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ABOUT THIS REPORT

Cancer in the workplace is an Economist Intelligence Unit (EIU) report, sponsored by Bristol-Myers Squibb. It assesses the challenges that cancer poses for employers, examines workplace policies and practices to address the needs of those affected by the disease, and explores possible measures to strengthen workplace support.

In August-September 2016 The EIU surveyed 500 executives—150 from Europe, the Middle East and Africa (EMEA), 150 from the Americas, 150 from Asia-Pacific and 50 from the rest of the world—on their companies' approaches to cancer in the workplace. Survey respondents were drawn from a variety of sectors and functions (see Appendix). This report is based on the results of the survey. The EIU also conducted ten in-depth interviews with experts on cancer in the workplace. The insights from these interviews appear throughout the report. We would like to thank the following individuals (listed alphabetically) for sharing their insight and experience:

- Claire Austin, chief executive, Cancer Society of New Zealand
- Mary Bradley, director of healthcare planning, Pitney Bowes
- Heather Brown, lecturer in health economics, Institute of Health & Society, Newcastle University
- Sondra Davoren, senior legal policy adviser, McCabe Centre for Law and Cancer, Cancer Council Victoria, Australia
- Liz Egan, lead, Working through Cancer Programme, Macmillan Cancer Support
- Paul Grogan, director, Public Policy & Knowledge Management, Cancer Council Australia
- Emma Holden, global head of HR, Schroders
- Rebecca V Nellis, chief mission officer, Cancer and Careers
- Kevin Newman, head of health and benefits GB, Willis Towers Watson
- Barbara Wilson, founder and director, Working With Cancer

The EIU bears sole responsibility for the content of this report. The findings and views expressed in the report do not necessarily reflect the views of the sponsor. Christopher Watts was the author of the report, and Martin Koehring was the editor.

February 2017

EXECUTIVE SUMMARY

The impact of cancer looks set to continue to grow for organisations in the decades ahead. Experts predict continued growth in the numbers of the working population affected by cancer as populations age and earlier diagnosis and better treatment of the disease lead to improved survival rates. If employers are to continue to provide an environment in which they can attract and retain talented staff, they must take action.

This report is based on an online survey of 500 employees and ten in-depth interviews with experts in cancer in the workplace, complemented by extensive desk research. These provide a view of current approaches to cancer in the workplace, including steps that companies are taking to strengthen workplace support for those affected by cancer and further measures companies may take to address the disease.

Here are the main findings of the research:

The significance of cancer for employers is set to continue to rise. As populations age and cancer survival rates improve thanks to earlier detection and improved treatment, companies are likely to face more and more the effects of cancer among their workforce. On a positive note, 74.4% of survey respondents express confidence that their employer would support them during and after treatment for the disease.

Some organisations are introducing innovative policies around cancer. Companies have started implementing measures to address cancer in the workplace. For instance, 54% of our survey sample say that their organisations offer health screening. Examples of innovative practices around cancer include offering paid leave to caregivers and pooling unused annual leave for use by employees affected by cancer.

There is room to improve workplace support for employees affected by cancer. When asked in which areas their company needs to improve its policies towards employees with cancer, survey respondents are most likely to point to training, so that managers are prepared for dealing with direct reports with serious illnesses. Furthermore, 33.8% say there is room for better information on their company's guidelines and policies for serious illnesses.

Employers can take action to address cancer in the workplace. Steps that organisations can take to bolster support include improving communication and information; offering coaching to those with cancer, their managers and colleagues; establishing support groups; and providing case managers. Experts recommend a holistic strategy aimed at cancer in the workplace, covering prevention, detection, treatment and reintegration into the workplace.

INTRODUCTION

The incidence of cancer is increasing as populations grow and age. At the same time, however, earlier detection and improved treatment options are contributing to better survival rates among those with cancer. As a result, the proportion of people living with cancer is rising. Given that the global workforce is tending to work longer before retiring, employers must reckon with growing numbers of cancer diagnoses in the workforce.

Employees who have been treated for cancer appear to face negative employment outcomes as a result of their condition. Cancer survivors are more likely to be unemployed than other sections of the labour force, for example.²

For employers, the growing incidence of cancer in the workforce risks leading to reduced productivity, low morale and increased costs.³ Employers must respond to these shifts with decisive action. This not only reflects the need for businesses to be prepared for the implications of growing numbers of cases of cancer in the workforce, but it also highlights the need for businesses to provide a working environment that will enable them to continue competing against others in attracting and retaining talented staff in the decades ahead.

Against this backdrop, this report first investigates the rise of cancer survival (Chapter 1). We then look at current employer policies around cancer (Chapter 2), including a case study on US-based technology provider Pitney Bowes. Finally, the report examines the path towards strengthening workplace support for those affected by cancer, supported by a case study on British multinational asset-management company Schroders.

¹ National Cancer Institute, Cancer Statistics. Available at: https:// www.cancer.gov/about-cancer/ understanding/statistics

² AGEM de Boer, T Taskila et al, "Cancer Survivors and Unemployment: A Metaanalysis and Meta-regression", JAMA, 2009;301(7):753-762.

³ See, for example, H Featherstone and L Whitham, *The cost of cancer*, Policy Exchange, February 2010. Available at: https://policyexchange.org.uk/wpcontent/uploads/2016/09/the-cost-ofcancer-feb-10.pdf

CHAPTER 1: THE RISE OF CANCER SURVIVAL

The numbers of those with cancer is set to increase significantly over the coming years, driven by population growth and increasing life expectancy. At the same time, cancer survival rates are on the rise, thanks in part to earlier diagnosis and improved treatment. Whereas the overall median survival time for all types of cancer in the 1970s was only one year, the figure now is closer to six years, according to research from UK-based charity Macmillan Cancer Support.⁴

As cancer incidence grows and survival rates rise, ever-growing numbers of people are living with the disease. Yet many people with cancer struggle to re-enter the workforce during or after diagnosis. Already, research by UK think-tank Policy Exchange estimated the loss in productivity of cancer survivors who were unable to return to paid work in the UK at £5.3bn in 2010 (US\$8.2bn in 2010 value).⁵ That figure could rise sharply if, as expected, the number of people in the UK with cancer doubles to 4m by 2030.⁶

Our survey confirms companies' concerns regarding the economic burden of cancer in the workplace, with 42% of respondents agreeing or agreeing strongly with the statement that "cancer is becoming an increasing economic and health burden for society". Moreover, around one-half of respondents are concerned or very concerned about loss of productivity (52%), rising insurance premiums (50%) and the costs of days lost off sick (48%). Concerns are particularly prevalent in Asia-Pacific, where 62% express concern about loss of productivity, 57% about rising insurance premiums, and 55% about costs of days off sick. Rising insurance premiums are the biggest concern for respondents in the Americas (59% of respondents). "A cancer diagnosis has significant implications for the workforce, where loss of productivity can arise from workers and carers leaving the workforce, or requiring significant time off work for treatment, rehabilitation and caring responsibilities. The increasing prevalence of cancer suggests a greater economic impact in the future," comments Sondra Davoren, senior legal policy adviser at Australia's McCabe Centre for Law and Cancer.

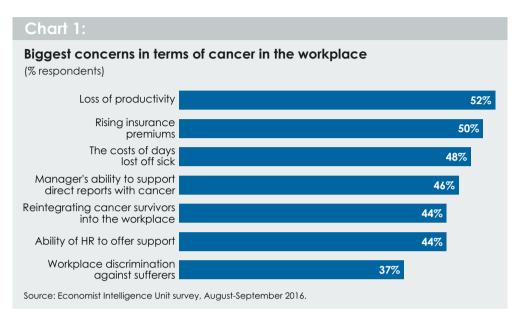
⁴ Macmillan Cancer Support, Living after diagnosis: Median cancer survival times, 2011. Available at: http://www.macmillan.org.uk/documents/aboutus/newsroom/livingaftercancermediancancersurvivaltimes.

- ⁵ H Featherstone and L Whitham, *The* cost of cancer.
- ⁶ J Maddams, M Utley and H Moeller, "Projections of cancer prevalence in the United Kingdom, 2010–2040", *British Journal of Cancer*, 2012 Sep 25;107(7):1195-202.

Awareness—especially among the C-suite

Encouragingly, awareness about support initiatives is widespread. Among our survey sample, a vast majority (94%) say that they have some knowledge or a very good knowledge of how their organisation supports employees with serious illnesses, especially cancer, and their families. Respondents most familiar with how their organisation supports employees and their families (99%) are in Europe, the Middle East and Africa (EMEA), followed by 97% in Asia-Pacific (97%); those in the Americas appear relatively less well informed (87%). More strikingly, C-suite respondents seem to have a much better knowledge of how their organisation supports employees with serious illnesses than non-C-suite respondents (see chart 2).

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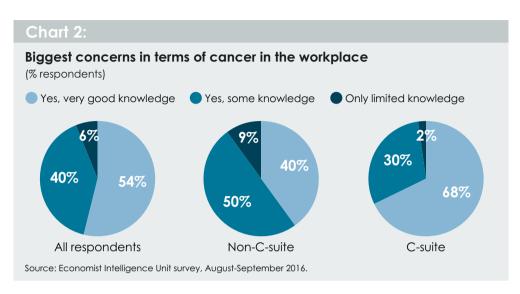


Asked how aware survey respondents are of their company's policies relating to the job security of employees who have cancer, almost one-half say that they are fully aware as their company has made this information readily available, and that it is a mandatory part of training. Almost one-third say that they are aware of relevant legislation, but primarily as a result of their own research. A much lower proportion of respondents (19%) say that they are not aware of such legislation. Again, awareness is higher in Asia-Pacific and EMEA than in the Americas. In New Zealand, for example, it is widely recognised that workers with cancer are protected by both employment and human rights legislation, observes Claire Austin, chief executive of the Cancer Society of New Zealand.

Re-entering the workforce

Many who have been diagnosed with cancer do re-enter the workforce, of course. Most are driven to do so by financial need, but many report other benefits from their return to work, not least that it gives them a sense of normality, provides a routine and helps them to feel productive. Nevertheless, many of those who return to work face a number of struggles, such as having to cope with fatigue and other consequences of the cancer and its treatment. In our survey a significant minority (44%) say they are either concerned or very concerned about reintegrating cancer survivors into the workplace, especially in the Asia-Pacific region (59% if respondents). And more than one-third (37%) express concern about workplace discrimination against sufferers—again, especially in Asia-Pacific (49%).

Cancer presents major challenges for employers, too. There's the risk of lost productivity, lower morale and the extra costs of providing cover during sickness absence, observes Barbara Wilson, director of UK-based consultancy Working With Cancer.



"Cancer presents a number of challenges—in many companies it still causes fear and awkwardness, and employees with cancer fear for their careers." However, a growing number of companies are addressing those challenges. "They know that the way they treat people is an important issue," adds Mrs Wilson. "Increasingly, organisations are seeing that it's important to provide support to help employees get back to work—not just for themselves, but for the sake of their colleagues and others around them."

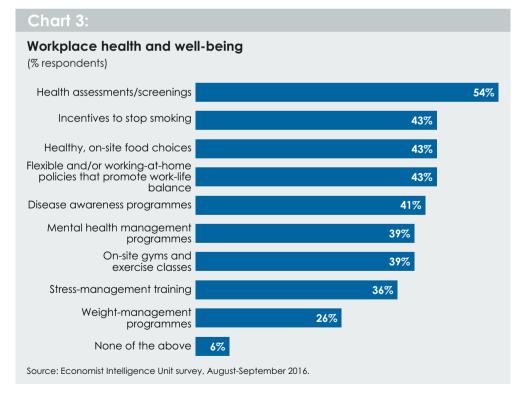
But how confident are employees that their employers would actually support them if they were diagnosed with cancer? When asked whether they feel confident that their employer would support them during the period of illness and up to one year thereafter, around three-quarters of respondents say that they would be fairly confident or very confident. This figure is higher among respondents in relatively larger companies with an annual revenue above US\$500m (79% of respondents) than among those in smaller companies with an annual revenue below US\$500m (70%), perhaps reflecting better established HR functions in larger companies on average.

Of those employees who state that they are not confident that their employer would support them, the primary reason for their lack of confidence is the fear that they would not be seen as a fully valued employee (61% of that group of respondents). Furthermore, almost one-half (48%) say that they fear they might lose their job, while more than one-third (36%) do not think their HR department has sufficient resources to deal with employees with cancer.

CHAPTER 2: CURRENT EMPLOYER POLICIES AROUND CANCER

Growing numbers of organisations are now rolling out comprehensive health and well-being strategies. Many of these are focused on a preventative approach, including promoting regular screening and healthy lifestyles. Kevin Newman, head of health and benefits GB at benefits consultancy Willis Towers Watson, explains that these organisations are motivated in part by the duty of care that companies have to their workforce and by the rising cost of providing employee benefits. Legislation, such as the Americans with Disabilities Act, provides further impetus for change.

According to our survey results, health assessments and/or screenings are offered by more than one-half of respondents' organisations. Slightly less than one-half say that their organisations offer flexible and/or working-at-home policies that promote work-life balance; healthy, on-site food choices; incentives to stop smoking; and disease awareness programmes. Other, more targeted forms of support, such as weight-management programmes, are less common (see chart 3).



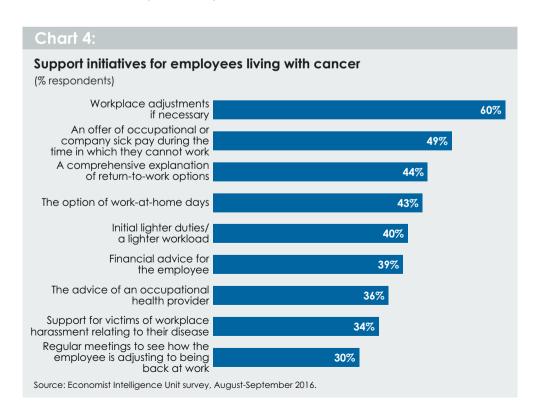
At the same time, a number of companies are specifically including cancer in their health and well-being strategies. "We're seeing employers introducing policies with a focus on prevention, including counselling and screening. However, employers also need to develop policies which support staff affected by cancer and to have a flexible

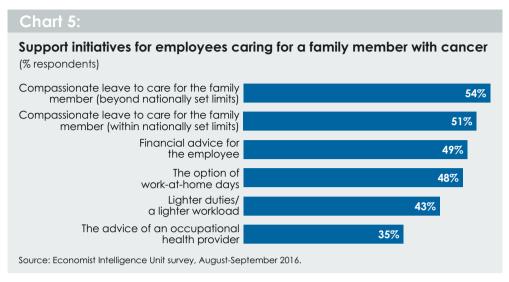
approach to their implementation, depending on the needs of the employee," says Liz Egan, who heads the Working through Cancer programme run by the UK charity Macmillan Cancer Support. "Employers are starting to see an increase in cancer prevalence, hence the importance of appropriate strategies and support to manage cancer at work." While some of the more progressive employers are putting together coordinated strategies around cancer, some companies' initiatives are not co-ordinated.

Widespread support initiatives...

Our survey reveals that among support initiatives, workplace adjustments are relatively common in companies (60% of respondents). An offer of occupational or company sick pay during the time in which they cannot work is offered by almost one-half of companies (see chart 4). Among bigger companies (those with an annual revenue of US\$500m or more), which typically have a more robust human resources department, more than one-half (54%) offer this benefit.

Meanwhile, the most widely available support initiative for employees who are caring for a family member with cancer is compassionate leave beyond nationally set limits. Almost one-half of companies surveyed also offer financial advice for the employee and the option of work-at-home days. Other support initiatives, such as the advice of an occupational health provider, are less common for employees caring for a family member with cancer (see chart 5).

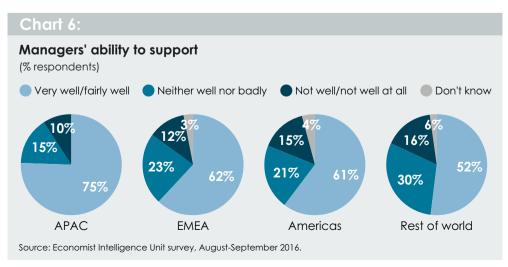




Some companies are introducing innovative policies and practices that can be very beneficial to those affected by cancer. In September 2016 professional services firm Deloitte announced that it would offer staff as much as 16 weeks of paid leave for caregiving. Rebecca V Nellis, chief mission officer at the US-based non-profit Cancer and Careers, also points to donated-leave policies that allow employees to contribute days of their annual leave to a central pool, from which an employee facing health issues can draw additional leave days. "It can be a very low-cost thing for a company to do."

...but gaps in managers' abilities

Despite the spread of good practices such as these, responsibility for dealing with employees affected by cancer is all too often falling to line managers themselves—for instance, where companies' HR departments have become leaner. Almost two-thirds of survey respondents (65%) believe that managers at their company are fairly well equipped or very well equipped to support direct reports who are dealing with cancer; this confidence is especially prevalent among the C-suite (70%). However, a significant minority of 12% believe that managers are not well equipped or not at all well equipped.



There are also substantial regional variations, with respondents from Asia-Pacific more confident about their managers' ability to support direct reports who are seriously ill or who care for family members with cancer (see chart 6). At the same time, however, 55% of respondents from Asia-Pacific are concerned or very concerned about the ability of managers to support direct reports with cancer, well above the survey average of 46% (see chart 1 above), showing that the need to improve support from managers remains a high priority in that region in particular.

While this survey finding is broadly positive, many line managers struggle to deal with colleagues with cancer. "When a line manager is faced with someone who has a cancer diagnosis, they often really don't know what to do and don't know where to go for support," Ms Egan says. Experts agree that line managers themselves need organisational support as they deal with direct reports with cancer. "One of the most important things is training and awareness from a line manager's perspective of the corporate policy on cancer," says Mr Newman.

CASE STUDY: SCHRODERS

UK-based financial services firm Schroders offers employees over 40 a health screening every year, and employees under 40 a screening every two years. Recently, the firm expanded its screening programme to include screening for higher cancer risks, across men and women, by age range. "The analysis of our medical data really highlighted that we were seeing increasing incidences of cancer in our employees," says Emma Holden, the firm's global head of HR.

In response, Schroders began fostering a culture in which people feel that they can talk about cancer more openly. This was aimed not only at employees diagnosed with cancer, but also at employees caring for someone with the disease. "If someone in their family is diagnosed with cancer and they have to support the person through that journey, there is a significant impact on

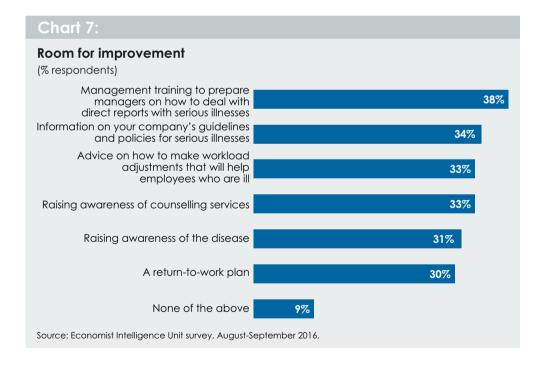
our employee," observes Mrs Holden.

As it sharpened its focus on workplace support for those affected by cancer, Schroders also introduced coaching for employees with cancer, employees whose family members are going through cancer, and managers. "That holistic approach of coaching both the manager and the employee leads to a much better outcome for cancer survivors to return to the workplace successfully," explains Mrs Holden.

She adds that these efforts have highlighted the need for flexibility in policies and practices around cancer in the workplace. "The employee's return-to-work path is going to be very much a wavy line, and there will need to be flexibility given throughout that period to allow the individual to return to maximum performance. We have good flexible working policies in place."

CHAPTER 3: STRENGTHENING WORKPLACE SUPPORT FOR THOSE AFFECTED BY CANCER

While a number of organisations are now addressing cancer in their health and well-being strategies, there is significant scope for improvement in employer practices and policies to strengthen workplace support for employees with cancer and for those affected by cancer in other ways, such as caregivers. Almost three in ten survey respondents (29%) either agree or agree strongly with the statement that "companies do not sufficiently support employees with serious illnesses", with the strongest agreement recorded in EMEA (39%). Moreover, almost four in ten respondents (38%) agree/agree strongly with the statement that "my company should improve its practices and policies on employees with serious illnesses".



Where can companies do better? When asked in which areas they feel that their company still needs to improve its practices and policies towards employees with cancer, survey respondents are most likely to say through training in order to prepare managers to deal with direct reports who are ill. But there is room for improvement in other areas too, including the need for better information on their company's guidelines and policies for serious illnesses, advice on how to make workload adjustments that will help employees who are ill, and raising awareness of counselling services (see chart 7).

Better information and communication

Experts concur. "One of the biggest mistakes that companies make is that they don't do a great job communicating regularly to their staff what their benefits are," says Ms Nellis of Cancer and Careers. Those affected by cancer need to know what support is available to them from their workplace, for example, how their schedule or tasks might be modified to make it easier for them to balance both treatment and work and how to deal with health-insurance providers. One company that is making efforts to improve its communication is Pitney Bowes, the US-based technology provider (see case study).

CASE STUDY: PITNEY BOWES

When Pitney Bowes, an American provider of global technology solutions, decided in 2015 to strive for improvements in the workplace support it provides to employees affected by cancer, it teamed up with the Sidney Kimmel Comprehensive Cancer Centre at Johns Hopkins Medicine to pilot Managing Cancer at Work, a programme aimed at helping employees with cancer, those who are at risk of the disease, and those who are caring for someone with cancer.

For those affected by cancer, the Managing Cancer at Work programme offers web-based education and information for employees and supervisors. "What that gives us is wellvetted educational content on a website for our employees, managers and caregivers," explains Mary Bradley, director of healthcare planning at Pitney Bowes. "So Johns Hopkins understood these workplace gaps and was filling them through their website."

A second element of the pilot programme is the availability of an oncology nurse, deemed a nursenavigator, who offers employees guidance as they navigate through cancer services and care. As Ms Bradley explains: "When someone gets a cancer diagnosis, they want to go into treatment as soon as possible, and they're not going to stop and think: Where can I get information on treatment? Johns Hopkins has gathered all that information and put it in the hands of the nurse-navigator."

Furthermore, the Johns Hopkins team ensures that an employee with cancer understands if their treatment may have an adverse physical reaction down the road and can suggest timing of treatment to minimise time away from work. "It's really someone who understands the disease and the treatment and is cognisant of the workplace and a patient's desire to remain at work," explains Ms Bradley.

With the employee's permission, the nurse-navigator will talk directly with the individual's line manager, who can help to plan periods of absence and the return to the workplace. As such, the programme provides support to Pitney Bowes employees with cancer, to employees caring for someone with cancer, and to managers.

In the UK, meanwhile, Macmillan Cancer Support launched its Macmillan at Work programme in 2014. The programme is a source of information and support to employers. Those who sign up to Macmillan at Work receive a toolkit, a quarterly newsletter and access to blogs, tips for managers and case studies, according to Ms Egan, who leads the programme. In addition, it gives access to a range of in-house and external training workshops for managers and free e-learning resources for line managers, occupational health professionals and union representatives.

Coaching, support groups and case management

Besides improving communication and access to information, experts say that coaching is particularly effective in supporting people affected by cancer. "Coaching makes a significant difference to people's recovery in terms of dealing with life and work," according to Mrs Wilson of Working With Cancer. Her consultancy offers one-on-one coaching to employees, coupled with advice and support for their line manager. Coachees have anything from one or two sessions to 8-10 over the period of one year, depending on their needs. "It's about helping people to come to terms with what's happened to them physically and emotionally, at the same time as helping them cope with the pressure of work. Most long-term sickness policies only cater for a phased return of 6-12 weeks. Recovering from cancer may take a year or more. Too often employees recovering from cancer and their line managers don't realise this and, as a consequence, things go wrong."

In addition, companies can establish support groups within their businesses as a source of peer support for those who are affected by cancer. A support group can be backed up by a dedicated Internet site that includes information on health and well-being policies, plus case studies and examples of good practice. Ms Egan explains: "That's the ideal scenario, where you have a company that says from the very top: 'We are taking this issue very seriously'. That's really what we would like to see in the future."

Case management is a further support measure that Mr Newman of Willis Towers Watson would like to see implemented by more companies. "In an ideal world, there would be someone at the corporate who would case manage that employee from the diagnosis right the way through their treatment and into an integrated back-to-work approach." However, at the same time Mr Newman acknowledges that some companies may struggle to allocate resources to case management in the current economic climate.

The importance of strategy

A minority of organisations take a strategic view of health, according to experts interviewed for this research. And although the previous two chapters have shown that many companies are developing co-ordinated plans to deal with serious illnesses in the workplace, almost three in ten survey respondents (28%) either agree or agree strongly

with the statement that "my company lacks a comprehensive strategy to support employees with cancer".

Mr Newman highlights the importance of a co-ordinated strategy aimed at cancer in the workplace. He promotes a strategy that includes four key elements: 1) prevention, which is largely built around awareness and education; 2) access to screening; 3) access to treatment in case of symptoms; and 4) integration back into the workplace. "There are enlightened employers who are thinking about it end-to-end, rather than just implementing piecemeal policies one by one."

CONCLUSION

The importance of cancer for employers is growing and looks set to continue to do so. As the population ages and as diagnosis and treatment of the disease continue to make gains, experts predict that the number of employees affected by cancer will rise further. Companies must take action if they are to prepare themselves for the effects of this ongoing shift—such as the potential loss of productivity and rising insurance premiums—and if they are to provide an environment in which they can attract and retain talented staff

Some organisations are already taking action, for example by providing regular health assessments and screening, by offering paid leave to caregivers, or by coaching managers to deal with the effects of cancer among their direct reports. Almost three-quarters of those who participated in our survey say they are confident that if they were diagnosed with cancer, their employer would support them during the period of illness and up to one year after the illness. Those at large companies are especially confident.

Despite this tone of confidence, there is significant room for improvement in company policies and practices to strengthen workplace support for those affected by cancer. Among the steps that companies can take are the following:

- Improve communication and access to information. Better communication may help employees understand more easily what support is available to them, how their treatment may affect their work, and how they may deal with health-insurance providers. Among measures to improve access to information, companies can set up a dedicated website for employees, managers and caregivers.
- Provide coaching and establish support groups for employees. Specialist coaching can include workshops for groups and one-on-one sessions for individuals. It may be aimed at employees with cancer or equally at line managers and other colleagues. Dedicated support groups can help to provide peer support for employees with cancer or for those who are caring for somebody with cancer; companies can complement such support groups with an Internet site.
- Set a co-ordinated health and well-being strategy that makes provision for cancer.

A holistic strategy aimed at cancer in the workplace can include elements such as prevention of the disease; regular screening for early diagnosis; access to treatment in the case of symptoms; and integration back into the workplace during or after treatment. A case manager could be appointed to guide employees from diagnosis through treatment and back into the workplace.

APPENDIX

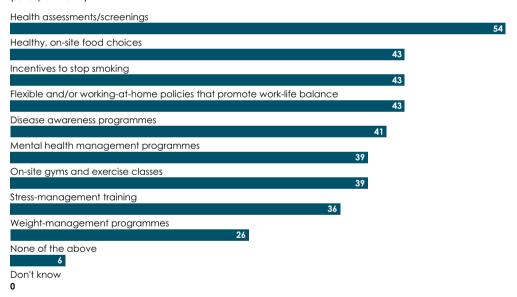
Are you familiar with how your organisation supports employees with serious illnesses, especially cancer, and their families? Please select one.

(% respondents)



Which of the following practices does your company apply to promote workplace health and wellbeing? Please select all that apply.

(% respondents)



How aware are you of your country's policies relating to the job security of employees who have cancer? Please select one.

(% respondents)

I am fully aware as my company has made this information readily available and a mandatory part of training
49
I am aware of the legislation but primarily as a result of my own research
32
I am not aware of such legislation

None of the above

Don't know

Which of the following support initiatives does your company provide to employees living with cancer? Please select all that apply. (% respondents) Workplace adjustments if necessary An offer of occupational or company sick pay during the time in which they cannot work A comprehensive explanation of return-to-work options The option of work-at-home days Initial lighter duties/a lighter workload Financial advice for the employee The advice of an occupational health provider Support for victims of workplace harassment relating to their disease Regular meetings to see how the employee is adjusting to being back at work None of the above Don't know Which of the following support initiatives does your company provide to employees who are caring for a family member with cancer? (% respondents) Compassionate leave to care for the family member (beyond nationally set limits) Compassionate leave to care for the family member (within nationally set limits) Financial advice for the employee The option of work-at-home days Lighter duties/a lighter workload 43 The advice of an occupational health provider 35

If you were diagnosed with cancer would you be confident that your employer would support you during the period of illness and up to one year after the illness?

Please select one. (% respondents)



You indicated that you are not confident that your employer would support you during and after the period of illness. Please give us the reasons for this opinion.

Select all that apply.

(% respondents)

I fear that I would not be seen as a fully valued employee

I fear I might lose my job

48

I do not think our Human Resources department has sufficient resources to deal with employees with cancer

36

I do not think it is the employer's responsibility to support me during or after the period of illness

18

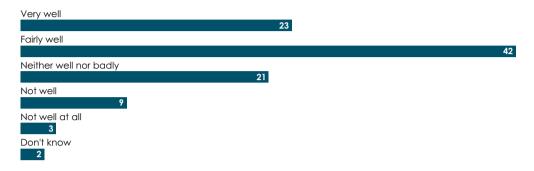
I have had a bad experience in the past with my employer not supporting me during a time of illness

Other, please specify

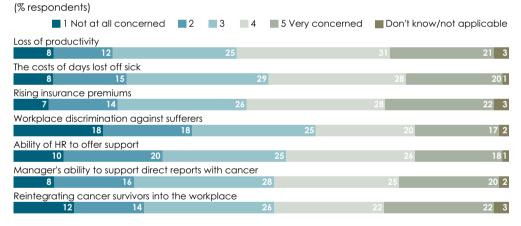
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None of the above

How equipped do you think are managers at your company to support direct reports who are seriously ill or who care for family members with cancer? Please select one. (% respondents)

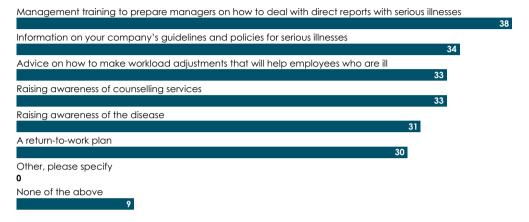


How concerned are you about the following aspects of cancer in the workplace at your company?



In which areas do you feel that your company still needs to improve its practices and policies towards employees with cancer? Please select up to three.

(% respondents)



To what extent do you agree or disagree with the following statements?

(% respondents)

1 Agree strongly 2 3 4 5 Disagree strongly Don't know/not applicable

My company lacks a comprehensive strategy to support employees with cancer

10 19 29 20 20 3

Cancer is becoming an increasing economic and health burden for society

18 24 27 20 9 2

Cancer survivors have a difficult time reintegrating into the workplace

12 21 32 24 91

Companies do not sufficiently support employees with serious illnesses

11 19 34 24 11 2

My company provides comprehensive support to employees who care for family members with cancer

15 24 29 18 10 3

My company should improve its practices and policies on employees with serious illnesses

Which of the following best describes your title? Please select one. (% respondents) Board member 0 CEO or equivalent 4 President/Managing director 4 CFO or equivalent 11 CIO/Technology director 15 Other C-level executive 16 SVP/VP/Director 17 Head of Business Unit 9 Head of Department 11 Manager 13 Other 0

What is your organisation's annual revenue? Please select one.

(% respondents)

Less than \$500m

Between \$500m and \$999m

16

Between \$1bn and \$5bn

17

Between \$5bn and \$10bn

12

Between \$10bn and \$25bn

3

Between \$25bn and \$75bn

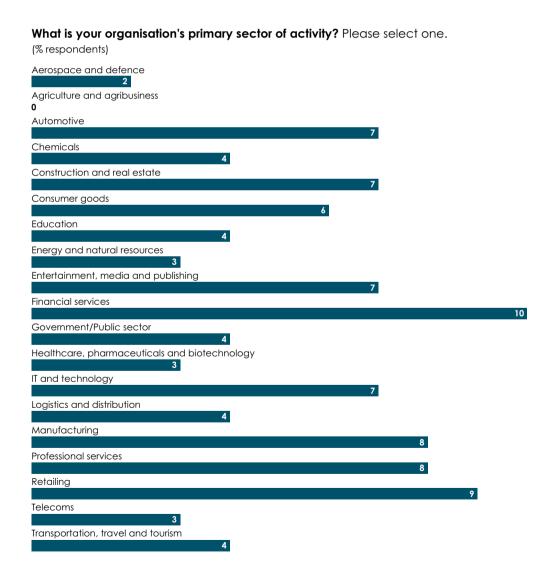
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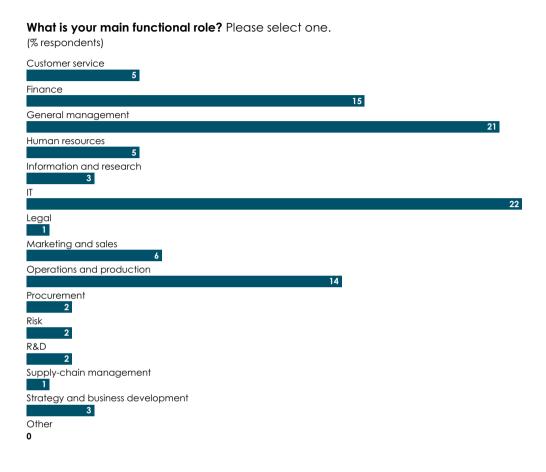
Above \$75bn

0

Don't know
0







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