MAYOR OF LONDON

EMPLOYER GUIDANCE
FOR THE
MAYOR'S GOOD WORK STANDARD

Contents

Introduction

The Mayor's Good Work Standard brings together best employment practice and links to resources and support from across London to help employers improve their organisations. The initiative has been developed with London's employers, professional bodies and experts. We particularly thank CIPD for their support.

The Good Work Standard sets the benchmark the Mayor wants every London employer to work towards and achieve. It is for employers of all sizes across public, private and voluntary sectors.

Organisations able to meet the Good Work Standard criteria can apply for accreditation and recognition as leading employers from the Mayor. This document explains each of the criteria and gives links to partners who can provide further guidance.

The Mayor has worked with the CIPD to develop this tool which we hope you will find useful. This information is also built into the self-assessment tool.

Benefits of the Mayor's Good Work Standard

Employers play an important role in the lives of the people working for them. They can ensure the health and safety of their workers and employees. They can also ensure they are fairly treated and rewarded. This can help improve an organisation's performance and success. It can also bring business benefits such as:

- 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
- better reputation

Accredited organisations will be given the Good Work Standard logo to help them stand out as employers. We also run and promote a series of recognition, learning and networking events for GWS members all year around.

Accreditation

To achieve the Good Work Standard, employers must first complete the self-assessment for the Foundation criteria. These are the legal requirements and basics of employment practice that every employer should have in place.

Once employers have completed this stage, they will be invited to register for the Good Work Standard. This includes criteria at two levels;

- Achievement - the standard for good employment practice
- Excellence - for employers that demonstrate how they embed excellent practices into their organisation

Overview of terms

The Good Work Standard is valid for two years. To stay accredited, employers are asked to submit information every year (for example up to date contact details). We will also ask employers to:

- share with their workforce that they meet the Good Work Standard
- update the GLA if the criterion they meet changes

The London Healthy Workplace Award

The Healthy Workplace Award is a complementary scheme led by the Mayor and supported by Public Health England. It acts as a template for good practice for employers who invest in their employees' health and wellbeing. Employers who have the Healthy Workplace Award will get a head start in completing the Good Work Standard.

About the CIPD

The CIPD is the professional body for HR and people development. The not-for-profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 145,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

Good Work Standard Criteria

Pillar 1 – Fair pay and conditions

	Foundation	Achievement	Excellence
1. Pay	F1.1 - All workers and employees are paid at least the relevant National Minimum Wage or National Minimum wage.	A1.1 - The organisation is accredited as a Living Wage employer.	E1.1 - All apprentices are paid the London Living Wage as a minimum.
	F1.2 - All workers and employees are provided statutory leave entitlement. This includes annual leave, sick pay, maternity, paternity and adoption leave	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	E1.2 - Organisations in your supply chain are encouraged to pay and become accredited London Living Wage employers.
	F1.3 - Itemised payslips are provided to all employees on a regular basis.	A1.3 - Above minimum paid leave entitlement is given to employees and workers. This includes greater paid holiday, sick, maternity, paternity and adoption leave.	
	F1.4 - Interns are paid the National Minimum Wage and receive the same employment rights as employees. This may exclude school work experience, work shadowing or voluntary placements.	A1.4 - Pay and benefits are set using feedback and consultation with workers and employees.	E1.4 - Pay levels and bands are accessible and transparent to help raise confidence that pay is set fairly across the organisation.
	F1.5 - Statutory notice period, consultation and pay for employees is provided if and when redundancies are made.		E1.5 - The organisation applied a London Weighting to workers and employees based in London, to reflect higher pay rates and living costs of living in London.
	F1.6 - Executive pay ratios are published in annual reports if the company is publicly listed.		E1.6 - Voluntarily calculate and publish executive pay ratios for organisations with less than 250 employees

	Foundation	Achievement	Excellence
2. Contracts	F2.1 - Written statements of employment particulars are provided to all employees and workers within two months of starting employment.	A2.1 - A written statement of employment particulars is provided on the first day of employment and includes clear information on pay, conditions, employment status, rights and entitlements.	E2.1 - There are guidelines and/or limits set on how zero-hour contracts are used within the organisation
	F2.2 - Employees and workers are provided with GDPR Privacy information detailing how the organisation records, stores and uses personal information.	A2.2 - The organisation collects data and monitors the use of non-standard contracts, regularly reviewing how and when these are used. This includes zero-hour contracts, agency workers, fixed term contracts, sub-contractors and self-employed contractors.	E2.2 - Contracts with guaranteed minimum or set weekly hours are offered as an option to new workers and employees
	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.	A2.3 - Any worker in your workforce can request a contract with guaranteed minimum hours and these are considered and responded to.	E2.3 - Some form of pay or compensation is provided when the organisation cancels a worker's shift with little or no notice.
	F2.4 - Any zero-hour contracts do not contain exclusivity clauses	A2.4 - The organisations policies and procedures are communicated, shared and are accessible to all employees and workers in your workforce.	E2.4 - The organisation reports on how non-standard contracts are used in annual reports, with a rationale for using them. Non-standard contracts include zero-hour, fixed-term, agency workers and self-employed contractors.
	F2.5 – Non-standard contracts, including zero-hours contracts, are only used where they are beneficial for both worker and employer	A2.5 - Guidance and/or training is available on how to spot the signs of modern slavery and what workers can do	E2.5 – Due diligence protocols are in place to ensure that organisations in your supply chain provide decent working standards to the people they employ.

	Foundation	Achievement	Excellence
3. Financial wellbeing	F3.1 - New starters in the organisation are auto-enrolled in a pension scheme and mandatory minimum contributions are made as required by law.	A3.1 - Information and guidance on pensions and their benefits are provided and promoted to your workforce.	E3.1 - Measure have been taken to encourage a worker to receive a greater than minimum pension contribution and aspires to a target of at least 15%, with 10% from the employer
	F3.2 - Information and guidance on financial wellbeing and debt management is available to your workforce. For example this can include signposting to resources provided by the Money Advice Service or other external financial advice organisations.	A3.2 - The organisation offers a mix of staff benefits in addition to regular pay.	E3.2 - The organisation works with local Credit Unions to provide affordable financial services to your workforce.
		A3.3 - The organisation offers interest free loans to help workers with living costs. These may include childcare deposit loans, tenancy deposit loans, season ticket loans and more.	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.

Pillar 2 – Workplace wellbeing

	Foundation	Achievement	Excellence
4. Workforce dialogue	F4.1 - 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.	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, this can include staff engagement policy.	E4.1 - Arrangements have been put in place for worker representation on company boards or equivalent senior decision-making forums or meetings.
	F4.2 - Any written requests from trade unions to represent your workforce in collective bargaining are considered and responded to within 10 days.	A4.2 - Facilities and access are provided to your workforce to meet with trade unions and host induction meetings.	E4.2 - The organisation has appointed and works with trade union representatives on a range of workplace issues. For example these can be learning representatives, health and safety, equality and other representatives.
	F4.3 - Any collective consultation arrangements or collective agreements in place with Trade Unions are communicated to workers and employees and new starters in the organisation.	A4.3 - The organisation works with relevant trade union/s and has agreed collective consultation and bargaining arrangements if requested by the workforce.	E4.3 - There are staff networks or equivalent forums established to promote the interests and voice of underrepresented groups or issues within your organisation.
	F4.4 - An effective policy is in place to manage disciplinary and grievance procedures. This is clearly communicated to the workforce.	A4.4 - Regularly opportunities are provided to the workforce to provide feedback on important issues and changes in the organisation. For example, this could include regularly administered staff surveys.	E4.4 - The organisation actively encourages and promotes greater workforce dialogue within the organisation. For example this could be through team volunteer days, offsite days and team building activities.
	F4.5 - There are clear channels of communication established that facilitate regular dialogue between all levels of the organisation. These can include team meetings, staff forums	A4.5 - Appropriate conflict resolution and mediation methods have been implemented and communicated to your workforce.	E4.5 - The organisation supports the health and wellbeing of its workers by enhancing the physical work environment. For example equipment and furniture, building layout and design.
	F4.6 - The organisation listens to feedback and assesses regularly assesses whether the workforce have the facilities, tool and equipment required to do their job effectively.	A4.6 - Policies and procedures to protect speaking up and/or whistleblowing have been implemented and communicated to your workforce.	
		A4.7 - Written disciplinary rules and procedures have been implemented and communicated to your workforce.	

	Foundation	Achievement	Excellence
5. Health, wellbeing and welfare	F5.1 - A risk assessment programme has been implemented and all employees are informed of the workplace risks that affect them and the controls in place	A5.1 - Obtain the Commitment award for the London Healthy Workplace Award	E5.1 - Obtain the Achievement award for the London Healthy Workplace Award
	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.	A5.2 - The organisation has a health and wellbeing strategy or action plan in place with measurable objectives.	E5.2 - A mental health and wellbeing/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
	F5.3 - Risk assessments or the workplace and workers are carried out regularly. This should include risk assessments for stress, lone workers and night workers.	A5.3 - A joint health and safety committee and/or trade union healthy and safety representatives are established in the organisation.	E5.3 - Broader health services are promoted to your workforce. For example, this can include physiotherapy, healthy eating, stop smoking and active commuting support.
	F5.4 - Systems are in place for workers to raise and resolve health and safety issues. For example, this can include working with employee elected health and safety representatives.	A5.4 - Health and safety precautions have been implemented for night-time and shift workers. For example, the Women's Night Safety Charter.	E5.4 - 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 Programme.
	F5.5 - The organisation holds current and up-to-date employers' liability insurance.	A5.5 - Sign up to the Women's Night Safety Charter	E5.5 - The organisation has developed and published its approach to Violence Against Women and Girls (VAWG) and/or domestic violence.
	F5.6 - Steps have been taken to communicate if any monitoring of workers can or is being undertaken, 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.	A5.6 - Line managers have participated in Attendance Management training	E5.6 - Greater occupational health sick/health leave is available for people managing health-related matters or difficult domestic circumstances. For example, menopause and/or domestic abuse leave.
	F5.7 - A clear attendance management policy/guidance is in place and procedures are known to employees.	A5.7 - 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.	

PILLAR 2
Workplace wellbeing

	Foundation	Achievement	Excellence
6. Work-life balance	F6.1 - The organisation is aware of and complies with flexible working law. For example, all employees can request flexible working after 26 weeks of continuous service.	A6.1 - 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.	E6.1 - Measures are in place to identify and address excessive working, for example maximum hours worked, time off in-lieu, management intervention.
	F6.2 - Shared parental leave is facilitated by the organisation for eligible employees.	A6.2 - There are flexible working practices and family friendly policies in place which are promoted and available to all of the workforce, unless there is a genuine business reason why it is not possible.	E6.2 - Measure 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.
	F6.3 - Unpaid time off is provided to employees for reasons of family and dependents	A6.3 - There is a minimum notice period for allocating and changing shifts agreed and implemented.	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 neonatal care.
	F6.4 - Part-time and fixed term workers have the same contractual rights as permanent full-time employees.	A6.4 - Your workforce is consulted in setting any shift patterns and times, anti-social working hours and pay premiums.	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.
	F6.5 - Working time protections are in place, including night time working and maximum 48 hour working week.	A6.5 - The organisation has a system in place to support workers who are returning to work after parental leave.	
	F6.6 - Workers and employees are provided adequate rest periods and breaks	A6.6 - The organisation provides paid leave for to workers and employees for reasons of family and dependents.	
	F6.7 - Night shift workers are offered free health assessments (by a healthcare professional) and their hours are limited and recorded according to legal requirements		
	F6.8 - Shift schedules are designed in conjunction with the needs of the worker and using best practice. For example, this includes how shift patterns and variation of workloads are designed.		

Pillar 3 – Skills and progression

	Foundation	Achievement	Excellence
7. Management and leadership	F7.1 - Managers understand their duty to protect the health, safety and welfare of their workers and take appropriate actions.	A7.1 - A performance management framework or approach has been developed and all people in your workforce have the opportunity for 1:1 conversation with their managers	E7.1 - Managers' key competencies and development objectives have an explicit focus on team and individual learning and development. This could include an expectation for managers to coach/mentor their team members.
	F7.2 - Managers and leaders are informed and understand their roles and responsibilities.	A7.2 - Line managers have appropriate training to support their personal development and performance in the workplace. For example, this can include management, giving performance feedback, carrying out appraisals, and attendance management.	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.
	F7.3 - Managers and leaders lead by example and ensure that everyone in the organisation is treated with trust and respect.	A7.3 - Managers and leaders have access to learning and training across a range of other topics relevant to the organisation. For example, this can include recruitment, workforce dialogue, diversity and inclusion.	E7.3 - Managers regularly receive multi-source feedback as part of their development plans. For example, this could include 360 feedback.
	F7.4 - Clear objectives are set for workers and managers provide regular feedback on their progress.	A7.4 People management and development practices in your organisation are enhanced through workforce feedback. For example, this can include regular staff surveys	E7.4 - Managers and leaders are have access to accredited training. For example, CPD accredited training courses.
	F7.5 - Managers promote learning and development opportunities throughout the organisation.		

PILLAR 3
Skills and progression

	Foundation	Achievement	Excellence
8. Skills & development	F8.1 - New starters in the organisation undertake an induction process.	A8.1 - The organisation offers apprenticeships and training opportunities as pathways into employment in the organisation. These roles should include flexible working options where possible.	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.
	F8.2 - On-the-job training is offered to ensure that workers have adequate core skills to complete their role.	A8.2 - There is a structured programme of training and development accessible and available to everyone in the organisation.	E8.2 - The organisation proactively identifies future skills and training needs through skills and career planning processes.
	F8.3 - Training and skills development activities are scheduled during working hours wherever possible.	A8.3 - Informal training such as volunteering is recognised and counted in personal development plans.	E8.3 - The organisation promotes apprenticeships. For example, through a recognised apprenticeship promotion programme.
	F8.4 - Workers and employees are paid for time spent travelling to and from training.	A8.4 - Workers and employees are granted paid time off to pursue union-led learning opportunities (if the organisation has a recognised trade union).	E8.4 - The organisation offers supported internships to young people with special educational needs and disabilities.
	F8.5 - Training and development rights are clearly communicated to your workforce, including the right to request time off for training or study.	A8.5 - Actions are taken by the organisation to maximise the use of the apprenticeship levy allowance.	E8.5 - The organisation collaborates with local colleges and/or training providers to shape training provision and meet industry need. For example, this could include offering insight days to their students.
	F8.6 - The organisation pays the apprenticeship levy, if payroll is greater than £3 million.		E8.6 - An allowance of volunteering leave is provided and Employer Supported Volunteering (ESV) is promoted within the organisation.
	F8.7 - All apprenticeships last are a minimum of 12 months and provide 20% off-the-job training.		

PILLAR 3
Skills and progression

	Foundation	Achievement	Excellence
9. In-work progression	F9.1 - Clear job descriptions and responsibilities are communicated to everyone in the workforce.	A9.1 - There are clear progression pathways, levels and/or systems for promotions and pay growth in the organisation.	E9.1 - Regular development reviews focus on long-term career progression and skills development beyond current job requirements
	F9.2 - Progression opportunities such as promotions, secondments or other career development opportunities are open to everyone in the workforce.	A9.2 - There is a system for supporting development of workers in the organisation. For example, this could include development plans, regular performance reviews and/or appraisals.	E9.2 - Workers and employees have access to other career enhancing roles and opportunities in the organisation to gain broader experience. For example, this could be rotations, secondments or internal transfers.
	F9.3 - Feedback on performance, development and progression are regularly provided to everyone in the workforce.	A9.3 - There organisation supports the progression of underrepresented or disadvantaged groups, including women, through positive programmes. For example, sponsorship programmes such as GLA's OurTime initiative.	E9.3 - The organisation has put in place a mentoring and/or coaching scheme in place 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

Pillar 4 – Diversity and recruitment

	Foundation	Achievement	Excellence
10. Equality, Diversity & Inclusion	F10.1 - There is an Equality, Diversity and Inclusion strategy for the organisation and a statement is provided in recruitment material.	A10.1 - The organisation has developed action plan or approach to tackle inequality and improve diversity.	E10.1 - The organisation voluntarily reports and publishes its gender pay gap, even if there are under 250 employees, unless doing so would lead to the disclosure of pay information on individuals. Please still answer 'Yes' to this criteria if your organisation has more than 250 employees and publishes an annual gender pay gap report.
	F10.2 - Steps are taken in the organisation to prevent unlawful discrimination and harassment.	A10.2 - Equality, diversity and inclusion training is offered to your workforce.	E10.2 - The organisation voluntarily reports and publishes its ethnicity pay gap, where data allows for statistical significance.
	F10.3 - The organisation reports and publishes its gender pay gap each year by law, if the organisation has more than 250 employees.	A10.3 - The organisation has set is a zero-tolerance policy for all forms of discrimination, harassment and bullying.	E10.3 - Your organisation has considered and/or takes steps to minimise any disability pay gap.
	F10.4 - The organisation considers making reasonable adjustments to ensure workers with disabilities or physical or mental health conditions are not disadvantaged in the workplace. This may include adjustments to your recruitment process.	A10.4 - The organisation has developed an approach and takes steps to diversify the leadership of the organisation.	E10.4 - The organisation has developed and actively participates in in school and community outreach programmes. This can include working with schools to offer short work experience placements and/or taster days.
		A10.5 - The rate of which parents return to the organisation after maternity or paternity leave is measured, to find trends and any issues with how family friendly the workplace is.	E10.5 - The organisation provides or supports learning for English for speakers of other languages (ESOL) members of the workforce during paid working hours.
		A10.6 - Data is gathered about the workforce to calculate pay gaps in relation to gender and ethnicity.	E10.6 - Diversity and Inclusion champions or representatives have been
		A10.7 - Data is gathered about the workforce to calculate pay gaps in relation to disabled staff.	E10.7 - Workforce data is used to develop action plans to tackle diversity and inclusion challenges throughout all levels and areas of the organisation.
		A10.8 - Data on your workforce is analysed, compared and benchmarked to other organisations.	

	Foundation	Achievement	Excellence
11. Recruitment	F11.1 - When recruiting, the organisation is aware of and follows laws on discrimination.	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 this can include a range of websites, job boards, social media, events, job fairs and more.	E11.1 - The organisation analyses and compares its workforce and recruitment data to the diversity of the local area in which it employs the majority of the workforce.
	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.	A11.2 - Job applications are proactively sought and encouraged from underrepresented groups.	E11.2 - Provide feedback for both successful and unsuccessful job applicants
	F11.3 - The organisation is aware of its responsibilities to be accurate and fair when providing references and follows laws on discrimination.	A11.3 - Steps are taken to make interview panels as diverse as possible, both in terms of gender and ethnicity.	E11.3 - Steps have been put in place to diversify candidate shortlists, both in terms of gender and ethnicity. For example, this can include expanding the pool of applicants, advertising widely and other actions.
	F11.4 - The organisation provides information about vacancies in alternative formats and accepts applications in alternative formats when requested and possible. For example, this might be a non-electronic application.	A11.4 - Job adverts are accessible and inclusive. For example, this can include checking for inclusive wording, using large and clear print and pictures.	E11.4 - Anonymous recruitment processes are used by the organisation. For example, name-blind and/or school-blind recruitment processes.
	F11.5 - Accurate personal records of new employees and workers are collected at recruitment stage.	A11.5 - Jobs are advertised as flexible wherever possible.	E11.5 - Socio-economic background are sought and collected at recruitment stage, in addition to protected characteristics.
		A11.6 - A diverse mix of people are represented in marketing material and job advertisements. For example, this includes print and digital advertising.	
		A11.7 – Protected characteristics are sought and collected at recruitment stage.	

Guidance for the Good Work Standard

Pillar 1 – Pay and conditions

Pay Foundation

PILLAR 1
Pay and conditions

CRITERIA	GUIDANCE
PAY - Foundation	
F1.1 - All workers and employees are paid at least the relevant National Minimum Wage or National Minimum wage. (which includes apprentices)	The National Minimum (NMW) and Living wages (NLW) are the minimum hourly rates you are legally required to pay your workers. The rate varies by age and if the worker is an apprentice. The law also defines how minimum pay should be calculated and for how long you should keep supporting paperwork. Apprentices are entitled to the minimum wage for their age if they are 19 or over and have completed the first year of their apprenticeship. The Low Pay Commission, advises the government about the appropriate NMW and the NLW rates, based on its research and consultations. Government announces the new rates in its Autumn Budget and the changes come into effect the following year on 1 April. For information: • who should be paid at least the NMW and NLW, visit the government website here • how the NMW and NLW should be calculated, visit this website and this website • help for employers, visit this government website. • the Low Pay Commission and how to submit your views, visit this website

PILLAR 1
Pay and conditions

| F1.2 - All workers and employees are provided statutory leave entitlement. This includes annual leave, sick pay, maternity, paternity and adoption leave | Employers must provide employees with the statutory paid leave they are entitled to, which includes: Annual leave Sick leave Maternity Leave and Pay Adoption Leave and Pay Statutory Paternity Leave and Pay Statutory Shared Parental Leave and Pay **Annual leave**
Almost all workers are entitled legally to 5.6 weeks' paid holiday per year (known as statutory leave entitlement), which can include bank and public holidays.

For more information on this topic, including how to calculate holiday pay, visit the government website. See how to calculate statutory holiday pay for workers without fixed hours or fixed pay rates.

Sick pay
Employers have to pay statutory sick pay (SSP) to an employee absent due to illness if the employee has: an employment contract; done some work under that contract; earned an average of at least £116 per week; been sick for four or more days in a row (including non-working days); given the correct notice; and given proof of their illness after they've been off seven days or more.

Find out more about sick pay.

Maternity or Adoption Leave and Pay
Eligible employees can take up to 52 weeks' statutory maternity leave (SML) or statutory adoption leave (SAL). To be eligible for SML an employee must: have an employment contract - it doesn't matter how long they've worked for you they must give you the correct notice. To be eligible for SAL, employees must give you the correct notice and be classed as an employee.

Employers can reclaim
More information on SML/SMP
More information on SAL/SAP.
More information on claiming statutory payments
Statutory Paternity Leave and Pay
Employees may be eligible for Statutory Paternity Leave and Pay (SPLP). For example, if they and their partner are having a baby; adopting a child; or having a baby through surrogacy.

To be eligible for SPLP an individual must be classed as an employee (paternity leave only); be employed up to the date the child is born (or placed with the adopter) (paternity pay only); be on the employer's payroll and earn at least £116 a week (gross) in an eight week 'relevant period' (paternity pay only); give you the correct notice; be taking time off to look after the child or their partner; be responsible for the child's upbringing; and have been continuously employed by you for at least 26 weeks up to any day in the 'qualifying week'. |

The qualifying week is the 15th week before the baby is due. This is different if the employee is adopting.

Find out more about paternity pay.

Statutory Shared Parental Leave and Pay
Employees may be able to get Shared Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP) if they've had a baby or adopted a child. Sometimes only one parent in a couple will be eligible to get SPL and ShPP. This means that 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.

To qualify for SPL, the employee must also: still be employed by the firm while they take SPL; give the correct notice including a declaration that their partner meets the employment and income requirements which allows the employee to get SPL; have been continuously employed for at least 26 weeks up to any day of the 'qualifying week' (that is, 15th week before the baby is due), or the week they are matched with a child for adoption in the UK

An employee is eligible to ShPP if they're an employee and they're eligible for Statutory Maternity Pay (SMP) or Statutory Adoption Pay (SAP); they're eligible for Statutory Paternity Pay (SPP) and their partner is eligible for SMP, Maternity Allowance or SAP. They can also get ShPP if they're a worker and they're eligible for SMP or SPP.

PILLAR 1
Pay and conditions

| **F1.3 - Itemised payslips are provided to all employees on a regular basis.** | Employers must provide all individuals who are classified as employees with a payslip on or before payday. If an individual is not an employee, because they're a contractor or worker, a payslip isn't required currently.

Each employee must be issued their own payslip that includes: the amount of gross pay; variable deductions; fixed deductions and the amount of net pay.

The reason for any variable deductions (such as income tax) should be set out and each deduction properly described. This can be done either on the payslip, or in a separate written statement. This separate statement must be sent out before the first payslip. Employers must update this every year.

From 6 April 2019, employers were required to itemise payslips for employees' wages, which vary depending on how much time they have worked. This includes the number of hours for which they are paying the employee.

The employer must either: show the combined number of hours worked for which payment is being made; or itemise the figures for different types of work worked and/or different rates of pay.

In addition, employers are also required to provide all workers, and not just employees, with written itemised payslips.

Find out more about running payroll. |
|---|---|
| **F1.4 - Interns are paid the National Minimum Wage and receive the same employment rights as employees. This may exclude school work experience, work shadowing or voluntary placements.** | Paying interns is not only the right thing to do, but it also helps to widen access to internships more generally and increase the pool of talent that you can draw from. But, paying interns can also be a legal requirement. If someone is expected to do 'work' for any organisation (contributing to your company, has a list of duties and is working set hours) they count as a 'worker'. As such, they are entitled to be paid National Minimum Wage – even without a written contract.

Internships are sometimes called work placements or work experience. These terms have no legal status on their own. An intern isn't due the National Minimum Wage if they are: on a student internship; on a school work experience placement; on a work shadowing scheme; or a voluntary worker (such as working for a charity and they don't get paid, except for limited benefits such as travel or lunch expenses).

Find out more about employment rights for interns. |

F1.5 - Statutory notice period, consultation and pay for employees is provided if and when redundancies are made.	Redundancy happens when you dismiss an employee because you no longer need anyone to do that job. You can get help from Jobcentre Plus should you have to make redundancies. Employees have certain rights and may be entitled to redundancy pay if made redundant. You must follow 'collective consultation' rules if you're making 20 or more employees redundant within any 90-day period at a single establishment. However, there are no set rules to follow if there are fewer than 20 redundancies planned, but it's seen as good practice to fully consult employees. An employment tribunal could decide that you've dismissed your staff unfairly if you do not. Once you've finished the redundancy consultations, you must give employees notice and agree a leaving date. The statutory notice period for an employee will depend based on their length of service with you. Employers can allow those being made redundant to leave earlier than the planned leaving date (for example without notice) by offering payment in lieu of notice. Those being made redundant may be entitled to a 'statutory redundancy payment'. To be eligible, an individual must be an employee working under a contract of employment; have at least two years' continuous service; and have been dismissed, laid off or put on short-time working. The statutory redundancy payment must be made when you dismiss the employee, or soon after. The size of the statutory redundancy payment is based on an employee's age and length of employment and are counted back from the date of dismissal. A person gets: half a week's pay for each year of employment up to their 22nd birthday; a week's pay for each year of employment after their 22nd birthday; and one and a half week's pay for each year of employment after their 41st birthday. Length of service is capped at 20 years and weekly pay is capped at £508. The maximum amount of statutory redundancy pay is £15,240. Find out more about redundancy.

PILLAR 1
Pay and conditions

F1.6 - Executive pay ratios are published in annual reports if the company is publicly listed.	Large organisations with more than 250 UK employees will be required to publish the ratio of their CEO's 'single figure' total remuneration to the median, 25th and 75th percentile total remuneration of their full-time equivalent UK employees. These regulations came into effect on 1 January 2019, with the first statutory disclosures to be provided from the start of 2020. Pay ratios will be disclosed in a table in the annual remuneration report and will include pay ratio data. This will build incrementally to a ten-year period going forward. That means in the first year of reporting, only one set of pay ratios will be disclosed. There are three ways for organisations to calculate their pay ratio, recognising that some organisations may find challenges in collecting data in a relatively short period of time: • Option A, companies determine total full- time equivalent total remuneration for all UK employees for the relevant financial year, finding the median, 25th and 75th percentiles from a ranked list. • Options B and C allow companies to identify, on an indicative basis, three UK employees at median, 25th and 75th percentile using existing pay data such as gender pay data (Option B) or any other recent existing data (Option C), without necessarily having to perform the calculation under Option A for all employees. • For both Option B and C, companies must then calculate the indicatively identified employees' total remuneration for the financial year being reported on using the required methodology. For more information: • The Department for Business, Energy and Industrial Strategy (BEIS) has developed a list of useful FAQs and answers.

Pay Achievement

PILLAR 1
Pay and conditions

PAY – Achievement	
A1.1 - The organisation is accredited as a Living Wage employer.	The London Living Wage is an independently calculated, voluntary hourly rate based on the costs of living. It covers all boroughs in Greater London and all employees aged 18 and over. By becoming an accredited Living Wage employer your business will be able to strengthen its employer and customer brands. Employees will want to work for a firm that pays them a real Living Wage compared with companies that don't, and this will help save you money on what's being spent on attracting and keeping staff. Research by Queen Mary University of London shows that paying the Living Wage has big benefits for business and workers: • Over half of employees (54 per cent) felt more positive about their workplace once the LW was introduced and 52 per cent felt more loyal • Staff leaving rates fell by 25 per cent • Almost a third (32 per cent) of workers felt it benefited their family life by allowing them to do things like spend more time with family • Almost four in ten (38 per cent) workers reported financial benefits such as being able to buy more goods and save more In addition, companies interviewed said the reputational benefits of paying the LW helped them attract new business and customers. Employers also reported HR benefits at all levels with top graduates at one employer citing paying the living wage as one of the top three reasons for applying as it demonstrates corporate social responsibility. Find out more about the London Living Wage. 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 of the costs contact the Living Wage Foundation. For more information: • Business benefits of paying the real living wage • Case studies of accredited employers

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	The apprentice minimum wage 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. Apprentices are entitled to the minimum wage for their age if they are aged 19 or over and have completed the first year of their apprenticeship. This is the legal minimum requirement. Employers should raise wages for those on an apprenticeship so that when they complete the apprenticeship, they will start their job on the London Living Wage. The London Living Wage is an independently calculated, voluntary hourly rate based on the costs of living. It covers all boroughs in Greater London and all employees aged 18 and over. The rates are calculated annually by the Resolution Foundation and overseen by the Living Wage Commission, based on the best available evidence about living standards in London. The Living Wages for London and the wider UK are announced on Monday of the first week of November each year. An argument for paying this rate is that your business will be able to strengthen its employer and customer brands. Employees will want to work for a firm that pays them at least a real Living Wage at the completion of their apprenticeship compared with those that don't, and this should help save you money on what's being spent on attracting and keeping these kinds of individuals. Similarly, customers are more likely to want to buy goods and services from a business they know pays all its employees a liveable wage. Some clients may even prefer their suppliers to be Living Wage employers. For more information: - Government requirements for paying apprentices - Living Wage Foundation
A1.3 - Above minimum paid leave entitlement is given to employees and workers. This includes greater paid holiday, sick, maternity, paternity, and adoption leave.	Paying above the minimum sends a powerful message to employees and potential recruits about what you value and how you recognise them. As one of the main motivators for staff seeking new job opportunities, offering above basic paid leave entitlements can improve staff retention as well as attracting top talent to your organisation. Employers are recommended to review whether they can afford to pay above statutory minimums regarding such aspects of reward as maternity/paternity pay, shared parental pay, holidays, sick pay and pension contributions.

A1.4 - Pay and benefits are set using feedback and consultation with workers and employees.	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 the decision-making process and put forward ideas for solving problems. Less formal one-off workshops are also a good way of giving employees and their representatives a voice in setting pay and benefits. Another example includes staff surveys which will typically ask employees several questions about how they feel about their job, including the level of pay, reward and benefits. Collective bargaining is the process by which employers and recognised trade unions seek to reach agreement through negotiation on issues such as pay and terms and conditions of employment. It is quite different from consultation where the responsibility for decision-making remains with management. With collective bargaining both employer and trade union take responsibility for fulfilling the bargain. Changes to pay systems should always be agreed with workers and their representatives. Proper consultation and thorough preparation will help to make sure that pay is fair and acceptable to workers, and complies with relevant legislation, such as the law on equal pay, discrimination and minimum wage. Changing pay systems without the agreement of workers may be in breach of contract and may result in complaints to employment tribunals or other legal action. For more information: • The ACAS Best Practice Guide on Disclosure of information to trade unions for collective bargaining purposes • The ACAS Guide on Varying a contract of employment • The ACAS Guide, An introduction to different pay systems

Pay Excellence

Pay Excellence

PAY – Excellence	
E1.1 - All apprentices are paid the London Living Wage as a minimum.	Pay any apprentice you employ more than the Apprenticeship National Minimum Wage set by the Low Pay Commission. Aside from ensuring the welfare of your apprentice, there are additional business benefits associated with paying higher rates. Research by union learn finds a link between apprenticeship completion rates and pay which helps ensure an employer will see a return on their investment. Paying above the Apprenticeship National Minimum Wage also increases the likelihood that the apprentice will stay on with you after completion. By paying more as an employer, you're demonstrating the value of your commitment to the apprentice, helping to create a more engaged workforce. For more information: • See the CIPD Apprenticeship Guide
E1.2 - Organisations in your supply chain are encouraged to pay and become accredited London Living Wage employers.	The Living Wage applies to all your directly employed staff, as well as regularly contracted staff. The exact definition is those contracted staff who work 2 or more hours a day, in any day of the week, for 8 or more consecutive weeks of the year. The Living Wage does not apply to contractors that supply your organisation with products e.g. stationary suppliers. To go even further you can tell everyone you do business with about your Living Wage commitment. You could also encourage them to consider implementing it in their own organisation and regular contractors. This will help pass on the benefits of the Living Wage down your supply chain. For more information: • Living Wage Foundation website • See if your suppliers pay the Living Wage
E1.3 - Voluntarily calculate and publish executive pay ratios for organisations with less than 250 employees.	New regulations came into force on 1 January 2019 which means that the UK's biggest companies will have to disclose and explain every year their top bosses pay and the gap between that and their average worker Large UK listed companies with over 250 employees are required to publish the pay ratio between the CEO and other employees. Disclosures will make companies justify their pay for top bosses and account for how those salaries relate to wider employee pay. The first disclosures to be provided from the start of 2020 covering CEO and employee pay awarded in 2019. In addition to the reporting of pay ratios, the new laws also require all large companies to report on how their directors take employee and other stakeholder interests into account and require large private companies to report on their corporate governance arrangements. For more information: • Find out more about executive pay transparency

E1.4 - Pay levels and bands are accessible and transparent to help raise confidence that pay is set fairly across the organisation.	Pay structures offer a framework for wage progression and can help encourage appropriate behaviours and performance, while pay progression describes how employees are able to increase their pay within their salary grade or band. This can be achieved for example by publishing information about pay and benefits on the organisation's intranet, which include details of pay bands and the workplace pension scheme as well explaining what skills, behaviours and successes you are rewarding, why and how. This can include information about what employees and the organisation needs to achieve for you to increase pay levels. For more information: • CIPD's factsheet on pay structures and pay progression
E1.5 - The organisation applied a London Weighting to workers and employees based in London, to reflect higher pay rates and living costs of living in London.	London weighting is traditionally an allowance paid to London employees of an organisation to help these workers with the cost of living in Greater London, which is higher than that of the rest of the UK. Its purpose is to help and encourage workers to stay in Greater London. Research has shown that it costs at least 20 per cent more to achieve a decent standard of living in London, compared to the rest of the UK. In some cases, it can be as high as 50 per cent. This is mainly due to the high costs of housing, transport and childcare. Most public and private employers pay their workers in London more than their equivalents in the rest of the UK. This London Weighting is a key measure that helps employees ensure they can meet higher living costs in London. It helps not only workers and employees on low pay, but also others on modest to medium pay who struggle to afford the additional costs of living in London. Historically London weightings have varied hugely across employers and different industries. They average around £4,000 to £6,000 over incomes outside of London. For more information: • Labour Research Department report on London Weighting • Trust for London research and recommendations

Contracts Foundation

Contracts - Foundation	
F2.1 - Written statements of employment particulars are provided to all employees and workers within two months of starting employment.	Most employees are entitled by law to receive a written statement of employment details within two months of starting work. This should set out the main terms and conditions of employment. It is good practice to extend this courtesy to any worker you employ for any significant length of time, for example two months or more. Some information must be included in one document while other information can be delivered in instalments. Find out more about what information to include. Items that can be provided in instalments include: • terms and conditions relating to incapacity for work due to sickness or injury, including any provision for sick pay • terms and conditions relating to pensions and pension schemes • length of notice the employee is required to give and receive to terminate the contract • where the employment is not intended to be permanent, the length it is intended to last, or the end date if it is for a fixed term • any collective agreements, which directly affect the terms and conditions of employment, including where the employer is not a party, the persons by whom they were made • where the employee is required to work outside the UK for a period of one month or more, details of the time they are to work abroad, the currency they will be paid in, any additional remuneration payable and any benefits provided by reason of working outside the UK and any terms relating to the employee's return to the UK. Where there is no detail to be entered under any of these headings, that fact should be stated. All the above information should be given to the individual. For more information: • Find out about written statements of employment • ACAS guidance on written statements • Government templates and ACAS templates of employment documents

Contracts - Foundation	
F2.2 - Employees and workers are provided with GDPR Privacy information detailing how the organisation records, stores and uses personal information.	Individuals have the right to be informed about the collection and use of their personal data. This is a key transparency requirement under the GDPR. You must provide individuals with information including: your purposes for processing their personal data, your retention periods for that personal data, and who it will be shared with. This is called 'privacy information'. It is good practice to carry out user testing on your draft privacy information to get feedback on how easy it is to access and understand. After it is finalised, undertake regular reviews to check it remains accurate and up to date. If you plan to use personal data for any new purposes, you must update your privacy information and proactively bring any changes to people's attention. Find out more: • Information Commissioner's Office guidance
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.	Section 54 of the Modern Slavery Act 2015 requires certain organisations to develop a slavery and human trafficking statement each year. Every organisation carrying out business in the UK with a total annual turnover of £36m or more will be required to produce a slavery and human trafficking statement for each financial year of the organisation. The slavery and human trafficking statement should set out what steps organisations have taken to ensure modern slavery is not taking place in their business or supply chains. For more information: • See government guidance and resources for businesses • A government practical guide on transparency in supply chains

Contracts - Foundation	
F2.4 - Any zero-hour contracts do not contain exclusivity clauses	Non-standard employment contracts can if managed properly and used for the right reasons provide benefits for both the employer and the individual. For example, non-standard employment contracts such as temporary and zero hours contracts can be useful for employers that face fluctuations in demand for their goods or services. These sorts of working arrangements can also benefit individuals who have a need for flexible employment due to, for example, caring responsibilities, the need to study, or because of health issues that mean they can't do a permanent job or work 'regular' hours. However. employers need to understand the significant potential downsides to individuals engaged on these types of working arrangements. The main disadvantages for individuals are the lack of job and economic security that comes from having no guaranteed work or income and fewer employment rights (go to link on employment status). There are also significant potential disadvantages for employers. For example, if individuals engaged on these types of working arrangements need to be or would rather be in permanent work (link to description), they are likely to be constantly on the lookout for a different job and may be less motivated and are unlikely to stay for very long. This means employers face the continuous risk losing some of the key people and skills they depend on to run their business. For non-standard contracts to genuinely work for both the employer and the individual, both parties must be broadly satisfied with the flexibility of the working arrangements. For more information: • ACAS information around exclusivity clauses

Contracts - Foundation	
F2.5 – Non-standard contracts, including zero-hours contracts, are only used where they are beneficial for both worker and employer	Non-standard employment contracts can, if managed properly and used for the right reasons, provide benefits for both the employer and the individual. However, employers need to understand the significant potential downsides to individuals engaged on these types of working arrangements as well as the potential disadvantages for employers. For non-standard contracts to genuinely work for both the employer and the individual, both parties must be broadly satisfied with the flexibility of the working arrangements. Employers should only use zero-hours contracts where the flexibility inherent in these types of arrangement suits both the organisation and the individual. Employers should consider whether zero-hours working is appropriate for their business and whether there are alternative means of providing flexibility for the organisation, for example, by using annualised hours or other flexible working options. Zero-hours working lends itself to situations where the workload is irregular, there is not a constant need for staff or staff needs are driven by external factors outside the employer's control. For more information: • CIPD factsheet and best practice on zero-hours contracts (you will need to create an account to view this) • Government guidance on use of zero-hours contracts

Contracts Achievement

Contracts - Achievement	
A2.1 - A written statement of employment particulars is provided on the first day of employment and includes clear information on pay, conditions, employment status, rights and entitlements.	Soon, employer will need to provide written statements of employment details on the first day of employment. This means that employers should ensure that anyone engaged to do work for the organisation receives a written statement setting out their key terms and conditions of employment on their first day in work. The essential elements of the written statement of details of employment are set out in the Employment Rights Act 1996, as amended by the Employment Act 2002. Some information must be included in one document while other information can be delivered in instalments. Items that must be included in the main document can be found on the [government webpage here](#). Where there are no details to be entered under any of these headings, then that fact should be stated. All the above information should be given to the individual. For more information: [Find out more about statement of employment requirements](#) [ACAS guidance](#) on written statements [ACAS templates](#) of employment documents
A2.2 - The organisation collects data and monitors the use of non-standard contracts, regularly reviewing how and when these are used. This includes zero-hour contracts, agency workers, fixed term contracts, sub-contractors and self-employed contractors.	Employers should at least annually collect accurate data on the size of their workforce working on non-standard or atypical employment contracts and review the different forms of working arrangement being used. This will ensure that organisations have a complete picture of their workforce costs beyond simply those on the permanent payroll and a clearer understanding of the resourcing needs of the business. There are risks if businesses are too reliant on non-standard employment including the potential loss of key skills and to reputation if such atypical working arrangements are poorly managed or exploitative. The review should cover employment status to ensure that what is set out in an atypical worker's contract is reflected in the reality of the day to day working relationship. It should confirm that there have been no major changes in this respect during the period under review. It should also record whether there have been any requests among atypical workers for regular hours or permanent employment and how many requests have been granted or denied.

Contracts - Achievement	
A2.3 - Any worker in your workforce can request a contract with guaranteed minimum hours and these are considered and responded to.	To ensure that people on non-standard employment contracts genuinely choose to work in this way, employers should provide their workers with a right to request either regular and stable hours or a permanent contract with minimum guaranteed hours. This means that someone working on a zero hours contract has the right to ask the organisation they've been working for to change their contract. For example, they could request to be guaranteed a minimum amount of working hours every week or month. It could also mean that a temporary worker who has been working continuously for at least six months for one organisation, can request that it provides them with a permanent contract of employment. The employer has the obligation to seriously consider each request on its merits and wherever possible to 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 explain clearly the reason or reasons why this is the case.

Contracts - Achievement	
A2.4 - The organisations policies and procedures are communicated, shared and are accessible to all employees and workers in your workforce.	HR policies provide written guidance for employees and managers on how to handle a range of employment issues. They play an important role in practically and effectively implementing an organisation's HR strategy. They also provide consistency and transparency for employees and managers, helping to enhance the psychological contract and create a positive organisational culture. Turning HR policy into practice requires working across the business to ensure that leaders, line managers and employees fully understand the policies and expectations (including any updates). The format for communications will depend on the organisational culture and nature of the policies. See more on employee communication. Line managers bring HR policies to life. As such, they must be trained to ensure they understand the policies and can implement them sensitively and fairly. Induction plays a key role in making sure new employees are aware of all the policies and procedures within an organisation. For more information: - CIPD's HR policies factsheet - CIPD's Employee communication factsheet
A2.5 - Guidance and/or training is available on how to spot the signs of modern slavery and what workers can do	Modern Slavery is the recruitment, movement, harbouring or receiving of children, women or men by using force, coercion, abuse of vulnerability, deception or other means for exploitation purposes. Individuals may be trafficked into, out of or within the UK, and they may be trafficked for several reasons including sexual exploitation, forced labour, domestic servitude and organ harvesting. Your organisation can take simple steps to assist your workforce spot the signs of modern slavery – whether at work or in your supply chain. This can include distributing guidance, including a session in induction programmes to formal accredited training by external suppliers. For more information: - Gangmasters and & Labour Abuse Authority: Labour Exploitation, Spot the signs - UK Government: Modern slavery awareness booklet - e-Learning for Healthcare: modern slavery programme

Contracts Excellence

Contracts - Excellence	

E2.1 - There are guidelines and/or limits set on how zero-hour contracts are used within the organisation	Employers considering using zero hours contracts should consider whether such arrangements (link to description) are appropriate for their business and if there are alternative means of providing flexibility for the organisation, for example via a flexible working arrangement. Zero-hours working lends itself to situations where the workload is irregular, there is not a constant need for staff 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 to do so. 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 If there is any ambiguity over an individual's employment status contacts ACAS for specialist advice. The ACAS helpline number is **0300 123 1100**. It is available Monday to Friday 8am-6pm. For more information: • Government guidance on zero hours contracts • ACAS guidance on zero hours contracts

E2.2 - Contracts with guaranteed minimum or set weekly hours are offered as an option to new workers and employees	To ensure that people on non-standard employment contracts genuinely choose to work in this way, the Good Work Standard for London requires employers to provide them with a right to request either more regular hours or a permanent contract after they have been engaged for a minimum of six months. This will mean, for example, that someone working on a zero hours contract will have the right to request the organisation which they have been working for changes their contract so that they are guaranteed a minimum amount of work every week or month. It could also mean that a temporary worker who has been working continuously for at least six months for one organisation, can request that it provides them with a permanent contract of employment. The employer has the obligation to seriously consider each request on its merits and wherever possible to grant the change in hours or employment status being asked for. However, employers can turn down such requests if there is a legitimate business rationale 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 explain clearly the reason or reasons why this is the case.
E2.3 - Some form of pay or compensation is provided when the organisation cancels a worker's shift with little or no notice.	
E2.4 - The organisation reports on how non-standard contracts are used in annual reports, with a rationale for using them. Non-standard contracts include zero-hour, fixed-term, agency workers and self-employed contractors.	

E2.5 - Due diligence protocols are in place to ensure that organisations in your supply chain provide decent working standards to the people they employ.	The UK Modern Slavery Act (2015) requires commercial organisations operating in the UK with an annual turnover of more than £36m to produce a statement setting out the steps they have taken during the financial year to ensure that slavery and human trafficking is not taking place in their business operations and supply chains.
	The law does not prescribe the exact content of a company's modern slavery statements. However, it does provide a list of areas for organisations to consider including in their report, including due diligence processes in relation to slavery and human trafficking in its business operations and supply chains.
	Where companies undertake human rights due diligence, human rights impacts are more likely to be detected (including those linked to the activities of third parties), findings are more likely to be reported, human rights experts are more likely to be engaged and the effectiveness of actions taken in response to identified issues is more likely to be monitored.
	Human rights due diligence is comprised of the following key steps: 1. Assessing actual and potential human rights impacts 2. Integrating and acting on the findings 3. Tracking responses 4. Explaining how impacts are addressed
	There are also organisations and networks that can help organisations implement due diligence protocols and conduct investigations, including Stronger Together and Slave-Free Alliance.
	For more information: • Guidance on Tackling Modern Slavery through Human Tights Due Diligence • UN Guiding Principles Reporting Framework on Human Rights

Financial Wellbeing Foundation

FINANCIAL WELLBEING - Foundation	

F3.1 - New starters in the organisation are auto-enrolled in a pension scheme and mandatory minimum contributions are made as required by law.	**Pay all staff pensions (auto-enrolment)** Under the Pensions Act 2008, all employers must put eligible employees into a pension scheme and, where appropriate, pay contributions. This is called 'automatic enrolment'. Employees must be automatically enrolled into a qualifying workplace pension scheme if they are aged between 22 and State Pension age; earn more than £10,000 a year; and usually work in the UK. Employees are free to opt out of the scheme you have set up. If they stay, both you and the employee must contribute to the workplace pension. If they opt not to join your pension scheme, then if they are still working for you three years after they made this decision, then you must reenrol them in to your workplace pension scheme. Again, they are free to leave if they wish, but you must reenrol them three years later, if they still work for you, and carry on doing this until they decide to stay in the scheme. For more information: • Government requirements on what new employers are required to do and how much they must contribute • Legal requirements on workplace pensions
F3.2 - Information and guidance on financial wellbeing and debt management is available to your workforce. For example, this can include signposting to resources provided by the Money Advice Service or other external financial advice organisations.	**Financial wellbeing** Employee financial worries can affect their health and their performance at work. You can be proactive by signposting employees to where they can find additional support. Many employers have partnerships with credit unions which allow staff to save and repay loans direct from payroll. You can find your nearest on the credit union website. The Single Financial Guidance Body (SFGB) provides debt advice, money guidance and pension guidance and has replaced the three existing providers of government-sponsored financial guidance below. For more information and a range of tools visit; • Money Advice Service • The Pensions Advisory Service • Pensionwise Other useful organisations that can help employees with money concerns include; • Citizens Advice • StepChange Debt Charity • Debt Advice Foundation • National Debtline

Financial Wellbeing Achievement

FINANCIAL WELLBEING - Achievement	

PILLAR 1
Pay and conditions

A3.1 - Information and guidance on pensions and their benefits are provided and promoted to your workforce.	Roughly one third of UK adults aren't saving at all for their retirement. Of those that are saving into a pension, many aren't saving nearly enough to give them the standard of living they hope for when they retire. Yet despite financial education joining the secondary national curriculum in 2014, less than half of young Londoners could remember learning anything at school on managing money. Find out more on the Money Advice Service website
A3.2 - The organisation offers a mix of staff benefits in addition to regular pay.	In addition to offering liveable wages, it can make sense for you to offer a range of employee benefits that can help your staff stretch the value of their pay packets. For instance, an employer can often arrange benefits on the behalf of their employees at cheaper price than an individual employee could do on their own. You can either pay for the whole benefit, or you can offer the benefit to your workers, they pay but at the discounted price you have arranged. You can arrange these concessions through a third party, or you can organise them yourself. You could also see if you can do some deals for your staff with local businesses. For instance, you could talk to local shops and restaurants in your area to see what discounts they are prepared to offer your workers on such things as dry cleaning, haircuts and lunches. Similarly, if appropriate, your suppliers may also be able to offer concessions to your staff and in return you may be able to offer reductions on your servicers or goods to your suppliers' workers. You can also assist your employees stretch the value of their wage by helping them to become more financially savvy. You can encourage them to visit the websites of independent money advisors, such as the Money Advice Service. You could also pay for a local Independent Financial Advisor to come and give a talk to your staff about money, covering such topics as budgeting, saving for the future, and managing debt. Offering staff interest-free loans for certain purposes can give your staff a level of financial security. These loans could be for: a deposit for rental accommodation; workers who would like to purchase a season ticket for travel. For more information on employee financial well-being, visit CIPD's factsheet here.

A3.3 - The organisation offers interest free loans to help workers with living costs. These may include childcare deposit loans, tenancy deposit loans, season ticket loans and more.	In addition to offering liveable wages, it can make sense for you to offer a range of employee benefits that can help your staff stretch the value of their pay packets. Offering staff interest-free loans for certain purposes can give your employees a helping hand or support your recruitment or retention strategies. These loans could be for: employees faced with a sudden and unexpected expenditure (these can be provided by yourself and paid back through the payroll or through a third-party), those needing a deposit for rental accommodation or childcare; workers who would like to purchase a season ticket for travel. The Mayor supports the GLA parents with the upfront costs of starting a childcare arrangement through a Childcare Loan Deposit Scheme. Much like a season travel ticket, a bike loan or a study loan it is interest free and paid back in equal instalments from the borrower's salary. For more information: • The Mayor's Childcare Loan Deposit Scheme toolkit

Financial Wellbeing Excellence	
E3.1 - Measures have been taken to encourage workers to receive a greater than minimum pension contribution and aspires to a target of 15% or wages.	The primary purpose of a pension scheme is to provide life-long retirement income security for however long the scheme member lives. The 15% 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. Money Advice Service has a range of pensions calculators. Employees can use this tool to estimate the income they'll get 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 their likely retirement income is less than they need to fund their desired lifestyle in retirement. For more information: • Independent Review of Retirement Income

E3.2 - The organisation works with local Credit Unions to provide affordable financial services to your workforce.	A credit union is 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 – and through Employer Partner schemes, employees can access these services directly via their salary. Credit unions are social enterprises. That means their main ethos is 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, but more than that, a portion of the profits generated by the credit union are invested back into their local community. Another point for employers to consider is the idea that employees are less stressed and generally more productive when finances aren't an issue. Therefore, providing them with a benefit that offers free educational resources and various products and services for money management can have a positive impact on the employer's bottom line. When working with a credit union, you can even bring financial educations classes on-site for your employees for added convenience and efficiency. To identify the right credit union to partner with, employers should be proactive in researching and interviewing the various credit unions in their area. Mobile apps for easy account access and use, customer service (for both the employee and employer), services and products offered, and free resources and educational materials provided are all factors to consider and compare when determining the best credit union to meet your employees' needs. For more information: • [Find your local credit union](#)

E3.3 - The organisation offers a payroll saving scheme, allowing employees and workers to put aside savings as part of their regular payroll.	With around a third of the UK population carrying significant personal debt and financial stress causing the loss of 17.5 million UK working hours each year and with its associated impact upon mental illness – employers are beginning to care more and more about the financial wellbeing of their staff Most employers now are seeing payroll savings vehicles as just another essential offering which is provided to employees as part of a portfolio of benefits and deductions, such as an occupational pension. By offering a means to save through payroll, you are demonstrating to your employees that you care about their financial wellbeing. Credit unions are the most common way to set up a payroll savings scheme in your workplace. Otherwise employers can set up their own financial wellbeing platform for their employees to use. There are several workplace savings schemes. The three main types are: • Workplace ISAs • Save As You Earn (SAYE) • Share Incentive Plans (SIPs) Each works slightly differently, but they have the same purpose – they encourage saving and give you tax breaks. Note that these schemes do not replace the need to save towards retirement, neither are they as tax efficient. Read on to find out more. For more information: • Money Advice Service • Chartered Institute for Payroll Professionals
E3.4 - Employees and workers are offered support with housing costs. Some examples could include mortgage finances, accommodation provision, preferential mortgage rates or more.	Housing costs in London are some of the highest in Europe and the world. This can become 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. There are a range of things different organisations can do to help their employees and workers afford stable and decent accommodation and housing. This criterion asks employers to explore and consider if there's a way they can support their workforce and what it is they could offer. Examples from other organisations in London already include offering interest-free loans for mortgage deposits, preferential mortgage rates for employees with leading banks, preferential terms to their own employees 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 this might not be relevant for all organisations, supporting employees to live comfortably in an expensive city can bring many benefits to the business.

Pillar 2 – Workplace Wellbeing

Workforce Dialogue Foundation

WORKFORCE DIALOGUE - Foundation	

F4.1 - 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.	Under the Information and Consultation of Employees Regulations (ICE), businesses with at least 50 employees must legally consult and inform employees about work issues. This includes the right to be informed 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. Employees in businesses of this size also have the right to ask for a formal agreement – called an 'information and consultation agreement' – with the employer. The request must meet the threshold criteria of at least 15 employees or ten per cent of employees, whichever number is greater. Any request for an agreement must be made in writing to either the employer or the Central Arbitration Committee (CAC), containing details such as the date of the request and the names of the employees included in the request. The employer can begin negotiating a formal agreement straightaway following an eligible request, but if more than 40% of employees have made the request the employer is legally required to start negotiating an agreement. If a company already has an agreement to inform and consult it may not be necessary to make any changes. A pre-existing agreement means that the employer must already have a written document in place setting out how it informs and consults employees, covering all staff and agreed by them. You can hold a ballot to see if the employees support a request to change an agreement if more than 10% but less than 40% make the request. For more information: • legal framework for informing and consulting employees • Acas guidance and Q&As on consultation at work

F4.2 - Any written requests from trade unions to represent your workforce in collective bargaining are considered and responded to within 10 days.	Collective bargaining is the process by which employers and recognised trade unions seek to reach agreement through negotiation on issues such as pay and terms and conditions of employment. It is quite different from consultation where the responsibility for decision making remains with management. With collective bargaining both employer and trade union take responsibility 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 give the names of employees who will be represented by the union. The employer has 10 days to consider the request. If the request for recognition is agreed, the trade union will expect to negotiate with the employer on behalf of the employees it represents (known as the 'bargaining unit') about working conditions, including pay. These negotiations are known as 'collective bargaining'.

If the employer doesn't want to accept the initial request from the union for recognition, one option is to negotiate with the union to try and reach an agreement. An employer has 20 working days to carry out this negotiation, which can be extended with the agreement of the union. An employer can suggest that Acas is brought in to help with the negotiations, which should be done within ten days.

If the employer doesn't want to voluntarily accept the request for recognition from a trade union, or is unable to 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 and first have made a formal application for voluntary recognition.

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

For more information:
• the legal requirements for recognising trade unions and dealing with requests for recognition, as well as applications to the Central Arbitration Committee
• the basics concerning trade union recognition and how Acas can help in negotiations
• collective agreements and what the terms of the agreement could include
• time off for trade union duties and activities, see the Acas Code of Practice
• Trade Union Facility Time publication requirements |

F4.3 - Any collective consultation arrangements or collective agreements in place with Trade Unions are communicated to workers and employees and new starters in the organisation.	Most employees are legally entitled to a written statement about their terms and conditions. The principal statement must also contain information about any existing collective agreements affecting the employee's employment conditions. Supplying the written statement of particulars to new starters is one effective way of communicating any collective agreements in place, but they should also be accessible to all employees. For more information: • Written statements • Requirements of written statements of employment particulars
F4.4 - An effective policy is in place to manage disciplinary and grievance procedures. This is clearly communicated to the workforce.	A disciplinary procedure is the means by which rules are observed and standards are maintained. The procedure should be used primarily to help and encourage employees to improve rather than imposing punishment. It provides a method of dealing with any apparent shortcomings in conduct or performance and can help an employee to become effective in their role again. The procedure should be fair, effective, and consistently applied. Writing down the rules helps both managers and employees to know what is expected of them. The rules should be made clear to employees. Ideally employees should be given their own printed copy of the rules or written information about how to access them – for instance on the organisation's Intranet or in the staff handbook. Employees are entitled to a written statement of employment details which must include a note about disciplinary rules and procedures. An employer should have a written grievance procedure to enable an employee to make a formal complaint if it has not been possible to settle the complaint informally. It should set out what happens at each stage of the process and at what meetings the employee is entitled to be accompanied. For more information: • Handling of an employee's grievance • Disciplinary procedures at work

F4.5 - There are clear channels of communication established that facilitate regular dialogue between all levels of the organisation. These can include team meetings, staff forums	Establishing ways to have regular dialogue is a key part of treating people as valued employees in the employment relationship. 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. People are more likely to show commitment and loyalty if they're told about an organisation's mission and operations and are consulted over changes. There are many different mechanisms whereby 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 suggestions schemes • Team meetings • One-to-one meetings or catch ups They can also take an indirect form and include third party representation by representatives on behalf of the workforce, such as: • Joint consultation – which can involve union and/or 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 For information about: • How to develop a workforce policy on employee voice and how to set up a range of mechanisms for effective workforce dialogue, visit the CIPD factsheet on employee voice • The information that should be communicated, the legal aspects of consultation and methods of communication, visit Acas

| F4.6 - The organisation listens to feedback and assesses regularly assesses whether the workforce have the facilities, tool and equipment required to do their job effectively. | Giving your staff the tools needed to do their job is about more than just making sure they have desk space and a working telephone. It's about making sure they have every relevant resource their job role requires. It is also making sure that all these resources are in good, working order and within easy reach.

One of the most common complaints by workers and employees is that they lack the tools, facilities and resources to do their jobs effectively. This is an important issue that spans all job levels and job functions in an organisation.

It's also important to remember that 'resources' doesn't just mean 'things' like equipment, data, software etc. It can include people. Does everybody in your company have enough support from colleagues to do their job?

Although this might sound simple, not getting this right can lead to workplace frustration, poor morale, reduced productivity and declining financial performance |
| Workforce dialogue Achievement | |

| 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, this can include staff engagement policy. | Develop an effective approach to internal communication and consultation that is cohesive and strategic, and supported by a culture of trust and openness. Successful communication:

• is aligned to corporate goals and culture
• is supported by the senior leadership team
• is based on genuine two-way dialogue
• is set out in a policy
• is reviewed and assessed for effectiveness.

Creating a policy on communications and consultation will enable the organisation to take a strategic approach and communicate to employees how it will embed effective ways of communicating and consulting, so that expectations and responsibilities are clear. The policy should be consistent with the organisation's wider people management policy provision, and cover key areas including:

• **statement of principles**, including how the organisation and its senior managers are committed to communicating and consulting on important workplace issues
• **policy objectives**, including the actions that the organisation will take to implement the policy, and the key outcomes it wants to see, such as 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, such as team meetings, town hall meetings, and via any collective mechanisms such as a joint consultation committee and/or a staff forum or council
• **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

For further information:

see the [Acas booklet on creating a comms and consultation framework](#) |

A4.2 - Facilities and access are provided to your workforce to meet with trade unions and host induction meetings.	Employers, trade unions, union representatives and line managers should work together to ensure that time off provisions, including training, operate effectively and for mutual benefit. Union representatives need to be able to communicate with management, each other, their trade union and employees. To do so they need to be able to use appropriate communication media and other facilities. While 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, employers should, where practical, make available to union representatives the facilities necessary for them to perform their duties efficiently and communicate effectively with their members, colleague union representatives and full-time officers. Where resources permit the facilities should include: • accommodation for meetings which could include provision for Union Learning Representatives and a union member(s) to meet to discuss relevant training matters • access to a telephone and other communication media used or permitted in the workplace such as email, intranet and internet • the use of noticeboards • 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 or to discuss other • confidential matters • access to members who work at a different location • access to e-learning tools where computer facilities are available.

A4.3 - The organisation works with relevant trade union/s and has agreed collective consultation and bargaining arrangements if requested by the workforce.	If a trade union wants to negotiate with an employer on pay and working conditions on behalf of a group of workers (called the 'bargaining unit'), it needs to be recognised by that employer. Usually - and most simply - an employer recognises the union voluntarily, without recourse to any legal procedures.
	But sometimes employers and trade unions can't reach a voluntary recognition agreement. In these cases the union can make an application for statutory recognition, as long as it has fulfilled some basic requirements: the union must have already made a formal application for recognition with the employer; the organisation must employ at least 21 workers; the union must have at least ten per cent membership and be likely to attract majority support in a ballot; and if the employer has suggested that Acas be involved, the union must have consented within ten working days.
	Some employers prefer to deal directly with their workers - or their elected representatives - without trade union involvement. However, recognising and working closely with a trade union has several advantages to:
	- 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
	These factors can help reduce labour turnover, increase staff morale and commitment, and improve productivity.

A4.4 - Regularly opportunities are provided to the workforce to provide feedback on important issues and changes in the organisation. For example, this could include regularly administered staff surveys.	If the workforce is large enough (at least 100 employees), the organisation can take regular temperature checks of how employees are feeling about working there. Carrying out a questionnaire-based staff satisfaction or employee engagement survey can be a valuable way of gauging people's views and experiences about a range of workplace issues, such as: • whether employees feel fully informed • levels of well-being • satisfaction with key aspects of job quality such as pay and work-life balance • regularity and consistency of communication • employees' sense they're listened to • trust in management and leadership. The benefit of a survey approach is that employers can get a representative view from employees across the organisation. The organisation should use the information collected through its staff survey to assess levels of employee satisfaction and engagement with the organisation and its working practices, and to identify any areas for improvement. If employees are engaged, they are more likely to be committed and loyal to the organisation. This will help to boost levels of employee retention, customer service and productivity. For further information: • [CIPD factsheet on measuring employee engagement](#)
A4.5 - Appropriate conflict resolution and mediation methods have been implemented and communicated to your workforce.	The ability to manage conflict remains a key issue for all organisations, because conflict is inherent in the employment relationship. The increased popularity of 'alternative dispute resolution' (ADR) techniques such as mediation give organisations and individuals the opportunity to resolve workplace differences before they escalate and ruin the employment relationship for good. Mediation can provide a speedy solution to individual workplace conflict. It 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. The process aims to provide a safe, confidential space for those involved (the 'parties') to find solutions that are acceptable to each side. Mediation is better than formal legalistic processes because it: • makes parties less rather than more entrenched in their views and thus more open to compromise. • can maintain and improve relationships. • is less stressful for those involved. • avoids the costs involved in defending employment tribunal claims For more information see: • [CIPD factsheet on mediation](#) • [Acas booklet on mediation](#)

PILLAR 2 –
Workplace wellbeing

A4.6 - Policies and procedures to protect speaking up and/or whistleblowing have been implemented and communicated to your workforce.	Whistleblowing, or making a disclosure in the public interest, is increasingly recognised as an effective means for workers or employees to communicate important messages to employers. Whistleblowing occurs when a worker raises concerns about a workplace danger or illegality that affects others. Employees and workers have had protection from disciplinary action or victimisation for whistleblowing since 1998 and it's important for organisations to recognise its value and support its use. For a disclosure 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 whistleblower legally. For information about: • The law on whistleblowing, including who is protected at work if they make a disclosure • Advice on whistleblowing including a whistleblowing advice line, visit the charity Public Concern at Work

A4.7 - Written disciplinary rules and procedures have been implemented and communicated to your workforce.	It is important that employers have clear individual dispute resolution procedures that are communicated to all staff. These procedures are needed to make sure every individual is treated equally in similar circumstances and to deal with issues fairly and reasonably. Disciplinary and grievance procedures are essential when informal mechanisms are ineffective, or inappropriate given the nature of the dispute. They can also help to avoid costly and time-consuming tribunal cases. Organisations should develop their own internal rules and procedures with reference to the ACAS Code of Practice: Disciplinary and Grievance Procedures.
	There are two main areas where a disciplinary system may be used: capability/performance and conduct. Capability issues may arise because an employee doesn't have the training or cannot perform the work to a satisfactory standard for another reason. Employee misconduct could cover a wide range of issues that vary in their level of seriousness, including continued lateness, failure to follow a reasonable management instruction, theft or another criminal offence.
	The employer should ensure that line managers and any members of staff involved in managing disciplinary matters and grievances are properly trained in the organisation's policies and procedures and know how to implement them. The employer should train and support all line managers to ensure that they are confident and competent to carry out disciplinary meetings. The HR department should advise about relevant legislation and the organisation's own policies and procedures, and how to prepare for and conduct interviews and meetings.
	The employer and HR professionals have a responsibility to 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.
	For information about: • CIPD's factsheet on discipline and grievance at work • ACAS Code of Practice on Discipline and Grievance • How to conduct workplace investigations
Workforce dialogue Excellence	

E4.1 - Arrangements have been put in place for worker representation on company boards or equivalent senior decision-making forums or meetings.	Research has shown that effective workforce dialogue can lead to positive outcomes for both individuals and organisations. Participating in decisions is important for individuals since it provides a means for improving the experience of work. Employers can benefit from higher productivity and innovation, and reduced workplace conflict and absenteeism.
	
	The UK government's corporate governance reform requires listed companies to ensure that employees' interests are better represented at board level. One of the recommended options for achieving this is to include an employee representative on the board. This is normal practice across Europe, but there is no one-size-fits-all approach and organisations should decide how best to benefit from the involvement of employees in senior-level decision making. The Financial Reporting Council (FRC) has released a new Corporate Governance Code with new provision to enable greater board engagement with the workforce to understand their views. It includes three approaches for improving how boards use the voice of the workforce, which employers should consider developing 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.
	
	If an organisation develops a framework of worker representation on its board, it will need to consider issues such as:
	   • 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 is appropriate for the organisation's size and complexity
	   • The appropriate selection and/or election process for the worker representative(s)
	   • The facilities and resources that the organisation will provide to support them in the role
	
	For information see:
	   • CIPD factsheet on employee voice
	   • CIPD factsheet on corporate governance
	   • FRC's new Corporate Governance Code

E4.2 - The organisation has appointed and works with trade union representatives on a range of workplace issues. For example, these can be learning representatives, health and safety, equality and other representatives.	A trade union representative ('rep') is a union member who represents and gives advice to colleagues when they have problems at work. Trade union reps aren't paid but they do get paid time off to do their work as a rep. Union reps are volunteers who in addition to their regular employment take responsibility for making the workplace better for their colleagues and more productive for employers. They provide advice and representation on employment rights and other terms and conditions; they represent workers in disciplinary and grievance cases; they make workplaces safer; they provide opportunities for learning and skills development; they are advocates for equality. Working with union reps typically help improve skills and training; exit rates and staff turnover and dispute resolution; worker safety; and productivity There are several types of union representative, with separate roles. For more information: Role of union reps

E4.3 - There are staff networks or equivalent forums established to promote the interests and voice of underrepresented groups or issues within your organisation.	By encouraging employees to set up voluntary employee networks and forums, employers can demonstrate their commitment to employee involvement as well as diversity and inclusion, and wellbeing issues. Employee forums and/or networks give people with similar interests and backgrounds the opportunity to discuss the issues that matter to them at work, and exchange ideas and views in a supportive setting where they can gain advice and support. As such employee networks can act as an important platform to raise awareness of diversity and inclusion issues in the workplace and engage the wider workforce in helping to shape organisation policy and practice. Many organisations with an inclusive approach to employment encourage employees to set up networks focusing on employee groups that are under-represented and/or can face disadvantage, or where more focus is needed, for example: • Disabled staff • Ethnic minority staff • Women and/or Gender • Lesbian, Gay, Bisexual and Transgender (LGBT+) • Parents and Carers • Health and Wellbeing However, all the employee groups should be open to any member of staff and not just those with a protected characteristic relevant to the network, to encourage genuine inclusivity. Some employees may have an interest in the issues connected with the network group or may wish to offer their support. By working with staff networks and/or employee resource groups, employers can gain valuable insights into important issues based on employees' experiences that can help inform the organisation's perspective and approach to diversity and inclusion. To gain the most from these views and experiences, organisations should take a strategic approach and set up an overarching forum to gather views and coordinate the work of these groups to inform senior-level decision-making. Employers should make sure that the networks have the time and resources to meet and engage with employees, run events and so on. Employees should be given a reasonable amount of time off to attend a certain number of meetings or events during the working day. Although run by volunteers, a staff network will typically have terms of reference and hold regular meetings with an agenda to achieve its aims and objectives.

E4.4 - The organisation actively encourages and promotes greater workforce dialogue within the organisation. For example, this could be through team volunteer days, offsite days and team building activities.	Nurturing positive working relationships across the workforce is a core part of building a healthy organisational culture, but it's an aspect of employee voice and health and well-being that is often overlooked. There are several ways in which an employer can develop good collective and social relationships including teamworking activities, such as team volunteering, and encouraging opportunities to socialise and communicate in an informal way. Offering opportunities for a team to socialise and collaborate outside of the formal work environment can give them the space and confidence to appreciate different approaches and learn from each other. Offering communal break out areas or the opportunity for volunteers to set up a social committee to set up a range of interesting activities outside of work hours can help staff to network and develop effective working relationships during the working day. Encouraging whole teams to take part in employer-supported volunteering (ESV) is one approach that can help employees to build stronger teams while bringing advantages for individuals, the organisation and wider society. ESV involves giving employees the opportunity to volunteer during working hours. Employers must consider whether they will implement volunteering into employee learning and development plans, such as team building strategies, and what they want their employees to gain from the volunteering experience, such as stronger team working if the ESV is carried out by teams rather than on an individual basis. The organisation should also consider the number of paid days they will offer for volunteering and put a policy in place along with any terms and conditions to reflect this. For information about: • CIPD factsheet on employer-supported volunteering • How to implement employer supported volunteering • Acas - How line managers can manage effective teams and make businesses more productive • How to build the best team, (CIPD podcast)

E4.5 - Enhance your workplace design and technology to encourage open dialogue amongst your workforce. For example, breakout spaces, team collaboration software	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 that the equipment and environment is suitable for people such as having adequate ventilation and temperature control. It also involves paying attention to the less tangible factors and how the working environment can be designed or adapted to facilitate greater workforce dialogue across the organisation. This means creating pleasant break out areas and quiet spaces for people where they can come together and discuss work issues, work on cross-functional projects and exchange views and perspectives. Employers should consider making available a range of different communal spaces that encourage people to come together, such as tables and chairs situated in a pleasant corner of the office by a window, or converting a room into a more relaxed seating area with sofas and plants and/or an 'innovation room' with bean bags, flipcharts and technology enabled equipment to enable remote collaboration via Skype, conference call and so on to ensure maximum inclusivity if some colleagues are working remotely. Employers should not forget the social aspects of creating a positive working environment, and how informal opportunities to engage with each other can help to foster creativity and a good sense of wellbeing. Some organisations are embracing the benefits they and their employees can reap from introducing on-site relaxation or recreation spaces where people can take a break from formal work and engage in a less formal setting. For information see: • [Royal College of Art research on workplace design, technology and productivity](#)

4. Health, wellbeing and welfare

Health, Wellbeing and Welfare Foundation	
F5.1 - A risk assessment programme has been implemented and all employees are informed of the workplace risks that affect them and the controls in place	Under the Health and Safety Act 1974 employers have a duty to protect the health, safety and welfare of their workers, as well as third parties such as contractors and visitors. Workers have certain legal rights to help protect their 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, and • paid annual leave A government body, the Health and Safety Executive (HSE), is responsible for enforcing the law on health, safety and welfare at work. For information about: • employers' responsibilities for health and safety management • statutory working time arrangements • daily and weekly rest break entitlements • basic health and safety requirements for your business and how to get started • HSE guide on worker's health and safety responsibilities
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.	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. For an organisation with at least five workers, the policy must be written down. It should be straightforward and 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: 1. 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 from hazards in the workplace. This section to include additional actions to manage health and safety such as staff training, using signs to highlight risks and improved safety equipment. For information about: • writing a health and safety policy

F5.3 - Risk assessments or the workplace and workers are carried out regularly. This should include risk assessments for stress, lone workers and night workers.	Employers have a general legal duty to carry out risk assessments to identify the significant 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.
	Employers need to be aware that workplace hazards include physical hazards, like slippery floors or heavy equipment as well as those that could cause psychological harm, such as stress. The HSE has developed a framework called the Management Standards to help employers to manage the main risks that can cause people stress at work.
	As well as a general duty to carry out a risk assessment for workers, the law also requires employers to carry out risk assessments related to certain workplace hazards. This could include in relation to manual handling, hazardous substances and noise.
	For information about: • controlling risks in the workplace • what to include in a risk assessment • online risk assessment tools and templates you can use • example risk assessments • HSE's stress management standards • tools and templates to carry out a stress risk assessment
F5.4 - Systems are in place for workers to raise and resolve health and safety issues. For example, this can include working with employee elected health and safety representatives.	Every employer has a legal duty to consult its workforce about health and safety issues. Consultation should be a two-way process and it's important that an employer listens to the views and concerns of its workers as they are the people who are likely to have the best understanding of the issues and risks affecting their health and safety on a day-to-day basis. Consulting your workers about health and safety will help a business to identify risks and take the right 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 says that health and safety representatives can help an employer with its workforce consultation.
	For information about: • which regulations apply for consulting your workforce according to whether or not workers are represented by a recognised trade union • Consulting your workers on health and safety issues

F5.5 - The organisation holds current and up-to-date employers' liability insurance.	You are required by law to obtain Employers' Liability (EL) insurance as soon as you become an employer - your policy must cover you for at least £5m and come from an authorised insurer. Employers' Liability Insurance will help you pay compensation if an employee is injured or becomes ill because of the work they do for you. You may not need Employers' Liability Insurance if you only employ a family member or someone who is based abroad. You can be fined £2,500 every day you are not properly insured and can also be fined £1,000 if you do not display your EL certificate or refuse to make it available to inspectors when they ask. For more information: • A brief guide for employers • Check to see if your insurer is authorised by looking at the Financial Conduct Authority register or contact the Financial Conduct Authority. • You may want to use an insurance broker to help you buy Employers' Liability Insurance.
F5.6 - Steps have been taken to communicate if any monitoring of workers can or is being undertaken, 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.	Employers must follow data protection law which includes rules about monitoring staff at work. The Information Commissioner's Office 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. Monitoring should only be done without someone's knowledge if there's a suspicion they are breaking the law or letting know would mean it was hard to find evidence of the crime. For information about: • monitoring staff at work • using CCTV to monitor staff visit

F5.7 - A clear attendance management policy/guidance is in place and procedures are known to employees.	There will be times when some people are ill and need to take time off from work, and organisations should develop an attendance management policy that supports people when they are unwell but discourages non-genuine absence and inappropriate use of sick pay schemes. An attendance policy and procedure should set out the rights and obligations of employees when they are absent due to sickness absence, and legally they should be made aware of any terms and conditions relating to incapacity for work due to sickness or injury, including sick pay arrangements. One of the most common and effective ways for managing someone's return to the workplace after sickness absence is for the manager to hold a return-to-work interview. This includes discussing adjustments or support needed so that individual 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. The organisation should have an effective rehabilitation process in place. Managers should understand what kind of reasonable adjustments may be needed to support someone with a disability and/or long-term health condition. For information see: • What an attendance management policy and procedure should contain • good practice guidance on absence • how to support people returning to work after long-term sickness absence • support and services that occupational health can provide
Health, wellbeing and welfare Achievement	

A5.1 - Obtain the Commitment award for the London Healthy Workplace Award	Employers can demonstrate their commitment to the health and wellbeing of their workforce through voluntary standards such as the London Healthy Workplace Charter Achieving an externally recognised accreditation such as this sends a strong message to employees and the community that the organisation values its staff and takes its health and wellbeing seriously.
	There are five steps to gaining accreditation:
	1. After registering your interest, you will be put in touch with a workplace health lead in your local borough
	2. Looking through the self-assessment framework should help your organisation to decide what level your company is at in meeting standards in areas such as health and safety and mental health
	3. You will work with your workplace health lead to look at your activities and initiatives and help you to gather evidence for assessment
	4. Application process for either 'Commitment', 'Achievement' or 'Excellence'
	5. You will know within a week or two which level you have achieved.
	For further information about: • the London Healthy Workplace Charter • Healthy Workplace Champions who have achieved accreditation • the self-assessment framework

A5.2 - The organisation has a health and wellbeing strategy or action plan in place with measurable objectives.	Creating workplaces that support people's health and well-being 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 both promote good health and well-being and support people if they do experience poor health. Organisations will gain more from their investment in employee well-being if they have a strategy or plan. The plan should be based on the needs of the workforce and linked to the organisation's corporate values and goals. It should also be integrated into the 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** The organisation should develop the policy or plan in collaboration with staff and think about how it will encourage participation in wellbeing activities. A health and wellbeing plan should be holistic and focus on certain areas such as physical and mental health, healthy eating, financial wellbeing and opportunities for social connections and personal growth. There has been a rise in the number of reported mental health conditions over the past decade. In many cases, the main risks to people's health at work are now psychological. This has led to a growing recognition of the need for employer wellbeing practices to address the psychosocial as well as physical aspects of health and wellbeing. For information see: • how to develop an effective health and wellbeing plan • aligning the health and wellbeing plan to health and safety • Acas good practice in health and wellbeing leaflet • practical Business in the Community toolkits on issues such as healthy eating, drugs, alcohol and tobacco use, sleep and recovery • reducing stigma on mental health through Time to Change • CIPD/MIND guidance for managers • Mental Health at Work Gateway guidance

| A5.3 - A joint health and safety committee and/or trade union healthy and safety representatives are established in the organisation. | Every employer has a legal duty to consult its workforce about health and safety issues. Consultation should be a two-way process and it's important that an employer listens to the views and concerns of its workers as they are the people who are likely to have the best understanding of the issues and risks affecting their health and safety on a day-to-day basis. Consulting your workers about health and safety will help a business to identify risks and take the right 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 says that health and safety representatives can help an employer with its workforce consultation.

For information about:
- which regulations apply for consulting your workforce according to whether workers are represented by a recognised trade union

It's good practice to set up a health and safety committee if you have several health and safety representatives elected by employees and/or you consult both trade union and employee-elected representatives. If two or more union-appointed health and safety representatives request in writing that you set up a health and safety committee, you must do so within three months of the request. When setting up a committee, consider issues such as the principles of how it will work, who will serve on it and the resources needed.

For information about:
- setting up a health and safety committee and how it should work in practice |

A5.4 - Health and safety precautions have been implemented for night-time and shift workers. For example, the Women's Night Safety Charter.	Any worker who works at least three hours during a 'night period' is a 'night worker'. Night is between 11pm and 6am unless otherwise agreed between the employer and worker. The period must be between seven hours long and include midnight to 5am. There are specific rules that apply to night workers. They must not work more than an average of eight hours in a 24-hour period, which is usually calculated over a 17-week period. An employer must carry out a risk assessment to identify specific hazards and work involving mental or physical strain. There are also restrictions on employing young workers. For example, workers aged 16 or 17 can't work between midnight and 4am. They can't usually work between 10pm and 4am either although there are certain exceptions to this rule. Employers must keep records of the hours worked by night workers to show they are not exceeding the legal limits, and these records must be kept for at least two years. Night workers are legally entitled to be offered a free health assessment although they don't have to accept the offer. The assessment must be carried out by a qualified health professional and account for the worker's stress levels. If the employer is unsure if the worker is fit for night work, the worker must undergo a follow-up examination by a health professional. For information about: • the rules about night working hours and record keeping • exceptions to night work limits • carrying out a health assessment for night workers

A5.5 - Sign up to the Women's Night Safety Charter	London is a safe city, but too many women feel unsafe when travelling, working or going out at night. Londoners have asked the Night Czar to prioritise women's safety. That's why the Mayor has created this charter: to make London a city where all women feel confident and welcome at night. To support the Women's Night Safety Charter, we ask all organisations that operate at night to sign-up to some simple pledges: • Nominate a champion in your organisation who actively promotes women's night safety • Demonstrate to staff and customers that your 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 your communications campaign • Train staff to ensure that all women who report are believed • Train staff to ensure that all reports are recorded and responded to • Design your public spaces and work places to make them safer for women at night **To sign-up, please email** night@london.gov.uk **We will send you:** • links to recommended training providers • advice on creating a communications campaign for staff or customers • advice on how to log and respond to reports of unwanted behaviour further information about the safe design of public and work spaces

| **A5.6 - Line managers have participated in Attendance Management training** | Managers have an important role to play in managing absence, and organisations should train their line managers in the skills needed to do this effectively. Managers 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 problems, employees can be given appropriate 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 long-term 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
• 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, in particular 'myth-busting' about what they can, and cannot, do
• the operation (where applicable) of trigger points
• return-to-work interview skills and how to develop an effective return-to-work plan
• the capabilities and confidence needed to raise and discuss potential issues, including those related to more complex or sensitive problems.

For information about:
• [The role of managers and behaviours needed to provide return to work support after long-term sickness absence](#)
• [A step-by-step guide on how managers can manage sickness absence](#) |

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A5.7 - 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.	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 – such as a high level of unexplained short-term absence – or sections of the workforce with relatively high absence rates that are a concern. It is useful to track both short-term and long-term absence rates; long-term absence is usually defined as lasting at least four weeks and can be the most challenging type of sickness absence to manage as it typically involves more serious health conditions. Also, the longer someone is off sick, the harder it can be for them to return to work. It's therefore important that a manager keeps in touch with the individual off sick and has an ongoing supportive and sensitive dialogue to encourage an effective return to work when the time is right. For information about: • how to track and measure sickness absence rates and support employees to return to work • understanding patterns of absence and what managers should be aware of in managing sickness absence
Health, Wellbeing and Welfare Excellence	
E5.1 - Obtain the Achievement award for the London Healthy Workplace Award	Employers can demonstrate their commitment to the health and wellbeing of their workforce through voluntary standards such as the London Healthy Workplace Charter Achieving an externally recognised accreditation such as this sends a strong message to employees and the community that the organisation values its staff and takes its health and wellbeing seriously. There are five steps to gaining accreditation: 1. After registering your interest, you will be put in touch with a workplace health lead in your local borough 2. Looking through the self-assessment framework should help your organisation to decide what level your company is at in meeting standards in areas such as health and safety and mental health. 3. You will work with your workplace health lead to look at your activities and initiatives and help you to gather evidence for assessment 4. Application process for either 'Commitment', 'Achievement' or 'Excellence' 5. You will know within a week or two which level you have achieved. For further information see: • London Healthy Workplace Charter Healthy Workplace Champions who have achieved accreditation

E5.2 - A mental health and wellbeing/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	There has been a rise in the number of reported mental health conditions over the past ten years. In many cases, the main risks to people's health at work are now psychological. This has led to a growing recognition of the need for employer wellbeing practices to address the psychosocial as well as physical aspects of health and wellbeing. Employers should put in place initiatives to both promote good mental wellbeing and support people if they experience poor mental health. Developing a standalone mental health strategy or plan will help to avoid having a series of standalone activities that are not joined up or integrated into its operations. The plan 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 manage and prevent stress which can be linked to common mental health conditions such as anxiety and depression. Managers who provide clear objectives, feedback and support to their staff and proactively manage conflict when it occurs can help to create positive working environments which foster employee wellbeing and resilience. Employers and managers should be alert to the early signs of mental ill health and how to respond, and signpost to support services. Early intervention can help prevent issues from escalating, but employers should not give advice about a mental health issue as they are rarely qualified to do so. It's important that line managers have the knowledge and confidence to signpost an employee to more expert sources of support for example, recommending a chat with a GP. Training for line managers will help them to spot the early warning signs of mental distress and enhance their confidence to have an effective conversation with employees who may be experiencing a mental health issue. Promoting awareness of mental health to all staff can help to reduce the stigma. It's a chance to replace common myths with facts. For information about: • CIPD factsheet on promoting good mental health at work • how to reduce stigma about mental health, develop an action plan and join the Time to Change movement • CIPD/MIND mental health guidance for managers • Mental Health at Work Gateway guidance

E5.3 - Broader health services are promoted to your workforce. For example, this can include physiotherapy, healthy eating, stop smoking and active commuting support.	Many of the conditions that cause the greatest burden on health in England are preventable, caused by unhealthy behaviours such as smoking and eating and drinking to excess. A growing number of employers have become interested in the benefits of providing additional workplace facilities to improve the general health of the workforce. Promoting healthy lifestyles and empowering individuals to make healthy choices can have real health benefits for workers and organisations. A wide range of health facilities may be provided by employers including some of the following common examples: • Access to physiotherapy • Advice on healthy eating • 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 For more information on: – [Growing the health and wellbeing in your workplace](#)
E5.4 - 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 Programme.	An Employee Assistance Programme (EAP) is a benefit funded by an employee to support employees with their health and wellbeing. The range of services offered under an EAP can vary. Most offer help such as counselling services, 24/7 advice on a confidential helpline, legal support, and advice on a wide range of work and personal-related issues. Many EAPs also provide support for managers via a management advice line to help them to deal with any health or personal issues experienced by team members. An EAP can be a very valuable benefit for employees. It can help people to deal with issues before they spiral and have a serious impact on their health and wellbeing. However, many EAPs are under-used because they are not promoted effectively by employers. The evidence suggests that take-up of specific wellbeing initiatives such as employee assistance programmes (EAPs) and counselling services increases if the organisation has an effective communication and promotion strategy. Find out more: • [UK EAP Association](#)

E5.5 - The organisation has developed and published its approach to Violence Against Women and Girls (VAWG) and/or domestic violence.	One in four women will experience domestic abuse at some point in their lifetime. This means it is likely that all workplaces will have staff that have experienced or are experiencing domestic abuse as well as those who are perpetrators of abuse. Domestic abuse is the abuse of power and control over one person by another and can take many different forms, including physical, sexual, emotional, verbal and financial abuse.
	Often, people experiencing domestic abuse are often subject to disciplinary action and lose their jobs because their behaviour, being late for example, is misinterpreted.
	Many employers institute a VAWG policy as part of their commitment to a safer and more supportive organisational climate and to help prevent and reduce the incidence and effects of domestic violence, sexual violence, and stalking at the workplace.
	A policy or strategy developed in collaboration with a victim and victim service provider to implement workplace safety options can include: • procedures for alerting security personnel of threats or incidents; • temporary or permanent adjustments to work schedules, locations, contact information, change in parking spots; and • handling of court protection orders; • requests for escorts to and from workplace facilities.
	Even with limited resources there are steps that small business owners can take to address the effects of domestic abuse in the workplace. In many cases it is about being aware and signposting to the organisations that provide specialist support.
	For more information on: • Managing and supporting employees experiencing domestic abuse • Top ten tips for employers • Guidance for developing an effective policy:

E5.6 - Greater occupational health sick/health leave is available for people managing health-related matters or difficult domestic circumstances. For example, menopause and/or domestic abuse leave.	Occupational health (OH) seeks to promote and maintain the health and wellbeing of employees, to ensure a positive relationship between an employee's work and health. OH encompasses a range of professions from different disciplines. The two most visible are OH doctors and nurses, who should have specialist qualifications in either occupational medicine or OH nursing. The range of OH services an organisation decides to offer will depend on the nature of the employer's business, but can include: • assessing employees on long-term sick leave, advising on the likely timescale of the absence and promoting an effective return to work • assessing fitness to work regarding ill-health capability dismissal or ill-health retirement • helping employers fulfil their duties under the Equality Act 2010 (including disability, pregnancy and age discrimination) • advising on temporary or permanent changes to the work or workplace ('reasonable adjustments') to enable someone with a physical or mental health condition or disability to work effectively and safely • undertaking and interpreting pre-employment or pre-placement health assessments (see below) • carrying out specific assessments to determine fitness for work in safety-critical environments – such as transport, food safety and clinical healthcare • introducing programmes to support the wider health and wellbeing of the workforce. Many organisations, including some large employers in both the public and private sectors, outsource their entire OH function to a commercial provider. Others will use a provider as and when needed. Find out more: • understanding the role of OH and how it can contribute to a healthy workforce • SEQOHS (Safe, Effective, Quality Occupational Health Service) scheme. **Flexible leave for health or other circumstances** Employers should have a flexible approach to leave to support people with a wide range of disability or ill health issues or other circumstances in their personal lives that may impact on attendance. Employers should consider developing a policy with clear provision for paid/unpaid time off if employees are experiencing, for example: • Bereavement • Domestic abuse • Caring responsibilities An employer's approach should permit the employee to alter their working pattern or hours or to take special leave outside of the normal sickness absence management policy to deal with unexpected difficulties and/or to make practical arrangements. In some circumstances, some people with a disability or long-term health condition may need to take additional time off, for example, for medical treatment or rehabilitation. Standard treatment and recording of these

	absences can mean that that person faces a disadvantage due to their disability or health condition. A good attendance management framework will include provision for people with a long-term health condition or disability, including an employee experiencing symptoms arising from the menopause transition. Employers should develop a disability leave policy for people with a disability or long-term health condition. Disability leave is a type of reasonable adjustment to make provision for someone with a disability to take a reasonable amount of time off when needed, for example to attend medical appointments or receive treatment. Related to this provision is disability related sick leave, where a person is absent from work because of their disability.

5. Work-life balance

Work-life balance Foundation	
F6.1 - The organisation is aware of and complies with flexible working law. For example, all employees can request flexible working after 26 weeks of continuous service.	All employees with at least 26 weeks of continuous service (at the time of making the request) have the statutory right to request to work flexibly. Each employee can make one such request to their contractual terms and conditions of employment during a 12-month period. Requests may concern where and when people work or working hours. Previously this right was restricted to employees who were parents and carers. Now any eligible employee can make a flexible working request for any reason. Employers must deal with requests in a 'reasonable manner', for example, meeting with the employee to discuss the request, assessing the advantages and disadvantages of the application and offering an appeal process[1]. It is recommended that employers' default position is to accept requests if feasible, however an employer can reject an application with a good business reason. Many employees are unaware of this statutory right. That means employers should communicate the opportunity in order to benefit from a more flexible workforce. These include productivity benefits, staff retention and being able to recruit from a larger talent pool. For information about • The right to Request Flexible Working • Overall guidance on flexible working practices • Further resources on flexible working
F6.2 - Shared parental leave is facilitated by the organisation for eligible employees.	Organisations should look to enable Shared Parental Leave (SPL) for eligible employees. Employees may be able to access Shared Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP) if they've had a baby or adopted a child. 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 employee is eligible to ShPP if they're an employee and they're eligible for Statutory Maternity Pay (SMP) or Statutory Adoption Pay (SAP); they're eligible for Statutory Paternity Pay (SPP) and their partner is eligible for SMP, Maternity Allowance or SAP. They can also get ShPP if they're a worker and they're eligible for SMP or SPP. Before the father can receive ShPP, the mother must give their employer notice of the date they plan to end her Maternity/Adoption Pay. Once the payment has stopped, they cannot restart this. For information see: • Shared Parent Leave and Pay Employer's Guide • Good practice guidance from Acas for employers and employees

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[1] https://www.gov.uk/flexible-working

F6.3 - Unpaid time off is provided to employees for reasons of family and dependents	Employers should look to provide unpaid time off for a range of reasons including emergency leave for family and dependents, parental leave and time off for training and studying.
	Emergency time off for family and dependents: Employees are allowed a reasonable amount of time off to deal with an emergency involving a dependent (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, and there is no limit to the number of occasions such leave is taken and the employee does not 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: 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 and to help them settle in.
	Time off for training and study: Employees with at least 26 weeks' service, and work for an organisation with at least 250 staff, can request time off for training or study if it would help them do their job better. Employers may agree to pay the employee for the time taken off for training or study, but they are not obliged to.
	For information about
	• Parental leave
	• Emergency time off for family and dependents
	• Training and study leave

F6.4 - Part-time and fixed term workers have the same contractual rights as permanent full-time employees.	Employers should ensure that part-time and fixed-term workers have the same contractual rights as their full-time workers. Fixed-term and part-time workers should get the same pay and conditions as permanent staff, the same or equivalent benefits, information regarding any permanent vacancies, and protection against unfair treatment. A fixed term contract terminates 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 contracts less favourably than permanent employees doing the same or largely the same job, unless the employer can show that there is a good business reason to do so. This is known as 'objective justification'. For information about: Fixed term work Fixed term Employment Contract Legislation Overview Part time workers
F6.5 - Working time protections are in place, including night time working and maximum 48 hour working week.	The main regulations governing working time in Great Britain are the Working Time Regulations 1998 (WTR) which, with some exceptions, implement the provisions of the agreed Working Time Directive (93/104/EC), implementing a maximum 48-hour working week averaged out over a 17-week 'reference period'. Some UK organisations implement the 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. The 2011 WERS found that almost one third of British workplaces had at least one employee who had signed an opt-out agreement. All managers had agreed to opt out of the WTR in nearly a quarter of workplaces. Employers cannot force employees to sign an opt-out: workers must agree to it and they must not be dismissed for refusing to sign one. It is important to remember that under the Health and Safety Act 1974 employers have a duty to protect the health, safety and welfare of their workers, and should avoid the use of opt-outs. Find more information: Understand the basics of the Working Time Regulations in the UK Maximum weekly working hours

F6.6 - Workers and employees are provided adequate rest periods and breaks	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 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 10pm on one day, they shouldn't start work before 9am the next. Workers are entitled to either a **weekly rest** of 24 hours of no work per week, or 48 hours per fortnight. For information about: • Rest breaks at work • Commonly asked questions on the legal issues relating to the Working Time Regulations
F6.7 - Night shift workers are offered free health assessments (by a healthcare professional) and their hours are limited and recorded according to legal requirements	Regulation states that staff who regularly work 3 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, but can be over 52 weeks if agreed with workers. Workers cannot opt-out of this limit. Employers must keep records of night workers' working hours to show they are not exceeding the limits. The records must be kept for at least two years. For information about: • Night working hours visit • Working hours visit

F6.8 - Shift schedules are designed in conjunction with the needs of the worker and using best practice. For example, this includes how shift patterns and variation of workloads are designed.	It's important to put in place, wherever possible, 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 make changes that improve fairness where you can. For information about: • Working hours visit • Contracts of employment and working hours visit
Work-life balance Achievement	
A6.1 - 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.	It is recommended that employers go beyond statutory requirements to allow anyone in the workforce, in any position (including those who don't meet the eligibility criteria), to request flexible working from day one. Including the tagline 'happy to talk flexible working' in job advertisements opens the door for conversations about flexible working options from candidates, which could encourage a wider profile of people to apply for roles, particularly those who may not be able to work traditional hours. Some things to consider when using the 'happy to talk flexible working' tagline, include: • Could the job be done on reduced hours, or as a job share? Would it work better for customers if it was 11–7 rather than 9–5, for example? Does the person doing it need to be in the office all the time? Can you offer the IT to support home working? • Are there any management or training needs to make a flexible working pattern work? • Unless the role is inherently tied to a location, always be 'happy to talk flexible working'. • Only use the strapline where the hiring manager has thought it through and really is 'happy to talk flexible working'. For information about • Working Families campaign 'Happy to talk flexible working' • Guidance to accompany the use of the tagline • Flexible Working Task Force Flexible Working Hub

A6.2 - There are flexible working practices and family friendly policies in place which are promoted and available to all of the workforce, unless there is a genuine business reason why it is not possible.	We know that the supply of quality flexible jobs falls short of demand, meaning employers are missing out on a notable proportion of the candidate market. Research has shown the provision of flexible working has plateaued over the last decade, despite the right to request legislation, and that the range of flexible working arrangements offered remains narrow, largely restricted to part-time working and flexi-time. It is therefore important that employers think more creatively about working arrangements to find a solution that caters for individual circumstances and for organisations. It is important to examine potential blockers to accepting such requests within an organisation, for example lack of understanding or flexibility among leaders and line managers, the organisation culture (eg long hours or traditional ways of working being the norm). Mutual trust is essential to encourage a more flexible approach to when, where and how we work, and reap the productivity benefits of doing so. For information about • The Flexible Working Task Force and the Flexible Working Hub • Overall guidance on flexible working practices • Different types of flexible working
A6.3 - There is a minimum notice period for allocating and changing shifts agreed and implemented.	It's important to ensure that there is a clear policy on the agreed 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/shortened. How much notice is 'reasonable'? There is no law simply defining reasonable. However, in most cases, a minimum of 12 hours' notice would be expected as reasonable notice to cancel a shift and 24 hours is recommended. It may also be reasonable to have more notice of a requirement to work (rather than not work). For information about • Changing shifts
A6.4 - Your workforce is consulted in setting any shift patterns and times, anti-social working hours and pay premiums.	It's important to consult with your workforce to ensure that shift patterns and times are agreed. Keep an open dialogue with workers around their shift patterns and make changes that improve fairness where you can. When planning anti-social working hours, it is also important to agree if pay premiums will be paid for these. This should be clearly communicated to all workers. For information about • Working hours • Contracts of employment and working hours

A6.5 - The organisation has a system in place to support workers who are returning to work after parental leave.	Organisations 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 important to make use of Keeping In Touch (KIT) days where the employees would like to so that employees 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 since they have been on leave.

For parents and carers that have taken career breaks, organisations should make sure they are being inclusive in their job adverts – by for instance including the tagline 'happy to talk 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 have taken an extended career break. They are professionally-paid short-term employment contracts, typically of between 3-6 months, with a strong possibility of an ongoing role at the end of the programme. Participants take on commercially significant work based on their skills, interests and prior experience, obtaining a supported route back to a professional role.

For information about
- Employee rights when on leave and KIT days
- Career break returner programmes visit |
| **A6.6 - The organisation provides paid leave for to workers and employees for reasons of family and dependents.** | Employers should have a policy which clearly states employees' leave entitlements, including whether they are paid or unpaid.

Providing unpaid leave over what is legally required can help to retain staff and promote employee engagement and loyalty. This is particularly the case if giving employees time to study on a topic that will help them in their job/ profession.

The number of people with caring responsibilities for older relatives as well as for children is set to grow and so providing additional leave will potentially help to retain a large proportion of the working age population.

For information about:
- Parental leave
- Emergency time off for family and dependents
- Training and study leave |
| Work-life balance Excellence | |

| **E6.1 - Measures are in place to identify and address excessive working, for example maximum hours worked, time off in-lieu, management intervention.** | Employers should address long hours working, provide adequate notice for shift changes and provide time off in-lieu where people have worked above and beyond contractual requirements.

Workload is one of the top causes of stress at work and a long hours culture has been associated with both presenteeism (people coming to work ill) and somewhat related to an increase in mental health problems (CIPD Absence Management survey 2015) and people are at risk of burnout if they are consistently working long hours, with research linking overworking to increased turnover and absenteeism (1).

A stress risk assessment can be valuable, as well as regular one-to-one catch ups with each team member, providing the opportunity for people 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 need to lead by example, leaving at a reasonable time, perhaps adopting the mantra of PepsiCo Chief executive of 'Leaders leaving loudly' (2) which involves declaring you're leaving and the reason for doing so, hence creating a culture where work-life balance is valued.

For information about:
• Dealing with stress in the workplace
• Health, wellbeing and absence management |
| **E6.2 - Measure 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.** | While technology enables flexible and agile working, a feeling that you must be 'always connected' can be detrimental to health and wellbeing. It means people do not switch off from work.

Employers should actively challenge any expectations that people need to respond to emails and work requests 24/7. Managers should have a conversation with staff they see are working late or answering emails outside of working hours to see if it is through choice and short-term or if there is a wider issue of organisation/ team culture or workload that needs addressing. Leaders and managers need to lead by example too.

For information about
• Dealing with stress in the workplace
• Health, wellbeing and absence management |

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 neonatal care.	If an employed mother is off work for a pregnancy-related illness in the 4 weeks before the week that the baby is due, her 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 mother must notify her employer as soon as reasonably practicable that she has given birth. She must also provide 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, an additional two weeks of paid leave, or a day's premature baby leave and pay for every day their baby spends in hospital up until the due date – whichever is greater. • 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 additional support, including formal and informal flexible working patterns, and offering additional paid or unpaid leave, if necessary. For more information: • ACAS best practice guidance • The Smallest Things – Employer with Heart Charter

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.	From day one of employment all employees have the right to time off for dependants. Time off for dependants is time off during working hours to deal with unforeseen matters and emergencies. A dependant is someone who depends on the employee for care, such as a spouse, partner, child, parent, or someone else who depends on the employee, for example an elderly neighbour. While time off for dependants is not legally required to be paid, employers can 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 to have compassionate and effective conversations with bereaved employees. It is also good practice to involve trade unions or staff representatives in developing a bereavement policy. It is good practice to offer employees some paid leave in either situation. Leave entitlement should be clearly set out in your 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. For more information: • ACAS guide – Managing bereavement in the workplace – a good practice guide

Pillar 3 – Skills and progression

Management and leadership Foundation	
F7.1 - Managers understand their duty to protect the health, safety and welfare of their workers and take appropriate actions.	Managers need to ensure that staff are not being 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. Dealing with stress in the workplace Managers also have a duty to manage workplace relations and ensure that people are not being subject to any form of bullying, harassment or discrimination. Bullying and Harassment at work – a guide for managers and employers
F7.2 - Managers and leaders are informed and understand their roles and responsibilities.	Job descriptions for managers should explicitly set out their people management responsibilities. Managers should be held accountable for them as part of their performance appraisals.
F7.3 - Managers and leaders lead by example and ensure that everyone in the organisation is treated with trust and respect.	Employers should ensure that anyone who manages one or more people in the business is provided with the information, advice and training to enable them to develop the core capability to manage people properly. CIPD research has identified the key behaviours of line managers that support trust-based working relationships and encourage people to go the extra mile for the business while managing and preventing stress: • Open, fair and consistent: Managers manage people with integrity and consistency, managing their emotions and taking a positive approach in interpersonal interactions • Handle conflict and problems: Managers are proactive in dealing with employee conflicts (including bullying and abuse) and using appropriate organisational resources • Knowledge, clarity and guidance: Managers communicate effectively and provide clear objectives as well as advice, guidance and feedback when required, demonstrating understanding of people's roles • Building and sustaining relationships: Managers use empathy and consideration to get to know and build trust with the individuals in their team • 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 they need to manage people by taking part in a free online training course developed by the CIPD and Future Learn. Individuals participating in the course benefit from a six-week interactive, modular course providing three hours of learning per week, with the option to receive a certificate of accreditation at its completion. For more information: • Future Learn - free online training course:

F7.4 - Clear objectives are set for workers and managers provide regular feedback on their progress.	Managers should set and regularly discuss and review objectives with their staff, providing both praise and constructive feedback to help individuals achieve what is expected of them. For more information: • ACAS guidance on measuring staff performance • CIPD factsheet on performance management
F7.5 - Managers promote learning and development opportunities throughout the organisation.	When done well, learning supports organisational strategy, performance and boosts workplace skills. Any method of learning should support individuals, 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 capable. That means it's more important than ever to consider the breadth of different learning methods available. Managers play and important role and should coach and support individuals to help them learn on the job and develop the skills they need to succeed. For more information see the following CIPD factsheets: • Leadership in the workplace, Learning in the workplace, Learning methods and The role of line managers in HR and L&D
Management and Leadership Achievement	
A7.1 - A performance management framework or approach has been developed and all people in your workforce have the opportunity for 1:1 conversations with their managers	Organisations should develop a performance management framework and encourage managers to undertake regular one-to-one conversations with the people they manage. Managers should hold regular (at least once a month) informal one-to-one discussions with each person they manage. These meetings are a chance to discuss their progress against objectives, check workloads are manageable and that they are not feeling under excessive pressure. Managers should provide clear feedback, praising and recognising good work and providing clear advice and support if there are areas which needs improvement. *Coaching and developing people* Managers play a key role in coaching and developing people at work, particularly younger workers or people who are new to a role. Finding time to support individuals in this way may seem be difficult however it is invaluable as it will mean in the longer term, managers will have capable people with the skills required by the business who will be less likely to leave for opportunities elsewhere. For more information: • CIPD factsheet on performance management
A7.2 - Line managers have appropriate training to support their personal development and performance in the	Employers should ensure that anyone who manages one or more people in the business has the information, advice and training to do it well.

workplace. For example this can include management, giving performance feedback, carrying out appraisals, and attendance management.	CIPD research[2] has identified the following key behaviours of line managers. These support trust-based working relationships and encourage people to go the extra mile for the business while managing and preventing stress: • **Open, fair and consistent:** Managers manage people with integrity and consistency, managing their emotions and taking a positive approach in interpersonal interactions • **Handle conflict and problems**: Managers are proactive in dealing with employee conflicts (including bullying and abuse) and using appropriate organisational resources • **Knowledge, clarity and guidance:** Managers communicate effectively and provide clear objectives as well as advice, guidance and feedback when required, demonstrating understanding of people's roles • **Building and sustaining relationships:** Managers use empathy and consideration to get to know and build trust with the individuals in their team • **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 they need to manage people by taking part in a free online training course developed by the CIPD and Future Learn. This five-week interactive, modular course provides three hours of learning per week. You also have the option of receiving a certificate of accreditation once completed. For more information: • Future Learn offers free online courses on line management • CIPD Management Development factsheet (you will need to create a log in to see this)

A7.3 - Managers and leaders have access to learning and training across a range of other topics relevant to the organisation. For example, this can include recruitment, workforce dialogue, diversity and inclusion.	Skilled managers are critical to employee engagement, organisational success and even national economic wellbeing. That means management training is vital to enhance the skills, competencies and knowledge of managers. Properly planned, structured and evaluated management development built around the needs of the organisation can make a critical difference as it builds the capability of the individual in a way that contributes to sustained organisation performance. It is also essential to enhance the people management skills of line managers, as their role is critical in supporting employee engagement and hence helping to drive high business performance levels. Managing involves the planning, organisation, co-ordination and implementation of strategies, programmes, tactics and policies in respect of people, resources, information, operations and finance. Increasingly the role also takes on a people development function too, particularly via coaching. Management training may therefore cover any or all these areas, depending on the level and nature of the management role as well as other factors such as the stage of the individual's career. For more information: • CIPD Management Development factsheet (you will need to create a log in to see this)
A7.4 - People management and development practices in your organisation are enhanced through workforce feedback. For example, this can include regular staff surveys	Business leaders and managers should ensure they are regularly seeking the view of their workers on the quality of their employment experience if they want to genuinely create more inclusive, fulfilling and productive work. In smaller businesses this is possible to achieve by regular open conversations with individuals and occasional focus groups with staff about their workload and whether they have the skills, resources and support to do their job and reach their potential at work. In larger organisations of 50 or more staff, it is likely that the best way of understanding the views of the workforce is through some sort of employee survey, supported by information from focus groups. The benefit of qualitative methods, such as focus groups, is to hear the true voice of employees and get a richer, less constrained understanding than from pre-set questions and options. Either way the important issue for employers to recognise is that there is no point in asking the views of workers about how they are managed and their working environment unless there is an intent to act to address any problems identified. For more information: • ACAS guidance on creating staff surveys

PILLAR 3 –
Skills and progression

Management and leadership Excellence	
E7.1 - Managers' key competencies and development objectives have an explicit focus on team and individual learning and development. This could include an expectation for managers to coach/mentor their team members.	Good line managers play a key role in determining learning and development needs and may crucially influence organisational culture in respect of supporting learning. Increasingly their role, via coaching and permission to learn, can impact on the success of learning and become more involved in people development. Line managers should offer regular informal coaching as part of their regular one-to-one meetings with staff and conversations about performance and appraisal. For more information: Explores what learning at work means in an organisational context, the theories behind it, and the strategic and practical issues involved
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.	Line managers need to have the skills to take part in difficult conversations with people in their team, for example on issues linked to poor performance, or in response to complaints or grievances or to tackle conflict or a personality clash at work. For more information: Challenging Conversations and how to manage them Register for the 'Having difficult conversations' event
E7.3 - Managers regularly receive multi-source feedback as part of their development plans. For example this could include 360 feedback.	Managers will benefit from structured development programmes to help develop their leadership and people management skills. CIPD evidence suggests that activities that build self-awareness and help managers recognise themselves as leaders (for example upward/360 feedback, mentoring, coaching, use of psychometrics/occupational testing) are most likely to be effective. For more information: CIPD Research report on 'Developing managers to manage sustainable employee engagement, health and well-being'
E7.4 - Managers and leaders are have access to accredited training. For example CPD accredited training courses.	Some organisations may encourage managers to study for a formal management qualification, for example through the Institute of Leadership and Management and the Chartered Management Institute. Find out more about management training

6. Skills and development

PILLAR 3 –
Skills and progression

Skills and development Foundation	
F8.1 - New starters in the organisation undertake an induction process.	While not a legal requirement, providing a structured induction process for all new employees is vital both for individuals and organisations. For individuals, it can help them settle in and ensure that they have the knowledge and support they need to perform their role. While employers can benefit from reduced turnover and absenteeism alongside an improved employer brand. All staff, both full and part-time need an induction programme. Some groups may have specific needs and require tailor-made programmes, such as graduate trainees and people returning from career breaks, long-term absences, or parental leave. The structure of an induction course depends on the size and nature of an organisation and the type of recruit. Regardless of the organisation size, key areas included in induction include: • A tour of the premises, introduction to fellow workers; and day-to-day guidance in 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 the requirements of the employee's job, how it fits within the wider organisation, outline expected performance and how it will be assessed, describe any training that will be provided and possible future development opportunities. • Details of employee's terms and conditions of employment, including 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 and any company benefits and memberships. For more information on setting up a successful induction process: • Acas step-by-step guide to settling in a new employee • CIPD Induction factsheet
F8.2 - On-the-job training is offered to ensure that workers have adequate core skills to complete their role.	Training and development opportunities are not equally shared amongst the workforce. Older workers, those in low skill roles, and those on non-standard contracts are less likely to receive training and development opportunities. Providing training and support for employees at all levels and at all stages of their careers is essential if individuals are to achieve their potential and be effective in their roles. Providing employees with training to ensure that they can fulfil their role effectively is not a legal requirement, however it does make good business sense. However, if you employ more than 250 people you are required, by law, to consider requests in relation to study and training, from employees with more than 26 weeks continuous service. For more information visit: Training and study at work: your rights Training obligations Time off work for training

F8.3- Training and skills development activities are scheduled during working hours wherever possible.	Employees need a range of job-related and operational information when starting employment, and when subsequent changes are made. This includes information about any training and development employees will receive. As well as clear communication of the training and development on offer you should make access to training opportunities as accessible as possible. This means ensuring that training and skills development takes place during paid working hours whenever possible.
F8.4 - Workers and employees are paid for time spent travelling to and from training.	It is a legal requirement to 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, therefore it is a legal requirement to pay employees for any time spent travelling to training which takes place outside of the workplace. Government guidance on what counts as paid work
F8.5 - Training and development rights are clearly communicated to your workforce, including the right to request time off for training or study.	Employees need a range of job-related and operational information when starting work and when subsequent changes are made. This includes information on training and development they will receive. As well as clearly communicating to employees the training and development they will receive as part of their job, it's also important to ensure that they are made aware of their rights to request time off for training or study. If you employ more than 250 people you are required, under law, to consider requests in relation to study and training, from employees with more than 26 weeks continuous service. To find out more about your legal requirements please follow the links below: For more information visit: Training and studying at work: your rights Training obligations Time off work for training

F8.6 - The organisation pays the apprenticeship levy, if payroll is greater than £3 million.	All UK employers who have an annual pay bill of more than £3m must pay the apprenticeship levy: public and private sector employers are affected as well as charitable organisations and educational providers. The annual pay bill 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. Although earnings below the Class 1 secondary threshold are not counted when calculating an employer's NICs, 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 you need to: • Let HMRC know whether you need to pay the apprenticeship levy. • Include the levy amount in your 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. For more information about: • Apprenticeship funding: how it works • Guidance on how to pay the levy • Apprenticeship employer helpline: • Email: nationalhelpdesk@apprenticeships.gov.uk Phone: 0800 0150 600
F8.7 - Ensure all apprenticeships last a minimum of 12 months and provide 20 per cent off-the-job training	Government has established clear minimum criteria for apprenticeships. Apprentices must be working towards an approved apprenticeship standard, or framework, and their training must last at least 12 months. All apprenticeships must involve at least 20 per cent off-the-job training, this must take place during employees paid working hours. Please note that there are just minimum criteria and most high-quality apprenticeships last considerably longer. Government guidance on pay and conditions for apprentices For more information on fulfilling off-the-job training requirements please see: Apprenticeship: off the job training Off the job training factsheet Identifying whether an activity counts as off the job training
Skills and development Achievement	

A8.1 - The organisation offers apprenticeships and training opportunities as pathways into employment in the organisation. These roles should include flexible working options where possible.	Organisations should look to provide structured and quality routes into employment in their organisation. Apprenticeships and internships are two excellent ways to attract and grow fresh talent. Properly structured internships are a great way for individuals to gain experience but also a fantastic tool for organisations to build their talent pipeline. To support equal access to internships it's important that interns are paid at least the London Living Wage, but those who are seeking to attract the brightest and the best often pay considerably more. Apprenticeships are a unique way to 'grow your own'. They combine on-the-job training in your organisation with off-the-job learning. Apprenticeships are a great way to grow your skills base. The apprentice's learning takes place in context and provides a real understanding of the working world, combining practical skills with theoretical knowledge. Apprenticeships can therefore offer a career route into your organisation and an invaluable opportunity to develop the expertise you need now and in the future. For more information about: Apprenticeships Internships
A8.2 - There is a structured programme of training and development accessible and available to everyone in the organisation.	Organisation should offer a structured programme of training and development for their employees, aligned to their organisational objectives and vision. There are clear benefits to providing training and development opportunities, a more satisfied workforce, better staff retention, and ensuring that you have the right skills in the right place at the right time. Organisations should ensure that access to training and development opportunities are available to everyone regardless of contract type, service length, or seniority. For resources on how to develop a strategic approach to workforce planning and development please follow these links: Workforce planning Workforce planning practice Talent Management

A8.3 - Informal training such as volunteering is recognised and counted in personal development plans.	Employers, individuals and local communities all benefit from encouraging employees to take part in volunteering opportunities. For employers, benefits include employee skills development and engagement, team development, improved staff morale whilst improving overall brand reputation and demonstrating a commitment to make a difference to society. Volunteering gives employees the chance to build connections with their local communities and give back to society while working on issues they feel passionate about. They also gain the opportunity to develop key soft skills in areas such as coaching, leadership and organisational abilities. While the community and voluntary sector benefits from enthusiastic volunteers with specialist skills, expertise and knowledge. To encourage employees to volunteer organisations can either choose to set up Employee Supported Volunteering (ESV) programmes or instead develop a clear volunteering policy which sets out the organisations approach to enabling volunteering. CIPD guidance on employee supported volunteering programme
A8.4 - Workers and employees are granted paid time off to pursue union-led learning opportunities (if the organisation has a recognised trade union).	Union Learning Reps play a significant role in delivering benefits for both employers and employees. They have a proven track record in encouraging workers to engage with learning opportunities, especially amongst those who are reluctant to take up training. They help remove barriers to learning by providing support, information and advice, promoting learning and identifying any issues with providers. Union learning raises skills levels in various ways: it widens the type of learning that takes place in the workplace and engages those most reluctant to learn. As a result, staff are more willing to do training and development. It encourages career development, so builds promotion from within. Unions also promote and support apprenticeships and vocational qualifications. It is important that all ULRs are sufficiently trained to be able to carry out their duties within six months of their appointment. The employer must provide paid time off for the ULR to attend training at the wage they would have earned had they worked during the time spent training For more information: • Union Learn information about ULRs

| A8.5 - Actions are taken by the organisation to maximise the use of the apprenticeship levy allowance. | Companies that pay out more than £3m in annual payroll must now put 0.5 per cent of their total wage bill into the levy. In return, they receive vouchers which they can spend on approved apprenticeship training courses. The government tops up this figure by ten per cent, but funds must be spent within two years or they expire.

Paying 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.

Non-levy paying employers will share the cost of training and assessing their apprentices with government - this is called 'co-investment'. From May 2017, you will pay 10 per cent towards to the cost of apprenticeship training and government will pay the rest (90 per cent), up to the funding band maximum.

Employers who pay the apprenticeship levy and have unused apprenticeship funds can also find employers who want to receive a transfer in various ways. For example, you could get in touch with:
- employers you currently work with
- other employers in your industry
- an Apprenticeship Training Agency (ATA)

Alternatively, you could find suitable employers through regional partners. Levy-paying employers can transfer up to 10% of their annual funds, which will increase to 25 per cent in April 2019. You can transfer from your apprenticeship account to as many employers as you choose.

For more information:
- Estimate your apprenticeship funding:
- Transferring unused apprenticeship funds to other employers
- All information about paying the apprenticeship levy |
| Skills and development 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. | Internal and external recognition of skills training and development through accreditation is important for employee motivation and engagement and can benefit fits businesses by improving employee attraction, retention and effectiveness. In providing training that is quality assured organisations are also demonstrating their commitment to raising standards, to external customers and their employees. |

E8.2 - The organisation proactively identifies future skills and training needs through skills and career planning processes.	A lack of career development continues to be a major cause of employee dissatisfaction and turnover. Putting in place the right processes to support skills and career planning is a great way to ensure that staff are motivated and feel satisfied by their jobs. While it is recognised that employees must take ownership for their development and advancement, it is also acknowledged that organisations must provide the necessary information, tools, and resources that allow employees to manage their careers in a way that meets both employee as well as the organisational needs. Individual career planning and skills development should be supported, and linked to, a strategic perspective on overall workforce planning. Ensuring the employees have the right information to make decisions about their careers within your organisation is a good place to start. Many employers are moving away from a promotional view of career pathways to an experiential one, recognising that career progression is rarely linear and is instead about building the right capabilities. Map the career pathways through your organisation, and the capabilities and experiences that employees need accumulate to take that pathway as opposed to positions acquired and consider horizontal as well as vertical pathways. There are number of ways to support employees to take ownership of their career planning. Many organisations use 'career conversations', with managers and non-managers. These can help employees think through their future career goals and ambitions and to develop career plans to support future decisions career and skills development. Line managers should be provided with training and development to ensure that they have the right knowledge and skills to be able to support this process. For more information on career pathing and workforce planning: • CIPD and CEB podcasts on career pathways • Workforce planning guidance
E8.3 - The organisation promotes apprenticeships. For example, through a recognised apprenticeship promotion programme.	Exemplar organisations have an important role to play by being ambassadors for either their sector, or their communities, helping to champion and promote good organisational principles and practice. Getting involved in an apprenticeship promotion programme is a great way to promote the benefits of apprenticeships to other businesses, as well as young people themselves and the wider community. For more information: Apprenticeship events

E8.4 - The organisation offers supported internships to young people with special educational needs and disabilities.	A supported internship is a study programme aimed at young people aged 16 to 24 who have a statement of special educational needs (SEN) or an EHC plan. The aim is to help them move into employment 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 and/or disabilities to achieve sustainable, paid employment by • equipping them with 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. • Where possible, they support the young person to move into paid employment at the end of the programme. • Students complete a personalised study programme which includes the chance to study for relevant substantial qualifications, if suitable, and English and maths to an appropriate level. People with a disability, physical or mental health condition that makes it hard to do a job can apply for Access to Work for extra help. For more information: • Why host a supported internship placement • Supported internships government guidance • FAQs about supported internships
E8.5 - The organisation collaborates with local colleges and/or training providers to shape training provision and meet industry need. For example, this could include offering insight days to their students.	Tailored, flexible and innovative approaches to training by colleges and training providers are highly valued by many organisations. Working with colleges and training providers can help ensure that the training they provide is in line with expectations and the needs of the business. As a result of collaboration with employers, training providers can improve their training resources and equipment for learners. The best benefit for employers is from well-skilled and knowledgeable staff who understand their work roles and contribute effectively to business performance. Being actively involved in a provider's training programme can ensure that staff are trained and knowledgeable in your organisation. Training that is tailored to meet the organisation's needs also means more effective training with less 'down time', minimising employees' absence from work. Employers can also achieve a better understanding of their learners' capabilities and can better match them to appropriate tasks and activities or support them in areas where they are needed.

E8.6 - An allowance of volunteering leave is provided and Employer Supported Volunteering (ESV) is promoted within the organisation.	Employer-supported volunteering (ESV) gives employees the opportunity to volunteer during working hours. Organisations have an impact on the communities in which they operate. Many employers have introduced different types of volunteering programmes for employees to support community organisations and charities with their time and skills. Some of the recognisable benefits for employers include the link between volunteering and employee development and the opportunity to engage with employees, whilst improving communication and understanding of the local community. In addition, employers can also build stronger teams, and improve staff morale whilst improving overall brand reputation and demonstrating a commitment to make a difference to society. Volunteering gives employees the chance to build connections with their local communities and give back to society while working on issues they feel passionate about. They also gain the opportunity to develop key soft skills in areas such as coaching, leadership and organisational abilities. Further benefits have been found to include: • improved communication • increased confidence • team working • creativity • resilience • gaining an overall sense of fulfilment. <u>For more information:</u> • [CIPD factsheet on Employer Supported Volunteering](#) (you will need a free account to access this) • [CIPD guide on ESV](#) • Case study from National Grid (https://knowhow.ncvo.org.uk/case-studies/developing-a-skills-based-approach-to-employer-supported-volunteering)

7.   In-work progression

In-work progression Foundation	
F9.1 - Clear job descriptions and responsibilities are communicated to everyone in the workforce.	While not a legal obligation, all employees should have a clear job description which sets out the purpose of their role and the main duties involved. Ensuring that you have clear job descriptions benefits everyone, a clear description can help smooth the recruitment process by providing a clear overview of the role to all involved, and it also can be used to set expectations around performance to employees and managers to help ensure effective performance and clarity during performance. A job specification should make clear, in a straightforward and precise way, the main purpose of the job, the main tasks involved, how the role fits into the wider business, alongside an outline of any other duties and responsibilities. For more information and advice on how to write job descriptions, as well as person specifications, please see: Hiring Staff Recruitment: an introduction
F9.2 - Progression opportunities such as promotions, secondments or other career development opportunities are open to everyone in the workforce.	Providing training, development and progression opportunities to employees, while recommended, is not required by law. However, if an organisation decides to provide such opportunities then they must do so without unlawful discrimination. If an employer assumes that an employee is not able to do the training, for instance, or fails to make allowances or reasonable adjustments (for example, the timing, location or style of the training), this may lead to unlawful discrimination. Read more about equality law and training development

F9.3 - Feedback on performce, development and progression is regularly provided to everyone in the workforce.	Creating effective performance management systems helps organisations to achieve better results. By monitoring and improving individual and team performance, employers can understand their employees and address their development needs. Broadly, good performance management revolves around regular, effective feedback on an employee's progress towards objectives. People managers are key, ideally, they 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, these are: 1. **Setting objectives** for employees, which should be linked directly to your organisation's goals and vision. 2. **Agreeing competencies/behaviours** to be developed that will enable your 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. **Putting in place a development plan** which identifies any training employees may require to meet their objectives and their career aspirations. Acas resources on managing and developing staff For helpful advice on managing performance in small firms: Managing performance for small firms An introduction to performance management
In-work progression Achievement	

PILLAR 3 –
Skills and progression

A9.1 - There are clear progression pathways, levels and/or systems for promotions and pay growth in the organisation.	There are clear business benefits to setting out in a transparent pay and progression prospects for employees. Employees who see a clear progression path are more likely to be engaged and committed to their jobs. As such, it is an integral part of any succession programmes. To have useful discussions with employees about progression, requires fair and consistent people management policies that support it. These types of policies include: • Advertising posts and promotion opportunities within your organisation • Providing development and training provision which is aligned to employee progression such as training, coaching, mentoring, or involvement in special projects • A clear career ladder, which defines the career progression path for employees based on their skills, experience, and length of service These policies can provide a structure for employee progression that people managers should communicate clearly, so employees know about opportunities and feel comfortable discussing them. For more information of progression and pay structures: • [Pay structures and pay progression](#) • [Offers insight, support and guidance for employers and examines barriers to access and progression within their business context](#)
A9.2 - There is a system for supporting development of workers in the organisation. For example, this could include development plans, regular performance reviews and/or appraisals.	Offering annual career/development reviews ensures that you have an opportunity to support employees' career progression and skills development. Annual career/development reviews should be supported by an effective performance management system, with regular one-to-one feedback from line managers and structured support and training to enable employees to achieve their development goals.

A9.3 - There organisation supports the progression of underrepresented or disadvantaged groups, including women, through positive programmes. For example, sponsorship programmes such as GLA's OurTime initiative.	There are numerous things organisations and employers can do to promote women and other underrepresented and disadvantaged groups in their organisation. A few different approaches and programmes employers can do: • Mentoring programmes • Inclusion training for leadership • Reviews of organisational policies • Employee led task forces • Diverse opportunities for employee engagement One example, Our Time, is a sponsorship programme that pairs highly talented women with champions at a senior management level, either female or male. The aim is to help open the professional networks, opportunities and contacts that are needed to progress to leadership positions within workplaces. The programme contains two key features: • A 12-month one to one sponsorship relationship which offers the key to unlocking opportunities and networks, providing participants with a tangible launch pad towards the next stage in their careers. • A six-month formal development journey which provides facilitated conversations to kick-start the sponsorship relationship, develop a strong network in the cohort and learn how to manage other barriers that may exist. For more information: • Our Time - Supporting Future Leaders
In-work progression Excellence	

E9.1 - Regular development reviews focus on long-term career progression and skills development beyond current job requirements	Traditionally, organisations ensure that its employees have the skills to meet the company's long-term goals. Now however, career development is viewed today as a key component of an organisation's attraction and retention strategy. Many job candidates will not consider employment with an organization unless it offers career development beyond the day-to-day job as a basic component of its culture. There are multiple ways employers can implement career development reviews and plans into existing HR processes, such as performance reviews and appraisals, coaching and mentoring, or new and separate activities. Discussions of career planning typically include the following: • Current job: current responsibility 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 - Workers and employees have access to other career enhancing roles and opportunities in the organisation to gain broader experience. For example this could be rotations, secondments or internal transfers.	Organisations should seek to offer diverse ways for employees to build their skills and enhance their careers. Alongside learning on the job, employers should consider developing a more diverse range of learning interventions that are longer-term, broader and/or of a higher level than basic on-the-job training. Development programmes could include techniques such as coaching and mentoring or secondment, often with more formal or off-the-job learning or educational arrangements. In-house programmes are often used for management or leadership development activities but are not limited to these. **Job rotation, secondment and shadowing** • Learning from the experience of secondment - that is, the temporary loan of an employee to another department or role, or sometimes to an external organisation - is widely recognised as valuable for both employee development and organisation development. • Job rotation and shadowing are similarly useful forms of development, particularly in supporting employees in developing the skills and competencies required for moves to new or higher-level roles. The support process for the learners here is important and time needs to be factored in for achieving the desired performance outputs. For more information: • CI{D factsheet on the main types of learning methods • How to deal with a secondment

E9.3 - The organisation has put in place a mentoring and/or coaching scheme in place between senior and junior members of the workforce.	Coaching and mentoring can be effective approaches to developing employees. Both have grown in popularity, with many employers using them to enhance the skills, knowledge and performance of their people around specific skills and goals.
	Coaching aims to produce optimal performance and improvement at work. It focuses on specific skills and goals, although it may also have an impact on an individual's personal attributes such as social interaction or confidence. The process typically lasts for a defined time period or forms the basis of an ongoing management style.
	Mentoring in the workplace tends to describe a relationship in which a more experienced colleague shares their greater knowledge to support the development of an inexperienced member of staff. It calls on the skills of questioning, listening, clarifying and reframing that are also associated with coaching. One key distinction is that mentoring relationships tend to be longer term than coaching arrangements.
	For useful resources on setting up coaching or mentoring schemes: • Coaching and Mentoring • Coaching and mentoring network • CIPD Coaching podcast

| **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** | Workforce planning ensures that you have the right skills, in the right place, at the right time. Workforce planning is a process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that an organisation can accomplish its mission, goals, and strategic plan. Workforce planning is about generating information, analysing it to inform future demand for people and skills, and translating that into a set of actions that will develop and build on the existing workforce to meet that demand.

Knowing and understanding the skills you have within your workforce is an essential step in the process. Segment your workforce, look at skill sets, consider demographics and identify business-critical roles – both strategic and operational. Skill sets people have may not be confined to only those that are regularly used in their current roles – there may be relevant skills that are or have been developed outside of work.

A skills audit via a self-assessed learning diagnostic and regular development conversations can help organisations identify and make better use of their people's skills, particularly in areas of the business where those skills are in high demand. Having established an understanding of the available skill capabilities, a review of current job design and team structures will help identify areas where the use of those skills can be optimised.

When reviewing job design and team structures organisations should seek to optimise the development of roles which allow employees to fully deploy their existing capabilities as well as build their skills and develop their careers. Well-designed work, particularly work that provides individuals with the chance to problem-solve and collaborate with others, bolsters employee empowerment, greater trust, and development of the skills that are seen as most important for work, skills such as communications, teamworking, planning and organisation, and of course problem-solving.

For useful resources on workforce planning:
Workforce planning
Guidance on workforce planning |
|---|---|

Pillar 4 – Diversity and recruitment

8. Equality, diversity and inclusion

Equality, diversity & inclusion Foundation	
F10.1 There is an Equality, Diversity and Inclusion strategy for the organisation and a statement is provided in recruitment material.	Promoting and supporting diversity in the workplace is an important aspect of good people management - it's about valuing everyone in the organisation as an individual. While UK legislation – covering age, disability, race, religion, gender and sexual orientation among others – sets minimum standards, an effective diversity and inclusion strategy goes beyond legal compliance and seeks to add value to an organisation, contributing to employee well-being and engagement. Although there's no legal requirement to have a written diversity and Inclusion policy, it's a good idea to produce one to demonstrate the organisation takes its legal and moral obligations towards being a diverse employer seriously. It can also encourage employees to treat others equally. The policy needs to be supported with a well-communicated value system reflecting 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 a Diversity and Inclusion statement in recruitment material to attract a diverse pool of candidates and to signal your commitment to promoting the values of diversity and inclusion. This might include a strapline and supporting text. For information • CIPD on diversity and inclusion in the workplace • The Equality and Human Rights Commission has information on the Equality Act 2010 • An example Diversity, Equality and Inclusion statement from the University of York
F10.2 Steps are taken in the organisation to prevent unlawful discrimination and harassment.	Employers are responsible for preventing discrimination and harassment in the workplace and should strive to create a supportive and inclusive environment for all. The Equality Act 2010 legally protects people from discrimination and harassment in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it's unlawful to treat someone. It is against the law to discriminate against or harass anyone because of: • age • being or becoming a transsexual person • being married or in a civil partnership • being pregnant or on maternity leave • disability • race including colour, nationality, ethnic or national origin • religion, belief or lack of religion/belief • sex • sexual orientation These are called 'protected characteristics.'

	For information
	<u>For information</u> • The Equality and Human Rights Commission has information on the <u>Equality Act 2010</u>, <u>Protected Characteristics</u> and <u>Advice for Small Businesses</u> Citizens Advice has <u>information on discrimination</u> • ACAS information on Bullying and Harassment At Work

F10.3 The organisation reports and publishes its gender pay gap each year by law, if the organisation has more than 250 employees.	Gender pay gap reporting has become a legal requirement for all UK organisations with 250 employees or more. Private and voluntary sector organisations also have the option of including a narrative statement alongside their gender pay gap figures, outlining the reasons behind them and the actions they are taking to close it. The gender pay gap reporting regulations require larger organisations in the UK to publish statistics on the pay gap between their male and female employees, measured by hourly pay and bonuses, and to report on the proportion of male and female employees in each pay quartile. The intention behind the regulations is to transform the way 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 equal pay. There is 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 within an organisation, but it doesn't necessarily do so: a gender pay gap should not be taken as evidence of unequal pay. For information • Government overview of gender pay gap reporting • Government pay gap reporting service • Support to manage and improve your organisation's gender pay gap from government, acas and CIPD

PILLAR 4 –
Diversity and Recruitment

F10.4 The organisation considers making reasonable adjustments to ensure workers with disabilities or physical or mental health conditions are not disadvantaged in the workplace. This may include adjustments to your recruitment process.	Employers must make reasonable adjustments to ensure workers with disabilities, or physical or mental health conditions, aren't substantially 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
	• making 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 employees training opportunities, recreation and refreshment facilities
	
	For more information:
	   • Government information about recruiting people with disabilities and reasonable adjustments
	   • A guide for employers on Access to Work, the government scheme for money to help disabled people do their jobs
	   • Guidance on Disability Confident employers' scheme
	   • A government guide for line managers on recruiting, managing and developing people with a disability or health condition

Equality, diversity & inclusion Achievement	

A10.1 The organisation has developed action plan or approach to tackle inequality and improve diversity.	It's a good idea for organisations to develop an action plan and policy to tackle inequality and improve diversity and inclusion. As well as targeted initiatives, a coherent strategy is needed to 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 employees should be trained to understand and engage with this in the way they do their jobs and work with their colleagues. Having a strategy and policy demonstrates the organisation takes its legal and moral obligations towards being a diverse employer seriously. It can also encourage employees to treat others equally. For information • For examples of possible actions around Diversity and Inclusion visit: CIPD's Diversity and Inclusion in the Workplace factsheet
A10.2 Equality, diversity and inclusion training is offered to your workforce.	Integrate diversity and inclusion training into the induction process for all new starters and provide opportunities for refresher training for all employees. Develop specialist training and support for recruiters and people managers to help ensure that recruitment is bias free and that employees are being managed in a fair and inclusive way. Use a range of different training approaches and reinforce this with strong organisational values and practices related to diversity and inclusion. Research suggests that while unconscious bias training is useful for raising awareness it doesn't necessarily lead to longer-term change on its own. For information • The Equality and Human Rights Commission has guidance for employers on equality training (amongst other topics) • The Equality and Human Rights Commission has produced an assessment of the effectiveness on Unconscious bias training

A10.3 The organisation has set is a zero-tolerance policy for all forms of discrimination, harassment and bullying.	When dealing with harassment at work, prevention is better than a cure. Engaging with employees on the issue and raising awareness of the company's zero-tolerance policy for unacceptable behaviour are key to avoiding incidences of harassment, discrimination and bullying occurring in the first place. A workplace environment which values difference, is free from hostility and based on tolerance, will enable people to contribute more effectively and achieve higher levels of job satisfaction. Employers should establish a robust framework and policies to counter any potential harassment, discrimination or bullying in the workplace and these policies need to cover every aspect of employment including recruitment and selection, training, and promotion. There should be a clear process communicated to all staff about how to raise a complaint and to whom, so that everyone in the organisation understands how to raise any concerns and what steps will be taken. Line managers should be trained and confident in implementing the organisation's policies and dealing with any concerns or complaints. Once organisations have developed clear processes on how to deal with harassment, discrimination or bullying, the priority should be to follow them consistently. Every case should be investigated objectively. No concerns should be brushed under the carpet. <u>For information:</u> • The Equality and Human Rights Commission has information on the Equality Act 2010, Protected Characteristics and Advice for Small Businesses • Citizens Advice has information on discrimination • ACAS information on Bullying and Harassment At Work CIPD have produced some practical support on tackling sexual harassment and bullying at work • CIPD info on practical support on tackling sexual harassment and bullying at work

A10.4 The organisation has developed an approach and takes steps to diversify the leadership of the organisation.	There is a strong moral and business case for building diverse leadership teams within organisations. Research from Grant Thornton and McKinsey suggests that companies with diverse boards do better than their rivals. The Equality and Human Rights Commission (2016) has developed a six- step guidance to improving Board diversity in organisations, outlined below: *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 your executive search firm. • Assess candidates against the role specification in a consistent way throughout the process. *Ongoing action to improve diversity* • Establish clear board accountability for diversity. • Widen diversity in your senior leadership talent pool to ensure future diversity in succession planning. <u>For information</u> • Equality and Human Right Commission's <u>six step guidance</u> on improving board diversity • CIPD <u>report on</u> Gender Diversity in the Boardroom • Mckinsey's article on the <u>business case for more diverse boards</u>
A10.5 - The rate of which parents return to the organisation after maternity or paternity leave is measured, to find trends and any issues with how family friendly the workplace is.	Pregnancy and maternity discrimination is unlawful but research that the Department for Business, Energy and Industrial Strategy and the Equality and Human Rights Commission published in 2016 demonstrates that it is still far too prevalent. As the Women and Equalities Select Committee made clear in its report on pregnancy and maternity discrimination, pregnant women and new mothers continue to feel forced out of work. In order to ensure that parents who return to work after maternity/ paternity leave feel properly supported, organisations can look to measure maternity retention rates for a six to 12-month period (or longer). This will help to provide insight on whether there are any problems with maternity or paternity retention and whether action is needed to increase retention rates of this group overall. For information • The Equality and Human Rights Commission's <u>joint research with BEIS in relation to pregnancy and maternity discrimination</u> along with <u>six recommendations for action</u>

A10.6 - Data is gathered about the workforce to calculate pay gaps in relation to gender and ethnicity.	Organisations in the UK with 250 or more employees are required to gather workforce data and publish statistics on the pay gap between their male and female employees, measured by hourly pay and bonuses, and to report on the proportion of male and female workers in each pay quartile. Gender pay gap reporting should not be confused with equal pay. The gender pay gap is a measure of the difference between men's and women's average earnings while equal pay is where men and women in the same employment performing equal work must receive equal pay. Currently the government is considering whether to require UK organisations employing 250 or more individuals to publish pay data by ethnicity. How pay data is calculated is likely to follow the existing rules for gender pay gap reporting. However, how pay data is disclosed is currently under review such as whether there will be a requirement for one overall figure or separate figures according to the classifications used by the Office for National Statistics. It's important therefore for organisations to start to gather and strengthen workforce data in relation to ethnicity to help identify and calculate their pay gaps in relation to ethnicity. A key challenge will be around successfully monitoring by a set of standard ethnicity classifications and trying to improve disclosure rates to make the data more meaningful and accurate. For information • Government overview of gender pay gap reporting • Government pay gap reporting service • Support to manage and improve your organisation's gender pay gap from government, acas and CIPD

A10.7 - Data is gathered about the workforce to calculate pay gaps in relation to disabled staff.	In November 2018, the government announced the DWP Disability, Mental Health, and wellbeing reporting framework. The framework has been developed by the government in partnership with large employers and expert partners (including leading charities) to support organisations to record and voluntarily report information on disability, mental health and wellbeing in the workplace. The framework is aimed at large employers with over 250 employees but can also be used to support smaller employers who are keen to drive greater transparency in their organisation or industry. For reporting on disability, the aim is that employers who choose to engage with this framework will report on Part A and, where possible, also on Part B, as set out below. It is suggested that organisations: • A – provide a narrative to explain the activities in their organisation in relation to the recruitment and retention of disabled people • B – report the percentage of individuals within their organisation who consider themselves to be disabled or have a long term physical or mental health condition For more information about: • Voluntary reporting on disability, mental health and wellbeing • Disability pay gap reporting

A10.8 - Data on your workforce is analysed, compared and benchmarked to other organisations.	There is no legal obligation for organisations to review diversity in their workforce and during recruitment, but there is an obligation on employers to prevent discrimination at work and the two are closely linked. If employers collect personal information (for example, ethnicity, gender, religion, sexuality etc) 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: • recruit and retain the best people from the widest talent pool by establishing a reputation for promoting diversity and inclusion in their workforce • improve engagement and performance. Valuing and supporting the diversity of people's backgrounds and experiences is important in enabling them to contribute their best performance. • identify and provide specific adjustments, training or interventions to remove barriers faced by people with a range of impairments • avoid reputation and legal risk: compliance with the Equality Act 2010 ensures avoidance of damaging and costly employment tribunals or negative publicity • reach an evidence-based decision on whether to use positive action schemes such as targeted recruitment campaigns or training and development programmes, by producing evidence of under-representation or disadvantage. It is also important and useful to benchmark progress against other organisations and explore what others are doing to adopt and adapt ideas where appropriate. Networking is also helpful with others from inside and outside the organisation to keep up-to-date and to share learning. For more information: • HR analytics • Equality Act advice and guidance • Diversity and Inclusion in the workplace
Equality, diversity & inclusion Excellence	

E10.1 - The organisation voluntarily reports and publishes its gender pay gap, even if there are under 250 employees, unless doing so would lead to the disclosure of pay information on individuals. Please still answer 'Yes' to this criteria if your organisation has more than 250 employees and publishes an annual gender pay gap report.	It is not currently a legal requirement for organisations of less than 250 employees to report on their gender pay gaps. However progressive organisations should be reporting on or striving to report on this (unless doing so would lead to the disclosure of pay information on individuals). Reporting aids transparency and accountability and helps an organisation to understand its starting point and how to monitor progress over time in relation to gender representation and equality. Ultimately it helps support the creation of a more inclusive workplace. Employers should also look to include a narrative statement alongside their gender pay gap figures, outlining the reasons behind them and the actions they are taking to close them. For more information: • How to calculate your gender pay gap • Support to manage and improve your organisation's gender pay gap Actions to close the gender pay gap • Gender pay gap reporting • Find out what a gender pay gap report should be
E10.2 - The organisation voluntarily reports and publishes it's ethnicity pay gap, where data allows for statistical significance.	Currently the government is considering whether to require UK organisations employing 250 or more individuals to publish pay data by ethnicity. How pay data is calculated is likely to follow the existing rules for gender pay gap reporting. However, how pay data is disclosed is currently under review such as whether there will be a requirement for one overall figure or separate figures according to the classifications used by the Office for National Statistics. Progressive organisations should be looking to report and publish their ethnicity pay gaps (where data allows for statistical significance/ anonymity). The government believes that this activity will not only boost the UK economy, but also improve social justice and cohesion by dealing with workplace inequality. For more information: • Ethnicity pay gap reporting
E10.3 - Your organisation has considered and/or takes steps to minimise any disability pay gap.	When it comes to pay reporting this shouldn't be just about employers publishing a set of figures. It's also about encouraging action among them to explore the various reasons why pay differences exist and, if appropriate, to come up with actions to reduce the size of these gaps. For information about: • Ethnicity pay gap reporting • Disability pay gap reporting
E10.4 - The organisation has developed and actively participates in in school and community outreach programmes. This can include working with	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 which introduce children and young people to the fun and excitement of work in an organisation's sector

schools to offer short work experience placements and/or taster days.	• Sector events which encourage currently underrepresented groups to apply/ develop careers in that sector • Short work experience and/ or taster days (paid if they are conducting work) • Tours of the organisation for community and school groups • Support for the work of relevant local organisations

E10.5 - The organisation provides or supports learning for English for speakers of other languages (ESOL) members of the workforce during paid working hours.	It's important for organisations to provide support where possible in the development of English for speakers of other languages (ESOL). This could include providing opportunities for learning during work-time, offering quiet rooms to aid such learning or supporting the development of English language conversation clubs. For more information on: • Criteria for English for speakers of other languages • Links to external organisations and practitioner resources
E10.6 - Diversity and Inclusion champions or representatives have been	Diversity and inclusion champions play a central role in disseminating good practice and encouraging the promotion of equalities within organisations. Champions can demonstrate that the organisation is one where the culture embraces values such as respect, positive attitudes, behaviours and good communications. Other aspects of the role might include: ▪ Raising awareness of organisational Diversity & Inclusion policies ▪ Encouraging individuals to speak up regarding any Diversity & Inclusion concerns ▪ Role modelling positive behaviours to colleagues, partners and customers/ service users ▪ Constructively challenging those who discriminate, harass, speak or behave inappropriately. By assigning Diversity & Inclusion champions at different levels in every department or area, organisations can benefit from consistent support and progression of Diversity & Inclusion strategies, values and behaviours. More information on: • Diversity and Inclusion in the Workplace • The Equality Act
E10.7 - Workforce data is used to develop action plans to tackle diversity and inclusion challenges throughout all levels and areas of the organisation.	Progressive organisations with a strong focus on Diversity & Inclusion will be looking to diversify all levels of their organisations. They will already be effectively analysing their workforce data by diversity and inclusion and benchmarking progress against other organisations in their industry/ sector and exploring what others are doing to adopt and adapt ideas where appropriate. 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. More information on: • Diversity and Inclusion in the Workplace • The Equality Act

9. **Recruitment**

Criteria	Guidance
Recruitment Foundation	

**PILLAR 4 –
Diversity and Recruitment**

| **F11.1 - When recruiting, the organisation is aware of and follows laws on discrimination.** | Effective recruitment is crucial to the successful day-to-day functioning of any organisation. It depends upon finding people with the right skills, expertise and qualifications to deliver organisational objectives and to contribute positively to the values and aims of the business.

Employers and recruiters also need to be fully aware of equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process. Organisations should monitor their recruitment processes continuously to ensure their methods are transparent, effective, and that they are non-discriminatory, for both internal and external candidates.

Employers cannot turn someone down for a job because they've been convicted of an offence if the conviction or caution is 'spent' - unless an exception applies (for more information on what constitutes 'spent' and possible exceptions see the last link below). Job applicants do not need to tell potential employers about spent convictions or cautions.

For more information about
- [The main stages of the recruitment process](#)
- [CIPD tips on avoiding bias in recruitment](#)
- [Employing ex-offenders](#) |
| **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.** | Pre-employment checks are designed to minimise the risk of employing the wrong person. They're a crucial step in the recruitment process, reducing the risk of hiring employees who might cause difficulties for the organisation, its employees, customers and suppliers. For this reason, employers need to exercise due diligence in all cases, conducting pre-employment checks in a legal, ethical manner that consistently values fact over opinion.

There is increasing public recognition of the need for employers to adopt practices that are both legal and ethical. 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.

More information about:

- [Pre-employment checks](#)
- [Checks employers can make on job applicants](#)
- [Employee status checking service](#) |

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F11.3 - The organisation is aware of its responsibilities to be accurate and fair when providing references and follows laws on discrimination.	It's also important for employers to provide transparency and openness if references are required as part of the recruitment process, due to being in a regulated industry, like financial services. A recruitment policy should state clearly how references will be used, when in the recruitment process they will be taken up and what kind of references will be necessary (for example, from former employers). These rules should be applied consistently. Candidates should always be informed of the procedure for taking up references. References are most frequently sought after the applicant has been given a 'provisional offer'. For more information about • References and workers' rights • References as part of pre-employment checks
F11.4 - The organisation provides information about vacancies in alternative formats and accepts applications in alternative formats when requested and possible. For example this might be a non-electronic application.	Employers must provide information about recruitment vacancies in alternative formats (for example, large print) on request if this is reasonable. Employers must also accept applications in alternative formats (for example, electronically) wherever possible. For more information about • Alternative formats • Accessible communication formats
F11.5 - Accurate personal records of new employees and workers are collected at recruitment stage.	There is no legal obligation for organisations to review diversity in their workforce and during recruitment, but there is an obligation on employers to prevent discrimination at work and the two are closely linked. If employers collect personal information (e.g. ethnicity, gender, religion, sexuality etc.) about job applicants or employees, they must protect their data. They must not discriminate against a candidate based on their personal information. For more information about • Employers' responsibilities around equality monitoring • Equality Act advice and guidance • Different types of discrimination

Criteria	Guidance
Recruitment - Achievement	

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 this can include a range of websites, job boards, social media, events, job fairs and more.	Publicising a role widely, including using advertising and social media channels, helps attract a wider pool of applicants. This can ensure you engage a diverse range of good candidates so you're more likely to hire the best person for the role. You could also use an executive search firm with expertise in this area. • Test the wording of your job adverts to see how it affects who applies. • Personalise your outreach efforts to encourage applicants. • Make it easy for people who show interest to apply directly. • Vary where and how you do outreach. • Push for transparency in outreach even when using networks for recruitment and selection. • Systematise your use of social media in recruitment. For more information about • The EHRC's six step guidance • The behavioural science of recruitment and ways of avoiding bias
A11.2 - Job applications are proactively sought and encouraged from underrepresented groups.	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 help remove the hurdles faced by sections of the community that are 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 having the objective to reduce the under-representation in the employer's workforce. The steps can include measures to encourage or train people from an under-represented group to apply for jobs. • Specific provisions on positive action allow employers to select an applicant for recruitment or promotion from an under-represented group, in favour of another applicant who is not from that group, if, and only if, both applicants are 'as qualified as' each other. Some of the steps that you 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. For information about • EHRC guidance on positive action • Quick start guide to positive recruitment and promotion

A11.3 - Steps are taken to make interview panels as diverse as possible, both in terms of gender and ethnicity.	A more diverse panel can lead to better recruitment and promotion decisions and better tackling of unconscious bias. Where possible organisations should create a panel that is diverse in terms of gender, age, ethnicity, nationality and socio-economic background. Organisations may wish to include measures that ensure some diversity. This could tackle key problem areas, such as ensuring women panel members for STEM roles. These measures can help organisations to recruit more diverse employees. They also show candidates that the organisation is proud of its diversity and inclusion. For more information about: Conducting diverse recruitment
A11.4 - Job adverts are accessible and inclusive. For example this can include checking for inclusive wording, using large and clear print and pictures.	In order to attract the widest pool of talent it's important to make sure that job adverts are accessible and inclusive. That means ensuring that the print, wording and pictures are all accessible and inclusive as well. Descriptors, job titles and photographs which describe personal characteristics may be discriminatory as they imply only people with those characteristics are eligible for the job. To avoid implying that there is any restriction on who may apply, use neutral descriptions of the skills or experience you are looking for. In order to support this aim of making job adverts accessible and inclusive, employers can: • Describe the required competencies or experience • Use neutral language (such as gender and age neutral) • Test the wording of their job adverts to see how it affects who applies • Speak about their diversity and the importance they place on creating an inclusive workplace. For information about: • Advertising good practice checklist • Equality law for advertisers and publishers • FAQ's around lawful advertising for jobs

A11.5 - Jobs are advertised as flexible wherever possible.	There is a strong unmet demand for more flexible jobs; 87 per cent of people want to work flexibly, but only 11 per cent of quality jobs are advertised as being flexible.
	• Advertising jobs as flexible can help organisations access a wider and more diverse talent pool - so you can get the best person for the job
	• By not advertising jobs as flexible, you're cutting yourself off from potential applicants. This is especially true for roles with skill shortages and hard-to-fill vacancies
	• Build your future talent pipeline as 92 per cent of young people want to work flexiblyi and flexible working is central to understanding why many talented workers choose temporary work.
	Some things to consider when using the 'happy to talk flexible working' tagline, include:
	• Could the job be done on reduced hours, or as a job share? Would it work better for customers if it was 11–7 rather than 9–5, for example? Does the person doing it need to be in the office all the time? Can you offer the IT to support home working?
	• Are there any management or training needs to make a flexible working pattern work?
	• Unless the role is inherently tied to a location, always be 'happy to talk flexible working'.
	• Only use the strapline where the hiring manager has thought it through and really is 'happy to talk flexible working'.
	For information about
	• [Working Families flexible working campaign](#)
	• [Guidance to accompany the use of the tagline](#)
	• [Flexible Working Task Force Flexible Working Hub](#)
A11.6 - A diverse mix of people are represented in marketing material and job advertisements. For example this includes print and digital advertising.	To reinforce the message that diversity and inclusion is valued in your organisation, you should feature a wide range of people in all recruitment marketing media, including:
	• your website
	• careers' pages
	• social media activity
	• recruitment campaigns
	• presence and materials at jobs fairs and outreach events.
	For more information about
	• [Advertising good practice checklist visit:](#)
	• [What equality law means for advertisers and publishers](#)

A11.7 - Protected characteristics are sought and collected at recruitment stage.	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 protected characteristics of their workers. At present, there is no requirement for most organisations to monitor and report on their staff profile. This includes private sector businesses, smaller public bodies, and voluntary and community sector organisations. Nevertheless, doing so can help an employer to assess if, for example, 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, or because the work they do is of equal value in relation to factors such as effort, skill and decision-making, and • making progress towards the aims set out in their equality policy if they have one. That is why many businesses and other organisations already carry out equality related monitoring. Monitoring of equality-related issues (and taking action where the information suggests there may be a cause for concern) can also be used as evidence that your organisation is doing what equality law says you must do if a job applicant, worker or former worker brings a tribunal case against you (provided that it is relevant to the issues raised by the person making the claim). It may also help you identify areas where taking positive action may be appropriate, for example by highlighting parts of your workforce where people with certain protected characteristics are disproportionately under-represented. For more information about • [Employers' responsibilities on equalities monitoring](#) • [Good equality practice relating to policies, training and monitoring](#)

Recruitment - Excellence	
E11.1 - The organisation analyses and compares its workforce and recruitment data to the diversity of the local area in which it employs the majority of the workforce.	Currently, 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 staff reflect the diversity of their local area. There are clear benefits of reflecting an organisation's local area when it comes to diversity. These include greater understanding and insight of potential customers / clients and greater trust developed with local communities and service users. Doing so can also help an employer to assess whether, for example, 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, or because the work they undertake is of equal value in relation to factors such as effort, skill and decision-making, and • making progress towards the aims set out in their equality policy, if they have one. For more information about • [Employers' responsibilities on equalities monitoring](#) • [Good equality practice relating to policies, training and monitoring](#)
E11.2 - Feedback is provided to unsuccessful job applicants where requested and possible.	Giving constructive feedback to successful and unsuccessful candidates is a vital part of the selection process. Successful applicants will want to know about their strengths and possible areas for development in their new roles. Unsuccessful applicants will value feedback on development areas and how they can improve their performance in the future. Organisations to should be supportive of unsuccessful applicants as they are often invested in the organisation and its future. Organisations are also likely to want strong unsuccessful candidates to reapply and know how to do better through the feedback they get. For more information about • [Best practice for 'the candidate journey'](#) • [Giving feedback to unsuccessful applicants](#) • [The Recruitment and Employment Confederation's 'Good Recruitment Charter'](#)
E11.3 - Steps have been put in place to diversify candidate shortlists, both in terms of gender and ethnicity. For example this can include expanding the pool of applicants, advertising widely and other actions.	Organisations should look to diversify their candidate shortlists as much as possible. This includes setting out clear expectations of the recruitment and search firms they partner with to access the widest possible talent pools. For more information about • [Practical tips for avoiding bias in recruitment](#) • [The EHRC's six step guidance on improving Board Diversity](#) • [Conducting diverse recruitment](#) • [Equality Act advice and guidance](#)

E11.4 - Anonymous recruitment processes are used by the organisation. For example, name-blind and/or school-blind recruitment processes.	Anonymising the recruitment process when shortlisting applicants can help prevent barriers that get in the way of attracting, recruiting and retaining diverse people from all backgrounds. Removing certain information that could unintentionally bias a decision-maker can help under-represented groups have confidence that their application will be fairly considered. Name-blind recruitment limits the impact that unconscious bias may have on the shortlisting process by removing information that has nothing to do with past success or experiences. By removing the candidate's name and other personal information, such as their nationality or the university they attended, organisations can aim to ensure that people will be judged on merit and not on their background, race or gender. Organisations can therefore build a more diverse, inclusive workforce that better reflects the society they serve. However, it is worth emphasising that this approach 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, which jointly will help better support diversity and inclusion. For more information about • [Unconscious bias and name blind recruitment](#) • https://www.cipd.co.uk/Images/a-head-for-hiring_2015-behavioural-science-of-recruitment-and-selection_tcm18-9557.pdf
E11.5 – Data on protected characteristics is sought and collected at recruitment stage	Recording protected characteristics data can help an employer assess whether they are: • recruiting employees who are disadvantaged or under-represented • promoting people fairly whatever their protected characteristics • checking that women and men's pay is comparable in similar or equivalent jobs, or because the work they undertake is of equal value in relation to factors such as effort, skill and decision-making, and • making progress towards the aims set out in their equality policy if they have one. Monitoring of equality-related issues (and taking action where the information suggests there may be a cause for concern) can also be used as evidence that your organisation is doing what equality law says you must do if a job applicant, worker or former worker brings a tribunal case against you (provided that it is relevant to the issues raised by the person making the claim). It may also help you identify areas where taking positive action may be appropriate, for example by highlighting parts of your workforce where people with certain protected characteristics are disproportionately underrepresented. For more information about • [Employers' responsibilities on equalities monitoring visit](#) • [Good equality practice relating to policies, training and monitoring](#)