

real people

real problems

real solutions



2009
annual review

working families



changing the way we live and work

This Annual Review is full of words

But behind the words are tens of thousands of real people, struggling every day with real work-life problems and seeking real solutions

Working Families exists to resolve these problems and help enable such solutions

This entails working with families, carers, employers and legislators, as an objective, even-handed 'honest broker'.

In all we do, our fundamental role is to help people resolve the conflicting needs of work and home, helping people manage the twin currencies of time and money.

Such a balanced approach is good for everyone involved; without it, society suffers at all levels.

In many families, parents work long hours in low-paid work, on the edge of poverty. In some, financial rewards come at the expense of a quality home life. For others, the lack of childcare or suitable part-time jobs keeps those who want to work dependent on benefits: time-rich but cash-poor.

There is a better way.

“In the UK today, 39% of children live below the poverty line, despite having a parent in work.”



Approximately what proportion of the UK workforce are parents with dependant children? [See p17](#)





Approximately how many UK working parents are single with dependant children living at home? [See p17](#)

“Talented people are slipping through the net because of a lack of flexible opportunities.”

Since our charity began in 1979, we have compiled and marshalled compelling evidence that organising work more flexibly, and giving more control to those who carry it out, delivers enormous benefits.

Not just for employees. There is also a productivity and loyalty dividend for employers.

In short, we can all work better.

That is why Working Families’ mission is to change the way we work now – and the long-term world of work – to everyone’s benefit.

We envisage a world in which every parent can do their best by their children while also doing well at work.

To turn this vision into reality, we give legal and benefits advice to those most in need, especially low-income parents and parents of disabled children.

We work with employers to demonstrate the sustainable benefits of working smarter.

And we act as a dispassionate promoter of a work-life balance. In public and policy debates, we speak up for working parents, their children and for businesses.

This involves conducting and publishing research, stimulating debate and adding informed opinion whenever political, legislative or regulatory change is under discussion.

Today’s difficult times have undermined home life and restricted progressive thinking in the workplace.

It has never been more important to promote and demonstrate the power of new, flexible ways of working: ways to improve real people’s lives, to address real problems and to show how real solutions work in practice.

Sarah Jackson OBE, Chief Executive

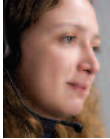


Neil Sherlock, Chair



Working with parents and carers

A fundamental part of what we do is provide guidance, advice and support to individuals who are struggling with work-life issues



During 2009, our free legal helpline helped nearly 5,000 people make informed decisions.

One caller's experience exemplifies the results we aim to achieve for everyone who contacts us. With a disabled child who needed physiotherapy after school, she was struggling at work and on the verge of resigning.

Her employer had consistently refused to allow her to delay the start of her shift by one hour. Our intervention led directly to the employer's stance changing, a new start time being agreed, and the caller's comment: "You have changed my life."

Another caller reported on problems following maternity leave. When she returned to work her employer said her job no longer existed and demoted her.

We arranged for mediation, following which our caller was reinstated. The options of resignation or an employment tribunal were avoided, with the caller stating: "the assistance I received from the caseworker in particular was exceptional. Not only did she give me clear, accurate and timely advice on my legal position but she also supported me through the whole ordeal."

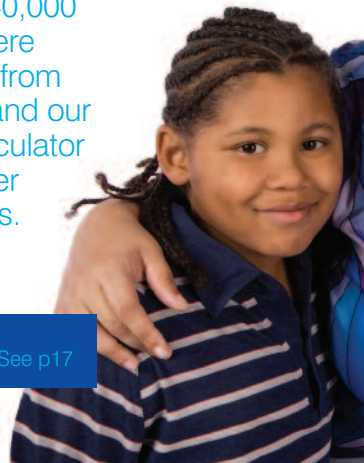
We guided and supported 360 employees through extended negotiations with their employers.

We gave in-depth advice to people suffering discrimination at work, via a specialist caseworker, funded by the Equality and Human Rights Commission.

Applying guidance, the right strategies and mediation options helped numerous people keep jobs that were unfairly under threat – without the need for litigation.

We extended our 'First Time Families' project, advising more than 1,400 first time parents. We also advised parents-to-be at antenatal classes and clinics in London on strategies for getting work-life and money-time in balance, and avoid the poverty trap.

More than 140,000 factsheets were downloaded from our website and our tax credit calculator was used over 970,000 times.



Approximately how many UK women will become parents during their working life? [See p17](#)

Kids in the Middle

With so much confusing, contradictory information online and in the marketplace, being accessible is just as important as being relevant

With this in mind, Working Families has created a lively, interactive online quiz, designed to help couples plan their work and family life together.

'**We can work it out**' encourages people to look at how their financial reality matches up to their (and their partner's) aspirations. Having completed the quiz, the interactive tool suggests solutions – and signposts the way to help. It shows how other couples answered questions and encourages participants to add their own comments and advice.

Financial stresses and pinch points such as redundancy or changes in work patterns often cause relationship problems. The 'We can work it out' quiz helps couples anticipate and recognise these issues and find help where they cannot resolve them together.

The quiz forms part of a wider '**Kids in the Middle**' campaign, funded by the Department for Children, Schools and Families.

The campaign brings together a coalition of family and children's organisations, including Working Families, and is backed by the UK's Agony Aunts and Uncles.

It encourages mothers and fathers to work together to get the best for their children, especially where relationships are under pressure.



kids in the middle

One in three fathers spends more than 50 hours a week at work; 80% of these dads cannot manage regular family responsibilities.

Helping people with disabled children

One of the most important aspects of Working Families is our 'Waving *not* drowning' network

For the past ten years, the network has supported parents and carers of disabled children who work (or want to work).

'Waving *not* drowning' gives 2,000 parents and carers – and 1,000 healthcare professionals who work with them – the information and support they need.

Over 90% of disabled children live at home and are supported by their families. Over half of those families live in, or on the margins of, poverty. It costs three times more to bring up a disabled child than a non-disabled child.

Parents and carers of disabled children face acute challenges as they try to balance earning a living with looking after their families. They also have to overcome a widespread belief that they should be at home caring full-time, neither wanting nor needing to work.

A combination of isolation and poverty contributes to higher levels of stress and family breakdown than in families without a disabled child.





Approximately how many UK working parents have a partner who also works full-time? [See p17](#)

During 2009 we acted to raise the profile of those facing such relentless pressures.

Publicity: We conducted a survey of 'Waving *not* drowning' parents and publicised the results, including the lack of suitable summer holiday childcare for disabled children. We reached members of the 'Every Disabled Child Matters' campaign, local authorities, and the relevant government minister (who pledged to act upon the findings).

Information: We initiated a monthly e-bulletin and a 'Waving *not* drowning' Facebook Group.

Face to Face: Janet Mearns, our project worker, attended events and information days for parents of disabled children, explaining their rights and inspiring action by sharing stories of how other people have managed to combine work and caring.



Publication: Individuals and local authority advisers have continued to request and use our publication *Getting into Work*.

Appeal: Millions heard about the 'Waving *not* drowning' project for the first time when Working Families' vice-patron Lynda Bellingham broadcast a summer appeal on Radio 4.



Planning: In 2010 we hope to secure funding to produce a publication about managing family finances during the period when a disabled child becomes a young adult. There is currently a huge lack of information about this.

"Waving *not* drowning gave me the confidence to go on and work."

Parent of child with Autism

Working with employers

Informing and advising the world of business about work-life balance

Working Families does not represent families' interests over those of employers, or vice versa. Our aim is to assist both parties in finding mutually beneficial, practical ways forward.

Our work helping employers to find solutions to work-life challenges involves a combination of live events and membership benefits.

Events: Our high-profile, topical events publicise enlightened employment practices, demonstrating their efficacy and relevance. Many are based on our own original research.

In 2009, we ran conferences on Building Business Success through Effective Employment Practice, and The Future of Work. We ran breakfast briefings on Flexible Working in a Challenging Economic Climate, Employee Engagement in Tough Times, and Maternity Returners: Long Term Retention and Productivity.

“Our membership of Working Families ensures that we’re kept abreast of new thinking.”

Melanie Flogdell, Head of HR Policy, Centrica plc

These events attracted prestigious speakers, including FTSE 100 business leaders and leading politicians. During 2009 we heard viewpoints from AMV BBDO, BP, BT, Diageo, Ernst & Young, the Foreign and Commonwealth Office, Herbert Smith, KPMG, Lancaster University, PricewaterhouseCoopers, Russell Jones & Walker and UBS.

Presentations were made by high-calibre thought-leaders, including Baroness Denise Kingsmill CBE, Duncan Fisher OBE and George Magnus, Senior Economic Adviser, UBS.

Membership: The economic climate during 2009 presented organisations with multiple challenges. We continued to support employers through our membership scheme, presenting innovative ways of working, and showing how flexible working can be a vital tool for business survival and longer-term success.

We kept our members abreast of the latest thinking and new ideas around work-life balance policy and practice. This included updates on changes in the law, best practice, and the real-world benefits that accrue for businesses and employees alike when making enlightened changes to working conditions.

Britain's Best Boss Competition

When it comes to promoting excellent work-life practice in the workplace, nothing is as inspirational or useful as a good example

That's why Working Families has run 'Britain's Best Boss' for the past 10 years, finding and celebrating the otherwise unsung heroes who have made a real difference to the lives of the people who work alongside them.

Britain's Best Boss 2009 was Debbie Hinton, the County Audiology Services Manager for Worcestershire Acute Hospitals NHS Trust.

Debbie was nominated by several of her 48-strong team, who provide services for people with hearing problems in four hospitals and several satellite clinics across Worcestershire.

All appreciated Debbie's 'can do' attitude to flexibility. This has led to few of the team working standard hours.

Far from undermining efficiency, this has enhanced it, with teams able to offer clinics early and late in the day and on Saturdays – a service much appreciated by patients.



The judges in 2009's competition, which was supported by BT, also specially commended Anne Axford, Associate Director, Learning and Development at Portsmouth City PCT "for being at the heart of her highly flexible team"; Julia McGinley, Parent Support Manager at Netmums, "for setting the standard for new virtual businesses"; Stephen Paine, Global Head of Infrastructure, UBS, "for being a role model for City bosses"; and Julie Pereira, Company Secretary at Capgemini UK plc, "for using agile working practices to motivate her team".



"I have promoted a culture where my staff feel comfortable requesting a change to their hours and working patterns. This has been a 'win-win' strategy for everyone and we have been able to offer extra clinics to our patients as a result." **Debbie Hinton, Britain's Best Boss 2009**

Top Employers for Working Families

A celebration of the
'best of the best' employers



Top Employer
for working families
2009

As part of our 30th anniversary celebrations in 2009, Working Families published our selection of the 'best of the best' family-friendly employers from the last three decades.

The world of work has changed enormously since 1979; during this time, our featured 20 organisations have helped make positive change happen for working families.

Their initiatives and leadership have inspired new paradigms in flexible working, childcare provision, maternity and paternity policy, plus help with eldercare responsibilities.

We are delighted to record their names once again and applaud their accomplishments.

The search for 2010's Top Employers for Working Families starts in May: the winners will be announced in October 2010.

Accenture (UK) Limited
Addleshaw Goddard LLP
American Express UK
B&Q
Britannia Building Society
BT
Centrica plc
Eden McCallum
Ford Motor Company
Halcrow
Happy Ltd
Hertfordshire County Council
Jaguar Land Rover
KPMG
Lloyds TSB Bank plc
Loop Customer Management Ltd
Metropolitan Police Service
Ministry of Justice
National Health Service represented by
Worcestershire Acute Hospitals NHS
Trust
National Grid plc
Nationwide Building Society
Wragge & Co LLP



Approximately how many UK working parents have a partner that does not work? [See p17](#)



Providing an informed view

Listening

The third aspect to our work, alongside helping individuals and employers, is providing an informed view on work-life issues to various audiences.

Listening to employers and working families alike gives us a unique perspective on how to achieve a balance – and the benefits such balance brings to employees, employers and society.

The more we listen, the more convinced we become that, as a society, we need to rethink the way we treat work and caring.

That view is backed by our own solid research. Time and again, academic and business studies provide the facts which drive our campaigns.

Here are some examples of how we obtain an informed view.

Fathers and work: This two-year research project is an ongoing collaboration between Working Families and Lancaster University Management School.

Funded by the Big Lottery, the project examines how fathers integrate work and family life.

Tomorrow's World: This report gathered together essays from academics, business leaders, campaigners and leading politicians. Each gives a perspective on the work-life balance – as it is today and as it could be in the future.

Ranging from childcare to organisational leadership and strategy, Tomorrow's World raises big questions about what people want and how they work. The report makes a compelling case why work must evolve to accommodate family life in the future.

Lifecycles: This research, funded by UBS, examines the aspirations and challenges of the different generations and their potential impact on organisations.

It explores what employees need at different points in their careers, helping organisations synchronise business and employee needs and plan for the long term.

The research shows how strongly people at every age and stage value control and flexibility in their lives.



Providing an informed view

The Working Families Manifesto

This is our own, Working Families' 2009 call to arms.

With a General Election pending, our manifesto calls for change in three key areas:

- **More flexible workplaces:** we believe all jobs should be advertised on a flexible or part-time basis, with a universal right to request flexible working.
- **More choice for families to share the care:** we propose improved rights for fathers and partners and better paid leave for all parents.
- **Simpler support systems that make work pay:** we want to see flexible and affordable childcare, plus simpler tax credits and benefits systems.

Our manifesto calls are straightforward. They are endorsed by a wide range of charities, trade unions and others within the Working Parents Group, (a group of 40 voluntary sector organisations).

If implemented, these three improvements would make a real difference to working families across the UK.



“Working Families plays a vital role in supporting parents and carers. Their advice helps low income families find the right balance of work and caring responsibilities. Their passionate campaigning to widen families’ choices is matched with a sound understanding of what employers need. This Government has taken that balanced approach in extending flexible working rights to all parents of children under 17 and introducing the new additional paternity leave. I am delighted that Working Families is part of the Kids in the Middle campaign which has been so influential in developing our thinking for our Green Paper on families and relationships.”

Rt Hon Ed Balls MP, Secretary of State, Department for Children, Schools and Families



What percentage of working age men in the UK are not working because they are looking after family and/or the home full time? [See p17](#)



What percentage of men and women are employed part time in the UK? [See p17](#)

Being heard

When you present a case that is backed by listening and research, people are more likely to act on your findings.

By presenting an informed viewpoint, we have been instrumental in shifting opinion and inspiring change in several important fields.

Childcare: Our representations helped ensure the reversal of a Government decision to end tax relief on childcare vouchers. We drew on the support of many of our employer members, as well as evidence from our helpline, to show how valuable childcare vouchers are to working parents. We were delighted when the Government announced a change of heart.

Families with disabled children need more support. We fed back the results of our survey into holiday childcare (page 7) to local authorities and the Government, who have promised to act on our findings.

Mothers and fathers: As the recession took hold we noticed an alarming rise in the number of calls from women on maternity leave, telling us they had been singled out for redundancy.

We joined a number of organisations to launch an 'Alliance against Pregnancy Discrimination' to draw attention to the continued ill-treatment by some employers of pregnant women and those on maternity leave. We joined with the National Childbirth Trust to produce an online guide for employers and employees on how to deal with women on maternity leave.

We never forget that fathers are parents too. Many need more choices and greater options, to balance their lives. In 2009 we held a successful Parliamentary seminar on 'Fathers in Employment', hosted by Conservative Family Spokesperson, Maria Miller MP.



"The Conservative Party wants the UK to be the most family-friendly place to do business. That's why we value the work done by Working Families to support families and develop interesting and practical solutions to improving work-life balance. They do great work campaigning to make Britain's workplaces more family friendly. I congratulate them on another successful year and look forward to working with them again in the future."
Rt Hon Theresa May MP, Shadow Secretary of State for Work and Pensions and Shadow Minister for Women and Equality



Research shows that fathers struggle to manage work and family. True or false? [See p17](#)



In 2010 we will be focusing on a 'Take Up Top Up' campaign, promoting increased awareness of fathers' employment rights, and encouraging more employers to top up statutory paternity pay to full pay.

Our research, carried out with Netmums and Dad.info, showed that over 70% of those who do not take up paternity leave say they simply cannot afford to do so.



"In these testing times, it can be very difficult for families to balance work, home and other pressures. For over 30 years, Working Families has been helping people try and find that balance and I know just how crucial that help can be. The Liberal Democrats passionately want to deliver real help for families – which is why we're committed to cutting taxes for families who are struggling; letting parents share parental leave, so that both parents can spend time with their children; and allowing all employees to request flexible working, so they can do what's best for the whole family."

**Nick Clegg MP,
Liberal Democrat Party Leader**

Flexible and quality part-time work:

Working Families contributed to the Review which led to the April 2009 extension of flexible working for all parents of children aged up to 17. We continue to campaign for flexible working to be extended to all employees.

The lack of such part-time and flexible jobs being advertised is proving to be a real barrier to getting the UK back to work. Our survey of advertised jobs showed a dearth of flexible work opportunities for those seeking employment.

Our CEO, Sarah Jackson, joined the Department for Work and Pensions' 'Family Friendly Working Hours' taskforce to encourage more employers to offer quality part-time work, and contributed to the Equality and Human Rights Commission's 'Working Better' advisory group.

At the request of the Women's National Commission, we took our message on equal sharing of care responsibilities to a United Nations conference, presenting to women's non-governmental organisations in New York.

Help us build a better future

A huge amount remains to be done

While we are immensely proud of our role and achievements, Working Families is acutely aware of the continuing gap between standard and best working practices.

A huge amount remains to be done. Work today simply doesn't work for far too many families – and for too many employers it fails to deliver the returns which business needs.

Yet without accelerated contributions from organisations like ours, we risk going backwards. It is far easier for businesses to maintain traditional patterns, however ineffective, than to innovate – especially in a constricted economic climate. When times are tough and jobs scarce, working families are less likely to fight for their rights.

We can't stand by and watch this happen. Our challenge, therefore, for 2010 and beyond is to redouble our efforts to build a more balanced future: one in which men and women are able to work at their best, at home and in the workplace, where children flourish, and where businesses remain profitable.

We know how this can be done. We know that it works in practice. And we are confident that it will happen. Once enough pioneers make enough changes, increased momentum will embed a better world of work.

Working Families has the vision and the expertise to inspire this future, but without your help today we are unable to apply it.

“The vital question ‘how are children being cared for and how can their needs be met’ cannot be answered by a tweak to parental leave here or a tax rebate there. It is a basic question about the wellbeing, even perhaps the viability of contemporary society.”

Penelope Leach, leading expert and author on child care and development



Help us build a better future

Priorities

Your financial support will help us deliver our priorities in 2010 and beyond.

We will give more help to families with parents who work, or wish to work. This means advising vulnerable and disadvantaged groups of parents on their employment rights and in-work benefits, and providing specialised support to parents of children with disabilities.

We will change the way work works, addressing poverty of opportunity at all levels. This will see us provide evidence around quality part-time work, employee engagement and embedding culture change. We will also bring together the evidence needed to make the societal economic case for flexible workplace cultures.

“I wanted to really really thank you for all your support and help during the last few months!”

A parent

“The information is really good, than you very much!” **A parent**

In practical terms, this translates into a series of specific actions we need to fund, and take.

- **Ensure our helpline continues to be available to the thousands of parents who need it.** (see p4)
- **Publish a guide to financial transition for families of disabled children.** (see p7)
- **Increase our focus on fathers – especially via our ‘Take Up Top Up’ paternity leave awareness campaign.** (see p14)
- **Complete research project with Lancaster University Management School into how paternal work patterns impact on wellbeing/family life.** (see p11)
- **Focus on/research carers in the workplace, raising awareness and producing information.** (see p8)
- **Highlight the power of quality part-time work in tackling financial poverty** (see p14); **put forward practical actions for government and employers.**
- **Launch annual Top Employers for Working Families list and awards** (see p10), **as the benchmark for family-friendly working.**



You can help

Make a real difference

In doing so, we will continue to support and promote the principles that make work work:

flexibility,

fairness

and

mutual benefit.

How? It's simple:

Make a donation by visiting www.workingfamilies.org.uk and click on the donation button

Become a Changemaker and help families to build a more balanced future

Become a member of our network of best practice employers



Here are the answers...

- p2: **33%**
- p3: **9%**
- p4: **More than 80%**
- p7: **32%**
- p10: **15%**
- p12: **1%**
- p13: **6% of men and 26% of women**
- p14: **True**



Fundraising

Income and expenditure



Brian Hartzer, CEO Nat West UK Retail, presents a cheque.

We gratefully receive regular income from individual supporters via Child Concern Consortium, a group of five small charities that works to raising funds and provide support for vulnerable children and their families.

We thank everyone who ran for Working Families in the 2009 British 10k London Run.

We also thank the following organisations for their support during 2009:

An anonymous trust and Lloyds TSB Foundation for England and Wales for new grants to extend our Waving *not* drowning network.

The Big Lottery Fund Research Programme for a two-year study of fathers in the workplace, in partnership with Lancaster University School of Management.

City Parochial Foundation, for support for advice for first time parents in London.

Big Lottery Fund, for support for our legal advice service.

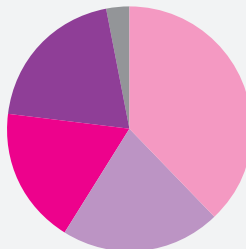
Department for Children, Schools and Families, for a grant for a new online quiz to enable parents to plan their work and family life together.

Equality and Human Rights Commission, for continued funding for a caseworker to help parents experiencing discrimination at work.

Esmée Fairbairn Foundation for continued support for our parliamentary work. This work focuses on in-work poverty.

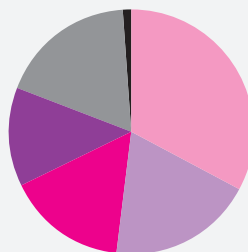
HM Revenue and Customs, for support for our Tax Credits outreach campaign.

income: £675,009



Trusts etc	38%
Donations	21%
Corporate sponsorship	18%
Memberships etc	20%
Other income	3%

expenditure: £748,705



Help for families	33%
Policy etc	19%
Service for employers	16%
Media	13%
Fundraising	18%
Governance	1%

For a copy of the audited accounts, please contact the Working Families office. See back cover for details.

Thank you!

Thank you to all the organisations who have given financial and/or gift-in-kind support during 2009 for their generosity:

Addleshaw Goddard
American Express
AMV BBDO
Antic Ltd
Azzurri Communications
Big Lottery Research Fund
BP
BT
CHA
Chapman Charitable Trust
City Parochial Foundation
CMC
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Prime Thinkers
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Russell Jones & Walker
Sainsbury's Convenience Stores
Schroder Charitable Trust
UBS
USDAW
Warner Bros
White & Case

Working Families was selected as Charity of the Year once again by Echo Research. We thank all the employees for their fundraising efforts.

Working Families thanks the staff of Natwest North Region for their fundraising efforts during 2009.

Working Families are grateful to Leigh Day for providing regular supervision and legal support to the helpline.

We thank our Changemakers, the high-level network of supporters at the heart of the charity who fund our core priority areas. Our Changemakers are too numerous to mention individually here but our appreciation of all their achievements is great and heartfelt.

Extra thanks also go to our Trustees, Patrons, Vice Patrons, Gold Changemakers and individual donors who have given personal gifts of more than £2,000, and those who have helped us with gifts of time and expert advice.

Gold Changemakers, individual donors and personal gifts

Lorna Amys
Lis Astall
Wendy Becker
Clare Berty
Victoria Broackes
Monica Burch
Matt Dean/Byrne Dean Associates
Sarah Clover
Howard Davies
Charles Dickson
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Carol Sergeant
Neil Sherlock
Amy Stirling
Jo Slevin
Herta von Stiegel
Lan Tu
Chris Park/Talking Talent
Andrew Taggart
Karina Upton
Joanna Wade
Jill Whitehouse
Karen Witts

British London 10k Run

Special thanks to all those who participated

BBC Radio 4 Appeal

Special thanks to Lynda Bellingham for presenting our appeal, and to all those who supported it.

Trustees

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Wendy Becker
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Marianne Fallon
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Alexandra Marks
Alexis Walmsley

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Raj Ray

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Lucy Daniels
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Kate Figes
Baroness Helena Kennedy QC
Rosalind Miles
Rufus Olins
Allison Pearson
Gill Pyrah
David Rigg
Baroness Uddin
Professor Sue Vinnicombe OBE
Anne Watts

Working Families would like to thank all of its staff and volunteers.

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