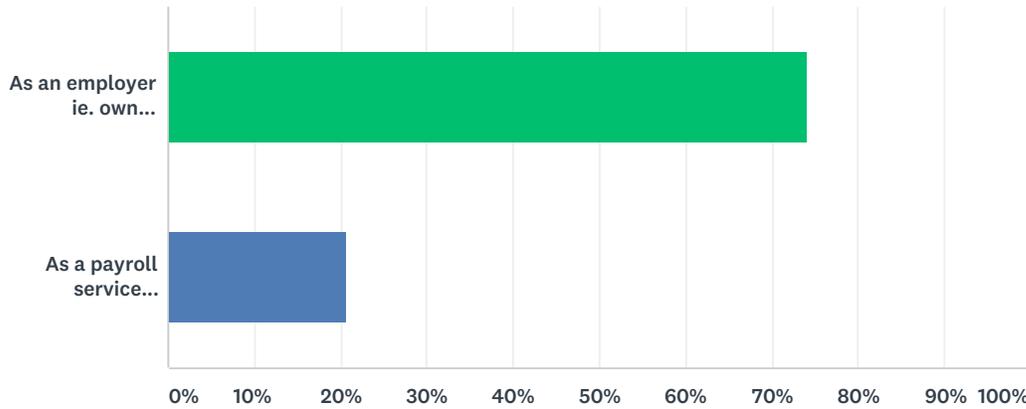


Q1 Are you responding:

Answered: 58 Skipped: 1

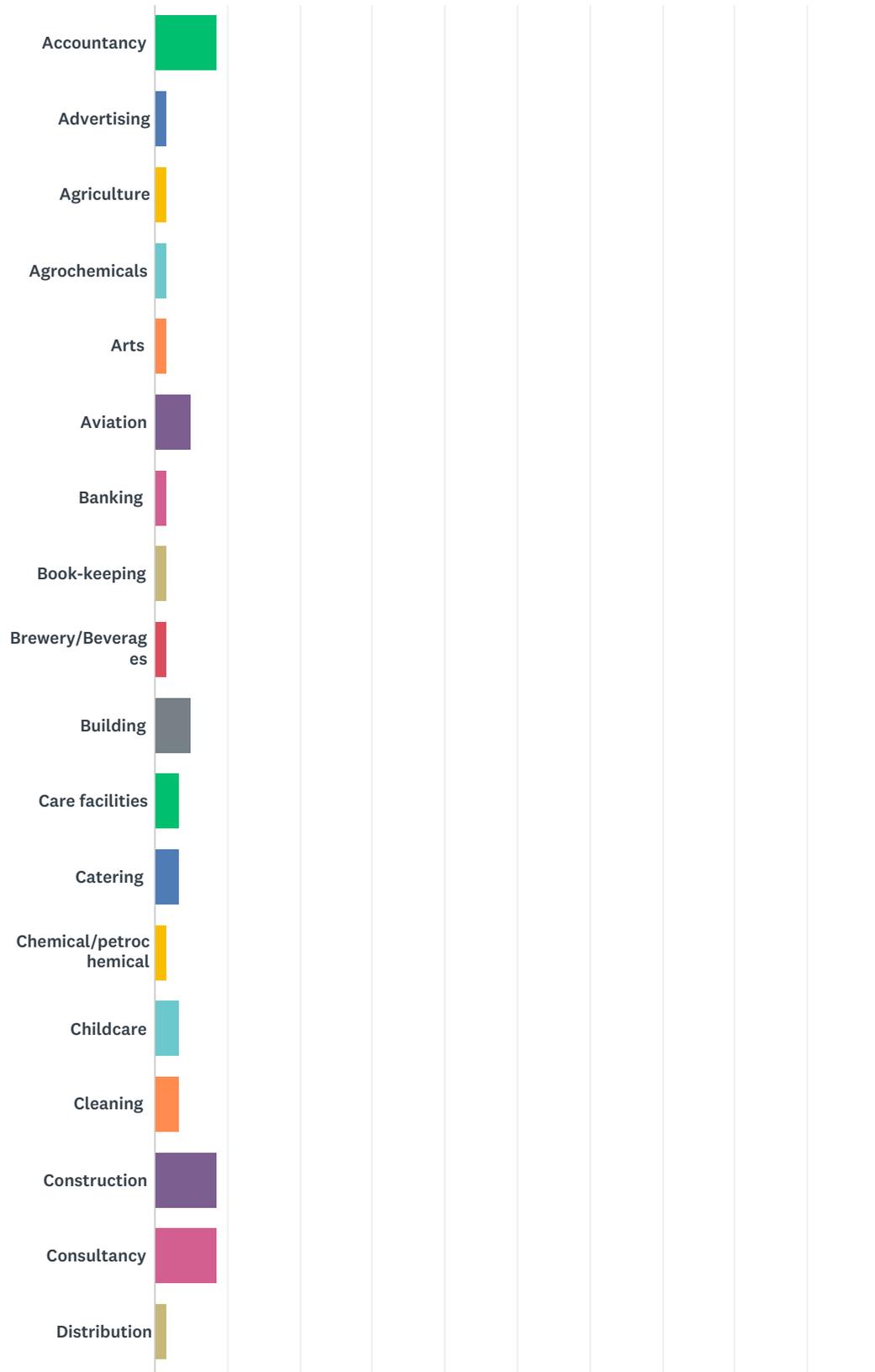


ANSWER CHOICES	RESPONSES
As an employer ie. own organisation	74.14% 43
As a payroll service provider/agent on behalf of clients	20.69% 12
TOTAL	58

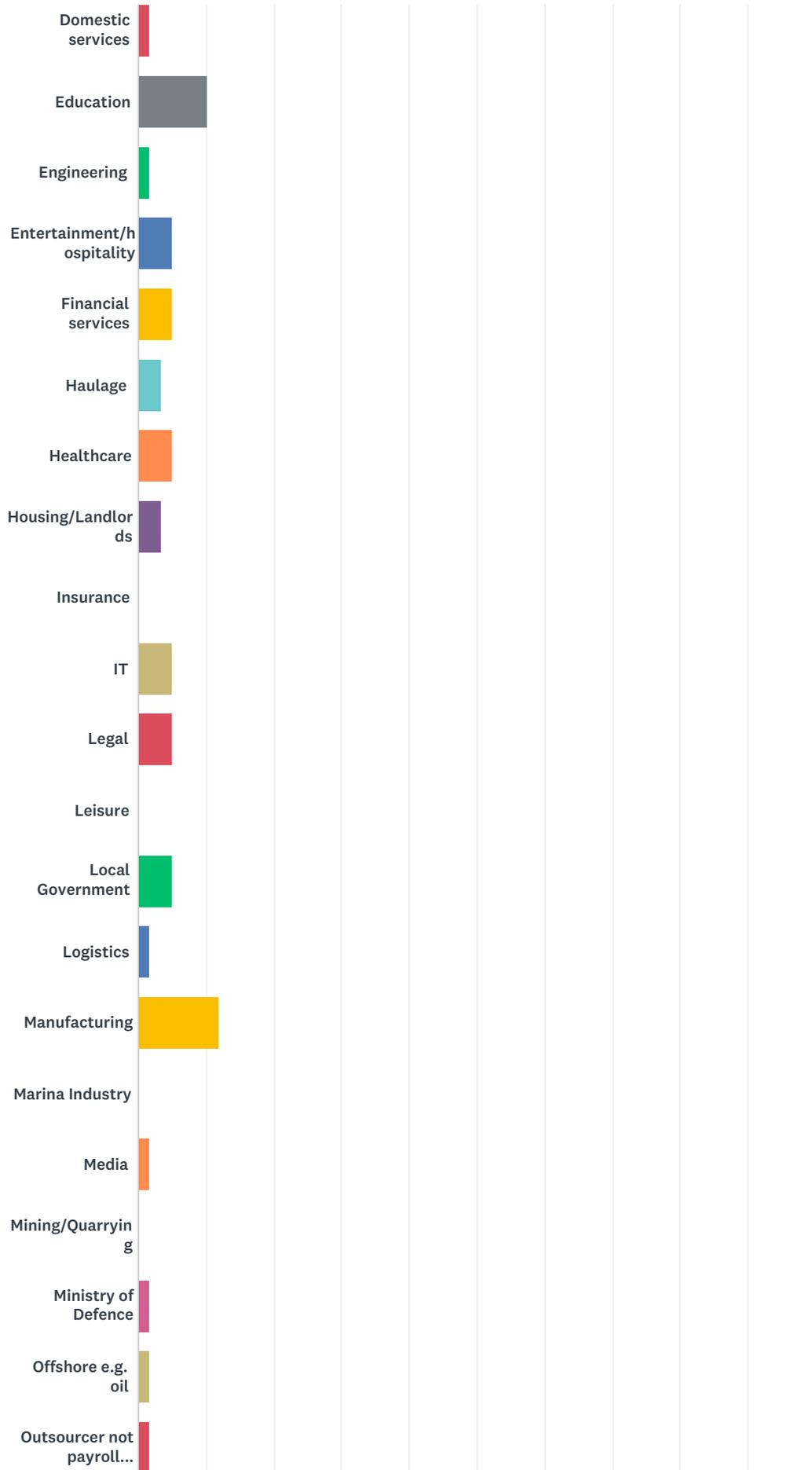
#	OTHER (PLEASE SPECIFY)	DATE
1	Both but primarily as an employer	8/21/2019 1:56 PM
2	employee (Payroll bureau manager)	8/15/2019 10:07 AM
3	advisor	8/13/2019 1:25 PM
4	Payroll Supervisor	8/7/2019 1:52 PM

Q2 Please indicate which sector of industry you best fall under, if responding as a bureau please tick all that apply for your client base.

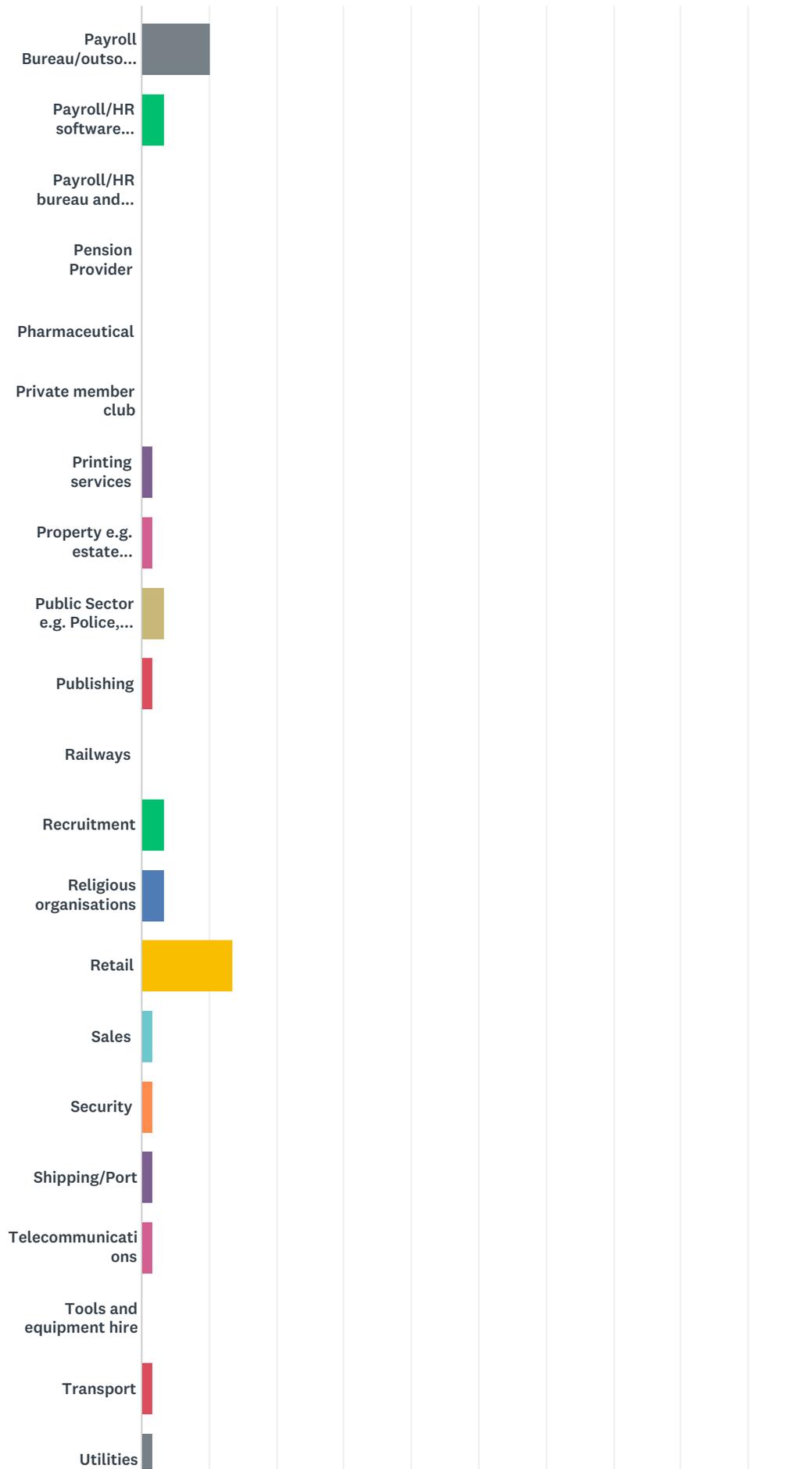
Answered: 59 Skipped: 0



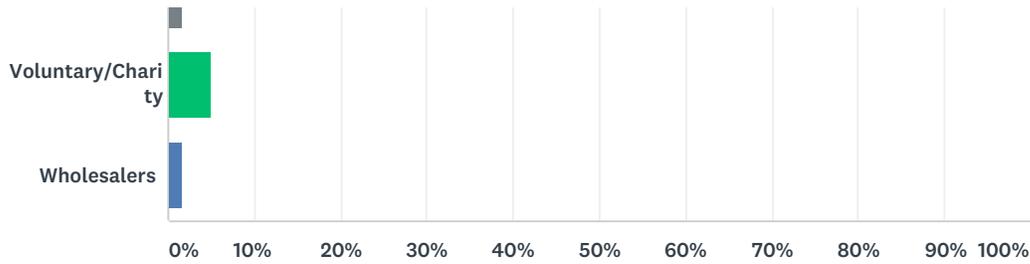
Health is everyone's business: proposals to reduce ill health-related job loss



Health is everyone's business: proposals to reduce ill health-related job loss



Health is everyone's business: proposals to reduce ill health-related job loss



ANSWER CHOICES	RESPONSES	
Accountancy	8.47%	5
Advertising	1.69%	1
Agriculture	1.69%	1
Agrochemicals	1.69%	1
Arts	1.69%	1
Aviation	5.08%	3
Banking	1.69%	1
Book-keeping	1.69%	1
Brewery/Beverages	1.69%	1
Building	5.08%	3
Care facilities	3.39%	2
Catering	3.39%	2
Chemical/petrochemical	1.69%	1
Childcare	3.39%	2
Cleaning	3.39%	2
Construction	8.47%	5
Consultancy	8.47%	5
Distribution	1.69%	1
Domestic services	1.69%	1
Education	10.17%	6
Engineering	1.69%	1
Entertainment/hospitality	5.08%	3
Financial services	5.08%	3
Haulage	3.39%	2
Healthcare	5.08%	3
Housing/Landlords	3.39%	2
Insurance	0.00%	0
IT	5.08%	3

Health is everyone's business: proposals to reduce ill health-related job loss

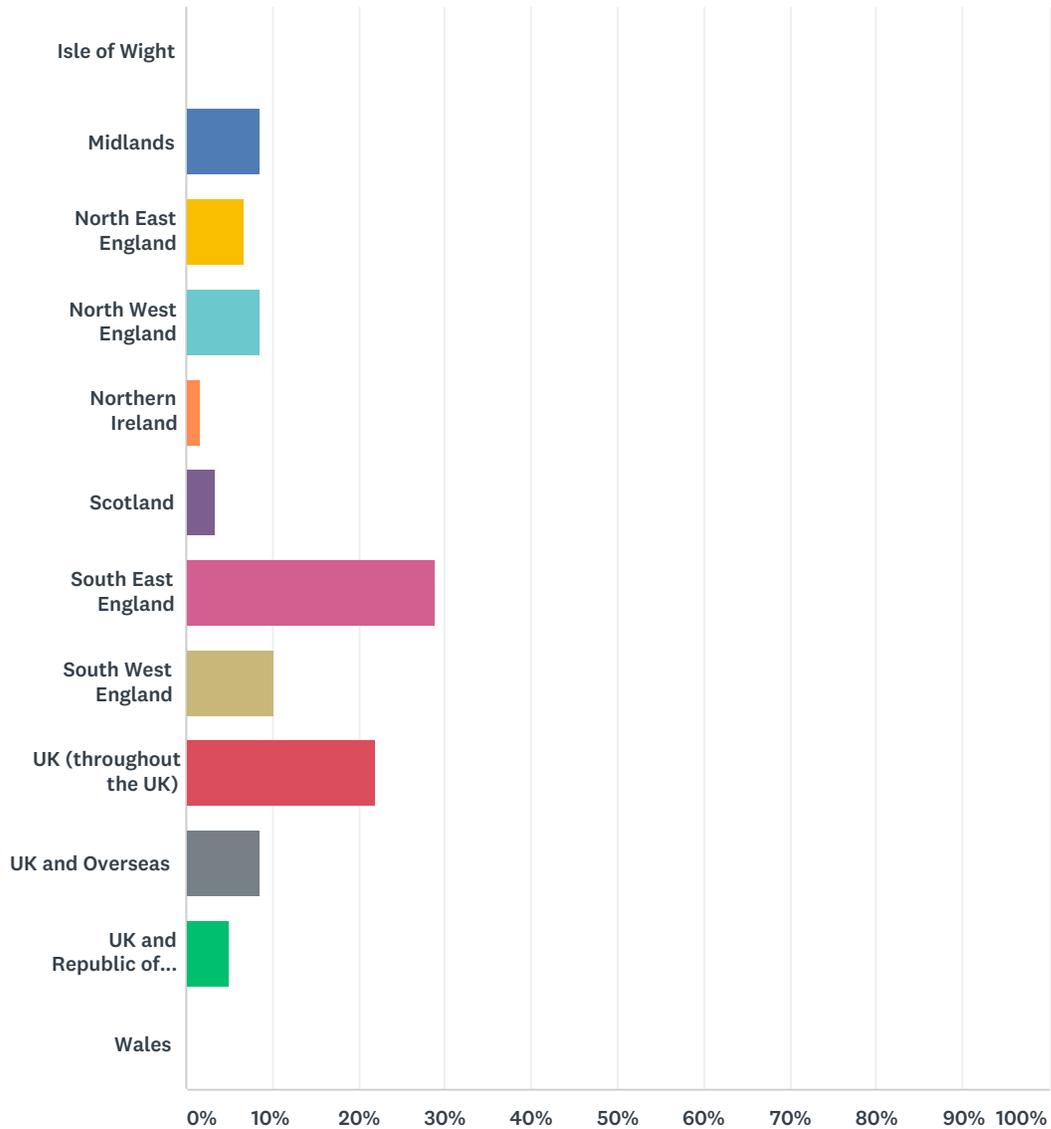
Legal	5.08%	3
Leisure	0.00%	0
Local Government	5.08%	3
Logistics	1.69%	1
Manufacturing	11.86%	7
Marina Industry	0.00%	0
Media	1.69%	1
Mining/Quarrying	0.00%	0
Ministry of Defence	1.69%	1
Offshore e.g. oil	1.69%	1
Outsourcer not payroll services	1.69%	1
Payroll Bureau/outsourcer	10.17%	6
Payroll/HR software provider	3.39%	2
Payroll/HR bureau and software provider	0.00%	0
Pension Provider	0.00%	0
Pharmaceutical	0.00%	0
Private member club	0.00%	0
Printing services	1.69%	1
Property e.g. estate agents/developers etc.	1.69%	1
Public Sector e.g. Police, Fire, Civil Service etc	3.39%	2
Publishing	1.69%	1
Railways	0.00%	0
Recruitment	3.39%	2
Religious organisations	3.39%	2
Retail	13.56%	8
Sales	1.69%	1
Security	1.69%	1
Shipping/Port	1.69%	1
Telecommunications	1.69%	1
Tools and equipment hire	0.00%	0
Transport	1.69%	1
Utilities	1.69%	1
Voluntary/Charity	5.08%	3
Wholesalers	1.69%	1
Total Respondents: 59		

Health is everyone's business: proposals to reduce ill health-related job loss

#	OTHER (PLEASE SPECIFY)	DATE
1	Life Sciences - Nanopore Technologies	8/21/2019 12:41 PM
2	Technology	8/14/2019 1:29 PM
3	Charity	8/5/2019 11:11 AM
4	An Umbrella company	8/5/2019 11:07 AM

Q3 Please indicate which area your main business is operated from.

Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES
Isle of Wight	0.00% 0
Midlands	8.47% 5
North East England	6.78% 4
North West England	8.47% 5
Northern Ireland	1.69% 1
Scotland	3.39% 2
South East England	28.81% 17
South West England	10.17% 6

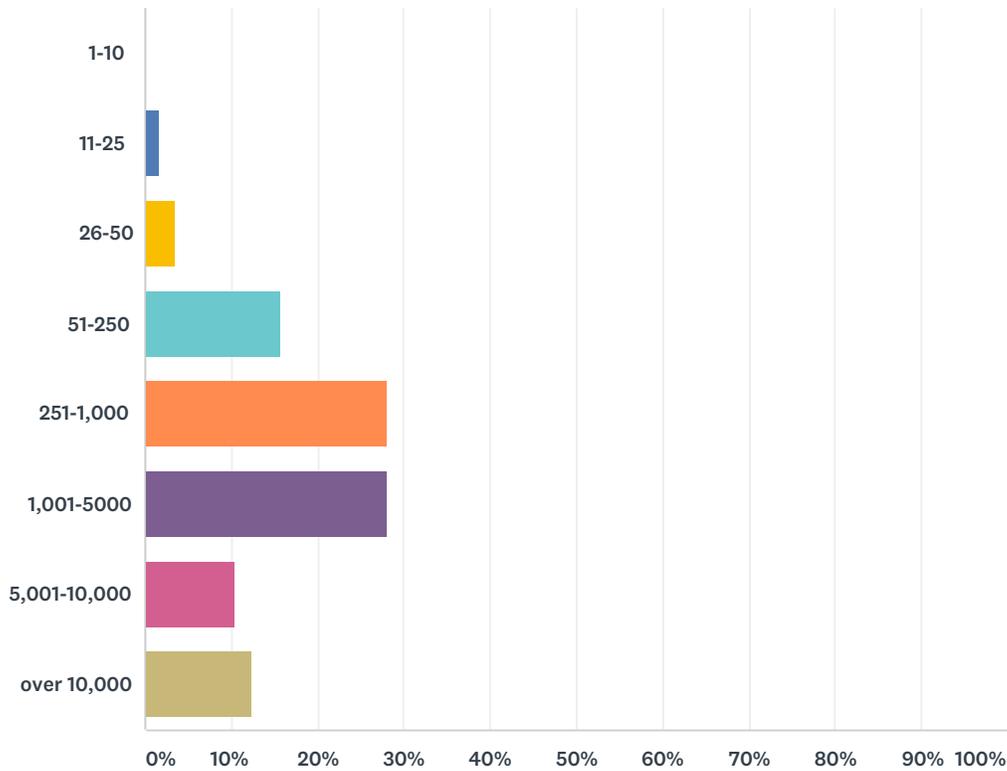
Health is everyone's business: proposals to reduce ill health-related job loss

UK (throughout the UK)	22.03%	13
UK and Overseas	8.47%	5
UK and Republic of Ireland	5.08%	3
Wales	0.00%	0
Total Respondents: 59		

#	OTHER (PLEASE SPECIFY)	DATE
1	London	8/14/2019 1:29 PM
2	With a London ofifce	8/5/2019 11:08 AM

Q4 Please indicate the total number of employees/pensioners you pay, if a bureau please add the total number of remittances for all your clients.

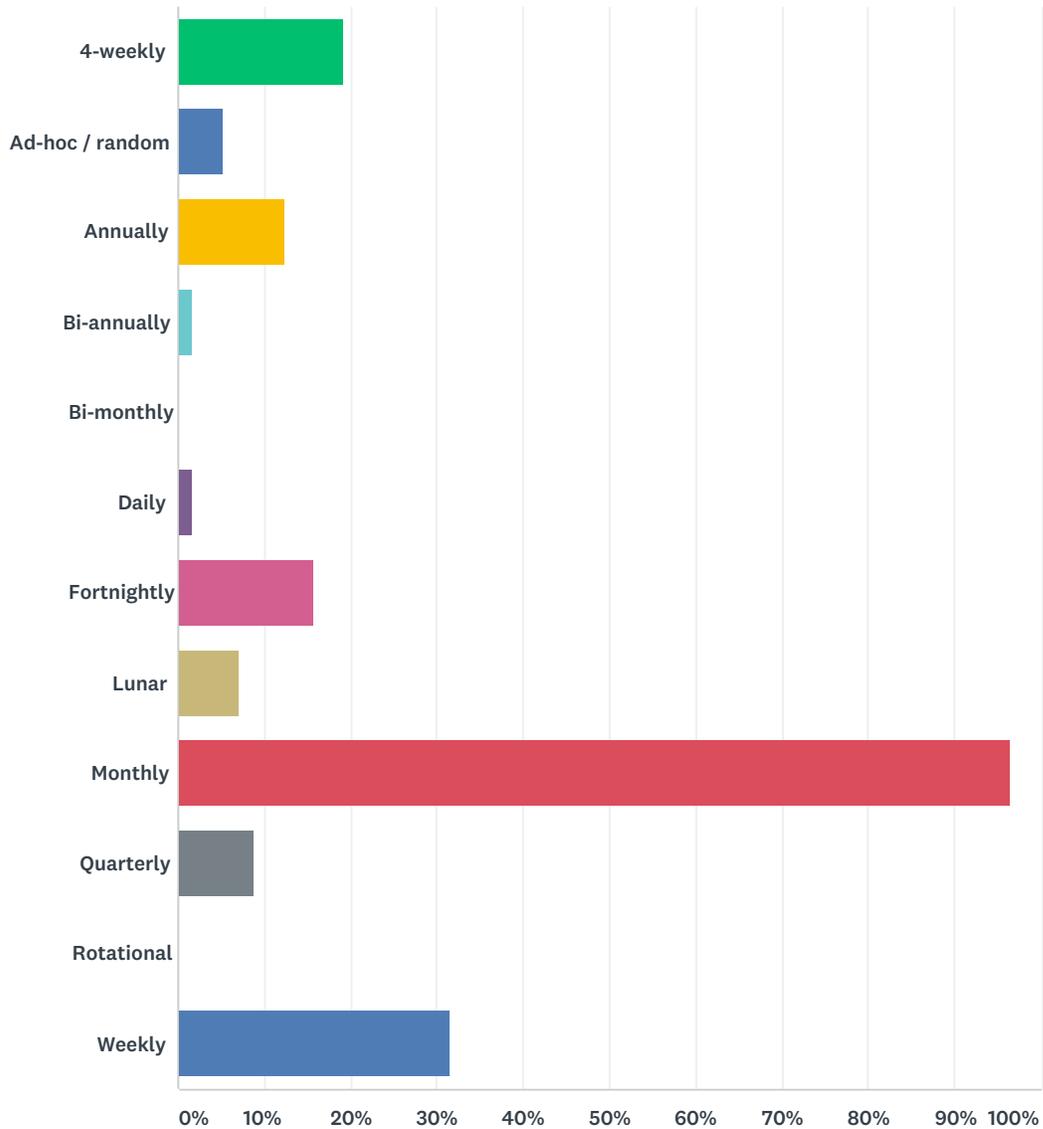
Answered: 57 Skipped: 2



ANSWER CHOICES	RESPONSES	
1-10	0.00%	0
11-25	1.75%	1
26-50	3.51%	2
51-250	15.79%	9
251-1,000	28.07%	16
1,001-5,000	28.07%	16
5,001-10,000	10.53%	6
over 10,000	12.28%	7
TOTAL		57

Q5 Please indicate which pay frequencies you operate.

Answered: 57 Skipped: 2



ANSWER CHOICES	RESPONSES	
4-weekly	19.30%	11
Ad-hoc / random	5.26%	3
Annually	12.28%	7
Bi-annually	1.75%	1
Bi-monthly	0.00%	0
Daily	1.75%	1
Fortnightly	15.79%	9
Lunar	7.02%	4

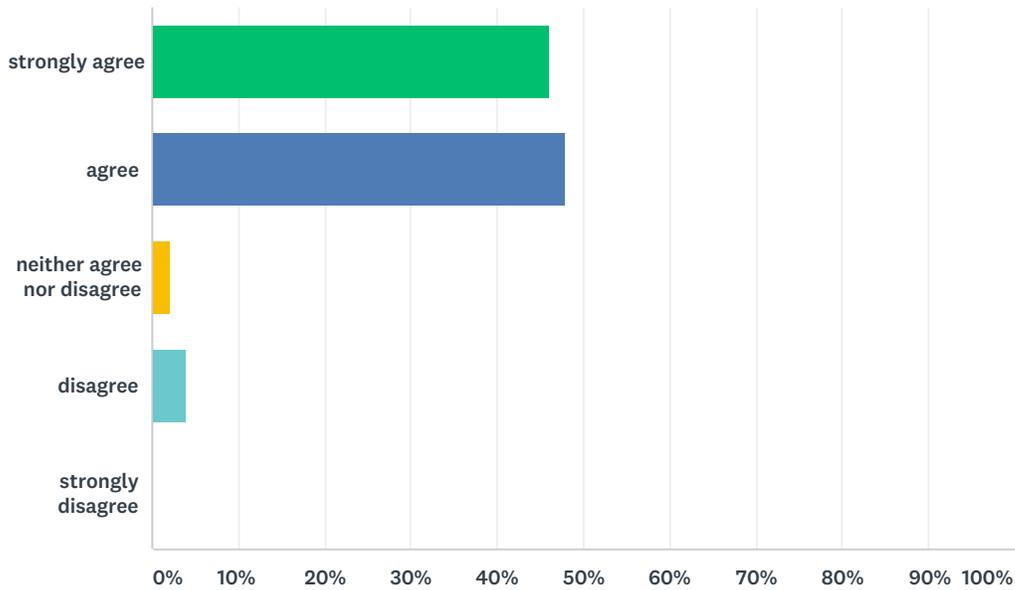
Health is everyone's business: proposals to reduce ill health-related job loss

Monthly	96.49%	55
Quarterly	8.77%	5
Rotational	0.00%	0
Weekly	31.58%	18
Total Respondents: 57		

#	OTHER (PLEASE SPECIFY)	DATE
1	We also have a US payroll that's paid bi-weekly	8/21/2019 12:42 PM

Q6 Do you agree that, in addition to government support, there is a role for employers to support employees with health conditions, who are not already covered by disability legislation, to support them to stay in work?

Answered: 50 Skipped: 9



ANSWER CHOICES	RESPONSES	
strongly agree	46.00%	23
agree	48.00%	24
neither agree nor disagree	2.00%	1
disagree	4.00%	2
strongly disagree	0.00%	0
TOTAL		50

Q7 Why do you think employers might not provide support to employees with health conditions not already covered by disability legislation to help them stay in work?

Answered: 41 Skipped: 18

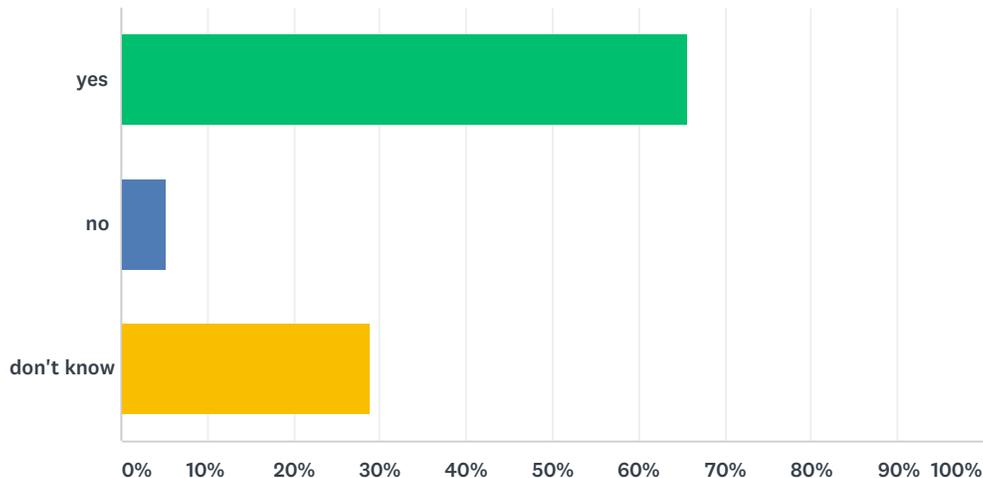
#	RESPONSES	DATE
1	Cost will be the main factor	8/30/2019 10:29 AM
2	possibly it is seen as additional cost to an unreliable employee who cannot attend work on a regular and reliable basis that cause additional stress to their work colleagues. Work places cannot always afford to cover absence.	8/29/2019 2:16 PM
3	Cost	8/29/2019 1:32 PM
4	They do not have the resources.	8/28/2019 12:18 PM
5	Having to pay someone else to do the work at the same time	8/28/2019 9:27 AM
6	A lot of sickness is determined as work related stress but although this may be genuine in some cases I believe the term is used and diagnosed far to freely. How can a 5 minute doc appointment determine this is so many cases?	8/28/2019 8:49 AM
7	Employees with health conditions are usually seen as a drain by employers and are viewed as unreliable and costly. It will be easier (albeit more costly) to replace them instead of seeing if there is a way in which they can be helped to stay in work.	8/27/2019 3:52 PM
8	cost of temporary staff, affect on other members of staff (taking on another team members work regularly), risk of resignation,	8/22/2019 4:29 PM
9	There is undoubtedly a cost and my experience of doing so is that it can affect morale of the remaining employees if sickness has to be covered by temporary workers or split amongst the remaining permanent employees. It can be difficult to know how long the sickness is going to last and so difficult to get the balance of keeping the role open but knowing whether you are looking to cover the additional work for a week or two or a couple of months or six months or more.	8/21/2019 1:59 PM
10	Business needs	8/21/2019 1:37 PM
11	For small employers - Inconsistency in attendance places pressure on other workers to absorb additional workload. Cost of employing temporary cover for prolonged and intermittent absence	8/21/2019 1:26 PM
12	Cost of both sick pay and sourcing/paying for cover for employees who are not at work	8/21/2019 12:43 PM
13	Resources is a factor for smaller employers, if they have employed key individuals in certain tasks it is difficult to manage your operation if you have to backfill or provide other (e.g. time, phased returns, modified hours) adjustments. Employers may perceive that it is a whole lot more effort they have to expend than if they had engaged a 'healthy person' in the role.	8/21/2019 11:10 AM
14	It can be expensive, time consuming and difficult	8/16/2019 1:26 PM
15	Time and cost impact on all businesses. Some employers may choose to replace employees rather than put in the effort to assist such employees	8/16/2019 1:07 PM
16	Financial implications	8/15/2019 10:09 AM
17	The cost to the business and a lack of understanding from employers on what they can do to help	8/14/2019 2:45 PM
18	They might be afraid of making a mistake and could be sued.	8/14/2019 1:30 PM
19	discrimination as they have little expose, costs perceived & not tolerant	8/14/2019 1:16 PM
20	Prticularly cost but having the manpower and experience to manage these types of sickness	8/13/2019 2:11 PM
21	they would loose valuable skills otherwise.	8/13/2019 1:26 PM
22	Time and cost	8/13/2019 11:52 AM
23	Cost and access to the services necessary, especially for smaller organisations.	8/13/2019 11:47 AM

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24	Because of the cost and effort required to support individuals	8/13/2019 11:15 AM
25	cost impacts	8/13/2019 11:13 AM
26	As there is a negative view on mental health issues, even when these conditions fall under disability legislation	8/12/2019 2:32 PM
27	Its seen as just too much trouble and taking up valuable HR/Managers time	8/8/2019 11:07 AM
28	profit before people	8/7/2019 3:35 PM
29	Additional costs to cover absance	8/7/2019 3:26 PM
30	Employers have already had to shoulder the burden of paying SSP and not being able to reclaim it from the government, whilst also paying the cost of replacing/covering a sick employee and the business loss from the sickness.	8/7/2019 2:02 PM
31	Cost	8/7/2019 1:10 PM
32	yes they may not want to do to the cost implications	8/5/2019 3:36 PM
33	Cost, impracticality (for planning workload and resource)	8/5/2019 12:26 PM
34	Easier and possibly cheaper to just rehire. Better continuity.	8/5/2019 11:52 AM
35	Lack of knowledge of how best to approach this. We use a service provider for early intervention, this is provided as an extra service for something we already pay for. Maybe others have this service and are not fully utilising it.	8/5/2019 11:19 AM
36	Cost of support and attitude/perception of the employer to the employee, particularly if numerous short term absences.	8/5/2019 11:16 AM
37	There is a variety of employers and this often isn't recognised. Where there is a supply chain the responsibilities need to be passed through the chain.	8/5/2019 11:10 AM
38	Costs and disruption	8/5/2019 11:09 AM
39	Time consuming. Easier to employee a person who is fit to work.	8/5/2019 11:06 AM
40	It is considered too expensive to resolve such situations and easier to replace them	8/3/2019 8:30 PM
41	Lack of time, finance and resources.	8/2/2019 4:20 PM

Q8 Do you agree that a new 'right to request work(place) modifications' on health grounds could be an effective way to help employees to receive adjustments to help them stay in work? Please explain the reasons for your answers in the box below.

Answered: 38 Skipped: 21



ANSWER CHOICES	RESPONSES
yes	65.79% 25
no	5.26% 2
don't know	28.95% 11
TOTAL	38

#	PLEASE EXPLAIN THE REASONS FOR YOUR ANSWER	DATE
1	Employers assisting employees return to work ensures a swifter return to work and promotes the employer as a caring employer thereby benefiting all within the organisation	8/30/2019 10:35 AM
2	I do agree that employers can benefit from supporting employee's more with workplace modifications and not just doing what is required of them under the legal framework currently. Need to make sure of criteria within modification requests (fit notes, absence history), may save the employer time in managing absence in the long run also.	8/29/2019 2:59 PM
3	It helped me on returning from sickness with life changing disabilities	8/29/2019 1:36 PM
4	It really depends on the work they do and if there is the ability by the company to make modifications without risking health and safety.	8/28/2019 12:19 PM
5	It would make employers pay attention	8/28/2019 9:30 AM
6	I believe a good employee would look to do so without legally having to so I wold support this; however I'm concerned for the employer as I'm unsure how much this will cost them in terms of dealing with operationally.	8/28/2019 8:59 AM
7	It's hard to think past the possibility of this request not being abused. Would there be guidance as to whether a request is deemed reasonable or not? It is different to flexible working as that needs to meet the demands of the business. A business may well have the infrastructure for employees to work from home, with absolutely no difference in the way the role is carried out, but their internal policy is for it to only be occasional requests to work from home. There is nothing clear in this scenario to govern the correct response for working from home for health reasons.	8/27/2019 4:07 PM

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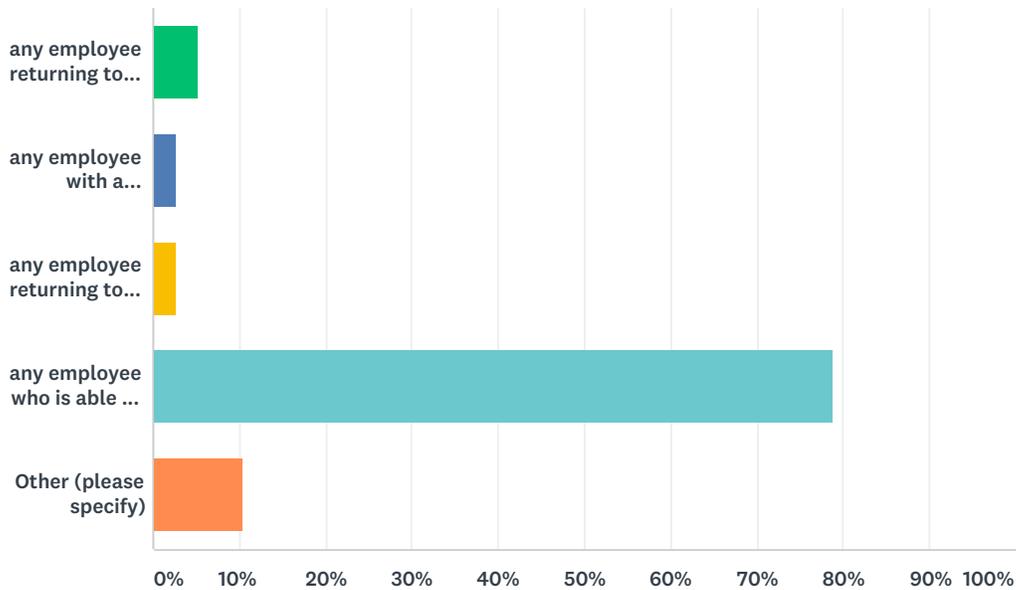
8	I have experience of a member of staff of sick with stress related illness for over 4 months, I worked with them in their request for flexibility during a phased return and reviewed their return on a weekly basis with them and changed when the plan needed more flexibility. The member of staff returned to work after the phased return successfully, although the company did have to recruit a temporary member of staff during the final month of the phased return. The other team members took on the work during this stage and became stressed themselves. It was a difficult time for the team during the most busiest time of the payroll annual year and staff felt aggrieved that 'special' treatment was given to a member of staff who could not mentally cope with the job. The company would not agree for temporary cover during this stage which left the team understaffed.	8/22/2019 4:42 PM
9	In theory but there has to be some way of determining what the threshold is - one person's experience of a chronic condition is likely to be very different to someone else's. Would schemes like Access to Work cover helping people at an earlier stage? Given that the Equality Act covers anyone who has a long term condition affecting their day to day life, surely most employees who are needing support would come into the definition of the Equality Act without necessarily having a formal diagnosis of a disability / chronic condition.	8/21/2019 2:07 PM
10	but only if such modifications could be at least partially funded from government sources	8/21/2019 12:51 PM
11	I do agree there should be a right to request the adjustments but what is a 'reasonable request'?? Some adjustments could cause a great deal of disruption to work practices, some smaller employers may not have the opportunity to redeploy resources for example. Like the request to access flexible working, there should be a formalised process/policy within each organisation.	8/21/2019 11:27 AM
12	Many "small" employers currently consider these matters an inconvenience and will only act if complied to	8/15/2019 10:17 AM
13	I believe that often an employee could come back to work sooner if they knew that the workplace could be modified to assist them	8/14/2019 3:04 PM
14	Yes, if it goes two ways. The employer must be able to also be able to suggest adjustments to an employee on sickness leave without worrying that contacting the employee who is signed-off with a doctor's sick note is not seen as harassment on the part of the employer.	8/14/2019 1:47 PM
15	I think employers will use it as an excuse to get rid of those employees rather than have to deal with illness	8/14/2019 1:18 PM
16	requests need to be reasonable and agreed with the employer and should be justified and recommended by a doctor/health professionals	8/13/2019 2:16 PM
17	How far would the modification need to go and the cost of this	8/13/2019 11:59 AM
18	I am not sure if all employers would be able to support such requests and how could this be imposed?	8/13/2019 11:28 AM
19	some employees do wish to return to work	8/13/2019 11:15 AM
20	As long as the employer is willing to adapt more people could be in work.	8/12/2019 2:36 PM
21	Employees can currently request flexible working	8/7/2019 5:21 PM
22	voluntary approach is too weak	8/7/2019 3:40 PM
23	Most people want to stay in work as it is beneficial. Any hinderance to this has detrimental effects on both the employee and employer. Making simple adjustments not only shows the employee that they are important, but it also enables the employee to contribute more.	8/7/2019 3:32 PM
24	It would depend upon the type of employer and the type of position the employee occupies. Once again small business would suffer.	8/7/2019 1:27 PM
25	to simply help employees return to work and remain in work	8/5/2019 3:40 PM
26	Legal rights to help protect employees working for employers whom, without legal obligation, would not support them.	8/5/2019 12:31 PM
27	Right to request doesn't get anything. Large companies with a robust HR function might achieve something but the majority of people work for much smaller companies where there is often little or no enthusiasm for such requests and just as important, not the resources	8/5/2019 11:24 AM
28	Adapting the work environment to be inclusive for all makes complete sense. Many employers already do this, but many still do not, so guiding these employer's would be helpful.	8/5/2019 11:20 AM

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29	There could be a hurdle stopping or making it difficult for someone to return after a long period of absence, this being removed takes down the barrier and can make the early return smoother and therefore more likely.	8/5/2019 11:15 AM
30	Would be difficult to administer for an Umbrella company where the contractor sources work through a recruitment business and works for an end client. The Umbrella company may not know the day to day responsibilities of the worker.	8/5/2019 11:13 AM
31	If someone has been ill for a long time and feels there is support from the company to return to work in whatever capacity, this will hopefully get them back to work quicker.	8/5/2019 11:10 AM
32	Maybe. People need to change basic attitudes in the work environment though in order that people making these requests are not discriminated against or bullied	8/3/2019 8:34 PM
33	This isn't going to help those employees with mental health issues which is on the rise.	8/2/2019 4:25 PM

Q9 If the government were to implement this new right to request work(place) modifications, who should be eligible?

Answered: 38 Skipped: 21

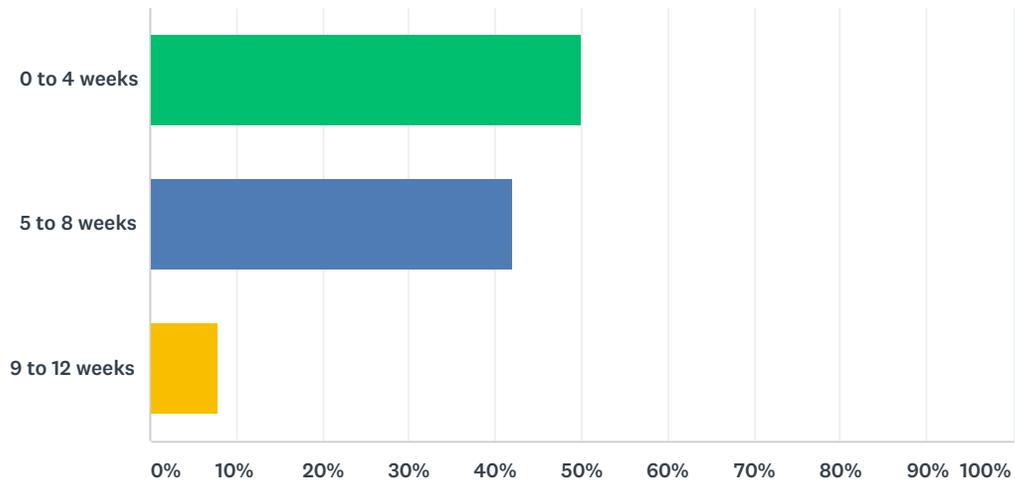


ANSWER CHOICES	RESPONSES
any employee returning to work after a period of long-term sickness absence of 4 or more weeks	5.26% 2
any employee with a cumulative total of 4+ weeks sickness absence in a 12-month period	2.63% 1
any employee returning to work after any period of sickness absence	2.63% 1
any employee who is able to demonstrate a need for a work(place) modification on health grounds	78.95% 30
Other (please specify)	10.53% 4
TOTAL	38

#	OTHER (PLEASE SPECIFY)	DATE
1	I would include: 4+ weeks absence in 12-month Same reason for absence or conditions occurring from main reason The ability to demonstrate a need	8/29/2019 2:59 PM
2	Fair treatment required	8/29/2019 1:36 PM
3	Employees who have worked for the company for a set period of time who is able to demonstrate a need for a work modification	8/22/2019 4:42 PM
4	Period for this should be employees with a period of sickness say over 3 months	8/13/2019 11:59 AM

Q10 How long do you think an employer would need to consider and respond formally to a statutory request for a work(place) modification?

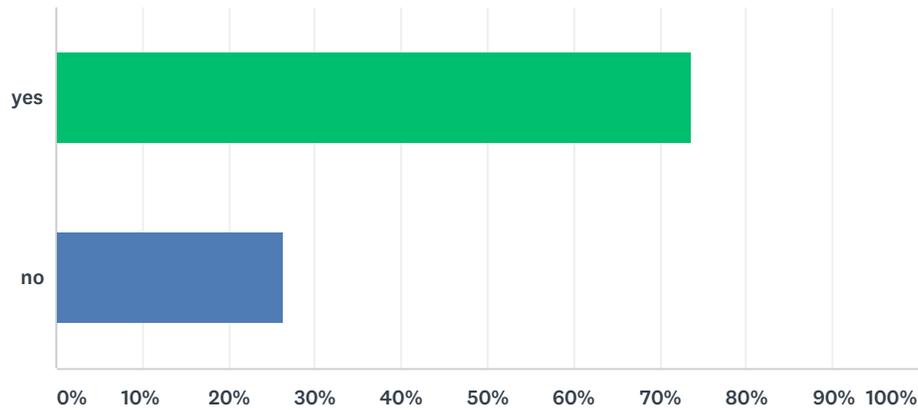
Answered: 38 Skipped: 21



ANSWER CHOICES	RESPONSES
0 to 4 weeks	50.00% 19
5 to 8 weeks	42.11% 16
9 to 12 weeks	7.89% 3
TOTAL	38

**Q11 Do you think that it is reasonable to expect all employers to consider requests made under a new 'right to request' work(place) modifications?
Please explain the reasons for your answer in the box below.**

Answered: 38 Skipped: 21



ANSWER CHOICES	RESPONSES	
yes	73.68%	28
no	26.32%	10
TOTAL		38

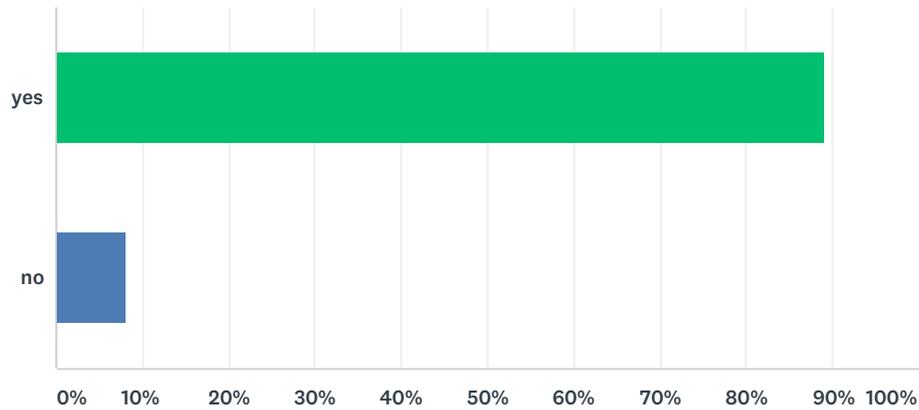
#	PLEASE EXPLAIN THE REASON FOR YOUR ANSWER	DATE
1	With a caveat, as the facilities and size of employer may restrict modifications as might the actual work undertaken	8/30/2019 10:35 AM
2	I think this would be good practice to do this and allow the application the consideration, there are cases that do not always fit into the guidelines, but could also be worthy of the adjustments. Guidelines are important but the additional flexibility allowed.	8/29/2019 2:59 PM
3	Fairness	8/29/2019 1:36 PM
4	Depend on the impact on normal business operations and business cost.	8/28/2019 1:17 PM
5	All requests need to be looked at. It does not mean that all requests will be granted.	8/28/2019 12:19 PM
6	They should always consider it but do not have to agree to it	8/28/2019 9:30 AM
7	Where criteria is met.	8/28/2019 8:59 AM
8	There must surely be employers that physically can't make any modifications. However, employees should all have the right to request in order to remain equal, and those employers that need to refuse the request should have the opportunity to be able to set out why.	8/27/2019 4:07 PM
9	Realistically - small employers who would not be able to afford work modifications?	8/22/2019 4:42 PM
10	but only if the necessary support is there for smaller employers to a) fund any modifications and b) access support in implementing the scheme, given that they are going to be dealing with the issues at a time when the employee's absence is likely to be increasing the workload on them and remaining staff.	8/21/2019 2:07 PM
11	Providing that financial support for small employers is available, all employers should consider the request but have the right to refuse where it's impractical to offer support.	8/21/2019 12:51 PM
12	Yes, even in the event of an 'unreasonable' request, there should be a formal process to demonstrate the assessment and the response.	8/21/2019 11:27 AM

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13	They should consider requests, even if ultimately they not able to make the modifications	8/15/2019 10:17 AM
14	No employer should be exempt as I think all workplaces should at the very least consider the request, I accept that it may be difficult for smaller employers to accommodate where there may a be a cost involved	8/14/2019 3:04 PM
15	So, many businesses in the UK won't be able to do this. Small businesses without an HR representative would be unable to cope with this legislation because of the administrative burden..	8/14/2019 1:47 PM
16	Unless there are no alternative roles/hours available	8/14/2019 1:18 PM
17	Small employers may not have the facilities and funds to support this in a small workforce	8/13/2019 2:16 PM
18	it would treat all employees the same	8/13/2019 1:29 PM
19	Small employer should not be exempt even though this could be more of a cost issue for them. Will there be any funding that can be applied for	8/13/2019 11:59 AM
20	Financial & resource constraints	8/13/2019 11:28 AM
21	awareness of needs	8/13/2019 11:15 AM
22	If it is based on health grounds the employer would not be inundated with requests	8/7/2019 5:21 PM
23	employer should be looking after their people	8/7/2019 3:40 PM
24	If every member of staff requested changes, it could disrupt a business so much timewise	8/7/2019 2:08 PM
25	Small business's probably don't have the capacity or funds to make adjustments in some cases	8/7/2019 1:27 PM
26	yes fairness and equality to everyone	8/5/2019 3:40 PM
27	I can't think of any professions that need to be excluded.	8/5/2019 12:31 PM
28	It is to everyone's advantage.	8/5/2019 11:59 AM
29	All employers should consider the request and explain to the employee the decision	8/5/2019 11:24 AM
30	It should be considered of course. Considering employee's health and wellbeing in work should be standard.	8/5/2019 11:20 AM
31	Some very small companies may find this very difficult or impossible	8/5/2019 11:15 AM
32	As explained above, for Umbrella companies this would be difficult	8/5/2019 11:13 AM
33	For some employers it will not be possible to make any workplace modifications, so they shouldn't be forced to make changes.	8/5/2019 11:10 AM
34	It is reasonable to consider a requests but I do not think it should be mandatory to accede to them. There must be business reasons for a valid refusal	8/3/2019 8:34 PM
35	Consider yes.	8/2/2019 4:25 PM

Q12 Do you think that it is reasonable to expect all employers to provide a written response setting out their decision to the employee? Please explain the reasons for your answer in the box below.

Answered: 37 Skipped: 22



ANSWER CHOICES	RESPONSES	
yes	89.19%	33
no	8.11%	3
TOTAL		37

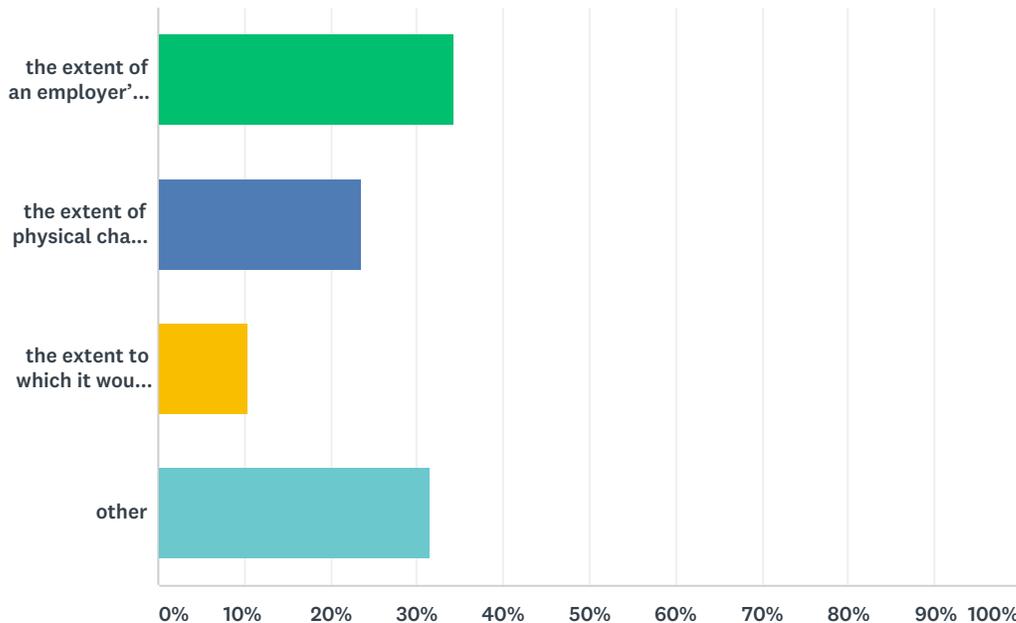
#	PLEASE EXPLAIN THE REASON FOR YOUR ANSWER.	DATE
1	It is vital that a decision is in writing, this confirms without doubt what has been discussed and agreed	8/30/2019 10:35 AM
2	There must be a history made, if subsequent requests are made, then a history important in making decisions. It will ensure their is consistency also.	8/29/2019 2:59 PM
3	Fair treatment	8/29/2019 1:36 PM
4	So both side have a clear record of the decision and reason why.	8/28/2019 1:17 PM
5	This allows the employee to appeal if they feel that the answers given are in just and give their reasons why. If it is a positive response it acts as written evidence for the change.	8/28/2019 12:19 PM
6	Then it is properly thought through and clear	8/28/2019 9:30 AM
7	It needs to be recorded	8/28/2019 8:59 AM
8	Presumably the employee will need to make the request in writing? It is only right that the reply is the same to that an accurate paper trail can be kept.	8/27/2019 4:07 PM
9	Formal responses can be held on file in case of escalation	8/22/2019 4:42 PM
10	Any decent response to requests for flexibility, etc, should be made in writing.	8/21/2019 2:07 PM
11	No brainer - of course it's got to be written down. There's no opportunity to prove that such a request was made/responded to if it's not in writing. It also helps to ensure there's clear communication on the decision process.	8/21/2019 12:51 PM
12	If this is a formal process and a 'right' as backed up by legislation, then it should be formalised and a written response would seem appropriate.	8/21/2019 11:27 AM
13	Formal request and response	8/15/2019 10:17 AM

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14	I don't see any reason why an employer can't give a written response to their employee, it provides a clear channel of communication between employer and employee and protects both parties as decisions are in writing	8/14/2019 3:04 PM
15	See 11 above. If the business is too small to have an HR representative the cost of understanding the legislation and responding would be crippling. Yes, if the government provides a form to fill in with standard language so that the employer is not sued for not getting the wording correct.	8/14/2019 1:47 PM
16	Yes. if the answer was no along with the reason for the refusal	8/13/2019 2:16 PM
17	it would be clear cut and protect both parties	8/13/2019 1:29 PM
18	Written gives no grey area or confusion	8/13/2019 11:59 AM
19	Financial & resource constraints	8/13/2019 11:28 AM
20	responsibility to their staff	8/13/2019 11:15 AM
21	Written confirmation removes any confusion for the employee and employer	8/7/2019 5:21 PM
22	an email would suffice	8/7/2019 3:40 PM
23	People are important to business success and they deserve the respect and professionalism of a written response.	8/7/2019 3:32 PM
24	Without a written response employees could feel they are being ignored, and a manager could prevent the request going to HR to be properly considered	8/7/2019 2:08 PM
25	If it was templated so that it could be used by other organisations or bodies, ie new employer, DWP etc it may assist	8/7/2019 1:27 PM
26	an employee needs to understand why a request has been refused	8/5/2019 3:40 PM
27	Including setting the employees expectations of how long the arrangement will last or what review processes are in place to ensure the modifications are working and remain relevant.	8/5/2019 12:31 PM
28	The letter does not have to be lengthy and can refer to a lengthier discussion	8/5/2019 11:59 AM
29	Cuts out misunderstandings and means the employer has to give a clear reason for their decision	8/5/2019 11:24 AM
30	Supportive, and demonstrates consideration and the reasons for accepting/rejecting the request.	8/5/2019 11:20 AM
31	only if the answer if no	8/5/2019 11:15 AM
32	By putting it in writing, everyone is aware of what is expected and what has been agreed.	8/5/2019 11:10 AM
33	The reasons for refusal or acceptance should be clear to ensure transparency	8/3/2019 8:34 PM
34	Proof of consideration.	8/2/2019 4:25 PM

Q13 Please identify what you would consider to be legitimate business reasons for an employer to refuse a new right to request for a work(place) modification made on health grounds. Please explain your answer in the box below.

Answered: 38 Skipped: 21



ANSWER CHOICES	RESPONSES
the extent of an employer's financial or other resources	34.21% 13
the extent of physical change required to be made by an employer to their business premises in order to accommodate a request	23.68% 9
the extent to which it would impact on productivity	10.53% 4
other	31.58% 12
TOTAL	38

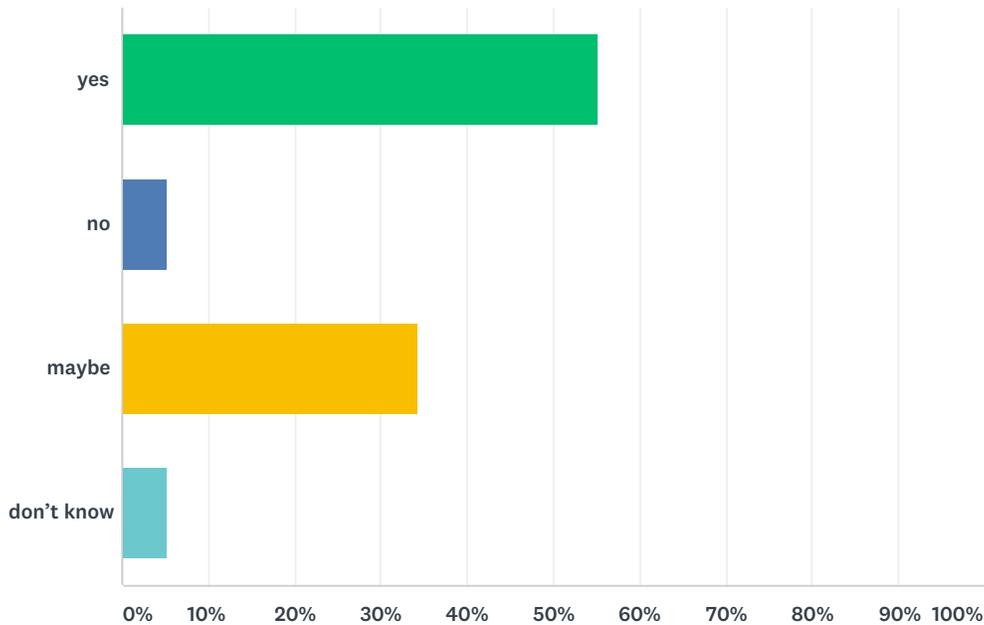
#	PLEASE GIVE MORE DETAILS ABOUT YOUR ANSWER	DATE
1	The changes should be within reason. A major building project or other significant change to the employer may not be justifiable	8/30/2019 10:35 AM
2	I again feel that there should be a mix, I think the second answer is not an acceptable refusal.	8/29/2019 2:59 PM
3	Depends on workplace activities	8/29/2019 1:36 PM
4	All of the above - the cost implications may outweigh the productivity that would come from the employee once the adjustments were made. This all has to be taken into account.	8/28/2019 12:19 PM
5	If the employee cannot support the request as it makes. No business sense and would cost significantly more to the employer, the employer should not have to support. This is why responses need to be recorded. If the business can't afford the cost, there are more at risk because all other employees may end up out of work because of new regulation in place to support those with high sick records.	8/28/2019 8:59 AM

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6	I think a mixture of all. I have experience of an employer refusing 'phased return' on a Fit note which impacted a good member of staff into resignation. The reason they gave was that it would impact on productivity, and that they could not accommodate the request. It is unfortunate that employers can make this decision.	8/22/2019 4:42 PM
7	All of the above to a degree. The current rules under the Equality Act are fairly sensible. All of the above potentially affect the employer's financial situation and an employer should never be expected to fund something that is going to jeopardise their continued operations (and employment of other staff) for the needs of one employee - and I write this as a disabled employer who has had an employee return to work after long term sick.	8/21/2019 2:07 PM
8	The other resources included in the answer I've ticked should be allowed to cover the other points mentioned as all could be contributory factors in refusing a request.	8/21/2019 12:51 PM
9	There are probably a multitude of examples, cost of moving operational activities, relocation of equipment, logistical issues etc. It also begs the question of when a health condition is exacerbated by the employees own behaviour (worsening their condition), or when e.g. occupational health/medical professionals suggest a course of action and the employee does not uphold their part of the agreement.	8/21/2019 11:27 AM
10	All of the above might be applicable depending on the circumstances	8/15/2019 10:17 AM
11	It may be the case that some employers simply cannot afford to make the modification necessary and I don't believe that an employer should be considerably out of pocket	8/14/2019 3:04 PM
12	If the modification is going to make the employee less productive then the employee is unable to meet the requirements of the job.	8/14/2019 1:47 PM
13	You have to consider physical changes that may be need to both the building and work area and the impact on other staff. Not all employers own the building they work in. Again cost could be a big factor	8/13/2019 11:59 AM
14	Apart from financial and resource issues there could be an additional cost in materials & equipment	8/13/2019 11:28 AM
15	Both: the extent of an employer's financial or other resources and the extent of physical change required to be made by an employer to their business premises in order to accommodate a request But not the productivity as sometimes it is the unrealistic demand on productivity that employers have that makes health conditions worst.	8/12/2019 2:36 PM
16	Smaller employers may not be able to absorb the costs of changes required	8/7/2019 5:21 PM
17	none of the above	8/7/2019 3:40 PM
18	If the request is for something that would actually benefit everyone but be too costly to implement. For instance, a back support is important for someone with back issues, but would also be beneficial to everyone else. Flexible working is another example of something that would be beneficial to everyone, but a company would never be able to accommodate all staff doing this.	8/7/2019 2:08 PM
19	All of the above	8/7/2019 1:27 PM
20	it may be too much time and effort	8/5/2019 3:40 PM
21	All of the above could potentially be valid reasons to decline a request, as long as it has been properly considered and the reason for the rejection is fully explained.	8/5/2019 12:31 PM
22	All the above could apply depending on the size, location etc of the business	8/5/2019 11:59 AM
23	For small employers this will be the main issue but just as importantly the next answer is very important	8/5/2019 11:24 AM
24	The first 2 options. If it is a significantly expensive cost that the employer cannot afford then of course it isn't pheasible, but alternatives should be suggested and an agreement reached where possible.	8/5/2019 11:20 AM
25	A combination of all 3 would need to be taken into account, the business still has to function.	8/5/2019 11:15 AM
26	Employer may just not have the resources or finances to facilitate.	8/2/2019 4:25 PM

Q14 The government thinks there is a case for strengthened statutory guidance that prompts employers to demonstrate that they have taken early, sustained and proportionate action to support employees return to work. Do you agree? Please give reasons for your answer.

Answered: 38 Skipped: 21



ANSWER CHOICES	RESPONSES	
yes	55.26%	21
no	5.26%	2
maybe	34.21%	13
don't know	5.26%	2
TOTAL		38

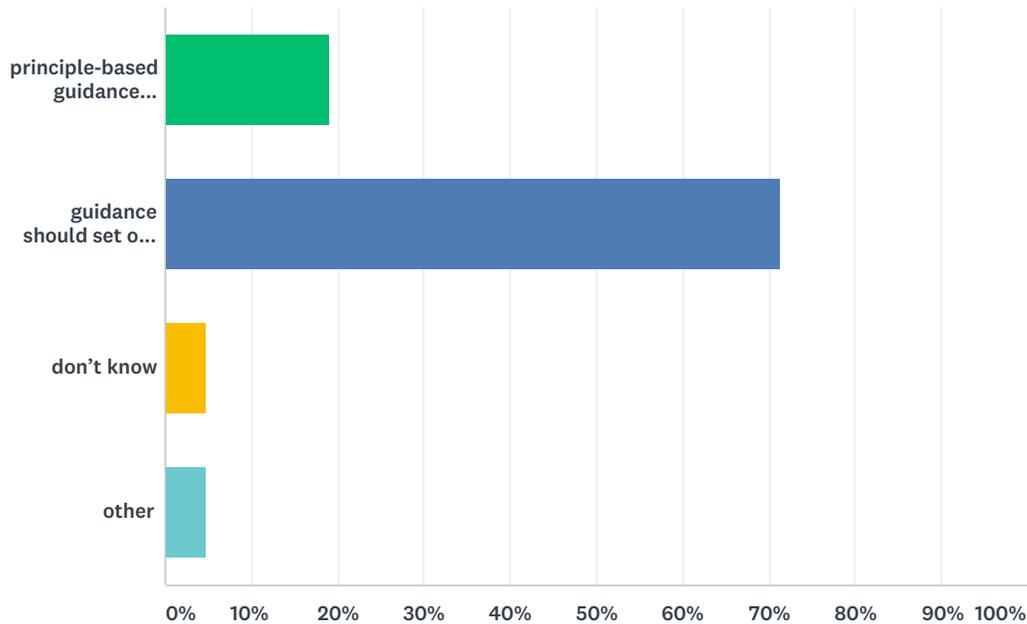
#	PLEASE EXPLAIN THE REASON FOR YOUR ANSWER	DATE
1	Creates transparency in the employer and employee and shows the employer cares about the employee	8/30/2019 10:36 AM
2	I completely agree that employers could consider more flexibility in agreement to workplace adjustments, in-fact there are already those employers that will do this without it being a legislative requirement. I believe an employer that does more to support employees in the workplace is going to be an employer of choice, with good retention, commitment and engagement from its employees.	8/29/2019 3:05 PM
3	We do this already	8/29/2019 1:36 PM
4	Employers need to show that they have considered things like phased return etc. to get people back into the work place.	8/28/2019 12:20 PM
5	It could be construed as bullying to keep contacting employees when they are ill. They could be made to feel guilty for not being at work despite that not being the intention. This could lead them to go back to work before they are well enough	8/28/2019 9:33 AM

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6	I believe an employer will respond well to structured guidance and a consistent approach would be good.	8/28/2019 9:02 AM
7	I have experience where under the terms of contract of employment, a company contacted a member of staff on a weekly basis which impacted their mental state during their illness covered by a Fit Note. They eventually resigned as they felt pressurized into returning early and talking about work during this early stage impacted their recovery. It would be awful if companies were given rights to hound staff whilst off sick. I believe in some circumstances staff need complete rest from the pressures of work. I have seen bad practices. I have experience of a really good phased return to work, where the company was really supportive and transparent and worked with the member of staff to create a plan of phased return, reviewing daily and weekly and changing if necessary.	8/22/2019 4:47 PM
8	It has to be a two way thing where, if introduced, there is statutory guidance to the employer and employee. Again, it needs to be ensured that everything is proportionate and that increased support is available to smaller employers who probably don't have access to Occupational Health etc. They are the ones most likely to be more significantly impacted by any illness and by any need to increase the paperwork that they already have to comply with.	8/21/2019 2:12 PM
9	Employers are often not aware of employees (hidden) health conditions until it affects the individuals work in some way - either through repeated short absences/acute trigger or a worsening condition that cause a sickness absence. Employers do need help but shouldn't be penalised for not acting sooner if the extent of the condition is unknown to them.	8/21/2019 11:35 AM
10	In my experience I have found that the more communication an employer has with employees, the better chance you have of the employee returning to work when they are ready and able. If employers took a pro active approach to employee sickness it would reduce the stress and anxiety that can often be felt by employees and make them rush back to work.	8/14/2019 3:18 PM
11	The government must also put in safeguards regarding employees who do not want to return to work and use sickness as a means to not work for a particular organisation. If the employee on sick leave does not engage with the employer (assuming they are not in a coma or completely unable to communicate) then the employer needs to be able to part company with the employee I see the wording above as skewed toward keeping people in work to save the government money (even if neither the employee or employer is happy) and not toward genuinely better work places.	8/14/2019 1:57 PM
12	Some employers only use HMRC guidance to do anything	8/13/2019 12:01 PM
13	This is just another example of the government devolving responsibility to employers who may not have the resources to support any new legislation.	8/13/2019 11:34 AM
14	duty of care	8/13/2019 11:16 AM
15	This would help in speedier returns to work	8/7/2019 5:23 PM
16	It would depend on how well the legislation is going to be drafted	8/7/2019 3:42 PM
17	To prevent some employers from cutting corners and abusing employees' rights	8/7/2019 3:36 PM
18	At the end of the day if the employee is signed off by a doctor then why should the employer feel pressured to get the employee back to work? If they're fit to be at work in the first place, the doctor shouldn't have signed them off	8/7/2019 2:09 PM
19	This is just a stick to beat employers with. At the end of the day the employee is duty bound to do what they can to return to work. A good employer will support that if only because an absence is a cost to the business and productivity	8/5/2019 11:28 AM
20	Demonstrates that the employee hasn't simply been left to fend for themselves and that the employer has considered their situation	8/5/2019 11:26 AM
21	In some cases but the guidance should be clear and defined.	8/5/2019 11:14 AM
22	This would need to be treated very carefully. It would be easy to misconstrue early and sustained with bullying or being overly demanding leading people to return to work too quickly and thus not recovering properly or relapsing	8/3/2019 8:37 PM

Q15 Would principle-based guidance provide employers with sufficient clarity on their obligations, or should guidance set out more specific actions for employers to take? Please explain the reason for your answer.

Answered: 21 Skipped: 38



ANSWER CHOICES	RESPONSES
principle-based guidance provide employers with sufficient clarity	19.05% 4
guidance should set out more specific actions for employers to take	71.43% 15
don't know	4.76% 1
other	4.76% 1
TOTAL	21

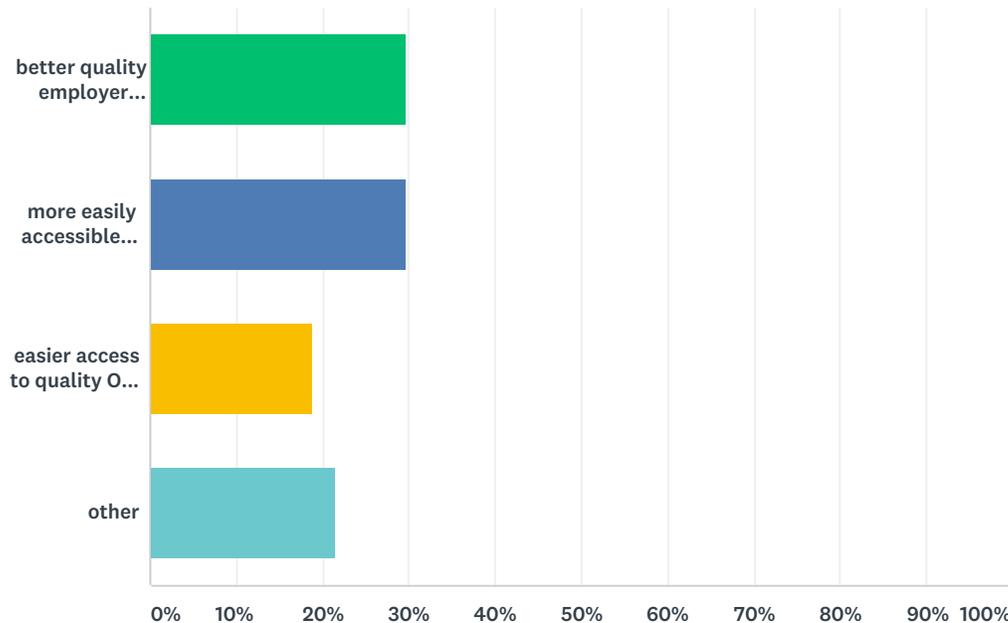
#	PLEASE EXPLAIN THE REASON FOR YOUR ANSWER	DATE
1	Each case is different	8/30/2019 10:37 AM
2	A mix of both, principle with a few specific actions, for example flexibility to accept adjustments, but guidelines such as response time lines and reasons a requirement. Possibly guidelines of how much absence unless their are other considerations (not quite hit the target required, but has a condition that is ongoing). guidance alone and best practice should be acceptable but it may not be enough to get employers onboard unless there is some specifics.	8/29/2019 3:22 PM
3	Differing employers may not have HR team to understand the terms	8/29/2019 1:38 PM
4	Without the guidance employers would do things differently, there needs to be conformity.	8/28/2019 12:21 PM
5	This way there's no chance of getting it wrong and also means a consistent approach is taken universally. The more we go this, the easier it also becomes so consistency works.	8/28/2019 9:08 AM
6	All health issues are different and people deal with things differently. If the guidance is too specific then it could actually worsen a situation.	8/27/2019 4:10 PM

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7	I think that if the government were to provide principal based guidance there is more scope for employers to disregard them and interpret the guidance how they please, which may not always mean that employees get the best support.	8/14/2019 4:08 PM
8	There are too many types of industries and jobs to be specific. No one could ever come up with specific actions that would fit every situation.	8/14/2019 2:06 PM
9	Some employers if its not clearly stated can skirt around the issue and miss the point	8/13/2019 12:03 PM
10	strong guidelines would assist the employer	8/13/2019 11:17 AM
11	Employers would be consistent in their approach	8/7/2019 5:27 PM
12	As each case has its own set of circumstances there is not a one fits all solution. Each case has to be measured on its own merits. Simple guidance should be available so that individual employers are not hamstrung by red-tape.	8/7/2019 3:38 PM
13	At least a minimum requirement	8/5/2019 12:02 PM
14	Too often principle related guidance is left to HR / Legals interpretation and people are unsure how to progress, not to mention time is wasted seeking advice and researching similar cases. More stringent guidelines will assist this, and clarify for HR the way forward.	8/5/2019 11:29 AM
15	A lot could depend on the type and size of business	8/5/2019 11:17 AM
16	Less likelihood of misinterpreting the guidance this way	8/5/2019 11:11 AM

Q16 As an employer, what support would you need to meet a legal requirement to provide early, sustained and proportionate support to help an employee to stay in work or return to work from a long-term sickness absence? Please explain the reasons for your answer.

Answered: 37 Skipped: 22



ANSWER CHOICES	RESPONSES	
better quality employer information and guidance	29.73%	11
more easily accessible employer information and guidance	29.73%	11
easier access to quality OH services	18.92%	7
other	21.62%	8
TOTAL		37

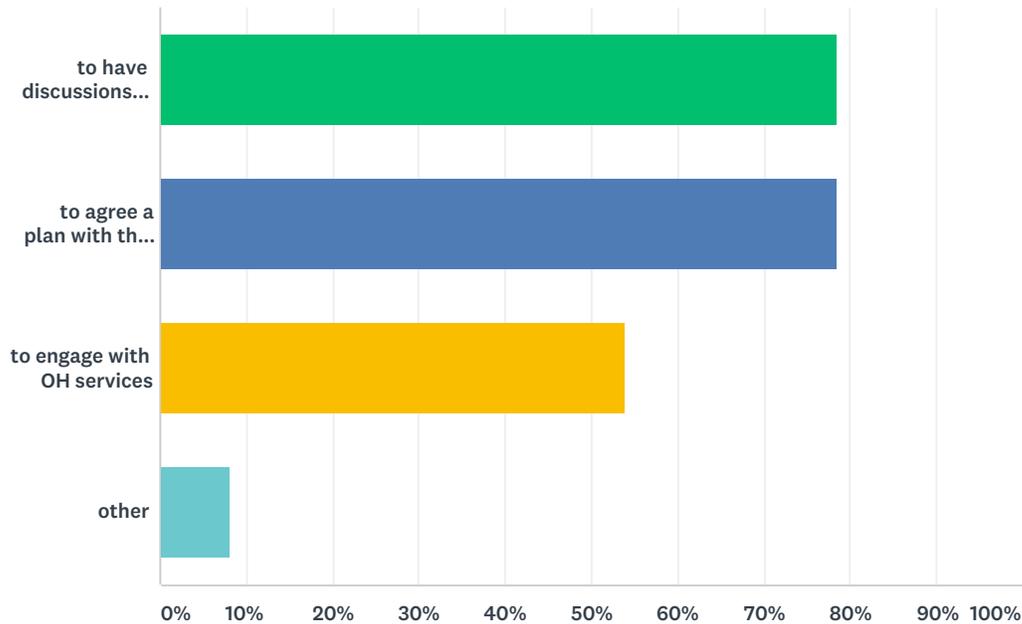
#	PLEASE EXPLAIN THE REASON FOR YOUR ANSWER	DATE
1	Information and guidance must be available to support what the employer is doing for the employee	8/30/2019 10:37 AM
2	This would be really a HR question rather than payroll, I think employers need to have good quality information that is accessible, as with a few of these questions, there is not always a either/or, we can be too rigid already with legislation and whilst I understand there is a need for this in some cases, we should be supporting employers to see the value of these adjustments. The cost can sometimes be hard to quantify, doing the 'right' thing and having a duty of care these days with the stresses of life in general is the way forward.	8/29/2019 3:22 PM
3	We have OH already	8/29/2019 1:38 PM
4	All of the above - the move that is out there for an employer will be of great help.	8/28/2019 12:21 PM
5	A lot of change that is brought in is not supported with real life examples and so the guidance is not good enough to support those doing the job in real time. Employers need guidance and webinars to understand the new process, just look at hours on payslips as an example of shoddy guidance leaving the employee to struggle to understand and implement change in a short timeframe.	8/28/2019 9:08 AM

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6	I would require all of the above, but also take each sickness on a case by case matter. I mean, I would treat a broken leg differently stress related sickness ect. I would expect the company to support new managers with the help and assistance of HR.	8/22/2019 4:51 PM
7	The information has to be readily available and in one place. Small employers in particular, don't have the time to go away and read several somewhat conflicting sources - it needs to be available from somewhere like ACAS and work needs to be done to push the fact that ACAS do more than just conciliation and that they are a good source of information to employers before things get to a dispute. If I say ACAS to most employers, they say something along the lines of 'oh no, it hasn't got to that stage'.	8/21/2019 2:16 PM
8	All of the above	8/21/2019 12:52 PM
9	Perhaps forcing employers to provide an OH service or an employee assistance programme - of course much more problematic for the smaller employer. I recall some years ago that the SSP booklet used to identify types of health conditions and provide an indicative time frame of the expected length of absence. This could be expanded to identify a course of action or considerations (including adjustments) the employer could/should make. I would also suggest that when the NHS publish information on health conditions (Patient UK/NHS home) that the patient should be prompted to discuss 'those' types of adjustments with their employer.	8/21/2019 11:41 AM
10	I would want the government to curtail the length of time for SSP payments. If the employer is trying to get the employee back to work but the accommodation isn't possible, then why must the employer pay SSP for 28 weeks? On top of that employers must pay SSP but can no longer claim back credit on NI.	8/14/2019 2:06 PM
11	Any legislation should be informative and provide guidance that interprets the legislation so that there is no ambiguity	8/13/2019 2:19 PM
12	All business benefit from clear good quality guidance that leave no room for misunderstanding or interpretation	8/13/2019 12:03 PM
13	As a Council we provide HR & and OH support and there is access to this information. However there would be a cost to providing an additional service and currently there are no financial reimbursements in respect of sickness.	8/13/2019 11:38 AM
14	looking after your staff	8/13/2019 11:17 AM
15	Funding & better quality employer information and guidance	8/12/2019 2:38 PM
16	None, already have support in place	8/7/2019 5:27 PM
17	All of the above	8/7/2019 1:28 PM
18	good clear guidance is essential for employers or employees	8/5/2019 3:43 PM
19	All of the above plus for employers to be able to temporarily alter an employee's roles and responsibilities/daily duties to enable them to stay at work/return to work. As long as it's a temporary measure. In my experience sometimes employees have an unrealistic view of what they are still able to achieve. If employers are able to make adjustments to relieve pressure/reduce stress/remove time restrictions on tasks or change duties to remove those that are very time sensitive would help employers keep employees in the workplace.	8/5/2019 12:38 PM
20	Most companies do not have OH facilities and that is key to being able to assess from an employer point of view the employees needs and abilities	8/5/2019 11:31 AM

Q17 In order for employers to provide effective return to work support, what action is needed by employees? Select all that apply. Please explain the reason for your answer.

Answered: 37 Skipped: 22



ANSWER CHOICES	RESPONSES
to have discussions with their employer to identify barriers preventing a return to work and to inform workplace support	78.38% 29
to agree a plan with their employer to guide the return to work process	78.38% 29
to engage with OH services	54.05% 20
other	8.11% 3
Total Respondents: 37	

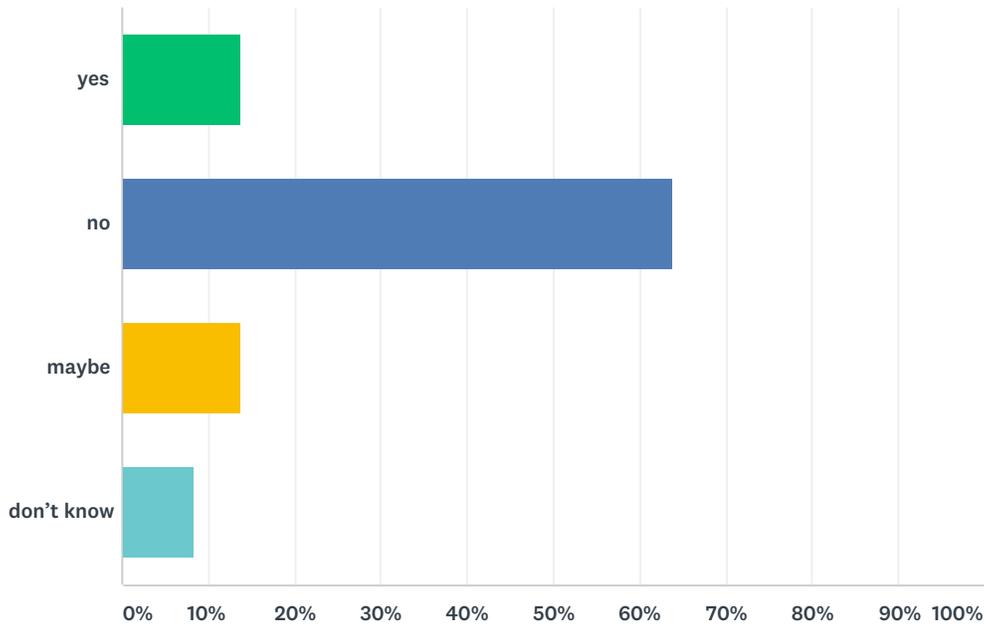
#	PLEASE EXPLAIN THE REASON FOR YOUR ANSWER	DATE
1	Without discussions and plans this will not succeed	8/30/2019 10:37 AM
2	They all have merits and uses, its a process and involving the employee is crucial to being transparent in a companies decision making.	8/29/2019 3:22 PM
3	As we do now	8/29/2019 1:38 PM
4	The employee to see if there is any help on the family front i.e. help with childcare etc. to ease their burden.	8/28/2019 12:21 PM
5	A flexible work plan can be planned with the employee and employer, can be used to monitor the phased return and provide structure to the employee.	8/22/2019 4:51 PM
6	To be willing for the employer to contact medical practitioners where necessary to get an overall view, although I accept that most medical practitioners when approached, are very hesitant to provide speculation as to what may or may not be required or how long a period of reduced capacity may last, especially where it is something less predictable than, say, a broken bone.	8/21/2019 2:16 PM
7	All of the above - Employees also have a responsibility to engage with their employer to gain the support they need.	8/21/2019 12:52 PM

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8	If an employee is not willing to engage with the employer then there is only so much that can be done from an employers perspective. The relationship has to work both ways to be successful	8/14/2019 4:08 PM
9	The employee must be willing to engage as well, and make a plan. If they refuse then the employer must be able to dismiss without a tribunal hanging over their head. If the employee could stop receiving any SSP sooner that could be an incentive for them to engage sooner. What are OH services?	8/14/2019 2:06 PM
10	This would need to have full support from the employee and employer in equal measure for it to work	8/13/2019 2:19 PM
11	If employers don't no what their employee sees as a barrier then the cant help	8/13/2019 12:03 PM
12	Discussions would need to be open and encouraged so that employees would feel able to discuss alternatives.	8/13/2019 11:38 AM
13	frank and open discussions from both parties	8/13/2019 11:17 AM
14	All apply, employees need to cooperate with employers	8/7/2019 5:27 PM
15	All of the above	8/7/2019 1:28 PM
16	all these must happen to ensure employees and employers all understand the new processes in place including payroll and HR	8/5/2019 3:43 PM
17	Three steps because all cases are different and need to be handled accordingly	8/5/2019 11:31 AM
18	Difficult to do any of the above with the supply of labour and the supply chain involved.	8/5/2019 11:15 AM

Q18 Do you think the current SSP system works to prompt employers to support an employee's return to work? Please give reasons for your answer.

Answered: 36 Skipped: 23



ANSWER CHOICES	RESPONSES	
yes	13.89%	5
no	63.89%	23
maybe	13.89%	5
don't know	8.33%	3
TOTAL		36

#	PLEASE GIVE REASONS FOR YOUR ANSWER	DATE
1	Current SSP rules do provide a level; of support albeit if OSP is not paid a reduced payment is made	8/30/2019 10:38 AM
2	No flexibility	8/29/2019 1:38 PM
3	As you can no longer claim SSP from your PAYE payment I think the whole SSP system should be changed. The 4 day qualifying should be scrapped as this hampers anyone doing a phased return. I think that the SSP rules are very complicated and if SSP was available from day 1 that would now be a better way to go then someone could say be sick on day 1 - do a phased return for two days and than have 3 days sick. We could then pay them 3 days at the SSP rate and 2 days for the hours that they do.	8/28/2019 12:21 PM
4	The rate is so low	8/28/2019 9:34 AM
5	E use an employee cannot be paid SSP for days he/she has returned to work, so on rehabilitation or shorter days they may feel it's not 'financially' worth returning but this is an employee determining the worth of returning, not the employer. I believe the rules of SSP work, I don't believe they need to change.	8/28/2019 9:13 AM

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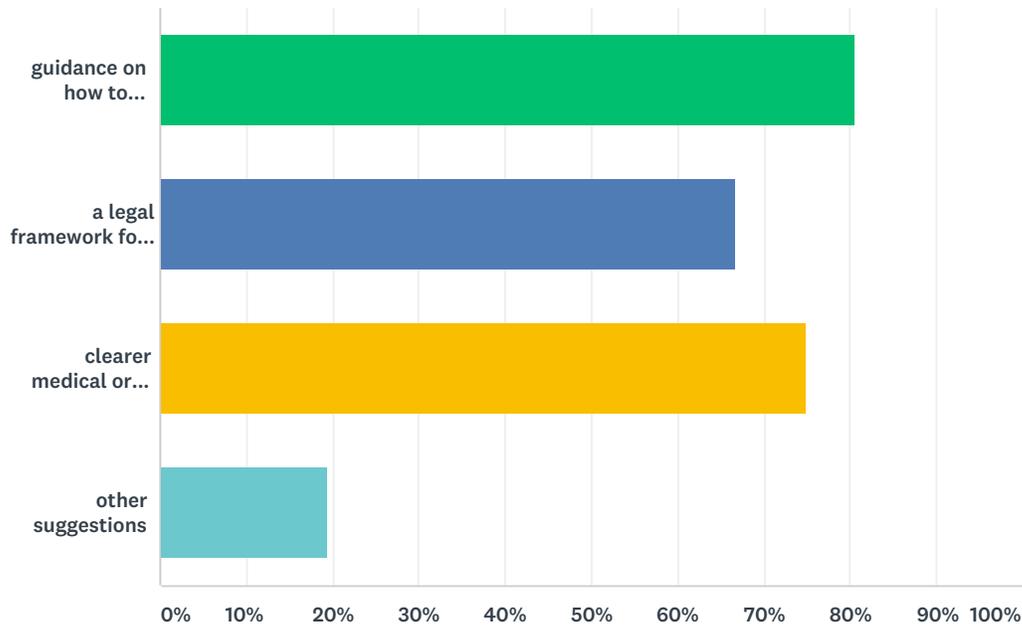
6	There are no flexible options with SSP so employees either come back to work or continue their period of sickness. There absolutely should be a phased return option.	8/27/2019 4:12 PM
7	Currently a SSP1 form is sent out to an employee advising them the date when SSP ceases, but usually HR are in contact with an employee on a timely basis to understand when they are to return. I have worked for medium / large businesses where there has been an HR department to undertake sickness administration. I have also worked for a payroll bureau dealing with small business where the small business's do not have an HR department, sickness is usually dealt with on a personal level, but both usually understand when an employee can / will return. SSP Prompts could be used to prompt employers as an advisory - ie getting together a work plan, OH involvement, when a request for changes to work or premises on a timely basis. It would also prompt if more than 3 SSP periods in a set period has been taken.	8/22/2019 5:06 PM
8	Most employers still don't realise that they don't get any financial support for paying SSP anymore. When this is explained to them, the incentive to treat the employee well diminishes rapidly. SSP, and ESA where the period of leave is particularly long, do not help the employer or the employee. In my personal experience of supporting an employee with a chronic condition, the period of sickness went from occasional days to more frequent days, to longer periods of sickness to continuous sickness. It took almost 12 months to get to the stage where the employee had exhausted their SSP entitlement and gave me over 12 months of uncertainty. As a disabled employer, I was committed to standing by her as I believed that if she got to the stage of being able to return to meaningful hours, she would - which she has. However, there were times when she had the odd day off where that didn't count towards SSP but possibly prevented a longer period of absence had she not taken them off. When it finally did come to the SSP being exhausted and ESA kicked in, the financial incentive to gradually increase hours was even worse because once she was doing more than 12 hours, she lost her ESA but was not well enough to increase her hours in one go to cover the money that she lost. She has had the occasional day off sick since she came back which has had to be unpaid despite the fact that, again, she is being sensible and taking a day at the first sign of problems in order to avoid a potentially longer period if she just worked through. There is no easy answer because any system is open to abuse but I strongly feel that people like her (and me in the past) who have been doing everything possible to return to a meaningful contribution to society as well as looking after their mental and emotional wellbeing by feeling useful and capable should be supported as much as possible - maybe with gradual reduction of SSP / ESA as they return rather than an absolute cut off.	8/21/2019 2:24 PM
9	We offer an excellent Company Sick Pay Scheme so the current SSP system is effectively redundant. We just show it as a payment on the payslip, offset against Company sick pay.	8/21/2019 12:54 PM
10	Not in my organisation as there is an occupational sick pay scheme. SSP only factors when there is an impact on the individuals pay e.g. they are running out of occupational pay and will receive SSP only. In most cases employees have sufficient occupational entitlement which lasts much longer than the SSP period.	8/21/2019 11:53 AM
11	Currently no provision for return to work on reduced hours	8/15/2019 10:21 AM
12	It will depend on the employer and the software they use will depend on how much awareness they have	8/14/2019 4:10 PM
13	It depends, if the employer has a low enough profit margin and not one to do the employee's work then the weekly rate hurts and they want the employee back as soon as possible. It also depends of the employer suspects that the employee is using sickness as a reason for not coming to work because they hate their job, have a disagreement at work or whatever. For a large employer they will look at the calculation and decide to let the employee stay on SSP because it is less costly than the effort to try and contact the employee.	8/14/2019 2:11 PM
14	Payment is on production of a sick note only and does not support phased returns to work	8/13/2019 2:20 PM
15	SSP goes on for too long - 28 weeks may be good to cut this down to 16 weeks. not enough help with phased return to work	8/13/2019 12:05 PM
16	I don't think there is an association between SSP and a return to work plan by employers. The two things are disjointed at the moment.	8/13/2019 11:41 AM
17	90% employees do wish to return to work as soon as possible	8/13/2019 11:18 AM
18	The current SSP is expensive drain on employers. That gives employers a hate of employee sickness, as small businesses are not able to afford this.	8/12/2019 2:39 PM

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19	The rate of SSP for middle to high earners will tend to drive them back to work once any OSP has been exhausted. Employers should be supporting return to work based on wanting the best for their employees.	8/7/2019 3:42 PM
20	The employer has to pay SSP regardless, and there is so much worry about pressuring staff back into work that most employers would prefer to leave on SSP until their sick note expires.	8/7/2019 2:10 PM
21	Our business provides a good occupational scheme so don't have sufficient data to comment	8/7/2019 1:30 PM
22	SSP needs to be able to be paid to employees on a phased return excusing a PIW being formed e.g in ALL phased return circumstances	8/5/2019 3:44 PM
23	Most phased returns involve regular breaks which render the employee ineligible for SSP because they aren't off work for a long enough period to qualify for payment. Phased returns with consecutive periods at work and then consecutive periods away from work defeat the purpose of a phased return, but it's only these plans that currently mean an employee might still qualify for SSP during their phased return.	8/5/2019 12:40 PM
24	Most employers have something in place to review sickness not just let it run for 28 weeks. Consistency for all employees whoever the employer would be easier to manager as employees have expectations based on previous employments	8/5/2019 12:05 PM
25	SSP mostly has no impact on peoples return to work. The amount paid, except for the lowest qualifying paid, is of no real consequence	8/5/2019 11:33 AM
26	It doesn't work at all, it is nothing more than a forced payment that many employers see as the only amount they have to pay for employees. It is a pitiful amount and doesn't encourage any support. An amount more closely aligned with salary, perhaps even increasing over time rather than decreasing / ending, should encourage the employer to assist the employee back to work.	8/5/2019 11:31 AM
27	We allow a phased return but if the employee has exhausted their (very generous) company pay then with a phased return SSP is not payable	8/5/2019 11:19 AM
28	All employers should be helping employees return to work if off more than 4 weeks.	8/5/2019 11:13 AM
29	The level of SSP is disgracefully low. It would be cheaper for someone to be on sick leave	8/3/2019 8:39 PM

Q19 What support would make it easier to provide phased returns to work during a period of sickness absence? Please tick all that apply.

Answered: 36 Skipped: 23



ANSWER CHOICES	RESPONSES
guidance on how to implement a good phased return to work	80.56% 29
a legal framework for a phased return to work which includes rules on how it should be agreed and implemented	66.67% 24
clearer medical or professional information on whether a phased return to work is appropriate	75.00% 27
other suggestions	19.44% 7
Total Respondents: 36	

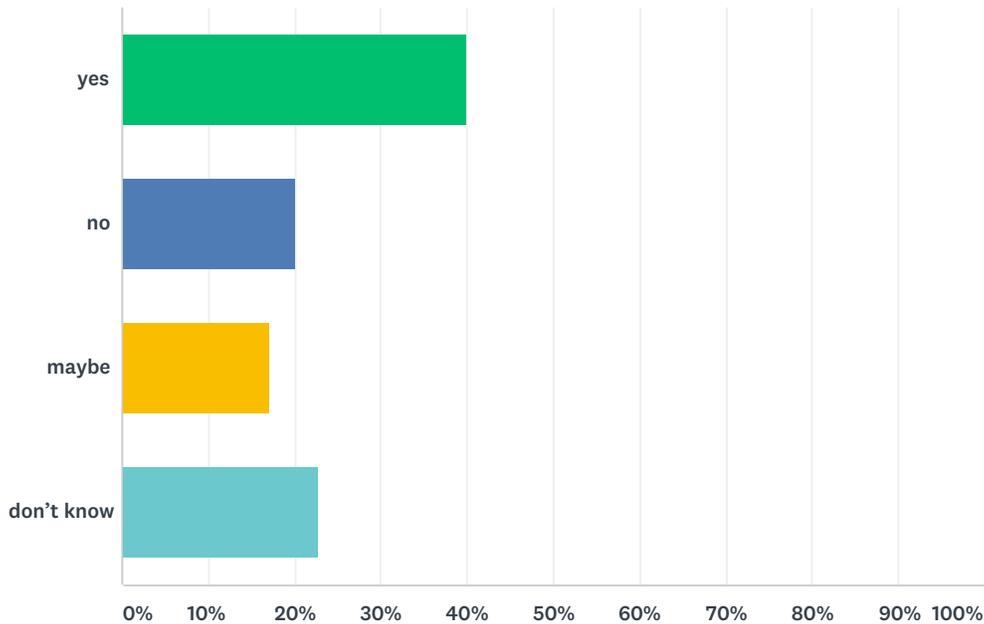
#	PLEASE DETAIL ANY OTHER SUGGESTIONS YOU HAVE	DATE
1	Not sure a legal framework is necessary but certainly medical input is a necessary part	8/30/2019 10:39 AM
2	More info needed to support these changes	8/29/2019 1:39 PM
3	Guidance for Employers on how to explain the implications to the employees on having a phased return in place.	8/28/2019 12:23 PM
4	Many businesses would need to hugely change their processes and software to be able to implement such. This is quite an administrative burden	8/28/2019 9:37 AM
5	Guidance on what to do if the employee is not receptive to the suggestion - can they be 'sanctioned' for refusing to return if a medical practitioner suggests that it would be appropriate? What are the employer's obligations if the employee disputes what has been suggested?	8/21/2019 2:27 PM
6	ongoing medical support during a phased return to monitor how this is working for both the employee and the employer.	8/21/2019 12:55 PM
7	How to calculate it and plenty of notice to payroll software providers so that they can program it into software. The HMRC website need a calculator to calculate it as well. Don't leave employers to the mercy of a solar powered calculator and 2 simple examples on a webpage.	8/14/2019 2:14 PM
8	Support from Managers and a Policy from the Employer to support phased returns	8/13/2019 2:21 PM

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9	Mostly Funding and Financial support for the employer	8/12/2019 2:39 PM
10	Currently rely on GP recommendations	8/7/2019 5:29 PM
11	In-depth guidance will be needed by employer to ensure smooth implementation of this new Flexible SP otherwise employers will not understand and employees wont know what they can expect from employers when returning on a phased return	8/5/2019 3:46 PM
12	Working in Payroll it is clearer that that GPs largely provide fit notes for the benefit on the employee and not as to whether they can actually work. GPs need to manage patients expectations and engage in the partnership in helping a sustainable and safe return to work	8/5/2019 11:36 AM
13	Pro rated SSP would be an administrative nightmare	8/3/2019 8:41 PM

Q20 Would the removal of rules requiring identification of specific qualifying days help simplify SSP eligibility? Please explain the reasons for your answer.

Answered: 35 Skipped: 24



ANSWER CHOICES	RESPONSES	
yes	40.00%	14
no	20.00%	7
maybe	17.14%	6
don't know	22.86%	8
TOTAL		35

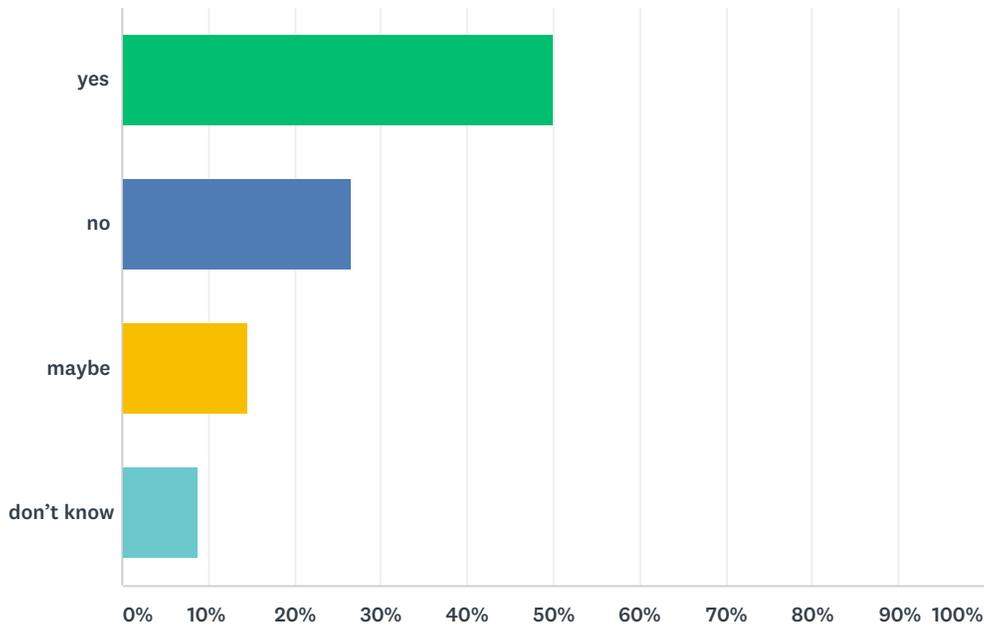
#	PLEASE EXPLAIN THE REASONS FOR YOUR ANSWER	DATE
1	The qualifying days are important to sift out the 'monday sick day' self imposed following excesses at the weekend	8/30/2019 10:41 AM
2	Easier for employees and employers	8/29/2019 1:40 PM
3	As I have said previously, if someone is to do a phased return then they miss out on SSP because of the 4 days rule. SSP needs to be implemented from day one to make it an easier transition.	8/28/2019 12:24 PM
4	It would mean employees are paid and do not feel under pressure to return to work for financial reasons as this could impact their return to work, complicate their sickness. I also think that the 3 waiting days need to be looked into, in my experience not being paid SSP can damage financially people on low wages if the company they work for do not enhance sickness pay with company pay.	8/22/2019 5:20 PM

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5	The system would be easier if the amount was set per hour or day and was available from day one. For example, someone who works three days a week, say Tuesday to Thursday, could claim they had been ill on Friday to Monday and therefore be eligible for SSP from the Tuesday whereas an employee who works five days a week has got to have missed two days of work before they are entitled to any SSP. The person who works three days a week gets exactly the same as the person who works five days a week and gets it, potentially, sooner than the 'full time' employee. Alternatively, have a set number of waiting days before entitlement to SSP kicks in but, once the waiting days have been covered, entitlement to pay starts from the first day of sickness. That still avoids people getting SSP just because they fancy calling in sick for a day but where people legitimately are off sick for the majority of a week, they get something for all of the time they're off and not just the last couple of days.	8/21/2019 2:33 PM
6	This is pretty challenging as there are so many scenarios on this. I'd like to think it would help, but I think it has the potential to become very complex with flexible working patterns when there are many to take into account. Has the potential to become a very manual/labour intensive process.	8/21/2019 12:58 PM
7	Some larger employers like ourselves do not hold working patterns centrally for all employees despite knowing that employees work diverse and varied working patterns. The issue with the proration of SSP would therefore be on the basis of a 1/7th even if the employee only worked one day per week. There is also no provision here for those on casual or zero hours contracts. The previous question set out a proration method for the phased return using contract hours.. theoretically this approach could be used for those on casual/zero hours using an 8 week average too.	8/21/2019 12:04 PM
8	This would massively improve SSP payments for shift workers who don't have a specific work pattern	8/14/2019 4:19 PM
9	This survey is way too long and I can't read anymore.	8/14/2019 2:15 PM
10	Be easier to administer and avoid the issues with part timers and flexible working patterns	8/13/2019 2:22 PM
11	We already work with multiple work patterns so I am not sure if this would help or not?	8/13/2019 11:46 AM
12	all illnesses don't all start on same day	8/13/2019 11:19 AM
13	yes but how I am unsure	8/5/2019 3:46 PM
14	We employ a lot of people who have no set working pattern, they are contracted to work a set number of hours per week and these hours can vary in days of the week or shift length each week so the current method makes it very difficult to justify to those people missing out on SSP why it's fair.	8/5/2019 12:42 PM
15	Too much uncertainty and differing methods of calculation currently	8/5/2019 11:49 AM
16	Payrolls understand the current rules and the delay in payment is a means by which it is understood that casual days taken are at the cost of the employee, not the employer. SSP is rarely the decider if someone stays off sick but it is a message	8/5/2019 11:39 AM
17	Varying work patterns and phased returns are not compatible with the current SSP rules	8/5/2019 11:21 AM
18	Just get rid of the PIW. The whole thing is crazy. Just pay SSP at a daily rate when they are off sick	8/3/2019 8:43 PM

Q21 Do you agree that SSP should be extended to include employees earning below the LEL? Please give reasons for your answer.

Answered: 34 Skipped: 25



ANSWER CHOICES	RESPONSES	
yes	50.00%	17
no	26.47%	9
maybe	14.71%	5
don't know	8.82%	3
TOTAL		34

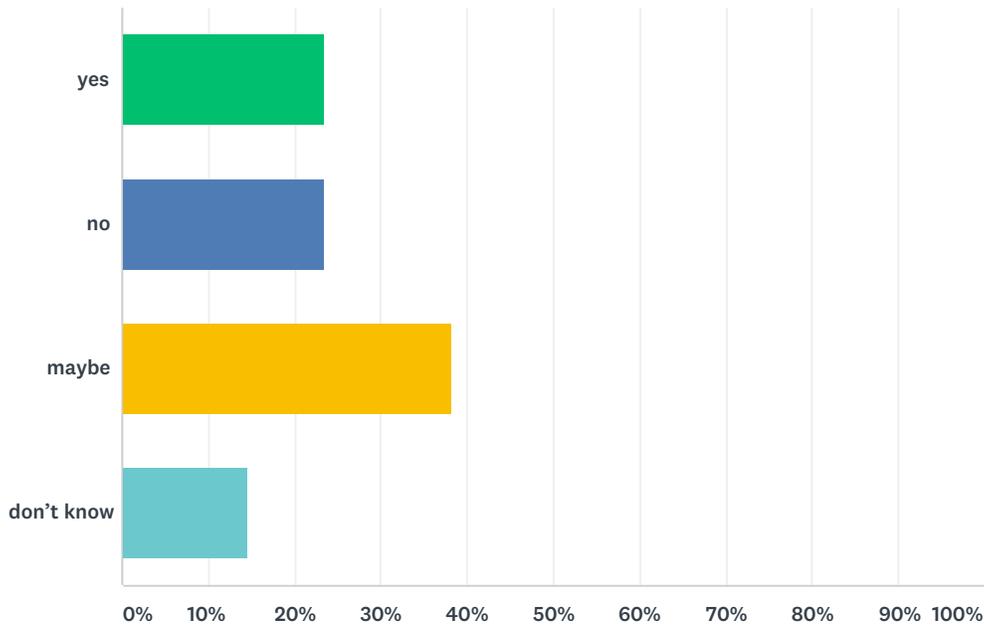
#	PLEASE GIVE REASONS FOR YOUR ANSWER	DATE
1	Gives lower paid employees a level of support	8/30/2019 10:42 AM
2	We have employees underLEL. Who really need support during illness	8/29/2019 1:41 PM
3	They are the most venerable and I feel it is discriminatory just because they are paid less.	8/28/2019 12:24 PM
4	Currently the lowest paid workers - arguably the ones that will suffer most without their wages - are ineligible. It's a tough one, they make no NI contributions. They are also in low paid jobs so statistically more likely to go off sick.	8/27/2019 4:28 PM
5	I have experience of staff working during sickness who do not qualify for SSP or who take holidays instead. This not only impacts holiday entitlement for staff but does not allow a true reflection of their sickness history. The employee's record would show just holiday instead of sickness. What about apprentices, on a lower rate of pay, is it fair that they should not receive SSP just because they are subject to an apprentice rate? SSP is age related, this seems like it is age discriminatory. Will this also be looked into?	8/22/2019 5:36 PM
6	A proportion of their normal pay is fair. So long as it doesn't become financially beneficial to be off sick.	8/21/2019 2:41 PM
7	it's definitely fairer.	8/21/2019 1:01 PM

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8	SSP could be extended to these groups but there could be a substantial cost to employers in these circumstances (currently the employer pays nothing). I can imagine some employees on zero hours could claim to be on sick leave so that they receive an income in the periods where they are not required to work.	8/21/2019 12:16 PM
9	Unlike other statutory payments employees often cannot plan for being sick and employees who are on a low income are less likely to have savings or other income to fall back on when they are ill. Extending SSP to below the LEL will give employees peace of mind that they will still receive some money whilst off work and reduce the stress on other areas of the benefit system	8/14/2019 4:24 PM
10	It may exclude them from other benefits and makes the employer more responsible for deciding payments due.	8/13/2019 11:51 AM
11	further costs to employers	8/13/2019 11:22 AM
12	All employees need financial help when on sick leave, regardless of their normal earnings.	8/12/2019 2:43 PM
13	There has to be a point at which companies get a break. How can you employ someone and instantly be saddled with having to pay them SSP that you cannot claim back when they might have done no/little work for you.	8/7/2019 2:12 PM
14	Far too complex	8/7/2019 1:35 PM
15	So they are not discriminated against and currently they are the lowest paid so need to be paid sickness pay to help them stop in work and return to work when sick - this should have been done years ago - remove the LEL for SSP	8/5/2019 3:51 PM
16	It makes sense that the people on lower incomes need the most financial protection	8/5/2019 12:46 PM
17	These are liable to be the ones who need it most? Don't know how it might affect other benefits	8/5/2019 12:09 PM
18	Combined income should be considered to ensure employees in >1 job who don't qualify in either, but would qualify if earnings were consolidated. I much prefer a percentage based scheme that could ensure all employee's receive a payment for absence.	8/5/2019 11:52 AM
19	With the growth of the part time market it would be an equal playing field	8/5/2019 11:42 AM
20	Morally we should pay someone who is losing wages if they are off sick	8/5/2019 11:22 AM

Q22 For employees earning less than the LEL, would payment of SSP at 80% of earnings strike the right balance between support for employees and avoiding the risk of creating a disincentive to return to work? Please give reasons for your answer.

Answered: 34 Skipped: 25



ANSWER CHOICES	RESPONSES	
yes	23.53%	8
no	23.53%	8
maybe	38.24%	13
don't know	14.71%	5
TOTAL		34

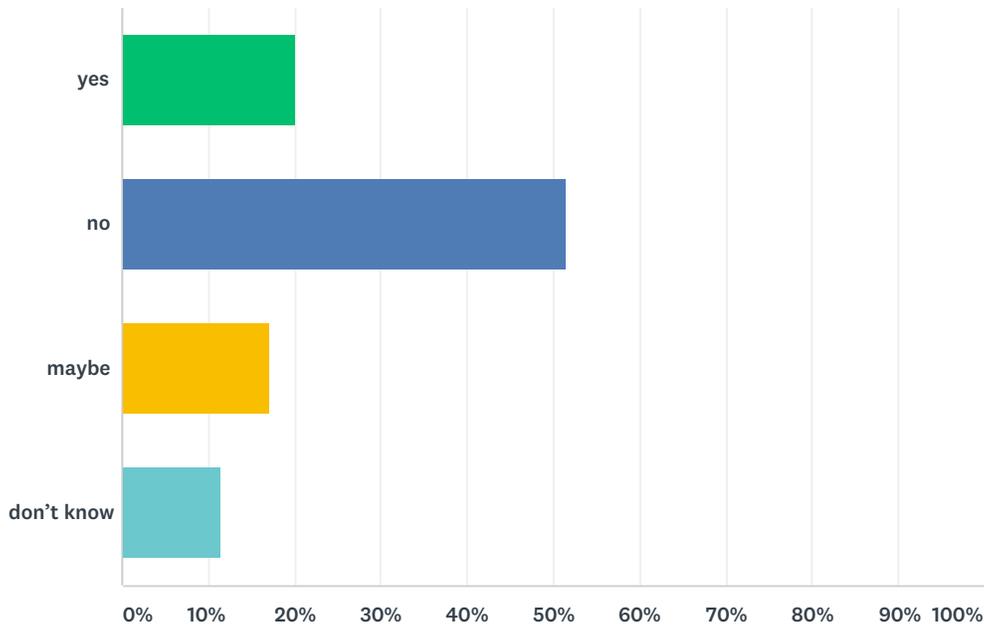
#	PLEASE GIVE REASONS FOR YOUR ANSWER	DATE
1	Not considered in detail yet	8/29/2019 1:41 PM
2	They need to have the same benefit as others for SSP.	8/28/2019 12:24 PM
3	I think it's too high. Usually a big drop in pay is a big incentive to return to work. If people earning over the LEL don't get 80% of earnings so why would people earning under. It should be more of a token amount so it proportionate to those in receipt of SSP with higher earnings.	8/27/2019 4:28 PM
4	Disincentive to return to work should be administered by HR or company policies and not payment of SSP. I think if an employee earns less than the LEL, they should receive their rate of pay and not 80% of SSP. From a personal perspective, most employees WANT to return to work, why should it be the minority that dictates the majority. There may be an element of risk of creating a disincentive to return to work, but laws and policies should be provided to the employer to deal with such cases.	8/22/2019 5:36 PM

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5	I think maybe 80% is a bit high - SSP is rarely anything like 80% of a higher earning employee's pay. Maybe it should be a certain percentage of the employee's pay up to a cap, such as, say, £300 per week. The current level of SSP is not really sufficient to help employees who genuinely are sick and sometimes causes those on higher incomes, who quite possibly have higher financial commitments, to continue to work because they can't financially afford to be off sick but that then leads to a longer period of sickness.	8/21/2019 2:41 PM
6	The suggested 80% could again make it financially beneficial for some employees to take sick leave if e.g. the difference in pay (between working and not working) would make their effective loss quite minor. Taking into consideration other factors like the cost of having a job (commuting, lunches etc.), not working could make this lucrative.	8/21/2019 12:16 PM
7	80% of earnings is still reducing an employees earnings so they are receiving less than if they were in work.	8/14/2019 4:24 PM
8	no more than 50%	8/13/2019 12:08 PM
9	They could possibly think they still had access to other DWP payments and there would be an additional burden on the employer to administer and explain the system to individuals.	8/13/2019 11:51 AM
10	additional work load burden	8/13/2019 11:22 AM
11	All employees should get 80% of their wages for SSP. As for a lot of employees being on sick leave isn't an option, because they would not be able to make ends meet.	8/12/2019 2:43 PM
12	Possible a bit less at 75%?	8/7/2019 3:51 PM
13	I believe it should be set at £94.25 but if they earn less than this is should be based on their pay up to a maximum of £94.25	8/5/2019 3:51 PM
14	Providing it could be implemented in a way that doesn't create further complications and workload for employers and payroll professionals	8/5/2019 12:46 PM
15	as above, I wrote before I seen this	8/5/2019 11:52 AM
16	Its arbitrary, but it should be no more than 50%, any more and there is no incentive to return to work	8/5/2019 11:42 AM
17	80% feels too high when you compare it to someone of 25+ earning NMW and the SSP they are paid.	8/5/2019 11:22 AM

Q23 Do you agree that rights to SSP should be accrued over time? Please give reasons for your answer.

Answered: 35 Skipped: 24



ANSWER CHOICES	RESPONSES
yes	20.00% 7
no	51.43% 18
maybe	17.14% 6
don't know	11.43% 4
TOTAL	35

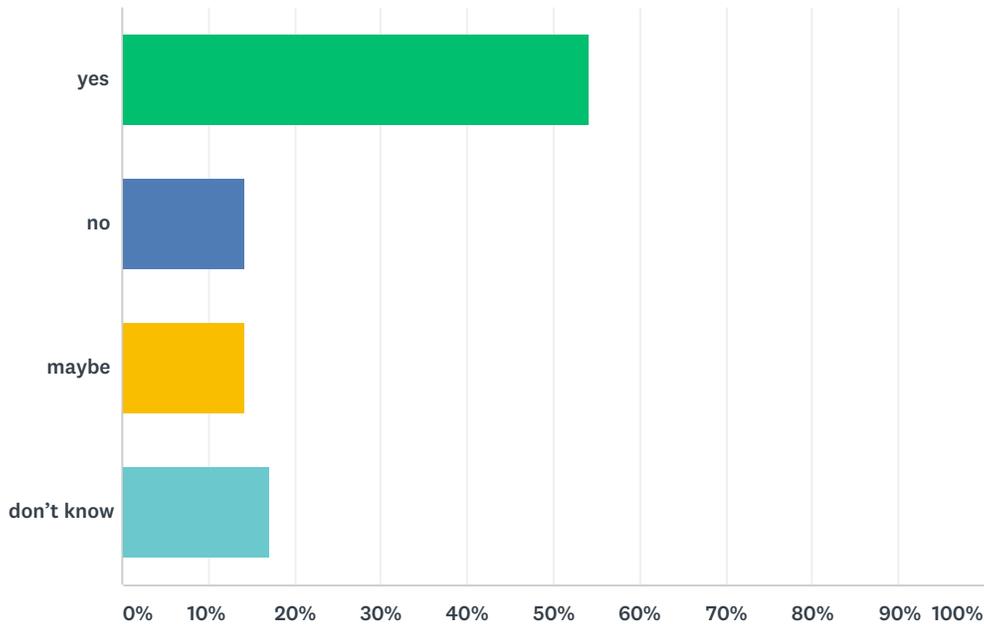
#	PLEASE GIVE REASONS FOR YOUR ANSWER	DATE
1	Legitimate sickness is sickness and such employees should be supported	8/30/2019 10:42 AM
2	Reasonable and fair	8/29/2019 1:41 PM
3	Most places that pay occupation sick pay make you wait until after your probation to get paid sick. so by making you want for the SSP would caused an employee a bigger financial hardship.	8/28/2019 12:24 PM
4	Unable to comment without know the rate at which it would be accrued.	8/27/2019 4:28 PM
5	You cannot look into a crystal ball to forecast when an employee is sick, employees should be entitled to full SSP from the beginning. Can you image the example. You have recruited successfully a member of staff, but on week 3 she unfortunately receives the news she has cancer and will need treatment. As an employer, you have to advise them that because they have only worked for the employment for 3 weeks they will only receive 3 weeks of SSP. This would be absolutely terrible. I know that receipt of SSP whilst on long term sick is vital and essential, it pays for food or rent and without this would be hardship - even applying for Universal Credit could take months and this would not be fair.	8/22/2019 5:36 PM
6	If an employee is genuinely sick early in an employment then they should be just as entitled to sick pay. Maybe the onus on the employer should be lower if it is early in an employment with more financial support if an employee is entitled to SSP early in an employment.	8/21/2019 2:41 PM

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7	An employee works for 10 years for one employer, moves jobs and goes off sick immediately (lets say has an accident on the journey to work on day 2) How's it fair to reduce entitlement just because of a job switch?	8/21/2019 1:01 PM
8	A critical concern for me is providing multiple layers of complexity into systems to manage multiple variations of SSP.. 1 for phased returns, another for those below the LEL, another for zero hours, another for those on OSP schemes etc. This is never mind the integration of statutory provision within local employment policies.	8/21/2019 12:16 PM
9	Nobody knows or plans to be off sick and I don't believe that the undue stress that it could cause for employees would aid in helping employees back to work when the time is right for them	8/14/2019 4:24 PM
10	too much to read	8/14/2019 2:15 PM
11	Could be difficult to monitor and administer.	8/13/2019 11:51 AM
12	could lead to abuse	8/13/2019 11:22 AM
13	Anyone can be taken ill at any time, it is not something that can be planned for.	8/12/2019 2:43 PM
14	There has to be a point at which companies get a break. How can you employ someone and instantly be saddled with having to pay them SSP that you cannot claim back when they might have done no/little work for you.	8/7/2019 2:12 PM
15	anyone in any job and any level of profession can get seriously sick and may need to be paid 28 weeks of SSP at least someone knows they would get this for 28 weeks if they a serious illness or accident	8/5/2019 3:51 PM
16	As long benefits to financially support individuals are available when SSP from an employer ceases.	8/5/2019 12:46 PM
17	You cannot plan when you get sick	8/5/2019 12:09 PM
18	Percentage based yes. Not the all or nothing approach	8/5/2019 11:52 AM
19	All new employees should accrue rights before benefiting from any form of absence that the new employer has to fund	8/5/2019 11:42 AM
20	This is an entitlement that should be accrued over time	8/5/2019 11:23 AM
21	I think they should come in after a period of time say 4 weeks rather than accrued over time.	8/5/2019 11:22 AM

Q24 Should the government take a more robust approach to fining employers who fail to meet their SSP obligations? Please give reasons for your answer.

Answered: 35 Skipped: 24



ANSWER CHOICES	RESPONSES	
yes	54.29%	19
no	14.29%	5
maybe	14.29%	5
don't know	17.14%	6
TOTAL		35

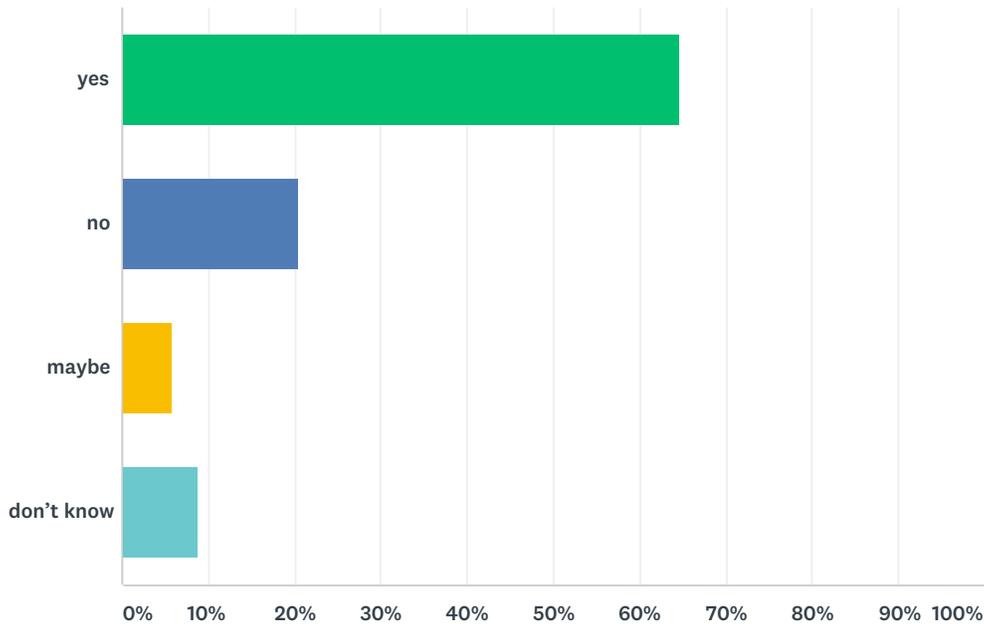
#	PLEASE GIVE REASONS FOR YOUR ANSWER	DATE
1	Compliance is compliance however minor errors, similar to those highlighted by NMW reviews that are technical in nature and not deliberate should not be punished in the same way, for instance naming and shaming	8/30/2019 10:44 AM
2	Employers should already be aware of their obligations although they can't claim back SSP from government	8/29/2019 1:42 PM
3	I am not sure how they track this given we no longer get funding from them.	8/28/2019 12:24 PM
4	SSP is confusing. I think the government should work with employers to better their understanding in the first instance.	8/27/2019 4:29 PM
5	I have experience working in a bureau that processes payroll for small companies, occasionally business owners would dictate when an employee should receive payment for SSP - even after explaining the rules and regulations and possible penalties.	8/22/2019 5:39 PM

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6	It is unacceptable to not pay what is statutorily required and puts honest employers at a financial disadvantage. However, it is extremely costly to small employers to have employees off sick so they should get financial support from government to cover at least the direct costs of sick employees, especially if the aim is for more people to remain in employment than on benefits - maybe some of the money saved in benefits should be directed to small employers who actively try to employ people who may need support.	8/21/2019 2:43 PM
7	I think that there are some unscrupulous employers out there who may fail (or deliberately avoid) their responsibilities and they should be targeted with any reprisal.	8/21/2019 12:20 PM
8	You have got to be kidding me!	8/14/2019 2:15 PM
9	Individuals should not suffer because employers fail to meet their duty.	8/13/2019 11:53 AM
10	people can not help becoming ill	8/13/2019 11:23 AM
11	Employers care less about their obligations. Some feel it is worth the risk to avoid paying an employee on sick leave.	8/12/2019 2:45 PM
12	They are not complying with a statutory requirement	8/7/2019 3:53 PM
13	The government should be shouldering the responsibility of keeping people paid whilst they are not working.	8/7/2019 2:13 PM
14	I believe there are employers who begrudge paying employees sick pay so this should be looked at the same as NMW with fines imposed on employers found guilty of not paying the minimum of SSP	8/5/2019 3:53 PM
15	Given due consideration to the current complexities	8/5/2019 12:47 PM
16	Failure to pay SSP at all (as opposed to disputes over the period etc) should be subject to the same rules as an illegal deduction of earnings and dealt with accordingly	8/5/2019 11:43 AM
17	if an employee is entitled to a payment they should receive it. not taking a robust approach to those not meeting their obligations encourages others to take the same approach.	8/5/2019 11:24 AM
18	it needs to be a fair playing field for all employers	8/5/2019 11:23 AM

Q25 Do you think that the enforcement approach for SSP should mirror National Minimum Wage enforcement? Please give reasons for your answer.

Answered: 34 Skipped: 25



ANSWER CHOICES	RESPONSES	
yes	64.71%	22
no	20.59%	7
maybe	5.88%	2
don't know	8.82%	3
TOTAL		34

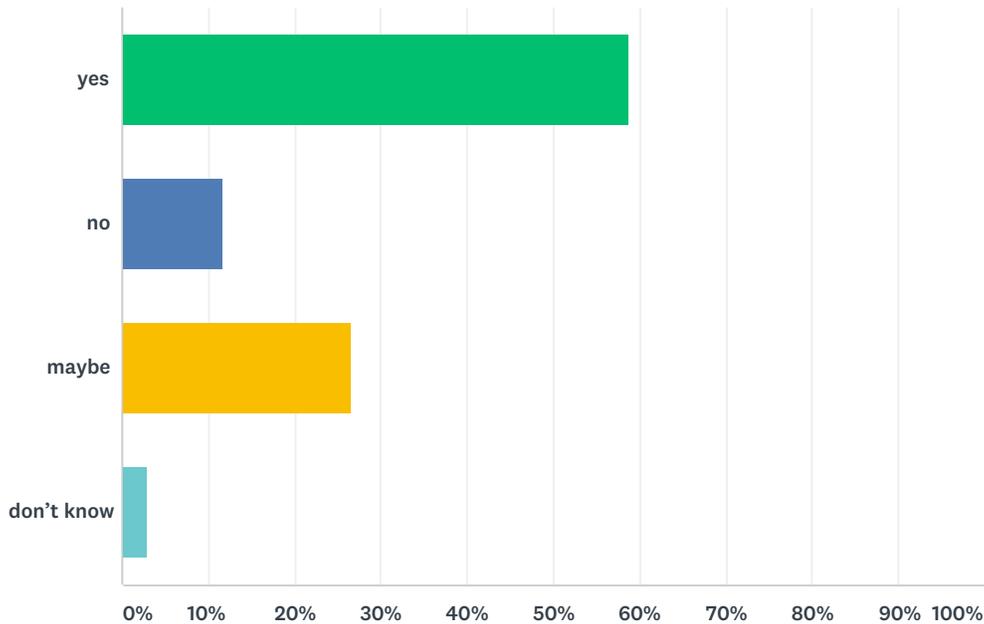
#	PLEASE GIVE REASONS FOR YOUR ANSWER	DATE
1	But see previous response	8/30/2019 10:44 AM
2	Ok if there are known instances of employers not paying SSP accurately	8/29/2019 1:44 PM
3	If it can be done, but I am not sure how.	8/28/2019 12:24 PM
4	Paying NMW & NLW is definitely a hot topic for employers. SSP isn't. Though that may be because there isn't the same enforcement for SSP. Everyone that is employed has an hourly rate but not everyone will be in receipt of SSP so it's important that enforcement agencies are spending their time on something that is always going to be a small problem.	8/27/2019 4:32 PM
5	As previously stated, I have experience of business owners who decide whether to pay SSP, the employee is usually too scared to stand up to employers for fear of being sacked. I have seen this practice more since the removal of SSP refund for small employers.	8/22/2019 5:41 PM
6	There is no reason why employers should believe they will get away with not paying SSP - particularly for employees for whom unfair dismissal is not an option to pursue.	8/21/2019 2:45 PM

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7	A single enforcement body should focus on those unscrupulous employers who deliberately avoid paying NMW/SSP etc. whilst supporting employers who genuinely need assistance with potential 'technical' breaches of statutory payments. These two types of offence should not be treated in the same way. A review of the law is required to remove ambiguity (this is like setting up employers to fail) and factors that determine what pay is (e.g. the Iceland case and their Christmas savings scheme that caused a technical breach of NMW). The law needs to establish just what 'pay' is, you cannot make a determination on pay is for NMW purposes and then have a whole different set of rules e.g. calculating average pay for SSP/SMP etc. In SSP/SMP you would look at NI'able pay, not after taking a savings deduction from an employee!!! By all means have a central enforcement approach, but let's have some parity on the basic calculation of just what 'pay' is first.	8/21/2019 12:32 PM
8	You need to break this down into separate topics.	8/14/2019 2:16 PM
9	No point in changing the rules and allowing some Employers to not abide by the rules	8/13/2019 2:24 PM
10	Because it is a legal requirement.	8/13/2019 11:54 AM
11	NMW rules need to be more flexible to deal with varied situations so the SSP rules would need the same treatment	8/13/2019 11:26 AM
12	It is a statutory requirement, just the same and should be treated the same	8/12/2019 2:45 PM
13	Employers should not get away with withholding SSP	8/7/2019 3:54 PM
14	100% with fines and specific rules but good guidance would have to be produced to enable employers to understand fully what is expected of them especially for casual employees with zero hours set	8/5/2019 3:55 PM
15	National Minimum Wage enforcement is overly rigid in my opinion and HMRC don't seem able to exercise any logical discretion	8/5/2019 12:48 PM
16	Some employees may not stand up for their rights for fear of losing their jobs	8/5/2019 12:10 PM
17	It should be treated as an illegal deduction of earnings, as in fact that is what it is	8/5/2019 11:44 AM
18	HMRC went in with a very hard approach with NMW. They should adopt a more advisory approach like the Pension Regulator did in the first instance.	8/5/2019 11:25 AM
19	see previous question	8/5/2019 11:24 AM

Q26 Do you support the SSP1 form being given to employees 4 weeks before the end of SSP to help inform them of their options? Please give reasons for your answer.

Answered: 34 Skipped: 25



ANSWER CHOICES	RESPONSES
yes	58.82% 20
no	11.76% 4
maybe	26.47% 9
don't know	2.94% 1
TOTAL	34

#	PLEASE GIVE REASONS FOR YOUR ANSWER	DATE
1	4 weeks is too long, anything can happen in that period of time	8/30/2019 10:45 AM
2	Not all employers records are sufficient	8/29/2019 1:46 PM
3	It is not always easy to do it that early because not all fit notes are for that long in advance so you do not know that the sickness is going to carry on. However, they do need to know the SSP is coming to an end to enable them to go the DWP to ask for help once they get a fit note that clearly shows that their sickness will go past the 28 weeks they must then send the SSP1 - i.e. give as much notice as possible.	8/28/2019 12:24 PM
4	Employees receiving form SSP1 up to a week after payment has ended simply isn't enough notice. Universal credit takes a long time to put in place.	8/27/2019 4:34 PM
5	I have always provided this 4 weeks before the end of SSP as best practice.	8/22/2019 5:42 PM
6	Given the amount of time that it takes statutory bodies to process claims currently, the employee should not be disadvantaged when it is nearing the end of their SSP period. Payroll software could be designed to flag when employees have six weeks' entitlement remaining. As it is currently taking more than four weeks to process Universal Credit claims, four weeks is currently not sufficient.	8/21/2019 2:47 PM

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7	In pretty much all organisations, sickness absence is retrospective, employers learn about sickness either during or after the event. Sometimes it will be impossible to achieve this deadline. Perhaps a countdown of SSP would be more appropriate... SSP lasts for 196 calendar days, if the payslip showed the remaining/used SSP days it may help the employee in someway. I am of course mindful of cost.. payslip information is finite and there would be cost implications to reconfigure layouts and formats.	8/21/2019 12:39 PM
8	Not only does this encourage a discussion to help employees return to work but it can also allow employees to claim for universal credit if needs be without a break in their payments	8/14/2019 4:50 PM
9	Too much too read.	8/14/2019 2:16 PM
10	They have the opportunity to have a seamless transfer to the benefit system which then ensures they do not suffer financial hardship	8/13/2019 2:25 PM
11	Sometimes we don't know if the employee will still be sick in this time period. We have issued this in the time period only to find later that the employee returned to work	8/13/2019 12:09 PM
12	This gives a timely prompt to instigate any claims.	8/13/2019 11:55 AM
13	enable the employee to obtain assistance	8/13/2019 11:26 AM
14	Where applicable, sometimes this is not always apparent	8/12/2019 2:47 PM
15	for known long term sick	8/7/2019 3:56 PM
16	the process of moving from pay to benefits is a very slow process and this gap needs to be closed by the DWP	8/5/2019 3:56 PM
17	Yes I do, but not for that to be compulsory. We can't always do this due to system limitations and some of our internal processes.	8/5/2019 12:50 PM
18	It is a requirement for the employee to sort out any financial arrangements and this should not be delayed	8/5/2019 11:46 AM
19	employee need to time to review their income situation and make provision/adjustments	8/5/2019 11:25 AM
20	It will encourage the discussion of return to work, and also provide the employee plenty of time to apply for the complicated Universal credit	8/5/2019 11:18 AM

Q27 How could a rebate of SSP be designed to help employers manage sickness absence effectively and support their employees to return to work?

Answered: 26 Skipped: 33

#	RESPONSES	DATE
1	Targetted rebates work for the smaller employers and should be continued	8/30/2019 10:45 AM
2	Revert to previous calculations for employers paying SSP	8/29/2019 1:47 PM
3	Slightly reduces company costs.	8/28/2019 1:21 PM
4	I am not sure how to design it but I think that small employers would benefit from this as large sickness bills can cause their business to fail. Any help I am sure would be a blessing.	8/28/2019 12:25 PM
5	Can it not just be reclaimed in a similar manner to SMP/SPP etc?	8/27/2019 4:35 PM
6	I cannot understand why it was removed in the first place.	8/22/2019 5:44 PM
7	Employers who have employees who have returned to work following long term sickness and who are identified as having a continued chronic condition or disability should be automatically entitled to a rebate for those employees. Employers who have implemented phased returns should be automatically entitled for the duration of the phased return - and the employee's benefits should be proportionally reduced instead of a straight 'you get it or you don't'. Small employers should get at least a proportion of any SSP that they have to pay back. I don't agree that, in the days of payroll software, it is difficult to claim but if you are allowing SSP to employees who don't pay NI then there has to be an easy way for the employers of these employees to get a rebate. Employers who do not have NI contributions should not be disadvantaged as they are likely to be the very smallest employers but may have very loyal part time staff who get sick.	8/21/2019 2:53 PM
8	100% rebate plus NI costs for SME's. Measurement would have to be on payroll costs, not the no of heads employed.	8/21/2019 1:03 PM
9	This would probably require some third party involvement like OH provider (other independent source) to agree that an action plan has been followed (showing that EE and ER had engaged with the process) . Evidence from this interaction could be the trigger to claim a rebate with the evidence being retained for compliance purposes. Thinking of the rebate process the RTI EPS would seem to be the mechanism to claim this but I fear there would be a lot of manual activity to establish what rebate was due.. assuming it wasn't just a flat rate recovery of NI	8/21/2019 12:50 PM
10	This is way too much to ask on a survey	8/14/2019 2:17 PM
11	I'm not sure	8/14/2019 1:22 PM
12	A rebate should be for all employers not just small ones	8/13/2019 2:26 PM
13	it would help with the cost of an employee being sick	8/13/2019 1:43 PM
14	Whilst financially it would be helpful my concern is the time would take to administer/evidence on demonstrating a good outcome etc	8/13/2019 12:13 PM
15	This would be a cash incentive to support the scheme as resources have been reduced during recent years.	8/13/2019 11:57 AM
16	unfair to larger employers	8/13/2019 11:27 AM
17	In a similar form to SMP with taking into though a small employers level.	8/12/2019 2:50 PM
18	Tie it into the employment allowance eligibility	8/7/2019 5:35 PM
19	Employers with a certain NI bill should be able to claim 92% of SSP	8/7/2019 3:58 PM
20	I don't know if it could	8/7/2019 3:54 PM
21	unsure	8/5/2019 3:56 PM

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22	Unsure	8/5/2019 11:55 AM
23	In reality this is only applies to small employers and they will not have the knowledge or ability to manage the scheme. How about writing it into the FPS so that payroll software can assess on a pay day by pay day basis whether there I an entitlement to a rebate. In itself it is unlikely to form a major part of thinking for employers encouraging people back to work	8/5/2019 11:49 AM
24	return to the previous reclaim (as still with SMP) if you are entitled, claim as you go	8/5/2019 11:27 AM
25	Similar to SMP/SPP	8/5/2019 11:25 AM
26	No idea	8/5/2019 11:19 AM

Q28 Although there are no plans to change the rate or length of SSP at this stage, the government would like your views on how you think the rate and length of SSP would affect employer and employee behaviour and decisions.

Answered: 25 Skipped: 34

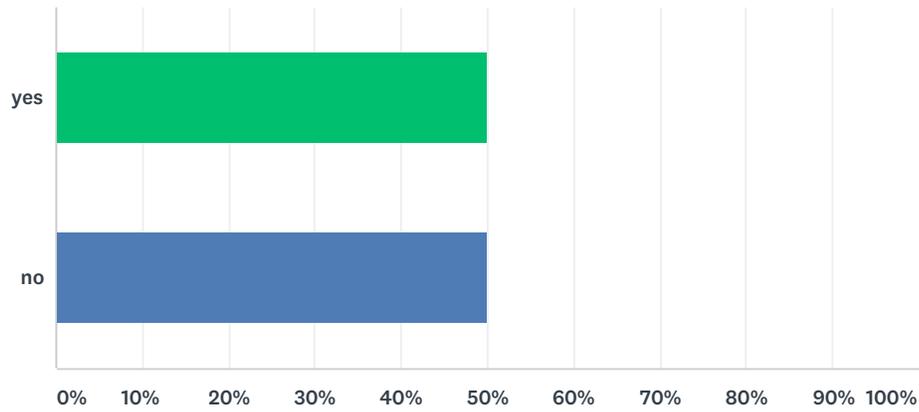
#	RESPONSES	DATE
1	There are other welfare benefits to support long term sick. I think the current rates and length of time provide certainty for employer	8/30/2019 10:47 AM
2	SSP is very low value in these days of increased living costs	8/29/2019 1:47 PM
3	I think that increasing the amount would maybe encourage employees to stay off longer than they need to. In addition by increasing it you are again putting financial burden on small employers.	8/28/2019 12:25 PM
4	In my opinion, businesses that can afford or want to offer occupational sick pay already are. Certainly, it could be processed in a similar manner to SMP ensuring that the first few weeks will sufficiently cover a genuine loss in wages.	8/27/2019 4:40 PM
5	It must depend on the sickness. Cancer sufferers would appreciate having more SSP weeks than perhaps a broken arm? Stress related sickness dependent on the circumstances, ie death compared to work related or suicide.	8/22/2019 5:48 PM
6	In the current form, where the financial obligation is solely on the employer, the 28 weeks is too long, especially for employees where the degree of sickness is gradual, so actually it can take much more than 28 weeks of disruption to the business before there is any eligibility. The current rate of SSP is meaningless in terms of enabling an employee to continue to meet their own financial obligations, particularly over a longer period. Stress over this can contribute to a sick employee's condition and so, particularly for those who are sick for longer periods, the amount of financial assistance should be much higher. This should not, however, all fall upon the employer to finance. Any obligations on employers in terms of needing to formulate return to work plans etc should recognise the small employer's additional pressure when facing reduced productivity due to sick leave and something like ACAS support should be automatically available to them to assist them as much as necessary with the process. Employers are rarely doctors.	8/21/2019 3:00 PM
7	SSP/OSP already affects employees decisions.. often employees return to work because of financial reasons.. when the pay runs out. You can argue that employees receiving OSP are likely to take longer to return to work and conversely those on SSP only, having shorter periods away from work. The continuation of SSP could be reviewed, e.g. forcing employees/ers to engage at stages throughout the absence.. say every six weeks. The employee would feel supported while the employer (by discussing adjustments/back to work plans) at earlier stages could support the worker in a better way. There has always been major disparity in the payment of SSP.. the impact for an employee earning £120, receives £94 SSP when on sick leave, yet the worker earning £250 would suffer much more financially. Potentially there could be a move to a % of earnings approach like those in other European countries, although economically this may be suicidal.	8/21/2019 1:05 PM
8	SSP should match the rates paid out for other statutory payments (maintaining the length of payment). I've never understood why we pay less for people off sick than we do when they have a baby or support a partner who has had a baby.	8/21/2019 1:04 PM
9	If there are no plans to change why comment?	8/14/2019 2:17 PM
10	I don't think the length needs to change. The amount should be higher, but it's a balance on what Company's can afford & what people can live on.	8/14/2019 1:23 PM
11	Don't think it would make a difference	8/13/2019 2:26 PM
12	not sure	8/13/2019 1:43 PM
13	Rate is not sufficient on its own that staff stay off sick but I think the length of time is excessive	8/13/2019 12:14 PM

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14	Whilst increasing payments would support employees it might be a disincentive to return to work and it could protract the process in enabling employees to return to work. There could be some wariness about whether Universal Credit would be more favorable so it would have to be very clear how these changes would affect individuals.	8/13/2019 12:02 PM
15	again placing burden on employer - increased costs	8/13/2019 11:27 AM
16	The rate should reflect the employees normal pay more accurately maybe 70/80% of their earnings. Also when a doctor's note is provided it should be paid from day one. Redundancy pay to be obligatory for anyone still on sick leave at 28 weeks, regardless of normal redundancy rules.	8/12/2019 2:53 PM
17	Longer period of payment would discourage employees to return	8/7/2019 5:36 PM
18	SSP could be extended for certain illnesses.	8/7/2019 4:00 PM
19	Increasing duration and rate of SSP would discourage employees from returning to work	8/7/2019 3:57 PM
20	Perhaps a % of normal earnings for a period of time and then reduction to current rates would stimulate engagement in return to work process.	8/7/2019 1:41 PM
21	again the length seems good currently so why change it	8/5/2019 3:56 PM
22	The rate is about right. Increasing the amount would make it more difficult to persuade employees back to work as the financial pressure is relieved. Most smaller companies simply can't afford the skilled HR input to manage the situation. Further the 28 weeks does set a precedent to length of support available. Perhaps the statutory bodies could scrutinise more firmly as to whether support is still needed	8/5/2019 11:52 AM
23	the length is most likely not a issue as few people actually get that far. an increase in rate, unless payments are monitored by government may encourage employers not to make payments	8/5/2019 11:30 AM
24	In Umbrella where the earning flucuate depending on hours worked this would be hard to manage and expensive to run. We need to define the different types of employers.	8/5/2019 11:27 AM
25	I think increasing SSP to higher rates would move more companies to seek to legally dismiss people as incapable of working due to health issues	8/3/2019 8:49 PM

Q29 Do you think you need more information, advice and guidance on understanding your legal obligations and help you to support an employee to return to work?

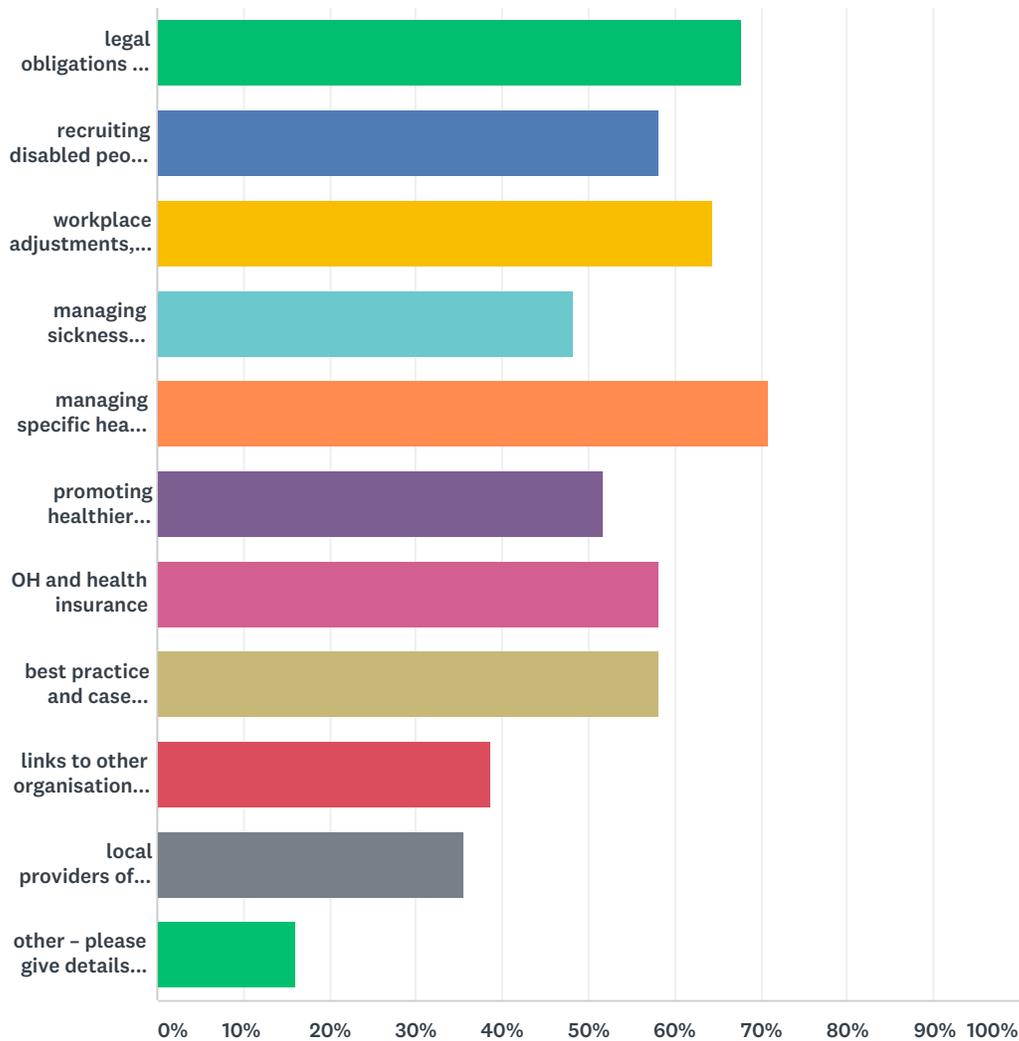
Answered: 32 Skipped: 27



ANSWER CHOICES	RESPONSES	
yes	50.00%	16
no	50.00%	16
TOTAL		32

Q30 About which of the following areas would you like to see more content? Please tick all that apply

Answered: 31 Skipped: 28



ANSWER CHOICES	RESPONSES	
legal obligations and responsibilities/employment law	67.74%	21
recruiting disabled people and people with health conditions	58.06%	18
workplace adjustments, such as Access to Work	64.52%	20
managing sickness absence	48.39%	15
managing specific health conditions	70.97%	22
promoting healthier workplaces	51.61%	16
OH and health insurance	58.06%	18
best practice and case studies	58.06%	18
links to other organisations, campaigns and networks	38.71%	12

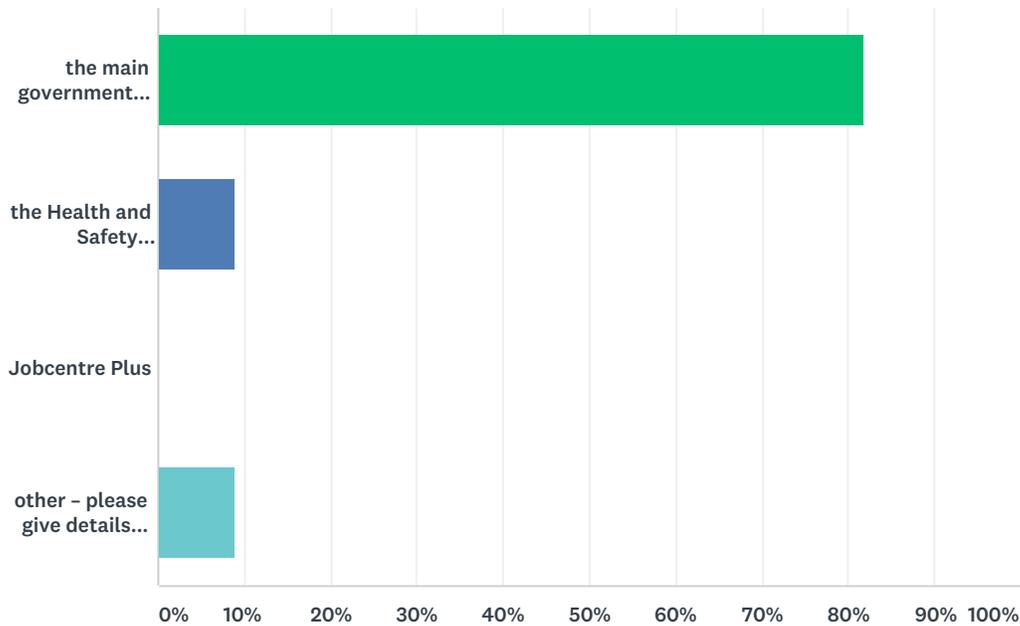
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local providers of services and advice	35.48%	11
other – please give details in the box below	16.13%	5
Total Respondents: 31		

#	PLEASE GIVE DETAILS OF ANY OTHER CONTENT YOU FEEL IS MISISNG	DATE
1	I think if the rules are being changed in regards to phased return then all areas should be looked at to make sure that they clearly state how things should work.	8/28/2019 12:25 PM
2	Fit Note phased return to work - what happens when an employer refuses to acknowledge doctors recommendations.	8/22/2019 5:50 PM
3	All of the above. I am in the 'privileged' position of knowing from my own experience what an employee's rights are having dealt with the situation from both sides but most employers don't have a clue where to start.	8/21/2019 3:02 PM
4	Please let this survey end.	8/14/2019 2:18 PM
5	Help for Employers across the board	8/12/2019 2:54 PM
6	no	8/5/2019 3:57 PM
7	It might be that all or none of the above are needed. But there could be occasions where an employer could need to dip into any of the above for support in bringing people back to work	8/5/2019 11:54 AM

Q31 What would you recommend as the best source of such new advice and information?

Answered: 33 Skipped: 26

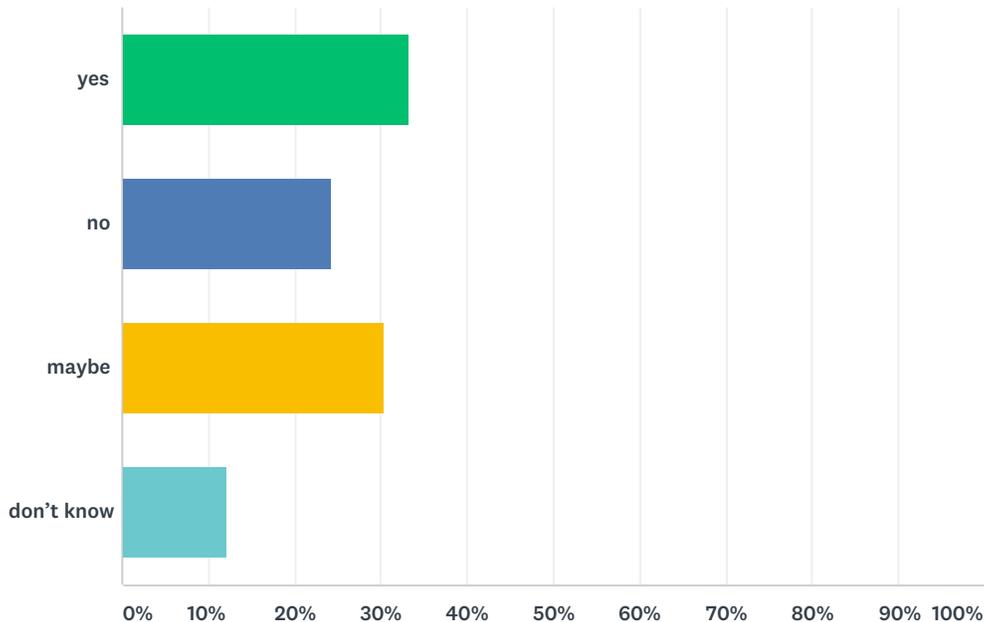


ANSWER CHOICES	RESPONSES
the main government portal (GOV.UK)	81.82% 27
the Health and Safety Executive	9.09% 3
Jobcentre Plus	0.00% 0
other – please give details in the box below	9.09% 3
TOTAL	33

#	OTHER (PLEASE SPECIFY)	DATE
1	Also specific guidance direct to employers	8/30/2019 10:48 AM
2	Gov.UK & Jobcentre Plus, also colleges and Universities for new recruits.	8/22/2019 5:50 PM
3	ACAS or similar - and lots of promotion of it so that employers know that is their first port of call.	8/21/2019 3:02 PM
4	For SSP	8/12/2019 2:54 PM
5	Gov.uk and the HSE	8/5/2019 12:53 PM

Q32 Do you agree with the proposal to introduce a requirement for employers to report sickness absence to government? Please explain the reasons for your answer.

Answered: 33 Skipped: 26



ANSWER CHOICES	RESPONSES	
yes	33.33%	11
no	24.24%	8
maybe	30.30%	10
don't know	12.12%	4
TOTAL		33

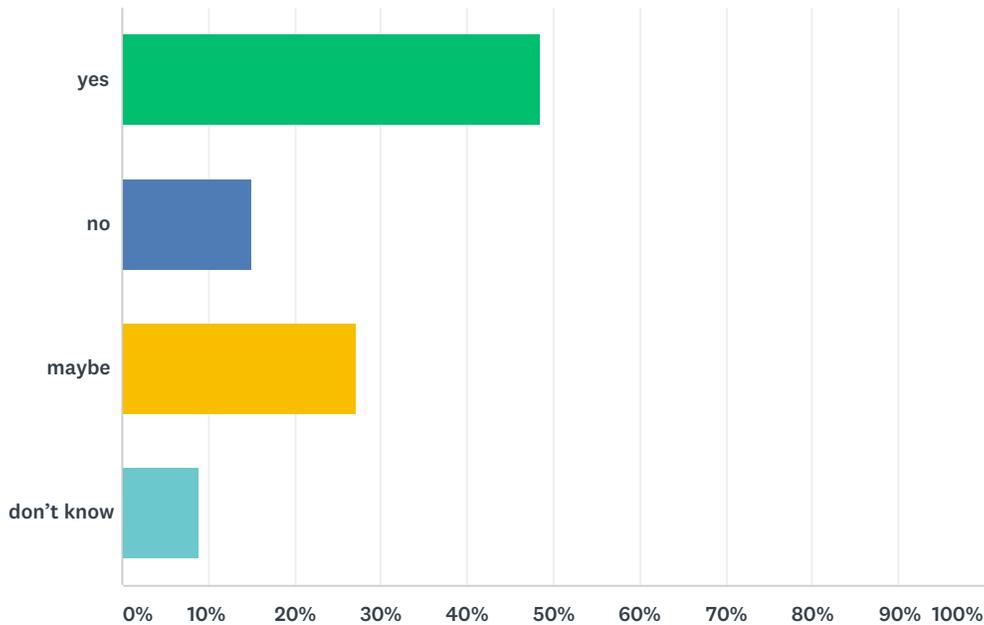
#	PLEASE EXPLAIN THE REASONS FOR YOUR ANSWER	DATE
1	SSP is reported through RTI, why should there be more red tape around this subject?	8/30/2019 10:50 AM
2	What will this info be used for?	8/29/2019 1:49 PM
3	I am not sure how this would work as HR do not necessary let payroll know that information. Some employees would not like their information sent to HRMC.	8/28/2019 12:26 PM
4	Sickness can be interspersed with holidays and sometimes there is a risk of sickness not being reported correctly.	8/22/2019 5:54 PM
5	Yes if it is going to be used for the above and to monitor whether employers are paying SSP - but presumably the ones that are not paying SSP also won't record the sickness.	8/21/2019 3:08 PM
6	Big Brother gone mad! The Government should not require prompting to support SME's by identifying where there are sickness absence traits (singling them out). Just how much more personal information should the Government collect about us? What is next, eye colour, biometric data, height and weight, genes?? The wider question is what else would this 'vast' amount of data be used for?? Lets have some real transparency from the government about their motives, as this question appears to be a poor excuse for the collection of such data! Would this really be required if e.g. rebate information was supplied on an EPS??	8/21/2019 1:19 PM

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7	To prevent fraud as so often employees claim sickness from one Employer and go and work for another	8/13/2019 2:29 PM
8	We already have excessive reporting to HMRC with EPS and FPS and other surveys that really do not seem to improve the service we get. This reporting would have to be including in the monthly reporting we already have to do and not be additional	8/13/2019 12:18 PM
9	Depends on the format and compatibility with supplying the information to an outside agency	8/13/2019 12:06 PM
10	invasive	8/13/2019 11:28 AM
11	It is statutory pay so should be reported	8/12/2019 2:57 PM
12	Able to monitor the health of the workforce	8/7/2019 4:02 PM
13	so as this can be policed properly and eventually linked to universal credits	8/5/2019 3:58 PM
14	Though it could useful to highlight sickness issues to employers it should not create so much extra work that it becomes a major burden and takes up time from actually helping staff or becomes a boxed ticked rather than help staff	8/5/2019 12:18 PM
15	Just a burden with no benefit to the employer	8/5/2019 12:02 PM
16	It could be difficult to administer, and obtain the information from HR.	8/5/2019 11:56 AM
17	it may discourage some employers from not complying	8/5/2019 11:34 AM
18	It would be good for the government to see the cost to the employers before making any further decisions.	8/5/2019 11:28 AM
19	Would depend on the amount of work involved.	8/5/2019 11:23 AM

Q33 The government is considering providing timely and targeted prompts to small and medium employers on how best to manage their employee's sickness absence, do you think this would be helpful? Please explain the reasons for your answer.

Answered: 33 Skipped: 26



ANSWER CHOICES	RESPONSES	
yes	48.48%	16
no	15.15%	5
maybe	27.27%	9
don't know	9.09%	3
TOTAL		33

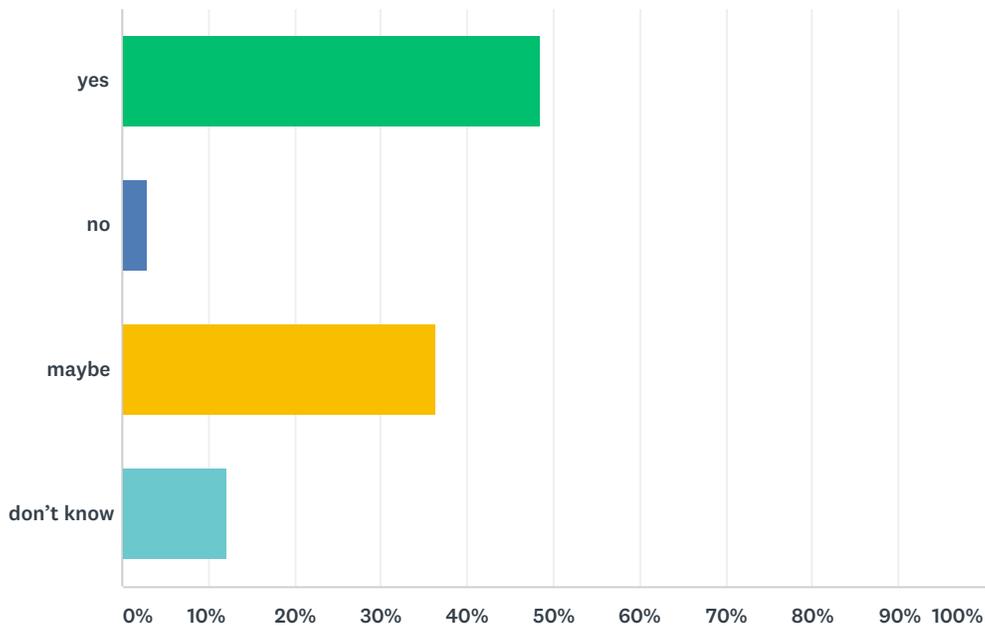
#	PLEASE EXPLAIN THE REASONS FOR YOUR ANSWER	DATE
1	Some employers will find this useful, others will ignore	8/30/2019 10:50 AM
2	Ok	8/29/2019 1:49 PM
3	Any help to small employers I am sure would be welcomed.	8/28/2019 12:26 PM
4	Most employers have no idea how to handle sickness, especially chronic or 'hidden' illnesses and disabilities.	8/21/2019 3:08 PM
5	When does a prompt become a compliance check?	8/21/2019 1:19 PM
6	They do not have specialists to make them fully aware of the intricacies of the legislation appliance	8/13/2019 2:29 PM
7	Nanny state	8/13/2019 12:18 PM
8	Any guidance is better than none	8/13/2019 12:06 PM
9	invasive	8/13/2019 11:28 AM

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10	you find larger organisation will have a proper policy on sickness where as medium and smaller ones may not have the right and effective polices in place	8/5/2019 3:58 PM
11	If they can ensure they are relevant and work as they should. Currently some targeted employer prompts don't work properly (such as student loan prompts which are issued when employees taxable pay exceeds the student loan threshold despite student loan deductions being based on NICable pay)	8/5/2019 12:56 PM
12	A wider view is always helpful	8/5/2019 12:18 PM
13	Does this mean advice in a general sense or on individual cases? If by case there is little chance that it would be timely, appropriate or useful	8/5/2019 12:02 PM
14	Not sure how this would work in practice	8/5/2019 11:23 AM

Q34 Do you think the overall package of measures being explored in this consultation provides the right balance between supporting employees who are managing a health condition or disability, or on sickness absence, and setting appropriate expectations and support for employers? Please explain the reasons for your answer

Answered: 33 Skipped: 26



ANSWER CHOICES	RESPONSES	
yes	48.48%	16
no	3.03%	1
maybe	36.36%	12
don't know	12.12%	4
TOTAL		33

#	PLEASE EXPLAIN THE REASONS FOR YOUR ANSWER	DATE
1	There should be further support for employers and employees and certainly the proposal for SSP for those earning under the LEL is a positive	8/30/2019 10:50 AM
2	At last!	8/29/2019 1:49 PM
3	We need to get the right balance between being unable to work and actually being able to work for shorter periods but not to be penalised for coming to work by the SSP rules of eligibility days.	8/28/2019 12:26 PM
4	There is always going to be risks associated with sickness, this cannot be forecast, but with the rise in pension age now to 68 and perhaps higher in future together with Universal Credit ruling disabled people fit for work there is a need for discussions on the current SSP structure of payment.	8/22/2019 5:54 PM

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5	Mostly. Many employers I know, through my professional adviser role, or friends who are employers, want to support employees who have the misfortune to fall sick but don't know where to start and are 'scared' of breaching their obligations under the Equality Act and therefore maybe keep staff on who are not capable due to their illness or don't employ someone if they think that it may cost them financially or in terms of productivity. Society needs to change their view of disabled people being helpless and this starts with the workplace. Currently it is hard to persuade employers of the benefits of trying out a disabled employee because they fear that they will get 'stuck' with them if they turn out to not be capable 'because you can't sack anyone for being disabled' and they perceive that if things don't work out then it will cost them loads of money.	8/21/2019 3:08 PM
6	I agree that there are some employers who do not manage well the return to work of employees following an absence, however mandating that protocols are followed should show that employees are encouraged to engage with their employers and that action plans and back to work plans are drawn up and agreed. Reform is needed, but the diverse nature of our workforce means that multiple approaches would be required. I am also very concerned about the cost to update and reconfigure systems to calculate values and/or capture information. I think that there will potentially be a huge increase in manual effort required.	8/21/2019 1:19 PM
7	It is always worth exploring all avenues of enabling individuals to work rather than claim benefits	8/13/2019 12:06 PM
8	can be abused	8/13/2019 11:28 AM
9	More financial support for small employers	8/12/2019 2:57 PM
10	It could be too prescriptive for supportive employers but I understand the need to force non-supportive employers to take action.	8/5/2019 12:56 PM
11	What needs to be learnt is the difference between managing the genuinely ill or infirm and those using the system to their own benefit. In the latter there needs to be a recognition within the NHS that they have a responsibility to diagnose and advise via the fit notes appropriately. It is the medical practitioners job to decide if someone is fit to return to work and what basis. The reality is that in too many cases it is left to the patient to decide and the fit note completed accordingly	8/5/2019 12:02 PM
12	Something needs to be done however there needs to be a line between making the system work better and introducing too much red tape	8/5/2019 11:34 AM