



The Parental Fog Index 2026

What employers make visible
shapes the talent they keep:
why culture, clarity and trust
are crucial

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FOREWORD



Emma Spitz
Chief Client Officer
ECC



Seven years ago, we decided to measure something which is critical for anyone considering a family or a current working parent who is evaluating a job move: how transparent are UK employers around the support they provide for working parents?

We knew from our coaching work with parents, and with those early in their careers already thinking about future parenthood, that what organisations chose to make visible about family support was shaping real decisions, about where to work, whether to stay, and how much of themselves to invest with their current employer.

The gap between what employers communicated and what employees needed to see was real and well evidenced.

From this the Parental Fog Index was born.

This year, after a two-year gap since our last report, we paused before beginning our research and asked ourselves whether our framework still reflected the questions that today's working parents, and prospective parents, would want answered.

The answer was that it needed to change. Family life looks different and has been for a while. One

clear catalyst is the rapid shift to hybrid working necessitated by the Covid-19 pandemic. Another is the longer-standing shift of the world of work to a more flexible and family-friendly working environment, as seen with the introduction of the new Employment Rights Act. At the same time, the expectations that parents, caregivers and prospective parents bring to their employers have risen and broadened.

Given this momentum, the level of transparency that distinguished the best employers even in 2024 is now the foundation. Expectations have moved on.

This year, for the first time, we are joined by Working Families as a full research partner. From their legal advice helpline for working parents and carers, and their work and research directly with employers, they bring evidence of what employees and their families need, sitting alongside our audit of what employers choose to communicate.

The result is our most comprehensive evaluation of employer transparency for working parents. We hope it serves as a compelling resource for every employer that is committed to attracting and retaining this vital cohort.

FOREWORD



Jane van Zyl
CEO
Working Families



For too long parents and carers have had to navigate their way in the dark, taking a leap of faith that their new employer will offer the parental leave their family needs, or that they will deliver on their promise to support flexible working. But we also know that keeping family-friendly policies out-of-sight stagnates the labour market, trapping people in roles and wasting the wealth of talent the parent and carer population offers.

As a charity who has been campaigning for family-friendly working for over 40 years, we recognise the value of visibility. The transparency the Parental Fog Index offers is a lever for change. It's a route for parents and carers to make informed decisions, so that men can feel confident to take what they're entitled to and tackling the unspoken stigma that locks in the imbalance of caring responsibilities which leads to the women's careers paying the price.

We welcome the move family-friendly working has made from the fringes to the mainstream in recent years, but evolving expectations can feel like shifting sands to employers. In our experience, employers want to do the right thing by their people, but many aren't sure if they're hitting the mark. As a trusted peer for many years, we're proud to partner with The Parental Fog Index. The index is a way for employers to understand the power of putting parental benefits front and centre, to build workforces that are inclusive, resilient and agile, and take meaningful steps towards closing the gender pay gap.

VISIBILITY, CLARITY, CULTURE: A GAP THAT MATTERS

The expectations that working parents have of employers – of how they support parenthood, caregiving and family life – have shifted fundamentally.

A generation ago, a strong maternity leave policy and a commitment to flexible working signalled good intent. It may even have set an employer apart.

Today, expectations are higher and more clearly defined. They are shaped by generational shifts in how men and women view work and caregiving, by the reality that most families rely on two incomes, and by the increasing number of employees balancing care for both children and ageing relatives.

The rapid expansion of flexible working during the pandemic demonstrated what is possible, alongside a growing recognition that employers can and should support families across the life course, from fertility and neonatal care to kinship care.

When employer support has a direct impact on someone's ability to sustain a career alongside family life, what an organisation makes visible matters. It signals who the organisation sees when it imagines its workforce, and what it values.

Candidates read those signals before they apply for a job. Employees notice the gap between what is said and what is experienced when deciding whether to stay. For organisations competing for talent, communication underpins credibility.

Getting this right requires a clear understanding of how families look today and how that is changing.

Research from Working Families shows it's no longer enough to offer family-friendly working practices that are aimed – whether overtly or implicitly – principally at women. It also shows that that most fathers want to embrace equal parenting, and that appetite is strongest among the youngest generation entering the workforce.

Many report that workplace stigma holds them back from asking for support. Whether equal parenting is genuinely supported, not just permitted, is often what decides if people ask at all.

And equal parenting encompasses every family structure in which caregiving can be shared: same-sex couples, non-birth parents, and those building families through surrogacy or adoption.

Employers who communicate family support only through the lens of birth mothers and their partners send a clear message about whose family life they recognise. That message is read most clearly by those it excludes.

For every working family, flexible working and family leave is a core area of support that makes a critical difference to their work, life and career. While commonly offered, most employees understand that what exists on paper does not always translate into practice. It is therefore the employers who clearly communicate both the leave and the flexibility that makes returning to work sustainable who send the most credible signal to this cohort.

With nine in ten working parents saying that family leave is a major factor when choosing an employer, this is no marginal issue. And it is a judgement made before a candidate applies or speaks to a recruiter. At interview many do not feel they can comfortably ask the question directly.

So, it's clear that employers who make family support visible stand to attract and retain talent. Those who don't make it visible lose people they'll never know they lost.



This is why our evaluation of the visibility of policies and how they are communicated, represented through the Parental Fog Index, matters.

It shows organisations how they are seen through the eyes of prospective candidates, the signals that need to be in place to be recognised as a genuinely family-friendly employer, and the steps they can take to achieve that.

92% of parents say it is important for fathers and partners to take leave in their baby's first year

74% of working fathers want to embrace equal parenting

84% of Gen Z fathers want equal parenting but feel workplace stigma holds them back

“ Employers who make family support visible attract and retain talent. Those who do not lose people they will never know they lost.

- Emma Spitz

AT A GLANCE

Workforce expectations

of employer support for families have undergone a fundamental shift, shaped by legislation, economics and generational change

What an employer chooses

to communicate externally about family support is an expression of culture, and candidates read those signals before they consider working there

Employers who do not

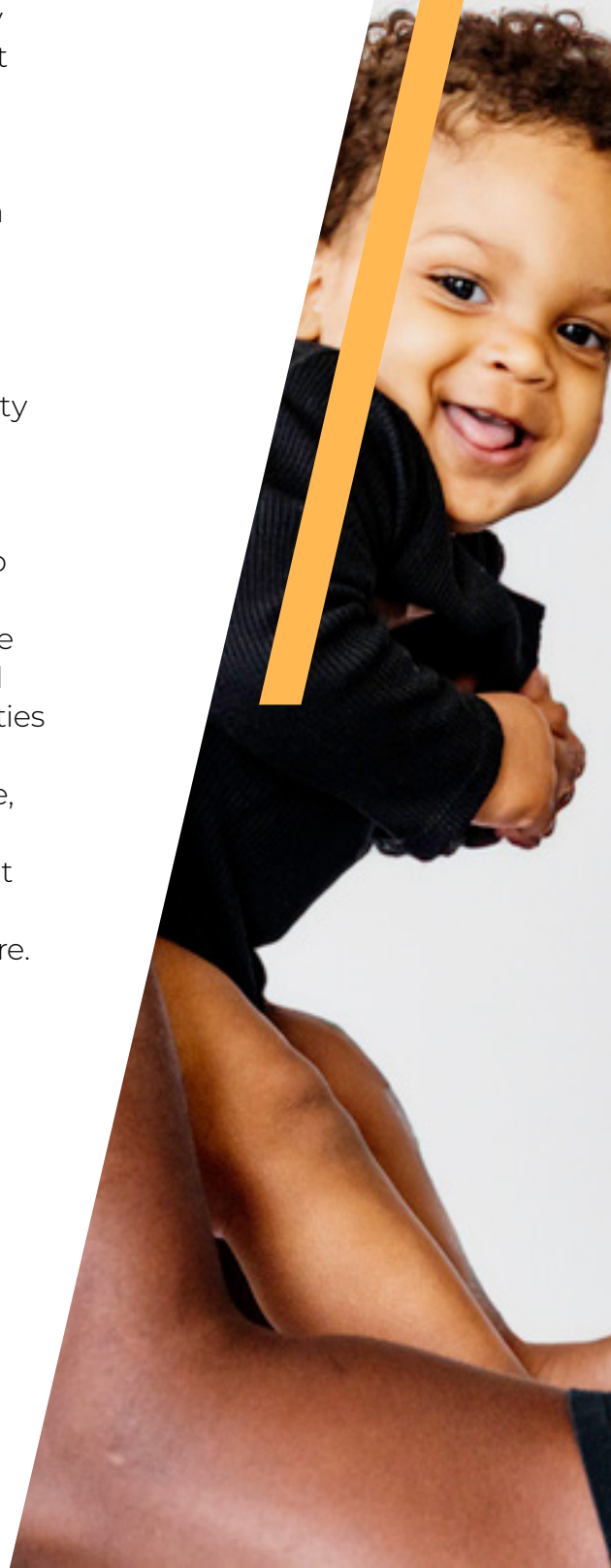
communicate visible, inclusive support for equal parenting and caregiving are not meeting the expectations of their fastest-growing employee cohort

THE PARENTAL FOG INDEX FRAMEWORK






The Parental Fog Index assesses how transparent employers are at communicating their support for working parents, prospective parents and carers. Our aim is to evaluate not only whether policies exist, but how visible, understandable and meaningful they are to the people employers are seeking to attract and retain.

For this edition of the report, each employer is assessed against 22 visibility criteria. These criteria span a progression from the fundamentals of parental leave communication, such as clearly stating maternity, paternity and shared parental leave entitlements, through to broader forms of support for the journey to parenthood, from fertility and pregnancy to post-partum and the transition back to work.

The framework also recognises employers that go further: those that embed parental policies into the wider culture of the organisation, demonstrate support across a more holistic caring journey, and show greater consideration for caring responsibilities beyond parenthood itself. This includes support for circumstances such as adoption, neonatal care, perinatal loss, kinship care, sandwich caring and flexible working, alongside the cultural signals that indicate policies are encouraged to be utilised as part of a living and breathing family friendly culture.



The overall scores map to five visibility ratings for each employer:

Rating	What it means
Beacon 	Family support is visible, specific and cultural signalled
Fully Visible 	Strong policy detail across the foundational and elevated criteria
Visible 	Policies referenced but lacking specificity on pay and duration
Foggy 	General commitment stated but no policy detail published
Invisible 	No meaningful visible commitment to family support

The organisations in our sample are not being assessed on what they offer internally, but on what they make visible externally, to candidates and others making decisions based on what they can see.

The full scoring framework and criteria are set out in the appendix.

A SPOTLIGHT ON BEST PRACTICE: THE EMPLOYERS WHO SHINE

To understand how well employers are meeting the expectations of working parents, the right place to start is with those doing it best.

The 2026 Parental Fog Index identifies nine organisations as Beacons: employers whose communication of family support is comprehensive, coherent and clearly visible to anyone considering working for them.

They are to be congratulated as they set the benchmark for organisations that want to be recognised as genuinely family-friendly, and demonstrate that this standard is achievable.

What distinguishes the Beacons are how they stack up across all three tiers of the PFI framework – explained [here](#) in detail – with genuine specificity. As a group they:

Provide policy detail that tells a candidate something meaningful.

Address the full range of family circumstances relevant to today's workforce, including fertility treatment, perinatal loss, neonatal care, kinship care and elder caring responsibilities.

Make culture visible as well as policy, through inclusive language that reflects diverse family structures, through role models, and through evidence of who actually uses the support available.

The most sophisticated go further still, offering support that enables employees to prepare for a change in their life, which is critical in equal measures to their career and family life, through parental transition coaching. This recognises that becoming a parent is an ongoing experience that shapes careers and identity, rather than an absence to be managed.



The Beacons are a genuinely diverse cohort, where PwC, Deloitte and KPMG sit alongside Clyde & Co, the Civil Service and the NHS. The lesson from this is clear: comprehensive, visible family support is a function of prioritisation rather than budget.

Outside of our Beacon cohort, a further fourteen employers achieve Fully Visible status in 2026. Their achievement deserves recognition in its own right.

These are also the organisations who publish policy with genuine specificity: pay, duration of leave and eligibility are clearly stated across the foundational and elevated tiers of our evaluation criteria.

Under the previous PFI framework, several would have achieved Beacon status. That context matters and shows Fully Visible organisations display a serious and visible commitment to family support.

For these employers, Beacon is within reach. The distance between Fully Visible and Beacon is measured by the extent to which a culture is explicit.

Making their support visible in use, rather than just in writing, is key to making the step up.

That means showing role models who have taken shared or extended leave, providing manager coaching that equips managers to have confident conversations with employees taking parental or caring leave, using inclusive language that reflects the full range of family structures, and where possible, publishing uptake data that demonstrates policies are genuinely used.

For employers who are already transparent about policy and support on offer, this is the next logical step.

Just 23% of employers in the 2026 sample reached Beacon or Fully Visible status. An exclusive group putting themselves in a strong position to attract and retain talent.



Comprehensive, visible family support is a function of prioritisation, not budget.

- Emma Spitz



Table 1: Beacon employers for 2026



Employer	Score /22	Standout feature
Deloitte	21	Breadth across all three tiers; one of only five employers publishing uptake data
PwC	20	Exceptional detail on fertility and perinatal loss; manager coaching
Civil Service	19	Public sector leadership; carer support depth; perinatal loss recognition
NatWest Group	19	Role models; inclusive language throughout
NHS	19	Coverage depth across elder, neonatal and carer support
KPMG	18	Fertility support detail; publishes uptake data
Teach First	18	Specificity of perinatal loss policy; paid carer’s leave
UBS	18	Standout for commitment to return-to-work coaching
Clyde & Co	18	Legal sector standout; gender-neutral parental leave

A further fourteen employers achieve Fully Visible status. The full list is set out in the appendix which you can find [here](#)

AT A GLANCE

<p>Nine employers achieve Beacon status this year – proof that comprehensive, visible family support is achievable across every sector and organisational type</p>	<p>What distinguishes the Beacons is not resource or scale but the coherence of their communication: policy breadth, inclusive language, visible role models and evidence of use</p>	<p>There is still room to grow: only five employers in the entire sample of 100 publish meaningful uptake data</p>
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BEYOND THE BEACONS

Two years ago, when we last published the Parental Fog Index, it would have been hard to anticipate how significantly the context in which employers communicate about family support would shift.

The debate around DEI in the workplace has intensified, particularly in the United States, with organisations that have US ownership or significant operations feeling that pressure most acutely.

Even before compiling this year's report, we had observed a decline in the visibility of public commitments to diversity and inclusion among some employers. In some cases, these broader shifts may also have affected family support, and we recognise the context in which employers are navigating these changes.

At the same time, the statutory landscape for UK employees has expanded.

Since 2024, neonatal care leave and pay has come into force for parents of babies requiring specialist care. The right to request flexible working from day one of employment is now established in law.

Carer's leave is also in place, alongside extended protections from redundancy for pregnant employees and those returning from family leave. These measures are statutory entitlements, not discretionary employer policies.

All of this is important for understanding what this year's data shows for the 77% of organisations ranked Visible, Foggy or Invisible.

Against that backdrop, the distribution across the sample is instructive:

More than a third of employers

are completely silent on family support. This means that candidates searching their website would find nothing of substance. More than half leave candidates unable to make an informed assessment, either publishing nothing or too little to act on.

A substantial middle group communicates the basics but has not yet kept pace with the expanding definition, particularly in areas that now carry legal standing.

Some 36% of new entrants of the Times 100 list were rated Invisible in this year's report.

For some employers in our sample, their visible commitment has reduced since our previous analysis, against criteria common to both frameworks.

While we recognise the pressures that may have influenced these decisions, we must also emphasise that, at the same time, the need for this information has not diminished.

For many employers across the sample, the step up is straightforward. Communicating statutory rights does not require new policy or additional budget. Clearly setting out what employees are entitled to – neonatal care leave, carer's leave, flexible working from day one – requires an intentional decision to make that information visible and accessible. For organisations operating across geographies with differing policies, this may be resolved through dedicated regional information.

The data in Section 4 which follows, shows both where the gaps are greatest and how easily addressable many of them are.

More than 36% of the 2026 sample are rated Invisible

More than a third of employers have no visible commitment to family support whatsoever, and more than half leave candidates unable to make an informed assessment



Workforce expectations have moved in one direction. The employers whose visibility has moved in the other face a straightforward question: have the needs of their employees moved too?

“The need for transparency on family-friendly policies has not diminished.”

AT A GLANCE

More than a third of Britain's most sought-after graduate employers are completely silent on family support. More than half leave candidates unable to make an informed assessment

A distinct group of employers have retreated on visibility since our last analysis, on like-for-like criteria, not as a consequence of our expanded framework

Employee need has not retreated with them: the parents looking for visible, equal, inclusive support want it regardless of the political weather



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THE BIG ISSUE: BRIDGING THE POLICY-VISIBILITY GAP

Across seven years of our Parental Fog research, one pattern remains consistent.

The policies and the signals that show how they are used – and that parents, caregivers and prospective parents most need to see – are the ones employers are least likely to communicate.

One of the clearest indicators of this is the limited visibility of uptake data of parental support. This is one of the strongest signals an employer can provide about culture, bridging the gap between a policy that exists and one that is actively used.

Only 5% of employers in our sample publish this data. Where employees cannot see support being taken up in practice, it becomes harder to assess how accessible and encouraged it is in reality.

Manager capability is another critical factor. It is where policy meets day-to-day experience: the point at which entitlements are either enabled or constrained.

Effective manager coaching equips line managers to have informed, confident conversations about parental leave, flexible working and return to work.

Without clear communication, even well-designed policies often depend too heavily on individual management practice. Yet only 13% of employers make this support visible. Impact data from The Executive Coaching Consultancy shows how critical managers are during this transition, with 87% of coachees identifying their manager as the most important factor in a smooth return to work.





There are also clear gaps in how different forms of caregiving are recognised. Kinship carers - those raising children who cannot live with their birth parents, often grandparents, siblings or other relatives stepping in at short notice - represent a growing and often overlooked group within the workforce. Only 8% of employers acknowledge them on their website offerings.

Sandwich carers, balancing care for both children and ageing relatives, are more widely represented but still inconsistently addressed, with only 31% of employers making elder care support visible.

The visibility gap is particularly pronounced for fathers. Only 37% of employers feature role model stories or testimonials, and relatively few of these include men using flexibility or shared leave.

Working Families research indicates that around half of fathers feel nervous about asking for flexibility. Visible examples of men taking leave or working flexibly play an important role in signalling that doing so is both accepted and supported.

For most employers in this sample, the opportunity to close the policy-visibility gap is well within reach.

Only 5% of employers publish uptake data — the single clearest signal that a policy is genuinely available, not just theoretically accessible

Only 37% of employers feature role model stories or testimonials. Very few include men using flexible or shared leave

“The policies parents and caregivers most need to see are the ones employers are least likely to communicate.

Table 4: The unfinished agenda

Criterion	% of 100 employers
Publishes uptake data	5%
Kinship care / leave for dependents	8%
Manager coaching	13%
Breastfeeding / chestfeeding support	18%
Equal parental leave	20%
Neonatal care leave	24%
Parental coaching	25%
Perinatal loss support	31%
Carer's leave	31%
Elder / sandwich carer support	31%
Role model stories / testimonials	37%

The unfinished agenda maps directly onto where employee need is growing fastest. Employers who close these gaps will differentiate themselves in a talent market where the definition of a family-friendly employer has permanently shifted.

AT A GLANCE

The support that matters most – uptake data, manager coaching, kinship and sandwich carer recognition – remains the least visible across the sample

Only 5% of employers publish uptake data: the single most important signal that a policy is genuinely available, not just theoretically accessible

Employers who close these gaps in the next two years will differentiate themselves in a talent market where the definition of family-friendly has permanently shifted



MAKING IT REAL: YOUR ROUTE TO THE BEST PRACTICE

For every organisation in this sample, there is a clear opportunity to strengthen how family support is communicated and better meet the needs of a workforce shaped by family and caregiving responsibilities.

If the gap between where most employers in this sample sit and where the Beacons sit is down to prioritisation and decision-making, the route to closing it is clear.

1 Start with the Foundations

Publish parental leave policy with genuine specificity – pay, duration and eligibility – for all the family structures your employees represent. A statement that promises “a generous maternity package” tells a candidate little and signals that the organisation has not fully considered what parents need to know. The basics, done well, are the foundation on which everything else rests.

2 Elevate beyond Foundations

Fertility treatment, perinatal loss, neonatal care, kinship and sandwich caring responsibilities are not fringe concerns. They affect a significant and growing proportion of any workforce. Employees navigating IVF alongside a full workload, or stepping in to care for a grandchild or an ageing parent, are looking for acknowledgement that their employer recognises their reality.

Where this is absent, it is noticed by potential employees who employers can ill-afford to lose.

3 Embed Culture to build Best-in-Class

Policy breadth is necessary but not sufficient. The employers who attract and retain talent are those who make it clear that it is safe to use what is offered. Key to this is the spotlighting of role models, to reflect diverse family structures and the publishing of uptake data to demonstrate policies are not just available but are genuinely used.

The leadership imperative runs through all of it. The most generous policies go unused if employees do not see senior people using them without consequence. Culture is set from the top and read from the bottom.

Being family-friendly is not a wellbeing initiative nor simply an obligation. It is a talent strategy. Employers who treat it as such will build the workforce their competitors wish they had.

The Family Inclusive Workplace Certification: how to get there – tailored support on offer

The Family Inclusive Workplace certification is the first of its kind in the UK, using the Global Work + Family Standards to recognise organisations committed to embedding best-practice ways of working.

At the heart of the certification is parental leave. Employers are assessed against an evidence-led framework that measures ways of working alongside an action plan to help organisations reach their goals and continue developing as a certified Family Inclusive Workplace. The process is managed by Working Families, whose three decades of experience advising employers underpins the guidance organisations receive throughout.

Find out more and take the self-assessment at familyfriendlyworkplaces.co.uk

Parental Transition Coaching: how it works

Parental Transition Coaching supports employees through this transition before, during and after parental leave. It works with both the individual and their line manager, helping parents think clearly about their career alongside their new responsibilities, and equipping managers to have informed and confident conversations at every stage.

The evidence for its impact is grounded in what ECC sees consistently in practice. Employees who receive coaching are set up for greater success as a working parent. Managers who are supported handle the transition better and create the conditions for a smoother return. And organisations that invest in both send a clear signal: parenthood is an ongoing experience we take seriously, not an absence we manage.

To find out more about Parental Transition Coaching, contact [ECC](#)

What the new Employment Rights Act means for employers

The Employment Rights Act 2025, which came into force in April 2026, represents the most significant expansion of rights for working parents and caregivers in a generation.

It makes paternity leave and unpaid parental leave day one rights, ending the requirement for employees to have worked for an employer before qualifying. The restriction on taking paternity leave after shared parental leave has also been removed.

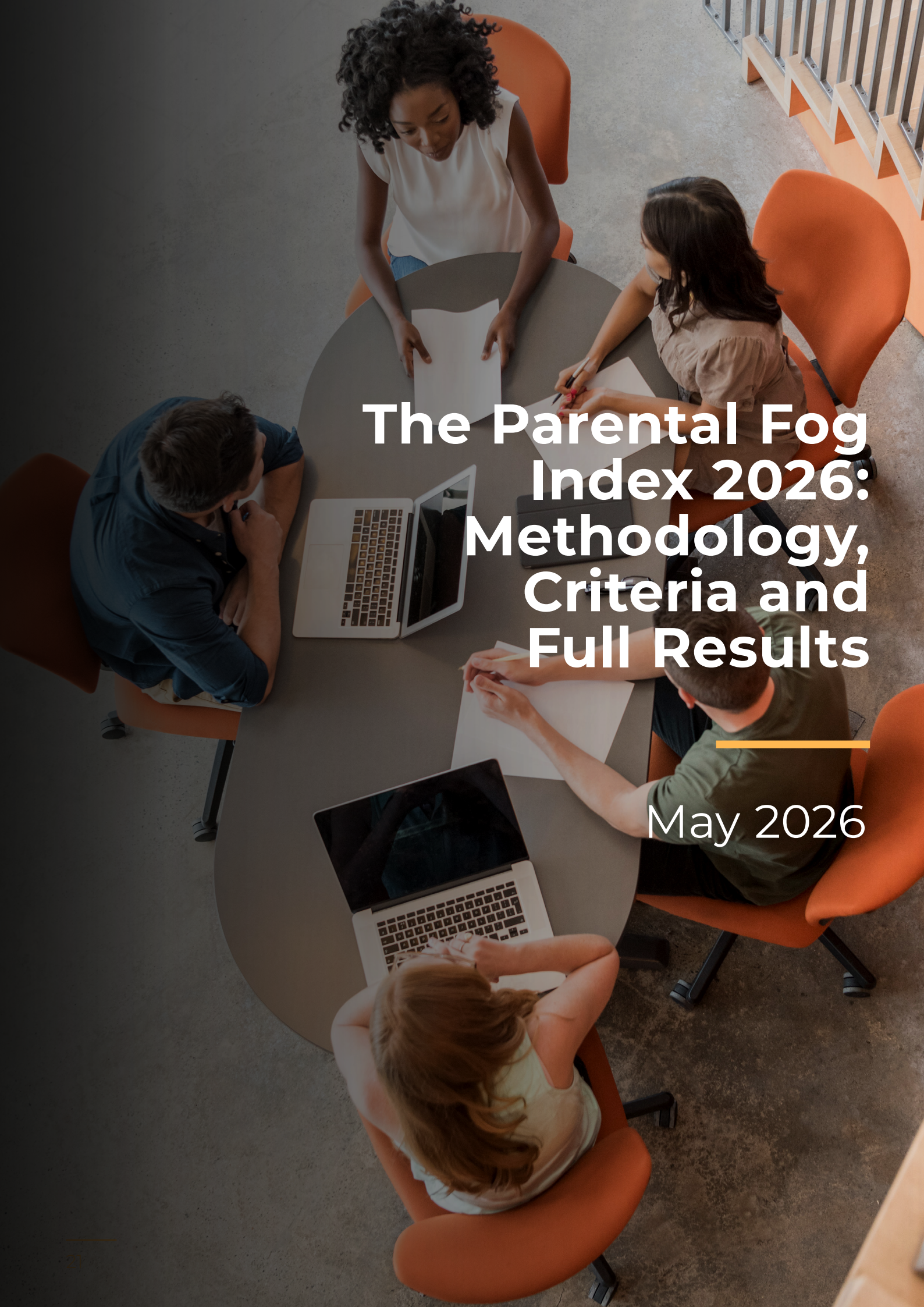
Further provisions due in 2027 will strengthen protections for pregnant workers and those returning from maternity leave, introduce a right to statutory bereavement leave, guarantee hours for workers on zero-hours contracts, and make gender pay gap action plans mandatory.

The Act raises the floor across the board. With it comes a corresponding rise in what employees and prospective employees reasonably expect to see communicated – both internally and externally.

Employers who make these entitlements clearly visible are meeting that expectation. Those who do not are leaving a significant gap between what the law provides and what their workforce can see.

<https://www.acas.org.uk/employment-rights-act-2025>





**The Parental Fog
Index 2026:
Methodology,
Criteria and
Full Results**

May 2026

METHODOLOGY

The Parental Fog Index measures what employers choose to communicate publicly about their support for working parents and carers.

In 2026 we reviewed the public-facing websites of The Times Top 100 Graduate Employers. We chose these organisations as they are employers who position themselves as attractive employers and invest accordingly.

We assessed each employer's website against the 22-point criteria framework set out below. Each criterion present and visible scores one point. Scores are aggregated to produce a total out of 22, which maps to a visibility rating.

The 2026 Criteria Framework

The 22 criteria is organised across Foundational, Elevated, and Embedded Culture. An employer can score 1 point across each of the criteria. The final score is the number of points they received, which is then banded to provide their PFI status from Invisible to Beacon.

Foundational: Core parental leave

These are the foundations. Every employer in this sample should be communicating these clearly and with genuine specificity: pay, duration and eligibility should be stated rather than implied.

- Mentions commitment to supporting working parents
- Maternity Leave policy (with pay and duration)
- Paternity Leave policy (with pay and duration)
- Shared Parental Leave policy (with pay and duration)

Elevated: Enhanced family and parenting support

These reflect the broader range of family circumstances that now affect a significant proportion of any workforce. Several of these criteria reflect rights that exist in statute.

- Adoption Leave policy (with pay and duration)
- Equal Parental Leave policy (with pay and duration)
- Neonatal Care Leave policy
- Pregnancy loss, miscarriage or perinatal loss policy
- Fertility treatment / IVF support policy
- Kinship care / paid time off for dependants
- Flexible working policy
- Carer's Leave policy
- Support for elder care, sandwich carers, disability care or dependants

Embedded Culture: Return-to-work, culture and transparency (Best-in-Class)

Beyond the existence of policy to the question of culture: whether the environment makes it genuinely safe to use what is on offer. Explicit communication of these

policies are signals that separate a static policy document from a living organisational culture.

- Chestfeeding and breastfeeding support
- Testimonials or role-model stories about parental leave or flexibility
- Parental Transition Coaching
- Manager coaching for those supporting employees through parenthood
- Back-up / emergency childcare
- Uses inclusive language for partners and diverse family structures
- Parenting or carer-focused employee resource groups / networks
- Showcases or references parental support or family-friendly awards
- Publishes uptake data for parental or family policies

**Maximum total score:
22 points**

The new criteria for 2026

The 2026 framework expands from 13 criteria used in our last report in 2024 to 22 criteria. These reflect legislative developments, evidenced employee need and established best practice.

Ratings from 2026 are not directly comparable to those from previous years on a like-for-like basis. Where the report identifies a pattern of reduced visibility among a distinct group of employers, this is measured against criteria common to both frameworks and is stated explicitly.

VISIBILITY RATING DEFINITIONS



Rating	Score	What it means
Beacon 	8–22	Family support runs through every level of this organisation’s public-facing communication. Policies are published with full specificity across all tiers. The organisation demonstrates culture as well as policy through role models, inclusive language, visible use of support, and in the most advanced cases, published uptake data.
Fully Visible 	13–17	Full policy detail is published and accessible, covering core and enhanced tiers with pay and duration clearly stated. Communication is clear and specific but may lack the cultural signals such as role models, uptake data or the use of coaching that characterise Beacon status.
Visible 	9–12	Policies are referenced and accessible but lack the specificity - pay, duration, eligibility - that allows a candidate to make an informed assessment. Communication exists but does not go far enough to meet the expectations of the workforce today.
Foggy 	5–8	The organisation references support for working parents in general terms but publishes little or no policy detail. A candidate reading the website would know the organisation is aware of the issue but would not know what, in practice, they could expect.
Invisible 	0–4	No meaningful visible commitment to family support. An employee or candidate searching the organisation’s public-facing communication would find nothing of substance.

FULL EMPLOYER RATINGS 2026

Employers are listed by visibility rating, then alphabetically within each group. Individual scores out of 22 are available on request.

The sample is drawn from The Times Top 100 Graduate Employers For 2025/26. Employers that appeared in previous reports but are not on the current list are not included in the 2026 results.

Group	Employer	2026 Rating
Beacon 	Civil Service	Beacon
	Clyde & Co	Beacon
	Deloitte	Beacon
	KPMG	Beacon
	NatWest Group	Beacon
	NHS	Beacon
	PwC	Beacon
	Teach First	Beacon
	UBS	Beacon
Fully Visible 	Accenture	Fully Visible
	Amazon	Fully Visible
	Bank of America	Fully Visible
	BBC	Fully Visible
	Deutsche Bank	Fully Visible
	Environment Agency	Fully Visible
	Grant Thornton	Fully Visible
	Herbert Smith Freehills Kramer	Fully Visible
	HMRC	Fully Visible
	JPMorgan Chase	Fully Visible
	Santander	Fully Visible
	Shell	Fully Visible
	Tesco	Fully Visible
	Vodafone	Fully Visible
Visible 	AstraZeneca	Visible
	AtkinsRéalis	Visible
	BAE Systems	Visible
	Bain & Company	Visible
	Barclays	Visible

Group	Employer	2026 Rating
	Bloomberg	Visible
	BP	Visible
	British Army	Visible
	BT	Visible
	Capgemini	Visible
	Citi	Visible
	Diageo	Visible
	Goldman Sachs	Visible
	GSK	Visible
	Jaguar Land Rover	Visible
	McKinsey & Company	Visible
	Morgan Stanley	Visible
	Mott MacDonald	Visible
	Network Rail	Visible
	Royal Air Force	Visible
	TfL	Visible
Unilever	Visible	
Foggy 	AECOM	Foggy
	BDO	Foggy
	Clifford Chance	Foggy
	DLA Piper	Foggy
	EY	Foggy
	Forvis Mazars	Foggy
	Google	Foggy
	HSBC	Foggy
	Jane Street	Foggy
	L'Oréal	Foggy
	Lidl	Foggy
	Lloyds Banking Group	Foggy
	Lockheed Martin	Foggy
	Marks & Spencer	Foggy
	Microsoft	Foggy
	Newton	Foggy
Royal Navy	Foggy	
Sony	Foggy	
Wellcome	Foggy	

Group	Employer	2026 Rating
Invisible 	A&O Shearman	Invisible
	Airbus	Invisible
	Aldi	Invisible
	AlphaSights	Invisible
	AON	Invisible
	Apple	Invisible
	Arup	Invisible
	Babcock	Invisible
	Baker McKenzie	Invisible
	BCG	Invisible
	BlackRock	Invisible
	BNY	Invisible
	British Airways	Invisible
	CMS	Invisible
	EDF	Invisible
	Enterprise Mobility	Invisible
	Freshfields	Invisible
	Hogan Lovells	Invisible
	IBM	Invisible
	ITV	Invisible
	Latham & Watkins	Invisible
	Linklaters	Invisible
	Local Government	Invisible
	P&G	Invisible
	Penguin Random House	Invisible
	Pfizer	Invisible
	Police Now	Invisible
	Revolut	Invisible
	Rolls-Royce	Invisible
	Savills	Invisible
Scottish Power	Invisible	
Siemens	Invisible	
Sky	Invisible	
Slaughter and May	Invisible	
White & Case	Invisible	
WSP	Invisible	



About ECC

ECC has over 30 years' experience helping employers support working parents as they progress through the different stages of parenthood.

We also help employers remove the barriers that contribute to women's careers flat lining; barriers that are now understood to contribute to the gender pay gap.

Our ECC coaches are equipped with the gender intelligence required to help leaders lead more inclusively.

We work nationally, internationally and virtually, tailoring content through our understanding of local markets.

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