

*CitizenM, London*

deputy 

REPORT

# The State of Shift Work

An intimate look at what's driving the hourly workforce of today

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# Executive Summary

The insights from Deputy's 2023 State of Shift Work Survey highlight the nuanced feelings of scheduled workers about their jobs and aspirations for the future.

These workers anticipate job changes due to inflation, costs, and technology. To retain and attract staff and create a better work environment, employers must focus on key drivers: pay, growth, flexibility, health coverage, and more.

The survey is based on responses from 3,809 hourly workers from the United States, Australia, New Zealand, and the United Kingdom across retail, healthcare and hospitality sectors.



## Methodology

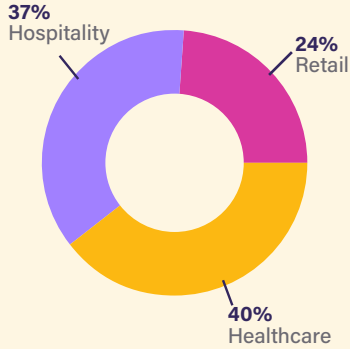
Deputy partners with market research firm Dimensional Research to conduct its global State of Shift Work Survey annually. This survey was conducted between May 26 to June 26, 2023. Half of the respondents were Deputy users, and the other half were not.

Participants were invited to participate in an online survey. Various questions were asked on topics including job satisfaction, scheduling practices, wages, well-being, and technology in the workplace. Certain questions were repeated from similar 2020 and 2021 surveys to enable trend analysis.

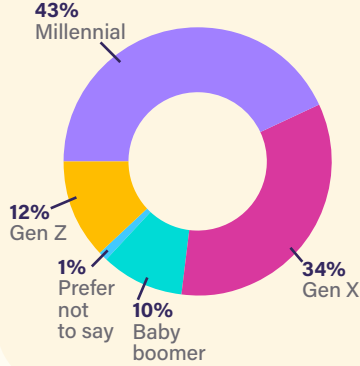
The primary goal was to capture insights from this community of workers to understand trends and better understand their work-life experiences and overall job satisfaction.

# The Global State of Shift Workers

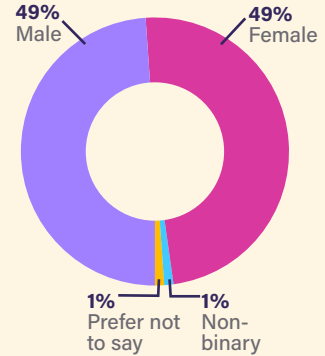
## Industry



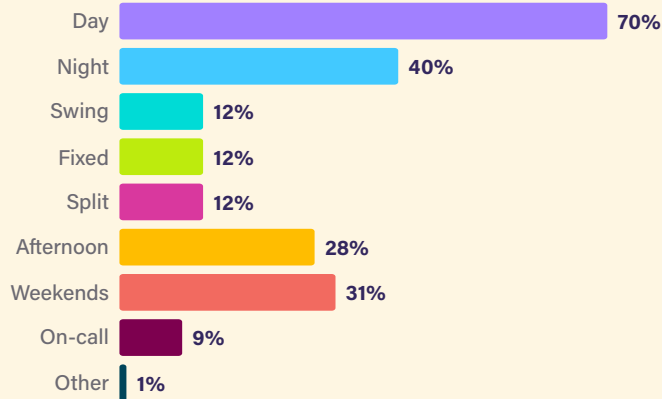
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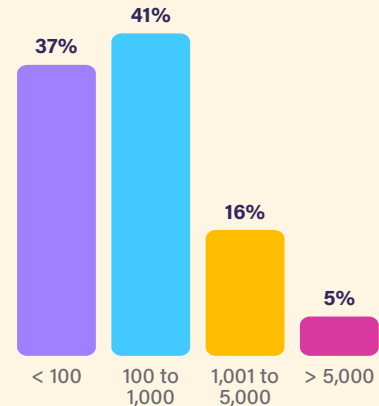
## Gender



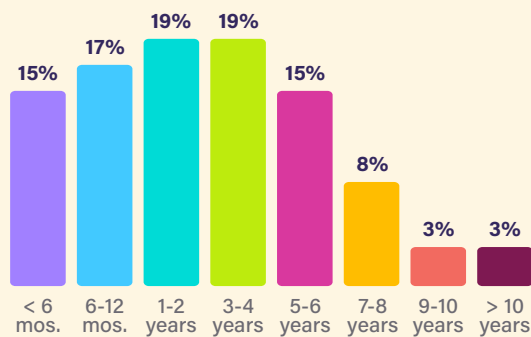
## Type of Shifts



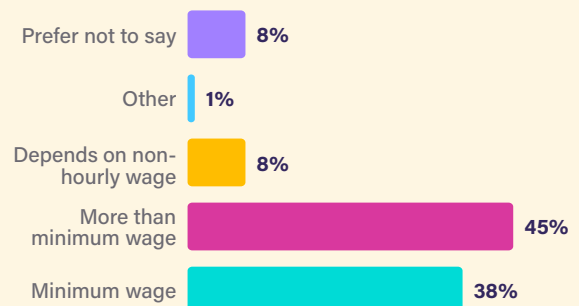
## Size of Workplace



## Current Tenure

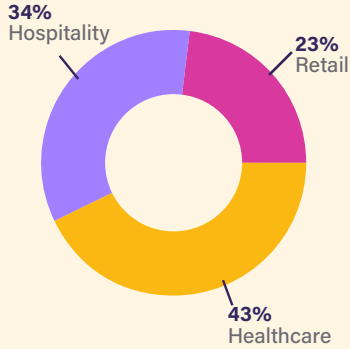


## Income

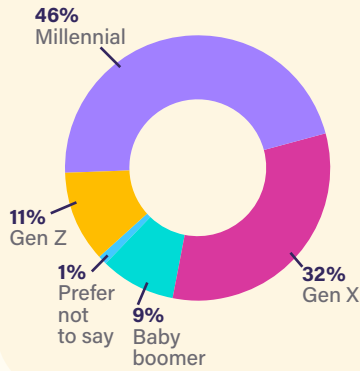


# The UK State of Shift Workers

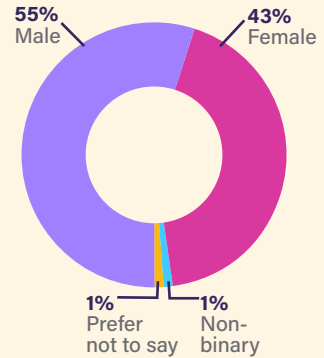
## Industry



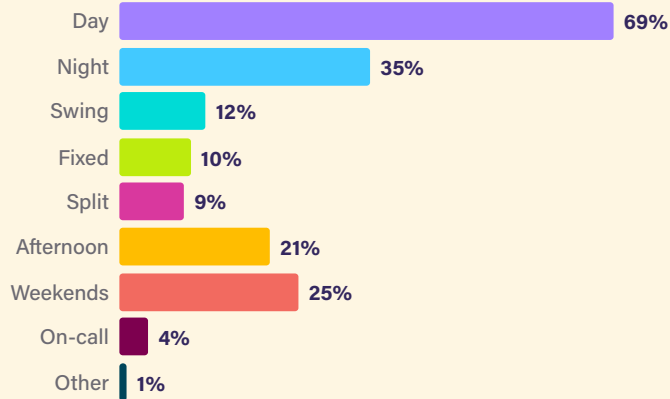
## Generation



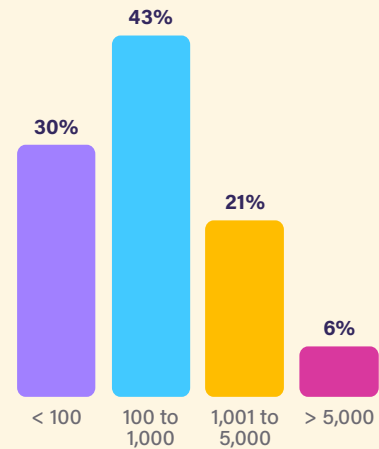
## Gender



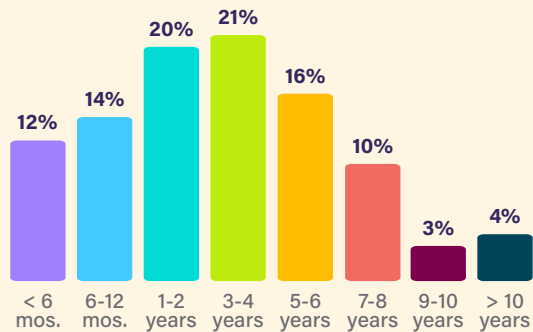
## Type of Shifts



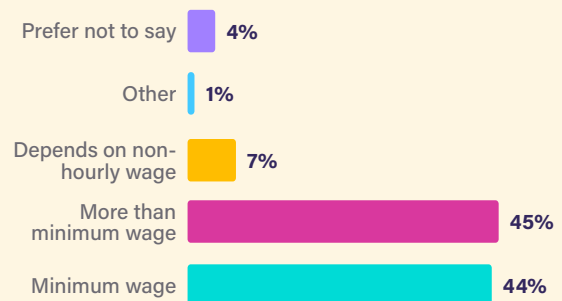
## Size of Workplace



## Current Tenure



## Income



01

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# Job Satisfaction



# Managerial Support Improving Across Regions

Respondents across all regions generally reported positive experiences when asked about managerial support.

Most hourly workers (69%) in the US feel that their direct managers consistently support them. This suggests a strong and positive managerial relationship, implying that most employees believe their concerns are heard and addressed. Moreover, 27% report receiving occasional support, and 4% claim to never receive support from their managers. This indicates a generally positive perception of managerial support among hourly workers.

In ANZ, the majority of hourly workers (65%) feel consistent support from their direct managers. This suggests a positive managerial relationship, fostering an environment where employees feel their concerns and needs are recognised and addressed. Furthermore, 32% report occasional support, while a mere 3% claim to never receive support from their managers. This indicates room for improvement in ensuring more consistent and robust support structures for workers.

**67%**

say their manager is consistently supportive

**30%**

feel their manager is supportive occasionally

**4%**

say they never feel supported by their manager

In the UK, the survey data reveals that 67% of hourly workers feel their direct managers consistently support them. This indicates a strong managerial relationship, implying that most employees perceive that their concerns are acknowledged and addressed. Additionally, 30% report occasional support, while 4% claim to never receive support from their managers. While the majority experiences positive support, the data suggests that efforts could be made to address the needs of the occasional and unsatisfied respondents.

## Global view

Manager support for hourly workers fluctuated between 2020 and 2021 but showed signs of improvement in 2023. In ANZ, manager support declined from 65% in 2020 to 40% in 2021 but rebounded to 65% in 2023. The UK saw a similar trend, dropping from 61% in 2020 to 44% in 2021 and then increasing to 67% in 2023. The US maintained higher manager support, with 75% in 2020, 54% in 2021, and 69% in 2023. Driving this sentiment would have been the uncertainty surrounding business decline and the slow road to recovery for business owners and their workplaces post-pandemic.

## More Workers Feel Listened To Today Than They Did a Year Ago

Regarding the ability to voice opinions and provide feedback, 44% of respondents in the US believe that they can always express their thoughts at work. This highlights a substantial portion of employees who feel comfortable sharing their ideas, fostering a culture of open communication. Furthermore, 29% feel they can mostly voice their opinions, indicating a positive atmosphere for feedback. However, it's notable that 16% feel they can express themselves only some of the time, and 7% report rarely having the chance to share their thoughts. This suggests the potential for improvement in creating an environment where all voices are consistently heard.

In ANZ, 38% of respondents feel they can always express their thoughts at work. This indicates that a significant portion of employees feel comfortable sharing their ideas, fostering a culture of open communication. Another 35% believe they can mostly voice their opinions, further indicating a relatively positive communication atmosphere. However, it's important to note that 16% report only having the opportunity to express themselves sometimes, suggesting that efforts to encourage consistent feedback should be pursued.



**36%**

felt their voices  
were always  
heard at work

**38%**

most of the  
time felt heard  
at work

**15%**

occasionally  
felt heard  
at work

**7%**

rarely felt  
heard at work

**3%**

never felt  
heard at work

36% of UK workers feel they can always express their thoughts at work. This highlights a substantial portion of employees who feel comfortable sharing their ideas, fostering a culture of open communication. Moreover, 38% believe they can mostly voice their opinions, suggesting a positive environment for feedback. However, 15% feel they can express themselves only occasionally, and another 7% report rarely having the chance to share their thoughts, indicating that there's room for improvement in facilitating consistent feedback.

## Global view

Shift workers' ability to voice opinions and provide honest feedback saw a positive trend in all regions from 2021 to 2023. In the UK, the percentage who felt they could always voice their opinions increased from 26% in 2021 to 36% in 2023. A similar trend was observed in the US, increasing from 33% to 44%. In ANZ, this figure increased from 31% in 2021 to 38% in 2023. Such increases can be attributed to two key factors: a general sense of professional growth by managers during the pandemic and a sense of empowerment from a tight labour market.

# Geographic Location Might Influence Job Satisfaction

Responses appear to be relatively consistent across regions when probing into job satisfaction. Most respondents in each region fall into the "I love my job" category, with the United States reporting the highest percentage at 48%, compared to 37% in ANZ and 43% in the United Kingdom.

**43%**

say they love their job

**37%**

say they enjoy their job

**17%**

feel content with their job

**2%**

dislike their job

**1%**

hate their job

The data indicates that job satisfaction varies among hourly workers in the UK. While 43% express a love for their shift work jobs, showcasing a significant portion with strong positive sentiment, 37% indicate that they enjoy their jobs. This suggests a balanced distribution of contentment. Additionally, 17% are content with their roles, revealing that they are moderately satisfied. It's worth noting that only a small percentage (3%) dislike or hate their jobs, indicating a generally positive sentiment among hourly workers.

Job satisfaction among hourly workers exhibited regional variations. In ANZ and the UK, those who loved their jobs increased from 26% in 2021 to 37% and 43% in 2023, respectively.

## Global view

Many of these changes correlate to regional differences around policy; for example, in ANZ, workers in these industries were given a mandated minimum wage rise and received further employment protections. Workers on minimum wage in the UK received a 9.7% pay rise in April 2023. Employers have focused efforts on retaining workers amid a very tight labour market.

# Job Loyalty and Internal Growth Opportunities are a Priority for Workers

A noteworthy trend emerges when considering plans: workers across all regions desire to stay in their current positions. ANZ leads with 49%, while the UK and the US followed with 43% and 41%, respectively. The aspiration to move up within the current company is prevalent, with the US having the highest percentage at 31%, the UK follows with 26%, and ANZ reports 23%.



## Global view

Hourly workers' plans for their current jobs revealed diverse trends across regions. In ANZ and the UK, the intention to stay in the current position increased significantly from 31% and 28% in 2021 to 49% and 43% in 2023. In the US, it remained stable at 31%. The desire to move up within the current company and quit their job to switch to a new industry saw slight increases in all regions.



# Focusing on Well-being, Role Clarity, and Recognition Creates Positivity

Across regions, a culture of trust, openness, and compassion is highly valued, with 39% consistently choosing this option. Similarly, the desire for employee well-being initiatives and clear role definitions is shared among hourly workers in all regions, emphasising supportive work environments. Notably, the desire for recognition and value stands out in ANZ with 50%, while the UK and US are close behind at 46% and 47%, respectively.

**46%**

being valued and recognised for contribution

**42%**

culture of trust, openness, and compassion

**39%**

a focus on employee wellbeing

# Workers Love Flexibility and Value Social Interactions

In the UK, ability to fit in other commitments is the aspect of shift work that is most popular at 45%, followed by flexibility at 43%, and interaction with customers and clients at 40%.

**45%**

fit in other commitments

**43%**

ability to be flexible

**40%**

interaction with customers

Additionally, 51% find it appealing that hourly work allows them to fit in other commitments, underscoring the importance of a work schedule that accommodates various life responsibilities. Interaction with customers, which is valued by 42%, suggests that a social and engaging aspect of work is appreciated.

This highlights the social aspect of the job, which provides engagement and interaction. Additionally, 27% value the choice over when they work, indicating the importance of flexibility and autonomy in scheduling.

# Workers Dislike Unpredictability and Want More Sleep

Common challenges are apparent among regions, with unpredictable schedules and fluctuating income being significant concerns. Health impacts, specifically poor sleep schedules, also emerge as a shared issue. Additionally, the US reports a higher concern for societal perception at 16%, while the UK and ANZ follow at 13% and 11% respectively.

Among the dislikes about hourly work, 29% of hourly workers in the US express concerns about health impacts, including poor sleep schedules. This underscores the growing awareness of well-being issues associated with hourly work. Additionally, 24% find the lack of control over shifts to be a significant drawback, emphasising the challenge of unpredictable scheduling.



The survey data reveals that 25% of hourly workers in the ANZ region find unpredictable schedules to be a significant drawback of their work. This emphasises the challenges that can arise from managing personal and social commitments with an irregular work schedule. Moreover, 26% express concerns about health impacts, indicating an awareness of the toll that hourly work can have on well-being. The data also shows that 20% consider low pay as a notable downside, highlighting the need for improved compensation.

**22%**

**find a lack of  
control over shifts  
a drawback**

**23%**

**express  
concerns about  
low pay**

**24%**

**express concern  
about poor sleep  
schedules**

Among the dislikes about hourly work, 22% of hourly workers in the UK find the lack of control over shifts to be a significant drawback. This suggests that the unpredictability of scheduling is a concern for many employees. Moreover, 23% express concerns about low pay, indicating the importance of competitive compensation. Health impacts, including poor sleep schedules, concern 24%, highlighting a growing awareness of well-being issues.

When it comes to accommodating availability requests or changes, the percentage of workplaces doing so globally increased from 22% in 2021 to 37% in 2023, suggesting a positive shift in employer responsiveness.

The majority of respondents (77%) report that their employers accommodate their shift preferences most or all of the time. This indicates that employers are making efforts to provide employees with schedules that align with their preferences, thereby enhancing work-life balance and job satisfaction.

# Better Pay is a Major Motivator for Changing Jobs in All Regions

Across regions, motivation to change jobs is largely driven by better pay, highlighting the substantial influence of financial incentives on job change decisions.

In the US, 51% expressed this as a strong motivator. Additionally, 32% are motivated by Employee Assistance Programs, indicating a need for comprehensive mental health support.

In the UK, 48% expressed this as a strong motivator. Additionally, 32% are motivated by Employee Assistance Programs, demonstrating a need for comprehensive mental health support. Further to this 33% identified flexible working hours as being a motivator as well.

Meanwhile, 53% of hourly workers in the ANZ region are driven by the prospect of better pay, while 26% find motivation in wellbeing programs, suggesting a growing emphasis on holistic employee wellness. Employee Assistance Programs are also seen as a motivator for 22%, indicating a desire for comprehensive mental health support.

## Global view

The desire for better pay is a unanimous sentiment across all regions, with the United States having the highest percentage at 53%. Well-being programs and employee assistance programs are sought-after benefits as well, highlighting a focus on holistic employee care. Interestingly, the desire for flexible working hours is consistently high, signalling the importance of work-life balance.

## Strong Desire for Skills Growth and Diversification

Leadership training and learning experiences directly tied to work are strong themes across all regions, indicating a drive for skill enhancement and growth. The US demonstrates the highest interest in professional certifications at 42%, while ANZ and the UK report 38% and 42% respectively. Workers crave learning a mix of operational skills like budgeting and money management and people-focused soft skills like leadership and emotional intelligence.



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# Cost of Living, Multiple Jobs and the Impact of Tech



# Labour Shortages are Still a Significant Challenge

Companies faced challenges in hiring during both 2021 (56%) and 2023 (47%), affecting various aspects of shift workers' lives, such as work-life balance, time off, and workloads.

Nearly half of the respondents (47%) state that their companies have experienced difficulty in hiring in the last 12 months. Finding suitable candidates affects various aspects of the workplace. For example, some employees are required to work more shifts (35%) or take on additional responsibilities (29%) due to staff shortages, impacting their work-life balance (38%).

## Global view

Overall, the report highlights the dynamic nature of shift work and the changing perspectives of shift workers over the years. Underscoring the important roles supportive management, transparent communication, and a positive work environment plays in fostering job satisfaction and retention among shift workers.

# Increase In People Working Multiple Jobs Amidst Cost Of Living Crisis

Due to increased cost of living expenses, 30% of respondents report that their employers have yet to offer any additional benefits. However, some companies are responding to these changes by providing access to free mental health or stress programs (24%) and financial education opportunities (24%), which can help alleviate some financial pressures for their employees.

**78%**

have only one  
job with a single  
employer

**18%**

are juggling two  
jobs with two  
employers

**3%**

are managing  
three employers

**1%**

handle four or  
more with multiple  
employers

When examining regional variations, the US has the highest shift workers (21%) with two jobs and the lowest percentage (3%) with three jobs. The UK has the highest percentage (2%) of shift workers with three or more jobs. Regarding industry differences, the healthcare sector has the highest percentage (21%) of shift workers with two jobs, while the retail industry has the highest percentage (3%) of those with three jobs.

## Global view

**The data shows that a significant percentage of respondents (63%) work in different industries alongside their primary job. This diversification might provide employees with additional income streams and diverse experiences. Industries such as healthcare (15%), hospitality (22%), and retail (16%) are common across multiple jobs.**

Approximately 18% of shift workers have two jobs with two different employers. This group includes a slightly higher percentage of Gen X and Baby Boomers (18% and 18%, respectively), while Gen Z and Millennials are at 18% and 17%.

A smaller portion of shift workers (3%) reported having three jobs with more than one employer. Interestingly, this group has a higher representation among Gen X and Baby Boomers (4% and 5%, respectively). An even smaller segment (1%) indicated having four or more jobs with more than one employer. This category shows little variation across demographics, with Gen Z, Millennials, Gen X, and Baby Boomers at 1%.

Interestingly, the data shows that shift workers in companies with more than 1,000 employees are more likely to have two jobs (21%) than those in smaller companies. In contrast, most shift workers with only one job (78%) are employed in companies with less than 100 employees.

Regarding the kind of shift work, those on fixed shifts are more likely to have only one job (83%) compared to other shift types. On the other hand, shift workers on call are more likely to have multiple jobs, with 5% reporting having three jobs and 2% having four or more jobs.

There is no substantial difference in the number of jobs with different employers based on pay level, as the percentages remain relatively consistent across minimum wage and more than minimum wage categories.

One of the primary drivers of the growing trend of multiple jobs is the relentless inflation and the increasing cost of living. As the prices of essential goods and services continue to rise, individuals find it challenging to make ends meet with a single income. To counter the financial strain, people seek additional income streams to cope with the escalating expenses, such as rent, healthcare, education, and transportation.

Employers should be mindful of this trend and consider factors such as work-life balance and job satisfaction to retain their employees in a competitive job market. Additionally, providing flexibility and employee benefits that cater to the needs of those with multiple employments can enhance employee loyalty and engagement.



# Diverse Job Opportunities and Skill Utilisation

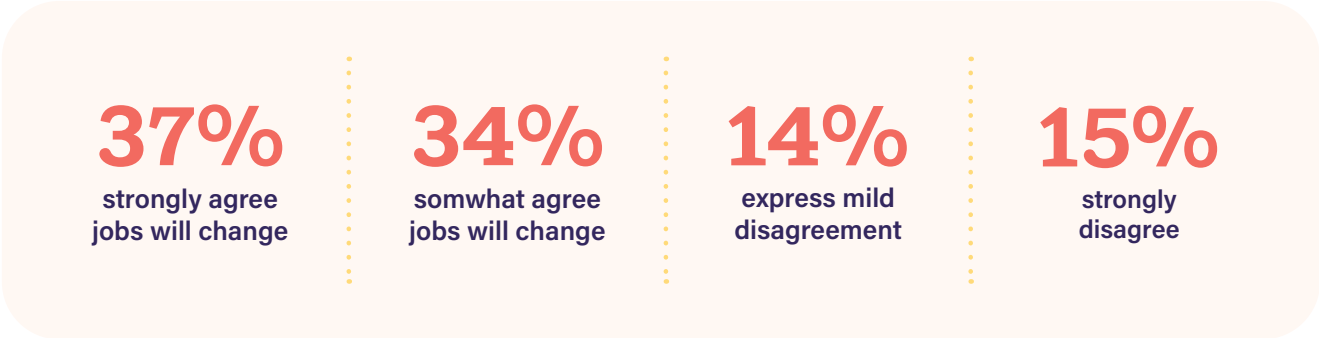
The modern job market has become more diverse and flexible, offering opportunities to individuals with unique skills and talents. Many workers take advantage of this diversity and find part-time or gig roles in areas where they possess relevant expertise, which enables them to leverage their skills to earn extra income.

Economic uncertainty, particularly in times of recession or global crises, can push people to diversify their income sources for added financial security. The gig economy, with its emphasis on short-term contracts and freelance work, has emerged as a viable option for those seeking supplementary income during uncertain times.

As the trend of multiple jobs continues to grow, employers must be cognisant of the changing dynamics in the labour market. To attract and retain talent, companies should consider offering competitive compensation, benefits packages, and opportunities for career advancement. Moreover, providing flexible work arrangements and understanding the unique needs of employees with multiple jobs can foster loyalty and commitment among workers.

Policy makers and businesses should also focus on addressing the underlying issues contributing to the need for multiple employments, such as income inequality and the cost of living crisis. By implementing measures that promote fair wages, affordable housing, and accessible healthcare, the burden on workers can be alleviated, potentially reducing the necessity of holding multiple jobs for survival.

# Technology will Continue to Impact the World of Work



In the ANZ region, 27% of hourly workers strongly agree that their jobs will witness significant changes due to technology and AI in the coming years. An additional 34% agree somewhat, reflecting cautious optimism about the future of work in the region.

The UK exhibits a balanced outlook on job evolution. 37% of hourly workers strongly agree that their jobs will significantly change due to technology and AI, and 34% agree somewhat. Meanwhile, 14% express mild disagreement, and 15% strongly disagree, highlighting some apprehension.

In the US, 41% of hourly workers strongly agree that their jobs will undergo significant changes due to technology and AI in the next two years. An additional 33% agree somewhat, displaying a high degree of awareness regarding technological shifts.

The data also examined how company size and industry impacted hourly workers' perceptions. In companies with more than 1,000 employees, there was a higher percentage of strong agreement that jobs would change significantly due to technology (36%).

## Global view

**34% of hourly workers strongly agree that their jobs will undergo significant changes over the next two years due to the integration of new technology and AI. A further 34% agree somewhat with this statement. It is evident that a substantial portion of the global hourly workforce recognises the inevitability of technological advancements shaping their roles.**

Moreover, the healthcare industry had the highest percentage of hourly workers who strongly agreed they were paid fairly (46%), while the hospitality industry had the highest percentage of strong agreement that they were treated fairly (56%). Overall, the majority of hourly workers feel fairly compensated and treated by their employers, though there are slight variations based on region, company size, and industry.



# Fair Pay Perception

While 38% of hourly workers globally strongly agree that they are paid fairly for their jobs, 39% agree somewhat. Conversely, 14% express mild disagreement, and only 10% strongly disagree. This shows that the majority are content with their remuneration, although there is room for improvement in addressing concerns related to fair compensation.

**39%**

strongly agree that they are paid fairly

**37%**

agree somewhat about the fairness in pay

**14%**

express mild disagreement in fairness of pay

**10%**

strongly disagree that they are paid fairly

36% of hourly workers in ANZ strongly agree that they are paid fairly, and 44% agree somewhat. Dissatisfaction with pay is limited, with 12% expressing mild disagreement and 8% strongly disagreeing.

39% of hourly workers in the UK strongly agree that they are paid fairly, while 37% agree somewhat. Dissatisfaction with pay is similar to ANZ, with 14% mildly disagreeing and 10% strongly disagreeing.

US hourly workers' sentiments on pay satisfaction mirror those of their counterparts in the UK. 39% strongly agree that they are paid fairly, while 34% agree somewhat. Dissatisfaction levels are slightly higher, with 15% mildly disagreeing and 13% strongly disagreeing.

## Generational view

The majority of respondents across all demographics felt that they were paid fairly, with Gen Z and Millennials showing slightly higher agreement at 38% and 43%, respectively. On the other hand, Baby Boomers had the highest percentage of strong disagreement, with 12%. Overall, the data suggests that the majority of hourly workers feel adequately compensated for their work, but there are still some concerns, especially among older workers.



# Inflation and Rising Costs are Impacting Workers' Wallets

A significant number of hourly workers across regions reported that their pay did not fully keep up with inflation and rising living costs. Many respondents felt that they were only able to cover their living expenses without any extra funds left over. As a result of increasing living expenses, some employers started offering additional benefits, such as free mental health programs and financial education opportunities.



In ANZ, 15% of hourly workers reported that their pay increased faster than inflation, 26% stated that their pay increased in line with inflation, 24% said their pay increased but did not keep up with inflation, 33% reported that their pay remained unchanged, and 2% experienced a pay decrease.

In the UK, 27% of hourly workers reported that their pay increased faster than inflation, 34% stated that their pay increased in line with inflation, 28% said their pay increased but did not keep up with inflation, 9% reported that their pay remained unchanged, and 1% experienced a pay decrease.

In the US, 28% of hourly workers reported that their pay increased faster than inflation, 27% stated that their pay increased in line with inflation, 22% said their pay increased but did not keep up with inflation, 21% reported that their pay remained unchanged, and 1% experienced a pay decrease.

## Generational view

A notable percentage of hourly workers, including Gen Z (24%) and Baby Boomers (27%), revealed that their pay is insufficient to meet their current living expenses, potentially leading to financial strain. Almost half of the hourly workers, including Gen X (51%) and Baby Boomers (50%), indicated that they can manage their living expenses but do not have any money left for savings or discretionary spending. A significant portion of hourly workers, particularly Millennials (31%), stated that they can cover their living expenses comfortably and still have some money left, allowing for saving or spending on other items.



03

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# Workplace Compliance



# The Pursuit of More Predictable and Stable Schedules

In the UK, there was a higher level of awareness about legal entitlements for paid annual leave, with 66% of all respondents being well-informed. Millennials displayed the highest awareness (78%), while Gen Z showed the lowest (25%).

Despite the awareness, only 51% of UK respondents felt very confident that they were receiving their full legal entitlement to paid annual leave. A significant proportion, 32%, felt fairly confident, while 10% were unsure, 4% were not confident and 3% thought they weren't entitled to any paid annual leave.

**49%**

relied on apps to keep track of their leave

**43%**

would ask their managers about their leave

**28%**

submitted requests to HR or a benefits team

**22%**

kept their own records to keep track

Among those who tracked their paid annual leave, 49% relied on apps, 43% asked their managers, and 28% submitted requests to the HR or benefits team. Additionally, 22% kept their own records to ensure they received their full entitlement.

Reasons for not tracking paid annual leave varied. The most common reason was never having thought about it (51%), with Baby Boomers having the highest percentage in this category (67%). On the other hand, 28% of respondents acknowledged that they should track their leave but hadn't gotten around to doing it yet.

In the UK, there was greater awareness of paid annual leave entitlements, with Millennials being the most informed group. However, despite this awareness, only half of the respondents felt confident about receiving their full entitlements. This suggests that some employees may need to be more fully utilising their rights under the law.

Interestingly, many respondents expressed a need for more confidence in tracking their paid annual leave. This indicates a need for increased education and awareness about the importance of monitoring leave entitlements to ensure fair treatment.

Healthcare industry employees (59%) use apps to track their entitlements, while hospitality industry employees (45%) tend to ask their managers. Employees from larger companies with more than 1,000 employees (56%) use apps more than those from smaller companies (47%), who tend to ask their managers (39%).

Respondents with five years or more in their current roles (54%) use apps more frequently than those in their roles for less than a year (34%). Those with only one job (49%) use apps more than those with multiple jobs (37%). Employees on swing shifts (54%) use apps more than those on fixed shifts (41%) or night shifts (38%).

The most common reason for not tracking paid annual leave is that employees have never considered it (51%). Millennials (67%) are more likely to fall under this category than Baby Boomers (54%). Males (56%) are more likely to have never considered tracking than females (46%).

Overall, the data suggests more effort is needed to educate individuals about their legal entitlements for paid annual leave in the UK.



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