage day to day flexibility by communicating within their team.
 - Most people talked about conversations with their line manager being easy if they wanted to talk about flexibility, and especially informal flex such as time off for a family or personal commitment outside of work.
 - Praise was given to the support of sessional workers and the ability to be able to draw on this resource.
- **One-to-ones.** People knew to expect regular one-to-one conversations with their line manager during the year and flexibility was mentioned during these conversations, including questions about their wellbeing and work life balance.

“There’s no secrecy... calendars are open so everyone knows what’s happening.”

“We won’t have chats after 6pm... there is a policy, the right to disconnect.”

“..the head office... they like to know what’s right and what’s wrong... the door’s always open.”

“Previously they weren’t checking up on managers... people were taking the Mickey.”

“Managers are very aware that work is not the only thing in our lives.”

“Policies are there... we get emails and updates, and there’s a Facebook page.”

Areas for Development

- **Communication of the Company Culture:** Although a range of flexible working arrangements are offered and received positively, the language and style of communication within the flexible working policy could be reviewed and adapted to better reflect this positive approach. There is opportunity to soften the company language to be more welcoming and inclusive. Present wording is functional (legal ‘right to request flexible

working only) and may better sit with a set of flexible working guiding principles, co-created by the team.

- **Transparency of Information:** While staff feel comfortable discussing flexible working with their managers, the survey highlighted that finding day-to-day information could be less straightforward, with the question *“My organisation makes it easy to find information about flexible working”* scoring lowest at 3.78/5. To strengthen transparency, consider making guidance and resources more visible and easy to access—such as a clearly signposted section on the intranet or a quick-reference guide. This will complement the strong manager support already in place and ensure consistency for everyone.
- **Contracted childcare practitioners and ancillary groups:** These team scored less highly on being able to find information about flexible working 3.53/5 and 3.25/5 (vs 3.78 for the whole organisation). Make flexible working possibilities more visible and tangible for these roles. For example, provide clear examples of what flexibility could look like in practice and build this into regular team conversations. Consider a short guide or discussion prompts for managers to help staff understand what is possible in practice, and encourage confidence in raising requests.
- **Out-of-hours communication:** While managers now enforce the “right to disconnect” by removing staff from group chats during holidays, some staff still find group chats intrusive after hours. Continuing to reinforce these boundaries will help protect work-life balance.

Transparency and Communication: Your Survey Scores

The average score from the survey on Transparency and Communication was 3.53 out of 5. For each statement, the score was:

Transparency & Communication	I know what flexible working is available in my organisation	4.06	4.01
	My organisation is open & honest about what is and isn't possible when it comes to flexible working	4.11	
	My organisation makes it easy to find information about working flexibly	3.78	
	My organisation makes it easy to ask about working flexibly	4.08	

Impact

Your Strengths

- **Highest-scoring theme.** *Impact* was the highest scoring theme in the survey, with a score of 4.07/5, which reflects a strong sense that flexible working is making a difference.
 - *Impact* was particularly positive for the Central Support team (4.5/5), followed by the Leadership team (4.08/5), Sessional Team (4.15/5), Ancillary Team (4/5). Childcare Practitioners scored slightly lower (3.91/5) compared to other groups, suggesting they feel slightly less direct benefit than other groups.
- **Widening Access** - There were examples of staff who may not have otherwise have been in work without the flexibility offered to them, which they also explained was open to evolving over time- *"It allows all types of different people to get back into work, go to college... for parents and staff. It's really beneficial."* There were examples of people progressing/ being promoted while working flexibly.
- **Impact on wellbeing.** People in different roles and across departments could share numerous examples of how flexible working is having a large positive impact on their physical and mental wellbeing.
 - Within focus groups, people talked about how managers often helped them to think about new working patterns and solutions to personal issues once they were raised.
 - Flexibility has a clear positive impact on wellbeing, reducing stress and preventing burnout.
 - Staff cited examples of managers proactively adjusting hours to avoid exhaustion and offering mental health referrals.
 - Giving managers autonomy and a budget to manage staffing locally (including being supported by engaged, well trained sessional workers) is proving effective for wellbeing and operational efficiency. While still a work in progress in some areas, where this approach is embedded, staff report positive outcomes without financial detriment.
- **Retention.** Many of the team referenced the pros of flexibility having enabled them to stay with the organisation even when their circumstances had changed. People could see that flexibility was an integral part of retention and allowing people to make moves throughout their career. This is demonstrated by the highest survey question in this section: 'Flexible working makes it more likely for me to want to stay here' at 4.16/5. Flexibility also supports loyalty: *"I wouldn't leave unless it was in a cardboard box."*
- **Linking flexibility and performance.** Although this was the lowest scoring survey question in the section (3.97/5), focus group feedback shows staff feel flexibility positively impacts individual performance- boosting motivation and productivity when, for example, working from home, adjusting hours, or attending family events. However, the organisation is not yet formally linking or measuring the impact of flexibility on performance, which could strengthen understanding of its business value over time.

"I started full-time, then became sessional... it worked really well for my home life."

"Having flexibility means I'm less tired and more focused on the job."

"If you're hacked off because you can't get time off, that affects your mood and the children."

"I can work full time and still take my kids to activities... there's no nine-to-five time-frame."

"I thought I'd have to give up work... but we adjusted my hours so I could stay."

"Having flexibility means less stress, more balance... you want to give 110%."

"Maximising my family time... I work three long days so I can spend time with my kids."

"If you're getting flexibility, you'll give more... it's good for morale."

"They're understanding if someone's ill... they'll rearrange shifts or get cover."

"It's the work-home life balance... I can work from Spain and spend quality time with my partner."

"I feel incredibly loyal because of the flexibility... I don't want to let the organisation down."

"I started part-time and progressed to full-time because flexibility made it possible."

"It allows us to keep people... I've seen people leave the sector because they couldn't get flexibility."

"People feel an attachment to the organisation because we look after our people as well as the children and families."

"It makes a big difference to the organisation's performance... it's helped us build a really strong team."

Areas for Development

- **Sharing Real Stories:** There are great examples of people working flexibility for many different reasons, and you may wish to consider how to keep sharing lived examples

internally and externally- this will strengthen engagement and help prospective applicants understand what flexibility looks like day to day across different roles. With a particular focus on childcare practitioners and ancillary roles.

- **Diversity of applicants.** Linked to the point above, when asked about applications for new roles, people didn't necessarily see that flexible working was being used as a tool to encourage diverse applicants. Make flexibility an even more visible part of recruitment messaging- highlight specific flexible options in job adverts and on your careers page and highlight the strong examples you have of helping people from all sorts of backgrounds, to get into work and stay in work, including personal circumstances that change over time.
- **Measuring Impact:** It would be helpful to consider ways to review the impact of flexible working at FCSS, especially if the organisation is to grow. For example tracking the impact of flexible working practices on recruitment, retention and wellbeing by using internal data, staff surveys/pulse checks and focus-group insights. This can not only be used internally to track and measure progress but could also be used in marketing and promotion of the business to demonstrate your modern and proactive approach.

Impact: Your Survey Scores

The average score from the survey on Impact was 4.07 out of 5. For each statement, the score was:

Impact	My organisation offers people flexible working for any reason (e.g. childcare, caring, hobbies, wellbeing, health)	4.09	4.07
	The flexibility available to me at work improves my quality of life	4.10	
	Enabling people to work flexibly improves my organisation's performance	3.97	
	The flexible working available makes me more likely to want to continue working here	4.16	

Management and Leadership

Your strengths:

- **Approachable & values led leadership.** Many team members talked about how accommodating and caring their managers were, especially when it came to talking about flexibility needs. Leadership is values-led, prioritising people and ethical decisions over short-term convenience.
 - This is reflected by the high score for survey question *“My manager would be open and approachable to discussing flexible working options for me”* 4.13/5.
 - The repeated intention of managers was they wanted to treat people with kindness and trust.
 - People reported that they were not hesitant to talk to their line manager about flexibility.
 - There are regular one-to-one meetings where work life balance is discussed.
 - CEO visibility and hands-on approach reinforces humility and shared purpose.
- **Adaptive & trusting.** We heard that if there was a good justification, flexibility would be granted in most circumstances. There was an appreciation that people can have many pressures in their lives, and offering flexibility at work was a way to support your people.
 - In addition, people shared various examples of how managers had been adaptive to their changing personal needs and accommodated different working arrangements.
 - Flexibility is enabled through proactive communication, willingness to accommodate personal needs, and creative scheduling. Trust-based systems allow staff to manage training or leave early when overstaffed.
- **Managerial Empowerment:** Managers have clear frameworks and autonomy to make decisions, supported by a well-trained pool of sessional staff who can step in to cover absences and holidays. This combination - operational flexibility and managers’ commercial understanding of costs and ratios- is a key success factor. While these frameworks work well, there may be scope to refine them further, but they are making a significant positive difference.
 - Managers invest significant time in rota planning and maintain strong relationships with staff.

"Managers are hands-on... they'll sweep floors or help in class if needed."

"They back you in tricky situations with parents...they'll say 'please don't speak to my staff like that.'"

"They're proactive... if they think you're doing too much, they'll step in."

"If there's a shortfall, we're the first to jump in and cover."

"We've introduced condensed four-day weeks to help staff balance work and study."

"Sessional staff give us flexibility when ratios are tight."

"XXX takes a whole day to do our hours for the rota... it's difficult but she makes it work."

"Managers speak to us first... it's not just 'this is what I need, tough.'"

"If there's a shortfall, they'll ask if we can help or swap shifts."

"Susan is willing to try... she's happy to roll up her sleeves and muck in."

"Family comes first... if there's a school play, the answer is always yes."

"Our values came from the whole organisation... they reflect who we are."

"They try to accommodate everything I ask... even if they can't, they absolutely try."

"They're not set in stone... old-school thinking doesn't work here."

Areas for Development

- **Consistency in approach.** Flexible working is prioritised across the organisation, however, there may be a lack of, or perceived lack of consistency between how different parts of the organisation feel it was applied.
 - This is reflected by a lower survey score by childcare practitioners for the question *"Flexible working is approached consistently and fairly in my organisation"* 3.65/5 (vs 3.85 for the whole organisation, 4.08/5 for the leadership team).
- **Training and resources.** It may be helpful for managers to build on the great work undertaken so far to support managers and offer some additional training and resources to support clear and consistent conversations and decision making across teams and departments.

- **Rota management:** Continue building sessional capacity and explore tech solutions for rota management to enhance existing processes.

Management and Leadership: Your survey scores

The average score from the survey on Management and leadership was 3.98 out of 5. For each statement, the score was:

Management & Leadership	Flexible working is approached consistently and fairly in my organisation	3.85	3.98
	I get the same access to flexible working as others in my team	3.96	
	My manager would be open and approachable to discussing flexible working options for me	4.13	

Recommendations

1. **Opportunity to refresh and re-launch flexible working policy**

- a. FCSS could build on its strong flexible working culture by re-launching the policy in a way that reflects its positive, inclusive approach. Rather than focusing solely on the legal “right to request,” consider introducing a set of guiding principles or statement that align with FCSS values and make flexibility feel welcoming and accessible. Ideally, these principles could be co-created with staff to strengthen ownership and engagement.
- b. Accessibility and visibility of this information is a top priority for your people; improve transparency by making day-to-day information easy to find, such as a clearly signposted section on the intranet or a simple quick-reference guide, ideally with stories/ real-life examples of flex across all roles within the organisation.
- c. You may also wish to include an FAQs document for managers.
- d. Update your website to better reflect your commitment to flexible working and make it more of a standout proposition to potential talent.
- e. Together, these steps would reinforce FCSS’s commitment to flexibility and ensure consistency across the organisation.

2. **Proactively engage managers, with consistency across all teams.**

- a. Confirm with your managers that there are clear expectations of them around flexible working.
- b. Encourage managers- especially those working with childcare practitioners, ASN colleagues and ancillary staff- to actively discuss what flexible options are available. Share practical examples and real success stories to show what’s possible and build confidence in using flexibility.
- c. Consider additional training for managers so that there is consistency in approach to flexible working and enable all staff, even those who may be more quiet, to benefit from the flexibility on offer.
- d. Build on the excellent work with centre managers around knowledge of commercial targets vs staffing and ratios to the other two centres who are still progressing in this area. This will enable even further flexibility for all, while maintaining organisational sustainability.
- e. Continue or even build upon your regular, virtual touchpoints for teams who work remotely.

3. **Take impact in recruitment to the next level.** Consider how flexibility could encourage further or greater diversity in applicants to your roles.

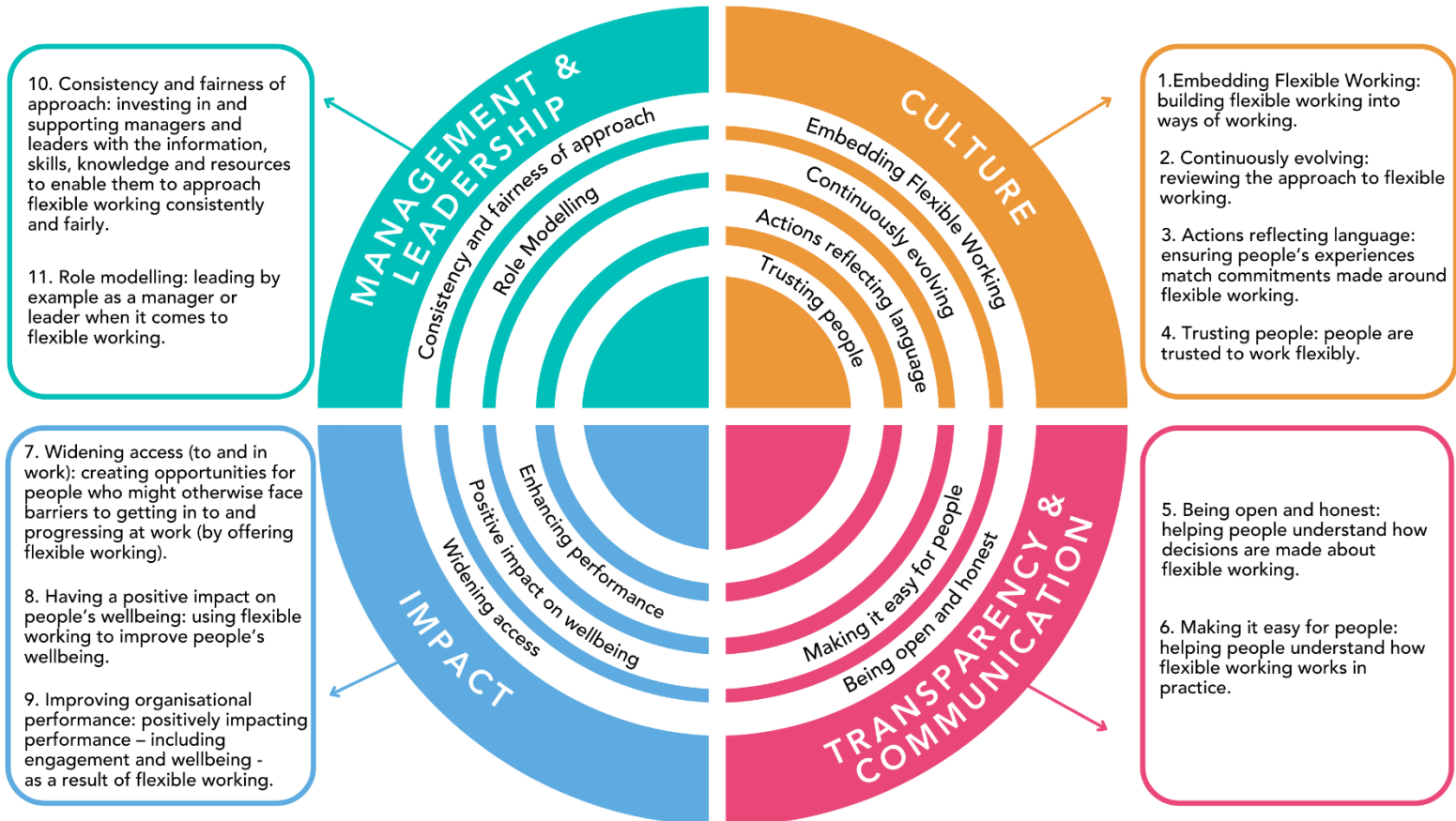
- a. Ensure that all job descriptions are looked at for what flexibility could be appropriate in the role i.e. part time, compressed hours, working at home etc and ensure that the job advert wording and website reflects this.
- b. Be very clear in all job adverts about what flexibility is available. A more consistent approach might help to reinforce FCSS’s commitment to attract diverse talent.
- c. Be proactive at job interviews about what flexibility the candidate may be looking for and ask them how they think that could work.

d. Describe your approach to flexible working on the Jobs page of your website

4. **Making flexible options even clearer for childcare, ancillary and ASN roles:** FCSS has done excellent work supporting flexibility for childcare practitioners, ancillary and ASN staff. To build on this, you could make it easier for these teams to see what flexibility is available for all. Ideas to consider:
- a. Provide a simple guide showing flexibility options for these roles.
 - b. Add a clear section on flexibility to staff resources or the intranet.
 - c. Share real examples from childcare, ancillary and ASN staff to show what's possible.
 - d. Consider any further support/ time ASN workers may need to do their job well across different locations, while maintaining a good work-life balance.
 - e. These steps will reinforce FCSS's inclusive approach and ensure flexibility feels accessible to everyone.
5. **Measure impact systematically.** See if you can link flexibility to performance and wellbeing metrics. This would continue to position you as a flexibility trailblazer and a champion of flexible working in the childcare sector.

Appendix 1 - FlexMark Framework

The FlexMark Framework consists of 4 Themes, with 11 Elements sitting underneath these.



Appendix 2 – Findings from Survey by Statement

These are the average weighted scores from all survey respondents:

Theme	Question	Question Score	Theme Score	Overall Score
Culture	My organisation supports flexible working	4.14	4.05	4.03
	My organisation encourages people to share suggestions on its approach to flexible working	3.91		
	My organisation responds to suggestions employees make about flexible working	3.91		
	My organisation does what it says when it comes to flexible working	4.09		
	I am trusted to work flexibly	4.20		
	I can influence my working arrangements	3.95		
Transparency & Communication	I know what flexible working is available in my organisation	4.06	4.01	
	My organisation is open & honest about what is and isn't possible when it comes to flexible working	4.11		
	My organisation makes it easy to find information about working flexibly	3.78		
	My organisation makes it easy to ask about working flexibly	4.08		
Impact	My organisation offers people flexible working for any reason (e.g. childcare, caring, hobbies, wellbeing, health)	4.09	4.07	
	The flexibility available to me at work improves my quality of life	4.10		
	Enabling people to work flexibly improves my organisation's performance	3.97		
	The flexible working available makes me more likely to want to continue working here	4.16		
Management & Leadership	Flexible working is approached consistently and fairly in my organisation	3.85	3.98	
	I get the same access to flexible working as others in my team	3.96		
	My manager would be open and approachable to discussing flexible working options for me	4.13		

Further results by demographic break down: age, gender, role category and care giving responsibilities.

Group	Average Score	Full Business Score
Contracted Childcare Practitioners	3.81	4.03
Sessional Childcare Practitioners	4.13	
Ancillary Workers	4.04	
Central Support	4.48	
Leadership & Management Team	4.29	
Childcare responsibilities	4.18	
Age 18-24	3.8	
Age 25-34	3.88	
Age 35-44	3.78	
Age 45-54	4.36	
Age 55+	4.04	
Carer	4.33	

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