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Version: Supplemental Material

Article:

Brooks, J., Grugulis, I. and Cook, H. (Accepted: 2026) When deep acting is damaging: Emotional labour and negative emotions in contemporary debt collection. Human Relations. ISSN: 0018-7267 (In Press)

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Figure 1: Overview of data structure for empirical section 1: Surface acting and losing empathy.

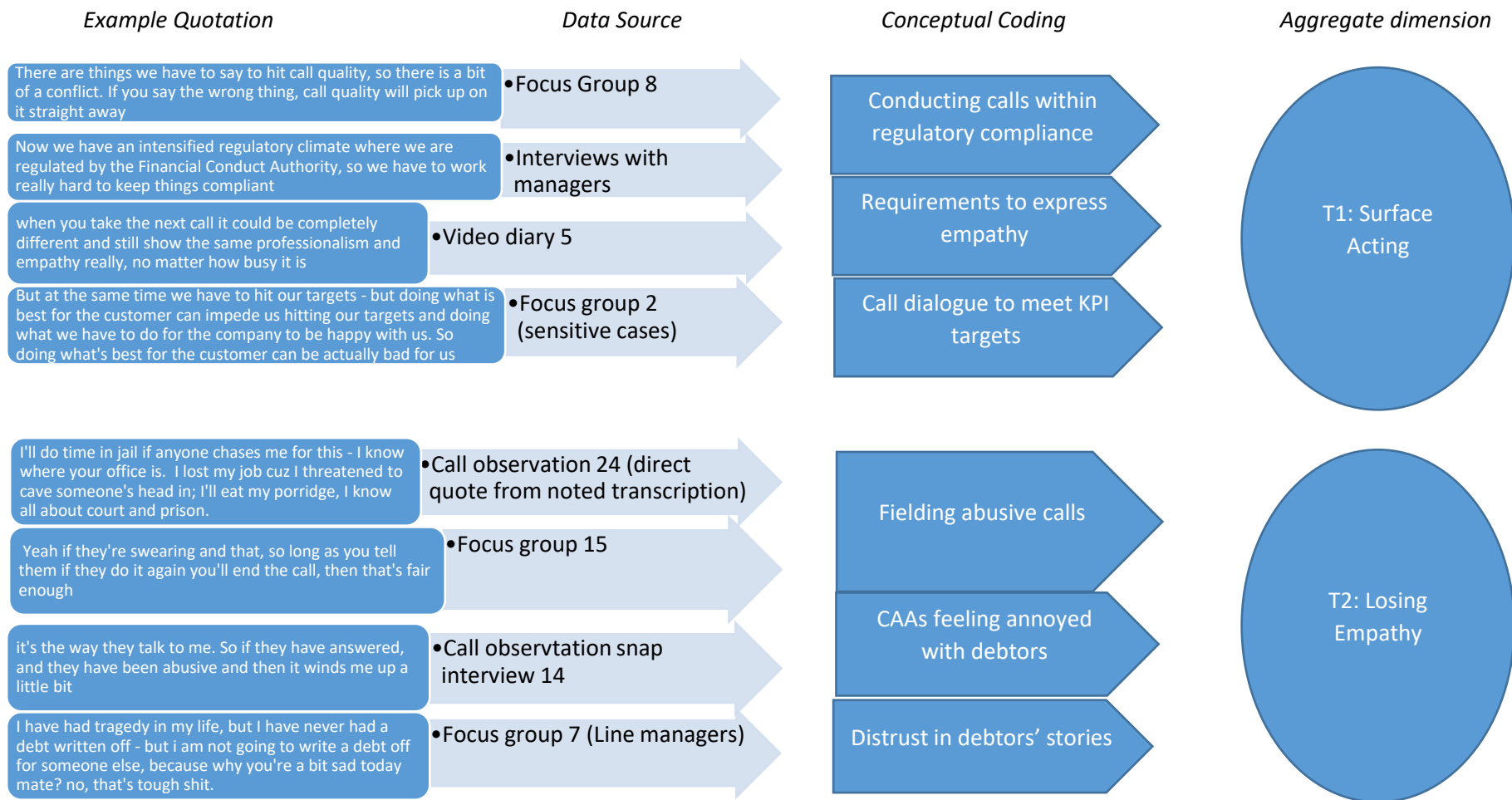


Figure 2: Overview of data structure for empirical section 2: Emotional demand, trigger points, deep acting and authenticity

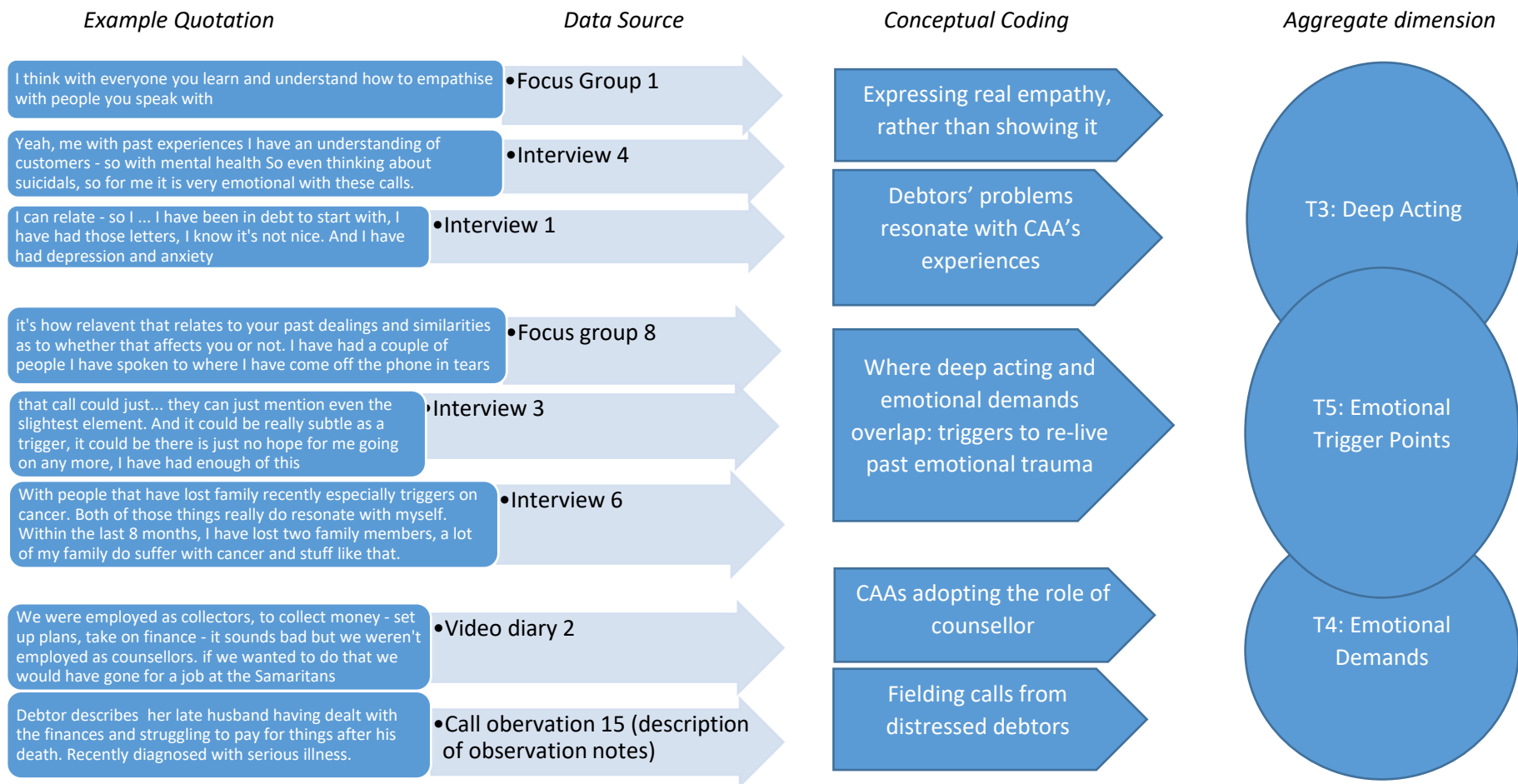


Figure 3: Overview of data structure for empirical section 3: Resources and mitigations.

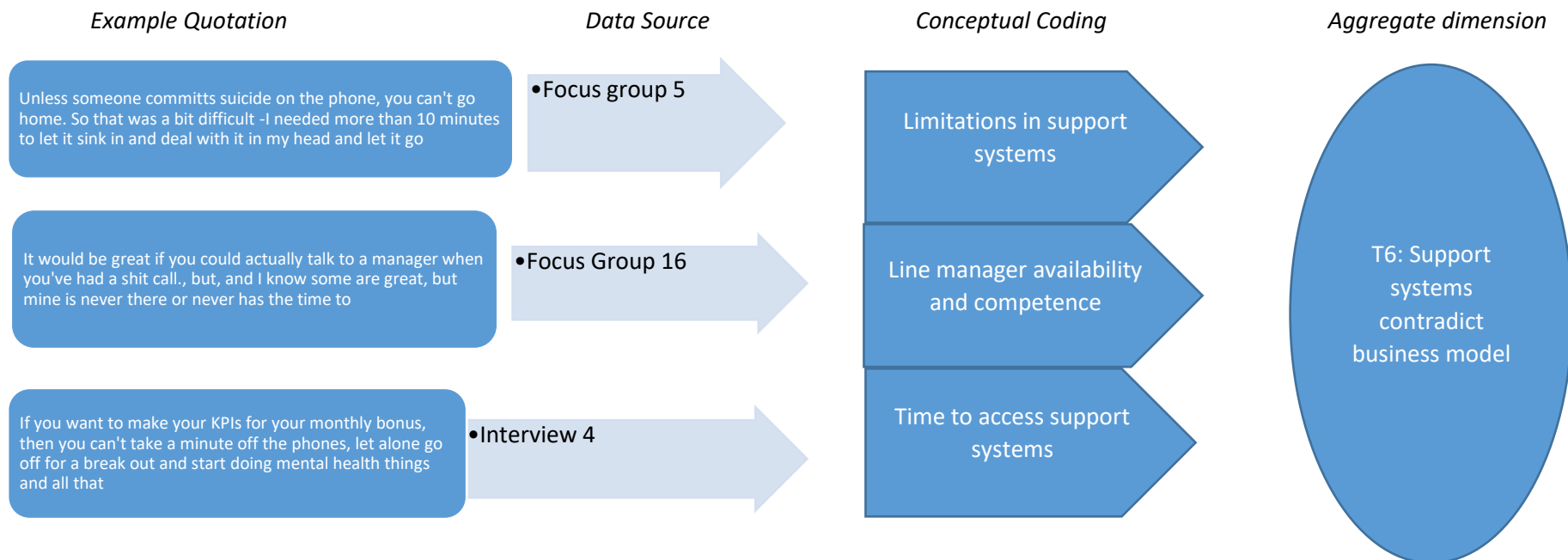


Figure 4: Causal Process Diagram

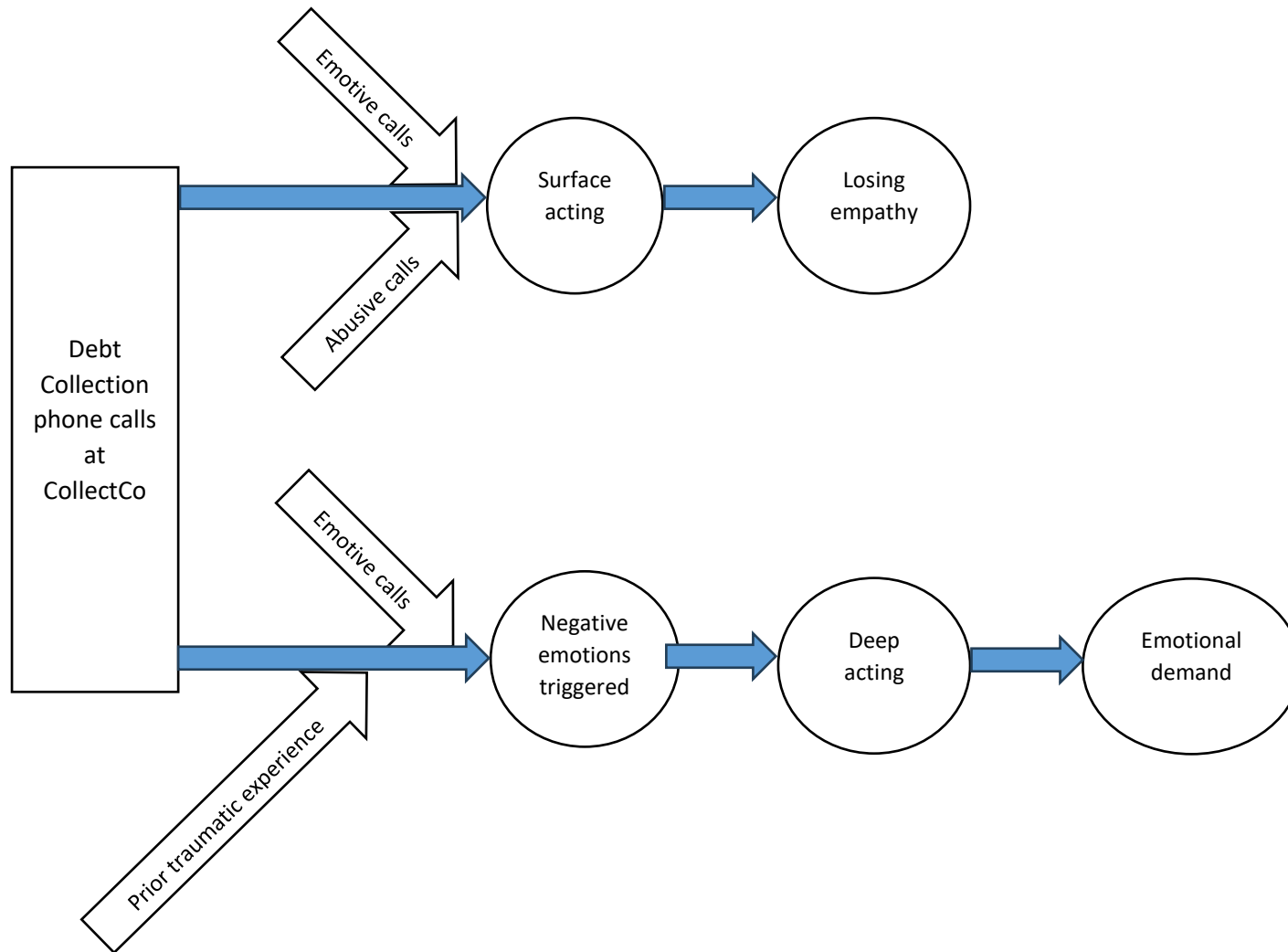


Table 1

Phase	Data Type	Number of Participants (Description)	Utilisation	Emergent or developed themes
1	2 Focus Groups	13 (Sensitive Cases CAAs)	Transcribed, coded. Data used in findings section 1	T1; T3; T5
1	4 Focus Groups	25 (Standard and Sensitive Case CAAs)	Transcribed, coded. Data used in findings section 1, 2	T1; T3; T4
1	1 Focus Group	8 (Line Managers)	Transcribed, coded. Data used in findings section 1, 3	T1; T4; T5
1	9 Focus Groups	60 (Mixed employees)	Transcribed, coded. Data used throughout findings	T1; T2; T5
1	Meeting Observation	4 (Mental health steering group)	Notes. Data used in findings section 1, 2 and 3	T3; T4; T5
1	Document Analysis	(Recruitment, training, discipline, grievance)	Notes for context	T1
1	Participatory Observation	(On-boarding/ induction course attendance)	Notes for context	T1
1	Management Meetings	4 (Employee relations, assistance, recruitment, training)	Notes for context	T1; T4
1 and 2	12 Gatekeeper Meetings	3 (monthly meetings with HR Director, HR Coordinator and Operations Director)	Notes for context	T1; T3; T4
1	Call Observations	11 (62 calls observed with snap interviews after each)	Notes, limited quotes instantly transcribed. Data used in findings section 1 and 2	T1; T2; T4
2	Video Diaries	7 (13 recordings; 7 + 6 repeated)	Transcribed, coded. Data used throughout findings	T1; T4; T5
2	Semi-structured Interviews	8 (CAAs who had accessed mental health support)	Transcribed, coded. Data used throughout findings	T3; T4; T5; T6
3	2 Focus Groups	8 (5+3 CAAs, to explore post-covid conditions)	Notes taken.	NA
3	Semi-structured interviews	3 (HR Manager, HR Director, Operation Director)	Notes taken.	NA