THE MAYOR'S GOOD WORK STANDARD
EMPLOYER GUIDANCE

THE MAYOR'S
GOOD WORK
STANDARD

Developed in
partnership with

CIPD
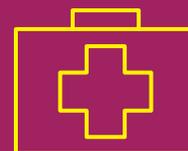*Championing better
work and working lives*

WHAT ARE THE FOUR PILLARS OF THE GOOD WORK STANDARD?

Each section within a pillar will have a list of 'foundation', 'achievement' and 'excellence' criteria.

FAIR PAY AND CONDITIONS
Includes pay, contracts and financial wellbeing

WORKPLACE WELLBEING
Includes workforce dialogue, health & wellbeing and work-life balance

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

DIVERSITY AND RECRUITMENT
Includes equality, diversity & inclusion and recruitment practice

CONTENTS

INTRODUCTION

The Mayor's Good Work Standard brings together best employment practice and links to resources and support to help employers improve their organisations. It has been developed with London's employers, trade unions, professional bodies, and industry experts.

The Good Work Standard sets out the benchmark the Mayor would like every London employer to work towards and achieve. It is for employers of all sizes across all sectors. Organisations that meet the Good Work Standard criteria can apply for accreditation and recognition by the Mayor.

The Good Work Standard aims to improve working lives for Londoners. A key part of good work is effective employee engagement, with recognised trade unions supporting collective voice wherever possible. Cutting across all pillars of the Good Work Standard is involvement of employees in decision making and managing change and positive engagement with trade unions.

This document developed with the Chartered Institute of Personnel and Development (CIPD), aims to help employers understand how to achieve the Good Work Standard. It provides comprehensive guidance around each criterion assessed across the four pillars of the standard. It also includes useful links and resources to help organisations meet the threshold and improve their working practices.

The guidance is aimed at both employers that want to become accredited and accredited employers that want to improve. We recommend reading through the guide before applying and referring to it when completing the online assessment.

In 2021, the Mayor made a manifesto commitment to expand the Good Work Standard to incorporate a new programme specifically aimed at microbusinesses, relevant to the needs and circumstances of employers and employees in London's 600,000 businesses with fewer than 10 staff. For more information, please refer to the guidance for microbusinesses.

WHAT ARE THE BENEFITS OF BEING ACCREDITED?

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

As a result, they can improve the performance and success of their organisation and realise numerous business benefits, including:

- Attracting, recruiting, and retaining the best skills and talent
- Reduced absences and sick leave
- Higher levels of employee engagement and motivation
- Increased productivity
- Cost savings
- Reputational gain
- Being connected to a community of accredited organisations to share best practice

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

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

Stay informed of upcoming events and resources by signing up to the Good Work Standard newsletter
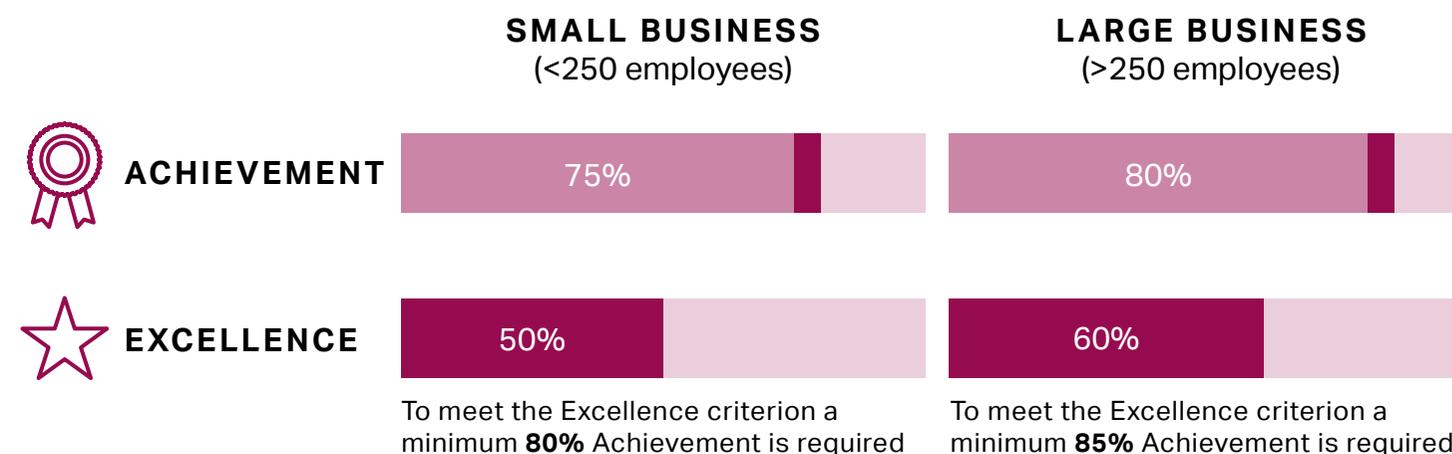
HOW DO I APPLY?

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

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

Once employers have successfully completed this stage, they must complete the full self-assessment. This assesses organisations against different criteria across the four pillars. There are two levels that employers can be accredited at:

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

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

	SMALL BUSINESS (<250 employees)	LARGE BUSINESS (>250 employees)
ACHIEVEMENT	75%	80%
EXCELLENCE	50%	60%

To meet the Excellence criterion a minimum **80%** Achievement is required

To meet the Excellence criterion a minimum **85%** Achievement is required

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

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

HOW DO I APPLY?

Once the self-assessment has been submitted, the Economic Fairness Team will review the employer's responses and ask for a small sample of supporting evidence. The application will then go to a panel for a decision on accreditation.

The application process has been summarised as follows:
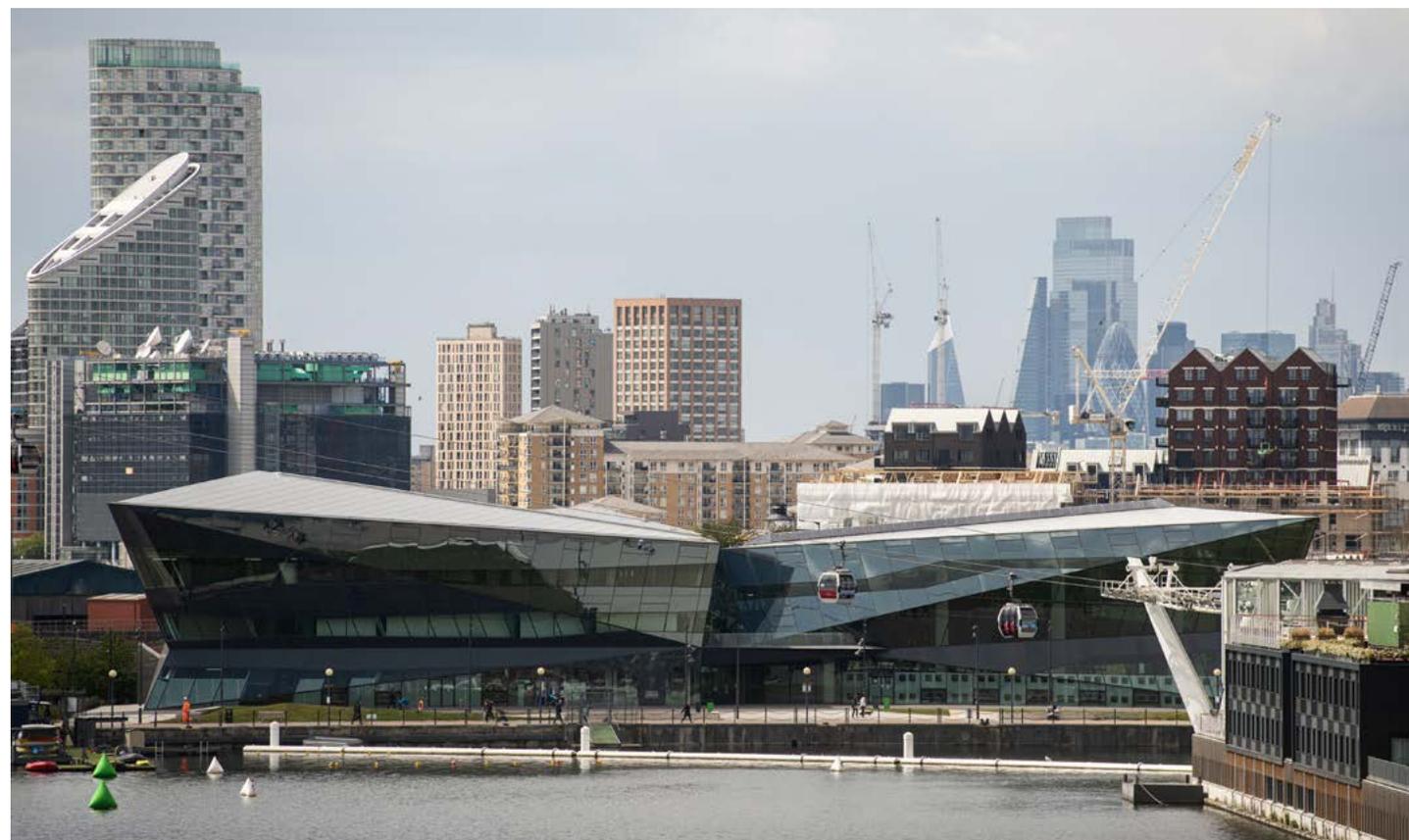
Obtain the London Living Wage accreditation if not already in place
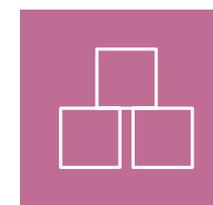
FOUNDATION
This covers the minimum requirements every employer should have in place. It takes around 20-30 minutes to complete.

SELF-ASSESSMENT
This covers the full list of 'achievement' and 'excellence' criteria set out in this guidance. It can take up to an hour to complete.

EVIDENCE REQUEST
If you meet the minimum scoring threshold, we'll ask for some evidence to support your responses to the full application.

DECISION
A decision is made by a panel reviewing the submission and evidence.

CONGRATULATIONS!
You'll receive a letter of congratulations, a communications pack and a Good Work Standard plaque to display at your workplace.

ADDITIONAL INFORMATION

The accreditation is valid for four years and the Economic Fairness Team will conduct an annual check-in to see if anything has changed and ensure compliance.

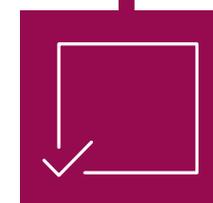**The team will contact employers when their accreditation is coming to an end to discuss re-accreditation. They may ask if anything major has changed since your initial application and request further evidence checks.**

The Good Work Standard has the London Living Wage at its heart and employers must be an accredited Living Wage Employer to become a member of the Good Work Standard community.

The Living Wage is an independently calculated, voluntary hourly rate based on the costs of living. The real Living Wage is a UK based wage rate. There is a separate rate for London because of the higher cost of living here.

This is a key commitment in the Mayor's manifesto – to expand the number of businesses adopting the accreditation and make London a Living Wage City.

For more information, contact the Living Wage Foundation. ⤤

If you have questions about the Good Work Standard or need help applying, contact the Economic Fairness Team fairness@london.gov.uk. ⤤

STAGE 1
FOUNDATION ASSESSMENT

To become accredited, employers must first complete an online foundation assessment – this covers the minimum legal requirements and basic practices every employer should have in place. Employers need to meet all of the foundation criterion to move onto the next stage.

When accessing the form online, please allow for at least 20-30 minutes to complete this section. Your progress will be saved, so you can start the application and return to complete it at a later date if needed.

You can start your accreditation journey by completing the foundation assessment here ⬈

Skip to full self-assessment here ⬈

STAGE 1 – FOUNDATION ASSESSMENT

FAIR PAY AND CONDITIONS

PAY

F1.1

CRITERIA

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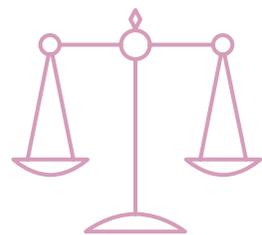
GUIDANCE

The minimum wage a worker should get depends on their age and if they are an apprentice.

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

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

Employers of all sizes must pay the correct minimum wage.

The Low Pay Commission advises government about the appropriate NMW and NLW rates, based on research and consultations. New rates are announced in the government's autumn budget and the changes come into effect the following year.

FIND OUT MORE

Who should be paid at least the NMW and NLW? ⊡

How the NMW and NLW is calculated ⊡

Help for employers on pay, work rights and complaints ⊡

The Low Pay Commission ⊡

Acas guidance on the National Minimum Wage ⊡

PAY

F1.2

CRITERIA

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

GUIDANCE

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

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

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

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

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

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

PAY

F1.3

CRITERIA

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

GUIDANCE

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

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

Employees have certain rights relating to payslips and what they must include.

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

FIND OUT MORE

Government guidance on running payroll ⊡

Acas guidance on deductions from wages ⊡

Acas guidance on reclaiming money owed by an employee ⊡

PAY

F1.4

CRITERIA

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

GUIDANCE

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

An intern is entitled to the National Minimum Wage (NMW) if they count as a worker. Employers must pay the NMW if it's due. An intern is classed as a worker and is due the NMW if they are promised a contract of future work.

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

ⓘ **FIND OUT MORE**

Government guidance on employment rights for interns ↗

PAY

F1.5

CRITERIA

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

GUIDANCE

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

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

For a redundancy to be genuine, employers must show that the employee's job will no longer exist. Redundancies can be compulsory or non-compulsory. Get help on redundancies from Jobcentre Plus.

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

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

Employees made redundant might be entitled to redundancy pay – this is called a 'statutory redundancy payment'. Find out more.

FIND OUT MORE

Government guidance on making staff redundant ⧉

Acas guidance on managing staff redundancies ⧉

Acas guidance on redundancies related to a TUPE transfer ⧉

Acas guidance on collective consultation for redundancy ⧉

PAY

F1.6

CRITERIA

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

GUIDANCE

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

Firms must also publish a supporting narrative to explain:

- The reasons for any year-to-year falls or increases in the ratios

- Whether or not the firm believes the median ratio is consistent with the organisation's wider policies on employee pay, reward and progression

- Which of the three permitted options it has used to calculate the ratio, and why it chose that method

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

ⓘ FIND OUT MORE

CIPD Factsheet: CEO pay reporting ⤤

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

CONTRACTS

F2.1

CRITERIA

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

GUIDANCE

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

The written statement includes:

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

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

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

FIND OUT MORE

Government guidance on written statements of particulars ⊡

Acas guidance on written statements of particulars ⊡

Acas templates for written statements ⊡

CONTRACTS

F2.2

CRITERIA

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

GUIDANCE

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

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

If an employer plans to use personal data for any new purposes, they must update their privacy information and tell people about these changes.

The independent Information Commissioner's Office (ICO) promotes and enforces data protection legislation. It provides tools and guidance to aid compliance and acts where needed.

There is more about its role and guidance on the ICO website.

ⓘ **FIND OUT MORE**

Government guidance on personal data ⤢

CIPD factsheet: Data protection and GDPR in the workplace ⤢

CONTRACTS

F2.3

CRITERIA

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

GUIDANCE

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

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

FIND OUT MORE

Modern Slavery Act 2015 ⬈

Guidance on slavery and human trafficking in supply chains ⬈

CONTRACTS

F2.4

CRITERIA

Any zero-hours contracts do not contain exclusivity clauses.

GUIDANCE

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

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

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

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

ℹ **FIND OUT MORE**

Zero-hours contracts: guidance for employer ⬀

Acas information about zero-hours contracts ⬀

CONTRACTS

F2.5

CRITERIA

Non-standard contracts, including zero-hours contracts, are only used where they benefit both worker and employer.

GUIDANCE

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

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

Employers should consider whether zero-hours working is right for their business and whether there are other ways of providing flexibility for the organisation. This could include using annualised hours or other flexible working options. Zero-hours are best suited to certain situations. Situations where the workload is irregular, or where the need for staff is not constant, or when needs are driven by external factors outside the employer's control.

FIND OUT MORE

Zero-hours contracts: guidance for employer ⬚

CIPD factsheet on zero-hours contracts ⬚

FINANCIAL WELLBEING

F3.1

CRITERIA

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

GUIDANCE

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

Employers must enrol and contribute for all staff who:

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

If staff become eligible because of a change in their age or earnings, employers must put them into their pension scheme. They must also write to them within six weeks of the day they meet the criteria.
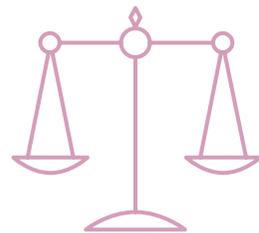
Use the State Pension age calculator to find out the earliest age that a person can start receiving their state pension.

FIND OUT MORE

Workplace pensions – employing staff for the first time ⧉

Set up and manage a workplace pension scheme ⧉

FINANCIAL WELLBEING

F3.2

CRITERIA

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

GUIDANCE

Employee financial worries can affect their health and performance at work. Employers can be proactive by signposting employees to where they can find extra support. This could be referenced within the employer's policies and procedures.

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

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

FIND OUT MORE

CIPD guidance on employee financial wellbeing ⬀

CIPD guidance on tackling in-work poverty ⬀

The Money and Pension Service ⬀

Money Helper ⬀

Pension Wise ⬀

Find your nearest credit union ⬀

Employees with money concerns can also get help from:

Mayor of London's Cost of Living Hub ⬀

Citizens Advice ⬀

StepChange Debt Charity ⬀

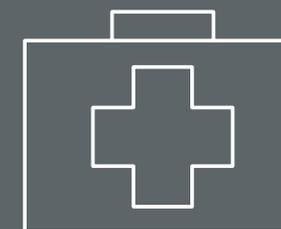Debt Advice Foundation ⬀

National Debtline ⬀

STAGE 1 – FOUNDATION ASSESSMENT
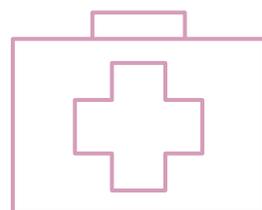
WORKPLACE WELLBEING

WORKFORCE DIALOGUE

F4.1

CRITERIA

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

GUIDANCE

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

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

To be valid, the following must apply:

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

- For businesses with fewer than 750 employees, at least 15 employees must make the request

- Individual requests must be received within a six-month period to be counted together

FIND OUT MORE

The Information and Consultation (ICE) Regulations ⟋

Government guidance on requesting consultation agreements ⟋
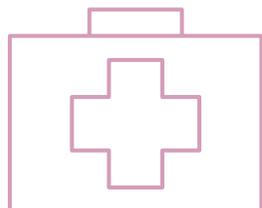
Acas guidance on informing and consulting employees ⟋

CIPD guidance on Information and Consultation of Employees ⟋

WORKFORCE DIALOGUE

F4.2

CRITERIA

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

GUIDANCE

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

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

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

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

(CONTINUED...)

WORKFORCE DIALOGUE

F4.2 (CONTINUED)

CRITERIA

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

GUIDANCE

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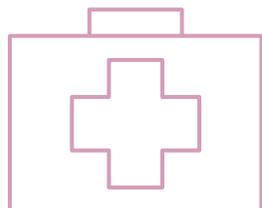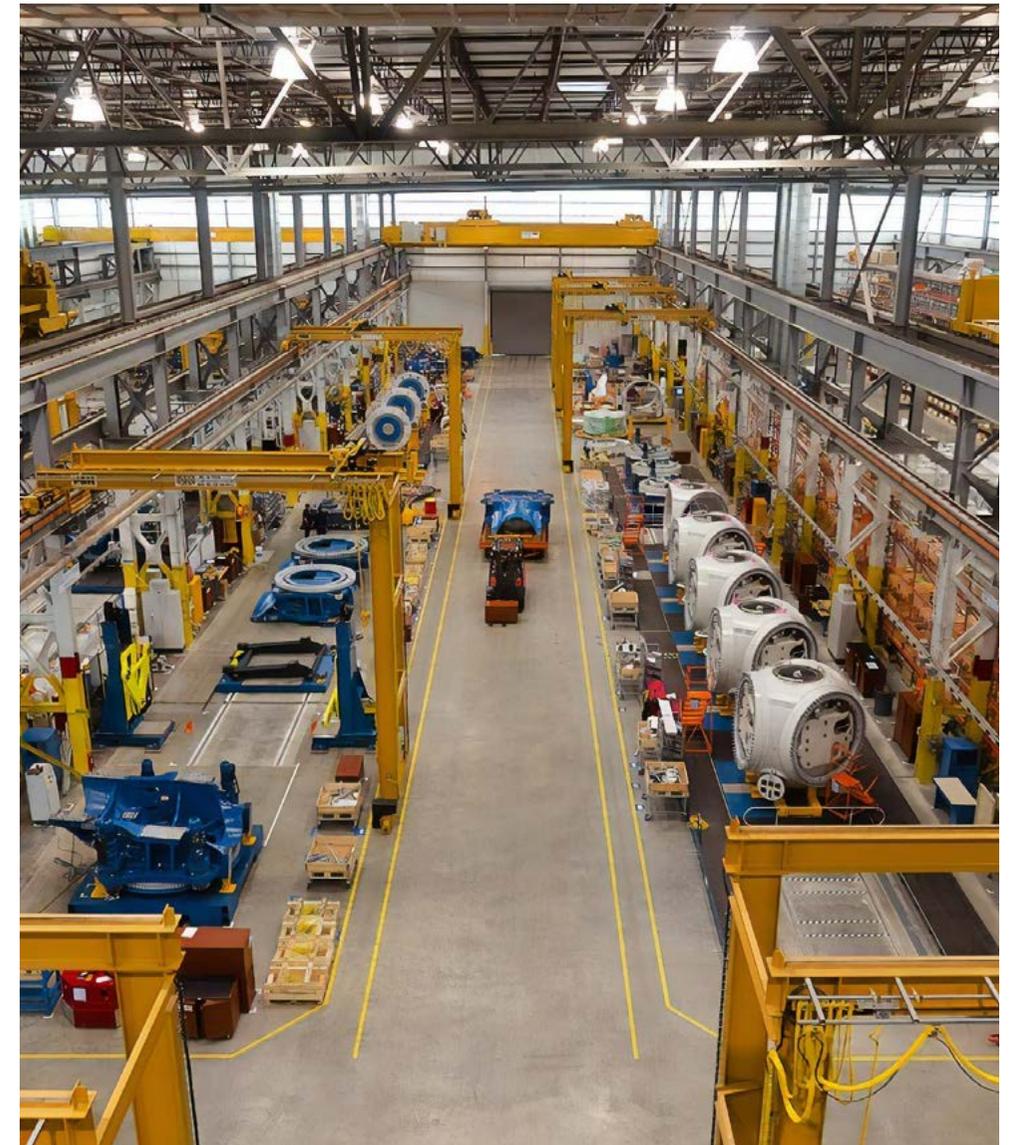
ⓘ FIND OUT MORE

Employers: recognise a trade union ↗

CIPD guidance on working with trade unions ↗

Acas guides on trade union and employee representation ↗

Government guidance on collective agreements ↗

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

Trade Union Facility Time publication requirements ↗

WORKFORCE DIALOGUE

F4.3

CRITERIA

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

GUIDANCE

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

Supplying a written statement of particulars to new starters is a way to communicate the collective agreements in place. However, they should also be accessible to all employees and workers.
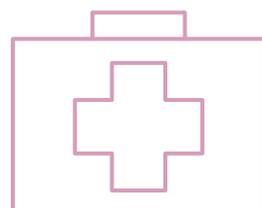
(i) **FIND OUT MORE**

Requirements of written statements of employment particulars ☐

Written statements for agency worker ☐

Legal guide to employment status and rights ☐

Acas guidance on written statements ☐

WORKFORCE DIALOGUE

F4.4

CRITERIA

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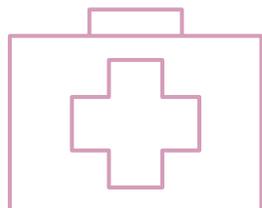
GUIDANCE

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

- Who the individual should contact about a grievance

- How to contact this person

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

- State that if the problem can't be resolved informally, there will be a meeting with the employee, called a grievance hearing

- Set out time limits for each stage of the process

- Identify who to contact if the normal contact person is involved in the grievance

- Explain how to appeal a grievance decision

- State that employees can be accompanied in any meetings by a colleague or union representative

- Outline what happens if a grievance is raised during disciplinary action

WORKFORCE DIALOGUE

F4.4 (CONTINUED)

CRITERIA

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

GUIDANCE

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

ⓘ FIND OUT MORE
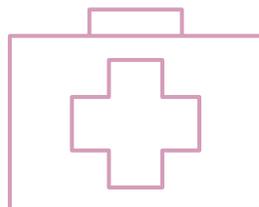
Handling of an employee's grievance ⌗

CIPD factsheet: Discipline and grievance at work ⌗

Acas Code of Practice on disciplinary and grievance procedures ⌗

Acas guidance on formal grievance procedure ⌗

Acas example of a grievance procedure ⌗

WORKFORCE DIALOGUE

F4.5

CRITERIA

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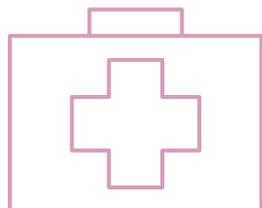
GUIDANCE

Establishing ways to have regular dialogue is a key part of treating people as valued employees 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.

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

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

- Joint consultation – which can involve union and/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

FIND OUT MORE

CIPD factsheet: employee voice ⧉

Acas guidance on informing and consulting employees ⧉

Acas guidance on consulting employees and representatives ⧉

WORKFORCE DIALOGUE

F4.6

CRITERIA

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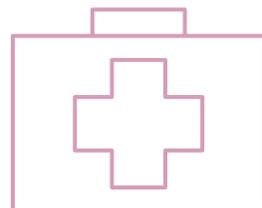
GUIDANCE

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

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

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

ⓘ **FIND OUT MORE**

CIPD guidance on hybrid work planning ⧉

HEALTH, WELLBEING AND WELFARE
F5.1

CRITERIA

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

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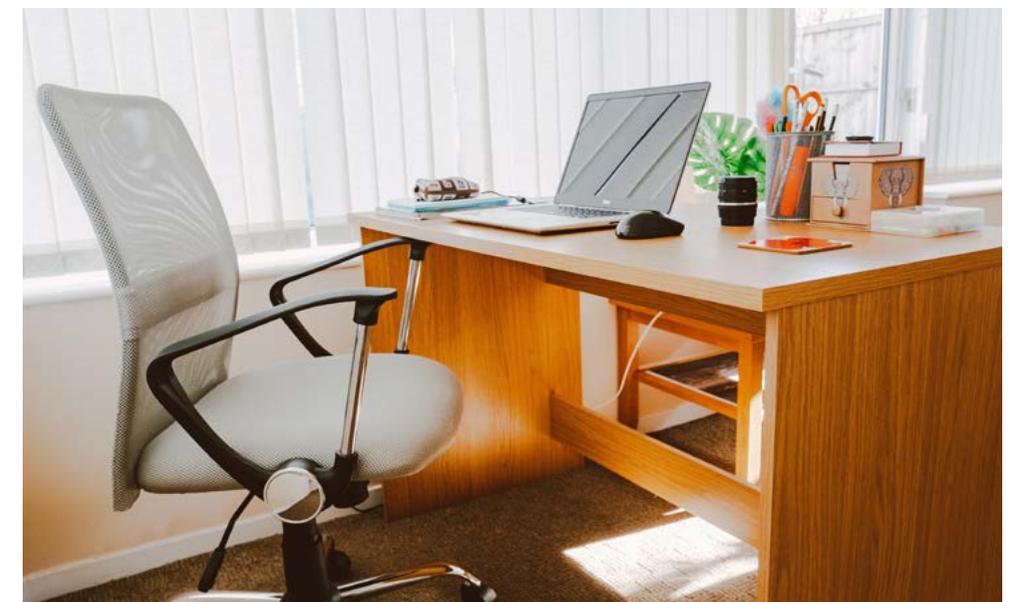
Under the Health and Safety Act 1974, employers have a duty to protect the health, safety, and welfare of their workers. They must also protect that of third parties such as contractors and visitors. Workers have certain legal rights around health and safety, including:

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

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

FIND OUT MORE

Employer's responsibilities for health and safety management ⊡

Guidance on maximum weekly working hours ⊡

Guidance on rest breaks at work ⊡

Basic health and safety requirements for your organisation ⊡

HSE guide to home working health and safety ⊡

Working safely with display screen equipment ⊡

Stress and mental health at work ⊡

Health and Safety guidance by industry ⊡

Acas guidance on working hours and rest ⊡

HEALTH, WELLBEING AND WELFARE
F5.2

CRITERIA

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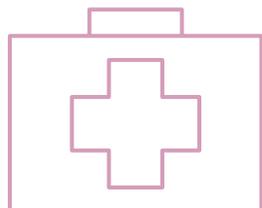
GUIDANCE

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

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

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 in the workplace. This should include further actions to manage health and safety such as staff training, using signs to highlight risks and improved safety equipment

FIND OUT MORE

Writing a health and safety policy ⏍

CIPD guide on health and safety at work ⏍

FOUNDATION

HEALTH, WELLBEING AND WELFARE
F5.3

CRITERIA

Regular risk assessments of the workplace and workers. This should include risk assessments for stress, lone workers and night workers.
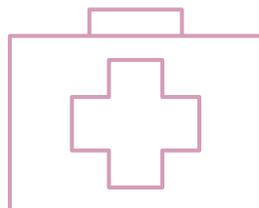
GUIDANCE

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

The Health and Safety Executive's (HSE) Management Standards framework helps employers to manage the main risks that can cause people stress at work. Remote working has become more common since the pandemic, so risk assessments should also consider those working from home.

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

FIND OUT MORE

Managing risks and risk assessment at work ⧉

HSE's Management Standards ⧉

Stress at work – tools and templates ⧉

HSE guide on managing home workers' health and safety ⧉

HSE guide on lone working ⧉

Mayor of London's Night Safety Charter ⧉
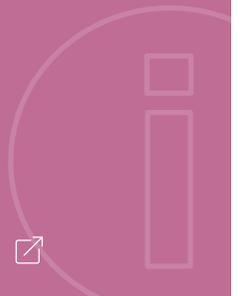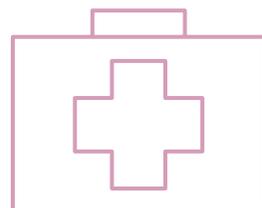
HEALTH, WELLBEING AND WELFARE
F5.4

CRITERIA

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

GUIDANCE

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

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

FIND OUT MORE

HSE guide on consulting employees on health and safety ⬚

Consulting your workers on health and safety issues ⬚

CIPD workplace safety FAQs ⬚

HEALTH, WELLBEING AND WELFARE
F5.5

CRITERIA

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

GUIDANCE

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

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

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

FIND OUT MORE

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

Check to see if an insurer is authorised by looking at the Financial Services Register or contact the Financial Conduct Authority ⤢

You may want to use an insurance broker to help you buy Employers' Liability Insurance ⤢
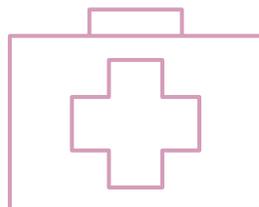
HEALTH, WELLBEING AND WELFARE
F5.6

CRITERIA

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

GUIDANCE

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

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

FIND OUT MORE

Government guidance on monitoring staff at work

Government guidance on using CCTV to monitor staff

CIPD guidance on how monitoring staff can impact trust

ICO's Employment Practice Code
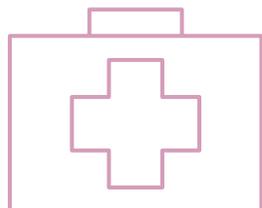
HEALTH, WELLBEING AND WELFARE

F5.7

CRITERIA

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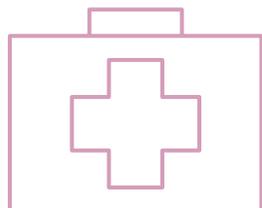
GUIDANCE

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

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

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

ⓘ FIND OUT MORE

CIPD guidance on absence measurement and management ⧉

People manager guide: Managing a return to work after long-term absence | CIPD ⧉

Acas guidance on absence from work ⧉

Occupational health guide for managers and HR professionals ⧉

WORK-LIFE BALANCE

F6.1

CRITERIA

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

GUIDANCE

In December 2022, the government announced millions of employees will have the right to request flexible working from the day they start work. Requests must be considered, and can only be rejected where there are business reasons to do so.

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

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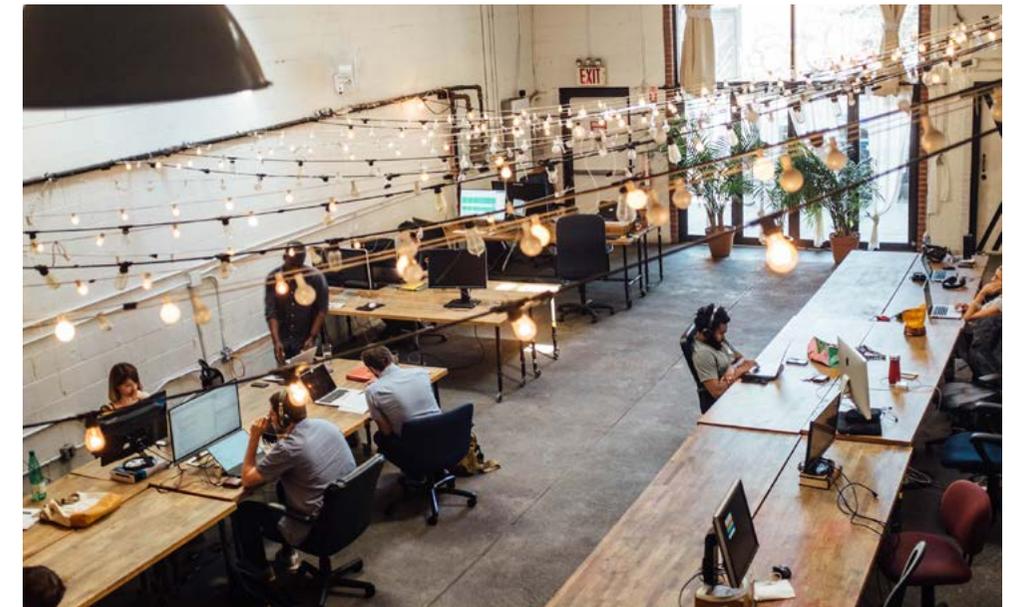
(CONTINUED...)

WORK-LIFE BALANCE

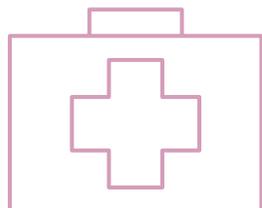## F6.1 (CONTINUED)

CRITERIA

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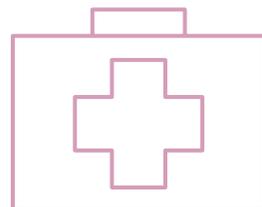
GUIDANCE

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

ⓘ FIND OUT MORE

Government press release on new flexible working measures ⧉

People Management article – Flexible Working: The new rules ⧉

Government guidance on flexible working ⧉

CIPD factsheet: Flexible working practices ⧉

CIPD Flexible Working Taskforce ⧉

Acas code of practice on handling flexible working requests ⧉

Acas guidance on responding to a flexible working request ⧉

Working Families guidance on flexible working ⧉

WORK-LIFE BALANCE

F6.2

CRITERIA

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

GUIDANCE

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 are eligible for SMP or SPP. Before the partner can receive ShPP, the mother must give their employer notice of when they plan to end her Maternity/Adoption Pay. Once the payment has stopped, they cannot restart this.

ⓘ FIND OUT MORE

[Government guidance on Shared Parental Leave and Pay](#) ⧉

[Acas guidance on Shared Parental Leave and Pay](#) ⧉

[Acas Shared Parental Leave letter templates for employers](#) ⧉

WORK-LIFE BALANCE
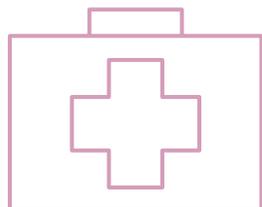
F6.3

CRITERIA

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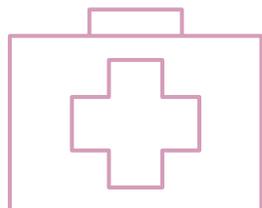
GUIDANCE

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

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

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

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

An employee may wish to take parental leave to:

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

FIND OUT MORE

Government guidance on time off for family and dependants ⧉

Government guidance on unpaid parental leave ⧉

Acas guidance on ordinary parental leave ⧉

Acas guidance on time off for dependants ⧉

WORK-LIFE BALANCE

F6.4

CRITERIA

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

GUIDANCE

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

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

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

FIND OUT MORE

Government guidance on fixed term employment contracts

Acas guidance on employment contracts

Acas guidance on part-time workers

Fixed-term contracts: understanding the law | CIPD

WORK-LIFE BALANCE

F6.5

CRITERIA

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

GUIDANCE

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

Some UK organisations have an opt-out clause to the 48-hour limit to the working week. This allows UK employers to ask their staff to agree to work more than 48 hours a week.

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. Under the Health and Safety Act 1974 employers must protect the health, safety, and welfare of their workers. The use of opt-outs should be avoided.
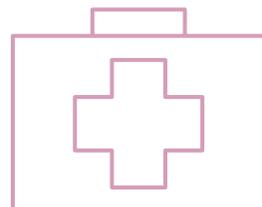
FIND OUT MORE

Government guidance on maximum weekly working hours

CIPD factsheet: Working hours and time off work

Acas guidance on working time rules

WORK-LIFE BALANCE

F6.6

CRITERIA

Workers and employees are provided adequate rest periods and breaks.

GUIDANCE

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

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

Workers have the right to a daily rest of at least 11 hours between shifts. For example, if they finish work at 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.

FIND OUT MORE

Government guidance on rest breaks at work ⏹

Working time: UK employment law | CIPD ⏹

Acas guidance on rest breaks ⏹
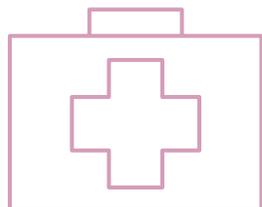
WORK-LIFE BALANCE

F6.7

CRITERIA

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

GUIDANCE

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

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

FIND OUT MORE

Government guidance on night working hours ⌐

Acas guidance on working hours and rest ⌐

Acas guidance on working time rules ⌐
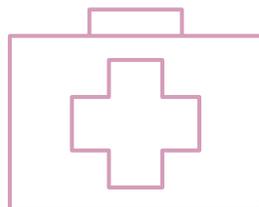
WORK-LIFE BALANCE

F6.8

CRITERIA

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

GUIDANCE

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

ⓘ **FIND OUT MORE**

Indeed article: What is a shift schedule? ↗

Acas guidance on working hours and rest ↗

STAGE 1 – FOUNDATION ASSESSMENT

SKILLS AND DEVELOPMENT

MANAGEMENT AND LEADERSHIP
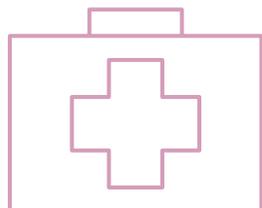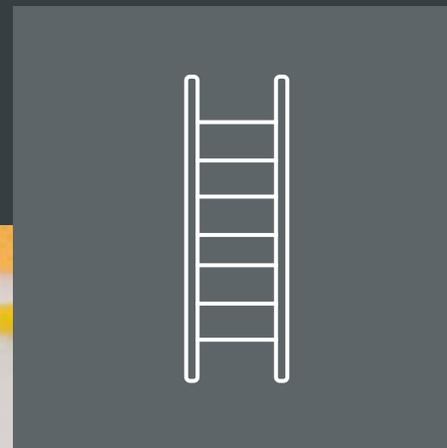
F7.1

CRITERIA

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

GUIDANCE

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

Managers play a vital role in shaping the health and safety of their company. They 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.

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.

FIND OUT MORE

Health and Safety Executive – Health and Safety at Work Act 1974

Acas guidance on discrimination, bullying and harassment

MANAGEMENT AND LEADERSHIP

F7.2

CRITERIA

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

GUIDANCE

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

ⓘ FIND OUT MORE

CIPD factsheet: Job design ↗

Acas job description templates ↗
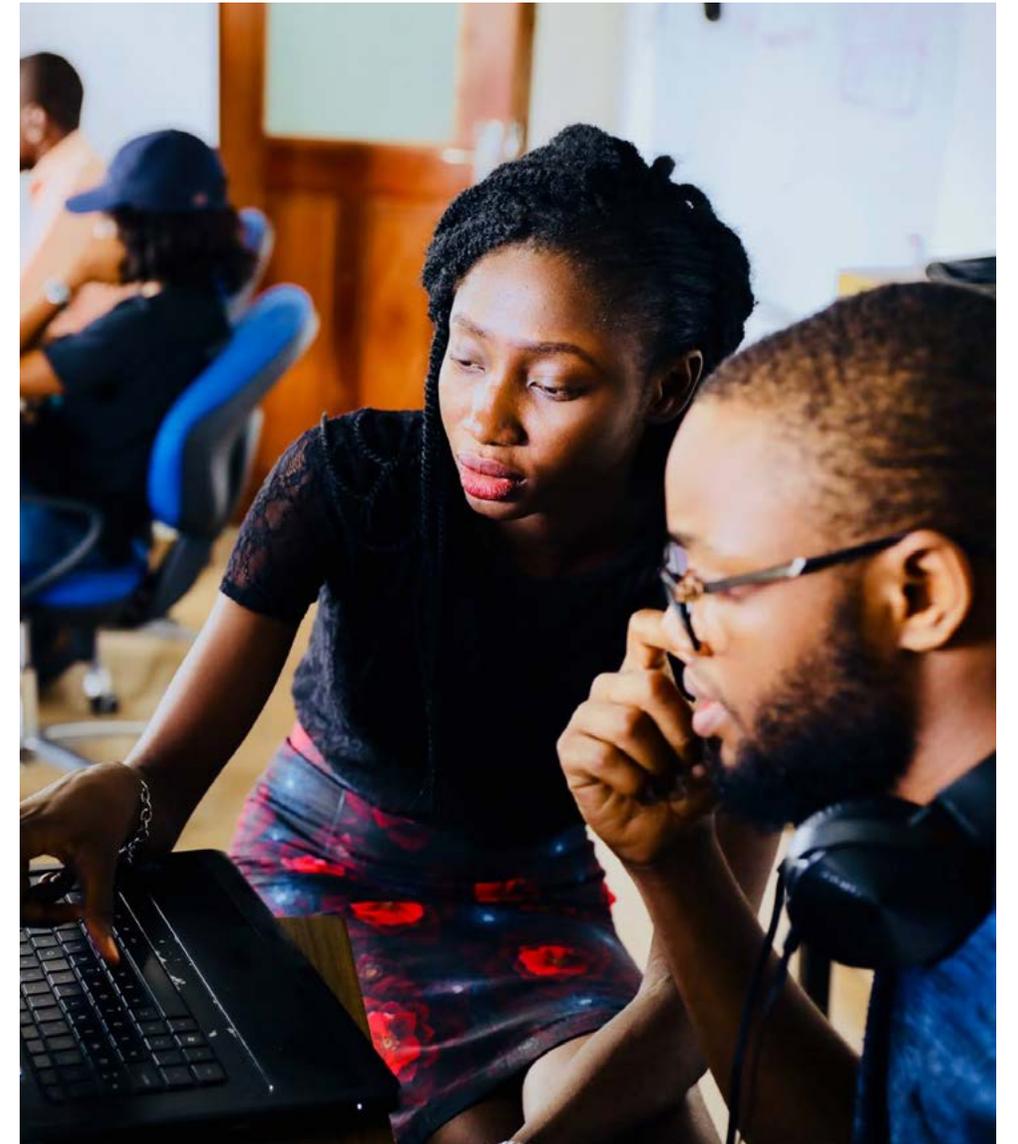
MANAGEMENT AND LEADERSHIP

F7.3

CRITERIA

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

GUIDANCE

Employers should ensure that anyone who manages one or more people have all they need to do this properly. For example, information, advice, and training.

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

- Open, fair, and consistent: Managers show integrity and consistency, managing their emotions and have 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, showing understanding of people's roles

- Building and sustaining relationships: Managers use empathy and consideration to get to know and build trust with their team members

- Supporting development: Managers help people's development by supporting individuals' learning at work and their career progression

Managers can develop the core knowledge and skills they need to manage people through a free online training course (link below). Individuals taking part benefit from a six-week interactive, modular course with three hours of learning a week. There is also an option to receive a certificate of accreditation once completed.

FIND OUT MORE

Acas guide on leadership ⌁

Future Learn – free online training course ⌁

MANAGEMENT AND LEADERSHIP

F7.4

CRITERIA

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

GUIDANCE

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

ⓘ FIND OUT MORE

CIPD factsheet on performance management ⌐⏌

Acas guidance on managing performance ⌐⏌

Acas appraisal templates ⌐⏌

MANAGEMENT AND LEADERSHIP

F7.5

CRITERIA

Managers promote learning and development opportunities throughout the organisation.

GUIDANCE

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

Any method of learning should support people, teams, or the wider organisation to build capability that meets business need. Working environments are becoming more complex and greater agility is required to ensure employees are ready. That makes it more vital than ever to consider the range of learning methods available.

Managers play an important role. They should coach and support individuals to help them learn on the job and develop the skills they need to succeed.

FIND OUT MORE

CIPD factsheet: Leadership in the workplace ⊠

CIPD factsheet: Learning in the flow of work ⊠

CIPD factsheet: Learning methods ⊠

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

SKILLS AND DEVELOPMENT

F8.1

CRITERIA

New starters in the organisation undertake an induction process.

GUIDANCE

While not a legal requirement, it's important to give all new employees a structured induction process. It can help them to settle in and ensure that they have the knowledge and support they need to perform their role. Organisations can also benefit from reduced turnover and absenteeism and a better employer brand.

All staff, both full and part-time need an induction programme. Some groups may have specific needs and require tailor-made programmes. For example, graduate trainees and people returning from career breaks, long-term absences, or parental leave.

The structure of an induction course depends on an organisation's size and nature and the type of recruit. It should always include:

- A tour of the premises, introduction to fellow workers; and daily guidance on local procedures and health and safety information

- An overview of the organisation, its history, how it works, what it produces, plans and developments

- A full explanation of their job requirements, how it fits within the wider organisation. Outline expected performance and how it will be assessed. Describe any training provided and future development opportunities

- Details of employee's terms and conditions of employment. This includes any probation period, hours, holidays, and breaks, when they will be paid, pension information, rules on disciplinary procedures, absence, sick pay and complaints, periods of notice and any company benefits and memberships

FIND OUT MORE

CIPD factsheet: Induction ⊡

Acas guide to induction ⊡

Acas checklist for induction of new staff ⊡

SKILLS AND DEVELOPMENT

F8.2

CRITERIA

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

GUIDANCE

- Training and development opportunities are not equally shared amongst all staff. Older workers, those in low skill roles, and those on non-standard contracts are less likely to get them. Training and support should be provided for employees at all levels and at all stages of their careers. This will enable everyone to achieve their potential and be effective in their roles.

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

FIND OUT MORE

Government guidance on rights to training and study at work ⧉

Xpert HR training obligations guidance (sign up for free to view) ⧉

SKILLS AND DEVELOPMENT

F8.3

CRITERIA

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

GUIDANCE

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

- Employers should also make training opportunities as accessible as possible. This means ensuring that training and skills development takes place during paid working hours whenever possible.

STAGE 1 | STAGE 2

SKILLS AND DEVELOPMENT

F8.4

CRITERIA

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

GUIDANCE

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

While travel time to and from work is not usually counted as working hours, travel as part of the employee's duties is. Therefore, employers must pay employees for any time spent travelling to training that happens outside of the workplace. This is required by law.

ⓘ **FIND OUT MORE**

Government guidance on what counts as paid work ↗

Acas guidance on getting paid for mandatory training ↗

SKILLS AND DEVELOPMENT

F8.5

CRITERIA

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

GUIDANCE

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

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

FIND OUT MORE

Government guidance on rights to training and study at work ↗

Xpert HR training obligations guidance (sign up for free to view) ↗

SKILLS AND DEVELOPMENT

F8.6

CRITERIA

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

GUIDANCE

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

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

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

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

FIND OUT MORE

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

Apprenticeship employer helpline:

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

SKILLS AND DEVELOPMENT

F8.7

CRITERIA

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

GUIDANCE

The government has established 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 offer at least 20% off-the-job training, this must happen during apprentices' paid working hours. Please note that these are just minimum criteria and most high-quality apprenticeships last considerably longer.

FIND OUT MORE

Government guidance on pay and conditions for apprentices ⧉

Government guidance on apprenticeships: off-the-job training ⧉

CIPD factsheet: Apprenticeships ⧉

IN-WORK PROGRESSION

F9.1

CRITERIA

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

GUIDANCE

While not a legal obligation, all employees should have a clear job description. This should set out the purpose of their role and the main duties involved. Having clear job descriptions benefits everyone. It can help smooth the recruitment process by giving everyone a clear overview of the role. It can also be used to set expectations around performance to employees and managers.

A job specification should clearly and simply set out a job's purpose, the main tasks, and how it fits into the wider business. It should also detail any other duties and responsibilities.

ⓘ FIND OUT MORE

Acas job description templates ☐

CIPD factsheet: Recruitment ☐

IN-WORK PROGRESSION

F9.2

CRITERIA

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

GUIDANCE

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

(i) **FIND OUT MORE**

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

IN-WORK PROGRESSION

F9.3

CRITERIA

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

GUIDANCE

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 – 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:

1. Setting objectives for employees, which should be linked directly to the organisation's goals and vision

2. Agreeing competencies/behaviours to be developed that will enable employees to meet their objectives. These include things like 'teamwork: contributes to team effectiveness', and 'customer care: speedy and effective resolution of customer issues and complaints'

3. Putting in place a development plan which identifies any training employees may require to meet their objectives and their career aspirations

FIND OUT MORE

Acas guide on managing people ⤢

CIPD factsheet: An introduction to performance management ⤢
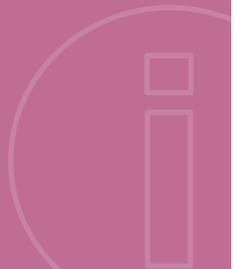
STAGE 1 – FOUNDATION ASSESSMENT

DIVERSITY AND RECRUITMENT
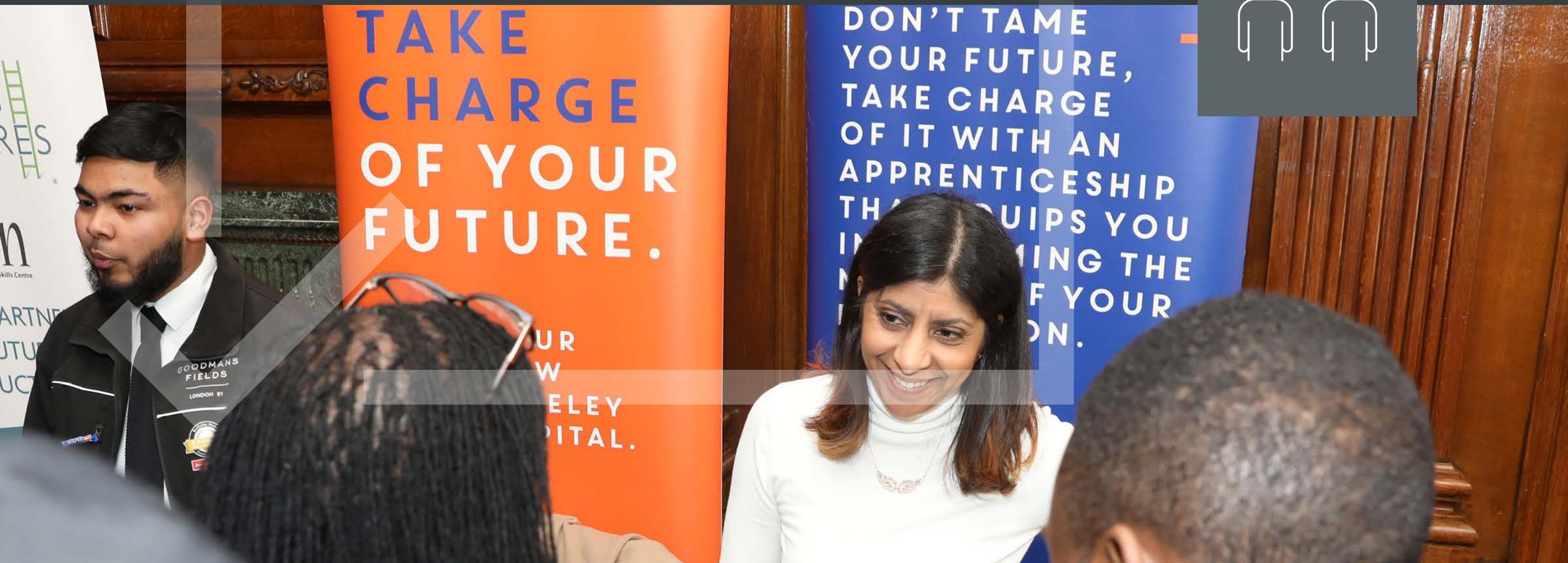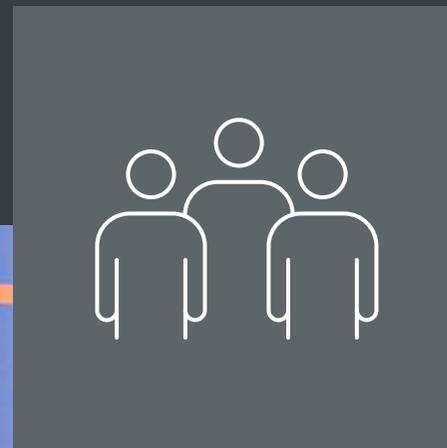
EQUALITY, DIVERSITY AND INCLUSION (EDI)
F10.1

CRITERIA

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

GUIDANCE

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

There is no legal requirement to have a written EDI policy or strategy. By producing one, an organisation can demonstrate it takes its legal and moral obligations towards being a diverse employer seriously. It can also encourage employees to treat others equally.

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

(CONTINUED...)

EQUALITY, DIVERSITY AND INCLUSION (EDI)

F10.1 (CONTINUED)

CRITERIA

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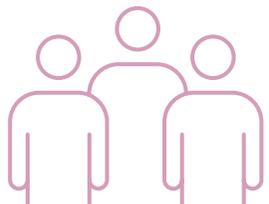
GUIDANCE

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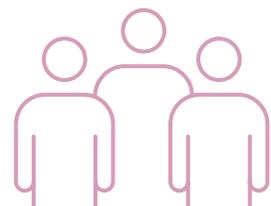
FIND OUT MORE

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

CIPD factsheet: Equality, diversity and inclusion in the workplace ⧉

Acas guidance on improving equality, diversity and inclusion ⧉

Acas Equality, Diversity and Inclusion policy template ⧉

Guide to positive action statements and inclusive recruitment ⧉

EQUALITY, DIVERSITY AND INCLUSION (EDI)
F10.2

CRITERIA

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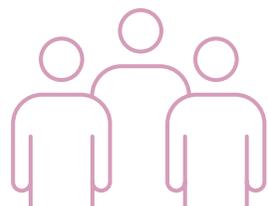
GUIDANCE

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

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

According to the act there are three types of harassment:

- Sexual harassment

- Harassment linked to certain 'protected characteristics'

- Less favourable treatment because of harassment

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

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

FIND OUT MORE

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

Citizen's Advice information on discrimination

Acas guidance on discrimination, bullying and harassment

EQUALITY, DIVERSITY AND INCLUSION (EDI)
F10.3

CRITERIA

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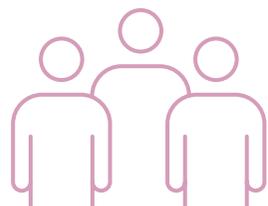
GUIDANCE

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

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

Gender pay gap reporting should not be confused with reporting on 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 in an organisation, but it doesn't necessarily do so. A gender pay gap is not evidence of unequal pay for equal work.

FIND OUT MORE

Government overview of gender pay gap reporting ⊡

Government pay gap reporting service ⊡

Government guidance on actions to close the gender pay gap ⊡

CIPD factsheet: Pay fairness and pay reporting ⊡

Acas guidance and support for gender pay gap reporting ⊡

EQUALITY, DIVERSITY AND INCLUSION (EDI)
F10.4

CRITERIA

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

GUIDANCE

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

- Changing the recruitment process so that a candidate can be considered for a job

- Doing things another way, such as allowing someone with social anxiety disorder to have their own desk instead of hot-desking

- Physical changes to the workplace, like installing a ramp for a wheelchair user or an audio-visual fire alarm for a deaf person

- Letting a disabled person work somewhere else, such as on the ground floor for a wheelchair user

- Changing equipment, for instance providing a special keyboard if an employee has arthritis

- Allowing employees who become disabled to make a phased return to work, including flexible hours or part-time working

- Offering adjustments to support neurodivergent employees such as more time for tasks or consistency in weekly routines

EQUALITY, DIVERSITY AND INCLUSION (EDI)

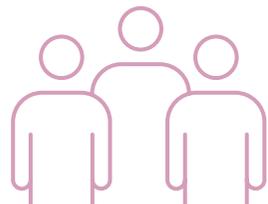## F10.4 (CONTINUED)

CRITERIA

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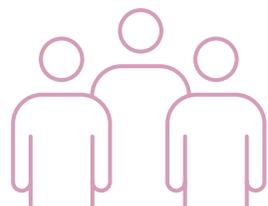
GUIDANCE

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

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

FIND OUT MORE

Government guidance on recruiting people with disabilities ☐

Government guidance on reasonable adjustments ☐

Access to Work guide for employers ☐

Guidance on the Disability Confident employers' scheme ☐

Government guide for line managers on recruiting, managing and developing people with a disability or health condition ☐

Acas guidance on reasonable adjustments at work ☐

RECRUITMENT

F11.1

CRITERIA

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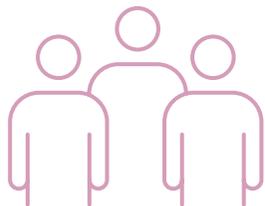
GUIDANCE

Effective recruitment is vital 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 make a positive contribution.

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

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

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

FIND OUT MORE

Government guidance for preventing discrimination in recruitment ⊡

Government guidance on hiring ex-offenders ⊡

CIPD factsheet: An introduction to recruitment ⊡

Acas guidance on following discrimination laws throughout recruitment ⊡

RECRUITMENT

F11.2

CRITERIA

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

GUIDANCE

Pre-employment checks help to minimise the risk of employing the wrong person and are a crucial step in the recruitment process. They help to root out people who might cause difficulties for the organisation, its employees, customers, and suppliers. For this reason, employers need to exercise due diligence in all cases. Checks must be carried out in a legal and ethical manner that consistently values fact over opinion.

In conducting pre-employment checks, employers should:

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

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

FIND OUT MORE

Government guidance on pre-employment checks

The governments Employer Checking Service

Check someone's immigration status: use their share code

Pre-employment checks: guidance for organisations | CIPD

RECRUITMENT
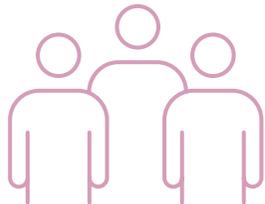
F11.3

CRITERIA

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

GUIDANCE

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

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

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

FIND OUT MORE

Government guidance on references and workers' rights

Pre-employment checks: guidance for organisations | CIPD

Acas guidance on providing a job reference

RECRUITMENT

F11.4

CRITERIA

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

GUIDANCE

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

ⓘ FIND OUT MORE

Government guidance on accessible communication formats ⧉

Government guidance on recruitment and disabled people ⧉
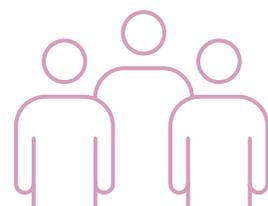
RECRUITMENT

F11.5

CRITERIA

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

GUIDANCE

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

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

FIND OUT MORE

Government guidance on equality monitoring ⤢

Equality and Human Rights Commission – Equality Act Guidance ⤢

Citizen's Advice guidance on discrimination ⤢

Acas equality and diversity monitoring form template ⤢
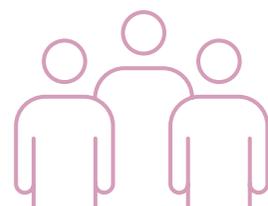
STAGE 2
FULL SELF-ASSESSMENT

Once employers have successfully completed the foundation stage, they will be required to complete the full self-assessment, which assesses organisations against different criterion across the four pillars. There are two levels of criteria:

- **Achievement** – the benchmark for good employment practice, going beyond legal requirements

- **Excellence** – for employers that demonstrate how they embed excellent practices into their organisation

You can start your accreditation journey by completing the foundation assessment **here** ⤴

Employers do not need to meet every criterion for the full application – but they need to meet a certain threshold across each pillar to be accredited at either 'achievement' or 'excellence' level, depending on their size:

	SMALL BUSINESS (<250 employees)	**LARGE BUSINESS** (>250 employees)
ACHIEVEMENT	75%	80%
EXCELLENCE	50%	60%

To meet the Excellence criterion a minimum **80%** Achievement is required

To meet the Excellence criterion a minimum **85%** Achievement is required
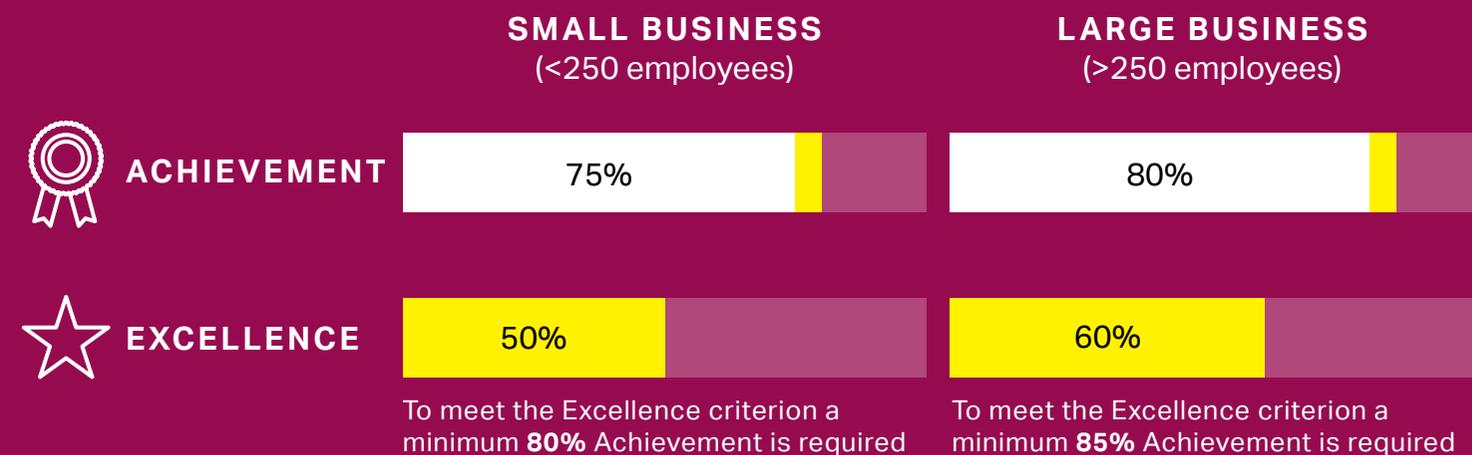
If you meet the minimum scoring threshold, we'll ask for a sampling of evidence to support your responses to the full application. Examples of evidence are included under each criterion.

STAGE 2 – FULL SELF-ASSESSMENT

FAIR PAY AND CONDITIONS

PAY

A1.1

CRITERIA

The organisation is accredited as a Living Wage employer.

Example of Evidence:
A letter or email from the Living Wage Foundation confirming accreditation

GUIDANCE

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

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

As an accredited Living Wage employer, organisations will strengthen its employer and customer reputation. Research suggests employees would prefer to work for a firm that pays them a real Living Wage than companies that don't. This will help save them money on what's being spent on attracting and keeping staff.

A survey of the Living Wage Foundation's business network found:

- 93% say they have benefited since accrediting

- 75% say that it has increased motivation and retention rates

- 86% say that it has improved the reputation of their business

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

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

FIND OUT MORE

The Living Wage Foundation website

Business benefits of paying the real living wage

Case studies of accredited employers

PAY

A1.2

CRITERIA

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

Example of Evidence:
Renumeration details of apprentices

GUIDANCE

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

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

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

ⓘ FIND OUT MORE

Government guidance on apprentices ☐

Apprenticeships | CIPD ☐

PAY

A1.3

CRITERIA

An above minimum paid leave entitlement is given to employees and workers. This includes greater paid holiday, sick, maternity, paternity, and adoption leave.

Example of evidence:
A policy or employment contract outlining these terms

GUIDANCE

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

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

PAY
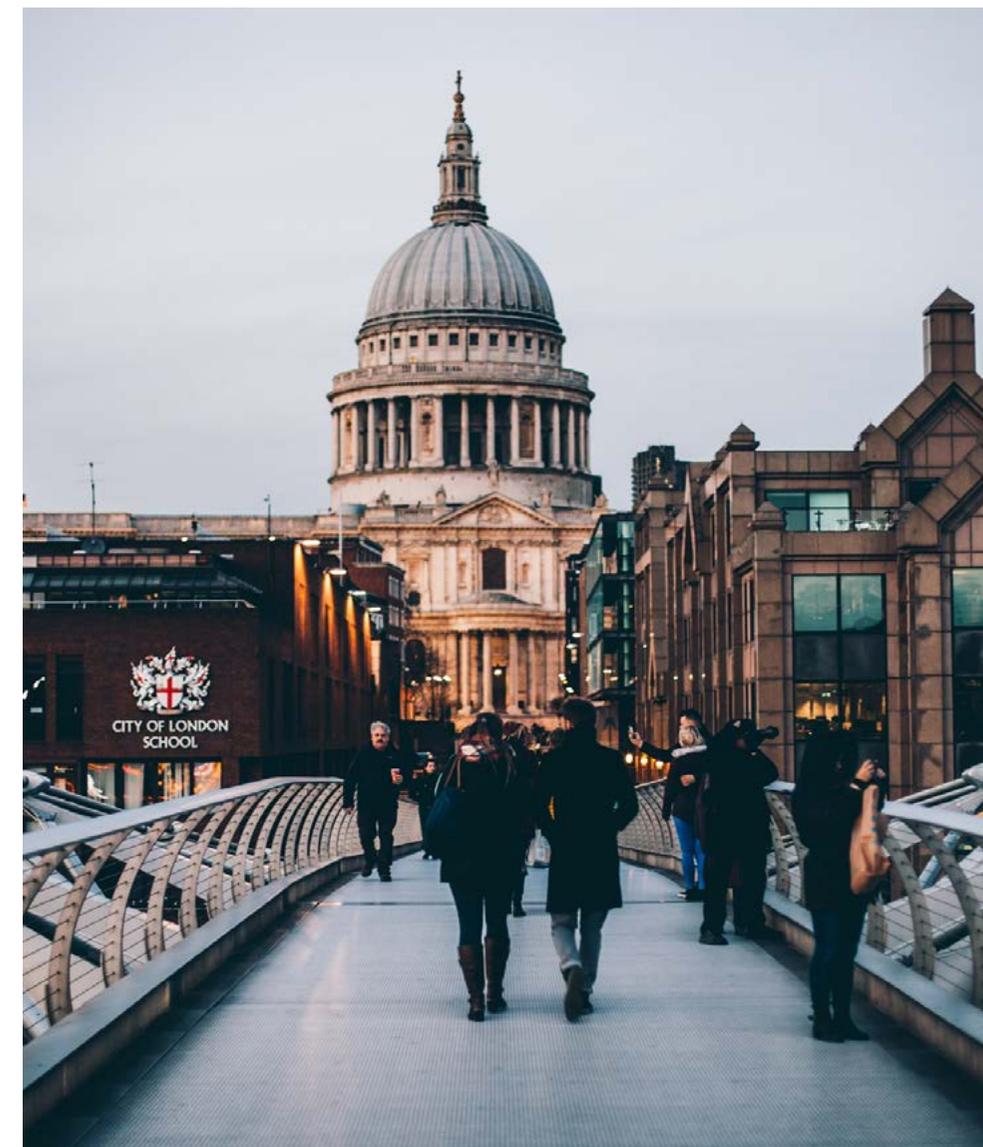
A1.4

CRITERIA

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

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

GUIDANCE

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

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

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

FIND OUT MORE

Acas guide on consulting employees and their representatives

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

PAY

E1.1

CRITERIA

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

Example of evidence:
Renumeration details of apprentices

GUIDANCE

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

As well as ensuring apprentice's welfare, paying higher rates is good for business too. Research suggests there is a link between apprenticeship completion rates and pay. This helps ensure an employer will see a return on their investment.

One reason to pay above the minimum rate is that organisations can strengthen its employer and customer brands. Employees would rather work for a firm that pays them at least a real Living Wage at the end of their apprenticeship that one that doesn't. This can save money being spent on attracting and retaining these people.
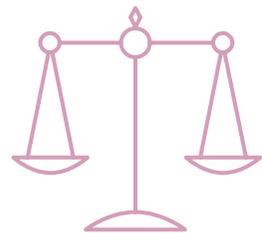
FIND OUT MORE

Government guidance on apprentices ⤤

Apprenticeships | CIPD ⤤

The Living Wage calculation ⤤

PAY

E1.2

CRITERIA

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

Example of evidence:
A procurement policy outlining commitments to the London Living Wage
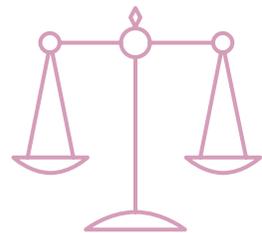
GUIDANCE

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

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

At accreditation, all directly employed staff must be on the Living Wage rates. There should also be plan to ensure any regular third party contracted staff are paid the rates within 2 – 3 years.

FIND OUT MORE

Living Wage Foundation website

See if your suppliers pay the Living Wage

The Mayor's Responsible Procurement Policy

DID YOU KNOW?

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

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

PAY

E1.3

CRITERIA

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

Example of evidence:
Published data relating to executive pay ratios

GUIDANCE

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

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

ⓘ FIND OUT MORE

CIPD Factsheet on CEO pay reporting ☐

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

PAY

E1.4

CRITERIA

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

Example of evidence:
A summary of pay levels and bands within the organisation

GUIDANCE

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

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

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

FIND OUT MORE

CIPD's factsheet on pay structures and pay progression

PAY

E1.5

CRITERIA

The organisation applies a London weighting to workers and employees based in London. This reflects higher pay rates and living costs of living there.

Example of evidence:
An extract from an employment contract that includes London weighting terms

GUIDANCE

London weighting is traditionally an allowance paid to London employees to help workers with the higher costs of living there. Its purpose is to help and encourage workers to stay in Greater London.

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

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 higher costs of living in London.

In 2022, Trust for London published a report advocating for a unified system for setting a London weighting, using a Minimum Income Standard (MIS). This would support not just those on low income in the capital, but also low-to-middle income workers towards reaching a minimum living standard. The report recommends the minimum London weighting to be set at £6,549.

FIND OUT MORE

Labour Research Department report on London Weighting

Trust for London research on a Minimum Income Standard for London (2019)

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

CONTRACTS

A2.1

CRITERIA

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

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

GUIDANCE

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

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

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

The review should cover employment status. This will help ensure that the contents of an atypical worker's contract is reflected in their day to day working relationship. It should confirm that there this has not changed significantly during the period under review.

It should also record any requests among atypical workers for regular hours or permanent employment and whether these have been granted or denied.

FIND OUT MORE

Government guidance on contract types ⊡

CIPD guidance on implementing and monitoring atypical work ⊡

CONTRACTS

A2.2

CRITERIA

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

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

GUIDANCE

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

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

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

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

For example:

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

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

(CONTINUED...)

CONTRACTS

A2.2 (CONTINUED)

CRITERIA

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

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

GUIDANCE

The Living Wage Foundation's new Living Hours standard set out what good looks like. It includes calls on employers to provide the right to a guaranteed minimum of 16 hours a week (unless the worker requests otherwise), a contract that accurately reflects the hours they work, as well as a 4 week notice of shifts.

ⓘ **FIND OUT MORE**

The Living Wage Foundation's Living Hours Campaign ⬈

CONTRACTS

A2.3

CRITERIA

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

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

GUIDANCE

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

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

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

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

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

ⓘ FIND OUT MORE

CIPD factsheet: HR policies ⤤

CIPD factsheet: Employee communications ⤤

CONTRACTS

A2.4

CRITERIA

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

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

GUIDANCE

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

Organisations can take simple steps to help their workforce to spot the signs of modern slavery – whether at work or in the supply chain. This can include distributing guidance, including a session in induction programmes and formal accredited training.

FIND OUT MORE

Modern slavery awareness booklet ⤢

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

e-Learning for Healthcare: modern slavery programme ⤢

CONTRACTS

E2.1

CRITERIA

There are guidelines and/or limits set on how zero-hours contracts are used within the organisation.

Example of evidence:
A policy or published guidance on how zero-hour contracts are used within the organisation

GUIDANCE

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

Zero-hours working suits certain situations. For example irregular workloads, where staff are not constantly need, 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.

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 contact Acas for specialist advice. The Acas helpline is available Monday to Friday, from 8am-6pm, on **0300 123 1100.**

FIND OUT MORE

Government guidance on zero-hours contracts ⟲

Acas guidance on zero-hours contracts ⟲

CIPD guidance on successfully implementing atypical work ⟲

Zero-hours contracts: understanding the law ⟲

CONTRACTS

E2.2

CRITERIA

Contracts with guaranteed minimum or set weekly hours are offered as an option to new workers and employees.

Example of evidence:
A template employment contract outlining these terms

GUIDANCE

Employers should ensure that people on non-standard employment contracts genuinely choose to work in this way. After being engaged for at least six months, offer them a right to request either more regular hours or a permanent contract.

This means that someone working on a zero-hours contract has the right to request changes to their contract. This will ensure they are guaranteed a minimum amount of work every week or month.

It could also mean that a temporary worker who's worked continuously for at least six months for one organisation can ask them for a permanent contract of employment.

The employer should seriously consider each request on its merits and wherever possible grant the change in hours or employment status being asked for. However, there may be a legitimate business rationale for turning down such requests, 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

(CONTINUED...)

CONTRACTS

E2.2 (CONTINUED)

CRITERIA

Contracts with guaranteed minimum or set weekly hours are offered as an option to new workers and employees.

Example of evidence:
A template employment contract outlining these terms

GUIDANCE

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

The Living Wage Foundation's new Living Hours standard sets out what good looks like. It includes calls on employers to provide the right to a guaranteed minimum of 16 hours a week (unless the worker requests otherwise), a contract that accurately reflects the hours they work, as well as a 4 week notice of shifts.

FIND OUT MORE

The Living Wage Foundation's Living Hours Campaign ☐
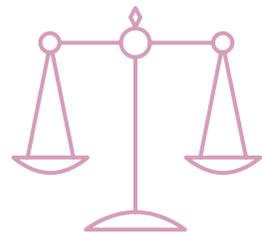
CONTRACTS

E2.3

CRITERIA

Some form of pay or compensation is provided when the organisation cancels a worker's shift with little or no notice.

Example of evidence:
A template employment contract outlining these terms

GUIDANCE

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

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

ⓘ FIND OUT MORE

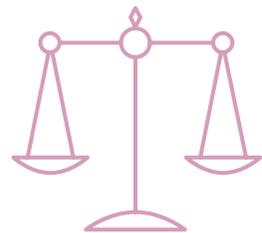The Living Wage Foundation's Living Hours Campaign ⧉

CONTRACTS

E2.4

CRITERIA

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

Example of evidence:
An annual report detailing the use of non-standard contracts

GUIDANCE

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

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

ⓘ **FIND OUT MORE**

Low Pay Commission Response to the Government on 'one-sided flexibility' ↗
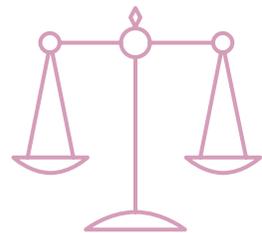
CONTRACTS

E2.5

CRITERIA

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

Example of evidence:
A procurement policy outlining the approach to promote good working practice amongst suppliers

GUIDANCE

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

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

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

Human rights due diligence consists 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

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

FIND OUT MORE

Guidance on Tackling Modern Slavery through Human Rights Due Diligence ⧉

UN Guiding Principles Reporting Framework on Human Rights ⧉

FINANCIAL WELLBEING

A3.1

CRITERIA

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

Example of evidence:
A copy of communications shared with your workforce about pensions

GUIDANCE

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

Employers should share and promote the benefits of pension schemes to their workforce. There are toolkits available to help employers talk to employees about pensions.

ⓘ FIND OUT MORE

Pension Wise ⤢

Why save into a pension? ⤢

The Pensions Regulator – Employer Toolkit ⤢

FINANCIAL WELLBEING

A3.2

CRITERIA

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

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

GUIDANCE

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

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

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

ⓘ FIND OUT MORE

CIPD factsheet: employee benefits ⧉

FINANCIAL WELLBEING

A3.3

CRITERIA

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

Example of evidence:
Details of a relevant scheme communicated to staff

GUIDANCE

Offering staff interest-free loans can give employees a helping hand and support recruitment or retention strategies. Loans could be for: employees faced with a sudden and unexpected expenditure (provided by the employer and paid back via payroll or through a third-party), those needing a deposit for rental, childcare and travel.

The Mayor helps parents with the upfront costs of starting a childcare arrangement through a Childcare Loan Deposit Scheme. It is interest free and paid back in equal instalments from the borrower's salary.

FIND OUT MORE

The Mayor's Childcare Loan Deposit Scheme

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

CIPD blog: Protecting workers from financial struggle

FINANCIAL WELLBEING

E3.1

CRITERIA

Measures are taken to encourage pension savings up to a retirement saving target of 15% of lifetime earnings (personal and employer contributions).

Example of evidence:
Details of a pension scheme communicated to staff

GUIDANCE

The primary purpose of a pension scheme is to provide life-long retirement income security for the scheme member. The 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 pensions calculator tool, employees can use to estimate how much income they will receive when they retire. This will include income from defined benefit and defined contribution schemes, plus either the basic State Pension or the new State Pension, depending on when they were born. They'll also find out if it is less than they need to fund their desired lifestyle in retirement.

FIND OUT MORE

Independent Review of Retirement Income

PLSA Pension Quality Mark

The Living Wage Foundation's Living Pension standard
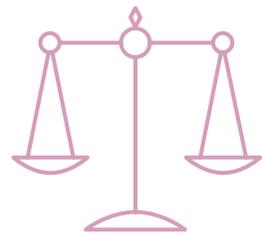
FINANCIAL WELLBEING

E3.2

CRITERIA

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

Example of evidence:
Details of a Credit Union scheme communicated to staff

GUIDANCE

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

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

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

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

ⓘ FIND OUT MORE

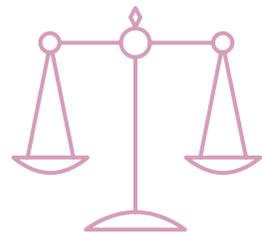Find your local credit union ⧉

FINANCIAL WELLBEING

E3.3

CRITERIA

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

Example of evidence:
Details of a relevant scheme communicated to staff

GUIDANCE

Following the COVID-19 pandemic and cost-of-living crisis, University of Bristol research suggests that one in six UK households (4.4 million) are now in 'serious financial difficulties'. Given the impact on stress and mental wellbeing, employers are starting to care more about the financial wellbeing of their workforce.

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

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

Credit unions are the most common way to set up a payroll savings scheme at work. Employers can also set up their own financial wellbeing platform for employees to use.

The three main types of workplace saving schemes are:

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

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

FIND OUT MORE

Money & Pensions Service guidance on payroll-deducted saving schemes ⬀

Chartered Institute for Payroll Professionals ⬀

CIPD Case Study: SUEZ payroll autosaving ⬀
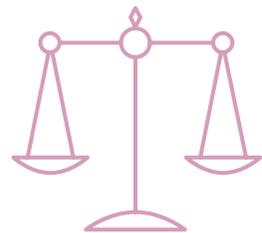
FINANCIAL WELLBEING

E3.4

CRITERIA

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

Example of evidence:
Details of a relevant scheme communicated to staff

GUIDANCE

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

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

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

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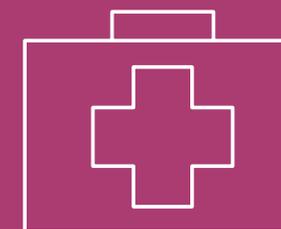
FIND OUT MORE

Employee financial wellbeing: a practical guide ⤢

How employers can help with housing ⤢

STAGE 2 – FULL SELF-ASSESSMENT
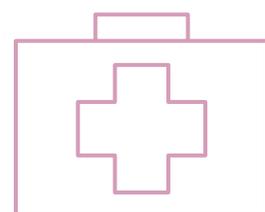
WORKPLACE WELLBEING

WORKFORCE DIALOGUE

A4.1

CRITERIA

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

GUIDANCE

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

- **Statement of principles**, including how the organisation and its senior managers are committed to communicating and consulting on important workplace issues
- **Policy objectives**, including steps the organisation will take to implement the policy, and the key outcomes it wants to see. For example, a more open and inclusive culture so that people are informed and consulted about organisational changes

- **Methods of communication and consultation**, so that employees understand the key channels through which the organisation will inform and consult. For example, team meetings, town hall meetings, and any collective mechanisms like a joint consultation committee and/or a staff forum or council
- **Key responsibilities**, setting out which employee groups have responsibility for implementing specific aspects of the policy, including senior managers, line managers, HR, employees, and employee representatives

FIND OUT MORE

Acas guidance on informing and consulting employees ⬀
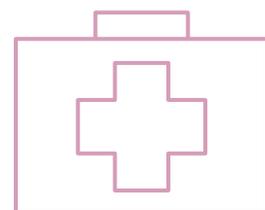
Employee Voice | CIPD ⬀

WORKFORCE DIALOGUE

A4.2

CRITERIA

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

Example of evidence:
Communications to trade union representatives confirming access to facilities or evidence of hosting a meeting (that is an agenda)

GUIDANCE

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 must use appropriate communication media and other facilities.

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

- Accommodation for meetings and training
- Access to a telephone and other communication media used or permitted in the workplace such as email, intranet, and internet
- The use of noticeboards
- Where the volume of the union representative's work justifies it, the use of dedicated office space
- Confidential space where an employee involved in a grievance or disciplinary matter can meet their representative
- Access to members who work at a different location
- Access to e-learning tools where computer facilities are available

FIND OUT MORE

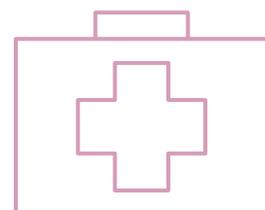CIPD factsheet: An introduction to trade unions

WORKFORCE DIALOGUE

A4.3

CRITERIA

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

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

GUIDANCE

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

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

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

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

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

FIND OUT MORE

Acas code of practice on collective bargaining ⧉

TUC guidance on collective bargaining ⧉

WORKFORCE DIALOGUE

A4.4

CRITERIA

Regular opportunities are provided to the workforce to provide feedback on important issues and changes in the organisation. For example, staff surveys.

Example of evidence:
Communications with staff detailing any surveys, questionnaires, or opportunities to meet and feedback on changes
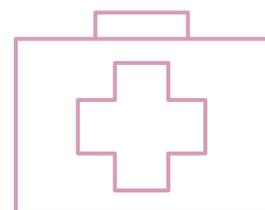
GUIDANCE

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

- Whether employees feel fully informed

- Levels of wellbeing

- Satisfaction with key aspects such as pay and work-life balance

- Regularity and consistency of communication

- Employees' sense they are listened to and treated fairly

- Trust in management and leadership

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

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

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

ⓘ FIND OUT MORE

CIPD factsheet: Measuring employee engagement ⧉

WORKFORCE DIALOGUE

A4.5

CRITERIA

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

Example of evidence:
A conflict resolution policy or procedure
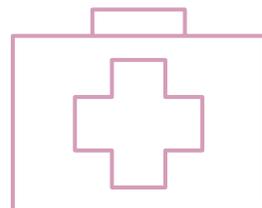
GUIDANCE

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

Acas's report 'Estimating the costs of workplace conflict' estimates that 9.7 million employees experienced conflict in 2018/2019. This costs employers almost £30bn a year.

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

It can help to resolve:

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

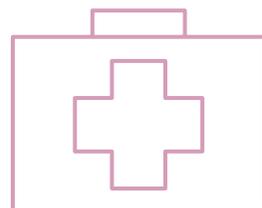ACHIEVEMENT

WORKFORCE DIALOGUE

A4.5 (CONTINUED)

CRITERIA

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

Example of evidence:
A conflict resolution policy or procedure

GUIDANCE

Mediation can be better than formal legal processes because it:

- Makes parties less entrenched in their views and so more open to compromise

- Can maintain and improve relationships

- Is less stressful for those involved

- Avoids the costs of defending employment tribunal claims

ⓘ **FIND OUT MORE**

CIPD factsheet: Mediation at work ⧉

CIPD guidance on dealing with bullying and workplace conflict ⧉

CIPD research on managing conflict in the modern workplace ⧉

Acas guidance on mediation at work ⧉

Acas certificate in internal workplace mediation ⧉

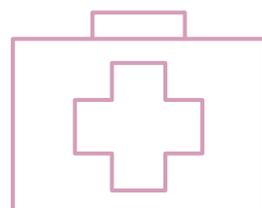Acas mediation skills for managers training events ⧉

WORKFORCE DIALOGUE

A4.6

CRITERIA

Policies and procedures to protect speaking up and/or whistleblowing have been implemented and communicated to the workforce.

Example of evidence:
A whistleblowing policy

GUIDANCE

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

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

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

FIND OUT MORE

Government guidance on whistleblowing ⧉

CIPD factsheet: Whistleblowing ⧉

For advice on whistleblowing see the charity Protect ⧉

WORKFORCE DIALOGUE

A4.7

CRITERIA

Written disciplinary and grievance rules and procedures are in place and communicated to the workforce.
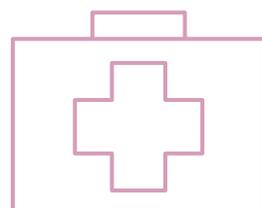
Example of evidence:
A disciplinary policy or procedure

GUIDANCE

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

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

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

(CONTINUED...)

WORKFORCE DIALOGUE

A4.7 (CONTINUED)

CRITERIA

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

Example of evidence:
A disciplinary policy or procedure

GUIDANCE

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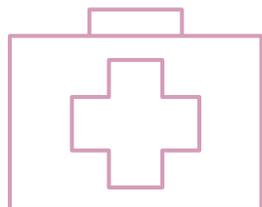
FIND OUT MORE

CIPD's factsheet: discipline and grievance at work ⇗

Acas Code of Practice on Discipline and Grievance ⇗

Acas guidance on investigations for discipline and grievance ⇗

Acas examples of disciplinary and grievance procedures ⇗

Acas investigation plan and report templates ⇗

WORKFORCE DIALOGUE

E4.1

CRITERIA

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

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

GUIDANCE

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

Listed companies must ensure that employees' interests are better represented at board level. One way to do this is to include an employee representative on the board, as is normal in Europe. However, organisations should decide how best to benefit from involving employees in senior-level decision making.

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

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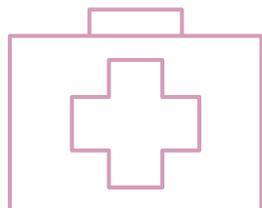- Establishing an employee advisory committee
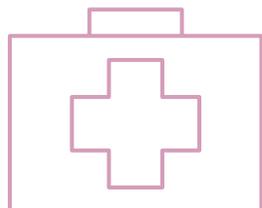
WORKFORCE DIALOGUE

E4.1 (CONTINUED)

CRITERIA

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

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

GUIDANCE

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

- How the worker representatives should be best trained and supported to fulfil the role

- How many seats they should have at the table and what's right for the organisation's size and complexity

- The appropriate selection and/or election process for the worker representative(s)

- The facilities and resources that the organisation will provide to support them in the role

- How they will ensure worker representation represents their diverse workforce

ⓘ FIND OUT MORE

CIPD factsheet on employee voice ⧉

CIPD factsheet on corporate governance ⧉

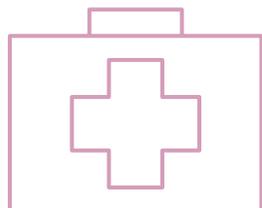FRC's Corporate Governance Code ⧉

WORKFORCE DIALOGUE

E4.2

CRITERIA

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

Example of evidence:
Details outlining the appointment of trade union representatives

GUIDANCE

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

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

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

FIND OUT MORE

CIPD guidance on working with trade unions ⊠

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

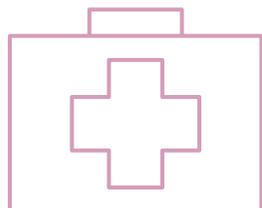TUC workplace manual on the role of union reps ⊠

WORKFORCE DIALOGUE

E4.3

CRITERIA

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

Example of evidence:
Terms or reference, agendas, minutes and/or correspondences relating to any staff networks or forums

GUIDANCE

Encouraging employees to set up voluntary staff networks and forums enables employers to show their commitment to employee involvement alongside equality, diversity & inclusion (EDI) and wellbeing issues. These forums give people with similar interests and backgrounds the opportunity to discuss the issues that matter to them at work. They can also exchange ideas and views, and access advice and support.

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

- Staff with disabilities
- Ethnic minority staff
- Women and/or gender
- Lesbian, Gay, Bisexual, Trans and Queer community (LGBTQ+)
- Parents and Carers
- Health and wellbeing

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

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

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

FIND OUT MORE

CIPD guidance on establishing staff networks ⧉

Acas research – Addressing inequalities: the role of staff race networks ⧉
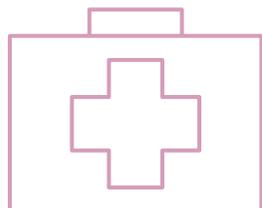
WORKFORCE DIALOGUE

E4.4

CRITERIA

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

Example of evidence:
Details of a relevant initiative communicated to staff

GUIDANCE

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

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

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

ⓘ FIND OUT MORE

CIPD factsheet: Employer-supported volunteering ⧉

Implementing employer-supported volunteering ⧉

Developing effective virtual teams ⧉

CIPD podcast ⧉

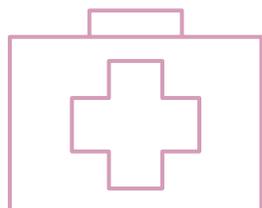Building the best team ⧉

WORKFORCE DIALOGUE

E4.5

CRITERIA

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

Example of evidence:
Floorplans of a workspace, its layout, communal areas and amenities

GUIDANCE

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

Creating a safe and productive workplace has become a major challenge since the pandemic started. Many office-based staff now work home full time or are hybrid. As such, they must have the right equipment to carry out their role remotely (including supporting staff with technology, desks and equipment). Organisations should also consider communication channels to encourage dialogue and connection.

Organisations also need to focus on how the workplace can be designed to enable greater workforce dialogue. For example, by creating breakout areas and quiet spaces where people can discuss work issues, work on cross-functional projects and

exchange ideas. Employers should also consider how facilities are equipped so that hybrid working employees can join these conversations.

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

FIND OUT MORE

Royal College of Art research on a Welcoming Workplace

The role of workplace design in employee engagement

CIPD guide to hybrid working

Acas guidance on working from home and hybrid working

HEALTH, WELLBEING AND WELFARE
A5.1

CRITERIA

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

Example of evidence:
A health and wellbeing policy, strategy, or action plan with measurable objectives

GUIDANCE

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

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

The plan should cover:

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

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

(CONTINUED...)

ACHIEVEMENT

HEALTH, WELLBEING AND WELFARE

A5.1 (CONTINUED)

CRITERIA

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

Example of evidence:
A health and wellbeing policy, strategy, or action plan with measurable objectives
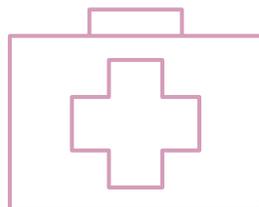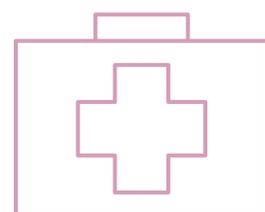
GUIDANCE

A health and wellbeing plan should be holistic. It should focus on certain areas including physical and mental health, healthy eating, financial wellbeing and opportunities for social connections and personal growth. The number of reported mental health conditions has increased in the last decade. As such, there is a growing need for employers to address the psychosocial, as well as physical aspects of health and wellbeing.

ⓘ **FIND OUT MORE**

CIPD factsheet: Wellbeing at work ⤢

CIPD factsheet: Health and safety at work ⤢

CIPD and MIND guidance for managers ⤢

CIPD guidance on supporting employees with the cost-of-living crisis ⤢

Acas good practice on health and wellbeing ⤢

Drugs, Alcohol and Tobacco: A Toolkit For Employers ⤢

Mental Health at Work gateway guidance ⤢

ThriveLDN's resources for supporting mental health at work ⤢

Guidance for supporting the mental health and wellbeing of displaced Ukrainians ⤢
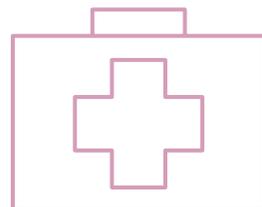
HEALTH, WELLBEING AND WELFARE
A5.2

CRITERIA

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

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

GUIDANCE

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

If the organisation has several employee elected health and safety reps and/or consult both these and trade union reps, establish a health and safety committee. If two or more union-appointed health and safety reps request in writing that the organisation set up a health and safety committee, they must do so within three months of the request.

When setting up a committee, think about how it will work, who will serve on it and the resources needed.

ⓘ **FIND OUT MORE**

Acas guidance on consulting employees and their representatives ⧉

HSE's guidance on health and safety committees ⧉

HSE's guidance on consulting and involving your workers ⧉

HEALTH, WELLBEING AND WELFARE
A5.3

CRITERIA

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

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

GUIDANCE

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

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

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

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

- Nominate a champion in the organisation who actively promotes women's night safety

- Demonstrate to staff and customers that the organisation takes women's safety at night seriously, for example through a communications campaign

- Remind customers and staff that London is safe, but tell them what to do if they experience harassment when working, going out or travelling

- Encourage reporting by victims and bystanders as part of communications campaigns

- Train staff to ensure that all women who report are believed

- Train staff to ensure that all reports are recorded and responded to

- Design public spaces and workplaces to make them safer for women at night

(CONTINUED...)

HEALTH, WELLBEING AND WELFARE

A5.3 (CONTINUED)

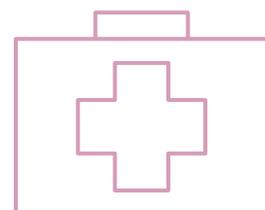### CRITERIA

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

Example of evidence:
A policy or procedure that addresses health and safety precautions for night-time and shift workers
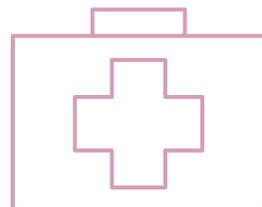
FIND OUT MORE

Government guidance on night working hours ⊠

Acas guidance on night workers and working time rules ⊠

The Women's Night Safety Charter ⊠

Sign up to the Women's Night Safety Charter:
night@london.gov.uk ⊠
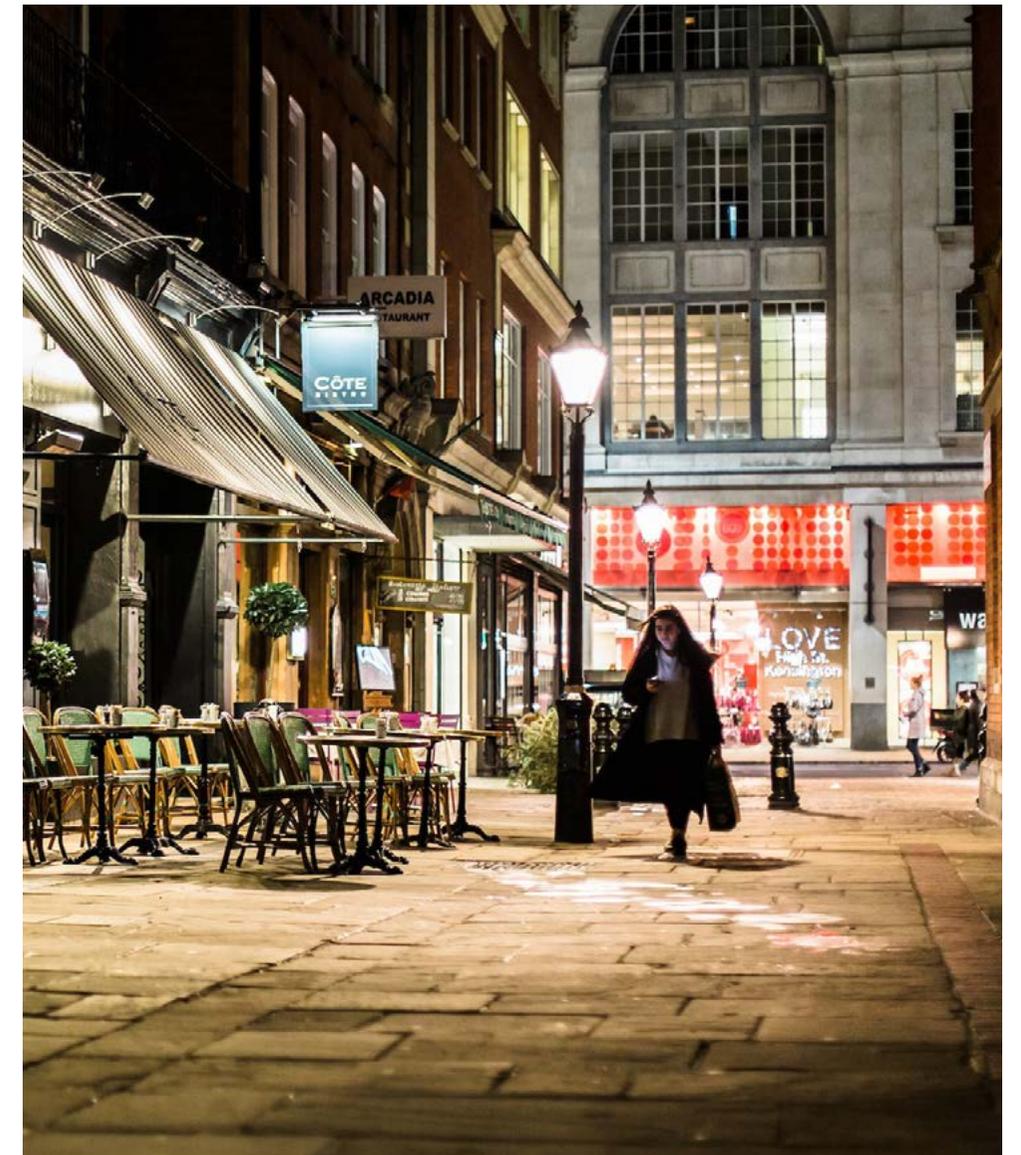
HEALTH, WELLBEING AND WELFARE
A5.4

CRITERIA

Line managers participate in Attendance Management training.

Example of evidence:
Evidence of a manager participating in and completing attendance manager training

GUIDANCE

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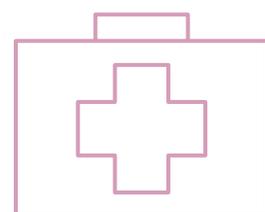
- The organisation's absence policies and procedures

- Their role in the attendance management process and their role in managing both short and 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

- 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

FIND OUT MORE

People manager guide: Managing a return to work after long-term absence | CIPD

Acas guidance on absence from work
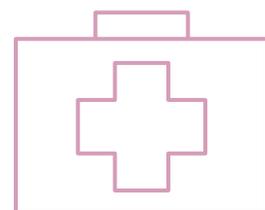
HEALTH, WELLBEING AND WELFARE

A5.5

CRITERIA

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

Example of evidence:
Information about a system or reporting mechanism used to monitor absence rates

GUIDANCE

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

Health and Safety Executive (HSE) data found there were over 1.8m work-related ill health cases – new or longstanding – in 2021-22. The main causes of this were work-related stress, depression, or anxiety (914,000). It's vital to understand and monitor the causes for absence. Any interventions to address these must be evaluated.

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

FIND OUT MORE

CIPD guidance on absence measurement and management ⌐

Acas guidance on absence from work ⌐

When an employee has an unauthorised absence: Unauthorised absence – Acas ⌐

Primary causes of sickness in 2021-22 (article) ⌐

CIPD survey on health and wellbeing at work ⌐

HEALTH, WELLBEING AND WELFARE
E5.1

CRITERIA

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

Example of evidence:
A mental health and wellbeing/stress prevention policy, strategy, or extract
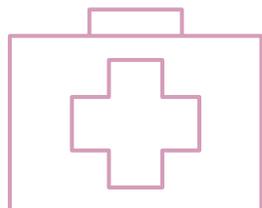
GUIDANCE

The number of reported mental health conditions has increased over the past ten years. In many cases, the main risks to people's health at work are now psychological. It is increasingly recognised that employer wellbeing practices should address both the psychosocial and physical aspects of health and wellbeing. Employers should put in place initiatives to promote good mental wellbeing and support people if they experience poor mental health.

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

The policy should cover:

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

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

(CONTINUED...)
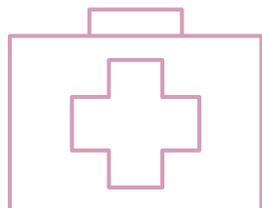
HEALTH, WELLBEING AND WELFARE

E5.1 (CONTINUED)

CRITERIA

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

Example of evidence:
A mental health and wellbeing/stress prevention policy, strategy, or extract

GUIDANCE

Employers and managers should be aware of the early signs of mental ill health, how to respond, and signpost to support services. Intervening early can help stop issues from escalating. Line managers should also be able to signpost an employee to more expert sources of support. Training for line managers will help them to spot the early warning signs of mental distress. It will also make them more confident about talking with employees who may be experiencing a mental health issue.

There is a well-known link between financial wellbeing and mental wellbeing. Fundamental practices should be in place to support financial wellbeing, pay and security. This can support mental wellbeing and help prevent stress.

[Read more about wellbeing and the cost-of-living crisis here.](#)

FIND OUT MORE

CIPD factsheet: Wellbeing at work ⊡

CIPD factsheet: Health and safety at work ⊡

CIPD and MIND guidance for managers ⊡

CIPD guidance on responding to suicide risk in the workplace ⊡

Acas good practice on health and wellbeing ⊡

Drugs, Alcohol and Tobacco: A Toolkit For Employers ⊡

Mental Health at Work gateway guidance ⊡

ThriveLDN's resources for supporting mental health at work ⊡

Guidance for supporting the mental health and wellbeing of displaced Ukrainians ⊡

HEALTH, WELLBEING AND WELFARE

E5.2

CRITERIA

Promote broader health services to the workforce. For example, physiotherapy, healthy eating, stop smoking and active commuting support.

Example of evidence:
Details of a relevant scheme communicated to staff
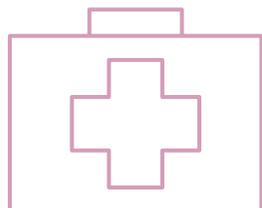
GUIDANCE

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

Examples of services include:

- Access to physiotherapy
- Advice on healthy eating
- 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

ⓘ FIND OUT MORE

CIPD factsheet: Wellbeing at work ⧉

HEALTH, WELLBEING AND WELFARE

E5.3

CRITERIA

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

Example of evidence:
Details of a relevant scheme communicated to staff
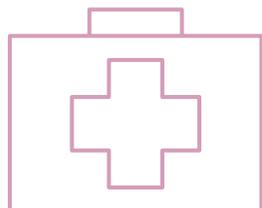
GUIDANCE

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

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

FIND OUT MORE

UK EAP Association ⊠

UCL example of communicating an EAP ⊠

HEALTH, WELLBEING AND WELFARE
E5.4

CRITERIA

The organisation has developed and published its approach to Violence Against Women and Girls (VAWG) and/or domestic violence.

Example of evidence:
A published strategy or approach to VAWG and/or domestic violence

GUIDANCE

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

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

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

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

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

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

(CONTINUED...)

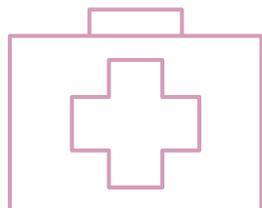# HEALTH, WELLBEING AND WELFARE

E5.4 (CONTINUED)

CRITERIA

The organisation has developed and published its approach to Violence Against Women and Girls (VAWG) and/or domestic violence.

Example of evidence:
A published strategy or approach to VAWG and/or domestic violence
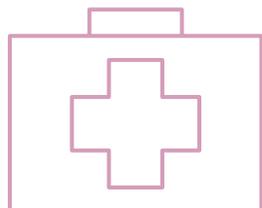
GUIDANCE

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

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

FIND OUT MORE

Domestic Abuse Statutory Guidance ⧉

Workplace support for those experiencing domestic abuse ⧉

CIPD Guidance on managing and supporting employees experiencing domestic abuse ⧉

Acas guidance on domestic violence and abuse ⧉

Equality and Human Rights Commission: Top ten tips for employers ⤓

Guidance for developing an effective VAWG policy ⧉

Mayor of London's Violence Against Women and Girls strategy 2022-25 ⧉

Mayor of London's have a word campaign ⧉

Crown Prosecution Services VAWG policy (example) ⧉

HEALTH, WELLBEING AND WELFARE
E5.5

CRITERIA

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

Example of evidence:
A policy or extract relating to greater occupational health leave (that is, a menopause policy)
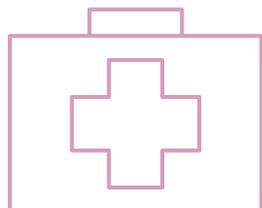
GUIDANCE

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

Find out more about the types of OH services here.

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

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

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

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

(CONTINUED...)

HEALTH, WELLBEING AND WELFARE

E5.5 (CONTINUED)

CRITERIA

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

Example of evidence:
A policy or extract relating to greater occupational health leave (that is, a menopause policy)
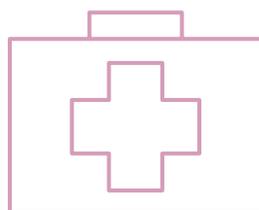
GUIDANCE

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

FIND OUT MORE

SEQOHS (Safe, Effective, Quality Occupational Health Service) ⬀

CIPD factsheet: Occupational health ⬀

Let's talk menopause ⬀

Workplace support for employees experiencing baby loss ⬀

Extending bereavement leave ⬀

Importance of carers leave ⬀

Health Adjustment Passports Form ⬀

Acas advice and guidance on long COVID ⬀

Acas guidance on menopause at work ⬀

Acas guidance on time off for work bereavement ⬀

Acas bereavement policy template ⬀

Mayor of London announces world-leading menopause policy ⬀

WORK-LIFE BALANCE

A6.1

CRITERIA

There are flexible working practices and family friendly policies in place which are promoted and available all staff, unless there is a genuine business reason why it is not possible.

Example of evidence:
A flexible working policy detailing family friendly practices
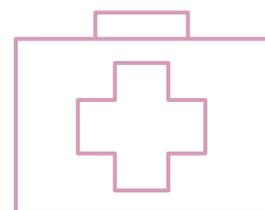
GUIDANCE

In December 2022, the government announced millions of employees will have the right to request flexible working from the day they start work. Requests must be considered and can only be rejected where there are business reasons to do so.

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

- Clarify the benefits of flexible working to everyone

- Find a hook or business imperative to get organisational support

- Communicate to dispel myths around what flexible working is and who it's for, share successes and build communities

- Establish a clear process for flexible working with defined roles and responsibilities for employees, line managers and HR

- Find creative ways to encourage a range of flexible working practices for all employees

- Aim to hire flexibly and design the jobs to suit the flexible pattern (that is, full-time jobs are not squeezed into part-time hours)

- Ensure ongoing access to development and career conversations for flexible workers

- Gain manager buy-in through communicating benefits and sharing success stories and providing support and guidance

- Create a supportive organisational culture, underpinned by leadership and HR support

- Measure and evaluate flexible working and learn from trials using quantitative and qualitative measures

(CONTINUED...)

WORK-LIFE BALANCE

A6.1 (CONTINUED)

CRITERIA

There are flexible working practices and family friendly policies in place which are promoted and available all staff, unless there is a genuine business reason why it is not possible.

Example of evidence:
A flexible working policy detailing family friendly practices
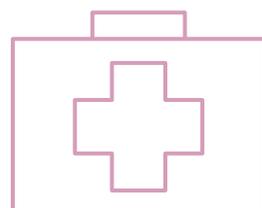
GUIDANCE

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

FIND OUT MORE

Government guidance on flexible working

CIPD factsheet: Flexible working practices

CIPD Flexible Working Taskforce

Working Families guidance on flexible working

Acas code of practice on handling flexible working requests

Acas guidance on responding to a flexible working request

Acas flexible working policy template

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

WORK-LIFE BALANCE

A6.2

CRITERIA

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

Example of evidence:
A policy, employment contract or rota outlining these terms
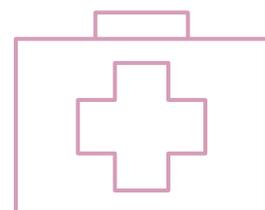
GUIDANCE

There must be 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 or shortened.

There is no law to define what a reasonable notice period is. But, in most cases, at least 12 hours' notice would be expected 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).

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

FIND OUT MORE

Safe Workers guidance on changing working hours ⊞

The Living Wage Foundation's Living Hours Campaign ⊞

WORK-LIFE BALANCE

A6.3

CRITERIA

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

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

GUIDANCE

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

ⓘ **FIND OUT MORE**

Government guidance on contracts of employment and working hours ⌕

Acas guidance on working hours and rest ⌕
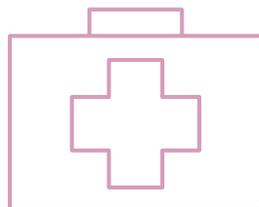
WORK-LIFE BALANCE

A6.4

CRITERIA

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

Example of evidence:
A policy detailing the process for returning to work after parental leave and the support available

GUIDANCE

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

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

WORK-LIFE BALANCE

A6.4 (CONTINUED)

CRITERIA

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

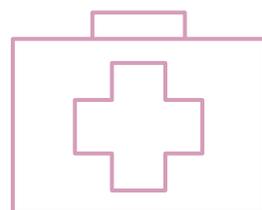***Example of evidence:***
A policy detailing the process for returning to work after parental leave and the support available

GUIDANCE

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

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

ⓘ FIND OUT MORE

Government guidance on employee rights when on leave ⟋

Career break returner programmes ⟋

Returnships: what are they and how can they benefit my company? ⟋
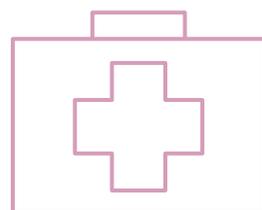
WORK-LIFE BALANCE

A6.5

CRITERIA

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

Example of evidence:
A policy or employment contract outlining these terms

GUIDANCE

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

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

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

ⓘ FIND OUT MORE

Government guidance on time off for family and dependents ⧉

Acas guidance on time off for dependants ⧉
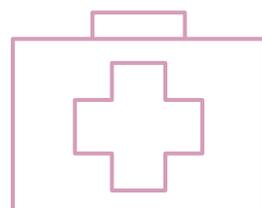
WORK-LIFE BALANCE

E6.1

CRITERIA

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

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

GUIDANCE

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

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

A stress risk assessment alongside regular one-to-one catch ups with each team member can be valuable. It gives people an opportunity to raise concerns and for issues to be promptly addressed. Other indicators of overworking for managers to watch out for are people not taking annual leave or lunch breaks.

Leaders and managers must lead by example – PepsiCo Chief Executive talks about 'leaders leaving loudly'. This means declaring leaving and why, helping to create a culture where work-life balance is valued.

ⓘ **FIND OUT MORE**

CIPD research on health and wellbeing at work ⇗

Citizens Advice on working too many hours ⇗

World Health Organization – Research on long working hours ⇗

Health & Safety Executive – Stress and mental health at work ⇗

WORK-LIFE BALANCE

E6.2

CRITERIA

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

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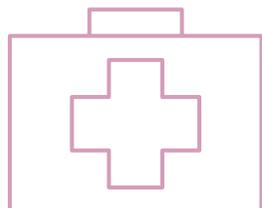
GUIDANCE

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

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

FIND OUT MORE

CIPD research on health and wellbeing at work ⌇

CIPD HR-inform – What is the right to disconnect? ⌇

WORK-LIFE BALANCE

E6.3

CRITERIA

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

Example of evidence:
A policy or employment contract outlining these terms

GUIDANCE

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

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

One model that employers can use is:

- If the parent has given birth to their baby before 37 weeks, a day's premature baby leave and pay for every day between the date their baby was born and the due date

- For the parent entitled to paternity leave, two more weeks of paid leave, or a day's premature baby leave and pay for every day their baby is in hospital up until the due date – whichever is more

- Parents of babies born at 37 weeks or after who require neonatal care during their first 28 days of life will both be granted additional neonatal leave and pay for every day their baby spends in neonatal care during that time

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

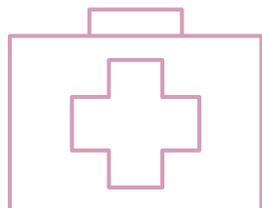(CONTINUED...)

WORK-LIFE BALANCE

E6.3 (CONTINUED)

CRITERIA

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

Example of evidence:
A policy or employment contract outlining these terms

GUIDANCE

In March 2020, the government said it will create an entitlement to neonatal leave and pay for employees whose babies spend an extended period in neonatal care. Parents will be entitled to up to 12 weeks' paid leave, so that they do not have to choose between returning to work and taking care of their newborn baby. The government will pay those eligible around £160 a week.

ⓘ FIND OUT MORE

Government press release on extra leave if your baby needs neonatal care ⧉

Neonatal Care (Leave and Pay) Bill 2022-23 (progress of bill) ⧉

The Smallest Things – Employer with Heart Charter ⧉

WORK-LIFE BALANCE
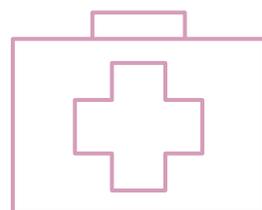
E6.4

CRITERIA

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

Example of evidence:
A policy or employment contract outlining these terms
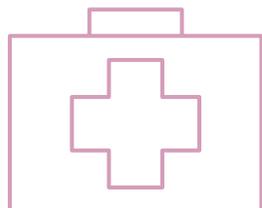
GUIDANCE

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

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

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

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

FIND OUT MORE

[Government announcement on boost for carers to receive new unpaid leave entitlement](⧉)

[CIPD report: Focus on working parents](⧉)

[Acas guidance on time off work for bereavement](⧉)

STAGE 2 – FULL SELF-ASSESSMENT

SKILLS AND DEVELOPMENT

MANAGEMENT AND LEADERSHIP

A7.1

CRITERIA

A performance management framework or approach has been developed and all people in the workforce have the opportunity for 1:1 conversations with their managers

Example of evidence:
A policy or written approach to 1:1 conversations for managing performance

GUIDANCE

Organisations should develop a performance management framework and encourage managers to have regular (at least monthly) one-to-one conversations with their staff.

These meetings are a chance to discuss their progress against objectives, check workloads are manageable and that they don't feel under excessive pressure. Managers should provide clear feedback, praising and recognising good work and providing clear advice and support if there are areas for improvement.

Managers play a key role in coaching and developing people at work, particularly younger workers or people who are new to a role. It may seem hard to find time to support staff in this way. However, longer-term it means managers have capable people who are less like to leave for new opportunities elsewhere. As such, it is invaluable.

FIND OUT MORE

CIPD factsheet: Performance management

Acas research on performance management systems
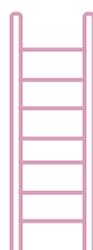
MANAGEMENT AND LEADERSHIP

A7.2

CRITERIA

Line managers have appropriate training to support their personal development and performance in the workplace. For example, giving performance feedback, carrying out appraisals, and attendance management.

Example of evidence:
A list of training specifically available to line managers

GUIDANCE

Employers should ensure that anyone who manages one or more people have the information, advice, and training to do it well.

CIPD research has identified the following key behaviours for 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

(CONTINUED...)

MANAGEMENT AND LEADERSHIP

A7.2 (CONTINUED)

CRITERIA

Line managers have appropriate training to support their personal development and performance in the workplace. For example, giving performance feedback, carrying out appraisals, and attendance management.

Example of evidence:
A list of training specifically available to line managers

GUIDANCE

Managers can develop the core knowledge and skills they need to manage people through the free online training course (link below). This five-week interactive, modular course provides three hours of learning per week. They can also receive a certificate of accreditation.

ⓘ FIND OUT MORE

CIPD and Future Learn – online course on People Management ⤤

CIPD introduction for line managers ⤤

CIPD factsheet: Management development ⤤
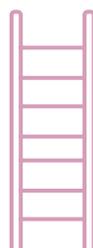
MANAGEMENT AND LEADERSHIP

A7.3

CRITERIA

Managers and leaders have access to learning and training across a range of other topics relevant to the organisation. For example, recruitment, workforce dialogue, diversity and inclusion.

Example of evidence:
A list of training specifically available to line managers

GUIDANCE

A skilled manager can make all the difference to employee engagement and organisational success. As such, it's vital to train managers to boost their skills, competencies, and knowledge.

Management development must be properly planned, structured, and evaluated. By building individual capability, employers can enable sustained organisation performance and boost individual's people management skills. This can help to support employee engagement and drive high business performance levels.

Managing means planning, organising, coordinating and rolling out strategies, programmes, tactics, and policies. This is in respect of people, resources, information, operations, and finance. Increasingly it involves people development too, particularly via coaching.

Management training may cover any or all of these areas. It depends on the level / nature of their role and other factors like career stage.

ⓘ **FIND OUT MORE**

CIPD factsheet: Management development ⧉

MANAGEMENT AND LEADERSHIP

A7.4

CRITERIA

People management and development practices in the organisation are enhanced through workforce feedback. For example, regular staff surveys.

Example of evidence:
A staff survey or feedback mechanism that includes feedback relating to management and development practices

GUIDANCE

Business leaders and managers should regularly consult their workers on how they feel about their jobs. This helps to create genuinely create more inclusive, fulfilling, and productive work.

Smaller businesses can do this by having regular open conversations with people, alongside occasional focus groups with staff. These are on opportunity to discuss workloads and whether they have the skills, resources, and support to do their job and reach their potential. In larger organisations of 50 or more staff, an employee survey, supported by focus groups is the best way to understand staff' views.

Using qualitative methods, like focus groups, enables organisations to hear the true voice of employees. This allows for a richer, less constrained understanding than from pre-set questions and options.

Finally, it's pointless getting people's views on how they're managed and their workplace, unless managers plan to act on any issues raised.

ⓘ FIND OUT MORE

CIPD factsheet: Employee engagement ⧉

MANAGEMENT AND LEADERSHIP

E7.1

CRITERIA

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.

Example of evidence:
A manager's appraisal or development review form demonstrating these objectives

GUIDANCE

Good line managers play a key role in determining learning and development needs. They are in a prime position to influence organisational culture in support of learning.

Line managers should offer regular informal coaching via their regular one-to-one meetings with staff and conversations about performance and appraisal.

ⓘ **FIND OUT MORE**

CIPD factsheet: Learning in the flow of work ⌞

MANAGEMENT AND LEADERSHIP

E7.2

CRITERIA

Managers and supervisors are trained or are knowledgeable in managing conflict and difficult conversations, or can help workers to access support within the organisation.

Example of evidence:
Training and evidence of support for managers to help them deal with conflict

GUIDANCE

Line managers need 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.

> **ⓘ FIND OUT MORE**
>
> Acas guidance on challenging conversations ⎋
>
> Register for an Acas 'having difficult conversations' event ⎋
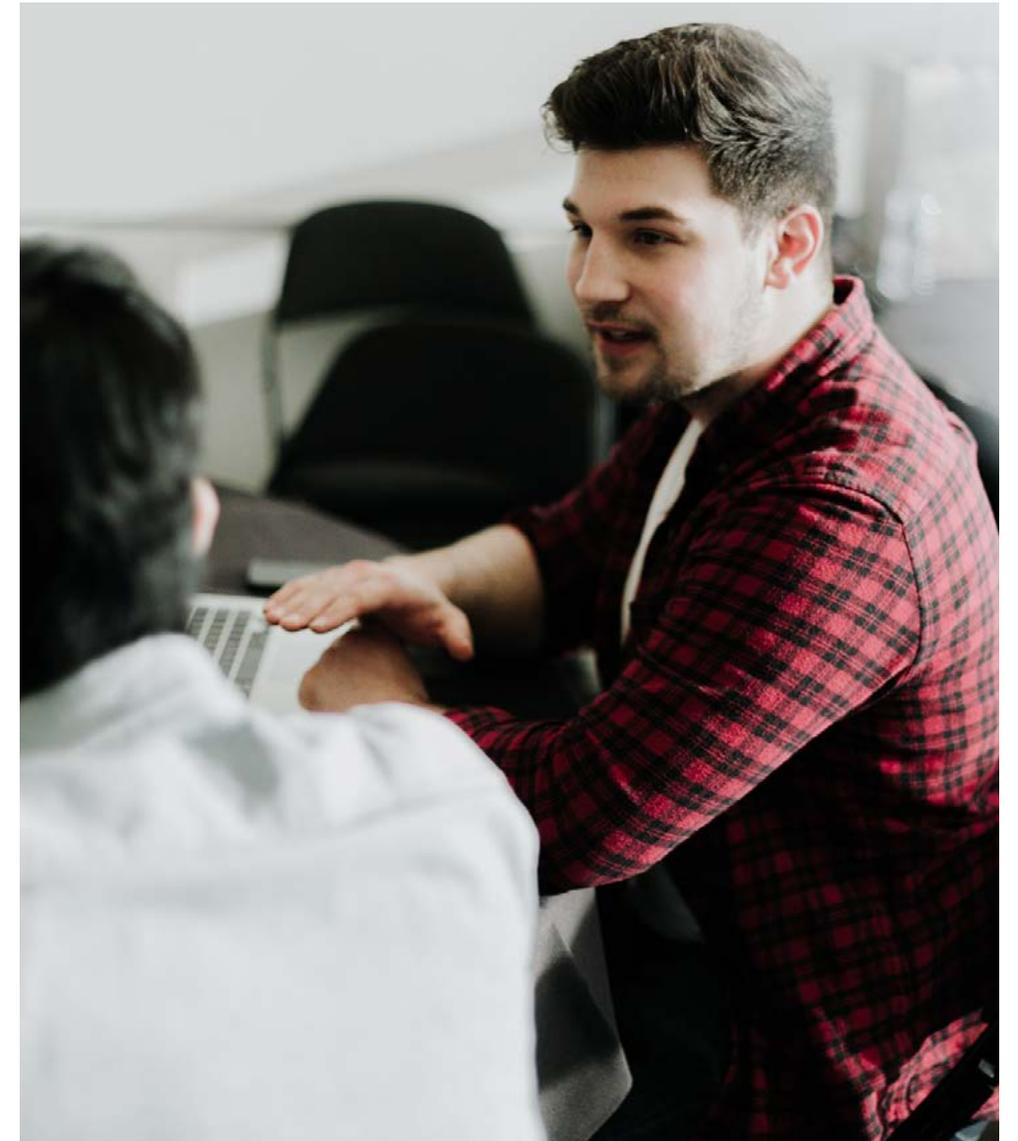
MANAGEMENT AND LEADERSHIP

E7.3

CRITERIA

Managers regularly get feedback from many sources as part of their development plans. For example, 360 feedback.

Example of evidence:
A feedback mechanism or system that collects insights from multiple sources for managers (e.g. 360 feedback)

GUIDANCE

Managers will benefit from structured 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.

ⓘ FIND OUT MORE

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

MANAGEMENT AND LEADERSHIP

E7.4

CRITERIA

Managers and leaders have access to accredited training. For example, CPD accredited training courses.

Example of evidence:
A list of CPD accredited courses available to managers and leaders

GUIDANCE

Some organisations may encourage managers to study for a formal management qualification, such as via the Institute of Leadership and Management and the Chartered Management Institute.

ⓘ **FIND OUT MORE**

Institute of Leadership and Management training ↗

SKILLS AND DEVELOPMENT

A8.1

CRITERIA

The organisation offers apprenticeships and training opportunities as pathways into employment with them. These roles should include flexible working options where possible.

Example of evidence:
A list or policy outlining the training and development available to everyone in the organisation

GUIDANCE

Organisations should attract and grow fresh talent by providing structured and quality routes into employment such as apprenticeships and internships.

Properly structured internships are a great way for people to gain experience. They're also a brilliant tool for organisations to build their talent pipeline. To support equal access to internships, it's vital that interns are paid at least the London Living Wage. Those wishing 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 at work with off-the-job learning. The apprentice's learning happens in context and provides a real understanding of the working world, combining practical skills with theoretical knowledge. Apprenticeships are a career route into the organisation and an opportunity to develop the expertise needed now and in the future.

ⓘ FIND OUT MORE

Government guidance on apprenticeships: off-the-job training ⤴

CIPD factsheet: Apprenticeships ⤴

CIPD guidance on internships that work ⤴

SKILLS AND DEVELOPMENT

A8.2

CRITERIA

There is a structured programme of training and development accessible and available to everyone in the organisation.

Example of evidence:
A list or policy outlining the training and development available to everyone in the organisation

GUIDANCE

Organisations should offer a structured programme of training and development for their employees, aligned to their organisational objectives and vision. The benefits of doing so include a happier workforce; better staff retention, and having the right skills in the right place at the right time. Organisations should ensure that access to training and development opportunities are available to everyone regardless of contract type, service length, or seniority.

FIND OUT MORE

CIPD factsheet: Workforce planning

CIPD factsheet: Talent Management
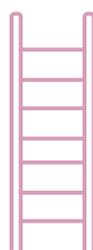
SKILLS AND DEVELOPMENT

A8.3

CRITERIA

Informal training such as volunteering is recognised and counted in personal development plans.

Example of evidence:
Details of a relevant scheme communicated to staff (or included in a development plan)

GUIDANCE

Employers, people, and local communities all benefit from encouraging employees to take part in volunteering. For employers, benefits include employee skills development and engagement, team development and improved morale. It also boosts the organisation's reputation by showing a commitment to making a difference.

For employees, volunteering is chance to build connections with their local communities and give back to society, while working on issues they feel passionate about. They can also develop key soft skills in areas such as coaching, leadership and organisational abilities. In turn, the community and voluntary sector benefit from enthusiastic volunteers with specialist skills, expertise, and knowledge.

To encourage employees to volunteer, organisations may choose to set up Employee Supported Volunteering (ESV) programmes. Alternatively, organisations can develop a clear volunteering policy, which sets out their approach towards volunteering.

FIND OUT MORE

CIPD guidance on employee supported volunteering programme

SKILLS AND DEVELOPMENT

A8.4

CRITERIA

Workers and employees are granted paid time off to pursue union-led learning opportunities (if the organisation has a recognised trade union).

Example of evidence:
A policy or employment contract for Union Reps outlining these terms

GUIDANCE

Union Learning Reps (ULRs) play a key role in delivering benefits for both employers and employees. They have a proven track record in encouraging workers to engage with learning opportunities. They provide support, information, and advice, promote learning and help identify any issues with providers.

Union learning widens the type of learning that happens at work 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 have enough training to do their duties within six months of their appointment. The employer must provide paid time off for the ULR to attend training at their usual wage rate.

ⓘ **FIND OUT MORE**

Union Learn information about ULRs ⧉

SKILLS AND DEVELOPMENT

A8.5

CRITERIA

Actions are taken by the organisation to maximise the use of the apprenticeship levy allowance.

Example of evidence:
A policy or action plan setting out how an organisation intends to use the apprenticeship levy

GUIDANCE

Companies that pay out more than £3m in annual payroll must now put 0.5% 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 10%, 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.

Find out more about the apprenticeship framework funding bands.

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, they could get in touch with:

- Employers they currently work with
- Other employers in the industry
- An Apprenticeship Training Agency (ATA)

Employers can also find suitable organisations via regional partners. Levy-paying employers can transfer up to 25% of their annual funds from their apprenticeship account to as many employers as they choose.
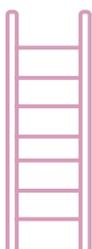
(CONTINUED...)

SKILLS AND DEVELOPMENT

A8.5 (CONTINUED)

CRITERIA

Actions are taken by the organisation to maximise the use of the apprenticeship levy allowance.

Example of evidence:
A policy or action plan setting out how an organisation intends to use the apprenticeship levy

GUIDANCE

10% of their annual funds, which will increase to 25% in April 2019. Organisations can transfer from their apprenticeship account to as many employers as they choose.

ⓘ **FIND OUT MORE**

Government guidance on paying the apprenticeship levy ↗

Transferring unused apprenticeship funds to other employers ↗

SKILLS AND DEVELOPMENT

E8.1

CRITERIA

The organisation offers accredited and widely recognised training that encourages lifelong learning beyond the skills requirements for the job and improves prospects for career progression.

Example of evidence:
A list or policy outlining the accredited training and development available to everyone in the organisation

GUIDANCE

Internal and external recognition of skills training and development through accreditation helps to motivate and engage employees. For businesses, the benefits include 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.

EXCELLENCE

SKILLS AND DEVELOPMENT

E8.2

CRITERIA

The organisation proactively identifies future skills and training needs through skills and career planning processes.

Example of evidence:
A workforce planning paper or strategy demonstrating the organisations commitments to identify future skills, career pathways and training needs

GUIDANCE

A lack of career development continues to be a major cause of employee dissatisfaction and turnover. Having processes in place to support skills and career planning can help ensure that staff are motivated and feel satisfied by their jobs.

Of course, it is recognised that employees must take ownership for their development and advancement. At the same time, it's important that organisations provide the information, tools, and resources employees need for this purpose. This enables them to manage their careers in a way that meets both employee and organisational needs. Individual career planning and skills development should be supported and linked to overall workforce planning.

It's vital to ensure employees have the right information to make decisions about their careers within the organisation. Many employers are moving from a promotional view of career pathways to an experiential one. This recognises that career progression is rarely linear and is instead about building the right capabilities.

There are several 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 about future career goals and ambitions and to develop career plans to support them. Line managers should be given training and development to ensure that they have the right knowledge and skills to support this process.

FIND OUT MORE

CIPD and CEB podcasts on career pathways

CIPD factsheet: Workforce planning

SKILLS AND DEVELOPMENT

E8.3

CRITERIA

The organisation promotes apprenticeships. For example, through a recognised apprenticeship promotion programme.

Example of evidence:
Advertising or communications promoting apprenticeships through a recognised programme

GUIDANCE

Exemplar organisations can act as ambassadors for either their sector, or their communities, helping to champion and promote good organisational principles and practice. Joining an apprenticeship promotion programme is a great way to promote the benefits of apprenticeships to other businesses. It can also help showcase them to young people themselves and the wider community.

FIND OUT MORE

Government guidance on apprenticeships, traineeships and internships ⇗
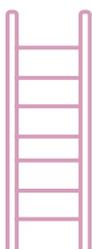
SKILLS AND DEVELOPMENT

E8.4

CRITERIA

The organisation offers supported internships to young people with special educational needs and disabilities.

Example of evidence:
Details of a scheme in place to provide supported internships for young people with special educational needs

GUIDANCE

A supported internship is a study programme for young people aged 16 to 24 who have a statement of special educational needs (SEN) or an educational, health and care (EHC) plan. It aims to help them into work by giving them the extra support they need to do so.

- Supported internships are structured study programmes based primarily at an employer. They:
- Enable young people with learning difficulties and/or disabilities to achieve sustainable, paid work by giving them the skills they need for work through learning in the workplace
- Normally last for a year and include unpaid work placements of at least six months
- Support the young person to move into paid employment (where possible) at the end of the programme

- Include a personalised study programme, which students complete and 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 work can apply for Access to Work for extra help.

ⓘ FIND OUT MORE

Government guidance on supported internships ↗

SKILLS AND DEVELOPMENT

E8.5

CRITERIA

The organisation collaborates with local colleges and/or training providers to shape training provision and meet industry needs. For example, offering insight days to their students.

Example of evidence:
Details of any outreach activities or events with local colleges and/or training providers

GUIDANCE

Many organisations highly value the tailored, flexible and innovative approaches to training offered by colleges and training providers. Working with them can help ensure that the training provided 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.

Being actively involved in a provider's training programme can ensure that staff are trained and knowledgeable in the organisation. This is the best benefit for employers.

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 better understand their learners' capabilities and thus match them to appropriate tasks and activities or support them in areas where they are needed.

SKILLS AND DEVELOPMENT

E8.6

CRITERIA

An allowance of volunteering leave is provided, and Employer Supported Volunteering (ESV) is promoted within the organisation.

Example of evidence:
A policy or employment contract outlining these terms

GUIDANCE

Employer-supported volunteering (ESV) gives employees the opportunity to volunteer during working hours. This also enables organisations to 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.

For employees, volunteering is a chance to build connections with their local communities and give back to society while working on issues they feel passionate about. Further benefits could include:

- Improved communication
- Increased confidence
- Team working
- Creativity
- Resilience
- An overall sense of fulfilment

FIND OUT MORE

CIPD factsheet: Employer Supported Volunteering ⌁

National Council for Voluntary Organisations ⌁

IN-WORK PROGRESSION

A9.1

CRITERIA

There are clear progression pathways, levels and/or systems for promotions and pay growth in the organisation.

Example of evidence:
A promotions and pay progression policy or guidance document detailing career advancement processes

GUIDANCE

There are clear business benefits to setting out transparent pay and progression prospects for employees. Indeed, doing so will mean that employees are more likely to be engaged and committed to their jobs. As such, it is an integral part of any succession programme. To have useful discussions with employees on this issue, there must be fair and consistent people management policies in place, including:

- Advertising posts and promotion opportunities within the 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. That way employees will know about opportunities and feel comfortable discussing them.

FIND OUT MORE

CIPD factsheet: Pay structures and pay progression

IN-WORK PROGRESSION

A9.2

CRITERIA

There is a system for supporting development of workers in the organisation. For example, development plans, regular performance reviews and/or appraisals

Example of evidence:
A template used for regular development plans, appraisals, or performance reviews

GUIDANCE

Offering annual career/development reviews gives managers a chance to support employees' career progression and skills development.

Annual career/development reviews should be supported by an effective performance management system. This includes regular one-to-one feedback from line managers and structured support and training to enable employees to achieve their development goals.

IN-WORK PROGRESSION

A9.3

CRITERIA

The organisation supports the progression of underrepresented or disadvantaged groups, including women, through positive programmes. For example, sponsorship programmes such as GLA's OurTime initiative.

Example of evidence:
Details of a relevant scheme communicated to staff

GUIDANCE

There are many ways in which employers can promote women and other underrepresented groups in their organisation. These include:

- Mentoring programmes
- Inclusion training for leadership
- Reviews of organisational policies
- Employee led task forces
- Diverse opportunities for employee engagement

For example, Our Time, is a sponsorship programme that pairs highly talented women with champions at a senior management level. The aim is to help open the professional networks, opportunities and contacts required to progress to leadership positions within workplaces.

The programme contains two key features:

- A 12-month one-to-one sponsorship relationship, helping to unlock opportunities and networks to help women make the next step in their careers
- A six-month formal development journey. This includes conversations to kick-start the sponsorship relationship, develop a strong network amongst the group, and learn how to manage any other barriers

ⓘ **FIND OUT MORE**

Our Time – Supporting Future Leaders ⧉

IN-WORK PROGRESSION

E9.1

CRITERIA

Regular development reviews focus on long-term career progression and skills development beyond current job requirements.

Example of evidence:
A template used for regular development plans, appraisal, or performance reviews

GUIDANCE

Traditionally, employers ensure that its employees have the skills to meet their long-term goals. However, career development today is seen as a key part of an organisation's attraction and retention strategy. Many candidates will not consider working with an organisation unless it offers career development beyond the day-to-day job.

There are many ways employers can put in place career development reviews and plans into existing HR processes. Examples include performance reviews and appraisals, coaching and mentoring, or new and separate activities.

Career planning discussions typically cover:

- Current job: current responsibilities and skills

- Gaps: current levels of competency and their future requirements

- Future aspirations: Where does the employee see themselves in the future?

- Career plan: a roadmap that enables the employee to acquire the skill set needed for their current job and for the future

IN-WORK PROGRESSION

E9.2

CRITERIA

Workers and employees have access to other career-enhancing roles and opportunities in the organisation to gain broader experience. For example, rotations, secondments, or internal transfers.

Example of evidence:
Details of a relevant scheme communicated to staff

GUIDANCE

Organisations should try to offer various ways for employees to build their skills and enhance their careers. Employers should consider developing a more diverse range of learning opportunities. These should be longer-term, broader and/or of a higher level than basic on-the-job training. Development programmes could include coaching and mentoring or secondments, often with more formal or off-the-job learning or educational arrangements. In-house programmes are often used for management or leadership development. However, they are not limited to these.

A secondment is the temporary loan of an employee to another department or role, or even an external organisation. It is valuable for both employee and organisation development.

Job rotation and shadowing are also useful in helping employees to develop the skills and competencies required for new or higher-level roles. It's important to have the right support process in place to ensure that everyone achieves the desired outcomes.

FIND OUT MORE

CIPD factsheet: the main types of learning methods ↗

XpertHR guide on how to deal with a secondment (register for free to access) ↗

IN-WORK PROGRESSION

E9.3

CRITERIA

The organisation has put in place a mentoring and/or coaching scheme between senior and junior members of the workforce

Example of evidence:
Details of a mentoring and/or coaching scheme communicated to staff

GUIDANCE

Coaching and mentoring (including reverse mentoring) can be effect ways to develop employees and managers. Both have grown in popularity, with many employers using them to enhance the skills, knowledge and performance of staff around specific skills and goals.

Coaching aims to produce optimal performance and improvement at work. It focuses on specific skills and goals. It may also have an impact on someone's personal attributes such as social interaction or confidence. The process typically lasts for a defined period or forms the basis of a continuing management style.

Mentoring at work is a process where 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. Mentoring relationships usually last longer than coaching.

ⓘ FIND OUT MORE

CIPD factsheet: Coaching and mentoring ⧉

Coaching and Mentoring Network ⧉

IN-WORK PROGRESSION

E9.4

CRITERIA

The organisation carries out workforce planning and reviews team structures and job design. This ensures that roles are well-designed and provide opportunities for skills development and career progression.

Example of evidence:
A policy, paper or evidence of a meeting (for example minutes) demonstrating workforce planning taking place to review structures and roles

GUIDANCE

Workforce planning is a process of analysing the current workforce and determining future workforce needs. It identifies the gap between the present and the future, and puts in place solutions. This enables the organisation to accomplish its mission, goals, and strategic plan.

Knowing and understanding the skills an employer has within their workforce is a key step in the process. Segment the workforce, look at skillsets, consider demographics and identify business-critical roles – both strategic and operational. People may have other skills beyond those they use in their current roles. These may be relevant.

When reviewing job design and team structures, employers should try and develop roles which allow employees to fully use their existing capabilities. At the same time, they should be able to build their skills and develop their careers. Well-designed work, particularly that which gives people a chance to problem-solve

and collaborate with others has a range of benefits. It empowers employees, builds greater trust, and helps develop the skills that are seen as most important for work. These include communications, teamworking, planning and organisation, and of course problem-solving.

ⓘ FIND OUT MORE

CIPD factsheet: Workforce planning ⧉

STAGE 2 – FULL SELF-ASSESSMENT

DIVERSITY AND RECRUITMENT

ACHIEVEMENT

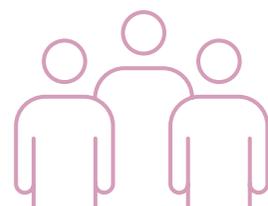# EQUALITY, DIVERSITY AND INCLUSION
A10.1

CRITERIA

The organisation has developed an action plan or approach to tackle inequality and improve diversity.

Example of evidence:
A strategy or action plan to tackle inequality and improve diversity, with measurable objectives

GUIDANCE

It's a good idea for organisations to develop a strategy and action plan to promote equality and improve diversity and inclusion. As well as targeted initiatives, a coherent EDI strategy will help ensure that working practices across the organisation support an inclusive culture which embraces difference. The strategy needs to be supported with a well-communicated value system reflecting the importance of diversity and inclusion. All staff should be trained to understand and engage with this in how they do their jobs and work with their colleagues.

Building a clear business case for greater diversity is important in ensuring senior management buy-in.

Having a strategy and action plan demonstrates the organisation takes its legal and moral obligations towards being a diverse employer seriously. It can also encourage employees to treat others equally.

FIND OUT MORE

CIPD factsheet: Equality, diversity and inclusion in the workplace ⊡

Acas guidance on improving equality, diversity and inclusion ⊡

The Greater London Authority's Inclusive Employers Toolkit ⊡

UCL example of a gender equality action plan ⊡

EQUALITY, DIVERSITY AND INCLUSION
A10.2

CRITERIA

Diversity, equity and inclusion training is offered to the workforce.

Example of evidence:
A list or policy outlining any EDI training and development available to everyone in the organisation

GUIDANCE

Employers should integrate diversity and inclusion training into the induction process for all new starters and provide refresher training for all employees. Developing specialist training and support for recruiters and people managers can help ensure that recruitment is free of bias. It will also mean that employees and workers are managed in a fair and inclusive way.

Employers can use a range of different training approaches and reinforce this with strong organisational values and practices related to EDI. Research suggests that while unconscious bias training is useful for raising awareness it doesn't necessarily lead to long-term change on its own. Organisations may want to consider training sessions that offer insights into structural racism.

Training can be developed in-house, or sought from an external training provider. Investing in training has many benefits for the employer and staff.
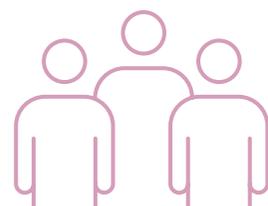
(i) FIND OUT MORE

The Equality and Human Rights Commission guidance for employers on equality training ⊡

The Equality and Human Rights Commission assessment of the effectiveness of unconscious bias training ⊡

Acas guidance on dealing with unconscious bias ⊡

Forbes article: Five Major Benefits Of Increasing Diversity & Inclusion In Your Organization ⊡
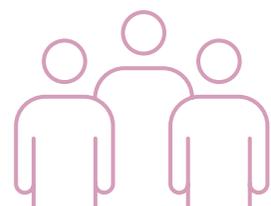
EQUALITY, DIVERSITY AND INCLUSION
A10.3

CRITERIA

The organisation has a zero-tolerance policy towards all forms of discrimination, harassment, and bullying.

Example of evidence:
A policy relating to discrimination, harassment, and bullying

GUIDANCE

It's vital to prevent harassment, discrimination and bullying at work. The best way to do this is by engaging with employees on the issue and raising awareness of a zero-tolerance policy towards unacceptable behaviour. Creating a workplace that values difference, is free from hostility and inclusive, will enable people to contribute more effectively and achieve higher levels of job satisfaction.

Employers should have a strong framework and policies to counter any potential harassment, discrimination or bullying at work. These policies must 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. That way everyone in the organisation understands how to raise any concerns and what steps will be taken.

Line managers should be trained and confident in using the organisation's policies and dealing with concerns or complaints. They should be able to respond effectively and sensitively.

Once organisations have developed clear processes on how to deal with harassment, discrimination, or bullying, these must be followed consistently. Every case should be investigated objectively. No concerns should be swept under the carpet or experiences dismissed. To ensure confidence of staff, action must be taken where there have been instances of wrongdoing.

(CONTINUED...)

EQUALITY, DIVERSITY AND INCLUSION

A10.3 (CONTINUED)

CRITERIA

The organisation has a zero-tolerance policy towards all forms of discrimination, harassment, and bullying.

Example of evidence:
*A policy relating to discrimination, harassment, and bullying*

ⓘ FIND OUT MORE

The Equality and Human Rights Commission has information on the Equality Act 2010, Protected Characteristics and guidance on understanding legal definitions for small businesses ↗

Government guidance on workplace bullying and harassment ↗

Citizen's Advice information on discrimination ↗

CIPD guidance on bullying and harassment at work ↗

Acas guidance on discrimination, bullying and harassment ↗
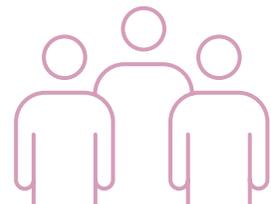
EQUALITY, DIVERSITY AND INCLUSION
A10.4

CRITERIA

The organisation has developed an approach and takes steps to diversify the leadership of the organisation.

Example of evidence:
An extract from an EDI strategy or action plan detailing steps to improving diversity amongst leadership

GUIDANCE

There is a strong moral and business case for building diverse leadership teams within organisations. Research by BoardReady (linked below) identified a strong link between board diversity and performance during the pandemic. Diversity should be considered beyond just gender in the leadership team. It should ensure that leadership represents the workforce and community they serve.

The Equality and Human Rights Commission has developed a six-step guidance to improving board diversity in organisations:

Making an appointment
- Define the selection criteria in terms of measurable skills, experience, knowledge, and personal qualities
- Reach the widest possible candidate pool by using a range of recruitment methods and positive action
- Provide a clear brief, including diversity targets, to an executive search firm
- Assess candidates against the role specification in a consistent way throughout the process
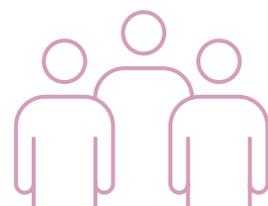
(CONTINUED...)
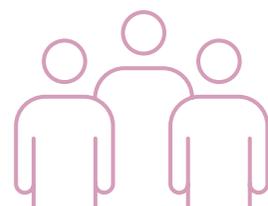
EQUALITY, DIVERSITY AND INCLUSION

A10.4 (CONTINUED)

CRITERIA

The organisation has developed an approach and takes steps to diversify the leadership of the organisation.

Example of evidence:
An extract from an EDI strategy or action plan detailing steps to improving diversity amongst leadership

GUIDANCE

Continuing action to improve diversity

- Establish clear board accountability for diversity
- Widen diversity in the senior leadership talent pool to ensure future diversity in succession planning

FIND OUT MORE

Lessons From The Pandemic: Board Diversity and Performance ⊠

Equality and Human Right Commission – How to improve board diversity: a six-step guide to good practice ⊠

CIPD's report on Gender Diversity in the Boardroom ⊠

McKinsey article: Why diversity matters ⊠

Forbes article: 14 important benefits of a more diverse leadership team ⊠

Neurodiversity in Business (NiB) ⊠

Enna – Employers neurodiversity network ⊠

Ambitious about Autism Covenant for Employers (ACE) ⊠

EQUALITY, DIVERSITY AND INCLUSION
A10.5

CRITERIA

The organisation reports on their retention rates for pregnant women and people a year after they return to work following maternity or paternity leave.
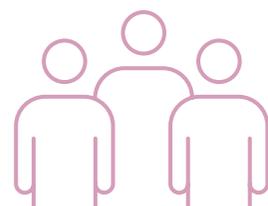
Example of evidence:
A report showing the retention rates of pregnant employees 12 months after returning from maternity leave

GUIDANCE

Pregnancy and maternity discrimination is against the law. However, research by the Department for Business, Energy and Industrial Strategy and the Equality and Human Rights Commission shows it is still a problem. In fact, research by Pregnant then Screwed suggests 54,000 women a year lose their job just for getting pregnant. In addition, 390,000 working mums experience negative and potentially discriminatory treatment at work each year.

To ensure parents who return to work after maternity or paternity leave feel properly supported, employers can 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.
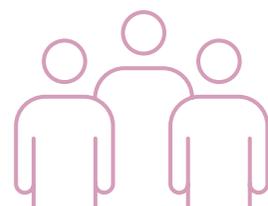
EQUALITY, DIVERSITY AND INCLUSION

A10.5 (CONTINUED)

CRITERIA

The organisation reports on their retention rates for pregnant women and people a year after they return to work following maternity or paternity leave.

Example of evidence:
A report showing the retention rates of pregnant employees 12 months after returning from maternity leave

GUIDANCE

In October 2022 the government backed a new law to give pregnant women and new parents greater protections from redundancy. This will help shield new parents and expectant mothers from workplace discrimination, offering them greater job security at an important time in their lives.

FIND OUT MORE

Press release: Government backs new law to help pregnant women and new parents stay in work ⌞

The Equality and Human Rights Commission and Department for Business, Energy and Industrial Strategy's research on pregnancy and maternity discrimination ⌞

The Equality and Human Rights Commission and Department for Business, Energy and Industrial Strategy's recommendations to tackle pregnancy and maternity discrimination ⌞

More information about Pregnant then Screwed ⌞

Acas guidance on maternity leave, pay and other rights ⌞

Acas guidance on managing employee's maternity leave and pay ⌞

EQUALITY, DIVERSITY AND INCLUSION
A10.6

CRITERIA

Data is gathered about the workforce to calculate pay gaps in relation to gender.

Example of evidence:
Anonymised data or a report relating to gender pay gaps

GUIDANCE

UK organisations with 250 or more employees must gather workforce data and publish statistics on the pay gap between their male and female employees as measured by hourly pay and bonuses. They must also report on the proportion of male and female workers in each pay quartile.

It is not a legal requirement for organisations with fewer than 250 employees. However, it is still good practice to collect information relating to gender pay gaps within the organisation. These can be indicators of embedded and systemic diversity and inclusion problems within an organisation.

Small and medium sized businesses should consider gathering data in relation to gender pay gaps (where data allows for statistical significance and anonymity). Including a narrative and action plan can be more meaningful for smaller businesses with limited data.

FIND OUT MORE
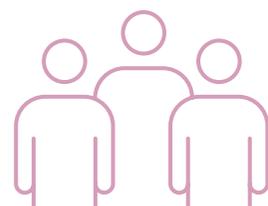
Equality and Human Rights Commission – Pay gaps explained ⧉

Government overview of gender pay gap reporting ⧉

Government pay gap reporting service ⧉

Government guidance on actions to close the gender pay gap ⧉

CIPD factsheet: Pay fairness and pay reporting ⧉

Acas guidance and support for gender pay gap reporting ⧉
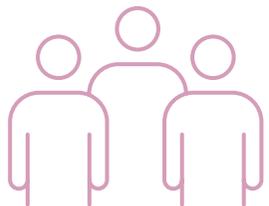
EQUALITY, DIVERSITY AND INCLUSION
A10.7

CRITERIA

Data is gathered about the workforce to calculate pay gaps in relation to ethnicity.

Example of evidence:
Anonymised data or a report relating to ethnicity pay gaps

GUIDANCE

Unlike gender pay gaps there is currently no legal requirement for UK businesses to disclose their ethnicity pay data.

In the absence of legislation, it is good practice for employers to voluntarily compile ethnicity pay reports as part of their approach to improving EDI in the workplace.

CIPD recommends employers publish annual ethnicity reports based on three key components:

- A uniform set of eight commonly defined statistics to profile pay by ethnicity
- A supporting narrative to explain the nature and causation of any pay differentials and gaps by ethnic group evident in their statistics
- An action plan of initiatives defined to reduce and remove any such gaps over time

One key challenge is successfully monitoring by a set of standard ethnicity classifications and trying to improve disclosure rates to make the data more meaningful and accurate.

Small and medium sized businesses should consider gathering data in relation to ethnicity pay gaps (where data allows for statistical significance and anonymity). Including a narrative and action plan can be more meaningful for smaller businesses with limited data.

FIND OUT MORE

Equality and Human Rights Commission – Pay gaps explained ⌗
House of Commons Women and Equalities Committee – Ethnicity pay gap reporting ⌗
CIPD guidance for ethnicity pay gap reporting ⌗
Business in the Community – Guidance on monitoring ethnicity ⌗
Government blog on asking people about their ethnicity ⌗

STAGE 1 STAGE 2

189

EQUALITY, DIVERSITY AND INCLUSION
A10.8

CRITERIA

Data is gathered about the workforce to calculate pay gaps in relation to disabled staff.

Example of evidence:
Anonymised data or a report relating to disability pay gaps

GUIDANCE

Unlike gender pay gaps there is currently no legal requirement for UK businesses to collect and disclose their disability pay data.

In the absence of legislation, it is good practice for employers to voluntarily compile disability pay reports as part of their approach to improve EDI in the workplace.

The government has published guidance on reporting on disability, mental health, and wellbeing in the workplace, setting out:

- The benefits of increased transparency in the workplace

- Guidance on how data can be collected and where it can be reported

- Links to further support

It is aimed at organisations with over 250 employees but can be used by employers of any size. Small and medium sized businesses should consider gathering data in relation to disability pay gaps (where data allows for statistical significance and anonymity).
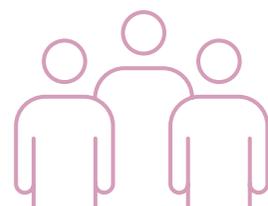
FIND OUT MORE

Equality and Human Rights Commission – Pay gaps explained ⊡

Government guidance on voluntary reporting on disability, mental health and wellbeing ⊡

Network Rail example of voluntary reporting on disability pay gap ⊡

EQUALITY, DIVERSITY AND INCLUSION

A10.9

CRITERIA

Workforce data is analysed, and the organisation benchmarks itself against others.

Example of evidence:
Anonymised data or a report relating to the workforce benchmarked against other organisations

GUIDANCE

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

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

Analysing workforce data by diversity and inclusion can help organisations to:

- 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 will make them more likely to want to do well.

- Identify and provide specific adjustments, training, or interventions to remove barriers faced by people with a range of impairments

It is important and useful to benchmark progress against other organisations and explore what others are doing. Networking with others is also helpful, both within and outside the organisation to keep up-to-date and to share learning.
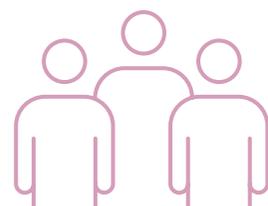
(CONTINUED...)

EQUALITY, DIVERSITY AND INCLUSION

A10.9 (CONTINUED)

CRITERIA

Workforce data is analysed, and the organisation benchmarks itself against others.

Example of evidence:
Anonymised data or a report relating to the workforce benchmarked against other organisations

GUIDANCE

To support organisations in their data journey, the GLA has produced a Workforce Data Equality Guide. It provides practical, step-by-step guidance on how to collect, analyse and act on equalities data in the organisation. Whilst many employers understand the significant benefits of a diverse workforce, it can be challenging to develop the evidence-based interventions needed to make this a reality.

FIND OUT MORE

Government guidance on voluntarily reporting on disability, mental health and wellbeing ⬈

Equality and Human Rights Commission – Equality Act Guidance ⬈

CIPD factsheet: People analytics ⬈

CIPD factsheet: Equality, diversity and inclusion in the workplace ⬈

Greater London Authority – Workforce Data Equality Guide ⬈

Workforce Data Equality – London Benchmarking Tool ⬈
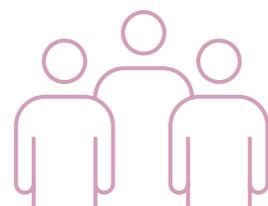
EQUALITY, DIVERSITY AND INCLUSION

E10.1

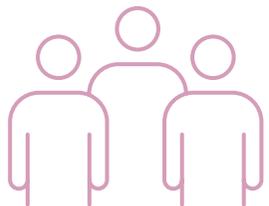### CRITERIA

The organisation voluntarily reports and publishes its gender pay gap, even if they have less than 250 employees (unless doing so would lead to the disclosure of individual pay information).

Example of evidence:
Published anonymised data or a report relating to gender pay gaps

GUIDANCE

It is not a legal requirement for organisations with fewer than 250 employees. However, it is still good practice to collect data and voluntarily report on information relating to gender pay gaps within the organisation. These can be useful indicators of embedded and systemic diversity and inclusion problems within an organisation.

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.

Small and medium sized businesses should consider gathering data in relation to gender pay gaps (where data allows for statistical significance and anonymity). Including a narrative and action plan can be more meaningful for smaller businesses with limited data

FIND OUT MORE

Equality and Human Rights Commission – Pay gaps explained ⊡

Government overview of gender pay gap reporting ⊡

Government pay gap reporting service ⊡

Government guidance on actions to close the gender pay gap ⊡

CIPD factsheet: Pay fairness and pay reporting ⊡

Acas guidance and support for gender pay gap reporting ⊡

EQUALITY, DIVERSITY AND INCLUSION
E10.2

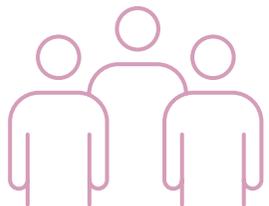## CRITERIA

The organisation voluntarily reports and publishes its ethnicity pay gap (unless doing so would lead to the disclosure of individual pay information).

Example of evidence:
Published anonymised data or a report relating to ethnicity pay gaps

GUIDANCE

Unlike gender pay gaps there is currently no legal requirement for UK businesses to disclose their ethnicity pay data.

In the absence of legislation, it is good practice for employers to voluntarily compile ethnicity pay reports as part of their approach to improve EDI in the workplace.

CIPD recommends employers publish annual ethnicity reports based on three key components:

- A uniform set of eight commonly defined statistics to profile pay by ethnicity

- A supporting narrative to explain the nature and causation of any pay differentials and gaps by ethnic group evident in their statistics

- An action plan of initiatives defined to reduce and remove any such gaps over time

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.

Small and medium sized businesses should consider gathering data in relation to ethnicity pay gaps (where data allows for statistical significance and anonymity). Including a narrative and action plan can be more meaningful for smaller businesses with limited data.

(CONTINUED...)

EQUALITY, DIVERSITY AND INCLUSION

E10.2 (CONTINUED)

CRITERIA

The organisation voluntarily reports and publishes its ethnicity pay gap (unless doing so would lead to the disclosure of individual pay information).

Example of evidence:
Published anonymised data or a report relating to ethnicity pay gaps

ⓘ FIND OUT MORE
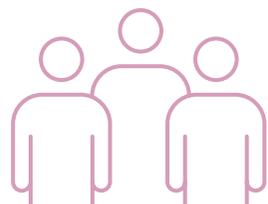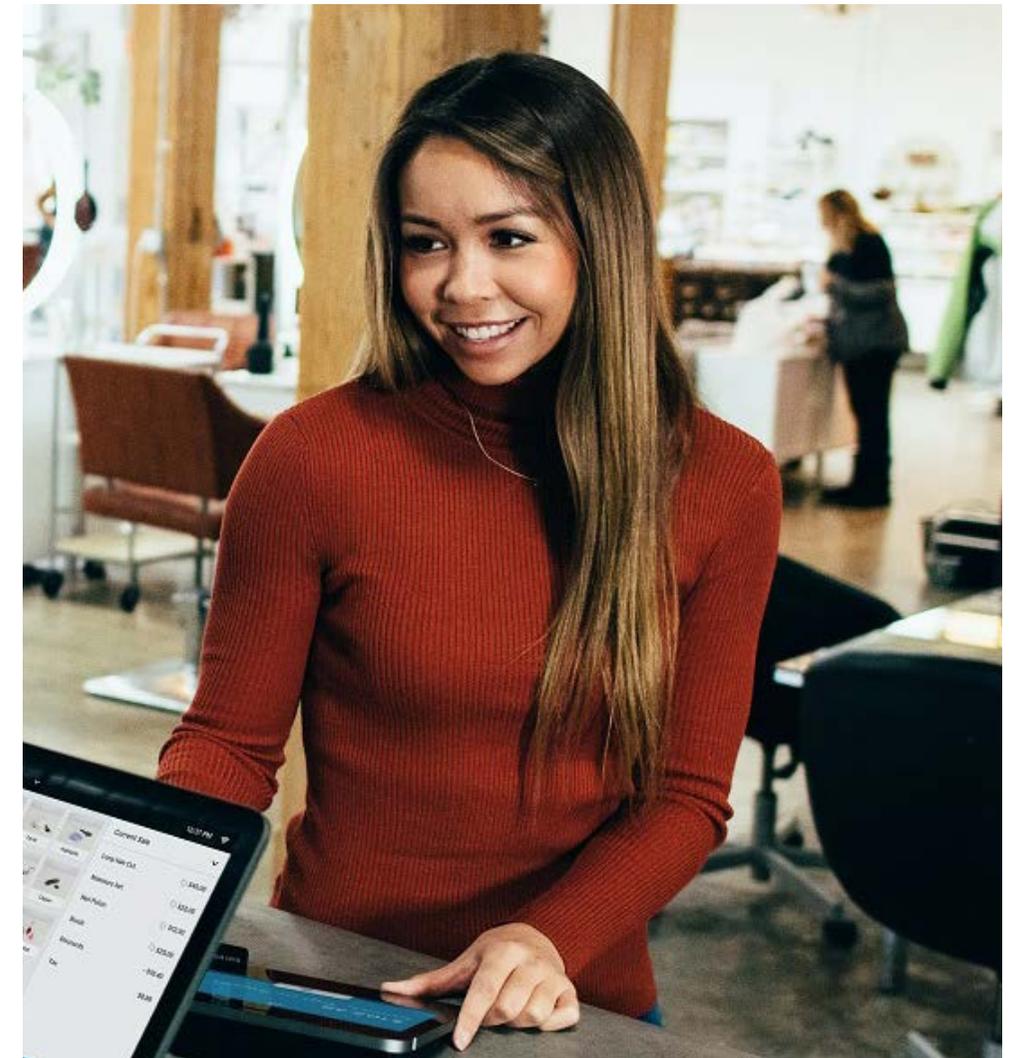
Equality and Human Rights Commission – Pay gaps explained ↗

House of Commons Women and Equalities Committee – Ethnicity pay gap reporting ↗

CIPD guidance for ethnicity pay gap reporting ↗

Business in the Community – Guidance on monitoring ethnicity ↗

Government blog on asking people about their ethnicity ↗
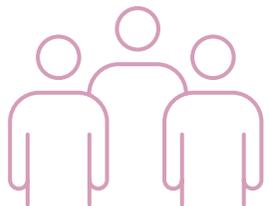
EQUALITY, DIVERSITY AND INCLUSION
E10.3

CRITERIA

The organisation considers and takes steps to minimise any disability pay gap.

Example of evidence:
A strategy, action plan or extract that considers steps to minimise any disability pay gap

GUIDANCE

Unlike gender pay gaps there is currently no legal requirement for UK businesses to collect and disclose their disability pay data.

In the absence of legislation, it is good practice for employers to voluntarily compile disability pay reports as part of their approach to improve EDI in the workplace.

The government has published guidance on reporting on disability, reporting and wellbeing in the workplace, setting out:

- The benefits of increased transparency in the workplace
- Guidance on how to collect data and where it can be reported
- Links to further support

It's aimed at organisations with over 250 employees but can be used by employers of any size. Small and medium sized businesses should consider gathering data in relation to disability pay gaps (where data allows for statistical significance and anonymity). Including a narrative and action plan can be more meaningful for smaller businesses with limited data.

FIND OUT MORE

Equality and Human Rights Commission – Pay gaps explained ⃞

Government guidance on voluntary reporting on disability, mental health and wellbeing ⃞

Network Rail example of voluntary reporting on disability pay gap ⃞

EQUALITY, DIVERSITY AND INCLUSION
E10.4

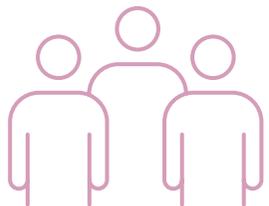## CRITERIA

The organisation has developed and actively participates in school and community outreach programmes. This can include working with schools to offer short work experience placements and/or taster days.

Example of evidence:
A strategy, action plan or extract that considers steps to minimise any disability pay gap

GUIDANCE

Outreach programmes are a great way to increase diversity and inclusion and develop links with schools and local communities. They may include the following opportunities:

- Events which introduce children and young people to the fun and excitement of work in an organisation's sector

- Sector events which encourage currently underrepresented groups to apply and 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

FIND OUT MORE

Aimhigher London ⃞

upReach ⃞
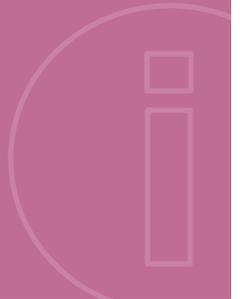
EQUALITY, DIVERSITY AND INCLUSION
E10.5

CRITERIA

The organisation provides English for Speakers of Other Languages (ESOL) learning opportunities to the workforce during paid work hours.

Example of evidence:
Details of an ESOL programme or learning opportunity communicated to staff

GUIDANCE

Organisations should help speakers of other languages (ESOL) where possible to develop their English. This could include providing opportunities for learning during worktime, offering quiet rooms to aid such learning or supporting the development of English language conversation clubs.

FIND OUT MORE

Government research on English for speakers of other languages: access and progression ⎘

Criteria for English for speakers of other languages qualifications ⎘
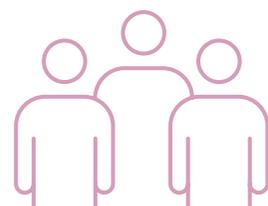
EQUALITY, DIVERSITY AND INCLUSION
E10.6

CRITERIA

The organisation identifies diversity and inclusion champions or representatives.

Example of evidence:
Examples of EDI representatives who have been chosen or a description of the role

GUIDANCE

Diversity and inclusion champions play a central role in spreading good practice and encouraging the promotion of equalities within organisations. Champions can show that the organisation is one where the culture embraces values like respect, positive attitudes, behaviours, and good communications. They may also:

- Raise awareness of diversity and inclusion policies

- Encourage individuals to speak up regarding any diversity and inclusion concerns

- Role model positive behaviours to colleagues, partners, customers, and service users

- Constructively challenge those who discriminate, harass, speak or behave inappropriately

By assigning diversity and inclusion champions at different levels, organisations can benefit from consistent support and progression of diversity and inclusion strategies, values and behaviours.
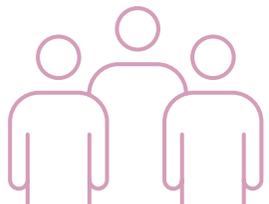
FIND OUT MORE

Equality and Human Rights Commission – Equality Act Guidance ⊡

CIPD factsheet: Equality, diversity and inclusion in the workplace ⊡

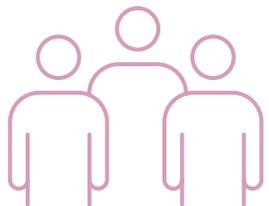Diversity Champions: Why you need them ⊡

EQUALITY, DIVERSITY AND INCLUSION
E10.7

CRITERIA

Workforce data is used to develop action plans to tackle diversity and inclusion challenges.

Example of evidence:
A strategy, action plan or published approach that uses workforce data outlining the organisation's approach to tackling equality and improving diversity

GUIDANCE

Using data to understand the organisation's makeup is key to knowing what needs to be done. Progressive employers with a strong focus on EDI should be trying to diversify all levels of their organisations. They'll already be effectively analysing their workforce data and benchmarking progress against other organisations in their industry or sector. They will also be 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.

Qualitative data can also be used to collect insights on how an organisation is tackling diversity and inclusion challenges – for example, through engagement with staff networks.

FIND OUT MORE

CIPD report on building inclusive workplaces ⧉

CIPD factsheet: People analytics ⧉

CIPD factsheet: Equality, diversity and inclusion in the workplace ⧉

GLA – Workforce Data Equality Guide ⧉

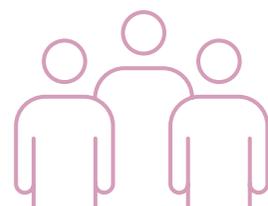Workforce Data Equality – London Benchmarking Tool ⧉

RECRUITMENT

A11.1

CRITERIA

A variety of channels are used for job advertisements, to attract a wide and diverse range of applicants for new roles in the organisation. For example, different websites, job boards, social media, events, and job fairs.

Example of evidence:
A recent recruitment campaign where a variety of channels are used to advertise and promote a job opportunity

GUIDANCE

Publicising a role widely, including using advertising and social media channels, helps attract a wider pool of applicants. This can ensure engagement with a wide range of talent. An external recruiter could also be used to support employers with this (particularly if it is a specialist role). In these instances, it is important for employers to clearly communicate values relating to diversity and inclusion.

When publishing a job advert, employers should:

- Make role requirements clear, specific, and behaviour-based

- Remove biased language from job adverts

- Offer flexible working by default

- Make salaries non-negotiable and include them in job adverts

- Advertise the specific benefits and policies available

- Place job adverts where they are more likely to be seen by marginalised applicants

FIND OUT MORE

CIPD factsheet: An introduction to recruitment

CIPD guide to inclusive recruitment for employers

Equality and Human Rights Commission guidance on how to improve board diversity
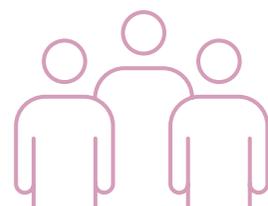
Gender decoder tool – to identify bias in job adverts

RECRUITMENT

A11.2

CRITERIA

Job applications are proactively sought and encouraged from under-represented groups.

Example of evidence:
A recent recruitment campaign that includes positive action statements to encourage applicants from under-represented groups

GUIDANCE

Certain forms of positive action by an employer are permitted under the Equality Act 2010. Positive action involves an employer taking positive "proportionate" steps to help remove the hurdles faced by those groups under-represented in its workforce. There are general and specific types of positive action:

- General provisions on positive action allow an employer to take steps to encourage people from an under-represented group to take advantage of opportunities for employment. Taking such steps is subject to certain conditions, including having the objective to reduce under-representation in the employer's workforce. They 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 choose to recruit or promote an applicant from an under-represented group, in favour of another applicant who is not from that group. This applies if, and only if, both applicants are 'as qualified as' each other

- Some of the steps that recruiters might take to encourage applications from under-represented groups include:

- Statements such as, 'We encourage applications from women and ethnic minorities, who are currently under-represented in this organisation' in recruitment

- Targeting advertising to reach under-represented groups

- Providing a guaranteed interview to disabled applicants who meet the minimum essential criteria (Disability Confident Interview Scheme)

(CONTINUED…)

RECRUITMENT

A11.2 (CONTINUED)

CRITERIA

Job applications are proactively sought and encouraged from under-represented groups.

Example of evidence:
A recent recruitment campaign that includes positive action statements to encourage applicants from under-represented groups
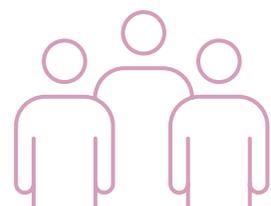
FIND OUT MORE

EHRC guidance on positive action ⊡

Government Equalities Office guide on positive action ⊡

Acas guidance on using positive action during recruitment ⊡

Greater London Authority research: Voices of the underrepresented ⊡

Care Leaver Covenant ⊡

Government guidance on the Disability Confident scheme ⊡

Neurodiversity in Business (NiB) ⊡

Enna – Employers neurodiversity network ⊡

Ambitious about Autism Covenant for Employers (ACE) ⊡

RECRUITMENT

A11.3

CRITERIA

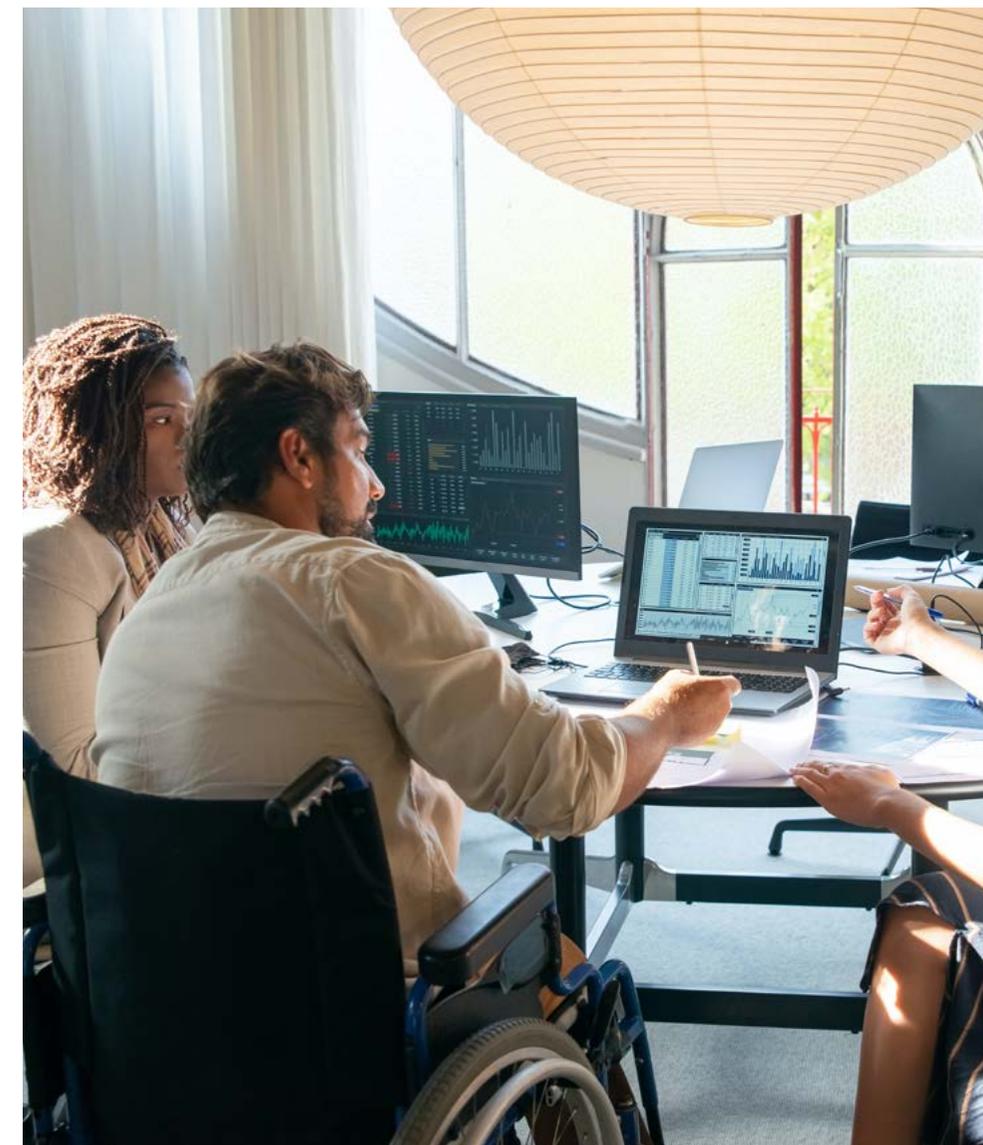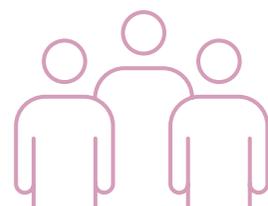**Steps are taken to make interview panels as diverse as possible, both in terms of gender and ethnicity.**

Example of evidence:
A recruitment and selection policy or details of the formal approach taken when arranging an interview panel

GUIDANCE

A more diverse panel can improve recruitment and promotion decisions and help to address unconscious bias. Where possible, organisations should create a panel that is diverse in terms of gender, age, ethnicity, nationality, and socio-economic background. These measures can help organisations to recruit more diverse employees and show candidates that the organisation is proud of its diversity and inclusion.

Organisations should also consider whether the burden placed on employees of diverse heritage to be part of interview panels is fair and proportionate. This is particularly a concern since tasks outside of one's job role are undervalued, especially when performed by marginalised groups. Some organisations have a voluntary scheme of fair recruitment specialists with specific training for interview panels to call upon across the organisation to ensure fairer processes.

FIND OUT MORE

CIPD factsheet: An introduction to recruitment ⬀

CIPD guide to inclusive recruitment for employers ⬀

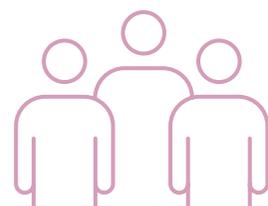UCL's fair recruitment specialist scheme ⬀

RECRUITMENT

A11.4

CRITERIA

Job adverts are accessible and inclusive. For example, checking for inclusive wording, using large and clear print and pictures.

Example of evidence:
A recent recruitment campaign or job application that is accessible and inclusive

GUIDANCE

To attract the talent pool, job ads should be accessible and inclusive (this includes the print, wording and any pictures used in the advert).

Descriptors, job titles and photo which describe personal characteristics may be discriminatory. This is because they imply only people with those characteristics are eligible for the job. To avoid this risk, use neutral descriptions of the skills or experience the organisation are looking for.

To make job adverts accessible and inclusive, employers can:

- Describe the required competencies or experience

- Use neutral language (such as gender and age neutral)

- Test 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.

ⓘ **FIND OUT MORE**

Government guidance on accessible communication formats ⧉

Government guidance on recruitment and disabled people ⧉

EHCR – Advertising good practice checklist ⧉

Acas guidance on how to advertise a job ⧉
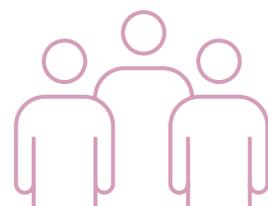
RECRUITMENT

A11.5

CRITERIA

Jobs are advertised as flexible wherever possible.

Example of evidence:
A recent recruitment campaign or job application that advertises flexibility where possible

GUIDANCE

In December 2022, the government announced millions of employees will have the right to request flexible working from day one of their employment.

Flexible working does not just mean a combination of working from home and in the office. It can also include employees making use of job-sharing, flexitime, and working compressed, annualised, or staggered hours.

Advertising jobs as flexible can also help organisations access a wider and more diverse talent pool.

Here are some things to consider when using a 'happy to discuss flexible working' tagline in job adverts:

- Could the job be done on reduced hours, or as a job share?

- Are there any management or training needs to make a flexible working pattern work?

- Does the role require someone to be in the physical workspace all the time or are their opportunities for hybrid working or working from home?

- Only use the strapline where the hiring manager has thought it through and really is 'happy to talk flexible working'.

RECRUITMENT

A11.6

CRITERIA

A diverse mix of people are represented in marketing materials and job advertisements. For example, print and digital advertising.

Example of evidence:
A recent recruitment campaign, marketing media or an advert that shows a diverse mix of people
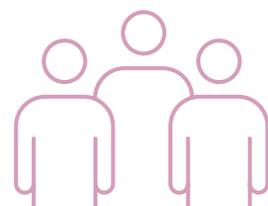
GUIDANCE

To reinforce the message that diversity and inclusion is valued, employers should feature a wide range of people in all recruitment marketing media, including:

- Website

- Careers' pages

- Social media activity

- Recruitment campaigns

- Presence and materials at jobs fairs and outreach events

FIND OUT MORE

EHCR – Advertising good practice checklist ⬈

EHCR research – What equality law means for advertisers and publishers ⬈

RECRUITMENT

A11.7

CRITERIA

Information about protected characteristics are sought and collected at recruitment stage.

Example of evidence:
Details or screenshots of the system used to monitor recruitment data and information relating to protected characteristics
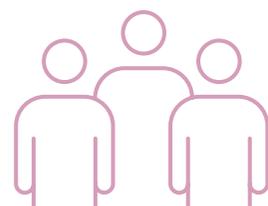
GUIDANCE

Public sector employers may be required to carry out monitoring to meet their public sector equality duty. This includes recruitment, promotion, training, pay, grievances and disciplinary action by reference and the protected characteristics of their workers.

There is no requirement for most organisations to monitor and report on their staff profile. However, doing so can help an employer to assess if they are:

- Recruiting employees who are disadvantaged or under-represented

- Promoting people fairly whatever their protected characteristic

- Checking that women and men's pay is comparable in similar or equivalent jobs

- Making progress towards the aims set out in an equality, diversity and inclusion policy or strategy

It may also help identify areas where taking positive action may be appropriate. For example, it may highlight parts of the workforce where people with certain protected characteristics are disproportionately under-represented.

FIND OUT MORE

Government guidance on equality monitoring

Equality and Human Rights Commission guidance on good equality practice

Acas equality and diversity monitoring form template

Business Disability Forum: Asking for information about disability during recruitment

RECRUITMENT

E11.1

CRITERIA

The organisation analyses and compares its workforce and recruitment data with the diversity of the local area in which it employs most of the workforce.

Example of evidence:
An extract from a report that compares workforce and recruitment data with diversity of the local area
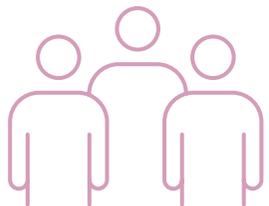
GUIDANCE

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 benefits of reflecting an organisation's local area when it comes to diversity. These include greater understanding and insight of potential customers or clients and greater trust developed with local communities and service users.

London is one of the most diverse cities in the world and workforces should reflect this mix. Analysing and assessing workforce data in comparison with the local area can help an employer see if they are:

- Recruiting employees who are disadvantaged or under-represented

- Promoting people fairly whatever their protected characteristic

- Checking that women and men's pay is comparable in similar or equivalent jobs

- Making progress towards the aims set out in an equality, diversity and inclusion policy or strategy

FIND OUT MORE

Government guidance on equality monitoring ⤴

Equality and Human Rights Commission guidance on good equality practice ⤴

Workforce Data Equality – London Benchmarking Tool ⤴

Acas equality and diversity monitoring form template ⤴

RECRUITMENT
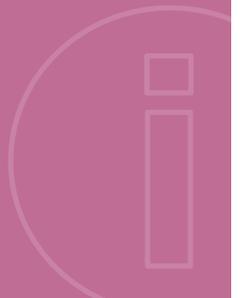
E11.2

CRITERIA

Feedback is provided to unsuccessful job applicants in a timely manner, where requested and possible.

Example of evidence:
Examples of a feedback request form and/or communications with an unsuccessful job applicant

GUIDANCE

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 generally value timely feedback on development areas and how they can improve their performance in future. Organisations should be supportive of unsuccessful applicants. They may also want strong unsuccessful candidates to reapply and know how to do better through the feedback they get.

FIND OUT MORE

Resource for Employers best practice for 'the candidate journey' ⊠

Totaljobs guidance on giving feedback to unsuccessful candidates ⊠

The Recruitment and Employment Confederation's 'Good Recruitment Collective' ⊠

RECRUITMENT
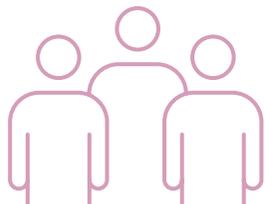
E11.3

CRITERIA

Steps have been put in place to diversify candidate shortlists, both in terms of gender and ethnicity. For example, by expanding the pool of applicants, advertising widely and other actions.

Example of evidence:
Details of the approach taken to diversify candidate shortlists

GUIDANCE

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.

FIND OUT MORE

CIPD report on the behavioural science of recruitment ☐

Equality and Human Right Commission – How to improve board diversity: a six-step guide to good practice ☐

Equality and Human Rights Commission guidance on the Equality Act ☐

RECRUITMENT

E11.4

CRITERIA

Anonymous recruitment processes are used by the organisation. For example, name-blind and/or school-blind recruitment processes.

Example of evidence:
Details or screenshots of the recruitment software and/or approach used to anonymise applicants
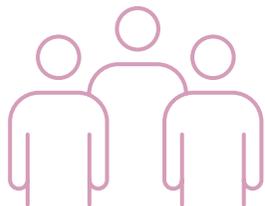
GUIDANCE

It's a good idea to anonymise the recruitment process. This can help prevent barriers to attracting, recruiting, and retaining diverse people from all backgrounds. Removing certain information that may unintentionally bias a decision-maker can help under-represented groups know their application will be fairly considered.
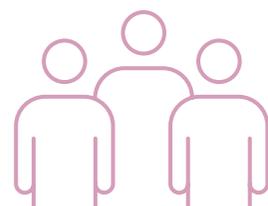
Removing certain information from the application (such as name, school, dates) can limit the risk of unconscious bias on the shortlisting process, by removing information that is irrelevant to past success or experiences. Other information that should be removed includes the candidate's nationality and what university they went to. This ensures that organisations aim to judge people on merit and not on their background, race or gender.

Organisations can build a more diverse, inclusive workforce that better reflects the society they serve. However, it is important to note 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, Together, these will help better support diversity and inclusion.

ⓘ **FIND OUT MORE**

Acas guidance on dealing with unconscious bias ⧉

CIPD report on the behavioural science of recruitment ⧉

RECRUITMENT

E11.5

CRITERIA

Information on socio-economic background is sought and collected at recruitment stage, in addition to protected characteristics.

Example of evidence:
Details or screenshots of the system used to monitor recruitment data and information relating to socio-economic backgrounds
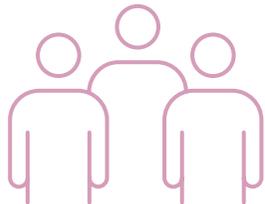
GUIDANCE

Recording information relating to socio-economic background (as well as protected characteristics) can help an employer assess whether they are:

- Recruiting employees who are disadvantaged or under-represented

- Promoting people fairly whatever their background

- Making progress towards the aims set out in an equality, diversity and inclusion policy or strategy

It may also help recruiters identify areas where taking positive action may be appropriate. For instance, by highlighting parts of the workforce where people with certain backgrounds are disproportionately underrepresented.

Information relating to socio-economic background should be collected confidentially and separate to an individual's main application, so that they cannot be identified.

FIND OUT MORE

Equality and Human Rights Commission guidance on good equality practice ⌐

The legalities of collecting workers' diversity date ⌐

Government research on social mobility: improving the collection and availability of data across government ⌐

State of the Nation 2022: A fresh approach to social mobility ⌐

Social Mobility Commission – Cross-Industry Toolkit ⌐

APPENDIX

GOOD WORK STANDARD
CRITERIA SUMMARY

You can start your accreditation journey by completing the foundation assessment here

PAY

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

1. All workers and employees are paid at least the relevant National Living Wage or National Minimum Wage (including apprentices).
2. All workers and employees are provided statutory leave entitlements (including holiday entitlement, sick pay, maternity, paternity and adoption leave).
3. Itemised payslips are provided to all employees on a regular basis.
4. Interns are paid the National Minimum Wage and receive the same employment rights as employees (apart from school work experience, work shadowing or voluntary placements).
5. Statutory notice period, consultation and pay for employees is given if and when redundancies are made.
6. Executive pay ratios are published in annual reports if the company is publicly listed.

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

1. The organisation is accredited as a Living Wage employer.
2. Apprentices are paid more than the apprentice minimum wage. They also receive pay increases to match their growing skills and experience as they progress through their apprenticeship.
3. An above minimum paid leave entitlement is given to employees and workers. This includes greater paid holiday, sick, maternity, paternity, and adoption leave.
4. Pay and benefits are set using feedback and consultation with workers and employees.

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

5. All apprentices are paid the London Living Wage as a minimum.
6. Organisations in the supply chain are encouraged to pay and become accredited London Living Wage employers.
7. The organisation voluntarily calculates and publishes executive pay ratios for organisations with less than 250 employees.
8. Pay levels and bands are accessible and transparent to help raise confidence that pay is set fairly across the organisation.
9. The organisation applies a London weighting to workers and employees based in London. This reflects higher pay rates and living costs of living there.

CONTRACTS

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

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

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

9.   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).

10. Any zero-hours contracts do not contain exclusivity clauses.

11. Non-standard contracts, including zero-hours contracts, are only used where they benefit both worker and employer.

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

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

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

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

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

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

14. There are guidelines and/or limits set on how zero-hours contracts are used within the organisation.

15. Contracts with guaranteed minimum or set weekly hours are offered as an option to new workers and employees.

16. Some form of pay or compensation is provided when the organisation cancels a worker's shift with little or no notice.

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

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

FINANCIAL WELLBEING

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

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

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

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

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

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

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

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

22. Measures are taken to encourage pension savings up to a retirement saving target of 15% of lifetime earnings (personal and employer contributions).

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

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

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

WORKFORCE DIALOGUE

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

14. 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.

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

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

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

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

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

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

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

27. Facilities for people to meet with trade unions and host induction meetings are provided.

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

29. Regular opportunities are provided to the workforce to provide feedback on important issues and changes in the organisation. For example, staff surveys.

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

31. Policies and procedures to protect speaking up and/or whistleblowing have been implemented and communicated to the workforce.

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

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

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

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

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

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

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

HEALTH, WELLBEING AND WELFARE

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

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

21. 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.

22. Regular risk assessments of the workplace and workers. This should include risk assessments for stress, lone workers and night workers.

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

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

25. Steps taken to communicate if any monitoring of workers can or is being carried out, what is being monitored and why it is necessary. This can include checking work emails, website history, CCTV, drug tests or bag searches when needed for security, disciplinary or other reasons.

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

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

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

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

41. Line managers participate in Attendance Management training.

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

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

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

44. Promote broader health services to the workforce. For example, physiotherapy, healthy eating, stop smoking and active commuting support.

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

46. The organisation has developed and published its approach to Violence Against Women and Girls (VAWG) and/or domestic violence.

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

HEALTH, WELLBEING AND WELFARE (CONTINUED)
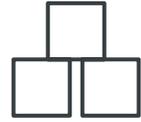
FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

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

WORK-LIFE BALANCE

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

27. 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.

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

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

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

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

32. Workers and employees are provided adequate rest periods and breaks.

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

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

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

48. There are flexible working practices and family friendly policies in place which are promoted and available all staff, unless there is a genuine business reason why it is not possible.

49. There is a minimum notice period for allocating and changing shifts agreed and implemented.

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

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

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

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

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

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

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

56. 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.

MANAGEMENT AND LEADERSHIP

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

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

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

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

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

39. Managers promote learning and development opportunities throughout the organisation.

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

57. A performance management framework or approach has been developed and all people in the workforce have the opportunity for 1:1 conversations with their managers

58. Line managers have appropriate training to support their personal development and performance in the workplace. For example, giving performance feedback, carrying out appraisals, and attendance management.

59. Managers and leaders have access to learning and training across a range of other topics relevant to the organisation. For example, recruitment, workforce dialogue, diversity and inclusion.

60. People management and development practices in the organisation are enhanced through workforce feedback. For example, regular staff surveys.

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

61. 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.

62. Managers and supervisors are trained or are knowledgeable in managing conflict and difficult conversations, or can help workers to access support within the organisation.

63. Managers regularly get feedback from many sources as part of their development plans. For example, 360 feedback.

64. Managers and leaders have access to accredited training. For example, CPD accredited training courses.

SKILLS AND DEVELOPMENT

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

40.   New starters in the organisation undertake an induction process.

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

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

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

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

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

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

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

65.   The organisation offers apprenticeships and training opportunities as pathways into employment with them. These roles should include flexible working options where possible.

66.   There is a structured programme of training and development accessible and available to everyone in the organisation.

67.   Informal training such as volunteering is recognised and counted in personal development plans.

68.   Workers and employees are granted paid time off to pursue union-led learning opportunities (if the organisation has a recognised trade union).

69.   Actions are taken by the organisation to maximise the use of the apprenticeship levy allowance.

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

70.   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.

71.   The organisation proactively identifies future skills and training needs through skills and career planning processes.

72.   The organisation promotes apprenticeships. For example, through a recognised apprenticeship promotion programme.

73.   The organisation offers supported internships to young people with special educational needs and disabilities.

74.   The organisation collaborates with local colleges and/or training providers to shape training provision and meet industry needs. For example, offering insight days to their students.

75.   An allowance of volunteering leave is provided, and Employer Supported Volunteering (ESV) is promoted within the organisation.

IN-WORK PROGRESSION

FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

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

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

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

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

76. There are clear progression pathways, levels and/ or systems for promotions and pay growth in the organisation.

77. There is a system for supporting development of workers in the organisation. For example, development plans, regular performance reviews and/or appraisals

78. The organisation supports the progression of underrepresented or disadvantaged groups, including women, through positive programmes. For example, sponsorship programmes such as GLA's OurTime initiative.

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

79. Regular development reviews focus on long-term career progression and skills development beyond current job requirements.

80. Workers and employees have access to other career-enhancing roles and opportunities in the organisation to gain broader experience. For example, rotations, secondments, or internal transfers.

81. The organisation has put in place a mentoring and/or coaching scheme between senior and junior members of the workforce

82. The organisation carries out workforce planning and reviews team structures and job design. This ensures that roles are well-designed and provide opportunities for skills development and career progression.

EQUALITY, DIVERSITY AND INCLUSION (EDI)
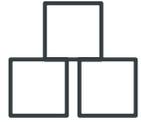
FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

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

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

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

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

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

83. The organisation has developed an action plan or approach to tackle inequality and improve diversity.

84. Diversity, equity and inclusion training is offered to the workforce.

85. The organisation has a zero-tolerance policy towards all forms of discrimination, harassment, and bullying.

86. The organisation has developed an approach and takes steps to diversify the leadership of the organisation.

87. The organisation reports on their retention rates for pregnant women and people a year after they return to work following maternity or paternity leave.

88. Data is gathered about the workforce to calculate pay gaps in relation to gender.

89. Data is gathered about the workforce to calculate pay gaps in relation to ethnicity.

90. Data is gathered about the workforce to calculate pay gaps in relation to disabled staff.

91. Workforce data is analysed, and the organisation benchmarks itself against others.

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

92. The organisation voluntarily reports and publishes its gender pay gap, even if they have less than 250 employees (unless doing so would lead to the disclosure of individual pay information).

93. The organisation voluntarily reports and publishes its ethnicity pay gap (unless doing so would lead to the disclosure of individual pay information).

94. The organisation considers and takes steps to minimise any disability pay gap.

95. The organisation has developed and actively participates in school and community outreach programmes. This can include working with schools to offer short work experience placements and/or taster days.

96. The organisation provides English for Speakers of Other Languages (ESOL) learning opportunities to the workforce during paid work hours.

97. The organisation identifies diversity and inclusion champions or representatives.

98. Workforce data is used to develop action plans to tackle diversity and inclusion challenges.

RECRUITMENT
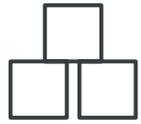
FOUNDATION

The basics for every employer, starting with the minimum legal requirements.

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

55. 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.

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

57. The organisation provides information about vacancies in alternative formats and accepts applications in alternative formats when requested and possible. For example, paper applications.

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

ACHIEVEMENT

Employment practices every good employer should aim to achieve a fair and decent workplace.

99. A variety of channels are used for job advertisements, to attract a wide and diverse range of applicants for new roles in the organisation. For example, different websites, job boards, social media, events, and job fairs.

100. Job applications are proactively sought and encouraged from under-represented groups.

101. Steps are taken to make interview panels as diverse as possible, both in terms of gender and ethnicity.

102. Job adverts are accessible and inclusive. For example, checking for inclusive wording, using large and clear print and pictures.

103. Jobs are advertised as flexible wherever possible.

104. A diverse mix of people are represented in marketing materials and job advertisements. For example, print and digital advertising.

105. Information about protected characteristics are sought and collected at recruitment stage.

EXCELLENCE

More exemplary practices that can help create a highly collaborative and productive workplace for your people.

106. The organisation analyses and compares its workforce and recruitment data with the diversity of the local area in which it employs most of the workforce.

107. Feedback is provided to unsuccessful job applicants in a timely manner, where requested and possible.

108. Steps have been put in place to diversify candidate shortlists, both in terms of gender and ethnicity. For example, by expanding the pool of applicants, advertising widely and other actions.

109. Anonymous recruitment processes are used by the organisation. For example, name-blind and/or school-blind recruitment processes.

110. Information on socio-economic background is sought and collected at recruitment stage, in addition to protected characteristics.

MAYOR OF LONDON
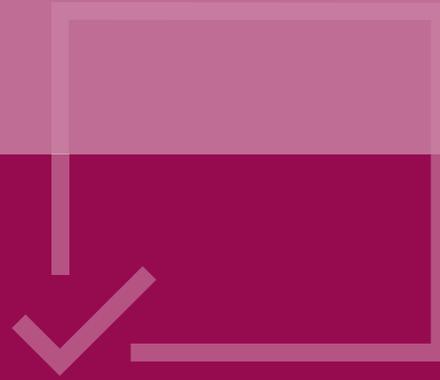
READY TO APPLY?

Start your
accreditation journey here.

THE MAYOR'S
GOOD WORK
STANDARD

Visit **London.gov.uk/GWS** or
E-mail **fairness@london.gov.uk**

Developed in
partnership with

CIPD
*Championing better
work and working lives*