



The Prince's
Responsible
Business Network



Good Work for All

FAIR WORK: WHAT CAN EMPLOYERS DO?

Jessica Rose, Business in the Community

Good Work for All is supported by:





**BUSINESS IN THE
COMMUNITY EXISTS TO
BUILD HEALTHY
COMMUNITIES WITH
SUCCESSFUL BUSINESSES
AT THEIR HEART**



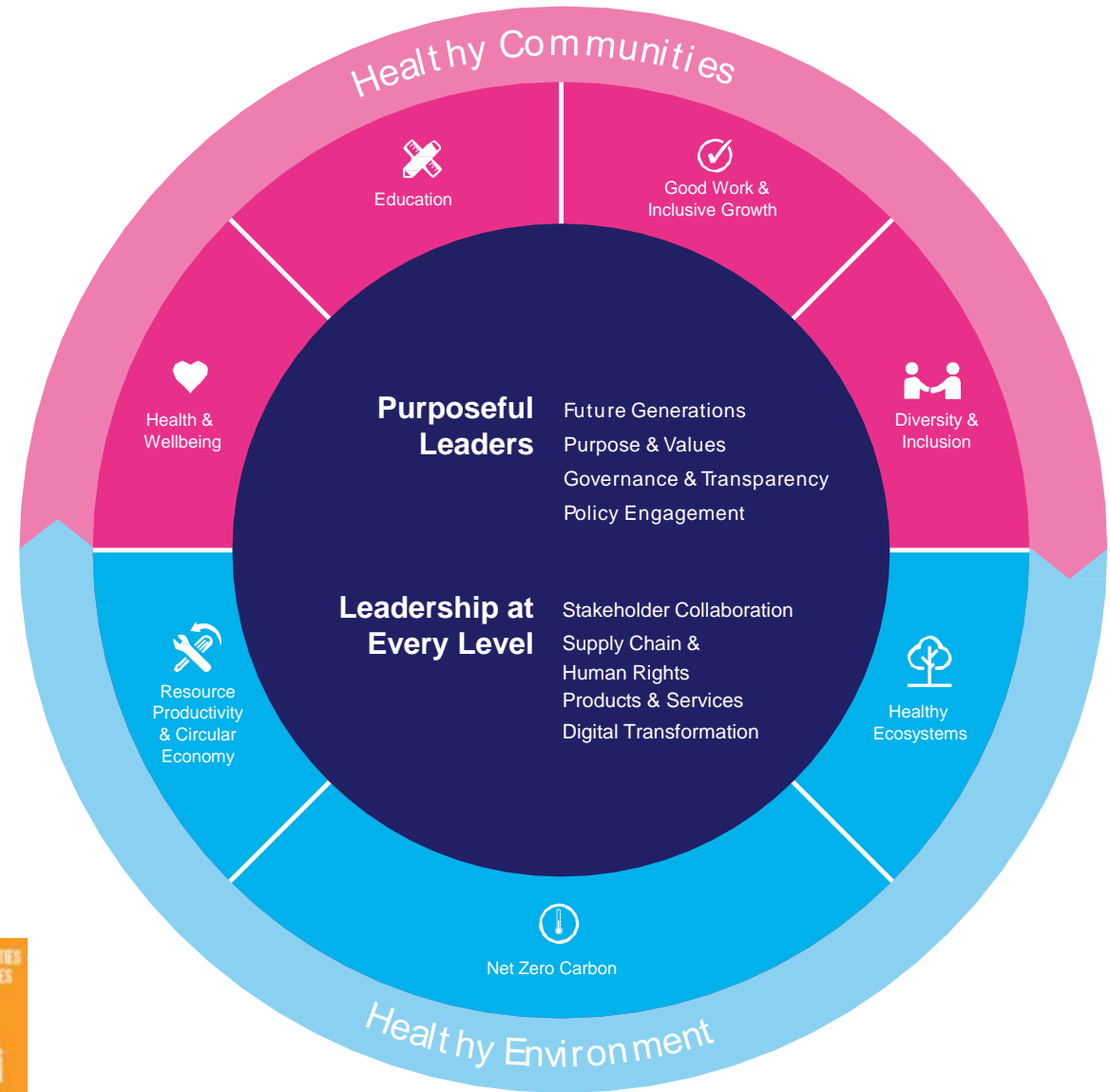
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RESPONSIBLE BUSINESS MAP

By creating healthy communities and a healthy environment, a responsible business can achieve long-term financial value.

Healthy communities are ones that offer good work and inclusive growth.

Employers have a responsibility to offer good jobs, not just any job, to contribute to their communities and the Sustainable Development Goals.



GOOD WORK FOR ALL


Key business benefits include

- ✓ Reduced absenteeism and presenteeism
- ✓ Higher levels of employee engagement
- ✓ Improved retention rates
- ✓ Productivity gains




Our definition of a 'good job' is one that offers security, rights and a fair income.

A good job also offers the opportunity for personal development and progression and a supportive and inclusive environment in which all employees can thrive.



“Understand your people. You’ve got to know enough about who your colleagues are, especially those on the front line who represent your business every day.”



Gary Dewin, Director of Pensions, Reward, Benefits and Employee Relations, Co-op

PAY AND BENEFITS TO MEET LIVING COSTS



75% of accredited Living Wage employers state improved retention rate as a result of paying the real Living Wage

(Living Wage Foundation: 2017)

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Impact story: Rental deposit loans to help with housing

- Starbucks is a global coffee retailer with 900 stores across the UK, the majority in urban areas where housing costs are high.
- A survey of their partners identified that living costs were an issue and saving a deposit was difficult for partners who needed to move house.
- Working with Shelter, Starbucks launched its rental deposit scheme offering interest-free loans to partners who had been with the business for six months or more.
- The scheme is helping to reduce staff turnover and improving access to housing.



“I was able to move to a more convenient place. My life, social life, I have more time. I live in an area that I really like a lot.”

BALANCING STABILITY AND FLEXIBILITY



Security & structure

1 in 5 UK workers face precarious employment conditions that mean they could lose their work suddenly

(The Jobs Economist: 2016)

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Impact story: Improving flexibility for catering staff

- Sodexo employs 35,000 people in the UK and Ireland, providing on-site services for offices, schools, prisons, hospitals and more.
- Working lives are changing and Sodexo recognised its catering and hospitality services needed to reflect patterns of use, while attracting and retaining good people.
- With 50% of catering staff saying they would like to work more hours and 21% wanting to work fewer hours, they are testing a team-based scheduling approach to meet staff and business needs.



80% of Sodexo staff surveyed would feel comfortable discussing flexible working with their manager.

OFFERING PROGRESSION AND TRAINING



Skills & development

Low-paid workers who receive training are almost twice as likely to progress

(Social Market Foundation: 2014)

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www.bitc.org.uk/good-work



Impact story: giving team members confidence to progress

- Greggs is the UK's largest bakery chain, with more than 1,800 shops and 20,000 employees.
- The company was experiencing difficulty recruiting Senior Team Members.
- Greggs spoke to people they thought had the capability to do the role to understand why they weren't putting themselves forward.
- The formal interview process was putting off potential candidates so Greggs piloted offering promotions on a trial basis



Nine out of 11 employees chose to continue in the role – this has now been rolled out across the country.

Good work helps
people to be more
**MOTIVATED, ENGAGED
AND PRODUCTIVE.**

WHAT'S NEEDED TO TAKE ACTION?

1

Strong leadership:

Establish a vision championed by senior leaders, understanding staff challenges and model good practice

2

Workforce insights:

Use HR data and listen to employees to identify the changes that would have the greatest impact for those on low incomes

3

Communication and line management:

Equip line managers to discuss training and progression, build good work outcomes into performance measures, reach out to staff through a range of communications channels and formats and use relatable role models.

NOW, WHAT CAN YOU DO IN YOUR WORKPLACE?

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