## **MAYOR OF LONDON**

# THE MAYOR'S GOOD WORK STANDARD EMPLOYER GUIDANCE

THE MAYOR'S GOOD WORK STANDARD



# WHAT ARE THE FOUR PILLARS OF THE GOOD WORK STANDARD?

Each section within a pillar has 'Foundation', 'Achievement' and 'Excellence' criteria.



## **FAIR PAY AND CONDITIONS**

Includes pay, contracts and financial wellbeing



## ENGAGEMENT, VOICE AND WELLBEING

Includes workforce dialogue (including positive relationships with trade unions), health and wellbeing and work-life balance



## **SKILLS AND PROGRESSION**

Includes management & leadership, skills and development and in-work progression



# DIVERSITY AND INCLUSIVE RECRUITMENT

Includes equality, diversity and inclusion and inclusive recruitment practice



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# INTRODUCTION

The Good Work Standard defines the benchmark the Mayor of London would like every London employer to work towards and achieve. It has been developed with London's employers, trade unions, professional bodies, and industry experts.

Organisations of all sizes and sectors that meet the Good Work Standard criteria can apply for accreditation and recognition by the Mayor.

This document provides comprehensive guidance around each Good Work Standard criterion. It also includes links and resources from expert sources to help organisations meet the benchmark.

The guidance is aimed at both employers that want to become accredited and accredited employers that want to improve. We recommend referring to it when completing the online self-assessment.

In 2022, the Mayor launched a new programme specifically aimed at microbusinesses, relevant to the needs and circumstances of employers and employees in London's 600,000 businesses with fewer than 10 staff. For more information, please refer to the <u>guidance for microbusinesses</u>.



## WHAT ARE THE BENEFITS OF BEING ACCREDITED?

## Employers that treat their employees well and reward them properly are more likely to succeed, and reap business benefits, including:

- Attracting, recruiting and retaining the best skills and talent
- Reduced absences and sick leave
- Higher levels of employee engagement and motivation
- Increased productivity
- Cost savings
- Improved reputation among peers, prospective customers, clients and employees
- Being connected to a community of accredited organisations to share best practice

Successful organisations can use their accreditation to demonstrate social value when competing for public sector procurement opportunities, including with the GLA Group.



We also run and promote regular recognition learning and networking events for members



Stay informed of upcoming events and resources by signing up to the Good Work Standard newsletter

## **HOW DO I APPLY?**

The first step is to complete the Foundation checklist. This covers the minimum legal requirements and basic practices every employer should have in place.

Employers need to meet all foundation criteria to progress to the next stage.

Once employers have successfully completed this stage, they can complete the full self-assessment. This assesses organisations across four pillars of criteria. Employers can be accredited at two levels:

- Achievement the Mayor's benchmark for good employment practice, going beyond legal requirements
- **Excellence** for employers that demonstrate excellent practices in their organisation, significantly above legal minimums and leading in their industries

Employers do not need to meet every criterion. They need to meet a certain threshold across each pillar to be accredited at either 'Achievement' or 'Excellence' level, depending on their size:



If you meet the minimum scoring threshold, we'll ask for a sampling of evidence to support your responses to the full application. Examples of evidence are included under each criterion.



For more information about the award threshold for the Good Work Standard for Microbusinesses (organisations with fewer than 10 staff), please refer to the online guidance

## **HOW DO I APPLY?**

Once an organisation's self-assessment has been submitted, the Mayor's Good Work Standard team will review their responses and ask for a small sample of supporting evidence. The application will then go to a panel for a decision on accreditation.

## The application process is summarised in the flow chart:



Obtain the London Living Wage accreditation if not already in place

## **FOUNDATION**

This covers the minimum requirements every employer should meet legally. It takes around 20-30 minutes to complete.

#### **SELF-ASSESSMENT**

This covers the full 'Achievement' and 'Excellence' criteria set out in this guidance. It can take 1-2 hours to complete. Your progress can be saved on the online self-assessment form to return to.

#### **EVIDENCE REQUEST**

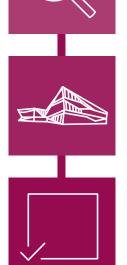
If you meet the benchmark, we'll ask for a sample of evidence to support your self-assessment responses.

#### DECISION

A decision is made by a panel reviewing the submission and evidence. Panels are frequent.

#### **CONGRATULATIONS!**

You'll receive a letter of congratulations, communications pack and Good Work Standard plaque to display at your workplace. As part of the GWS community you will have access to a range of resources and events to further develop and share your practices.



## **ADDITIONAL INFORMATION**

Good Work Standard accreditation is valid for four years. The Good Work Standard team will check-in annually to review any changes at your workplace and ensure compliance.

The team will contact employers when their accreditation is coming to an end to discuss re-accreditation. They may request further supporting evidence if there have been major changes since your initial accreditation.

Employers must be an accredited Living Wage Employer to become a member of the Good Work Standard community.

The Living Wage is an independently calculated, voluntary, hourly rate based on the cost of living. There is a UK rate, plus a separate rate for London to reflect the capital's higher living costs. Both these rates are currently above the government's statutory National Minimum Wage (for over 18 year olds) and National Living Wage rates (for over 21 year olds). More information <a href="here">here</a>.

The Mayor's Good Work Standard recognises employee engagement as a key part of good work, with recognised trade unions supporting collective voice wherever possible. The Good Work Standard encourages positive engagement with trade unions.

When completing the self-assessment organisations are asked to think about their workforce in a broad sense, including employees, workers, agency workers, self-employed contractors and freelancers. Some criteria specifically include third party contracted staff.



For more information contact the Living Wage Foundation



If you have questions about the Good Work Standard or need help applying contact the Good Work Standard team fairness@london.gov.uk



# STAGE 1 FOUNDATION CHECKLIST

To receive the Good Work Standard accreditation, organisations must first complete an online Foundation checklist. This covers the minimum legal requirements and basic practices every employer should have in place. Employers must meet all foundation criteria to move to the next stage.

Please allow at least 20-30 minutes to complete this section online. Your progress will be saved, so you can start the application and return to complete it later if needed.



**STAGE 1 - FOUNDATION CHECKLIST** 

# FAIR PAY AND CONDITIONS



## F1.1

## **CRITERIA**

All workers and employees are paid at least the relevant National Living Wage or National Minimum Wage (including apprentices).

#### **GUIDANCE**

The <u>minimum wage an individual should get</u> depends on their age and if they are an <u>apprentice</u>.

The National Minimum Wage (NMW) is the minimum pay per hour almost all individuals are entitled to. The National Living Wage (NLW) is higher than the NMW – workers receive this if they are over 23.

Apprentices receive the <u>apprentice rate</u> if they are either under 19, or they are aged over 19, but in the first year of their apprenticeship. They are entitled to the minimum wage for their age if they are over 19 and have done year one of their apprenticeship.

Employers of all sizes must pay the correct minimum wage.

The Low Pay Commission advises government about the appropriate NMW and NLW rates, based on research and consultation. New rates are announced in the government's autumn budget and come into effect the following year. The government's <u>Next Steps to Make Work Pay</u>
<u>policy paper</u> describes revisions to the Low Pay
Commission to take account of the cost of living, and
plans to remove minimum wage age bands over time.



## FIND OUT MORE

Who should be paid at least the NMW and NLW?

How the NMW and NLW is calculated □

Help for employers on pay, work rights and complaints □

The Low Pay Commission

Next Steps to Make Work Pay policy paper ☑

Acas guidance on the National Minimum Wage



## F1.2

## **CRITERIA**

All workers and employees are provided statutory leave entitlements (including holiday entitlement, sick pay, maternity, paternity and adoption leave).

#### **GUIDANCE**

Employers must give employees the statutory paid leave they are entitled to. This includes:

## Holiday entitlement

Almost all <u>workers</u> are entitled legally to 5.6 weeks' paid holiday per year (called statutory leave entitlement). To find out more about eligibility see the government guidance on <u>holiday entitlement</u>.

## Sick pay

Employees may be eligible for Statutory Sick Pay (£99.35 a week for up to 28 weeks). To find out more about eligibility see government guidance on Statutory Sick Pay.

Statutory Maternity or Adoption Leave and Pay Eligible employees can take up to 52 weeks' statutory maternity leave or statutory adoption leave. To find out more about eligibility see the government guidance on Maternity Leave and Pay and Adoption Leave and Pay.

**Statutory Paternity or Adoption Leave and Pay** 

Employees may be eligible for Statutory Paternity Leave and Pay. For example, if they and their partner are having a baby, adopting a child, or having a baby through surrogacy. To find out more about eligibility see the government guidance on <u>Statutory Paternity Leave and Pay</u>.

## **Statutory Shared Parental Leave and Pay**

Employees may be entitled to Shared Parental Leave and Statutory Shared Parental Pay if they've had a baby or adopted a child. To find out more about eligibility, see the government guidance on <u>Statutory Shared Parental Leave and Pay</u>.

The government's Next Steps to Make Work Pay policy paper sets out plan to bring forward policy measures in the Employment Rights Bill including strengthening Statutory Sick Pay (removing the lower earnings limit and cutting out the waiting period before sick pay kicks in) and 'Day One rights' including entitlements to paternity leave.



## F1.3

## **CRITERIA**

Itemised payslips are provided to all employees on a regular basis.

## **GUIDANCE**

Employers must give their <u>employees</u> and <u>workers</u> a payslip on or before their payday. Payslips must show:

- Pay before any deductions ('gross' wages)
- <u>Deductions to pay</u> like tax and National Insurance
- Pay after deductions ('net' wages)
- The number of hours worked, if the pay varies depending on time worked

Employees have certain <u>rights relating to payslips</u> and what they must include.

Payslips can also include information like an employee's National Insurance number and tax code, their rate of pay, and the total amount of pay and deductions so far in the tax year.



## FIND OUT MORE

Government guidance on running payroll

Acas guidance on deductions from wages

Acas guidance on reclaiming money owed by an employee □



## F1.4

#### **CRITERIA**

Interns are paid the National Minimum Wage and receive the same employment rights as employees (apart from school work experience, work shadowing or voluntary placements).

#### **GUIDANCE**

Internships are sometimes called work placements or work experience. These terms have no legal status on their own. The rights they have depend on their <a href="mailto:employment status">employment status</a> and whether they're classed as a worker, a volunteer or an employee.

An intern is entitled to the National Minimum Wage (NMW) if they count as a <u>worker</u>. An intern is classed as a worker and is due the NMW if they are promised a contract of future work.

Interns are not due the NMW if it is a student internship, schoolwork experience, a voluntary placement or work shadowing.

However, given the high cost of living in London and to widen access to opportunities, organisations should consider offering at least the London Living Wage to interns.



## FIND OUT MORE

Government guidance on employment rights for interns □





STAGE 2

## **FAIR PAY**

## F1.5

## **CRITERIA**

Statutory notice period, consultation and pay for employees is given if and when redundancies are made.

## **GUIDANCE**

Redundancy is when an employee is dismissed because an employer no longer needs anyone to do their job. This might be because a business is:

- Changing what it does
- Doing things in a different way, for example using new machinery
- Changing location or closing down

For a redundancy to be genuine, employers must show that the employee's job will no longer exist.

Redundancies can be <u>compulsory</u> or <u>non-compulsory</u>.

Get help on redundancies from <u>Jobcentre Plus</u>.

Employers must follow 'collective consultation' rules if making 20 or more employees redundant within any 90-day period at a single workplace. However, there are no set rules to follow if fewer than 20 redundancies are planned, but it's seen as good practice to fully consult employees. An employment tribunal could decide that an employer has dismissed staff unfairly if they fail to consult.

(CONTINUED...)



## F1.5 (CONTINUED)

## **CRITERIA**

Statutory notice period, consultation and pay for employees is given if and when redundancies are made.

## **GUIDANCE**

Employers must give staff notice and agree a leaving date once redundancy consultations have ended. This depends on their length of service. <u>Find out more here</u>.

Employees made redundant might be entitled to redundancy pay - this is called a 'statutory redundancy payment'. <u>Find out more</u>.

The government is consulting on strengthening the collective redundancy framework, more details can be found in the government's <a href="Next Steps to Make Work Pay policy paper">Next Steps to Make Work Pay policy paper</a>.



## FIND OUT MORE

Government guidance on making staff redundant  $\square$ 

Acas guidance on managing staff redundancies

Acas guidance on redundancies related to a TUPE transfer  $\square$ 

Acas guidance on collective consultation for redundancy  $\square$ 



## F1.6

## **CRITERIA**

Executive pay ratios are published in annual reports if the company is publicly listed.

#### **GUIDANCE**

All publicly listed firms with more than 250 employees must publish information on employee pay and how it compares to their CEO's. This is required by the Companies (Miscellaneous Reporting) Regulations 2018. Companies must rank their employees from highest to lowest paid and identify the 25th, 50th and 75th highest pay. This is then compared with the pay of their CEO.

Firms must also publish a supporting narrative to explain:

- The reasons for any year-to-year falls or increases in the ratios
- Whether or not the firm believes the median ratio is consistent with the organisation's wider policies on employee pay, reward and progression
- Which of the three permitted options it has used to calculate the ratio, and why it chose that method

This information must be published in the company's annual report, as part of the directors' remuneration report.



## FIND OUT MORE

CIPD Viewpoint: Executive pay reporting

Department for Business, Energy and Industrial Strategy (BEIS) Corporate Governance FAQs and answers □



## F2.1

#### **CRITERIA**

A written statement of employment particulars is given on or before the first day of employment including information on pay and conditions.

#### **GUIDANCE**

An employer must give <u>employees and workers</u> a document stating the main conditions of employment when they start work. This is known as a 'written statement of employment particulars'. It is not an employment contract.

The written statement includes:

- The main document (known as a 'principal statement')
- A wider written statement

The employer must provide the principal statement on or before the first day of employment and the wider written statement within two months of the start of employment.

Employers must tell employees or workers of any changes to the written statement. This must be within one month of making it.

Employers should make sure staff understand their written statement and might need to take extra steps to do this. ACAS provide further advice on this. Find out more:



## FIND OUT MORE

Government guidance on written statements
of particulars 
☑

Acas guidance on written statements of particulars

Acas templates for written statements



## F2.2

## **CRITERIA**

Employees and workers are given GDPR privacy information on how the organisation records, stores, and uses personal information.

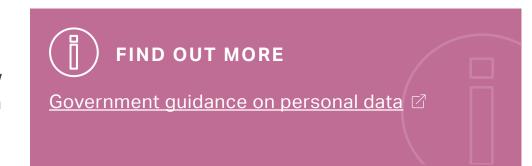
## **GUIDANCE**

People have the right to be informed about the collection and use of their personal data. This is a key transparency requirement under the General Data Protection Regulation (GDPR).

Employers must set out why they are processing personal data, how long they will store it for, and who it will be shared with. This is called 'privacy information'.

If an employer plans to use personal data for any new purposes, they must update their privacy information and tell people about these changes. The independent Information Commissioner's Office (ICO) promotes and enforces data protection legislation. It provides tools and guidance to aid compliance and acts where needed.

There is more about its role and guidance on the <u>ICO website</u>.





## F2.3

## **CRITERIA**

A Modern Slavery Act statement has been developed and published by the organisation (this is only required by organisations with annual turnover of £36 million or more).

## **GUIDANCE**

Section 54 of the Modern Slavery Act 2015 requires certain organisations to develop a slavery and human trafficking statement each year. It should detail what steps organisations have taken to ensure modern slavery is not happening in their business or supply chains.

Every organisation carrying out business in the UK with a total annual turnover of £36m or more must produce this statement every financial year.



## FIND OUT MORE

STAGE 2

Modern Slavery Act 2015 ☐

Government guidance on publishing an annual modern slavery statement

Guidance on slavery and human trafficking in supply chains \( \textstyle \)

Writing a modern slavery statement: a guide for employers



## F2.4

## **CRITERIA**

Any zero-hours contracts do not contain exclusivity clauses.

## **GUIDANCE**

The Small Business, Enterprise and Employment Act prohibits the use of exclusivity clauses or terms in any zero-hours contract. This means an employer cannot stop a person from looking for work or accepting work from another employer.

An employer must allow the person to take work elsewhere so they can earn an income if they themselves do not offer enough hours.

If an employer includes such an exclusivity clause in a zero-hours contract, the person can ignore it under law.

An employer cannot avoid the exclusivity ban by, for example, stipulating that the person must seek their permission to look for / accept work elsewhere.

'Zero hours contract' is a non-legal term used to describe many different types of casual agreements between an employer and an individual.



## FIND OUT MORE

Zero-hours contracts: guidance for employer  $\square$ 

Acas information about zero-hours contracts



## F2.5

#### **CRITERIA**

Exploitative zero-hours contracts are not used. Non-standard contracts are only used where they benefit both worker and employer, and with the worker's explicit consent.

#### **GUIDANCE**

Non-standard employment contracts can, if managed properly and used for the right reasons, benefit both the employer and the individual. However, employers need to understand the pitfalls to people engaged in these sorts of working arrangements, as well as the potential disadvantages for employers.

For non-standard contracts to genuinely work for each party, both must be broadly satisfied with the flexibility of the working arrangements. Employers should only use zero-hours contracts where their flexibility suits both the organisation and the individual.

Employers should consider whether zero-hours working is right for their business and whether there are other ways of providing flexibility for the organisation. This could include using annualised hours or other flexible working options. Zero-hours are best suited to certain situations. Situations where

the workload is irregular, or where the need for staff is not constant, or when needs are driven by external factors outside the employer's control.

The Employment Rights Bill will give workers on zero hours contracts and workers with a 'low' number of guaranteed hours, who regularly work more than these hours, a right to move to a guaranteed hours contracts which reflect the hours they regularly work.



## FIND OUT MORE

Zero-hours contracts: guidance for employer

Acas information about zero-hours contracts □

The Government's Next Steps to Make Work Pay policy paper ☑



# FINANCIAL WELLBEING

## F3.1

## **CRITERIA**

New starters in the organisation are auto-enrolled in a pension scheme and mandatory minimum contributions are made as required by law.

## **GUIDANCE**

Employers must provide a workplace pension scheme for eligible staff when their first member of staff starts working for them. This is known as the 'duties start date')

Employers must enrol and contribute for all staff who:

- Are aged between 22 and the State Pension age
- Earn at least £10,000 a year
- Normally work in the UK (this includes people who are based in the UK but travel abroad for work)

If staff become eligible because of a change in their age or earnings, employers must put them into their pension scheme. They must also write to them within six weeks of the day they meet the criteria.

Use the <u>State Pension age calculator</u> to find out the earliest age that a person can start receiving their state pension.



## FIND OUT MORE

Set up and manage a workplace pension scheme Z



# FINANCIAL WELLBEING

## F3.2

#### **CRITERIA**

The workforce can access information and guidance on financial wellbeing, debt management, welfare rights and entitlements. For example, signposting to resources provided by the Money and Pension Service, Childcare Choices or other external financial advice organisations.

#### **GUIDANCE**

Employee financial worries can affect their health and performance at work. Employers can be proactive by signposting employees to where they can find extra support, including information on welfare rights & entitlements, such as financial resilience, savings, childcare entitlements, benefit calculators, welfare and housing advice.

This could be referenced within the employer's policies and procedures.

Many employers have partnerships with credit unions which allow staff to save and repay loans direct from payroll.

The <u>Money and Pensions Service</u> provides debt advice, money and pensions guidance in one place.



## FIND OUT MORE

CIPD guidance on employee financial wellbeing □

CIPD guidance on tackling in-work poverty

The Money and Pension Service

Pension Wise

Find your nearest credit union

**Employees with money concerns can also get help from:** 

Citizens Advice

StepChange Debt Charity

Debt Advice Foundation □

National Debtline

Help with childcare costs from Childcare Choices



**STAGE 1 - FOUNDATION CHECKLIST** 

# ENGAGEMENT, VOICE AND WELLBEING



## F4.1

#### **CRITERIA**

There is an effective policy/process in place for communication with the workforce. The organisation is aware of and complies with ICE Regulations, which applies to organisations with 50 or more employees.

#### **GUIDANCE**

The Information and Consultation of Employees (ICE) Regulations give UK employees a statutory right to demand information and consultation arrangements at work. For example, employee forums. This includes the right to be told about the company's plans and decisions, as well as information about the company's financial performance. Employees should also have the chance to give their views on any changes to working conditions.

If an organisation has 50 or more employees, they have the right to request a formal agreement to be informed and consulted. Employees can either individually request an arrangement or make a single request as a group. To be valid, the following must apply:

 For businesses with 750+ employees, at least 2% of all the employees in the company or organisation make a request

- For businesses with fewer than 750 employees, at least 15 employees must make the request
- Individual requests must be received within a six-month period to be counted together

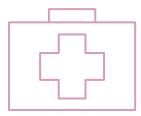


## FIND OUT MORE

The Information and Consultation (ICE) Regulations  $\square$ 

Government guidance on requesting consultation agreements □

CIPD guidance on Information and Consultation of Employees ☑



## F4.2

#### **CRITERIA**

Any written requests from trade unions to represent the workforce in collective bargaining are considered and responded to within 10 days.

## **GUIDANCE**

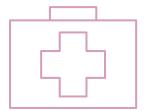
Collective bargaining is how employers and trade unions try to reach agreement through negotiation on issues like pay and terms and conditions of employment. It differs from consultation where management is responsible for decision making. With collective bargaining both parties are responsible for fulfilling the bargain.

If employees in a workplace are members of a trade union, the union must ask the employer to be recognised voluntarily. The request must be made in writing, supply the name of the union and name the employees who will be represented by the union. The employer has 10 days to consider the request. If it is agreed, the trade union will negotiate with the employer on behalf of the employees it represents (known as the 'bargaining unit') about working conditions, including pay. This is known as 'collective bargaining'.

If the employer doesn't want to accept the initial request, it may negotiate with the union to try and reach an agreement. An employer has 20 working days to carry out this negotiation. This can be extended with the agreement of the union. An employer can suggest that <u>Acas</u> is brought in to help with the negotiations, which should be done within 10 days.

If the employer doesn't want to voluntarily accept the request for recognition, or cannot reach a voluntary agreement, the union can apply for statutory recognition. To follow this option, the workplace must have at least 21 employees, and the union must have at least 10% membership of the workforce. It must also have first made a formal application for voluntary recognition.





## F4.2 (CONTINUED)

#### **CRITERIA**

Any written requests from trade unions to represent the workforce in collective bargaining are considered and responded to within 10 days.

#### **GUIDANCE**

An employer should regularly communicate details of its collective consultation arrangements and any collective agreements with recognised trade unions to the workforce.

The government's Plan to Make Work Pay recognises that trade unions play an important role in protecting and representing workers. The Employment Rights Bill and supporting legislation will modernise Trade Union laws.





## FIND OUT MORE

Employers: recognise a trade union

CIPD guidance on working with trade unions □

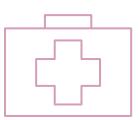
Acas guides on trade union and employee representation  $\square$ 

Government guidance on collective agreements

Acas Code of Practice on time off for trade union duties ☑

<u>Trade Union Facility Time publication</u>
<u>requirements</u> 

☑



## F4.3

#### **CRITERIA**

Any collective consultation arrangements or collective agreements in place with Trade Unions are regularly communicated to workers, employees and new starters in the organisation.

#### **GUIDANCE**

Anyone legally classed as an employee or worker is entitled to a written statement about their terms and conditions. The principal statement must also contain information about any existing collective agreements affecting their employment conditions.

Supplying a written statement of particulars to new starters is a way to communicate the collective agreements in place. They should be accessible and regularly communicated to all employees and workers.

The government's Plan to Make Work Pay recognises that trade unions play an important role in protecting and representing workers. The Employment Rights Bill and supporting legislation will modernise Trade Union laws.



## FIND OUT MORE

Requirements of written statements of employment particulars

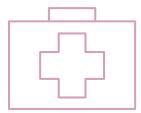
Written statements for agency workers □

Legal guide to employment status and rights  $\square$ 

Acas guidance on written statements

The government's Next Steps to Make Work

Pay policy paper  $\square$ 



## F4.4

#### **CRITERIA**

An effective policy or procedure is in place to manage grievances. This is clearly communicated to the workforce.

#### **GUIDANCE**

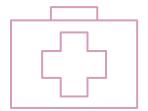
Employers are not legally required to have a written grievance policy in place. However, they must specify in the written statement:

- Who the individual should contact about a grievance
- How to contact this person

Where there are further steps to be taken after raising a grievance, these must be explained in the written statement itself. They may also be stored in a separate reasonably accessible document to which the statement can refer. A written grievance policy should also

- State that if the problem can't be resolved informally, there will be a meeting with the employee, called a grievance hearing
- · Set out time limits for each stage of the process
- Identify who to contact if the normal contact person is involved in the grievance
- Explain how to appeal a grievance decision
- State that employees can be accompanied in any meetings by a colleague or union representative
- Outline what happens if a grievance is raised during disciplinary action

(CONTINUED...)



## F4.4 (CONTINUED)

## **CRITERIA**

An effective policy or procedure is in place to manage grievances. This is clearly communicated to the workforce.

## **GUIDANCE**

The Acas Code of Practice (below) is not legally binding. However, an employment tribunal can reduce or increase any money awarded in a case by up to 25% if the code hasn't been followed.

The government intends to give employees the option of raising collective grievances about conduct in the workplace. They will consult with Acas on this.



## FIND OUT MORE

Handling of an employee's grievance □

CIPD factsheet: Discipline and grievance at work  $\square$ 

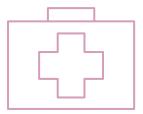
Acas Code of Practice on disciplinary and grievance procedures 

☑

Acas guide to discipline and grievances at work

Acas guidance on formal grievance procedure

Acas example of a grievance procedure



## F4.5

#### **CRITERIA**

Clear channels of communication are established to enable regular dialogue between all levels of the organisation. These can include team meetings and staff forums.

#### **GUIDANCE**

Establishing ways to have regular dialogue is a key part of treating people as valued employees. It helps them to feel engaged with the organisation's purpose and goals. Effective two-way dialogue helps to build trust-based relationships. It can also contribute to the success of the organisation.

There are many ways in which the organisation and its managers can inform and consult employees. These can be individual or collective. It is good practice to use both. They can take a direct form and include staff suggestion schemes, team meetings and 1:1 catch ups.

They can also take an indirect form and include third party representation, such as:

- Joint consultation which can involve union and non-union representatives
- Employee forums a group of non-union or a mix of union and non-union employees meeting with management to share information or for consultation purposes



## FIND OUT MORE

CIPD viewpoint on employee voice □

Acas guidance on consulting employees and representatives  $\square$ 



## F4.6

#### **CRITERIA**

The organisation listens to feedback and regularly assesses whether the workforce have the facilities, tools and equipment required to do their job effectively.

## **GUIDANCE**

Giving staff the tools to do their job isn't just about making sure they have desk space and working IT. It's about ensuring they have all the relevant resources their job role requires. It is also making sure that all these resources are in good, working order and within easy reach.

A common complaint by workers and employees is that they lack the tools, facilities and resources to do their jobs well. This is an important issue that spans all job levels and job functions in an organisation.

Resources can also refer to people, as well as facilities to support individuals when it comes to working flexibly and remotely

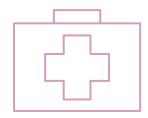


## FIND OUT MORE

CIPD guidance on hybrid work planning

Acas guidance on working from home and hybrid working  $\square$ 





# HEALTH, WELLBEING AND WELFARE

F5.1

#### **CRITERIA**

The organisation identifies and manages health, safety and welfare at work risks.

#### **GUIDANCE**

Under the Health and Safety Act 1974, employers have a duty to protect the health, safety, and welfare of their workers. They must also protect that of third parties, such as contractors and visitors. Workers have certain legal rights around health and safety, including:

- Access to adequate toilets, washing facilities and first aid arrangements
- A maximum 48-hour working week averaged over 48 hours, unless someone has opted out
- A minimum 20-minute rest break after a working period of six hours
- Paid annual leave

The Health and Safety Executive (HSE) is responsible for enforcing the law on health, safety and welfare at work.



## FIND OUT MORE

HSE guide to health and safety basics for your business  $\square$ 

Guidance on maximum weekly working hours 

☑

Guidance on rest breaks at work

HSE guide to home working health and safety □

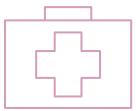
Working safely with display screen equipment

Stress and mental health at work

Health and Safety guidance by industry 🗵

Acas guidance on working hours and rest

HSE guidance on protecting the health and safety of migrant workers  $\square$ 



# HEALTH, WELLBEING AND WELFARE

F5.2

#### **CRITERIA**

The organisation has a health and safety policy or approach set out. This must be in writing if the organisation has five or more employees.

#### **GUIDANCE**

By law, every employer must have a health and safety policy. If a business employs fewer than five staff, the policy does not have to be written down. It should clearly set out who is responsible for health and safety activities and how these should be carried out. The policy should be communicated to staff and regularly reviewed to make sure it remains fit for purpose.

The HSE suggests that a health and safety policy should have three main sections:

- A statement of general policy on health and safety at work, including the organisation's commitment to managing health and safety effectively and its aims
- 2. Responsibility: a section setting out who is responsible in the organisation for specific health and safety actions

3. An arrangements section setting out what the organisation will do to achieve its health and safety aims and reduce/eliminate risks to health and safety in the workplace. This should include further actions to manage health and safety such as staff training, using signs to highlight risks and improved safety equipment



## FIND OUT MORE

HSE guide on preparing a health and safety policy □

CIPD guide on health and safety at work



# HEALTH, WELLBEING AND WELFARE

F5.3

#### **CRITERIA**

There are regular risk assessments of the workplace and workers. This should include risk assessments for stress, lone workers and night workers.

#### **GUIDANCE**

Employers have a general legal duty to carry out risk assessments to identify risks in the workplace that are a threat to people's health and safety. This means assessing the potential of hazards to harm people, either by causing injury or ill health. An employer can then put in place steps to control or prevent these risks.

The HSE Management Standards framework helps employers to manage the main risks that can cause people stress at work. Risk assessments should also consider remote working and those working from home.

Alongside a general duty to carry out a risk assessment for workers, the law requires employers to run risk assessments around certain workplace hazards. This could include manual handling, hazardous substances and noise.



## FIND OUT MORE

HSE guide to managing risks and risk assessment at work □

HSE's Management Standards ☐

Stress at work – HSE tools and templates  $\square$ 

 $\frac{\text{HSE guide on managing home workers'}}{\text{health and safety}} \ \square$ 

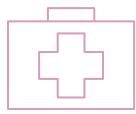
HSE guide on lone working □

Mayor of London's Night Safety Charter 

☑

Night working hours health assessments

HSE guidance on protecting the health and safety of migrant workers ☑



F5.4

### **CRITERIA**

Systems are in place for workers to raise and resolve health and safety issues. For example, working with employee elected health and safety representatives.

### **GUIDANCE**

Every employer has a legal duty to consult its workforce about health and safety issues. This should be a two-way process. It's important for employers to listen to the views and concerns of its workers. These are the people who will most likely best understand the issues and risks affecting their health and safety on a day-to-day basis. Consulting workers about health and safety will help a business to identify risks and take practical steps to manage those risks.

How an employer consults will vary according to whether workers are represented by a recognised trade union. The HSE suggests health and safety representatives can help an employer with its workforce consultation.

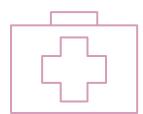


### FIND OUT MORE

HSE guide on consulting employees on health and safety  $\square$ 

HSE guide on consulting your workers on health and safety issues  $\square$ 

CIPD workplace safety FAQs  $\square$ 



F5.5

### **CRITERIA**

The organisation holds current and up-to-date employers' liability insurance.

### **GUIDANCE**

By law, organisations must obtain Employers' Liability (EL) insurance as soon as they become an employer. The policy must cover the employer for at least £5m in coverage and come from an authorised insurer.

This insurance will help an employer pay compensation if an employee is injured or becomes ill due to the work they do for the organisation.

EL insurance may not be needed if only a family member or someone who is based abroad is employed. An employer can be fined £2,500 every day that they are not properly insured. They can also be fined £1,000 if their EL certificate is not displayed or they refuse to make it available to inspectors when they ask.

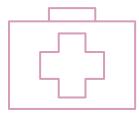


### FIND OUT MORE

HSE's guide on the Employers' Liability Act 1969 ☑

Check to see if an insurer is authorised by looking at the <u>Financial Services Register</u> or contact the <u>Financial Conduct Authority</u>  $\square$ 

Using an <u>insurance broker</u> to help buy Employers' Liability Insurance  $\square$ 



F5.6

### **CRITERIA**

Worker representatives have been consulted prior to introducing surveillance technologies. Steps are taken to communicate if any monitoring of workers can or is being carried out, what is being monitored and why it is necessary. This can include checking work emails, website history, CCTV, drug tests or bag searches when needed for security, disciplinary or other reasons.

### **GUIDANCE**

Employers must follow data protection laws which includes rules about monitoring staff at work. The Information Commissioner's Office (ICO) is responsible for regulating data protection laws.

Employers must be able to justify their actions if they monitor their workers, and they should be informed if this is happening, and why. This includes monitoring of remote workers. Monitoring should only be done without someone's knowledge if it is suspected they are breaking the law, or if informing them would interfere with collecting evidence for a crime.



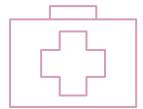
### FIND OUT MORE

Government guidance on monitoring staff at work □

Government guidance on using CCTV to monitor staff  $\square$ 

 $\frac{\text{CIPD guidance on how monitoring staff}}{\text{can impact trust}} \ \square$ 

ICO's monitoring workers checklist □



F5.7

### **CRITERIA**

A clear attendance management policy or guidance is in place and procedures are known to employees.

### **GUIDANCE**

There will be times when some people are ill and need to take time off from work. Organisations should develop an attendance management policy that supports people when they are unwell. At the same time, it should discourage non-genuine absence and inappropriate use of sick pay schemes.

This policy should set out the rights and obligations of employees when they are absent due to sickness. Legally, they should be made aware of any terms and conditions relating to incapacity for work due to sickness or injury. This includes sick pay arrangements.

A good way to manage someone's return to work after sickness absence is to hold a return-to-work interview. This includes discussing adjustments or support needed so that they can be eased back into work if the absence is prolonged. It may be necessary to access professional help and advice, such as occupational health. Managers should understand

what kind of reasonable adjustments may be needed to support someone with a disability or long-term health condition.

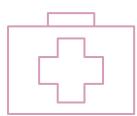


### FIND OUT MORE

CIPD guidance on absence measurement and management  $\square$ 

Acas guidance on absence from work

Occupational health guide for managers and HR professionals



F5.8

### **CRITERIA**

The organisation is signed up to a weather-warning system to ensure they are notified ahead of any hot weather and have a plan in place to ensure workplace temperatures are at a comfortable level.

### **GUIDANCE**

The organisation is signed up to the weather-warning system to ensure they are notified ahead of any hot weather and workers are provided with access to clean and fresh air during working hours, particularly during heatwaves. This should include indoor workplaces, as well as ensuring outdoor workers are given comfort breaks / shade / water as needed.



### FIND OUT MORE

https://ukhsa-dashboard.data.gov.uk/weatherhealth-alerts/heat ☑

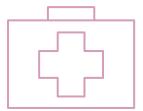
https://www.metoffice.gov.uk/about-us/news-and-media/media-centre/subscribe-to-email-alerts#Warnings

HSE guidance on temperature in the workplace  $\square$ 

HSE workplace temperature checklist □

HSE guidance on thermal comfort □

Acas guidance on extreme temperature in the workplace  $\square$ 



STAGE 2

# **WORK-LIFE BALANCE**

# F6.1

### **CRITERIA**

All staff members can request flexible working from day one. Requests for flexible working will be considered unless there are genuine business reasons why it is not possible.

### **GUIDANCE**

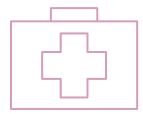
All employees have the right to request flexible working from the day they start work. Requests must be considered and can only be rejected where there are business reasons to do so.

Flexible working doesn't just mean a combination of working from home and in the office. It also includes (but is not limited to) job-sharing, flexitime, and working compressed, annualised, or staggered hours.

The new measures will give employees greater access to flexibility over where, when, and how they work, creating happier, more productive staff. Flexible working has been found to help employees balance their work and home life. It especially supports those who have commitments or responsibilities, such as caring for children or vulnerable people.



(CONTINUED...)



STAGE 2

# **WORK-LIFE BALANCE**

# F6.1 (CONTINUED)

### **CRITERIA**

All staff members can request flexible working from day one. Requests for flexible working will be considered unless there are genuine business reasons why it is not possible.

### **GUIDANCE**

Alongside the benefits to employees, there is a strong business case for flexible working. By removing some of the invisible restrictions to jobs, flexible working creates a more diverse working environment and workforce. Research shows this leads to improved financial returns and helps to attract and retain staff.



### FIND OUT MORE

Government guidance on flexible working

CIPD people manager guide on flexible working □

CIPD factsheet: Flexible working practices ☑

CIPD Flexible Working Taskforce 

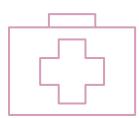
□

Acas code of practice on handling flexible working requests

Acas guidance on responding to a flexible working request 🗹

Working Families guidance on talking about flexible working

NHS Employers – flexible working options



STAGE 2

# **WORK-LIFE BALANCE**

## F6.2

### **CRITERIA**

Shared parental leave is supported by the organisation for eligible employees.

#### **GUIDANCE**

Shared parental leave gives more choice in how two parents can care for their Child. Eligible parents who are sharing responsibility for a child can get shared parental leave in the first year. Employees may be able to access Shared Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP) if they've had a baby, adopted a child or had a child through surrogacy. Sometimes only one parent in a couple will be eligible to get SPL and ShPP. This means they cannot share the leave.

To qualify for SPL, an employee must share responsibility for the child with their husband, wife, civil partner, or joint adopter; or the child's other parent; or their partner (if they live with them). The employee or their partner must be eligible for maternity pay or leave, adoption pay or leave or Maternity Allowance.

An <u>employee</u> is eligible to ShPP if they're an employee and they're eligible for <u>Statutory Maternity Pay</u> (SMP)

or <u>Statutory Adoption Pay</u> (SAP); they're eligible for <u>Statutory Paternity Pay</u> (SPP) and their partner is eligible for SMP, <u>Maternity Allowance</u> or SAP. They can also get ShPP if they're a <u>worker</u> and are eligible for SMP or SPP. Before the partner can receive ShPP, the mother must give their employer notice of when they plan to end her Maternity/Adoption Pay. Once the payment has stopped, they cannot restart this.



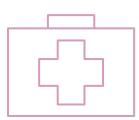
### FIND OUT MORE

Government guidance on Shared Parental Leave and Pay ☑

Acas guidance on Shared Parental Leave and Pay 🛮

Acas Shared Parental Leave letter templates for employers ☑

Working Families guidance on sharing or splitting up leave  $\square$ 



## F6.3

### **CRITERIA**

Unpaid time off is provided to employees for reasons of family and dependants.

#### **GUIDANCE**

Employees are allowed a reasonable amount of time off to deal with an emergency involving a dependant. For example, a spouse, partner, child, grandchild, parent, or someone who depends on the employee for care. The amount of time off is not specified as it depends on the circumstances. There is no limit to how often such leave is taken. Neither does the employee have to make the request in writing or provide written proof.

Employers are not obliged to pay employees who take time off to deal with an emergency involving a dependant. However, they may choose to do so and are recommended to have a clear policy which explains their position. Employees can't take this kind of unpaid leave if they knew about a situation in advance.

Parental leave is time off that employees who are parents can take to spend time with their child up until the child's 18th birthday. It is usually unpaid.

Employees are entitled to take up to eighteen weeks of parental leave per child

An employee may wish to take parental leave to:

- Stay with a child who is in hospital
- Spend more time with a child
- Make school/childcare arrangements to help them settle in



### FIND OUT MORE

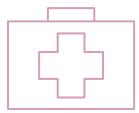
Government guidance on time off for family and dependants □

Government guidance on unpaid parental leave

Acas guidance on ordinary parental leave 

☑

Acas guidance on time off for dependants



## F6.4

### **CRITERIA**

Part-time and fixed term workers have the same contractual rights as permanent full-time employees.

### **GUIDANCE**

Employers should ensure that part-time and fixed-term workers should have the same contractual rights, and pay and conditions as full-time and permanent staff. They should also get the same or equivalent benefits, information on any permanent vacancies, and protection against unfair treatment.

A fixed term contract finishes on a specified date or at the end of a project or a specific task. Fixed term employees could be employed for seasonal work, casual employees taken on to cover a busy period or someone to cover for maternity leave.

Employers must not treat workers on fixed-term or part-time contracts less favourably than permanent employees doing the same or largely the same job. That is, unless the employer can show that there is a good business reason to do so. This is known as 'objective justification'.



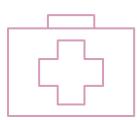
### FIND OUT MORE

Government guidance on fixed term employment contracts 

□

Acas guidance on employment contracts

Acas guidance on part-time workers □



### F6.5

### **CRITERIA**

Working time protections are in place, including night-time working and maximum 48 hour working week.

### **GUIDANCE**

The main regulations governing working time in Great Britain are the Working Time Regulations 1998 (WTR). With some exceptions, these are as stated in the provisions of the agreed Working Time Directive. That is a maximum 48-hour working week averaged out over a 17-week 'reference period'.

Some UK organisations have an opt-out clause to the 48-hour limit to the working week. This allows UK employers to ask their staff to agree to work more than 48 hours a week. This is a written agreement and should be separate from the employment contract.

Employers cannot force employees to sign an optout: workers must agree to it, and they must not be dismissed for refusing to sign one. Under the Health and Safety Act 1974 employers must protect the health, safety, and welfare of their workers. An employee can cancel an opt-out agreement at any time. They must give their employer notice if they want to do this. This notice period must not be more than 3 months.

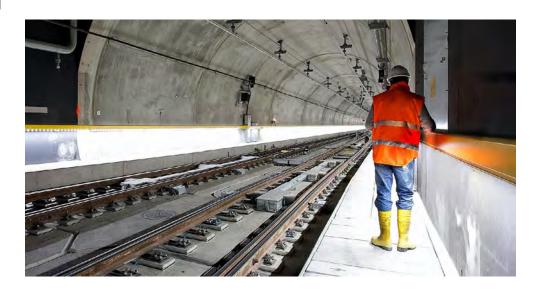


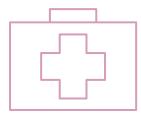
### FIND OUT MORE

Government guidance on maximum weekly working hours ☑

CIPD factsheet: Working hours and time off work □

Acas guidance on working time rules 
☐





# F6.6

### **CRITERIA**

Workers and employees are provided adequate rest periods and breaks.

### **GUIDANCE**

Workers over 18 are usually entitled to three types of breaks.

Workers have the right to an uninterrupted rest break of at least 20 minutes during their working day. This applies if they are working for more than six hours.

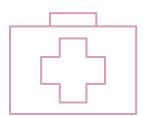
Workers have the right to a daily rest of at least 11 hours between shifts. For example, if they finish work at 8pm on one day, they shouldn't start work before 7am the next.

Workers are entitled to either a weekly rest of an uninterrupted 24 hours of no work per week, or an uninterrupted 48 hours per fortnight.



Government guidance on rest breaks at work ☑

Acas guidance on rest breaks ☑



# F6.7

### **CRITERIA**

Records are kept of night workers' hours and limits are not exceeded.

### **GUIDANCE**

Staff who regularly work three hours in the night period (11pm – 6am) are classed as night workers. Night workers must not work more than an average of 8 hours in a 24-hour period, which is usually calculated over 17 weeks. It can also be calculated over 52 weeks if agreed with workers (unless there are special hazards). Workers cannot opt-out of this limit.

Employers must record night workers' working hours to show they are not exceeding the limits. These records must be kept for at least two years.



Acas guidance on working time rules ☐

Night working hours health assessments 

☑



## F6.8

### **CRITERIA**

The organisation considers good practice for designing shift schedules. For example, choice of shift patterns and varied workloads.

### **GUIDANCE**

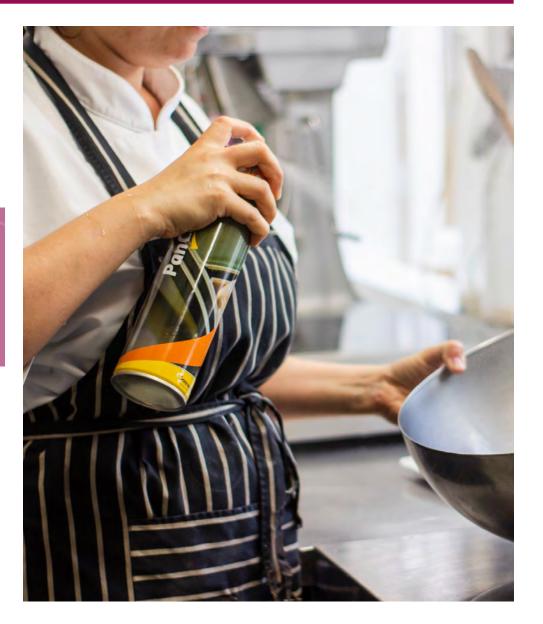
If possible, there should be a fair scheduling system so that shift times and patterns work for both workers and the organisation. Keep an open dialogue with workers around their shift patterns and change them to make them fairer where possible.

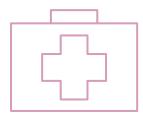


## FIND OUT MORE

Indeed article: What is a shift schedule?

Acas guidance on working hours and rest  $\square$ 





**STAGE 1 - FOUNDATION CHECKLIST** 

# SKILLS AND PROGRESSION



## F7.1

### **CRITERIA**

Managers understand their duty to protect the health, safety and welfare of their workers and take appropriate actions.

### **GUIDANCE**

An employer has a duty to take responsible care of the health and safety of its employees in all circumstances. This is so they are not exposed to unnecessary risk. It extends to the employee's physical and mental health.

Managers play a vital role in shaping health and safety in their organisation. They should ensure that staff are not placed under excessive pressure (stress) for prolonged periods of time. They should regularly discuss whether workload is manageable, objectives are realistic and achievable, and staff have all they need to do the job in a safe environment Managers should pay close attention to the welfare of those who work under atypical working arrangements, such as those non-standard contracts. Managers also have a duty to manage workplace relations and ensure that people are not subject to any form of bullying, harassment, or discrimination.



### FIND OUT MORE

<u>Health and Safety Executive – Health and</u> <u>Safety at Work Act 1974</u>

Acas guidance on discrimination, bullying and harassment

Working Families guidance on atypical workers



# F7.2

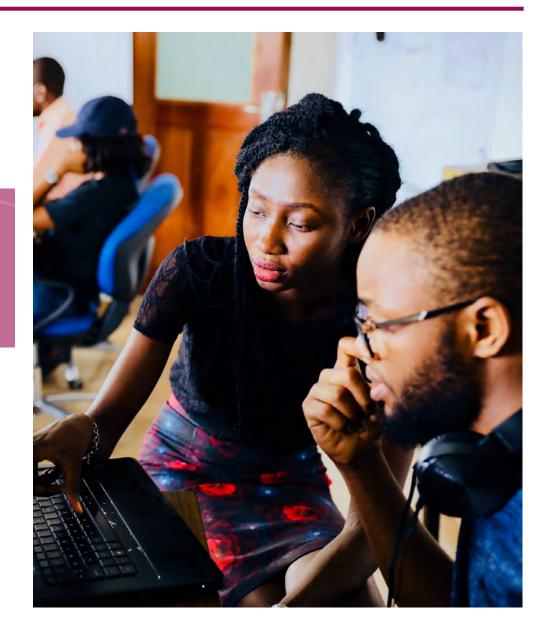
### **CRITERIA**

Managers and leaders are informed and understand their roles and responsibilities.

### **GUIDANCE**

Job descriptions for managers should set out their people management responsibilities. They should be held accountable for them in their performance appraisals.







### F7.3

### **CRITERIA**

Managers and leaders lead by example and ensure that everyone in the organisation is treated with trust and respect.

### **GUIDANCE**

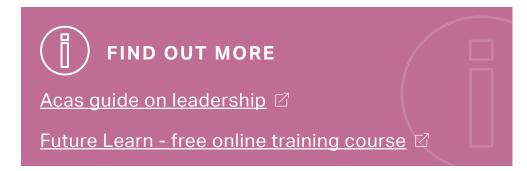
Employers should ensure that anyone who manages people have the advice, information and training they need to do this properly.

CIPD identifies key behaviours of line managers that build trust-based working relationships, encourage people to work hard while also preventing stress:

- Open, fair, and consistent: Managers show integrity and consistency, manage their emotions and have a positive approach in interpersonal interactions
- Handle conflict and problems: Managers proactively deal with employee conflicts (including bullying and abuse) and use appropriate organisational resources
- Knowledge, clarity, and guidance: Managers communicate effectively and provide clear objectives, advice, guidance and feedback, showing understanding of people's roles

- Building and sustaining relationships: Managers use empathy and consideration to get to know and build trust with their team members
- Supporting development: Managers help people's development by supporting individuals' learning at work and their career progression

Managers can develop the core knowledge and skills to manage people through a free interactive modular online training course (link below).





## F7.4

### **CRITERIA**

Clear objectives are set for workers, and managers provide regular feedback on their progress.

### **GUIDANCE**

Managers should set and regularly discuss and review objectives with their staff. They should provide both praise and constructive feedback to help people achieve what is expected of them.



<u>CIPD factsheet on performance management</u> □

Acas guidance on managing performance

Acas appraisal templates  $\square$ 





## F7.5

### **CRITERIA**

Managers promote learning and development opportunities throughout the organisation.

### **GUIDANCE**

When done well, learning supports organisational strategy, performance, and boosts workplace skills.

Any method of learning should support people, teams, or the wider organisation to build capability that meets business need. Working environments are becoming more complex and greater agility is required to ensure employees are ready.

Managers should coach and support individuals to help them learn on the job and develop the skills they need to succeed.



### FIND OUT MORE

CIPD factsheet: Leadership in the workplace □

CIPD factsheet: Learning in the flow of work

CIPD factsheet: Learning methods

CIPD factsheet: Line manager's role in supporting the people profession □



## F8.1

### **CRITERIA**

New starters in the organisation undertake an induction process.

### **GUIDANCE**

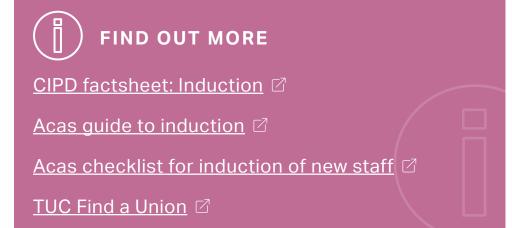
While not a legal requirement, all new employees, whether full or part-time should receive a structured induction process. It can help them to settle in and ensure that they have the knowledge and support they need to perform their role.

Some groups may have specific needs and require tailor-made programmes. For example, graduate trainees and people returning from career breaks, long-term absences, or parental leave.

The structure of an induction varies by organisation and the type of recruit. It should always include:

- A tour of the premises, introduction to fellow workers; guidance on local procedures and health and safety information
- An overview of the organisation, its history, how it works, what it produces, plans and developments
- A full explanation of their job requirements, how it fits within the wider organisation.

- Outline expected performance and how it will be assessed. Describe any training provided and future development opportunities
- Details of a person's terms and conditions of employment in writing. This includes any probation period, hours, holidays, and breaks, when they will be paid, pension information, rules on disciplinary procedures, absence, sick pay and complaints, periods of notice, any company benefits and memberships, and information on how to join a recognised Trade Union if relevant.





### F8.2

### **CRITERIA**

On-the-job training is offered to ensure that workers have adequate core skills to complete their role.

### **GUIDANCE**

Training and support should be provided for employees at all levels, at all stages of their careers. Employers should take steps to enable everyone to achieve their potential and be effective in their roles. For example, essential training, particularly with regards to health and safety, should be available to staff in their preferred language, if they lack proficiency in English.

Providing employees with training to ensure they can do their job better is not a legal requirement. However, the law requires organisations with more than 250 employees to consider study and training requests from those with more than 26 weeks' continuous service.



### FIND OUT MORE

Government guidance on rights to training and study at work  $\square$ 

Xpert HR training obligations guidance ☑



# F8.3

### **CRITERIA**

Training and skills development activities are scheduled during working hours wherever possible.

### **GUIDANCE**

Employees need a range of job-related and operational information when starting work, and when any changes are made. This includes information on any training and development employees will receive.

Employers should also make training opportunities as accessible as possible. Training and skills development should take place during paid working hours whenever possible.





### F8.4

### **CRITERIA**

Workers and employees are paid for time spent travelling to and from training that is required by the employer.

### **GUIDANCE**

Employers must pay employees for time spent attending training that is required by the employer, onsite or off-site, during or outside normal working hours.

While travel time to and from work is not usually counted as working hours, travel as part of the employee's duties is. The law requires that employers must pay employees for any time spent travelling to training that happens outside of the workplace. If administered through an expenses system, an employee should be reimbursed promptly.



Government guidance on what counts as paid work □

Acas guidance on getting paid for mandatory training  $\square$ 



## F8.5

### **CRITERIA**

Training and development rights are clearly communicated to the workforce. This includes the right to request time off for training or study.

### **GUIDANCE**

Individuals need a range of job-related and operational information when starting work and if later changes are made. This includes information on the training and development they will receive.

All should be made aware of their rights to request time off for training or study. If an organisation employs more than 250 people, they must, under law, consider study and training requests from employees with over 26 weeks' continuous service.



Government guidance on rights to training and study at work  $\square$ 

Xpert HR training obligations guidance ☑



### F8.6

### **CRITERIA**

The organisation pays the apprenticeship levy if payroll is greater than £3m.

### **GUIDANCE**

All UK employers who have an annual pay bill of more than £3m must pay the apprenticeship levy. This is calculated as all payments to employees that are subject to employer Class 1 secondary National Insurance contributions (NICs), such as wages, bonuses and commissions. Earnings below the Class 1 secondary threshold are not counted when calculating an employer's NICs. However, they will be included for the purpose of calculating the amount of levy an employer needs to pay.

Employers calculate, report, and pay the levy through the PAYE process to HMRC. The levy rate has been set at 0.5 per cent of an employer's annual pay bill. Employers will receive a £15,000 fixed annual allowance (not a cash payment) to offset against the levy payment. Employers with multiple payrolls and connected employers will be able to claim only one allowance for the levy.

- Each month an employer must:
- Let HMRC know whether they need to pay the apprenticeship levy
- Include the levy amount in their usual PAYE payment to HMRC

This should be done by the 19th day (or the 22nd day if reporting electronically) of the following month. Any apprenticeship levy payment to HMRC will be allowed for any corporation tax purposes.

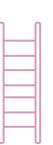


### FIND OUT MORE

Government guidance on how to register and use the apprenticeship service as an employer

**Apprenticeship employer helpline:** 

Email: nationalhelpdesk@apprenticeships.gov.uk Call: 0800 0150 600



### F8.7

### **CRITERIA**

The organisation ensures all apprenticeships last a minimum of 12 months and provide 20% off-the-job training.

### **GUIDANCE**

The government has established minimum criteria for apprenticeships. Apprentices must be working towards an approved apprenticeship standard, or framework. Their training must last at least 12 months. All apprenticeships must offer at least 20% off-the-job training, which must happen during apprentices' paid working hours. High-quality apprenticeships operate with conditions above this legal minimum standard.



Government guidance on pay and conditions for apprentices □

Government guidance on apprenticeships: off-the-job training  $\square$ 

CIPD factsheet: Apprenticeships □



# **IN-WORK PROGRESSION**

# F9.1

FOUNDATION

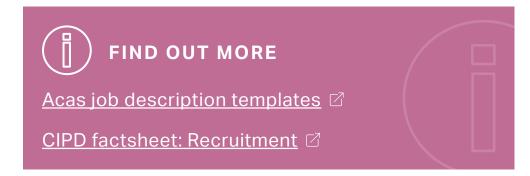
### **CRITERIA**

Clear job descriptions and responsibilities are communicated to everyone in the workforce.

### **GUIDANCE**

While not a legal obligation, all individuals, regardless of employment status, should have a clear job description. This should set out the purpose of their role and the main duties involved. Clear job descriptions benefit everyone, from recruitment through to daily work They set expectations around performance for managers and their reports.

A job specification should clearly and simply define a job's purpose, the main tasks, duties and responsibilities and how it fits into the wider business.





# **IN-WORK PROGRESSION**

# F9.2

### **CRITERIA**

Progression opportunities such as promotions, secondments or other career development opportunities are open to everyone in the workforce.

### **GUIDANCE**

Providing training, development, and progression opportunities to employees, while recommended, is not required by law. However, if an organisation decides do so, this must be without unlawful discrimination. If an employer assumes that an employee is unable to undertake training or fails to make allowances or reasonable adjustments (for example, the timing, location, or style of the training), this could be unlawful discrimination.



### FIND OUT MORE

What equality law means for you as an employer: training, development, promotion and transfer





# **IN-WORK PROGRESSION**

# F9.3

### **CRITERIA**

Feedback on performance, development and progression is regularly given to everyone in the workforce.

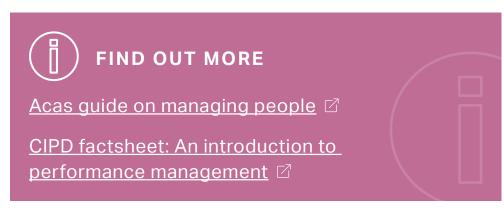
### **GUIDANCE**

Effective performance management systems help organisations achieve better results. By monitoring and improving individual and team performance, employers can understand their employees and address development needs.

Good performance management revolves around regular, effective feedback on an employee's progress towards objectives. Good people managers reinforce the links between organisational and individual objectives and give feedback that motivates employees, helps them improve, and holds them to account. Managers need to be suitably skilled and supported by processes that are fit for purpose.

There are three main features to performance planning:

- 1. Setting objectives for employees, which are linked directly to the organisation's goals and vision
- Agreeing competencies/behaviours that enable employees to meet their objectives. These include things like 'teamwork: contributes to team effectiveness', and 'customer care: speedy and effective resolution of customer issues and complaints'
- 3. Setting a development plan which identifies any training employees may require to meet their objectives and their career aspirations





STAGE 1 - FOUNDATION CHECKLIST

# DIVERSITY AND INCLUSIVE RECRUITMENT





### **CRITERIA**

There is an Equity, Diversity and Inclusion (EDI) strategy for the organisation and a statement is provided in recruitment material.

### **GUIDANCE**

Promoting and supporting equality, diversity and inclusion (EDI) in the workplace is a vital part of good people management. It means valuing everyone in the organisation as an individual. UK legislation around age, disability, race, religion, gender, gender reassignment and sexual orientation among others sets minimum standards. An effective EDI strategy goes even further. It adds value to an organisation, contributing to all employee wellbeing and engagement.

There is no legal requirement to have a written EDI policy or strategy. By producing one, an organisation can demonstrate it takes its legal and moral obligations towards being a diverse employer seriously. It can also encourage employees to treat others equally. The policy should be supported with a well-communicated value system reinforcing the importance of diversity and inclusion. All employees should be trained to understand and engage with this in the way they do their jobs and work with their colleagues.

It's also a good idea to include an EDI statement in recruitment material. This will help to attract a diverse pool of candidates and signal a commitment to promoting EDI values. It may include a strapline and supporting text.

(CONTINUED...)



F10.1 (CONTINUED)

### **CRITERIA**

There is an Equity, Diversity and Inclusion (EDI) strategy for the organisation and a statement is provided in recruitment material.

### **GUIDANCE**

The impact of EDI statements depends on the diversity of the employer. If they do not reflect the real diversity of an organisation, minority groups may not expect to fit in or perform well in the role they are applying for. An EDI action plan can be developed to ensure progress is made.



### FIND OUT MORE

The Equality Act 2010 (Equality and Human Rights Commission) ☑

<u>CIPD factsheet: Equality, diversity and inclusion in the workplace</u> 
☐

Acas guidance on improving equality, diversity and inclusion  $\square$ 

Acas Equality, Diversity and Inclusion policy template

Guide to positive action statements and inclusive recruitment  $\square$ 

Workforce Integration Network Inclusive Employer Toolkits ☑



F10.2

### **CRITERIA**

Steps are taken in the organisation to prevent unlawful discrimination and harassment.

### **GUIDANCE**

Employers are responsible for preventing discrimination and harassment at work and should create a supportive and inclusive environment for all. The Equality Act 2010 legally protects people from discrimination and harassment at work and in wider society. It sets out the different ways in which it's unlawful to treat someone.

By law, being 'discriminated against' is when someone is treated unfairly because of their 'protected characteristics'. Rarely, discrimination may be allowed under the law due to the nature of the job, or a practice or arrangement in the organisation.

According to the act there are three types of harassment:

- Sexual harassment
- Harassment linked to certain 'protected characteristics'
- Less favourable treatment because of harassment

Any individual can report a harassment issue they've seen or heard at work, even if it's not directed at them.

Someone could raise the problem <u>informally</u> in the first instance. If the situation is serious enough that it cannot be resolved informally, the person can raise the problem <u>formally</u> (known as a grievance).



(CONTINUED...)

F10.2 (CONTINUED)

### **CRITERIA**

Steps are taken in the organisation to prevent unlawful discrimination and harassment.

### GUIDANCE.

In October 2024, under Part 5 of the Equality Act 2010 new protections from sexual harassment came into force. Employers now have a specific legal duty to take reasonable steps to prevent sexual harassment and create a safe working environment.

Employers should anticipate when sexual harassment may occur and take reasonable steps to prevent it. If sexual harassment has taken place, an employer should take action to stop it from happening again. All employers must take reasonable preventative steps against sexual harassment, encourage cultural change where necessary, and reduce the likelihood of sexual harassment occurring.



### FIND OUT MORE

The Equality and Human Rights Commission has information on the <u>Equality Act 2010</u>, <u>Protected</u> <u>Characteristics</u> and <u>Advice for Small Businesses</u>

Citizen's Advice information on discrimination

Acas guidance on discrimination, bullying and harassment  $\square$ 

Guidance on sexual harassment and harassment at work □

Acas guidance to sexual harassment

Equality and Human Rights Commission guidance on sexual harassment and harassment at work



F10.3

### **CRITERIA**

The organisation reports and publishes its gender pay gap each year by law, if the organisation has more than 250 employees.

### **GUIDANCE**

Gender pay gap reporting is a legal requirement in Great Britain for organisations with 250 employees or more. There is also an option to include a narrative statement alongside gender pay gap figures. This should outline the reasons behind them and what actions are being taken to close it.

Gender pay gap reporting regulations require larger organisations to publish statistics on the pay gap between their male and female employees. This is measured by hourly pay and bonuses. They should also report on the proportion of male and female employees in each pay quartile. These regulations aim to change how organisations respond to gender pay inequality by encouraging them to act to narrow the pay gap over time.

Gender pay gap reporting should not be confused with reporting on <u>equal pay</u>. There is currently no obligation to report on equal pay. Male and female employees already have a contractual right to be paid equally for performing equal work. A gender pay gap may indicate unequal pay in an organisation, but it doesn't necessarily do so. A gender pay gap is not evidence of unequal pay for equal work.

(CONTINUED...)



# EQUALITY, DIVERSITY AND INCLUSION (EDI)

F10.3 (CONTINUED)

#### **CRITERIA**

The organisation reports and publishes its gender pay gap each year by law, if the organisation has more than 250 employees.

#### **GUIDANCE**

The government is consulting on incorporating outsourced workers in gender pay gap reporting.

More details can be found in the government's Next Steps to Make Work Pay policy paper.



### FIND OUT MORE

Government overview of gender pay gap reporting □

Government pay gap reporting service 

□

Government guidance on actions to close the gender pay gap  $\square$ 

CIPD factsheet: Pay fairness and pay reporting

Acas guidance and support for gender  $\square$  pay gap reporting  $\square$ 

Watch: GWS webinar on tackling pay gaps with Acas  $\square$ 

BITC Gender Pay Toolkits



# EQUALITY, DIVERSITY AND INCLUSION (EDI) F10.4

#### **CRITERIA**

The organisation makes reasonable adjustments to ensure disabled workers (including physical and mental health conditions) are not disadvantaged in the workplace. This may include adjustments to the recruitment process.

#### **GUIDANCE**

Employers must make reasonable adjustments to ensure disabled workers (including physical and mental health conditions) aren't disadvantaged when doing their jobs. This applies to all workers, including trainees, apprentices, contract workers and business partners. Reasonable adjustments can include:

- Changing the recruitment process so that a candidate can be considered for a job
- Doing things another way, such as allowing someone with social anxiety disorder to have their own desk instead of hot-desking
- Physical changes to the workplace, like installing a ramp for a wheelchair user or an audio-visual fire alarm for a deaf person

- Letting a disabled person work somewhere else, such as on the ground floor for a wheelchair user
- Changing equipment, for instance providing a special keyboard if an employee has arthritis
- Allowing employees who become disabled to make a phased return to work, including flexible hours or part-time working
- Offering adjustments to support neurodivergent employees such as more time for tasks or consistency in weekly routines



# EQUALITY, DIVERSITY AND INCLUSION (EDI)

F10.4 (CONTINUED)

#### **CRITERIA**

The organisation makes reasonable adjustments to ensure workers with disabilities (including physical and/or mental health conditions) are not disadvantaged in the workplace. This may include adjustments to the recruitment process.

#### **GUIDANCE**

Access to Work is a specialist disability service from Jobcentre Plus that gives practical advice and support to disabled people, whether they are working, self-employed or looking for employment. Through Access to Work, individuals can apply for:

- A grant to help pay for practical support with work
- Support with managing mental health at work
- Money to pay for communication support at job interviews



### FIND OUT MORE

Government guidance on recruiting disabled people  $\square$ 

Government guidance on reasonable adjustments □

Access to Work guide for employers 

☑

Guidance on the Disability Confident employers' scheme □

Government guide for line managers on recruiting, managing and developing disabled people ☑

Acas guidance on reasonable adjustments at work  $\square$ 



### F11.1

#### **CRITERIA**

When recruiting, the organisation is aware of and follows laws on discrimination.

### **GUIDANCE**

Effective recruitment is vital to the successful day-today functioning of any organisation. It depends upon finding people with the right skills, expertise, and qualifications to deliver organisational objectives and to make a positive contribution.

It is against the law to treat someone less favourably than someone else because of a personal characteristic such as race, religion, sex, disability, marital/ civil partnership status, pregnancy/ maternity, gender reassignment or age. Employers can discriminate against someone even if they do not intend to. For example, they can discriminate indirectly by offering working conditions or rules that disadvantage one group of people more than another.

Employers must not state or imply in a job advert that they will discriminate against anyone. This includes saying that they are not able to cater for workers with a disability. Where an employer chooses to advertise might cause indirect discrimination - for example, only in men's magazines.

The government has published comprehensive guidance outlining ways to prevent discrimination in recruitment. This covers questions employers cannot ask, spent criminal convictions, trade union membership and employing people with <u>protected characteristics</u>.



### FIND OUT MORE

Government guidance for preventing discrimination in recruitment □

Government guidance on hiring ex-offenders

Acas guidance on following discrimination laws throughout recruitment



### F11.2

### **CRITERIA**

The organisation is aware of responsibilities to check that job applicants are allowed to work in the UK and to inform the applicants that these checks will be carried out.

### **GUIDANCE**

Pre-employment checks help to minimise the risk of employing the wrong person and are a crucial step in the recruitment process. Employers need to exercise due diligence in all cases. Checks must be carried out in a legal and ethical manner that consistently values fact over opinion.

In conducting pre-employment checks, employers should:

- Be transparent and open to candidates about the checking process
- Ensure non-discrimination and compliance with data protection law
- Rely on fact, not opinion

- Ensure relevance to the post to be filled
- Understand the candidate thoroughly
- Ensure references are collected confidentially



### FIND OUT MORE

Government guidance on pre-employment checks ☑

The governments Employer Checking Service □

Check someone's immigration status: use their share code  $\square$ 

CIPD guidance on pre-employment checks

Pre-employment checks tools & processes explained □



# F11.3

### **CRITERIA**

The organisation is aware of its responsibilities to be accurate and fair when providing references and follows laws on discrimination.

### **GUIDANCE**

It is important for employers to be transparent and open if references are required as part of the recruitment process.

A recruitment policy should state clearly how references will be used, when they will be requested and what kind of references will be necessary (for example, former employers).

These rules should be applied consistently. Candidates should be told of the procedure for taking up references. References are usually sought once someone has been given a 'provisional offer'.



### FIND OUT MORE

Government guidance on references and workers' rights □

Acas guidance on providing a job reference 

□



# F11.4

### **CRITERIA**

The organisation provides information about vacancies in alternative formats and accepts applications in alternative formats when requested and possible.

### **GUIDANCE**

Employers must provide information about recruitment vacancies in alternative formats (for example, large print) on request if this is reasonable. Employers should also accept applications in alternative formats wherever possible.



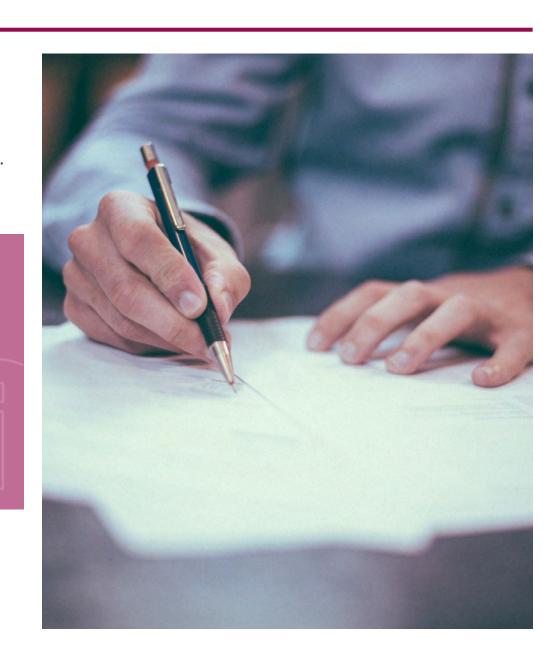
## FIND OUT MORE

Government guidance on accessible communication formats  $\square$ 

Government guidance on recruitment and disabled people ☑

HMRC's Virtual Empathy Hub - Digital Inclusion and Accessibility Standards ☑





## F11.5

### **CRITERIA**

Accurate personal records of new employees and workers are collected at recruitment stage.

### **GUIDANCE**

There is no legal obligation for organisations to review diversity in their workforce and during recruitment. However, employers must prevent discrimination at work and the two are closely linked.

If employers collect personal information (for example, ethnicity, gender, religion, sexuality) about job applicants or employees, they must protect their data. They must not discriminate against a candidate based on their personal information.



### FIND OUT MORE

Government guidance on equality monitoring

Equality and Human Rights

Commission - Equality Act Guidance 

✓

Citizen's Advice guidance on discrimination □

Acas equality and diversity monitoring form template  $\square$ 



# STAGE 2 FULL SELF-ASSESSMENT

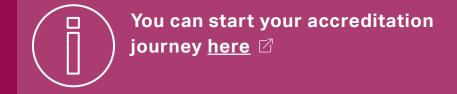
Once employers have successfully completed the foundation stage, they can complete the full self-assessment. This assesses organisations against criteria across the four pillars. There are two levels of accreditation:

- Achievement the benchmark for good employment practice, going beyond legal requirements
- Excellence for employers that demonstrate how they embed excellent practices into their organisation

Employers do not need to meet every criterion in the full self-assessment – However, they need to meet a certain threshold across each pillar to be accredited at either 'Achievement' or 'Excellence' level, depending on their size:



If you meet the minimum scoring threshold, we'll ask for a sampling of evidence to support your responses to the full application. Examples of evidence are included under each criterion.



STAGE 2 - FULL SELF-ASSESSMENT

# FAIR PAY & CONDITIONS



### A1.1

### **CRITERIA**

# The organisation is accredited as a Living Wage employer.

### **Example of Evidence:**

A letter or email from the Living Wage Foundation confirming accreditation

#### **GUIDANCE**

You must be an accredited Living Wage employer to be accredited with the Mayor's Good Work Standard.

The London Living Wage (LLW) is an independently calculated, voluntary hourly rate based on the cost of living. It covers all boroughs in <u>Greater London</u> and all employees aged 18 and over. The real Living Wage is a UK based wage rate. There is a separate rate for London because of the higher cost of living here.

There are many benefits of being a Living Wage employer. Research suggests employees would prefer to work for a firm that pays them a real Living Wage than companies that don't. This will help save them money in attracting and keeping staff. A <u>survey</u> of the Living Wage Foundation's business network found:

- 94% say they have benefited since accrediting
- 66% say that it helped them differentiate from others in their industry

87% say that it has improved the reputation of their business

The cost of becoming accredited varies according to the size of the organisation, starting at £60 per year for those with fewer than ten employees. For full details, contact the Living Wage Foundation.

Introducing the Living Wage is not only the right thing to do, it makes good business sense as a long-term investment in people.



### FIND OUT MORE

The Living Wage Foundation website 🗷

Business benefits of paying the real living wage

Case studies of accredited employers □



# A1.2

### **CRITERIA**

Apprentices are paid more than the apprentice minimum wage. They also receive pay increases to match their growing skills and experience as they progress through their apprenticeship.

### **Example of Evidence:**

Renumeration details of apprentices

#### **GUIDANCE**

The National Minimum Wage for an apprentice is different to the National Minimum Wage. It applies to apprentices under 19 and those aged 19 or over who are in the first year of their apprenticeship (see F1.1 for information).

As well as ensuring the welfare of apprentices, paying higher rates is linked to further business benefits. Research suggests there is a link between apprenticeship completion rates and pay which helps ensure an employer will see a return on their investment.

Paying an apprentice above the National Minimum Wage makes it more likely that they will stay on after they finish. By paying more, employers are demonstrating the value of their commitment to the apprentice, helping to create a more engaged workforce.



### FIND OUT MORE

Government guidance on apprentices 

☑

Acas quidance on apprenticeships

Learning & Work Institute line manager 
guide to apprenticeships



# A1.3

### **CRITERIA**

An above minimum paid leave entitlement is given to employees and workers. For example, this includes greater paid holiday, sick, bereavement, carers', parental, maternity, paternity and adoption.

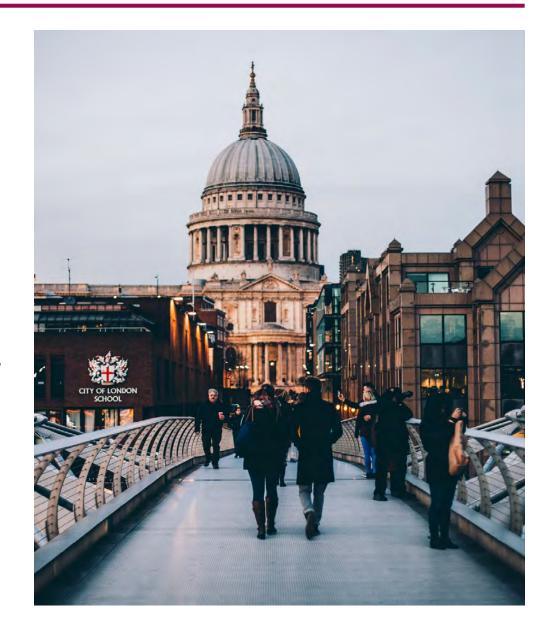
### Example of evidence:

A policy or employment contract outlining these terms

### **GUIDANCE**

Paying above the minimum sends a powerful message to employees and potential recruits about what the organisation values and they recognise them. It is a key motivator for those seeking new job opportunities. Offering above basic paid leave entitlements can help retain staff and attract top talent to the organisation.

Employers should review whether they can afford to pay above statutory minimums in a range of reward areas. For example, maternity or paternity or adoption pay, shared parental pay, holidays, sick pay, bereavement, carers and pension contributions.





# A1.4

#### **CRITERIA**

Pay and benefits are set using feedback and consultation with workers and employees.

### **Example of evidence:**

Email communications or evidence of consultation between the organisation and employees on pay and benefits



#### **GUIDANCE**

Many organisations work closely with employee representatives and trade unions in well-established joint consultative groups. These groups can give employees the chance to influence decision-making processes and put forward ideas for solving problems. Less formal one-off workshops can also give employees and their representatives a voice in setting pay and benefits. Another example is staff surveys which will typically ask employees several questions about how they feel about their job, including pay, reward, and benefits.

Collective bargaining is how employers and recognised trade unions together negotiate issues such as pay and terms and conditions of employment. With consultation, the responsibility for decision-making remains with management. With collective bargaining, both the employer and trade union are responsible for fulfilling the bargain.

Changes to pay systems should always be agreed with workers and their representatives. Thorough consultation and preparation will help ensure that pay is fair and acceptable to workers. It also ensures that it complies with relevant legislation, such as the law on equal pay, discrimination, and minimum wage. Changing pay systems without workers' agreement may be in breach of contract. This could result in complaints to employment tribunals or other legal action.



### FIND OUT MORE

Acas guide on consulting employees and their representatives

Acas code of practice on disclosure of information to trade unions for collective bargaining purposes

CIPD factsheet on Employee Voice

# A1.5

### **CRITERIA**

# The organisation fairly considers equal pay claims.

### Example of evidence:

E-mail communications that demonstrate a claim being reviewed

#### **GUIDANCE**

An organisation should fairly consider any equal pay claim brought by a member of their workforce with respect to a protected characteristic under the Equality Act (2010). While every case has individual circumstances, organisations should have a clear equal pay policy, job descriptions and transparent pay structures.

The right to make an equal pay claim is currently limited to differences in pay based on sex. Special provisions on equality of terms are set out in the Equality Act (2010) and apply to differences in contractual terms (including pay) between men and women.

This does not mean that claims about pay cannot be made based on other protected characteristics such as race and disability – they can still be brought as an ordinary direct or indirect discrimination claim.

Equal pay protections apply to all employment statuses. Circumstances under which an organisation may apply unequal pay are strictly limited and defined by the law.

The government intends to legislate over 2025 and 2026 to widen the right to make an Equal Pay Claim to an Employment Tribunal to Black, Asian and minority ethnic, and disabled individuals in the workplace.



### FIND OUT MORE

Acas guide to equal pay and law  $\square$ 

Acas guide to preventing equal pay issues

Equality and Human Rights Commission 
quidance on equal pay



## E1.1

### **CRITERIA**

# All apprentices are paid the Living Wage as a minimum.

### Example of evidence:

Renumeration details of apprentices



#### **GUIDANCE**

The London Living Wage (LLW) is an independently calculated, voluntary hourly rate based on the cost of living. There is a separate rate for London because of the higher cost of living here.

As well as ensuring apprentice's welfare, paying higher rates, such as the real Living Wage rate, is good for business too. Research suggests that employees would rather work for a firm that pays at least the real Living Wage rate either during or at the end of their apprenticeship, than one that doesn't. There is a link between apprenticeship completion rates and pay. This helps ensure an employer will see a return on their investment.

The legal National Minimum Wage for an apprentice is different to the National Minimum Wage, it applies to apprentices under 19 and those aged 19 or over who are in the first year of their apprenticeship (see F1.1 for information).



### FIND OUT MORE

Become an apprentice: What you'll get - GOV.UK

Acas guidance on apprenticeships  $\square$ 

 $\begin{tabular}{ll} Learning \& Work Institute line manager \\ guide to apprenticeships & $\square$ \\ \end{tabular}$ 



### E1.2

#### **CRITERIA**

Organisations in the supply chain are encouraged to pay and become accredited Living Wage employers.

### **Example of evidence:**

A procurement policy outlining commitments to the London Living Wage

#### **GUIDANCE**

Living Wage accreditation applies to all directly employed staff, as well as regularly contracted staff (all who work two or more hours a day, in any day of the week, for eight or more consecutive weeks of the year). The Living Wage does not apply to contractors that supply the organisation with products (for example, stationery suppliers).

To go even further, an employer can commit to only working with organisations that pay the Living Wage. This will help to pass on the benefits of the Living Wage through the supply chain.

At accreditation, all directly employed staff must be on the Living Wage rates. There should also be a plan to ensure any regular third party contracted staff are paid the rates within 2 years.



### FIND OUT MORE

See if your suppliers pay the Living Wage

The GLA Group Responsible Procurement Policy

Supply Chain Sustainability School resources



### DID YOU KNOW?

Becoming Good Work Standard accredited can help you to demonstrate social value when competing for public sector procurement opportunities within the GLA Group.

If you are a current or prospective supplier of the GLA Group and would like to find out more, email  $\underline{\text{fairness@london.gov.uk}}$ 



# E1.3

### **CRITERIA**

The organisation voluntarily calculates and publishes executive pay ratios for organisations with less than 250 employees.

### **Example of evidence:**

Published data relating to executive pay ratios

### **GUIDANCE**

The Companies (Miscellaneous Reporting)
Regulations 2018 apply to all publicly listed firms with more than 250 UK employees. They must publish the ratio between their CEOs' pay and full-time equivalent pay of employees on the 25<sup>th</sup>, 50<sup>th</sup> (median) and 75<sup>th</sup> percentile.

It is not a legal requirement for organisations with less than 250 employees to do this. However, executive pay transparency boosts accountability and is good practice even for small and medium sized employers.

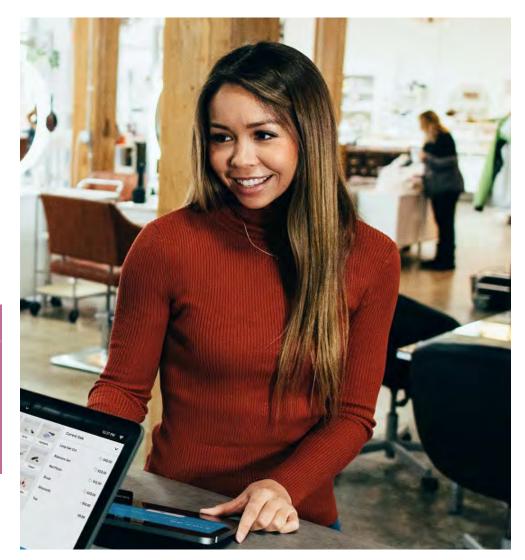


## FIND OUT MORE

Department for Business, Energy and Industrial Strategy (BEIS) Corporate

Governance FAQs and answers 

☐





# E1.4

### **CRITERIA**

Pay levels and bands are accessible and transparent to help raise confidence that pay is set fairly across the organisation.

### Example of evidence:

A summary of pay levels and bands within the organisation

### **GUIDANCE**

Pay structures offer a framework for wage progression and can help encourage appropriate behaviours and performance.

Pay progression describes how employees can increase their pay within their salary grade or band.

Information about pay and benefits should be published on the organisation's intranet. This should include details of pay bands or grading and the workplace pension scheme. It should also explain what skills, behaviours and successes are rewarded.



FIND OUT MORE

CIPD's factsheet on pay structures and pay progression ☑



## E1.5

### **CRITERIA**

The organisation applies a London Weighting to workers and employees based in London, to reflect higher pay rates and living costs of living in London.

### **Example of evidence:**

An extract from an employment contract that includes London weighting terms

#### **GUIDANCE**

London weighting is traditionally an allowance paid to London employees to help workers with the higher costs of living here.

Research suggests a decent standard of living costs up to 58% more in London compared to the rest of the UK. This is mainly due to the high costs of housing, transport, and childcare.

Many public and private sector employers pay their workers in London more than their equivalents in the rest of the UK. It helps not only workers and employees on low pay, but also others on modest to medium pay who struggle to afford the higher costs of living in London.

In 2022, Trust for London published a report advocating for a unified system for setting a London weighting, using a Minimum Income Standard (MIS) The report recommends the minimum London weighting to be set at £6,549.



### FIND OUT MORE

Trust for London research on a Minimum Income

Standard for London (2019) ☑

Trust for London research on a Minimum London Weighting - a revised and updated approach (2022) ☑



# E1.6

### **CRITERIA**

The organisation provides selfemployed or freelancers with a written statement of engagement, including pay rates and escalation processes if any issues arise.

### **GUIDANCE**

An individual, regardless of employment status, should receive clear information on the obligations and benefits of their engagement with a commissioning organisation or employer.

Organisations should take steps to ensure that individuals are paid promptly for their work, publish clear rate cards and expected payment schedules where possible and outline clear escalation processes for pay and contractual disputes.

The government plans to strengthen protections for the self-employed through a right to a written contract. There will be consultation as part of the single 'worker' status consultation. You can read more in the government's next steps to make work pay policy paper.



### FIND OUT MORE

The Mayor of London's Employment Rights Hub  $\square$ 

The Fair Payment Code from the Office of the Small Business Commissioner □



# A2.1

**ACHIEVEMENT** 

#### **CRITERIA**

The organisation collects data and monitors the use of non-standard contracts, regularly reviewing how and when these are used. This includes zero-hours contracts, agency workers, fixed term contracts, sub-contractors and self-employed contractors or freelance workers.

### Example of evidence:

An extract of your annual report or HR/payroll system which shows a breakdown of different contracts



### **GUIDANCE**

Employers should collect data on the size of their workforce and usage of non-standard or atypical employment contracts at least yearly. The different forms of working arrangements should also be reviewed.

This allows employers to better understand their workforce costs beyond those on the permanent payroll as well as their business resourcing needs.

There are risks if employers are too reliant on nonstandard employment. These include the potential loss of key skills and damage to reputation if such working arrangements are poorly managed or exploitative.

Organisations should keep a record of requests from atypical workers for regular hours or permanent employment and whether these have been granted or denied.



### FIND OUT MORE

Government guidance on contract types

Working Families guidance on atypical workers  $\square$ 

### A2.2

#### **CRITERIA**

Any worker in the workforce can request a contract with guaranteed minimum hours and these are considered and responded to.

### Example of evidence:

A template contract or letter of employment with guaranteed minimum hours or email correspondence detailing such a request

#### **GUIDANCE**

Employers should ensure that people on nonstandard employment contracts genuinely choose to work in this way. To confirm this, employers should offer individuals a right to request either regular and stable hours or a contract with minimum guaranteed hours.

It also means that a temporary worker who has worked continuously for at least six months for one organisation can request a permanent employment contract.

The employer must seriously consider each request on its merits, and wherever possible, grant the change in hours or employment status being asked for.

However, employers can turn down such requests if there is a legitimate business case for doing so.

### For example:

- Planned structural changes
- The burden of additional costs
- Quality or standards will suffer
- Performance will suffer
- Difficulty being able to reorganise work among existing staff
- Will struggle to meet fluctuating customer demand
- Lack of work

If the request cannot be granted, employers should clearly explain the reason or reasons why.

(CONTINUED...)



# A2.2 (CONTINUED)

### **CRITERIA**

Any worker in the workforce can request a contract with guaranteed minimum hours and these are considered and responded to.

### Example of evidence:

A template contract or letter of employment with guaranteed minimum hours or email correspondence detailing such a request

### **GUIDANCE**

The Living Wage Foundation's Living Hours standard calls on employers to provide the right to a guaranteed minimum of 16 hours a week (unless the worker requests otherwise), a contract that accurately reflects the hours they work, as well as 4 weeks' notice pperiod for shifts.



### FIND OUT MORE

The Living Wage Foundation's Living Hours Campaign □





## A2.3

#### **CRITERIA**

The organisation's policies and procedures are communicated, shared and are accessible to all employees and workers in the workforce.

### Example of evidence:

Communications or details relating to the system used for accessing and sharing policies (that is an intranet)



#### **GUIDANCE**

HR policies provide written guidance for employees and managers on how to handle a range of employment issues. They are vital to rolling out an effective HR strategy. They also provide consistency and transparency for employees and managers. This boosts the psychological contract and creates a positive organisational culture.

Putting HR policy into practice requires working across the business to ensure that everyone fully understands the policies and expectations (including any updates). The format for communications will depend on the organisational culture and nature of the policies.

Employees, line managers and senior leaders bring HR policies to life. As such, they must be trained to ensure they understand the policies and can use them sensitively and fairly.

Induction makes sure that new employees are aware of all the policies and procedures within an organisation.

Policies and procedures must always be visible and accessible for all staff via an intranet or other shared access system. Employers should work with employees and representatives where appropriate to develop policies and procedures. These should be kept under review to ensure they are relevant and fit for purpose.



### FIND OUT MORE

CIPD factsheet: HR policies □

Indeed guide to employee communication 

☑

HMRC's Virtual Empathy Hub - Digital Inclusion and Accessibility Standards

## A2.4

### **CRITERIA**

Guidance and/or training is available on how to spot the signs of modern slavery and what workers can do.

### Example of evidence:

A policy guidance document or training course on how to spot the signs of modern slavery

#### **GUIDANCE**

Modern slavery is recruiting, moving, harbouring or receiving people through force, coercion, abuse of vulnerability, deception, or other means for exploitation purposes. Individuals may be trafficked into, out of or within the UK. Reasons for this include sexual exploitation, forced labour, domestic servitude and organ harvesting.

Organisations can take simple steps to help their workforce to spot the signs of modern slavery whether at work or in the supply chain. This can include distributing accessible guidance, including a session in induction programmes and formal accredited training. Migrant workers have an increased vulnerability to discrimination, abuse, and exploitation. They often face barriers to joining unions or participating in other forms of worker representation, including language barriers, and a poor understanding of their labour rights.



### FIND OUT MORE

Modern slavery awareness booklet □

STAGE 2

Gangmasters and Labour Abuse Authority: Labour Exploitation, Spot the signs

e-Learning for Healthcare: modern slavery programme 2

Anti-Slavery International – human rights due diligence



## A2.5

#### **CRITERIA**

All workers are provided with a contract that reflects hours that are regularly worked (as judged against a 12-week reference period).

### Example of evidence:

A template contract or letter of employment that states hours that are regularly worked

#### GUIDANCE

Providing workers with security of sufficient hours, alongside a fair rate of pay, ensures a decent income to make ends meet.

The contents of any individual's contract should accurately reflect the hours they work (against a 12-week reference period). This should be reviewed regularly and should account for any changes in this day-to-day relationship between guaranteed working hours and whether workers want more or fewer hours.

The government's plan to make work pay commits to end one-sided flexibility, so workers can better plan their lives and finances. The Employment Rights Bill will give workers the ability to move to guaranteed hours contracts which reflect the hours they regularly work over a 12-week reference period. If more hours become regular over time, subsequent reference review periods will provide workers with the opportunity to reflect this in their contracts.



### FIND OUT MORE

### A2.6

### **CRITERIA**

Pay or compensation is provided when the organisation cancels a worker's shift with little or no notice.

### **Example of evidence:**

**ACHIEVEMENT** 

A template employment contract outlining these terms



#### **GUIDANCE**

Having an expected and regular income helps individuals and families to budget and pay essential bills. Workers need to know how much work they'll be doing and what they can expect in pay to prepare for the month ahead. Last minute shift changes can affect healthy family life and make it hard to plan childcare arrangements.

The government's plan to make work pay commits to end one-sided flexibility, so workers can better plan their lives and finances. The Employment Rights Bill will give a right to payment for shifts cancelled, curtailed or moved at short notice.

The Living Hours campaign from the Living Wage Foundation calls for a 4 week notice of shifts and a guaranteed payment for cancelled shifts. The Living Wage Foundation has found that this also creates an incentive for employers to plan effectively and share the risk of any fluctuations with workers, rather than expecting workers to shoulder the full cost of uncertainty.



### FIND OUT MORE

Government factsheet on Zero hours contracts in the Employment Rights Bill and the Right to Guaranteed Hours □

 $\frac{\text{The Living Wage Foundation's Living}}{\text{Hours Campaign}} \ \square$ 

## A2.7

### **CRITERIA**

New and existing employees are informed of their right to join a trade union.

### **Example of evidence:**

A copy of communications shared with your workforce about their right to join a trade union and how to do this

### **GUIDANCE**

Everyone has a legal right to join a Trade Union. Even if an employer does not have a recognition agreement with a Union in their workplace, it is illegal for an employer to disadvantage someone because they are a union member.

New and existing employees can be informed of their right to join a Trade Union at induction. Where an organisation already recognises a Trade Union, the Union can support this process.

If an organisation does not currently recognise a Trade Union, the Good Work Standard team can facilitate an introduction to a relevant Trade Union in their industry.



### FIND OUT MORE

Government factsheet on Zero hours
contracts in the Employment Rights Bill
and the Right to Guaranteed Hours

Government guidance on the right to join a Union ☑

Trade Union Congress guidance on how to find a Union ☑



# **E2.1**

#### **CRITERIA**

There is a policy or guidelines on reducing use of zero-hours contracts in the organisation or a positive policy or guidelines on promoting job security and secure contracts.

### **Example of evidence:**

A policy or published guidance on how zero-hours contracts are used within the organisation

#### **GUIDANCE**

Employers using zero-hours contracts should consider whether such arrangements are right for their business. Or could an alternative be better, such as a flexible working arrangement.

Zero hours contracts can benefit both workers and employers but without proper safeguards this flexibility can become one-sided, with workers bearing the financial risk. Zero and low hours contracts can make it difficult for a person to manage their financial obligations and their personal life.

Zero-hours working suits certain situations. For example, irregular workloads, where staff are not constantly needed, or staff needs are driven by external factors outside the employer's control. Zero-hours contracts may also be a way of employing people who genuinely need the flexibility to work only when it suits them.



(CONTINUED...)

# E2.1 (CONTINUED)

### **CRITERIA**

There is a policy or guidelines on reducing use of zero-hours contracts in the organisation or a positive policy or guidelines on promoting job security and secure contracts.

### Example of evidence:

A policy or published guidance on how zero-hours contracts are used within the organisation

### **GUIDANCE**

Key issues to consider are:

- Employment status
- No use of exclusivity clauses
- Key role of the manager/managers
- Cancelling or rearranging shifts at short notice
- Comparable rates of pay

The government is committed to ending one-sided flexibility and exploitative zero hours contracts and the Employment Rights Bill will include a right to guaranteed hours.



### FIND OUT MORE

Government guidance on zero-hours contracts

Acas guidance on zero-hours contracts

Zero-hours contracts: understanding the law □

Working Families guidance on atypical workers ☑

Government factsheet on Zero hours contracts in the Employment Rights Bill  $\square$ 



# E2.2

### **CRITERIA**

The organisation reports on how non-standard contracts are used in annual reports, with a rationale for using them. Non-standard contracts include zero-hours, fixed-term, agency workers and self-employed contractors.

### Example of evidence:

An annual report detailing the use of non-standard contracts

#### **GUIDANCE**

The Low Pay Commission published a report that found evidence of one-sided flexibility (as identified in the Taylor Review). They found the misuse of flexible working arrangements creates unpredictability, income insecurity and a reluctance among some workers to assert basic employment rights. However, they also found evidence of positive examples of flexibility, and believe it is important to preserve genuine two-way flexibility.

Increasing transparency by reporting on the use of non-standard contracts can promote accountability. This helps the employer to monitor their use of non-standard contracts.





# E2.3

### **CRITERIA**

Due diligence protocols are in place to ensure that organisations in the supply chain provide decent working standards to the people they employ.

### Example of evidence:

A procurement policy outlining the approach to promote good working practice amongst suppliers

#### **GUIDANCE**

Organisations should use their influence to proactively encourage others in their supply chain to improve their working practices. For example, encouraging them to accredit as Good Work Standard employers.

Commercial organisations with an annual turnover of more than £36m must produce an annual statement under the UK Modern Slavery Act (2015).

The law does not prescribe the exact content of this. However, it does provide a list of areas organisations should consider. These include due diligence processes in relation to slavery and human trafficking in its business operations and supply chains.

Where companies carry out due diligence, they are more likely to detect human rights impacts. This includes those linked to third parties. Such findings are also more likely to be reported. In addition, there it is more likely that they will monitor actions taken in response.

(CONTINUED...)



# E2.3 (CONTINUED)

### **CRITERIA**

Due diligence protocols are in place to ensure that organisations in the supply chain provide decent working standards to the people they employ.

### Example of evidence:

A procurement policy outlining the approach to promote good working practice amongst suppliers

### **GUIDANCE**

Human rights due diligence consists of the following key steps:

- Assessing actual and potential human rights impacts
- 2. Integrating and acting on the findings
- 3. Tracking responses
- 4. Explaining how impacts are addressed

To get help with rolling out due diligence protocols and investigations, visit <u>Stronger Together</u> and <u>Slave-Free Alliance</u>.



### FIND OUT MORE

Guidance on Tackling Modern Slavery

through Human Rights Due Diligence 

□

UN Guiding Principles Reporting Framework
on Human Rights □

Government advice on applying supply chain due diligence principles your labour supply chains  $\square$ 

Supply Chain Sustainability School resources



# FINANCIAL WELLBEING

## A3.1

### **CRITERIA**

Information and guidance on pensions and their benefits are provided and promoted to the workforce.

### Example of evidence:

A copy of communications shared with your workforce about pensions

### **GUIDANCE**

A 2022 <u>survey</u> by the Money & Pensions Service found around one in six adults in the UK have no savings. The introduction of '<u>auto enrolment</u>' improved rates of pension saving, especially among the low paid. But low paid workers still have much lower rates of saving.

Employers should share and promote the benefits of pension schemes to their workforce through several channels. There are toolkits available to help employers talk to employees about pensions, including highlighting benefits such as financial resilience.



Pension Wise

Money Helper article, Why save into a pension?

The Pensions Regulator - Employer Toolkit

FCO research on exploring new approaches to increase pension engagement  $\square$ 



# FINANCIAL WELLBEING

### A3.2

### **CRITERIA**

# The organisation offers a mix of staff benefits in addition to regular pay.

### Example of evidence:

A contract, letter of employment or intranet page detailing the additional benefits offered to staff

#### **GUIDANCE**

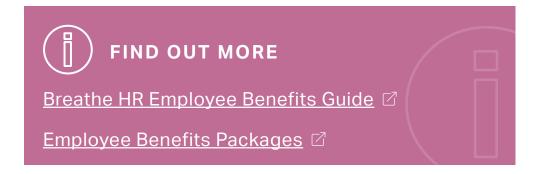
Employee benefits offer a way to attract and keep people, contribute towards improving wellbeing, and encourage required behaviours, achievements, values, and skills. When introducing a benefit, it needs to be both valued by workers while supporting people management practices and aligned with wider business goals.

CIPD's <u>reward management surveys</u> show that most businesses provide employee benefits to attract, recruit and retain employees to support current business needs. The most common external driver influencing benefit provision is legal and employment obligations.

An employer can often arrange benefits on behalf of their employees at a lower cost than an individual employee could do on their own. An employer can either pay for the whole benefit or offer the benefit to employees at a discounted price. Employers can arrange benefits through a third party or by themselves.

Examples of staff benefits include:

- Healthcare
- Fitness (e.g. gym membership)
- Wellbeing programmes or allowance





# FINANCIAL WELLBEING

### A3.3

#### **CRITERIA**

The organisation offers interest free loans to help workers with living costs. For example, childcare deposit loans, tenancy deposit loans and season ticket loans.

### Example of evidence:

Details of a relevant scheme communicated to staff

#### **GUIDANCE**

Offering staff interest-free loans can give employees a helping hand and support recruitment or retention strategies.

Loans could be for: employees faced with a sudden and unexpected expenditure (provided by the employer and paid back via payroll or through a third-party), those needing a deposit for rental, childcare and travel. A loan can be provided for the costs associated with starting a new role. Special considerations should be given where possible to those who work night shifts, due to childcare and other costs tending to be higher at night-time. The Mayor helps parents with the upfront costs of starting a childcare arrangement through a Childcare Loan Deposit Scheme. It is interest-free and paid back in equal instalments from the borrower's salary.

The costs associated with carrying out a role, such as equipment, or uniform, should be covered by the employer.



### FIND OUT MORE

The Mayor's Childcare Loan Deposit Scheme

The Mayor's employer toolkit: helping your employees to understand childcare offers □

CIPD blog: Protecting workers from financial struggle ☑

CIPD guide on employee financial wellbeing 

☑



# FINANCIAL WELLBEING

# E3.1

#### **CRITERIA**

Measures are taken to assist employees to build up a retirement pot based on the real cost of living, by meeting a minimum 12% contribution (at least 7% provided by the employer).

### Example of evidence:

Details of a pension scheme communicated to staff



### **GUIDANCE**

The primary purpose of a pension scheme is to provide life-long retirement income security for the scheme member. The 12% figure is the amount that is said to be necessary to achieve an adequate retirement income. This figure is currently well above what many employees put into their pensions.

Employers should commit where possible to contributing more than the statutory minimum contribution.

A salary sacrifice scheme, an agreement to reduce an employee's entitlement to cash pay usually in return for a non-cash benefit, can be used to boost an employee's pension pot.

The Living Pension standard from the Living Wage Foundation is a savings rate designed to build up a retirement pot based on the real cost of living. Living Pension employers must meet the minimum 12% contribution, with at least 7% coming from the employer, or an equivalent minimum cash amount.

Money Advice Service has a pensions calculator tool, employees can use to estimate how much income they will receive when they retire. This will include income from defined benefit and defined contribution schemes, plus either the basic State Pension or the new State Pension, depending on when they were born. They'll also find out if it is less than they need to fund their desired lifestyle in retirement.



### FIND OUT MORE

Independent Review of Retirement Income

PLSA Pension Quality Mark

The Living Wage Foundation's Living
Pension standard □

Salary sacrifice for employers - GOV.UK

STAGE 2

# FINANCIAL WELLBEING

# E3.2

### **CRITERIA**

The organisation works with local Credit Unions to provide affordable financial services to its workforce.

### Example of evidence:

Details of a Credit Union scheme communicated to staff

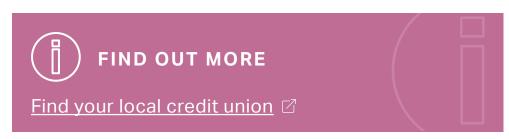
### **GUIDANCE**

A credit union is a not-for-profit co-operative that aims to provide affordable financial services for members and their families.

Credit unions provide a range of financial services, from easy access savings accounts to low-rate personal loans and mortgages. Employees can access these services directly via their salary through employer partner schemes.

Credit unions are social enterprises. That means they aim to improve their community through financial empowerment and education. By partnering with a credit union, employers are sharing and investing in this ethos. The services offered to employees help to increase their financial capability. A portion of the profits generated by the credit union are then invested back into their local community.

Employers should be proactive in researching and interviewing local credit unions to find the right partner. There are several factors to consider when making this choice. These include mobile apps for account access and use, customer service (for employee and employer), services and products, and free resources and educational materials.





# FINANCIAL WELLBEING

# E3.3

#### **CRITERIA**

The organisation offers a payroll saving scheme, allowing employees and workers to put aside savings as part of their regular payroll.

### Example of evidence:

Details of a relevant scheme communicated to staff

**GUIDANCE** 

Payroll savings help create a buffer that employees can access easily if experiencing financial difficulties, while workplace savings schemes are long-term savings plans that are less easy to access instantly. Workplace savings schemes provide tax breaks while payroll savings don't.

Most employers now see payroll savings vehicles as another key benefit for employees. By offering a way to save through payroll, employers are showing employees that they care about their financial wellbeing.

Credit unions are the most common way to set up a payroll savings scheme at work. Employers can also set up their own financial wellbeing platform for employees to use. The three main types of workplace saving schemes are:

- Workplace ISAs
- Save As You Earn (SAYE)
- Share Incentive Plans (SIPs)

While different, each encourages long-term savings and provide tax breaks.



### FIND OUT MORE

Money & Pensions Service guidance on payrolldeducted saving schemes  $\square$ 

Chartered Institute for Payroll Professionals ☐

CIPD Case Study: SUEZ payroll autosaving ☐



# FINANCIAL WELLBEING

# E3.4

#### **CRITERIA**

Employees and workers are offered support with housing costs. Some examples could include loans, subsidies, or mortgage deals.

### Example of evidence:

Details of a relevant scheme communicated to staff

### **GUIDANCE**

Housing costs in London are some of the highest in the world. They can be a barrier to entry-level recruitment and a reason staff seek new employers. It can also be a stress factor for employees worried about managing day-to-day personal finances.

This criterion asks employers to consider whether they can support their workforce to afford stable and decent accommodation.

Examples include offering employees interest-free loans for mortgage deposits, preferential mortgage rates with leading banks, preferential terms if they are a lender like high loan-to-value mortgages, or offering subsidised corporate let accommodation for employees to live in, particularly if working remotely.

While not relevant to all organisations, supporting employees to live comfortably can bring many benefits to the business.



### FIND OUT MORE

CIPD guide on employee financial wellbeing 

☑

How employers can help with housing



STAGE 2 - FULL SELF-ASSESSMENT

# ENGAGEMENT, VOICE AND WELLBEING



# A4.1

### **CRITERIA**

There is a clear policy or approach to how the organisation engages and communicates with workers and employees on issues and changes. For example, a staff engagement policy.

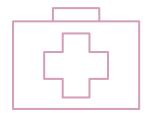
### **GUIDANCE**

A communications and consultation policy will enable the organisation to take a strategic approach to engaging with staff. This will ensure that expectations and responsibilities are clear. The policy should be consistent with the organisation's wider people management policy provision, and cover key areas such as:

 Statement of principles, including how the organisation and its senior managers are committed to communicating and consulting on important workplace issues

- Policy objectives, including steps the organisation will take to implement the policy, and the key outcomes it wants to see. For example, a more open and inclusive culture so that people are informed and consulted about organisational changes
- Methods of communication and consultation, so that employees understand the key channels through which the organisation will inform and consult. For example, team meetings, town hall meetings, and any collective mechanisms like a joint consultation committee and/or a staff forum or council

(CONTINUED...)



# A4.1 (CONTINUED)

### **CRITERIA**

There is a clear policy or approach to how the organisation engages and communicates with workers and employees on issues and changes. For example, a staff engagement policy.

### **GUIDANCE**

 Key responsibilities, setting out which employee groups have responsibility for implementing specific aspects of the policy, including senior managers, line managers, HR, employees, and employee representatives



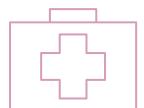


### FIND OUT MORE

CIPD guidance on employee engagement & motivation □

 $\frac{\text{Indeed article: employee}}{\text{engagement strategies}} \ \square$ 

CIPD report on 'Developing managers to manage sustainable employee engagement, health and well-being'



### A4.2

#### **CRITERIA**

Facilities for individuals to access and meet with trade unions and host induction meetings are provided.

### **Example of evidence:**

Communications to trade union representatives confirming access to facilities or evidence of hosting a meeting (e.g. e.g. an agenda)

#### **GUIDANCE**

Employers, trade unions, union representatives and line managers should work together for mutual benefit. Union representatives need to be able to communicate with management, each other, their trade union, and employees. To do so they must use appropriate communication channels.

There is no statutory right for facilities for union representatives, except for representatives engaged in duties related to collective redundancies and the Transfer of Undertakings. Where practical, employers should make the facilities necessary for them to perform their duties efficiently and communicate effectively with their stakeholders. Where resources allow, the facilities should include:

- Accommodation for meetings and training
- Access to a telephone and other communication media used or permitted in the workplace such as email, intranet, and internet

- The use of noticeboards (physical or online)
- Where the volume of the union representative's work justifies it, the use of dedicated office space
- Confidential space where an employee involved in a grievance or disciplinary matter can meet their representative
- Access to members who work at a different location
- Access to e-learning tools where computer facilities are available



### FIND OUT MORE

Acas guide on trade union representation in the workplace  $\square$ 



STAGE 2

# **ENGAGEMENT AND VOICE**

### A4.3

#### **CRITERIA**

# There is a clear policy or record of positive engagement with trade unions.

### Example of evidence:

Communications with trade union representatives outlining agreed collective consultations or outcomes of requests from the workforce

### **GUIDANCE**

A constructive approach for organisations to encourage collective employee voice, is to develop positive working relationships with recognised trade unions.

CIPD recommends taking a partnership approach with trade unions by focusing on joint working, collaboration and mutuality.

A positive joint working approach should be communicated throughout the organisation, so that managers at all levels approach engaging with trade unions in a consistent and constructive way, building trust.

Recognising a trade union is an acknowledgement by the employer that a union has the right to represent or negotiate on behalf of its members in the workforce in a variety of situations. A trade union must ask the employer in writing if they agree to recognise them voluntarily.



### FIND OUT MORE

Acas guide on trade union representation in the workplace  $\square$ 

Government guidance for employers on recognising a trade union  $\square$ 

Ethical Trading Initiative's guidance on working with trade unions 

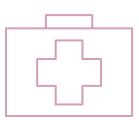
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 $\frac{\text{CIPD recommendations for collective}}{\text{employee voice}} \ \square$ 

CIPD webinar – working constructively with trade unions □

TUC webinars 

☑



# A4.4

### **CRITERIA**

The organisation works with relevant trade union(s) and has agreed collective consultation and bargaining arrangements if requested by the workforce.

### **Example of evidence:**

Communications with trade union representatives outlining agreed collective consultations or outcomes of requests from the workforce

### **GUIDANCE**

Trade unions can only negotiate with an employer on pay and working conditions if they are recognised by that employer. Usually, most employers do this voluntarily. When a union acts on behalf of a group of workers, this is called the 'bargaining unit'.

In cases where employers and trade unions can't reach a voluntary agreement, the union can apply for statutory recognition. To do so, the union must already have formally applied for recognition with the employer; the organisation must employ at least 21 workers; the union must have at least 10% membership and be likely to attract majority support in a ballot. Finally, if the employer wants Acas involved, the union must consent within 10 working days.

Some employers prefer to deal directly with their workers - or their elected representatives - without trade unions. However, recognising and working closely with a trade union can:

- Help employers communicate better with staff
- Improve working conditions and practices
- Help with safety issues, so that fewer days are lost due to work-related injuries and occupational illnesses
- Organise training and development, including access to government funds and support via union learning reps

(CONTINUED...)



### A4.4 (CONTINUED)

#### **CRITERIA**

The organisation works with relevant trade union(s) and has agreed collective consultation and bargaining arrangements if requested by the workforce.

### Example of evidence:

Communications with trade union representatives outlining agreed collective consultations or outcomes of requests from the workforce

### **GUIDANCE**

This can help reduce labour turnover, increase staff morale and commitment and improve productivity.

As part of its Plan to Make Work Pay, the government intends to update trade union legislation to simplify the union recognition process, bringing in a new right of access –for union officials to meet, represent, recruit and organise members.



### FIND OUT MORE

Government guidance on working with trade unions  $\square$ 

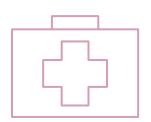
Acas code of practice on collective bargaining

TUC guidance on collective bargaining  $\square$ 

CIPD recommendations for collective employee voice 

☑





STAGE 2

# **ENGAGEMENT AND VOICE**

### A4.5

#### **CRITERIA**

Regular opportunities are provided to the workforce to provide feedback on important issues and changes in the organisation.

### Example of evidence:

Communications with staff detailing any surveys, questionnaires, or opportunities to meet and feedback on changes

#### **GUIDANCE**

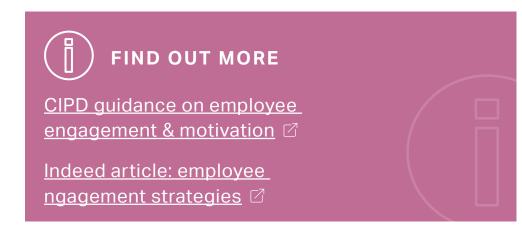
Employers should regularly check how employees feel about working there. A questionnaire or staff survey is a valuable way to gauge views and experiences of workplace issues including:

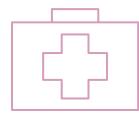
- · Whether employees feel fully informed
- Levels of wellbeing
- Satisfaction with key aspects, such as pay and work-life balance
- Regularity and consistency of communication
- Employees' sense they are listened to and treated fairly
- Trust in management and leadership

By doing surveys, employers can get a representative view from staff across the organisation.

This information should be used to assess levels of employee satisfaction and engagement with the organisation and its working practices. It can also identify any areas for improvement. Engaged employees are more likely to be committed to the organisation.

This can help boost staff retention, customer service and productivity.





### A4.6

#### **CRITERIA**

Appropriate conflict resolution and mediation methods have been implemented and communicated to the workforce.

### Example of evidence:

A conflict resolution policy or procedure

### **GUIDANCE**

Being able to manage conflict is a key issue for all employers. 'Alternative dispute resolution' (ADR) techniques like mediation can resolve workplace differences before they escalate.

Mediation can provide a quick solution to individual workplace conflict and can be used at any stage of a disagreement or dispute. The process is flexible and voluntary, and any agreement is morally rather than legally binding. It provides a safe, confidential space for those involved (the 'parties') to find solutions. It can help to resolve:

- Bullying and harassment
- Communication problems
- Personality clashes
- Relationship breakdowns

Mediation can be better than formal legal processes because it:

- Makes parties less entrenched in their views and so more open to compromise
- Can maintain and improve relationships
- Is less stressful for those involved
- Avoids the costs of defending employment tribunal claims



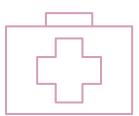
### FIND OUT MORE

CIPD factsheet: Mediation at work ☐

CIPD guidance on dealing with bullying and workplace conflict  $\square$ 

 $\frac{\text{CIPD research on managing conflict}}{\text{in the modern workplace}} \ \square$ 

Acas guidance on mediation at work



# A4.7

### **CRITERIA**

Policies and procedures to protect speaking up and whistleblowing have been implemented and communicated to your workforce. This includes workforce and supply chain who report workplace harassment including sexual harassment.

### Example of evidence:

A whistleblowing policy

### **GUIDANCE**

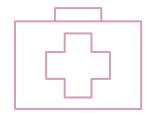
Whistleblowing is making a disclosure in the public interest. It is increasingly viewed as a way for workers or employees to share vital messages with employers. It happens when a worker raises concerns about a workplace danger, including sexual harassment, discrimination, or illegality that affects others.

Since 1998, employees and workers have had protection from disciplinary action or victimisation for whistleblowing. It's important for organisations to recognise its value and support its use.

To be protected, the worker must follow the procedures set out in the legislation and usually make the disclosure to an appropriate external body. There is a public interest test too. This means that only concerns which meet the test will protect the whistle-

blower legally. Organisations should take proactive steps to ensure that migrant workers are aware of legal protections for whistleblowers. If an employee or worker is not proficient in English this information should be made available in their preferred language where possible.

Any disclosure related to workplace harassment, including sexual harassment, should be investigated as soon as possible. Disclosures should be taken seriously and looked into in a fair and sensitive way. Organisations should ensure that anyone within their workforce or supply chain is able to safely report workplace harassment. All relevant policies should be up to date, made widely available, and clearly outline the support for individuals within the workplace.



# A4.7 (CONTINUED)

#### **CRITERIA**

Policies and procedures to protect speaking up and whistleblowing have been implemented and communicated to your workforce. This includes workforce and supply chain who report workplace harassment including sexual harassment.

### Example of evidence:

A whistleblowing policy

### **GUIDANCE**

The government's plan to bring forward policy measures in the Employment Rights Bill includes:

- strengthening employers' duty to prevent sexual harassment of their employees by requiring them to take all reasonable preventative steps
- introducing an obligation on employers to not permit harassment of their employees by third parties
- specifying steps which are to be regarded as 'reasonable' for an employer to take to prevent sexual harassment
- adding sexual harassment to the list of issues that workers can make protected disclosures on



### FIND OUT MORE

Government guidance on whistleblowing

CIPD factsheet: Whistleblowing

For advice on whistleblowing see the charity **Protect** 

Acas guidance on creating a sexual harassment policy  $\square$ 

Equality and Human Rights Commission guidance on sexual harassment and harassment at work

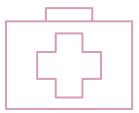
Government guidance on workplace bullying and harassment □

Employment Rights Bill overview

The Law Society's workplace harassment guidance for employers □

 $\frac{\text{CIPD guidance on and harassment}}{\text{and bullying at work}} \ \square$ 

Acas guidance on handling a bully and discrimination complaint



# A4.8

#### **CRITERIA**

Written disciplinary and grievance rules and procedures are in place and communicated to the workforce.

### Example of evidence:

**ACHIEVEMENT** 

A disciplinary policy or procedure

### **GUIDANCE**

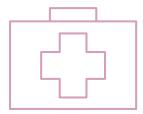
It is important employers have clear individual dispute resolution procedures that all staff have been made aware of. These help ensure every individual is treated equally in similar circumstances and that issues are dealt with fairly and reasonably. Disciplinary and grievance procedures can also help to avoid costly and time-consuming tribunal cases.

A disciplinary system may be used is two main areas: capability or performance and conduct. Capability issues may be because an employee lacks training or cannot do the work to a satisfactory standard for another reason. Employee misconduct covers a range of issues, including continued lateness, failure to follow a reasonable management instruction or criminal offence.

Line managers and staff who manage disciplinary matters and grievances must be properly trained in the organisation's policies and procedures and know how to use them. All line managers should be trained and supported so they can carry out disciplinary meetings. HR should advise on relevant law and the organisation's own policies and procedures, and how to prepare for and conduct meetings.







# A4.8 (CONTINUED)

#### **CRITERIA**

Written disciplinary and grievance rules and procedures are in place and communicated to the workforce.

### Example of evidence:

A disciplinary policy or procedure

### **GUIDANCE**

The employer and HR professionals must ensure that all disputes are handled in a fair and consistent manner across the organisation. Employers should ensure that staff are aware of the formal route open to them through the grievance procedure.



### FIND OUT MORE

CIPD's factsheet: discipline and grievance at work  $\square$ 

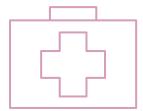
Acas Code of Practice on Discipline and Grievance 

☑

Acas guidance on investigations for discipline and grievance  $\square$ 

Acas examples of disciplinary and grievance procedures

Acas investigation plan and report templates 🗵



# E4.1

### **CRITERIA**

Arrangements are in place for worker representation on company boards or equivalent senior decision-making forums or meetings.

### Example of evidence:

Communications to staff about these arrangements or terms of reference for the board or meeting

#### **GUIDANCE**

Research shows that workforce dialogue is good for both people and organisations. Being involved in decisions can help improve people's experience of work. For employers, this includes higher productivity and innovation, and reduced workplace conflict and absenteeism.

Listed companies must ensure that employees' interests are better represented at board level.

One way to do this is to include an employee representative on the board, as is normal in Europe. However, organisations should decide how best to benefit from involving employees in senior-level decision making.

The Financial Reporting Council (FRC) has a Corporate Governance Code to support this process. It has three approaches for improving how boards use the voice of their workforce. Employers can consider developing this in their own organisation:

- Giving a non-executive director responsibility over workforce issues
- Establishing a workforce director (the 'worker on the board')
- Establishing an employee advisory committee



# E4.1 (CONTINUED)

#### **CRITERIA**

Arrangements are in place for worker representation on company boards or equivalent senior decision-making forums or meetings.

### Example of evidence:

Communications to staff about these arrangements or terms of reference for the board or meeting

#### **GUIDANCE**

If an organisation develops a framework of worker representation on its board, it needs to consider:

- How the worker representatives should be best trained and supported to fulfil the role
- How many seats they should have at the table and what's right for the organisation's size and complexity
- The appropriate selection or election process for the worker representative(s)
- The facilities and resources that the organisation will provide to support them in the role
- How they will ensure worker representation represents their diverse workforce

'Shadow boards' are one example of worker representation. They typically consist of non-executive (typically, younger) employees that work with senior executives on strategic initiatives. The aim is to provide a forum where executives are exposed to a diversity of perspectives.



### FIND OUT MORE

CIPD viewpoint on employee voice 

□

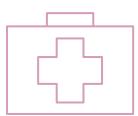
CIPD factsheet on corporate governance □

Financial Reporting Council's Corporate
Governance Code 

☑

Corporative Governance Institute – shadow boards ☑

GLA Inclusive Employer toolkits – incorporate an EDI shadow board ☑



### E4.2

### **CRITERIA**

The organisation has appointed and works with trade union representatives on a range of workplace issues. For example, learning representatives, health and safety, equality, and other representatives.

### **Example of evidence:**

Details outlining the appointment of trade union representatives

#### **GUIDANCE**

A trade union representative ('rep') is a union member who represents and gives advice to colleagues who have problems at work. They aren't paid but get paid time off to do their work as a representative.

These volunteers provide advice and representation on employment rights and other terms and conditions. They also represent workers in disciplinary and grievance cases; they make workplaces safer; they provide opportunities for learning and skills development; and are advocates for equality.

Union reps can improve skills and training; exit rates and staff turnover and dispute resolution; worker safety; and productivity

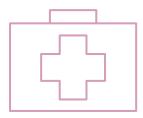


### FIND OUT MORE

CIPD guidance on working with trade unions □

Acas code of practice on time off for trade union duties □

TUC workplace manual on the role of union reps  $\square$ 



# E4.3

### **CRITERIA**

Staff networks or equivalent forums established to promote the interests and voice of underrepresented groups or issues within the organisation.

### Example of evidence:

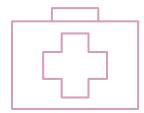
Terms or reference, agendas, minutes or correspondences relating to any staff networks or forums

### **GUIDANCE**

Encouraging employees to set up voluntary staff networks and forums enables employers to show their commitment to employee involvement alongside equality, diversity & inclusion (EDI) and wellbeing issues. These forums give people with similar interests and backgrounds the opportunity to discuss the issues that matter to them at work. They can also exchange ideas and views, and access advice and support. Staff networks should also provide opportunities for workerled accountability mechanisms, to ensure individuals can raise any concerns safely.

Most EDI focused organisations encourage staff networks to support under-represented/disadvantaged groups, such as:

- Disabled staff
- Ethnic minority staff
- Migrant workers
- Women, or gender
- Lesbian, Gay, Bisexual, Trans and Queer community (LGBTQ+)
- Parents and Carers
- Health and wellbeing



# E4.3 (CONTINUED)

#### **CRITERIA**

Staff networks or equivalent forums established to promote the interests and voice of underrepresented groups or issues within the organisation.

### Example of evidence:

Terms or reference, agendas, minutes or correspondences relating to any staff networks or forums

### **GUIDANCE**

To be fully inclusive, employee groups should be open to all staff, and not just those with a protected characteristic relevant to the network.

It's vital to ensure that staff networks have the time and resources to operate, engage with employees, meet, and run events.

In addition, employees and workers should get time off to attend a certain number of meetings or events during the working day. Individual contributions to these networks should be recognised in performance reviews and supported by line managers.



### FIND OUT MORE

CIPD guide to establishing staff networks  $\square$ 

Inclusive Employers guidance on setting up a staff network  $\square$ 

Acas research – Addressing inequalities: the role of staff race networks  $\square$ 

Business in the Community factsheet on steps to start and run an employee network



STAGE 2

# **ENGAGEMENT AND VOICE**

### E4.4

#### **CRITERIA**

The organisation actively encourages and promotes greater workforce dialogue within the organisation. For example, team volunteer days, offsite days and team building activities.

### Example of evidence:

Details of a relevant initiative communicated to staff

#### **GUIDANCE**

Nurturing positive working relationships across the workforce is key to building a healthy organisational culture. But it's often overlooked. Employers can develop good collective and social relationships in several ways. Examples include teamworking activities, volunteering, and opportunities to socialise and communicate in an informal way. These activities should be designed to be as inclusive as possible and to consider different employee needs. For example, running some virtually so remote workers can take part.

Offering opportunities for a team to socialise outside of work can give them the space to appreciate different approaches and learn from each other. Providing communal breakout areas or setting up a staff social committee can provide a range of interesting opportunities for staff outside working hours. These can help them to network and develop effective working relationships during the working day.

Encouraging whole teams to take part in employersupported volunteering (ESV) can help employees to build stronger teams. It is also good for staff, the organisation and wider society. ESV allows staff to volunteer during working hours.



### FIND OUT MORE

NCVO guidance on employer-supported volunteering □

CIPD evidence review on developing effective virtual teams 

☑

The Guardian Jobs on team building in the workplace  $\square$ 



STAGE 1

# **ENGAGEMENT AND VOICE**

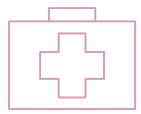
# E4.5

#### **CRITERIA**

The organisation enhances its workplace design and technology to encourage open dialogue amongst the workforce. For example, work from home kits, breakout spaces and team collaboration software.

### **Example of evidence:**

Floorplans of a workspace, its layout, communal areas and amenities



### **GUIDANCE**

A healthy workplace environment can help to encourage employee engagement, good wellbeing, and better performance. This means paying attention to workplace ergonomics and the physical elements of the workplace. For example, ensuring there is adequate ventilation and temperature control in the work environment.

Organisations must also ensure staff have the right equipment to carry out their role remotely (including supporting staff with technology, desks and equipment). Organisations should also consider communication channels to encourage dialogue and connection.

Organisations also need to focus on how the workplace can be designed to enable greater workforce dialogue. For example, by creating breakout areas and quiet spaces where people can discuss work issues, work on cross-functional projects and exchange ideas. Employers should also consider how facilities are equipped to facilitate hybrid working employees joining these conversations.

By creating a positive working environment and informal opportunities to engage with each other, an organisation can help to foster creativity and good wellbeing.



### FIND OUT MORE

Royal College of Art research on a welcoming workplace □

The role of workplace design in employee engagement  $\square$ 

CIPD guidance on hybrid working □

Acas guidance on working from home and hybrid working 

☑

Factorial HR on Workplace Design and Strategy □

A5.1

### **CRITERIA**

The organisation has a health and wellbeing strategy or action plan in place with measurable objectives.

### **Example of evidence:**

A health and wellbeing policy, strategy, or action plan with measurable objectives

#### **GUIDANCE**

Creating workplaces that support people's health and wellbeing is good for people and for business. If people feel well, healthy, and happy they are likely to feel more engaged and productive at work. An organisation should put in place initiatives to promote good health and wellbeing and support people if they experience poor health.

Organisations will get more from investing in employee wellbeing if they have a plan. It should be based on the workforce's needs and linked to corporate values and goals. It should be part of the HR strategy and based on the three pillars: a healthy and inclusive culture, effective leadership, and good people management.

The plan should cover:

- Statement of principles
- Policy objectives
- Key responsibilities
- Activities and initiatives
- Links to internal and external sources of support

The organisation should develop the policy or plan together with staff and representatives and think about how it will encourage participation in wellbeing activities.



A5.1 (CONTINUED)

### **CRITERIA**

The organisation has a health and wellbeing strategy or action plan in place with measurable objectives.

### **Example of evidence:**

A health and wellbeing policy, strategy, or action plan with measurable objectives

#### **GUIDANCE**

A health and wellbeing plan should be holistic. It should focus on certain areas including physical and mental health, healthy eating, financial wellbeing and opportunities for social connections and personal growth.



### FIND OUT MORE

CIPD factsheet: Wellbeing at work □

Government guidance on night working hours health assessments  $\square$ 

HSE guidance on stress and mental health at work 

✓

CIPD and MIND guidance for managers ☑

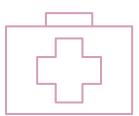
CIPD quidance on employee financial wellbeing □

Acas good practice on health and wellbeing

BITC - Drugs, Alcohol and Tobacco:

A Toolkit For Employers

Good Thinking workplace wellbeing employer toolkit □



A5.2

### **CRITERIA**

A joint health and safety committee or trade union health and safety representatives are established in the organisation.

### Example of evidence:

Any documents of communications confirming a person has the role of being a health and safety representative

#### **GUIDANCE**

Every employer has a legal duty to consult its workforce on health and safety issues. This should be a two-way process. It's vital that an employer listens to the views and concerns of its workers. They are the people who most likely have the best understanding of the issues and risks affecting their health and safety on a daily basis. Consulting workers on these issues, will help the organisation identify risks and take the right steps to manage them.

If the organisation has several employee elected health and safety reps and consults both these and trade union reps, establish a health and safety committee. If two or more union-appointed health and safety reps request in writing that the organisation set up a health and safety committee, they must do so within three months of the request. When setting up a committee, think about how it will work, who will serve on it and the resources needed.

STAGE 2

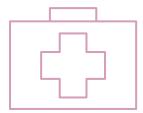


### FIND OUT MORE

Acas guidance on consulting employees and their representatives

HSE's guidance on health and safety committees 
☐

HSE's guidance on consulting and involving your workers



A5.3

### **CRITERIA**

Health and safety precautions have been put in place for night-time and shift workers. For example, the organisation is signed up to the Women's Night Safety Charter.

### Example of evidence:

A policy or procedure that addresses health and safety precautions for night-time and shift workers

#### **GUIDANCE**

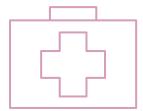
Any worker who works at least three hours during a 'night period' is a 'night worker'. Night periods are between 11pm and 6am unless otherwise agreed between the employer and worker. The period must be at least seven hours long and include midnight to 5am.

There are specific rules that apply to night workers in relation to hours, risk assessments and employing young people. See the links below to find out more.

London is a safe city, but too many women feel unsafe when travelling, working, or going out at night. The Mayor's Women's Night Safety Charter aims to make London a city where all women feel confident and welcome at night.

To support the charter, organisations that operate at night to sign-up to the following:

- Nominate a champion in the organisation who actively promotes women's night safety
- Demonstrate to staff and customers that the organisation takes women's safety at night seriously, for example through a communications campaign
- Remind customers and staff that London is safe, but tell them what to do if they experience harassment when working, going out or travelling
- Encourage reporting by victims and bystanders as part of communications campaigns
- Train staff to ensure that all women who report are believed
- Train staff to ensure that all reports are recorded and responded to
- Design public spaces and workplaces to make them safer for women at night



A5.3 (CONTINUED)

### **CRITERIA**

Health and safety precautions have been put in place for night-time and shift workers. For example, the organisation is signed up to the Women's Night Safety Charter.

### Example of evidence:

A policy or procedure that addresses health and safety precautions for night-time and shift workers



### FIND OUT MORE

Government guidance on night working hours

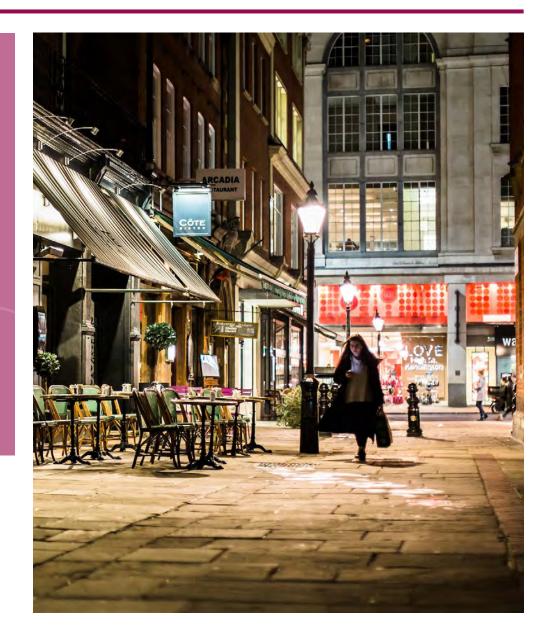
Acas guidance on night workers and working time rules  $\square$ 

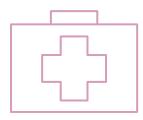
Mayor of London's Women's Night Safety Charter

Government guidance on night working hours health assessments □

Mental Health Foundation – Managing mental health while working shifts ☑

Night Club – learning to make night work healthier  $\square$ 





A5.4

#### **CRITERIA**

Line managers are trained in attendance management.

### Example of evidence:

Evidence of a manager participating in and completing attendance manager training

#### **GUIDANCE**

Managers have a key role to play in managing absence, and organisations should ensure they have the skills to do this effectively. Managers also need good communication skills and the ability to create a trusting culture where employees feel able to flag issues at an early stage. If line managers can spot the early warning signs of potential issues, employees can get support before matters escalate.

Line managers need to be trained in:

- The organisation's absence policies and procedures
- Their role in the attendance management process and their role in managing both short and longterm absence
- Understanding how to spot unhealthy behaviours like presenteeism and how to tackle them
- The way fit notes operate and how to act upon any advice given by the doctor
- The legal and disciplinary aspects of absence, including potential disability discrimination issues and how to discuss and implement reasonable adjustments



A5.4 (CONTINUED)

### **CRITERIA**

Line managers are trained in attendance management.

### Example of evidence:

Evidence of a manager participating in and completing attendance manager training

#### **GUIDANCE**

- Maintaining absence record-keeping and understanding facts and figures on absence
- The role of occupational health services and proactive measures to support staff health and wellbeing
- The management of complex cases
- The operation (where applicable) of trigger points
- Return-to-work interview skills and how to develop an effective return-to-work plan, including phased returns
- The capabilities and confidence needed to raise and discuss potential issues, including those related to more complex or sensitive problems



### FIND OUT MORE

HSE guidance on managing sick leave and return to work  $\square$ 

Acas guidance on absence from work

Acas guidance on returning to work after absence □



STAGE 2

# HEALTH, WELLBEING AND WELFARE

A5.5

### **CRITERIA**

Absence rates and causes are collected and monitored. Trends are analysed, and interventions put in place to address any issues. These are evaluated to assess their impact on absence trends.

### Example of evidence:

Information about a system or reporting mechanism used to monitor absence rates

### **GUIDANCE**

To manage attendance effectively, employers need to measure sickness absence levels. This will help an organisation to understand if there are any patterns of absence. For example, lots of unexplained short-term absence, or sections of the workforce with relatively high absence rates.

Health and Safety Executive (HSE) data found there were 1.7m work-related ill health cases – new or longstanding – in 2023-24. The main causes of this were work-related stress, depression, or anxiety (776,000). It's vital to understand and monitor the causes for absence. Any interventions to address these must be evaluated.

It is useful to track both short-term and long-term absence rates. Long-term absence is defined as lasting for at least four weeks. It can be very hard to manage as it typically involves more serious health conditions. The longer someone is off sick, the harder it can be for them to return to work. It's thus important that the line manager keeps in touch with the person and has a sensitive dialogue with them. This will help encourage them to return when the time is right.



### FIND OUT MORE

Acas guidance on recording absence

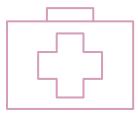
Acas guidance on absence from work 

✓

HSE guidance on managing sick leave and return to work  $\square$ 

HSE data on work-related ill health 🗹

CIPD survey on health and wellbeing at work  $\square$ 



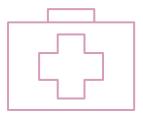
E5.1

### **CRITERIA**

A mental health and wellbeing or stress prevention strategy is in place and followed. This should highlight the promotion of mental wellbeing to the organisation and address investment in the mental wellbeing of the workforce.

### Example of evidence:

A mental health and wellbeing/stress prevention policy, strategy, or extract



### **GUIDANCE**

Employer wellbeing practices should address both the psychosocial and physical aspects of health and wellbeing. Employers should put in place initiatives to promote good mental wellbeing and support people if they experience poor mental health.

Developing a mental health strategy or plan will help organisations have a joined-up approach that is integrated into operations. It should be linked to the organisation's HR strategy and based on the three pillars of a healthy and inclusive culture, effective leadership and good people management.

The policy should cover:

- Statement of principles
- Policy objectives
- Key responsibilities
- Activities and initiatives
- Links to internal and external sources of support

Good line management can help to prevent stress, which is linked to conditions like anxiety and depression. Managers should provide clear objectives, feedback, and support to their staff and takes steps to manage conflict when it occurs. This supports positive working environments and fosters employee wellbeing and resilience.

Training for employers and managers should include the early signs of mental ill health, how to respond, and signpost to support services. Intervening early can help stop issues from escalating. Line managers should also be able to signpost an employee to more expert sources of support.

Health assessments are important in addressing the mental and physical health issues that night workers and shift workers are disproportionally affected by.

STAGE 2

# HEALTH, WELLBEING AND WELFARE

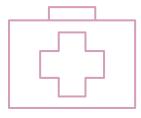
E5.1 (CONTINUED)

### **CRITERIA**

A mental health and wellbeing/stress prevention strategy is in place and followed. This should promote mental wellbeing in the organisation and address investment in the mental wellbeing of the workforce.

### Example of evidence:

A mental health and wellbeing/stress prevention policy, strategy, or extract



#### **GUIDANCE**

Black, Asian, and minority ethnic individuals and migrant workers are also at higher risk and support for these groups should recognise additional risk factors such as displacement and discrimination.

There is a well-known link between financial wellbeing and mental wellbeing. Practices to support financial wellbeing, pay and security, can support mental wellbeing and help prevent stress.



### FIND OUT MORE

CIPD factsheet: Wellbeing at work □

CIPD and MIND guidance for managers ☐

CIPD quidance on responding to suicide risk in the workplace

Acas good practice on health and wellbeing

GLA guidance on inclusive team and social events

Drugs, Alcohol and Tobacco: A Toolkit For Employers 🗆

Good Thinking workplace wellbeing employer toolkit

Mental Health and Race in the Workplace Toolkit

BITC Race and Mental Health at Work Factsheet

Migrant Londoners Hub

Enei Tips for creating an intersectional workplace 2

NHS employers Men's health guidance

Money and Mental Health – best practice checklist for employers

E5.2

### **CRITERIA**

Broader health services are promoted to your workforce. For example, physiotherapy, healthy eating, stop smoking and active commuting support.

### **Example of evidence:**

Details of a relevant scheme communicated to staff

### **GUIDANCE**

Many of the worst common health conditions in England are preventable. Examples include unhealthy behaviours like smoking, drinking too much alcohol and a poor diet. Employers are becoming more interested in how additional workplace facilities can help improve the general health of the workforce. Promoting healthy lifestyles and empowering individuals to make healthy choices can have real benefits for workers and organisations.

Examples of services include:

- Access to physiotherapy
- Advice on healthy eating
- Blood pressure checks
- Health screening

- Stop smoking support
- Healthy canteen options
- Subsidised gym membership
- On-site massages
- Wellbeing days
- Free fresh fruit
- Mindfulness
- In-house gym
- Relaxation or exercise classes
- Walking/pedometer initiatives
- Standing desks
- Personalised healthy living programmes



## HEALTH, WELLBEING AND WELFARE

E5.2 (CONTINUED)

### **CRITERIA**

Broader health services are promoted to your workforce. For example, physiotherapy, healthy eating, stop smoking and active commuting support.

### Example of evidence:

Details of a relevant scheme communicated to staff

#### **GUIDANCE**

Organisations can also implement proactive measure such as providing workplace health checks and organising a learning series with a focus on health improvement.



## FIND OUT MORE

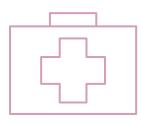
CIPD factsheet: Wellbeing at work ☐

NHS guide to looking after your team's health and wellbeing  $\square$ 

 $\frac{\text{Smokefree at Work London} -}{\text{a practical guide for employers}} \square$ 

Men's health guidance ☑





## HEALTH, WELLBEING AND WELFARE

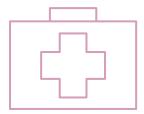
E5.3

### **CRITERIA**

The organisation provides a confidential support service in-house or externally to staff seeking advice or support on health and wellbeing issues. For example, an Employee Assistance Programme.

### Example of evidence:

Details of a relevant scheme communicated to staff



#### **GUIDANCE**

An Employee Assistance Programme (EAP) is a benefit funded by an employer to support employees with their health and wellbeing. It can offer various services including counselling, a 24/7 confidential helpline, legal support, and advice on work and personal-related issues. Many EAPs also provide a management advice line to help them deal with any health or personal issues in their team.

An EAP can be very valuable for employees. It can help people deal with issues before they spiral and have a serious impact on their health and wellbeing. However, many EAPs are under-used because employers fail to promote them. Evidence suggests take up of EAPs and counselling services increases if the organisation has an effective communication and promotion strategy. For example, refer to an EAP by something more engaging like 'Staff Support Service'. Organisations can then promote this via their intranet, newsletters, email signatures and other channels to help spread the word.



UK EAP Association ☑

UCL example of communicating an EAP □

CIPD guidance on how to implement an EAP ☑

## HEALTH, WELLBEING AND WELFARE

E5.4

#### **CRITERIA**

The organisation has developed and published its approach to Violence Against Women and Girls (VAWG), domestic abuse and modern slavery.

### Example of evidence:

A published strategy or approach to VAWG and domestic violence

#### **GUIDANCE**

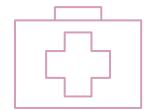
Domestic abuse is the abuse of power and control over one person by another. It can take several forms, including physical, sexual, emotional, verbal, and financial abuse. One in four women will experience domestic abuse in their lifetime. This means all workplaces will likely have staff who have experienced or are experiencing domestic abuse, alongside those who are perpetrators of abuse.

Most individuals that experience abuse are women with a male perpetrator, but it's important to remember that men and non-binary people can also be subject to abuse, and domestic abuse can happen in same-sex relationships. Assumptions should not be made about who the abuser may be or what a survivor may be experiencing, they should be listened and responded to in a supportive way.

People experiencing domestic abuse can be subject to disciplinary action or performance management. They may even lose their jobs because their behaviour, such as being late for work or underperformance, is misinterpreted.

Modern slavery is recruiting, moving, harbouring or receiving people through force, coercion, abuse of vulnerability, deception, or other means for exploitation purposes. Individuals may be trafficked into, out of or within the UK and are at risk of being subjected to violence in the workplace.

Many employers have a VAWG policy as part of their commitment to creating a safer workplace. This aims to help prevent and reduce the incidence and effects of domestic violence, sexual violence, and stalking at work.



## HEALTH, WELLBEING AND WELFARE

E5.4 (CONTINUED)

#### **CRITERIA**

The organisation has developed and published its approach to Violence Against Women and Girls (VAWG), domestic abuse and modern slavery.

### **Example of evidence:**

A published strategy or approach to VAWG and domestic violence

#### **GUIDANCE**

This should be developed with people experiencing abuse and service providers. It could include measures such as:

- Procedures for alerting security personnel of threats or incidents
- Temporary or permanent adjustments to work schedules, locations, contact information, change in parking spots
- Handling of court protection orders
- Requests for escorts to and from workplace facilities

There should be office space available for the majority of an employee's working week, even during periods of remote and hybrid working. This will provide a safe place outside of the home.

Even with limited resources, small business owners can take steps to address the effects of domestic abuse and modern slavery in the workplace. This includes being aware and signposting to specialist support.



## FIND OUT MORE

Domestic Abuse Statutory Guidance ☐

Government guidance on workplace support for those experiencing domestic abuse □

CIPD and EHRC recommendations on managing and supporting employees experiencing domestic abuse  $\square$ 

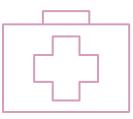
Acas guidance on domestic violence and abuse  $\square$ 

Guidance for developing an effective VAWG policy

Mayor of London's 'Have a Word' campaign ☐

Guidance on slavery and human trafficking in supply chains  $\square$ 

Writing a modern slavery statement: a guide for employers  $\square$ 



## HEALTH, WELLBEING AND WELFARE

E5.5

#### **CRITERIA**

Greater occupational health or sick leave is available for people managing health-related matters or difficult domestic circumstances. For example, menopause, caring needs or domestic abuse leave.

### Example of evidence:

A policy or extract relating to greater occupational health leave (e.g. a menopause policy)

### **GUIDANCE**

Occupational health (OH) aims to promote and maintain employee health and wellbeing, to ensure a positive relationship between an employee's work and health. It encompasses a range of professions from different sectors. OH doctors and nurses should have specialist qualifications in either occupational medicine or OH nursing.

Find out more about the types of OH services here.

Many organisations, including some large public and private sector employers outsource their entire OH function to a commercial provider. Others will use a provider as and when needed.

Flexible leave for health or other circumstances
Employers should be flexible in their approach to
leave. This includes supporting people with a range
of disability or ill health issues or other personal
circumstances that may affect attendance.

Employers should consider developing a policy with clear provision for paid/unpaid time off if employees are experiencing, for example

- Bereavement (including baby loss)
- Domestic abuse
- Caring responsibilities
- Menopause
- Menstruation
- Endometriosis
- Fertility support
- Gender reassignment treatment
- Long COVID
- Long term health conditions or disabilities

## HEALTH, WELLBEING AND WELFARE

E5.5 (CONTINUED)

#### **CRITERIA**

Greater occupational health or sick leave is available for people managing health-related matters or difficult domestic circumstances. For example, menopause, caring needs or domestic abuse leave.

### Example of evidence:

A policy or extract relating to greater occupational health leave (e.g. a menopause policy)

#### **GUIDANCE**

This should also allow the employee to alter their working pattern or hours or take special leave outside of the normal sickness absence management policy. This helps staff to deal with unexpected difficulties and to make practical arrangements.



## FIND OUT MORE

 $\frac{\text{CIPD: Workplace support for employees}}{\text{experiencing baby loss}} \ \square$ 

Health Adjustment Passports Form

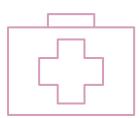
Acas advice and guidance on long COVID

CIPD guide on menopause at work □

Equality and Human Rights Commission guidance for employers on menopause in the workplace  $\square$ 

Acas guidance on time off for work bereavement  $\square$ 

Acas bereavement policy template



# HEALTH, WELLBEING AND WELFARE

E5.6

### **CRITERIA**

The organisation has developed and put in place a Menopause Action Plan.

### Example of evidence:

A menopause action plan or policy detailing supportive practices

#### **GUIDANCE**

It's important for employers to support staff through every stage of the menopause. To help staff feel supported it's a good idea to have a policy specifically for the menopause. A menopause action plan should be informed by engagement and consultation with an organisation's workforce and include both perimenopause and menopause. An action plan should be regularly and widely communicated to an organisation's workforce.

The government intends to develop menopause guidance for employers as part of its Plan to Make Work Pay.



## FIND OUT MORE

Acas guidance on menopause at work

CIPD guide on menopause at work □

Equality and Human Rights Commission guidance for employers on menopause in the workplace

British Medical Association – menopause policy template



## HEALTH, WELLBEING AND WELFARE

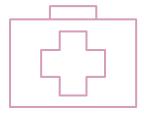
E5.7

#### **CRITERIA**

The organisation has considered climate adaptations and measures for their workplace to remain healthy and safe workplaces during extreme weather, extreme heat and to respond to the impacts of climate change on workers.

#### Example of evidence:

A policy or action plan detailing workplace climate adaptations and measures



#### GUIDANCE

The impacts of climate change, such as overheating, drought and flooding, will increasingly be felt in London's workplaces. Frontline and outdoor workers will be hit hardest, disproportionately impacting lower income and minoritised Londoners.

The London Climate Resilience Review, commissioned by the Mayor of London found that the impacts of climate change are an occupational hazard and a health and safety issue. Many of London's workplaces will need some climate adaptation to remain healthy and safe places.

Climate adaptations and measures involve taking action to adjust to actual or expected climate and its effects.

It is important to for an organisation to develop an understanding of the current effects of extreme weather on their workforce, how these might worsen, and exploring what measures can be taken to reduce their impact.



STAGE 1

## FIND OUT MORE

UK Business Climate Hub ☐

Government guidance on climate change – risk assessment and adaptation planning  $\square$ 

Business Leaders Guide to Climate Adaption and Resilience

Example policy - King's College
London's Climate Change
Adaptation Plan

The London Climate
Resilience Review ☑

## **WORK-LIFE BALANCE**

## A6.1

#### **CRITERIA**

Flexible working practices and family friendly policies are in place for all workers from day one. These are promoted to the whole workforce.

## **Example of evidence:**

A flexible working policy detailing family friendly practices

#### GUIDANCE

All employees have the right to request flexible working from the day they start work. Requests must be considered and can only be rejected where there are business reasons to do so.

People increasingly desire flexible working. It means giving flexibility over where, when and the hours people work. Employers can do more to provide flexibility to benefit staff and organisations. To help put in place effective flexible working, organisations should:

- Clarify the benefits of flexible working to everyone
- Find a hook or business imperative to get organisational support
- Communicate to dispel myths around what flexible working is and who it's for, share successes and build communities

- Establish a clear process for flexible working with defined roles and responsibilities for employees, line managers and HR
- Find creative ways to encourage a range of flexible working practices for all employees
- Aim to hire flexibly and design the jobs to suit the flexible pattern (that is, full-time jobs are not squeezed into part-time hours)
- Ensure ongoing access to development and career conversations for flexible workers
- Gain manager buy-in through communicating benefits and sharing success stories and providing support and guidance
- Create a supportive organisational culture, underpinned by leadership and HR support
- Measure and evaluate flexible working and learn from trials using quantitative and qualitative measures

## A6.1 (CONTINUED)

### **CRITERIA**

Flexible working practices and family friendly policies are in place for all workers from day one. These are promoted to the whole workforce.

## Example of evidence:

A flexible working policy detailing family friendly practices

### **GUIDANCE**

It is important to examine potential blockers to flexible working within an organisation. This may include a lack of understanding among leaders and line managers and organisational culture (for example long hours or traditional ways of working). Mutual trust is key to encourage a more flexible approach to when, where and how we work, and reap the productivity benefits.



## FIND OUT MORE

Government guidance on flexible working

CIPD guidance on flexible working □

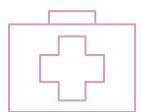
Working Families guidance on talking about flexible working  $\square$ 

Acas flexible working policy template □

The Mayor's employer toolkit:
<a href="https://doi.org/10.2016/j.pup-10.2016/">helping your employees to
understand childcare offers</a>

BITC Inclusive Flexible
Working Toolkit □

NHS Employers – flexible working options □



## A6.2

### **CRITERIA**

There is a reasonable minimum notice period for allocating and changing shifts.

## Example of evidence:

A policy, employment contract or rota outlining these terms

### **GUIDANCE**

There must be an agreed clear approach to making any changes to working hours, such as cancelling employees' shifts at short notice. This should be based on ensuring workers are provided with reasonable notice of their shift being cancelled or shortened.

The government's Employment Rights Bill will introduce the right to reasonable notice of shifts. The government will use regulations to state how much notice should be 'presumed reasonable'. The government will also set out the factors that tribunals should look at when determining whether the notice was reasonable or not.

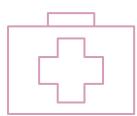
The Living Wage Foundation's Living Hours campaign calls for decent notice periods for shifts (at least four weeks' notice, with guaranteed payment if shifts are cancelled within this notice period). This encourages employers to plan effectively and share the risk of any fluctuations with workers, rather than expecting them to bear the full burden.



## FIND OUT MORE

The Living Wage Foundation's Living Hours Campaign  $\square$ 

Government factsheet on Zero Hours Contracts in the Employment Rights Bill ☑



## A6.3

### **CRITERIA**

The workforce is consulted when setting any shift patterns and times, anti-social working hours and pay premiums.

## Example of evidence:

Any communication or evidence of a meeting (that is, minutes) demonstrating opportunities for staff to feedback changes

### **GUIDANCE**

Employers should consult with their workforce to ensure that shift patterns and times are agreed. There should be an open dialogue on shift patterns and changes should be made to improve fairness where possible. When planning anti-social working hours, it's also vital to communicate and agree any pay premiums to those affected.

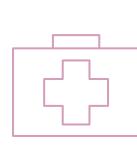


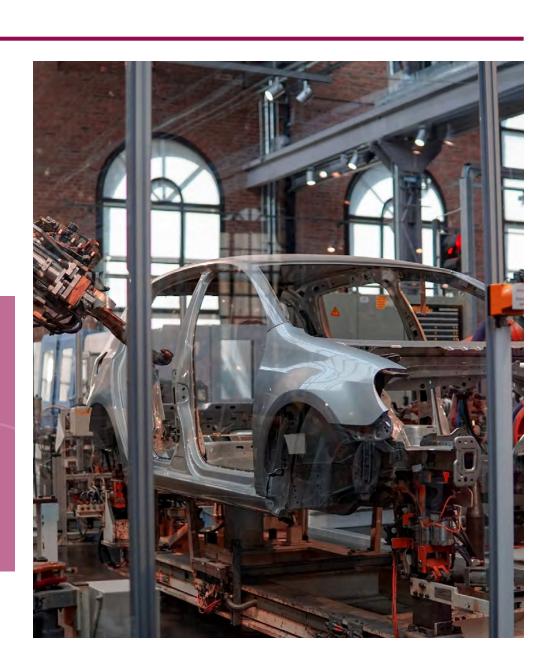
## FIND OUT MORE

Government guidance on contracts of employment and working hours  $\square$ 

Acas guidance on working hours and rest  $\square$ 

Shift patterns at work: employers' quide □





## A6.4

#### **CRITERIA**

The organisation has a system in place to support workers who are returning to work after parental leave.

## **Example of evidence:**

A policy detailing the process for returning to work after parental leave and the support available

#### **GUIDANCE**

Employers need to provide support for parents and carers returning to work after taking leave or a career break. For those taking maternity, adoption or shared parental leave it's vital to make use of Keeping in Touch (KIT) days where appropriate. That way people feel connected to the organisation and their roles. It's also important to provide a thorough induction when they return to work on any new systems or organisational changes.

There are a range of systems and provisions in place for those returning to work after parental leave. These include access to expressing rooms for breastfeeding parents, signposting support networks such as a Parents and Carers staff network, or gradual return policies. For example, some HE organisations allow a gradual return to teaching responsibilities in their first month back so they can focus on research. This kind of 'phased return' could also include reduced hours, lighter duties or different duties as agreed.



## A6.4 (CONTINUED)

#### **CRITERIA**

The organisation has a system in place to support workers who are returning to work after parental leave.

## Example of evidence:

A policy detailing the process for returning to work after parental leave and the support available

#### **GUIDANCE**

For parents and carers who've taken career breaks, organisations should make sure they are being inclusive in their job adverts. One example would be encouraging flexible working. They should also consider whether they have opportunities to create returnships.

Returnships are higher-level internships which act as a bridge back to senior roles for experienced professionals who've taken an extended career break. They are professionally paid short-term employment contracts, typically of between 3-6 months, with a strong possibility of a job once it ends. Participants take on commercially significant work based on their skills, interests, and prior experience, gaining a supported route back to a professional role.



## FIND OUT MORE

Government guidance on employee rights when on leave □

Government guidance on helping people return to work  $\square$ 

Returner toolkit

The Mayor's employer toolkit:

helping your employees to

understand childcare offers

LSE toolkit for parents and carers



## A6.5

### **CRITERIA**

The organisation provides paid time off work to deal with emergencies involving dependants.

## Example of evidence:

**ACHIEVEMENT** 

A policy or employment contract outlining these terms

### **GUIDANCE**

Employers should have a policy which clearly states employees' leave entitlements, including whether they are paid or unpaid.

Providing paid leave over what is legally required can help to retain staff and encourage employee engagement and loyalty. This is particularly when giving employees additional paid time off to deal with an emergency involving dependants.

The number of people with caring responsibilities for older relatives as well as for children is rising. Providing additional leave may help to retain a higher proportion of the working age population.

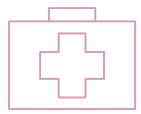


## FIND OUT MORE

Government guidance on time off for family and dependents □

Acas guidance on time off for dependants

Working Families guidance on time off for dependents  $\square$ 



## **WORK-LIFE BALANCE**

## E6.1

#### **CRITERIA**

Measures are in place to identify and address excessive working, for example maximum hours worked, time off in-lieu and management intervention.

## Example of evidence:

A policy or details of a system in place to address excessive working

## \_ .

**GUIDANCE** 

Employers should address long hours working, give adequate notice for shift changes and provide time off in-lieu for working above and beyond contractual requirements.

Workload is one of the top causes of stress at work. A long-hours culture is linked with both presenteeism (people coming to work ill) and an increase in mental health problems. People are at risk of burnout if they are consistently working long hours. Research shows this is linked to increased turnover and absenteeism.

A stress risk assessment alongside regular oneto-one catch ups with each team member can be valuable. It gives people an opportunity to raise concerns and for issues to be promptly addressed. Other indicators of overworking for managers to watch out for are people not taking annual leave or lunch breaks. Leaders and managers must lead by example – PepsiCo Chief Executive talks about 'leaders leaving loudly'. This means declaring leaving and why, helping to create a culture where work-life balance is valued.



## FIND OUT MORE

CIPD research on health and wellbeing at work □

Citizens Advice on working too many hours

World Health Organization – Research on long working hours ☑

Health & Safety Executive – Stress and mental health at work  $\square$ 



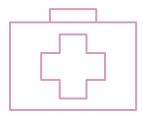
## E6.2

#### **CRITERIA**

Measures are in place to avoid excessive use of work communications outside of working hours or a culture of 'on call 24 hours' – unless a requirement of the role. This could include a right to disconnect clause.

### **Example of evidence:**

A policy or details of a system in place to address excessive working (including a 'right to disconnect' clause)

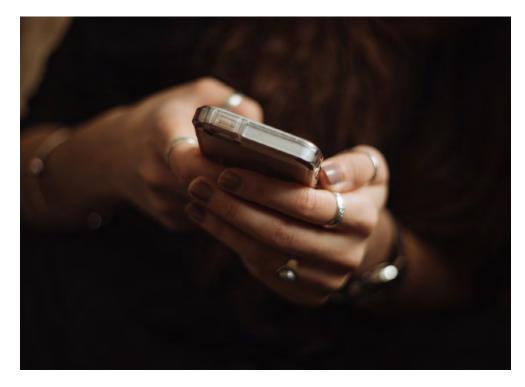


### **GUIDANCE**

Technology enables flexible and agile working. However, a feeling that individuals must be 'always connected' can affect their health and wellbeing. It means people do not switch off from work. This has been a feature of some people's remote working experience as the lines between home and work become blurred.

Employers should actively challenge any expectations that people should respond to emails and work requests 24/7. Managers should talk to people they see are working late or answering emails outside of working hours. They should check if is through choice and short-term or if there is a wider issue around organisational culture that needs addressing. Leaders and managers must lead by example too. Simple lines in email signatures can also create a work-life balance culture and manage expectations. For example, 'I do not expect a reply outside of your normal working hours'.





## **WORK-LIFE BALANCE**

## E6.3

#### **CRITERIA**

The organisation offers additional paid premature and neonatal baby leave. This is for parents who require additional time off due to their baby being born before 37 weeks or full term and require neonatal care.

## **Example of evidence:**

A policy or employment contract outlining these terms

#### **GUIDANCE**

If a pregnant employee is off work for a pregnancy-related illness in the four weeks before the week that the baby is due, their maternity leave and pay will start automatically – regardless of what has previously been agreed in respect of start dates, and even if the employee has only been off work for a short period of time.

Even when a baby has been born prematurely, or is sick, the parent must notify their employer as soon as possible after they've given birth. They must also give the date that the baby was born.

One model that employers can use is:

- If the parent has given birth to their baby before 37 weeks, a day's premature baby leave and pay for every day between the date their baby was born and the due date
- For the parent entitled to paternity leave, two more weeks of paid leave, or a day's premature baby leave and pay for every day their baby is in hospital up until the due date – whichever is more
- Parents of babies born at 37 weeks or after who require neonatal care during their first 28 days of life will both be granted additional neonatal leave and pay for every day their baby spends in neonatal care during that time

When returning to work, new parents can also be offered extra support. This includes formal and informal flexible working patterns, and additional paid or unpaid leave, if necessary.



## E6.3 (CONTINUED)

### **CRITERIA**

The organisation offers additional paid premature and neonatal baby leave. This is for parents who require additional time off due to their baby being born before 37 weeks or full term and require neonatal care.

## Example of evidence:

A policy or employment contract outlining these terms

### **GUIDANCE**

In January 2025, the government announced a new right to neonatal care leave and pay for parents of babies who are admitted into neonatal care up to 28 days old and who have a continuous stay in hospital of 7 full days or longer. Parents are entitled to up to 12 weeks' paid leave, so that they do not have to choose between returning to work and taking care of their newborn baby.



## FIND OUT MORE

Government press release on day one right to neonatal care leave and pay □

Neonatal Care (Leave and Pay) Bill 2022-23 (progress of bill)  $\square$ 

The Smallest Things – Employer with Heart Charter ☑

Maternity Action guidance
on rights to maternity leave
and pay for premature births ☑



## **WORK-LIFE BALANCE**

## E6.4

#### **CRITERIA**

Additional, above statutory paid leave types are available for workers. For example, special leave, study leave, leave for caring responsibilities or school transition amongst others.

## Example of evidence:

A policy or employment contract outlining these terms

#### **GUIDANCE**

From day one of employment all employees have the right to time off for dependants. This is time off during working hours to deal with unforeseen matters and emergencies. A dependant is someone the employee cares for, such as a spouse, partner, child, or parent. It could also be someone else like an older neighbour.

It is not a legal requirement to pay employees time off for dependants. Employers may however offer a certain amount of paid time off for emergency situations within employment contracts.

In addition, employers often develop separate bereavement policies by training managers, HR teams and selected staff. This enables compassionate and effective conversations with bereaved employees. It is also good practice to involve trade unions or staff representatives in developing a bereavement policy.

Leave entitlement should be clearly set out in an organisation's policies. Some employers may choose to offer different amounts of leave depending on who is impacted (more days for a child than for a grandparent, for example). Others may prefer a set number of days. Managers should be flexible when applying the policy.



## FIND OUT MORE

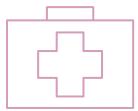
CIPD report: Focus on working parents □

Acas guidance on time off work for bereavement

Acas guidance on carer's leave □

How employers can support the back to school impact on employees □

How to support working parents  $\square$ 



## E6.5

#### **CRITERIA**

Policies are in place to support employees' reproductive health. For example, this could include a fertility policy, menstruation or menstrual disorder policy or miscarriage policy.

## Example of evidence:

A policy or employment contract outlining these terms

#### **GUIDANCE**

Increasing awareness and implementing policies to support menstrual and reproductive health is important in creating an inclusive workplace and supporting employee wellbeing. Having a Women's Health Advocate at work can help with raising awareness and providing support.

Individuals experiencing reproductive health challenges and menstrual conditions, such as endometriosis and polycystic ovarian syndrome (PCOS), may require leave for medical appointments or additional flexible working considerations.

A fertility treatment policy should be inclusive and open to all staff irrespective of their age, gender, sexual orientation or relationship status.

A pregnancy loss policy can include miscarriage, stillbirth, abortion, ectopic pregnancy, molar pregnancy, and neonatal loss.



STAGE 1

## FIND OUT MORE

CIPD guidance on workplace support for employees experiencing fertility challenges

Guide to creating a fertility policy □

Acas guidance on having IVF treatment

CIPD guidance on menstruation and support at work

Unison – Pregnancy Loss policy template ☐

Miscarriage Association – miscarriage policy □

An employer's guide to managing endometriosis at work <a> </a>

Polycystic ovarian syndrome (PCOS) at work

STAGE 2 - FULL SELF-ASSESSMENT

## SKILLS AND PROGRESSION



## A7.1

#### **CRITERIA**

A performance management framework or approach has been developed and all people in the workforce have the opportunity for regular 1:1 conversations with their managers.

## Example of evidence:

A policy or written approach to 1:1 conversations for managing performance

#### **GUIDANCE**

Organisations should develop a performance management framework and encourage managers to have regular (at least monthly) one-to-one conversations with their staff.

These meetings are a chance to discuss their progress against objectives and check workloads are manageable without excessive pressure.

Managers should provide clear feedback, praising and recognising good work, and providing clear advice and support for areas of improvement.

Managers play a key role in coaching and developing people at work, particularly younger workers and those who are new to a role. While it may seem hard for managers to find time to support staff in this way, longer-term it means capable people are less likely to leave for new opportunities elsewhere.



## FIND OUT MORE

CIPD factsheet: Performance management

Acas research on performance management systems ☑

1:1 Meeting template



## A7.2

#### **CRITERIA**

Line managers have appropriate training to support their personal development and performance. For example, giving performance feedback, carrying out appraisals, and attendance management.

### **Example of evidence:**

A list of training specifically available to line managers



#### **GUIDANCE**

Employers should ensure that anyone who manages people has the information, advice, and training to do it well.

CIPD identifies the following key behaviours for line managers. These support trust-based working relationships, while managing and preventing stress:

- Open, fair, and consistent: Managers manage people with integrity and consistency, manage their emotions and take a positive approach in interpersonal interactions
- Handle conflict and problems: Managers proactively deal with employee conflicts (including bullying and abuse), using appropriate organisational resources
- Knowledge, clarity, and guidance: Managers communicate effectively and provide clear objectives, advice, guidance and feedback, demonstrating understanding of people's roles

- **Building and sustaining relationships:** Managers use empathy and consideration to get to know and build trust with individuals in their team
- Supporting development: Managers support individuals' learning at work and their career progression



## FIND OUT MORE

<u>CIPD introduction for line managers</u> 

✓

 $\frac{\text{CMI Professional Standard}}{\text{for managers and leaders}} \ \square$ 

Manchester Metropolitan University –
How to develop the people management
skills of line managers □

## MANAGEMENT AND LEADERSHIP

## A7.3

### **CRITERIA**

Managers and leaders have access to learning and training across a range of other topics relevant to the organisation. For example, recruitment, workforce dialogue, diversity and inclusion.

### **Example of evidence:**

A list of training specifically available to line managers

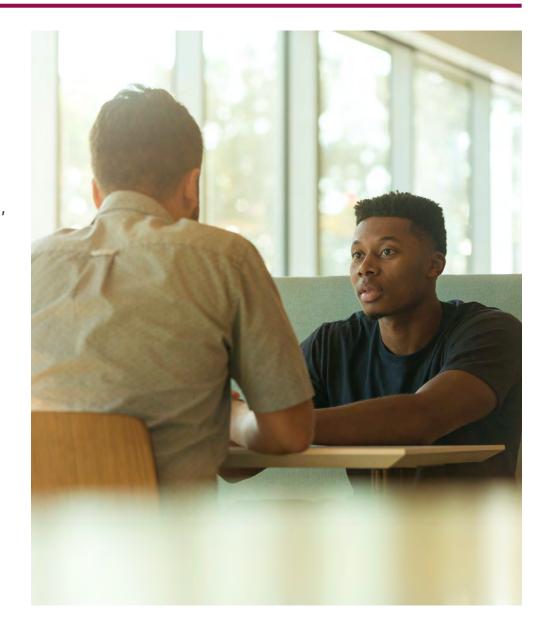
#### **GUIDANCE**

A skilled manager can make all the difference to employee engagement and organisational success. It's important to train managers to boost their skills, competencies, and knowledge.

Management development must be properly planned, structured, and evaluated. This can help to support employee engagement and drive high business performance levels.

Managing means planning, organising, coordinating, coaching, and rolling out strategies, programmes, tactics, and policies. This is in respect of people, resources, information, operations, and finance.

Management training may cover any of these areas.





## A7.4

#### **CRITERIA**

People management and development practices in the organisation are enhanced through workforce feedback. For example, regular staff surveys.

## Example of evidence:

A staff survey or feedback mechanism that includes feedback relating to management and development practices

#### **GUIDANCE**

Business leaders should regularly consult their workers on how they feel about their jobs. This helps to create more inclusive, fulfilling, and productive work.

Smaller businesses can do this through regular open conversations with people, alongside occasional focus groups with staff. These may discuss workloads and whether they have the skills, resources, and support to do their job. In larger organisations of 50 or more staff, an anonymous employee survey, supported by focus groups, is appropriate to understand staff views.

Using qualitative methods, like focus groups allows for a richer, less constrained understanding than from pre-set questions and options. Managers should act and report back on how they've responded to any issues raised.



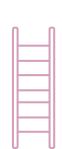
## FIND OUT MORE

CIPD factsheet: Employee engagement ☐

CIPD report on 'Developing managers to manage sustainable employee engagement, health and well-being' 

□

Indeed article: employee engagement strategies ☑



## E7.1

### **CRITERIA**

Managers' key competencies and development objectives have an explicit focus on team and individual learning and development.

## Example of evidence:

A manager's appraisal or development review form demonstrating these objectives

### **GUIDANCE**

Good line managers play a key role in identifying individual and organisational learning and development needs.

Line managers should offer regular informal coaching in their regular one-to-one meetings with staff and conversations about performance and appraisal.

Employers may establish an expectation for managers to coach or mentor others in their organisation.





## E7.2

### **CRITERIA**

Managers and supervisors are trained or are knowledgeable in managing conflict and difficult conversations, or can help workers to access support within the organisation.

## Example of evidence:

Training and evidence of support for managers to help them deal with conflict

### **GUIDANCE**

Line managers need the skills to handle difficult conversations with people in their teams. For example, on issues linked to poor performance, responding to complaints or grievances or tackling conflict or personality clashes at work.

Managers should be aware of available impartial support and advice for workers, and signpost these to members of their teams where appropriate.



## FIND OUT MORE

Acas guidance on challenging conversations \( \tilde{\pi} \)

Register for an Acas 'having difficult conversations' event □



## E7.3

### **CRITERIA**

Managers regularly receive feedback from multiple sources as part of their development plans. For example, 360 feedback.

## Example of evidence:

A feedback mechanism or system that collects insights from multiple sources for managers (e.g. 360 feedback)

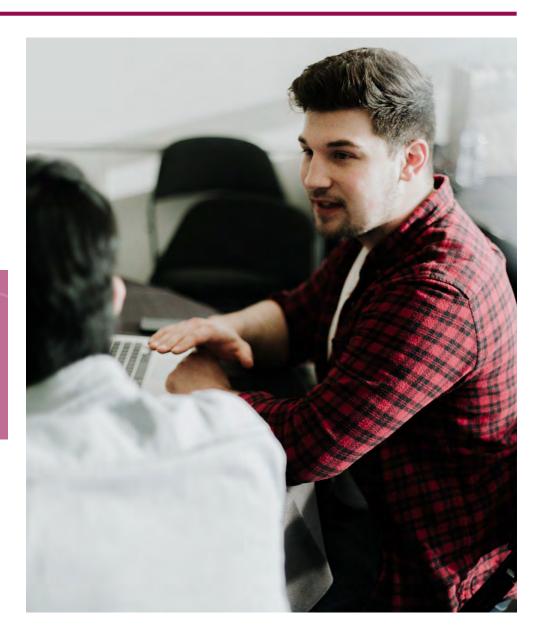
### **GUIDANCE**

Managers benefit from structured programmes to develop their leadership and people management skills. CIPD recommend activities that build self-awareness and help managers recognise themselves as leaders as being most effective. Examples include upward or 360 feedback, mentoring, coaching and use of psychometrics or occupational testing.



## FIND OUT MORE

CIPD report on 'Developing managers to manage sustainable employee engagement, health and well-being' □





## E7.4

### **CRITERIA**

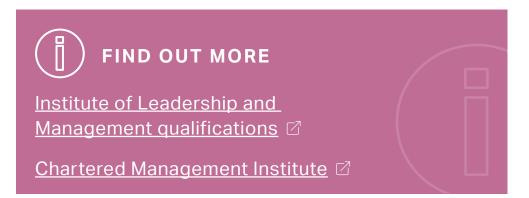
## Managers and leaders have access to accredited training.

## Example of evidence:

A list of CPD accredited courses available to managers and leaders

### **GUIDANCE**

Organisations may encourage managers to study for formal management qualifications, such as accredited CPD courses via the Institute of Leadership and Management and the Chartered Management Institute.





## A8.1

#### **CRITERIA**

The organisation hosts apprenticeships or training opportunities as pathways into employment in the organisation. These roles should include flexible working options where possible.

## Example of evidence:

A list or policy outlining the training and development available to everyone in the organisation

#### **GUIDANCE**

Organisations should provide structured routes into employment such as apprenticeships and internships.

Properly structured internships are a great way for people to gain experience. They're also a tool for organisations to build a more diverse talent pipeline. To support equal access to internships, interns should be paid at least the London Living Wage, or higher.

Apprenticeships are a unique way to 'grow your own'. The apprentice's learning happens in context, combining practical skills on-the-job with the theoretical knowledge beyond it to develop expertise.

Organisations should work with a range of access partners to provide a diverse pipeline of entry level candidates as part of an employer's apprenticeship or entry-level training offer.



## FIND OUT MORE

Government guidance on apprenticeships, traineeships and internships

Government guidance on apprenticeships: off-the-job training 

☑

Internships: guide for HR professionals



## A8.2

### **CRITERIA**

There is a structured programme of training and development accessible and available to everyone in the organisation.

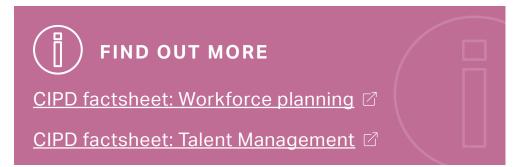
## Example of evidence:

A list or policy outlining the training and development available to everyone in the organisation

### **GUIDANCE**

Organisations should offer a structured programme of training and development aligned to their organisational objectives and vision.

The benefits of doing so include a happier workforce; better staff retention and having the right skills in the right place at the right time. Organisations should ensure that training and development opportunities are available to everyone regardless of contract type, service length, or seniority.





## A8.3

#### **CRITERIA**

Informal training and transferable skills gained outside of work, such as through volunteering, are recognised and counted in personal development plans.

## Example of evidence:

Details of a relevant scheme communicated to staff (or included in a development plan)

#### **GUIDANCE**

Employers and local communities all benefit from workforce volunteering. It also boosts the organisation's reputation by showing a commitment to making a difference.

For employers and their workforce volunteering builds connections with their local communities, improve morale and give back to society. They can also develop soft skills in areas such as coaching, leadership and organisational abilities. Some volunteering opportunities can also support business' talent pipeline and develop transferrable skills for employees. In turn, the community and voluntary sector benefit from volunteers with specialist skills, expertise, and knowledge.

Organisations may set up Employer Supported Volunteering (ESV) programmes. They may also develop a volunteering policy or offer paid or unpaid volunteering leave.



## FIND OUT MORE

National Council for Voluntary Organisation
guidance on employer-supported volunteering

Give An Hour | The Careers and Enterprise Company  $\square$ 

Your experience matters: Help
schools and colleges shape futures |
The Careers and Enterprise Company



## A8.4

### **CRITERIA**

Workers and employees are granted paid time off to pursue union-led learning opportunities (if the organisation has a recognised trade union).

## Example of evidence:

A policy or employment contract for Union Reps outlining these terms

### **GUIDANCE**

Union Learning Reps (ULRs) have a proven track record in encouraging workers to engage with learning opportunities. They provide support, information, and advice, promote learning and help identify any issues with providers.

Union-led learning widens the type of learning available at work and often engages those most reluctant to learn. It encourages career development, so builds promotion from within. Unions also promote and support apprenticeships and vocational qualifications.

It is important that all ULRs have training for their duties within six months of appointment. Employers must provide paid time off for the ULR to attend training at their usual pay rate.



Union Learn information about ULRs 🛮



## A8.5

### **CRITERIA**

Actions are taken by the organisation to maximise the use of the apprenticeship levy allowance.

## Example of evidence:

A policy or action plan setting out how an organisation intends to use the apprenticeship levy

#### **GUIDANCE**

Companies that pay more than £3m in annual payroll must now put 0.5% of their total wage bill into the apprenticeship levy. In return, they receive vouchers to spend on approved apprenticeship training courses. The government tops up this figure by 10%, but funds must be spent within two years.

Paying employers receive a £15,000 fixed annual allowance (not a cash payment) to offset against the levy payment. Employers with multiple payrolls and connected employers will be able to claim only one allowance for the levy.

Find out more about the apprenticeship framework funding bands.

Employers who <u>pay the apprenticeship levy</u> and have unused apprenticeship funds can also find employers who want to receive a transfer in various ways. For example, they could get in touch with:

- Employers they currently work with
- Other employers in the industry
- An Apprenticeship Training Agency (ATA)

Employers can also find suitable organisations via regional partners. Levy-paying employers can transfer up to 25% of their annual funds from their apprenticeship account to as many employers as they choose.



## A8.5 (CONTINUED)

### **CRITERIA**

Actions are taken by the organisation to maximise the use of the apprenticeship levy allowance.

## Example of evidence:

A policy or action plan setting out how an organisation intends to use the apprenticeship levy

### **GUIDANCE**

Employers may choose to prioritise their use of the levy to support development opportunities for more junior members of staff, and those from marginalised backgrounds.



## FIND OUT MORE

Government guidance on paying the apprenticeship levy  $\square$ 

 $\frac{\text{Transferring unused apprenticeship}}{\text{funds to other employers}} \ \square$ 

The apprenticeship levy: maximising the benefits  $\square$ 



STAGE 2

### SKILLS AND DEVELOPMENT

### E8.1

### **CRITERIA**

The organisation offers accredited and widely recognised training that encourages lifelong learning beyond the skills requirements for the job and improves prospects for career progression.

### Example of evidence:

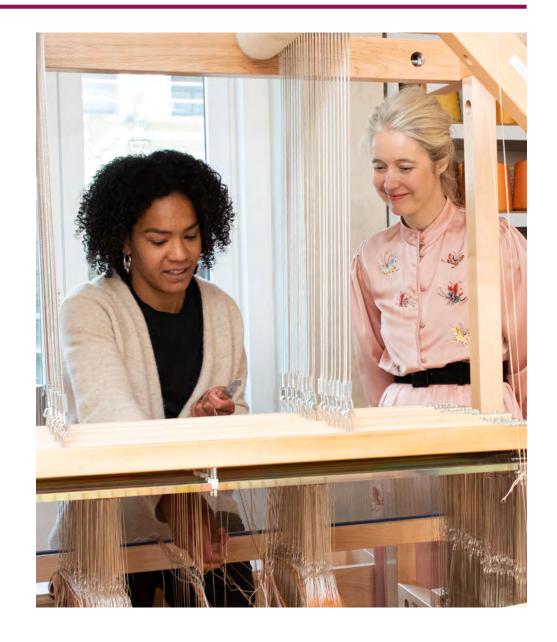
A list or policy outlining the accredited training and development available to everyone in the organisation

### **GUIDANCE**

Internal and external recognition of accredited skills training and development helps to motivate and engage employees. For businesses, the benefits include improving employee attraction, retention, and effectiveness.

By providing quality-assured training, organisations demonstrate their commitment to raising standards, to external customers and their employees.

Training may include topics beyond the scope of an individual's job role, such as financial literacy and well-being, workplace diversity and inclusion, or be linked to broader competencies they will need to progress.





STAGE 2

### SKILLS AND DEVELOPMENT

### E8.2

### **CRITERIA**

The organisation proactively identifies future skills and training needs through skills and career planning processes.

### **Example of evidence:**

A workforce planning paper or strategy demonstrating the organisations commitments to identify future skills, career pathways and training needs

### **GUIDANCE**

A lack of career development continues to be a major cause of employee dissatisfaction and turnover. Having processes in place to support skills and career planning can help ensure that staff are motivated and feel satisfied by their jobs.

While employees must take ownership for their development and advancement, it's important that organisations provide the information, tools, and resources they need for this purpose. Individual career planning and skills development should be supported and linked to overall workforce planning.

Many employers are moving from a promotional view of career pathways to an experiential one. This recognises that career progression is rarely linear and is instead about building capabilities.

There are several ways to support employees to take ownership of their career planning. Line managers should be given training and development to ensure that they have the right knowledge and skills to support career-focused conversations with their direct reports.

Effective engagement with the education sector, with the support of Careers Hub or following CEC Employer Standards, can help to create a long-term talent pipeline for future skills needs.



### FIND OUT MORE

CIPD and CEB podcasts on career pathways

CIPD factsheet: Workforce planning ☐

London Career Hubs

CEC Employer Standards ☑



### SKILLS AND DEVELOPMENT

### E8.3

**EXCELLENCE** 

### **CRITERIA**

The organisation promotes apprenticeships. For example, through a recognised apprenticeship promotion programme.

### Example of evidence:

Advertising or communications promoting apprenticeships through a recognised programme

### **GUIDANCE**

Exemplar organisations can act as ambassadors for either their sector or their communities, championing and promoting good organisational principles and practice.

Joining an apprenticeship promotion programme can also help showcase the benefits of apprentices to young people themselves, other employers and the wider community.



### FIND OUT MORE

Government guidance on apprenticeships, traineeships and internships

Employer standards for career education  $\square$ 

 $\frac{\text{Government guidance on}}{\text{apprenticeships: off-the-job training}} \ \square$ 



STAGE 2

### SKILLS AND DEVELOPMENT

### E8.4

### **CRITERIA**

The organisation offers supported internships to young people with special educational needs and disabilities.

### **Example of evidence:**

Details of a scheme in place to provide supported internships for young people with special educational needs

### **GUIDANCE**

A supported internship is a study programme for young people aged 16 to 24 who have a statement of special educational needs (SEN) or an educational, health and care (EHC) plan. It aims to help them into work by giving them the extra support they need to do so.

Supported internships are structured study programmes based primarily at an employer. They:

- Enable young people with learning difficulties or disabilities to achieve sustainable, paid work by giving them the skills they need for work through learning in the workplace
- Normally last for a year and include unpaid work placements of at least six months
- Support the young person to move into paid employment (where possible) at the end of the programme

 Include a personalised study programme including the chance to study for substantial qualifications

People with a disability, physical or mental health condition that affects their work can apply for Access to Work for extra help.

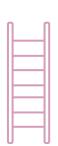


### FIND OUT MORE

Government guidance on supported internships  $\square$ 

 $\frac{\text{Employer standards for career}}{\text{education}} \ \square$ 

Employer guide to supported internships □



## SKILLS AND DEVELOPMENT

### E8.5

### **CRITERIA**

The organisation collaborates with local schools, colleges or training providers to shape training provision and meet industry needs. For example, offering insight days to their students.

### Example of evidence:

Details of any outreach activities or events with local colleges or training providers

#### **GUIDANCE**

Many organisations value tailored, flexible and innovative training approaches from colleges and training providers.

Being actively involved in a provider's training programme can ensure that staff are trained and knowledgeable in the organisation.

Training that is tailored to meet organisational needs and those of underrepresent groups also means more effective training with less 'down time', minimising employees' absence from work.

Activity could focus on underrepresented or disadvantaged communities such as Black, Asian, and minority ethnic groups, and those from lower socioeconomic backgrounds. This can include working with schools to offer short work experience placements or taster days.



### FIND OUT MORE

Employer education outreach: a starter pack of businesses  $\square$ 

Give An Hour | The Careers and Enterprise Company ☐

Becoming a Cornerstone Employer

Enterprise Adviser



### SKILLS AND DEVELOPMENT

### E8.6

### **CRITERIA**

An allowance of volunteering leave is provided, and Employer Supported Volunteering (ESV) is promoted within the organisation.

### Example of evidence:

A policy or employment contract outlining these terms

### **GUIDANCE**

Employer-supported volunteering (ESV) encourages individuals to volunteer during working hours. This also enables organisations to have an impact on the communities in which they operate.

For employees, volunteering is a chance to build connections with their local communities and give back to society, while working on issues they feel passionate about. Further benefits could include:

- Improved communication
- Increased confidence
- Team working
- Creativity
- Resilience
- An overall sense of fulfilment



### FIND OUT MORE

CIPD factsheet: Employer Supported
Volunteering □

National Council for Voluntary Organisations

NCVO guidance on employer-supported volunteering □

Give An Hour | The Careers and Enterprise Company ☐



### A9.1

### **CRITERIA**

There are clear progression pathways, levels or systems for promotions and pay growth in the organisation.

### **Example of evidence:**

A promotions and pay progression policy or guidance document detailing career advancement processes

### **GUIDANCE**

Setting out transparent pay and progression pathways means that individuals are more likely to be engaged and committed to their jobs. Employers should adopt fair and consistent people management policies, including:

- Advertising posts and promotion opportunities within the organisation, open to those on all types of contract
- Providing development, training, coaching or mentoring which is aligned to employee progression
- A clear career ladder, which defines the career progression path based on skills, experience, and length of service

Managers should communicate these policies and structures clearly, to enable individuals to discuss their career progression with their manager.



### FIND OUT MORE

CIPD factsheet: Pay structures and pay progression □



STAGE 2

### **IN-WORK PROGRESSION**

### A9.2

### **CRITERIA**

There is a system for supporting development of workers in the organisation. For example, development plans, regular performance reviews and/or appraisals.

### Example of evidence:

A template used for regular development plans, appraisals, or performance reviews

### **GUIDANCE**

Offering regular career development reviews or appraisals gives managers a chance to support employees' career progression and skills development. These reviews may be annual or more regularly.

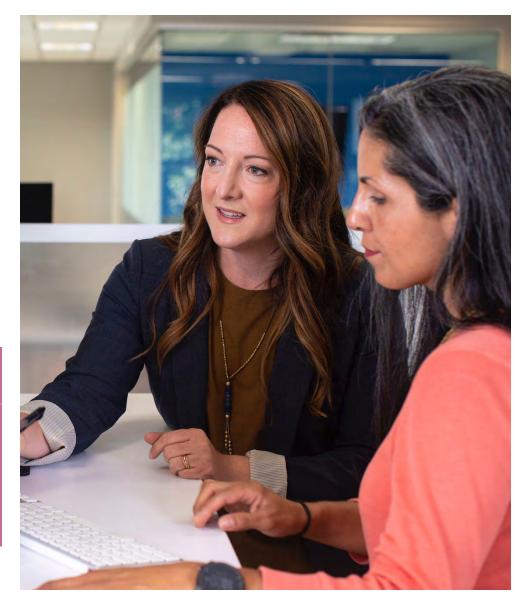
Annual career/development reviews should be supported by an effective performance management system. This includes regular one-to-one feedback from line managers and structured support and training to enable employees towards employees development goals.



Acas appraisal form templates

A guide for meaningful appraisals

Performance management guide





### A9.3

### **CRITERIA**

The organisation actively supports the progression of underrepresented or disadvantaged groups within the organisation, including women, through dedicated positive programmes. For example mentoring, leadership or sponsorship programmes.

### Example of evidence:

Details of a relevant scheme communicated to staff

### **GUIDANCE**

Employers can promote women and other underrepresented groups in their organisation in many ways, including:

- Mentoring programmes
- Inclusion training for leadership
- Reviews of organisational policies
- Employee led task forces
- Diverse opportunities for employee engagement

For example, the GLA's <u>Our Time</u> is a sponsorship programme that pairs highly talented women with champions at a senior management level. It aims to open the professional networks, opportunities and contacts required to progress to leadership positions.

The programme contains two key features:

- A 12-month one-to-one sponsorship relationship, helping to unlock opportunities and networks to help women make the next step in their careers
- A six-month formal development journey.
   This includes conversations to kick-start the sponsorship relationship, develop a strong network amongst the group, and learn how to manage any other barriers.



### FIND OUT MORE

Our Time toolkit – Supporting Future Leaders □



### E9.1

### **CRITERIA**

Regular development reviews focus on long-term career progression and skills development beyond current job requirements.

### Example of evidence:

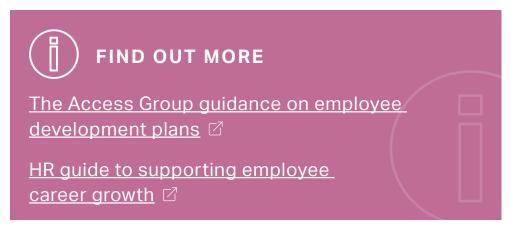
A template used for regular development plans, appraisal, or performance reviews

### **GUIDANCE**

Career development today is seen as a key part of an organisation's attraction and retention strategy. Many candidates will not consider working with an organisation unless it offers career development beyond a specific job role.

Employers may embed career development plans in performance reviews and appraisals, coaching and mentoring, or new and separate activities. Career planning discussions typically cover:

- Current job: current responsibilities and skills
- Gaps: current levels of competency and their future requirements
- Future aspirations: Where does the employee see themselves in the future?
- Career plan: a roadmap that enables the employee to acquire the skill set needed for their current job and for the future





### E9.2

### **CRITERIA**

Workers and employees have access to other career-enhancing roles and opportunities in the organisation to gain broader experience. For example, rotations, secondments, or internal transfers.

### Example of evidence:

Details of a relevant scheme communicated to staff

### **GUIDANCE**

Organisations should offer diverse ways for employees to build their skills and experience. These should be longer-term, broader and higher level than basic onthe-job training. They could include coaching and mentoring or secondments, coupled with either formal or off-the-job learning or educational arrangements. While in-house programmes are often focused on management or leadership development, they are not limited to these.

A secondment is the temporary loan of an individual to another department, role, or even an external organisation.

Job rotation and shadowing are also useful in helping employees to develop the skills and competencies required for new or higher-level roles and build their professional network. It's important to have clear support processes in place to ensure all parties achieve their desired outcomes.

STAGE 2



### FIND OUT MORE

Personnel Today – 8 steps to a successful secondment \( \mathre{\pi} \)



STAGE 2

# **IN-WORK PROGRESSION**

### E9.3

### **CRITERIA**

The organisation has put in place mentoring, reverse mentoring or coaching schemes between senior and junior members of the workforce.

### Example of evidence:

Details of a mentoring or coaching scheme communicated to staff

### **GUIDANCE**

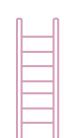
Coaching and mentoring (including reverse mentoring) can be effective to develop employees and managers.

Coaching tends to focus on specific skills and goals. It may also have an impact on someone's personal attributes such as social interaction or confidence. The process typically lasts for a defined period.

Mentoring is a process where an experienced colleague shares their greater knowledge to support the development of a less experienced member of staff. It calls on similar skills of questioning, listening, clarifying, and reframing that are also associated with coaching. Mentoring relationships often last longer than coaching. Reverse mentoring recognises that junior members of staff also have valuable insight on strategic and cultural matters at an organisation.

Organisations should take proactive steps to tailor coaching and mentoring programmes to the needs of underrepresented or marginalised groups in their workforce.





### E9.4

**EXCELLENCE** 

### **CRITERIA**

The organisation undertakes workforce planning and reviews team structures and job design to ensure that roles are well-designed and provide opportunities for skills development and career progression.

### **Example of evidence:**

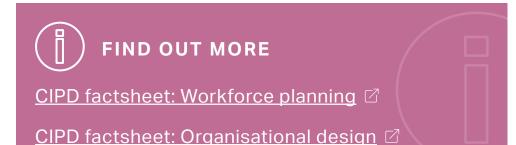
A policy, paper or evidence of a meeting (for example minutes) demonstrating workforce planning taking place to review structures and roles

#### **GUIDANCE**

Workforce planning is a process of analysing the current workforce and determining future needs. It identifies the gap between the present and the future and implements solutions. This enables the organisation to accomplish its mission, goals, and strategic plan.

Knowing and understanding the demographics, strategic and operational skills, and strengths an employer has in their workforce is a key step in the process. People may have other relevant skills beyond those they use in their current roles.

Employers should develop job roles which allow employees to fully use their existing capabilities. Welldesigned work, particularly that which requires people to problem-solve and collaborate with others has a range of benefits, empowers employees, builds greater trust, and helps develop transferable skills.





STAGE 2 - FULL SELF-ASSESSMENT

# DIVERSITY AND INCLUSIVE RECRUITMENT



STAGE 1

# EQUALITY, DIVERSITY AND INCLUSION

A10.1

### **CRITERIA**

The organisation has developed an action plan or approach with measurable objectives to tackle inequality and improve diversity and inclusion.

### Example of evidence:

A strategy or action plan document to tackle inequality and improve diversity, with measurable objectives



#### **GUIDANCE**

It's a good idea for organisations to develop a strategy and action plan to promote equality and improve diversity and inclusion.

As well as targeted initiatives, a coherent EDI strategy will help ensure that working practices across the organisation support an inclusive culture which embraces difference. The strategy needs to be supported with a well-communicated value system reflecting the importance of diversity and inclusion. All staff should be trained to understand and engage with this in how they do their jobs and work with their colleagues.

A strategy and action plan with measurable objectives demonstrates the organisation takes its legal and moral obligations towards being a diverse employer seriously, and encourages employees to treat others equally.



### FIND OUT MORE

CIPD equality, diversity and inclusion resources ☑

Acas guidance on improving equality, diversity and inclusion  $\square$ 

Workforce Integration Network's Inclusive Employer Toolkits ☑

CIPD Neuroinclusion at work □

EDI Action Plan template from a Good Work Standard accredited employer ☑

Enei Tips for creating an intersectional workplace ☑

A10.2

### **CRITERIA**

# **Equality, diversity and inclusion training** is offered to the workforce.

### Example of evidence:

A list or policy outlining any EDI training and development available to everyone in the organisation

#### **GUIDANCE**

Employers should integrate diversity and inclusion training into induction process for all new starters and provide ongoing refresher training. Specialist training and support for recruiters and people managers helps ensure that recruitment is free of bias. It also means that individuals are managed in a fair and inclusive way.

Employers can use a range of training approaches and reinforce this with strong organisational EDI values and practices. Research suggests that while unconscious bias training is useful for raising awareness, it doesn't necessarily lead to long-term change on its own. Organisations may consider training sessions that offer insights into structural racism.

Training can be developed in-house or sought from an external training provider. Small businesses may consider a company-wide annual training session to ensure all in the organisation share learning Employers should consider monitoring take-up of EDI training to ensure employees are regularly refreshing their training.



### FIND OUT MORE

The Equality and Human Rights Commission guidance on good equality practice

for employers ☑

The Equality and Human Rights Commission
assessment of the effectiveness of unconscious
bias training ☑

Acas guidance on dealing with unconscious bias



A10.3

### **CRITERIA**

The organisation has a zerotolerance policy towards all forms of discrimination, harassment, and bullying.

### **Example of evidence:**

A policy relating to discrimination, harassment, and bullying

### **GUIDANCE**

It's vital to take action to prevent harassment, discrimination and bullying at work. These policies should cover every aspect of employment – including recruitment and selection, training, and promotion.

Organisations can work towards this by engaging with their workforce on the issue, adopting a zero-tolerance policy towards unacceptable behaviour and taking all reasonable steps to prevent it, including by third parties such as customers, suppliers, visitor and members of the public.

There should be a clear process communicated to all staff about how to raise a complaint and to whom. Everyone in the organisation should understand how to raise any concerns and what steps will be taken. Line managers should be trained and confident to use the organisation's policies and to deal with concerns or complaints effectively, sensitively and consistently.

Every case should be investigated objectively and impartially. To ensure confidence of staff, no concerns or experiences should be ignored.



### FIND OUT MORE

Government guidance on workplace bullying and harassment  $\square$ 

CIPD guidance on bullying and harassment at work  $\square$ 

Acas guidance on discrimination, bullying and harassment

TUC guidance on preventing third-party harassment at work  $\square$ 



### A10.4

### **CRITERIA**

The organisation has developed an approach and takes steps to diversify the leadership of the organisation.

### **Example of evidence:**

An extract from an EDI strategy or action plan detailing steps to improving diversity amongst leadership

### **GUIDANCE**

There is a strong moral and business case for building diverse leadership teams within organisations.

Organisations should ensure that their leadership represents the workforce and community they serve.

The Equality and Human Rights Commission has developed a six- step guidance to improving board diversity in organisations:

### Making an appointment

- Define the selection criteria in terms of measurable skills, experience, knowledge, and personal qualities
- Reach the widest possible candidate pool by using a range of recruitment methods and positive action
- Provide a clear brief, including diversity targets, to an executive search firm

Assess candidates against the role specification in a consistent way throughout the process

### Continuing action to improve diversity

- Establish clear board accountability for diversity
- Widen diversity in the senior leadership talent pool to ensure future diversity in succession planning



### FIND OUT MORE

Equality and Human Right Commission – How to improve board diversity: a six-step guide to good practice  $\square$ 

Ambitious about Autism Covenant for Employers (ACE) ☑

ACAS - Understanding Neurodiversity

Change The Race Ratio campaign



A10.5

### **CRITERIA**

The organisation reports on their retention rates for pregnant women and people a year after they return to work following maternity or paternity leave.

### Example of evidence:

A report showing the retention rates of pregnant employees 12 months after returning from maternity leave

#### **GUIDANCE**

Pregnancy and maternity discrimination is against the law. However, research by the Department for Business, Energy and Industrial Strategy and the Equality and Human Rights Commission shows it is still a problem. Research by Pregnant then Screwed suggests 390,000 working mothers experience negative and potentially discriminatory treatment at work each year.

To ensure parents who return to work after maternity or paternity leave feel properly supported, employers can measure maternity retention rates for a six to 12-month period (or longer). This will provide insight on whether action is required to address any problems with maternity or paternity retention.



### FIND OUT MORE

The Equality and Human Rights Commission and Department for Business, Energy and Industrial Strategy's research on pregnancy and maternity discrimination 

□

Pregnancy, adoption and maternity: Return to work guide for employers ☑

Acas guidance on maternity leave, pay and other rights □

Acas guidance on managing employee's maternity leave and pay ☑



A10.6

### **CRITERIA**

Data is gathered about the workforce to calculate pay gaps in relation to gender. The organisation includes outsourced workers in its gender pay gap reporting.

### **Example of evidence:**

Anonymised data or a report relating to gender pay gaps

#### **GUIDANCE**

UK organisations with 250 or more employees must gather workforce data and publish statistics on the pay gap between their male and female employees as measured by hourly pay and bonuses. They must also report on the proportion of male and female workers in each pay quartile.

While such reporting is not a legal requirement for organisations with fewer than 250 employees, it is still good practice to collect information relating to gender pay gaps within the organisation. Organisations may also adopt an approach for including outsourced workers in their gender pay gap reporting.

Small and medium sized businesses should consider gathering data in relation to gender pay gaps (where data allows for statistical significance and anonymity). Including a narrative and action plan can be more meaningful for smaller businesses with limited data.



### FIND OUT MORE

Equality and Human Rights Commission - Pay gaps explained ☑

Government overview of gender pay gap reporting □

Government pay gap reporting service □

Government guidance on actions to close the gender pay gap  $\square$ 

Acas guidance and support for gender pay gap reporting 

☑

BITC Gender Pay Toolkits



A10.7

### **CRITERIA**

Data is gathered about the workforce to calculate pay gaps in relation to ethnicity. The organisation annually reports and publishes its ethnicity pay gap and an action plan, if the organisation has more than 250 employees.

### Example of evidence:

Anonymised data or a report relating to ethnicity pay gaps

### **GUIDANCE**

Unlike gender pay gaps, there is currently no legal requirement for UK businesses to disclose their ethnicity pay data However, the government has pledged to implement legislation to this effect by 2026.

Until such legislation is implemented, it is good practice for employers to voluntarily compile ethnicity pay reports as part of their approach to improving EDI in the workplace.

CIPD recommends employers publish annual ethnicity reports based on three key components:

 A uniform set of eight commonly defined statistics to profile pay by ethnicity  A supporting narrative to explain the nature and causation of any pay differentials and gaps by ethnic group evident in their statistics

STAGE 2

 An action plan of initiatives defined to reduce and remove any such gaps over time

Organisations should take positive steps, engaging with relevant staff networks, to encourage higher disclosure rates so their data is more meaningful and effective.





A10.7 (CONTINUED)

### **CRITERIA**

Data is gathered about the workforce to calculate pay gaps in relation to ethnicity. The organisation annually reports and publishes its ethnicity pay gap and an action plan, if the organisation has more than 250 employees.

### Example of evidence:

Anonymised data or a report relating to ethnicity pay gaps

#### **GUIDANCE**

Small and medium sized businesses should consider gathering data in relation to ethnicity pay gaps (where data allows for statistical significance and anonymity). Including a narrative and action plan can be more meaningful for smaller businesses with limited data.



### FIND OUT MORE

CIPD guidance for ethnicity pay gap reporting

CIPD report on encouraging ethnicity data disclosure □

Business in the Community – Guidance on monitoring ethnicity

Government blog on asking people about their ethnicity  $\square$ 



A10.8

### **CRITERIA**

Data is gathered about the workforce to calculate pay gaps in relation to disabled staff. The organisation annually reports and publishes its disability pay gap, if the organisation has more than 250 employees.

### Example of evidence:

Anonymised data or a report relating to disability pay gaps



### GUIDANCE

Unlike gender pay gaps there is currently no legal requirement for UK businesses to collect and disclose their disability pay data. However, the government has pledged to implement legislation to this effect by 2026.

Until such legislation is implemented, it is good practice for employers to voluntarily compile disability pay reports as part of their approach to improve EDI in the workplace.

Government guidance on reporting on disability, mental health, and wellbeing in the workplace, sets out:

- The benefits of increased transparency in the workplace
- Guidance on how data can be collected and where it can be reported
- Links to further support

It is aimed at organisations with over 250 employees but can be used by employers of any size. Small and medium sized businesses should consider gathering data in relation to disability pay gaps (where data allows for statistical significance and anonymity).



### FIND OUT MORE

Equality and Human Rights Commission - Pay gaps explained

Government guidance on voluntary reporting on disability, mental health and wellbeing

Network Rail example of voluntary reporting on disability pay gap 

☑

London Anchor Institutions Network guide to workforce disability data □

A10.9

### **CRITERIA**

Workforce data is analysed, and the organisation benchmarks itself against others.

### Example of evidence:

Anonymised data or a report relating to the workforce benchmarked against other organisations

### **GUIDANCE**

There is no legal obligation for organisations to review diversity in their workforce and during recruitment. However, employers must prevent discrimination at work and the two are closely linked.

If employers collect personal information (for example, ethnicity, gender identity, religion, sexuality) about job applicants or employees, they must protect their data. They must not discriminate against a candidate based on their personal information.

Analysing workforce data by diversity and inclusion can help organisations to:

STAGE 2

- Recruit and retain the best people from the widest talent pool
- Improve engagement and performance. Valuing and supporting the diversity of people's backgrounds and experiences will make them more likely to want to do well
- Identify and provide specific adjustments, training, or interventions to remove barriers faced by people with a range of impairments

It is important and useful to benchmark progress against other organisations and explore what others are doing. Networking with others is also helpful, both within and outside the organisation, to keep up-to-date and share learning.



A10.9 (CONTINUED)

### **CRITERIA**

Workforce data is analysed, and the organisation benchmarks itself against others.

### **Example of evidence:**

Anonymised data or a report relating to the workforce benchmarked against other organisations

### **GUIDANCE**

To support organisations in their data journey, the GLA's Workforce Data Equality Guide provides practical, step-by-step guidance on how to collect, analyse and act on equalities data in the organisation.

By analysing recruitment and workforce data, organisations can see where current gaps and challenges exist in relation to diversity and inclusion. They can then develop action plans to address diversity and inclusion issues at all levels and areas of their organisations. Benchmarking against others allows an organisation to explore what others are doing and adopt and adapt relevant ideas.

Qualitative data can also be used to collect insights on how an organisation is tackling diversity and inclusion challenges – for example, through engagement with staff networks.



### FIND OUT MORE

CIPD report on building inclusive workplaces □

CIPD factsheet: People analytics □

<u>CIPD factsheet: Equality, diversity and inclusion in the workplace</u> 
☐

GLA - Workforce Data Equality Guide

 $\frac{\text{Workforce Data Equality - London}}{\text{Benchmarking Tool}} \ \square$ 



### **CRITERIA**

The organisation has developed and actively participates in school and community outreach programmes.

### **Example of evidence:**

An example of a school or community outreach programme with a focus on diversity

#### **GUIDANCE**

Outreach programmes are a great way to increase diversity and inclusion and develop links with schools and local communities. They may include the following opportunities:

- Events introducing children and young people to work in a specific sector
- Sector events encouraging currently underrepresented groups to apply for roles and develop careers
- Short work experience or taster days (paid if they are conducting work)
- Tours of the organisation for community and school groups
- Supporting the work of relevant local organisations

This could focus on underrepresented or disadvantaged communities such as Black, Asian and minority ethnic groups, and those from lower socioeconomic backgrounds. This can include working with schools to offer short work experience placements or taster days.



### FIND OUT MORE

Aimhigher London 🗹

The Careers and Enterprise Comedy - Employer standards for career education 

☑

London Careers Hubs



### **CRITERIA**

The organisation identifies Diversity and Inclusion champions or representatives. Organisation leaders demonstrate their sponsorship and commitment.

### **Example of evidence:**

A strategy, action plan or extract that considers steps to minimise any disability pay gap

#### **GUIDANCE**

Diversity and inclusion champions play a central role in spreading good practice and encouraging the promotion of equalities within organisations. Champions can show that the organisation's culture embraces values like respect, positive attitudes, behaviours, and good communications.

### They may also:

- Raise awareness of diversity and inclusion policies
- Encourage individuals to speak up regarding diversity and inclusion concerns
- Role model positive behaviours to colleagues, partners, customers, and service users
- Constructively challenge those who discriminate, harass, speak or behave inappropriately



### FIND OUT MORE

Equality and Human Rights

Commission - Equality Act Guidance 

✓

CIPD equality, diversity and inclusion resources ☑

Diversity Champions:
Why you need them ☑



### **CRITERIA**

The organisation provides English for Speakers of Other Languages (ESOL) learning opportunities to the workforce during paid work hours.

### **Example of evidence:**

Details of an ESOL programme or learning opportunity communicated to staff

#### **GUIDANCE**

Organisations should help speakers of other languages (ESOL) to develop their English proficiency. This could include providing opportunities for learning during worktime, offering quiet rooms to aid such learning or supporting English language conversation clubs



### FIND OUT MORE

Government research on English for speakers
of other languages: access and progression 

☑

Criteria for English for speakers of other languages qualifications □

GLA ESOL Plus Employer Partnership

Learning & Work Institute: Supporting low-paid workers with an ESOL need □

Learning & Work Institute: Supporting people with English language needs to access apprenticeships



### **CRITERIA**

The organisation is a member of the Disability Confident Scheme and is actively improving practices to support disabled people as part of their commitment to the scheme.

### **Example of evidence:**

A screenshot or email confirmation of the organisation's Disability Confident status or an action plan outlining actions being taking as part of the scheme

### **GUIDANCE**

The Disability Confident scheme helps employers make the most of the opportunities by employing and developing disabled people. The voluntary scheme has been developed by employers' disabled people's representatives and the government. There are 3 levels to support employers on their Disability Confident journey:

· Level 1: Committed

Level 2: Employer

Level 3: Leader

Becoming a member of the Disability Confident Scheme can support organisations to take action to improve how they recruit, retain and develop disabled people. Organisations can sign up via the Government's website. To be recognised as Disability Confident, employers must agree to the Disability Confident commitments and identify actions to make a difference to disabled people in their workplace. Actions could include offering interviews to disabled people who meet the essential criteria of a job description.



### FIND OUT MORE

Disability Confident Scheme Z



### **CRITERIA**

The organisation has adopted an antiracism approach or strategy to address systemic racism and racial inequalities at work.

### **Example of evidence:**

A strategy that includes explicit steps to address systemic racism and racial inequalities in the workplace

### Managara

**GUIDANCE** 

Managers and non-managerial staff should receive training and resources to understand their role in addressing systemic racism and racial inequalities at work.

In consultation with their workforce, the organisation should adopt a formal anti-racism approach, with deliverable actions at all levels. This should be promoted and updated regularly.

Where possible, organisations should publish an anti-racism statement. It may be beneficial to include a commitment to understanding how structural racism impacts employees, or at least recognising the importance of training staff—especially those in leadership and management roles.

The organisation should have a clear process in place for individuals to report if they have witnessed or experienced racial discrimination, microaggressions, exclusion or harassment. These processes should operate in conjunction with whistleblowing procedures and other mechanisms for workforce dialogue and disciplinary procedures.



### FIND OUT MORE

CIPD: Anti-Racism Guide for Line Managers

Business in the Community: Anti-racism and Allyship in the Workplace: A Guide

Trades Union Congress: Anti-Racism in the Workplace. 10 Actions for workplace reps ☑

BITC Race and Mental Health at Work Factsheet

Race Equity Maturity Index



### **CRITERIA**

The organisation publishes its equality, diversity and inclusion (EDI) action plan on its website and demonstrates progress against actions.

### Example of evidence:

A link to the organisation's EDI action plan on its website

### **GUIDANCE**

An organisation that is successfully implementing an EDI action plan can further demonstrate its commitment by publishing its plan, and progress made to achieve it.

This communicates to clients, customers and prospective employees that the organisation values diversity and inclusion in its workforce. It also clearly ties positive EDI outcomes to the organisation's overall success and holds the organisation publicly accountable for delivering its stated objectives.



### FIND OUT MORE

Aspiring To Include guidance on monitoring, recording and publishing EDI figures

Five actions for HR to engage other leaders on EDI | CIPD ☑



### A11.1

### **CRITERIA**

A11.1 - A variety of channels are used for job advertisements, to attract a wide and diverse range of applicants for new roles in the organisation. For example, different websites, job boards, social media, events, and job fairs.

### **Example of evidence:**

A recent recruitment campaign where a variety of channels are used to advertise and promote a job opportunity

### **GUIDANCE**

Publicising a role widely, including using advertising and social media channels, helps attract a wider pool of applicants. An external recruiter could also be used to support employers with this (particularly for specialist roles). In these instances, it is important for employers to clearly communicate values relating to diversity and inclusion.

When publishing a job advert, employers should:

- Make role requirements clear, specific, and behaviour-based
- · Remove biased language from job adverts
- Offer flexible working by default
- Make salaries non-negotiable and include them transparently in job adverts

- Advertise the specific benefits and policies available
- Place job adverts where they are more likely to be seen by marginalised applicants



### FIND OUT MORE

 $\frac{\text{CIPD guide to inclusive recruitment}}{\text{for employers}} \ \square$ 

Equality and Human Rights Commission

guidance on how to improve board diversity

Gender decoder tool – to identify bias in job adverts  $\square$ 



STAGE 2

# INCLUSIVE RECRUITMENT

### A11.2

### **CRITERIA**

Job applications are proactively sought and encouraged from under-represented groups.

### Example of evidence:

A recent recruitment campaign that includes positive action statements to encourage applicants from under-represented groups

### **GUIDANCE**

Certain forms of positive action by an employer are permitted under the Equality Act 2010. Positive action involves an employer taking positive "proportionate" steps to reduce the hurdles faced by those groups under-represented in its workforce. There are general and specific types of positive action:

- General provisions on positive action allow an employer to take steps to encourage people from an under-represented group to take advantage of opportunities for employment.
- Taking such steps is subject to certain conditions, including reducing under-representation in the employer's workforce. They can include measures to encourage or train people from an underrepresented group to apply

 In defined circumstances, employers are permitted to recruit or promote an applicant from an underrepresented group, in favour of another applicant who is not from that group. This applies if, and only if, both applicants are 'as qualified as' each other

Steps that recruiters might take to encourage applications from under-represented groups include:

- Statements such as: 'We encourage applications from women and ethnic minorities, who are currently under-represented in this organisation' in recruitment
- Targeting advertising to reach under-represented groups
- Providing a guaranteed interview to disabled applicants who meet the minimum essential criteria (Disability Confident Interview Scheme)



(CONTINUED...)

### A11.2 (CONTINUED)

### **CRITERIA**

Job applications are proactively sought and encouraged from under-represented groups.

### Example of evidence:

A recent recruitment campaign that includes positive action statements to encourage applicants from under-represented groups



### FIND OUT MORE

Acas guidance on using positive action during recruitment  $\square$ 

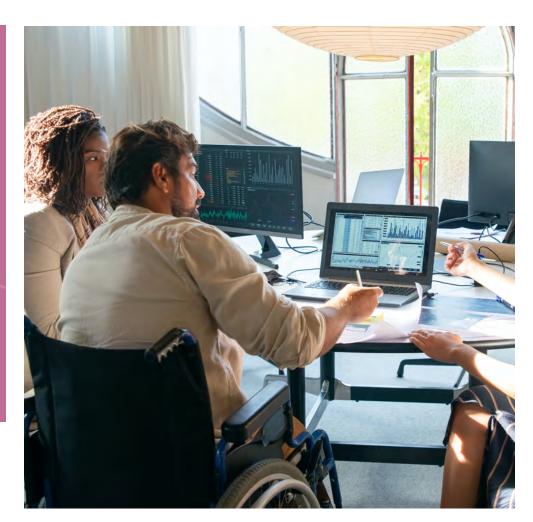
Care Leaver Covenant □

Government guidance on the Disability Confident scheme  $\square$ 

Neurodiversity in Business (NiB)

BITC Opening Doors to Refugees

 $\frac{\text{CIPD Guide for People Professionals}}{\text{on Hiring Refugees}} \ \square$ 





### A11.3

### **CRITERIA**

Steps are taken to make interview panels as diverse as possible, both in terms of gender and ethnicity.

### **Example of evidence:**

A recruitment and selection policy or details of the formal approach taken when arranging an interview panel

### **GUIDANCE**

Diverse interview panels can improve recruitment and promotion decisions and address unconscious bias. Where possible, organisations should create a panel that is diverse in terms of gender, age, ethnicity, nationality, and socio-economic background.

Organisations should also consider whether the burden placed on employees of diverse heritage to be part of interview panels is fair and proportionate. Tasks outside of someone's job role risk being undervalued, especially when performed by marginalised groups, so organisations should take steps to mitigate this.

Some organisations have a voluntary scheme of fair recruitment specialists with specific training for interview panels to call upon across departments.



### FIND OUT MORE

CIPD guide to inclusive recruitment for employers □

UCL's fair recruitment specialist scheme



### A11.4

### **CRITERIA**

Job adverts are accessible and inclusive. For example, checking for inclusive wording, using large and clear print and pictures.

### Example of evidence:

A recent recruitment campaign or job application that is accessible and inclusive

### **GUIDANCE**

Job advertisements should be accessible and inclusive (this includes the print, wording and any pictures used in the advert).

Descriptors, job titles and photos which describe personal characteristics may be discriminatory. This is because they imply only people with those characteristics are eligible for the job. To avoid this risk, use neutral descriptions of the skills or experience the organisation are looking for.

To make job adverts accessible and inclusive, employers can:

- Describe the required competencies or experience
- Use neutral language (such as gender and age neutral)
- Test different wording of job adverts to see how this influences who applies
- Speak about their diversity and the importance they place on creating an inclusive workplace.
- Review requirements for specific qualifications and consider whether these can be adapted to ensure that individuals with international qualifications can apply

(CONTINUED...)



STAGE 2

## INCLUSIVE RECRUITMENT

### A11.4 (CONTINUED)

#### **CRITERIA**

Job adverts are accessible and inclusive. For example, checking for inclusive wording, using large and clear print and pictures.

#### Example of evidence:

A recent recruitment campaign or job application that is accessible and inclusive



### FIND OUT MORE

Government guidance on accessible <u>communication formats</u> ☑

Government guidance on recruitment and disabled people

EHCR – Advertising good practice

EHCR – FAQ's around lawful advertising □

Acas guidance on how to advertise a job

HMRC's Virtual Empathy Hub - Digital Inclusion and <u>Accessibility Standards</u> ☑

CIPD Guide for People Professionals on Hiring Refugees



### A11.5

#### **CRITERIA**

## Jobs are advertised as flexible wherever possible.

#### Example of evidence:

A recent recruitment campaign or job application that advertises flexibility where possible

#### **GUIDANCE**

All employees have the legal right to request flexible working from Day One of their employment. Employers must deal with these in a 'reasonable manner'.

Flexible working does not just mean a combination of working from home and in the office. It can also include employees making use of jobsharing, flexitime or working reduced, compressed, annualised, or staggered hours.

Advertising jobs as flexible can also help organisations access a wider and more diverse talent pool, and also retain workers through changing life circumstances.

Here are some things to consider when using a 'happy to discuss flexible working' tagline in job adverts:

- Could the job be done on reduced hours, or as a job share?
- Are there any management or training needs to make a flexible working pattern work?
- Does the role require someone to be in the physical workspace all the time? Could the role be fulfilled in a hybrid manner or solely working from home?
- Only use the tagline where the hiring manager is genuinely open to an individual working flexibly in their role.

(CONTINUED...)



### A11.5 (CONTINUED)

#### **CRITERIA**

## Jobs are advertised as flexible wherever possible.

#### Example of evidence:

A recent recruitment campaign or job application that advertises flexibility where possible

Employers should also adopt a flexible and reasonable approach to similar requests from individuals with other employment statuses.

The government plans to strengthen the existing 'Day One' right to request flexible working, by requiring employers to explain the grounds on which they've denied a request. More information can be found in the government's <u>next steps to make work pay policy paper</u>.



### FIND OUT MORE

Next Steps to Make Work Pay policy paper

Government guidance on flexible working

Acas code of practice on handling flexible working requests □

Guidance on using the Working Families' <a href="happy to talk flexible working">happy to talk flexible working</a> tagline □

BITC Inclusive Flexible Working Toolkit

NHS Employers – flexible working options ☐



### A11.6

#### **CRITERIA**

A diverse mix of people are represented in marketing materials and job advertisements. For example, print and digital advertising.

#### Example of evidence:

A recent recruitment campaign, marketing media or an advert that shows a diverse mix of people

#### **GUIDANCE**

To reinforce the message that diversity and inclusion is valued, employers should feature a wide range of people in all recruitment marketing media, including:

- Website
- Careers' pages
- Social media activity
- Recruitment campaigns
- Presence and materials at jobs fairs and outreach events



### FIND OUT MORE

https://www.equalityhumanrights.com/guidance/guidance-discriminatory-adverts

EHCR research - What equality law means for advertisers and publishers  $\square$ 





### A11.7

#### **CRITERIA**

## Protected characteristics are sought and collected at recruitment stage.

#### Example of evidence:

Details or screenshots of the system used to monitor recruitment data and information relating to protected characteristics

#### **GUIDANCE**

Public sector employers may be required to carry out monitoring to meet their public sector equality duty. This includes recruitment, promotion, training, pay, grievances and disciplinary action by reference and the <u>protected characteristics</u> of their workers.

There is no requirement for most organisations to monitor and report on their staff profile. However, doing so can help an employer to assess if they are:

- Recruiting employees who are disadvantaged or under-represented
- Promoting people fairly whatever their protected characteristic
- Checking that women and men's pay is comparable in similar or equivalent jobs
- Making progress towards the aims set out in an equality, diversity and inclusion policy or strategy



### FIND OUT MORE

Government guidance on equality monitoring

Good equality practice 

✓

Acas equality and diversity monitoring form template □

Business Disability Forum: Asking for information about disability during recruitment

BITC Reducing Intersectional Bias in Recruitment Toolkit ☑



STAGE 2

## **INCLUSIVE RECRUITMENT**

### E11.1

#### **CRITERIA**

The organisation analyses and compares its workforce and recruitment data with the diversity of the local area in which it employs most of the workforce.

#### **Example of evidence:**

An extract from a report that compares workforce and recruitment data with diversity of the local area

#### **GUIDANCE**

London is one of the most diverse cities in the world and workforces should reflect this mix. There is no legal requirement on most organisations to monitor and report on their staff profile. However, collecting and monitoring this data can help organisations ensure their workforce reflects the diversity of their local area.

Benefits of this include greater understanding and insight of potential customers or clients, and greater trust developed with local communities and service users.

Analysing and assessing workforce data in comparison with the local area can help an employer see if they are:

 Recruiting employees who are disadvantaged or under-represented

- Promoting people fairly whatever their protected characteristic
- Checking that women and men's pay is comparable in similar or equivalent jobs
- Making progress towards the aims set out in an equality, diversity and inclusion policy or strategy



### FIND OUT MORE

Government guidance on equality monitoring  $\square$ 

Equality and Human Rights Commission guidance on good equality practice  $\square$ 

Acas equality and diversity monitoring form template  $\square$ 



### E11.2

#### **CRITERIA**

## Feedback is provided to unsuccessful job applicants where requested.

#### Example of evidence:

Examples of a feedback request form or communications with an unsuccessful job applicant

#### **GUIDANCE**

Giving constructive feedback to successful and unsuccessful candidates is an important part of the selection process. Successful applicants want to know about their strengths and possible areas for development in their new roles.

Unsuccessful applicants value timely feedback on development areas and how they can improve their performance in future. Organisations should be supportive of unsuccessful applicants, particularly strong candidates they might want to reapply for other roles in future. Providing feedback to unsuccessful candidates will over time improve the quality of applications an organisation receives.



### FIND OUT MORE

Resource for Employers best practice for 'the candidate journey'

Totaljobs guidance on giving feedback to unsuccessful candidates 

☑

The Recruitment and Employment

Confederation's 'Good Recruitment Collective'



### E11.3

#### **CRITERIA**

Steps have been put in place to actively diversify candidate shortlists, both in terms of gender and ethnicity. For example, by expanding the pool of applicants and advertising widely. This could include engaging with community organisations working with underrepresented groups and other actions.

#### Example of evidence:

Details of the approach taken to diversify candidate shortlists

#### **GUIDANCE**

Organisations should aim to diversify their candidate shortlists as much as possible. This includes setting out clear expectations with any recruitment firms they partner with to access the widest possible talent pools.



### FIND OUT MORE

Equality and Human Right Commission –
How to improve board diversity: a six-step
guide to good practice

Equality and Human Rights Commission guidance on the Equality Act

Socio-economic diversity and inclusion: employers' toolkit □



### E11.4

#### **CRITERIA**

Anonymous recruitment processes are used by the organisation. For example, removing names or schools from applications.

#### Example of evidence:

Details or screenshots of the recruitment software or approach used to anonymise applicants

#### **GUIDANCE**

Fair recruitment processes should anonymise candidates as far as possible to help prevent barriers to attracting, recruiting, and retaining diverse people from all backgrounds. Removing certain information that may unintentionally bias a decision-maker can signify to under-represented groups that their application will be fairly considered.

Removing certain information from the application (such as name, school, dates, nationality and what university they want to) can limit the risk of unconscious or affinity biases on the shortlisting process, by removing information that is irrelevant to past success or experiences. This ensures that organisations aim to judge people on merit and not on their background, race or gender.

Anonymous recruitment will not deliver a more diverse workforce on its own. It is one of a range of measures that covers recruitment and selection, talent and progression and creating an inclusive culture. Together, these will help better support diversity and inclusion.



FIND OUT MORE

Acas guidance on dealing with unconscious bias  $\square$ 



STAGE 2

### **INCLUSIVE RECRUITMENT**

### E11.5

#### **CRITERIA**

Information on socio-economic background is sought and collected at recruitment stage, in addition to protected characteristics.

#### Example of evidence:

Details or screenshots of the system used to monitor recruitment data and information relating to socio-economic backgrounds

#### **GUIDANCE**

Recording information relating to socio-economic background (as well as <u>protected characteristics</u>) can help an employer assess whether they are:

- Recruiting employees who are disadvantaged or under-represented
- Promoting people fairly whatever their background
- Making progress towards the aims set out in an equality, diversity and inclusion policy or strategy

It may also help recruiters identify areas where taking positive action may be appropriate. For instance, by highlighting parts of the workforce where people with certain backgrounds are disproportionately underrepresented.

Information relating to socio-economic background should be collected confidentially and separate to

an individual's main application, so that they cannot be identified.



### FIND OUT MORE

Lewis Silkin: Diversity monitoring and how to comply with the law  $\square$ 

Government research on social mobility: improving the collection and availability of data across government  $\square$ 

Social Mobility Commission – Cross-Industry Toolkit  $\square$ 

BITC Reducing Intersectional Bias in Recruitment Toolkit

Socio-economic diversity and inclusion: employers' toolkit □



### E11.6

#### **CRITERIA**

Reasonable adjustments are regularly offered to job applicants and used to make interview processes more accessible

#### Example of evidence:

Details or screenshots of how this is communicated to applicants within a job advert or application form

#### **GUIDANCE**

The Equality Act (2010) requires that organisations must make reasonable adjustments for individuals with protected characteristics.

Inclusive employers go beyond their legal requirements. They can widen their pool of applicants by proactively offering reasonable adjustments to candidates. Job adverts should make clear that candidates are encouraged to make this request if relevant to them.

Examples where reasonable adjustments may be required in a recruitment process:

- Providing application forms in a different format
- Hosting interviews on the ground floor to improve accessibility for candidates with mobility needs

- Providing interview questions ahead of time to all candidates, to allow them time to prepare considered responses
- Limiting the use of time-limited 'tests' unless directly relevant to the function of the job role



### FIND OUT MORE

ACAS guidance on following discrimination law in recruitment  $\square$ 

Government guidance on protected characteristics  $\square$ 

Government guidance on reasonable adjustments for disabled applicants □



# APPENDIX

GOOD WORK STANDARD CRITERIA SUMMARY





### **FAIR PAY**



#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F1.1** All workers and employees are paid at least the relevant National Living Wage or National Minimum Wage (including apprentices).
- **F1.2** All workers and employees are provided statutory leave entitlements (including holiday entitlement, sick pay, maternity, paternity and adoption leave).
- **F1.3** Itemised payslips are provided to all employees on a regular basis.
- F1.4 Interns are paid the National Minimum Wage and receive the same employment rights as employees (apart from school work experience, work shadowing or voluntary placements).
- **F1.5** Statutory notice period, consultation and pay for employees is given if and when redundancies are made.
- **F1.6** Executive pay ratios are published in annual reports if the company is publicly listed.



#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A1.1** The organisation is accredited as a Living Wage employer
- **A1.2** Apprentices are paid higher than the apprentice minimum wage and receive pay increases to match their growing skills and experience as they progress through their apprenticeship.
- A1.3 An above minimum paid leave entitlement is given to employees and workers. For example, this includes greater paid holiday, sick, bereavement, carers', parental, maternity, paternity and adoption.
- **A1.4** Pay and benefits are set using feedback and consultation with workers and employees.
- **A1.5** The organisation fairly considers equal pay claims.



#### **EXCELLENCE**

- **E1.1** All apprentices are paid the Living Wage as a minimum.
- **E1.2** Organisations in your supply chain are encouraged to pay and become accredited Living Wage employers.
- **E1.3** The organisation voluntarily calculates and publishes executive pay ratios for organisations with less than 250 employees.
- **E1.4** Pay levels and bands are accessible and transparent to help raise confidence that pay is set fairly across the organisation.
- **E1.5** The organisation applies a London Weighting to workers and employees based in London, to reflect higher pay rates and living costs of living in London.
- **E1.6** The organisation provides self-employed or freelancers with a written statement of engagement, including pay rates and escalation processes if any issues arise.

## FAIR CONTRACTS



#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F2.1** A written statement of employment particulars is given on or before the first day of employment including information on pay and conditions.
- **F2.2** Employees and workers are given GDPR privacy information on how the organisation records, stores, and uses personal information.
- **F2.3** A Modern Slavery Act statement has been developed and published by the organisation (this is only required by organisations with annual turnover of £36 million or more).
- **F2.4** Any zero-hours contracts do not contain exclusivity clauses.
- **F2.5** Exploitative zero-hours contracts are not used. Non-standard contracts are only used where they benefit both worker and employer, and with the worker's explicit consent.



#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A2.1** The organisation collects data and monitors the use of non-standard contracts, regularly reviewing how and when these are used. This includes zero-hours contracts, agency workers, fixed term contracts, sub-contractors and self- employed contractors or freelance workers.
- **A2.2** Any worker in your workforce can request a contract with guaranteed minimum hours and these are considered and responded to.
- **A2.3** The organisation's policies and procedures are communicated, shared and are accessible to all employees and workers in your workforce.
- **A2.4** Guidance or training is available on how to spot the signs of modern slavery and what workers can do.
- **A2.5** All workers are provided with a contract that reflects hours that are regularly worked (as judged against a 12-week reference period).
- **A2.6** Pay or compensation is provided when the organisation cancels a worker's shift with little or no notice.
- **A2.7** New and existing employees are informed of their right to join a trade union.



#### **EXCELLENCE**

- **E2.1** There is a policy or guidelines on reducing use of zerohours contracts in the organisation or a positive policy or guidelines on promoting job security and secure contracts.
- E2.2 The organisation reports on how non-standard contracts are used in annual reports, with a rationale for using them. Non-standard contracts include zerohours, fixed-term, agency workers and self-employed contractors.
- **E2.3** Due diligence protocols are in place to ensure that organisations in their supply chain provide decent working standards to the people they employ.

## FINANCIAL WELLBEING





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F3.1** New starters in the organisation are auto-enrolled in a pension scheme and mandatory minimum contributions are made as required by law.
- F3.2 The workforce can access information and guidance on financial wellbeing, debt management, welfare rights and entitlements. For example, signposting to resources provided by the Money and Pension Service, Childcare Choices or other external financial advice organisations.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A3.1** Information and guidance on pensions and their benefits are provided and promoted to your workforce.
- **A3.2** The organisation offers a mix of staff benefits in addition to regular pay.
- **A3.3** The organisation offers interest free loans to help workers with living costs. For example, childcare deposit loans, tenancy deposit loans and season ticket loans.



#### **EXCELLENCE**

- E3.1 Measures are taken to assist employees to build up a retirement pot based on the real cost of living, by meeting a minimum 12% contribution (at least 7% provided by the employer)
- **E3.2** The organisation works with local Credit Unions to provide affordable financial services to the workforce.
- **E3.3** The organisation offers a payroll saving scheme, allowing employees and workers to put aside savings as part of their regular payroll.
- **E3.4** Employees and workers are offered support with housing costs. Some examples could include mortgage finances, accommodation provision, preferential mortgage rates or more.

## **ENGAGEMENT AND VOICE**





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F4.1** There is an effective policy or process in place for communication with the workforce. The organisation is aware of and complies with ICE Regulations, which applies to organisations with 50 or more employees.
- **F4.2** Any written requests from trade unions to represent the workforce in collective bargaining are considered and responded to within 10 days.
- **F4.3** Any collective consultation arrangements or collective agreements in place with trade unions are regularly communicated to workers, employees and new starters in the organisation.
- **F4.4** An effective policy or procedure is in place to manage grievances. This is clearly communicated to the workforce.
- **F4.5** Clear channels of communication are established to enable regular dialogue between all levels of the organisation. These can include team meetings and staff forums.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A4.1** There is a clear policy or approach to how the organisation engages and communicates with workers and employees on issues and changes. For example, a staff engagement policy.
- **A4.2** Facilities for individuals to access and meet with trade unions and host induction meetings are provided.
- **A4.3** There is a clear policy or record of positive engagement with trade unions.
- A4.4 The organisation works with relevant trade union(s) and has agreed collective consultation and bargaining arrangements if requested by the workforces in the organisation.
- **A4.5** Regular opportunities are provided to the workforce to provide feedback on important issues and changes in the organisation.
- **A4.6** Appropriate conflict resolution and mediation methods have been implemented and communicated to your workforce.



#### **EXCELLENCE**

- **E4.1** Arrangements have been put in place for worker representation on company boards or equivalent senior decision-making forums or meetings.
- **E4.2** The organisation has appointed and works with trade union representatives on a range of workplace issues. For example, learning representatives, health and safety, equality and other representatives.
- **E4.3** There are staff networks or equivalent forums established to promote the interests and voice of underrepresented groups or issues within your organisation.
- **E4.4** The organisation actively encourages and promotes greater workforce dialogue within the organisation. For example, team volunteer days, offsite days and team building activities.
- **E4.5** The organisation enhances its workplace design and technology to encourage open dialogue amongst the workforce. For example, work from home kits, breakout spaces and team collaboration software.

## ENGAGEMENT AND VOICE (CONTINUED)





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

**F4.6** The organisation listens to feedback and regularly assesses whether the workforce have the facilities, tools and equipment required to do their job effectively.

### ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

- A4.7 Policies and procedures to protect speaking up and whistleblowing have been implemented and communicated to your workforce. This includes workforce and supply chain who report workplace harassment including sexual harassment.
- **A4.8** Written disciplinary and grievance rules and procedures have been implemented and communicated to your workforce.



#### **EXCELLENCE**

## HEALTH, WELLBEING AND WELFARE





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F5.1** The organisation identifies and manages health, safety and welfare at work risks.
- **F5.2** The organisation has a health and safety policy or approach set out. This must be in writing if the organisation has five or more employees.
- **F5.3** There are regular risk assessments of the workplace and workers. This should include risk assessments for stress, lone workers and night workers.
- **F5.4** Systems are in place for workers to raise and resolve health and safety issues. For example, working with employee elected health and safety representatives.
- **F5.5** The organisation holds current and up-to-date employers' liability insurance.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A5.1** The organisation has a health and wellbeing strategy or action plan in place with measurable objectives.
- **A5.2** A joint health and safety committee or trade union health and safety representatives are established in the organisation.
- **A5.3** Health and safety precautions have been implemented for night-time and shift workers. For example, the organisation is signed up to the Women's Night Safety Charter.
- **A5.4** Line managers are trained in attendance management.
- A5.5 Absence rates and causes are collected and monitored. Any trends are analysed and interventions put in place to address any issues. These interventions are evaluated to assess their impact on absence trends.



#### **EXCELLENCE**

- **E5.1** A mental health and wellbeing or stress prevention strategy is in place and followed. This should highlight the promotion of mental wellbeing to the organisation and address investment in the mental wellbeing of the workforce.
- **E5.2** Broader health services are promoted to your workforce. For example, physiotherapy, healthy eating, stop smoking and active commuting support.
- **E5.3** The organisation provides a confidential support service in-house or externally to individuals seeking advice or support on health and wellbeing issues. For example an Employee Assistance
- **E5.4** The organisation has developed and published its approach to Violence Against Women and Girls (VAWG) or domestic abuse and modern slavery.

## HEALTH, WELLBEING AND WELFARE (CONTINUED)







#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- F5.6 Worker representatives have been consulted prior to introducing surveillance technologies. Steps are taken to communicate if any monitoring of workers can or is being carried out, what is being monitored and why it is necessary. This can include checking work emails, website history, CCTV, drug tests or bag searches when needed for security, disciplinary or other reasons.
- **F5.7** A clear attendance management policy or guidance is in place and procedures are known to employees.
- **F5.8** The organisation is signed up to a weather-warning system to ensure they are notified ahead of any hot weather and have a plan in place to ensure workplace temperatures are at a comfortable level.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

#### **EXCELLENCE**

- **E5.5** Greater occupational health or sick leave is available for people managing health-related matters or difficult domestic circumstances. For example menopause, caring needs or domestic abuse leave.
- **E5.6** The organisation has developed and put in place a Menopause Action Plan.
- E5.7 The organisation has considered climate adaptations and measures for their workplace to remain healthy and safe workplaces during extreme weather, extreme heat and to respond to the impacts of climate change on workers.

## **WORK-LIFE BALANCE**





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F6.1** All staff members can request flexible working from day one. Requests for flexible working will be considered unless there are genuine business reasons why it is not possible.
- **F6.2** Shared parental leave is supported by the organisation for eligible employees.
- **F6.3** Unpaid time off is provided to employees for reasons of family and dependants.
- **F6.4** Part-time and fixed term workers have the same contractual rights as permanent full-time employees.
- **F6.5** Working time protections are in place, including nighttime working and maximum 48 hour working week.
- **F6.6** Workers and employees are provided adequate rest periods and breaks.
- **F6.7** Records are kept of night workers' hours and limits are not exceeded.
- **F6.8** The organisation considers good practice for designing shift schedules. For example, choice of shift patterns and varied workloads.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A6.1** Flexible working practices and family friendly policies are in place for all workers from day one. These are promoted to the whole workforce.
- **A6.2** There is a reasonable minimum notice period for allocating and changing shifts.
- **A6.3** The workforce is consulted when setting any shift patterns and times, anti-social working hours and pay premiums.
- **A6.4** The organisation has a system in place to support workers who are returning to work after parental leave.
- **A6.5** The organisation provides paid time off work to deal with emergencies involving dependents.



#### **EXCELLENCE**

- **E6.1** Measures are in place to identify and address excessive working, for example maximum hours worked, time off in-lieu and management intervention.
- **E6.2** Measures are in place to avoid excessive use of work communications outside of working hours or a culture of 'on call 24 hours', unless a requirement of the role. This could include a right to disconnect clause.
- E6.3 The organisation offers additional paid premature and neonatal baby leave. This for parents who require additional time off due to their baby being born before 37 weeks or full term and require
- **E6.4** Additional, above statutory paid leave types are available for workers. For example special leave, study leave, leave for caring responsibilities or school transition amongst others.
- **E6.5** Policies are in place to support employees' reproductive health. For example, this could include a fertility policy, menstruation/menstrual disorder policy or miscarriage policy.

## MANAGEMENT AND LEADERSHIP



### FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

- **F7.1** Managers understand their duty to protect the health, safety and welfare of their workers and take appropriate actions.
- **F7.2** Managers and leaders are informed and understand their roles and responsibilities.
- **F7.3** Managers and leaders lead by example and ensure that everyone in the organisation is treated with trust and respect.
- **F7.4** Clear objectives are set for workers, and managers provide regular feedback on their progress.
- **F7.5** Managers promote learning and development opportunities throughout the organisation.



#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A7.1** A performance management framework or approach has been developed and all people in the workforce have the opportunity for regular 1:1 conversations with their managers.
- **A7.2** Line managers have appropriate training to support their personal development and performance. For example, giving performance feedback, carrying out appraisals, and attendance
- **A7.3** Managers and leaders have access to learning and training across a range of other topics relevant to the organisation. For example, recruitment, workforce dialogue, diversity and inclusion.
- **A7.4** People management and development practices in your organisation are enhanced through workforce feedback. For example this can include regular staff survey questions.



#### **EXCELLENCE**

- **E7.1** Managers' key competencies and development objectives have an explicit focus on team and individual learning and development.
- **E7.2** Managers and supervisors are trained or are knowledgeable in managing conflict and difficult conversations, or can help workers to access support within the organisation.
- **E7.3** Managers regularly receive feedback from multiple sources as part of their development plans. For example, 360 feedback.
- **E7.4** Managers and leaders have access to accredited training.

## SKILLS AND DEVELOPMENT





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F8.1** New starters in the organisation undertake an induction process.
- **F8.2** On-the-job training is offered to ensure that workers have adequate core skills to complete their role.
- **F8.3** Training and skills development activities are scheduled during working hours wherever possible.
- **F8.4** Workers and employees are paid for time spent travelling to and from training that is required by the employer.
- **F8.5** Training and development rights are clearly communicated to the workforce. This includes the right to request time off for training or study.
- **F8.6** The organisation pays the apprenticeship levy if payroll is greater than £3m.
- **F8.7** The organisation ensures all apprenticeships last a minimum of 12 months and provide 20% off-the-job training.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A8.1** The organisation hosts apprenticeships or training opportunities as pathways into employment in the organisation. These roles should include flexible working options where possible.
- **A8.2** There is a structured programme of training and development accessible and available to everyone in the organisation.
- **A8.3** Informal training and transferable skills gained outside of work, such as through volunteering, are recognised and counted in personal development plans.
- **A8.4** Workers and employees are granted paid time off to pursue union-led learning opportunities (if the organisation has a recognised trade union).
- **A8.5** Actions are taken by the organisation to maximise the use of the apprenticeship levy allowance.



#### **EXCELLENCE**

- **E8.1** The organisation offers accredited and widely recognised training that encourages lifelong learning beyond the skills requirements for the job and improves prospects for career progression.
- **E8.2** The organisation proactively identifies future skills and training needs through skills and career planning processes.
- **E8.3** The organisation promotes apprenticeships. For example, through a recognised apprenticeship promotion programme.
- **E8.4** The organisation offers supported internships to young people with special educational needs and disabilities.
- **E8.5** The organisation collaborates with local colleges and/ or training providers to shape training provision and meet industry needs. For example,
- **E8.6** An allowance of volunteering leave is provided and
- **E8.7** Employer Supported Volunteering (ESV) is promoted within the organisation.

## **IN-WORK PROGRESSION**





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F9.1** Clear job descriptions and responsibilities are communicated to everyone in the workforce.
- **F9.2** Progression opportunities such as promotions, secondments or other career development opportunities are open to everyone in the workforce.
- **F9.3** Feedback on performance, development and progression is regularly given to everyone in the workforce

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A9.1** There are clear progression pathways, levels or systems for promotions and pay growth in the organisation.
- **A9.2** There is a system for supporting development of workers in the organisation. For example, development plans, regular performance reviews and/or appraisals.
- A9.3 The organisation actively supports the progression of underrepresented or disadvantaged groups within the organisation, including women, through dedicated positive programmes. For example mentoring, leadership or sponorship programmes.



#### **EXCELLENCE**

- **E9.1** Regular development reviews focus on long-term career progression and skills development beyond current job requirements.
- **E9.2** Workers and employees have access to other career enhancing roles and opportunities in the organisation to gain broader experience. For example, rotations, secondments or internal transfers.
- **E9.3** The organisation has put in place a mentoring, reverse mentoring or coaching scheme between senior and junior members of the workforce.
- **E9.4** The organisation undertakes workforce planning and reviews team structures and job design to ensure that roles are well-designed and provide opportunities for skills development and career progression.

## **EQUALITY, DIVERSITY AND INCLUSION**





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F10.1** There is an Equality, Diversity and Inclusion (EDI) strategy for the organisation and a statement is provided in recruitment material.
- **F10.2** Steps are taken in the organisation to prevent unlawful discrimination and harassment.
- **F10.3** The organisation reports and publishes its gender pay gap each year by law, if the organisation has more than 250 employees.
- **F10.4** The organisation makes reasonable adjustments to ensure disabled workers (including physical and mental health conditions) are not disadvantaged in the workplace. This may include adjustments to the recruitment process.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- **A10.1** The organisation has developed an action plan or approach with measurable objectives to tackle inequality and improve diversity and inclusion.
- **A10.2** Equality, diversity and inclusion training is offered to the workforce.
- **A10.3** The organisation has set a zero-tolerance policy for all forms of discrimination, harassment and bullying.
- **A10.4** The organisation has developed an approach and takes steps to diversify the leadership of the organisation.
- **A10.5** The organisation reports on their retention rates for pregnant women and people a year after they return to work following maternity or paternity leave.
- **A10.6** Data is gathered about the workforce to calculate pay gaps in relation to gender. The organisation includes outsourced workers in its gender pay gap reporting.



#### **EXCELLENCE**

- **E10.1** The organisation has developed and actively participates in school and community outreach programmes.
- **E10.2** The organisation identifies diversity and inclusion champions or representatives. Organisation leaders demonstrate their sponsorship and commitment.
- **E10.3** The organisation provides English for Speakers of Other Languages (ESOL) learning opportunities to the workforce during paid work hours.
- E10.4 The organisation has become a member of the Disability Confident Scheme and is actively improving practices to support disabled people as part of their commitment to the scheme
- **E10.5** The organisation has adopted an anti-racism approach or strategy to address systemic racism and racial inequalities at work.
- **E10.6** The organisation publishes its equality, diversity and inclusion action plan on its website and its progress against actions.

## EQUALITY, DIVERSITY AND INCLUSION (CONTINUED)







#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

- A10.7 Data is gathered about the workforce to calculate pay gaps in relation to ethnicity. The organisation annually reports and publishes its ethnicity pay gap and an action plan, if the organisation has more than 250 employees.
- **A10.8** Data is gathered about the workforce to calculate pay gaps in relation to disabled staff. The organisation annually reports and publishes its disability pay gap, if the organisation has more than 250 employees.
- **A10.9** Workforce data is recorded and analysed. Where appropriate the organisations benchmarks itself against others.

#### **EXCELLENCE**





#### **FOUNDATION**

The basics for every employer, starting with the minimum legal requirements.

- **F11.1** When recruiting, the organisation is aware of and follows laws on discrimination.
- **F11.2** The organisation is aware of responsibilities to check that job applicants are allowed to work in the UK and to inform the applicants that these checks will be carried out.
- **F11.3** The organisation is aware of its responsibilities to be accurate and fair when providing references and follows laws on discrimination.
- **F11.4** The organisation provides information about vacancies in alternative formats and accepts applications in alternative formats when requested and possible. For example, paper applications.
- **F11.5** Accurate personal records of new employees and workers are collected at recruitment stage.

#### **ACHIEVEMENT**

Employment practices every good employer should aim to achieve a fair and decent workplace.

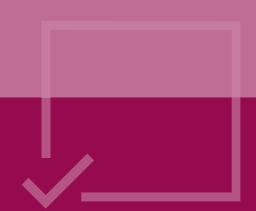
- **A11.1** A variety of channels are used for job advertisements, to attract a wide and diverse range of applicants for new roles in the organisation. For example, different websites, job boards, social media, events and job fairs.
- **A11.2** Job applications are proactively sought and encouraged from under-represented groups.
- **A11.3** Steps are taken to make interview panels as diverse as possible, both in terms of gender and ethnicity.
- **A11.4** Job adverts are accessible and inclusive. For example, checking for inclusive wording, using large and clear print and pictures.
- **A11.5** Jobs are advertised as flexible wherever possible.
- **A11.6** A diverse mix of people are represented in marketing materials and job advertisements. For example, print and digital advertising.
- **A11.7** Protected characteristics are sought and collected at recruitment stage.



#### **EXCELLENCE**

- **E11.1** The organisation analyses and compares its workforce and recruitment data to the diversity of the local area in which it employs most of the workforce.
- **E11.2** Feedback is provided to to unsuccessful job applicants where requested.
- **E11.3** Steps have been put in place to actively diversify candidate shortlists, both in terms of gender and ethnicity. For example, by expanding the pool of applicants and advertising widely. This could include engaging with community organisations working with underrepresented groups and other actions.
- **E11.4** Anonymous recruitment processes are used by the organisation. For example, removing names or schools from applications.
- **E11.5** Information on socio-economic background is sought and collected at recruitment stage, in addition to protected characteristics.
- **E11.6** Reasonable adjustments are regularly offered to job applicants and used to make interview processes more accessible.

### **MAYOR OF LONDON**



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