



GOOD WORK FOR ALL: Action plan

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Introduction

There are more people in work in the UK than ever before, but falling wages and rising job insecurity has led to a sharp decline in the quality of work.

More than 1 in 5 workers now face precarious employment conditions that mean they could lose their work suddenly. Even with a job, 1 in 8 UK workers are living in poverty so it's highly likely this applies to some of your employees.

Research shows that job quality, employee health and wellbeing, engagement and productivity are closely linked. It's in every business' interest to offer good work.

How to use this action plan

This action plan breaks down activity into three key areas, highlighting practical changes against each section. We have also highlighted three key enablers to ensure change is effective across your business.

Use the action plan to take practical steps to improve work for your lowest-paid employees and get in touch using the details below to tell us what you've done and how it went.

For more information visit
www.bitc.org.uk/good-work

Business in the Community | www.bitc.org.uk

What do we mean by 'Good Work'?

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.

Key business benefits include

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

For further support, contact

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Business goals:

What is the business challenge you are going to address? How will you measure impact? What are your targets and KPIs?



Fair pay & benefits

Pay a fair wage and support employees to manage the costs of living

- Pay the voluntary Living Wage where possible
- Pay for all hours worked, including additional time worked (eg. cashing up, breaks, training etc)
- Maintain wage differentials to encourage progression
- Provide fringe benefits to help employees reduce costs of living eg. transport, housing, food etc
- Ensure that benefits packages are available and accessible for all low paid staff, including temporary, casual and agency staff
- Invest in broader sick pay and holiday pay offers for low-paid staff
- Provide advice and signposting to support financial wellbeing & manage debt



Structure & security

Maximise job security and review the structure and content of roles to improve quality of life

- Move workers from temporary, zero hours and minimum hour contracts onto more secure contract types whenever resourcing demand is consistent
- Make flexibility mutual by involving workers in decisions about shift patterns and changes to job design
- Provide as much advance warning of shifts as possible
- Review job design to increase variety and autonomy within roles or the way in which functions are performed e.g. review shift patterns to reduce the costs of travel to work; alter team structures to improve how a job is performed
- Consider job design and shift patterns when agreeing new contracts with clients or suppliers



Skills & development

Provide accessible progression pathways and equip employees with the skills needed to thrive

- Define and communicate progression pathways for all roles
- Ensure progression opportunities are equally accessible for part time and flexible workers
- Create more incremental progression steps between roles where possible
- Increase functional flexibility by training people in broader range of skills to cover a wider range of functions
- Ensure that training is accessible for all employees and ensure shift patterns, travel and location are not barriers for participation
- Deliver a range of training, from bite-size sessions to softer skills



Enabling change

Strong leadership

Set a long term goal to improve the quality of low paid work and create a business environment that incentivises action.

- Establish a vision for good work and set out a clear strategy, championed by senior leaders
- Ensure senior management understand the challenges facing your lowest-paid workers
- Model good practice to influence the UK labour market on issues such as low productivity, the skills gap, and insecure work

Workforce insights

Make full use of HR data and seek insights from employees to identify the changes that would have the greatest impact for those on low incomes.

- Analyse pay and job roles to identify role types, business units or regions where people are more likely to be 'stuck' in low-paid roles
- Understand take-up of benefit packages, training, progression opportunities & other support measures amongst your lowest-paid workers
- Actively seek input from low paid employees when developing any new initiatives

Effective communications & line management

Good communications and line management should enable employees to understand and take up opportunities to improve their quality of life.

- Provide training to line managers that equips them to discuss benefits packages, flexible working, training and progression.
- Ensure managers meet reports regularly
- Develop a performance review process that rewards staff development and retention alongside standard performance measures
- Review communications to identify gaps and develop new approaches to reach low paid staff
- Use a range of communications channels and formats to reach all staff, ensuring that digital modes of communication do not exclude low paid employees
- Include role models and examples in company communications that low-paid workers are likely to relate to
- Create a culture where employees facing financial difficulties feel able to ask for support

	Action	Deliverables	Resources	Timeframe
 <p>Fair pay & benefits</p>				
 <p>Security & structure</p>				
 <p>Skills & development</p>				