

Flexible Working

Attracting and engaging a diverse workforce

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Employer clients



The logo for BELU, consisting of the word 'BELU' in a bold, blue, sans-serif font.	The logo for Camden, featuring a circular icon with three arrows forming a triangle, followed by the word 'Camden' in a black, sans-serif font.	The logo for Deloitte, featuring the word 'Deloitte' in a blue, sans-serif font with a small green dot at the end.	The logo for DIAGEO, consisting of the word 'DIAGEO' in a pink, sans-serif font.
The logo for Dixons Carphone, featuring a blue icon of a person and the words 'Dixons Carphone' in a blue, sans-serif font.	The logo for EY, featuring a yellow and blue icon above the letters 'EY' and the tagline 'Building a better working world' below.	The logo for innocent, featuring a red and white icon of a smiling face with a halo, followed by the word 'innocent' in a black, sans-serif font.	The logo for ISLINGTON, featuring a crown icon followed by the word 'ISLINGTON' in a black, sans-serif font.
The logo for Kellogg's, featuring the word 'Kellogg's' in a red, cursive font.	The logo for KPMG, featuring the letters 'KPMG' in a blue, sans-serif font with a grid pattern behind the letters.	The logo for Lambeth, featuring a yellow and blue icon above the word 'Lambeth' in a blue, sans-serif font.	The logo for LLOYDS BANKING GROUP, featuring the text 'LLOYDS BANKING GROUP' in a black, sans-serif font above a green line and a black horse icon.
The logo for MERCER, featuring a blue icon of a person and the words 'MERCER MAKE TOMORROW. TODAY' in a blue, sans-serif font.	The logo for pets at home, featuring a green square with the words 'pets at home' in white, lowercase, sans-serif font.	The logo for nct, featuring the letters 'nct' in a green, sans-serif font followed by the text '1ST 1,000 DAYS NEW PARENT SUPPORT' in a smaller green, sans-serif font.	The logo for pwc, featuring a colorful icon of three stacked squares above the letters 'pwc' in a black, sans-serif font.
The logo for Simmons & Simmons, consisting of the text 'Simmons & Simmons' in a blue, sans-serif font.	The logo for Virgin money, featuring a red circle with the word 'Virgin' in white, lowercase, sans-serif font, followed by the word 'money' in a red, sans-serif font.	The logo for Warwickshire County Council, featuring a green icon of a person and the text 'Warwickshire County Council' in a green, sans-serif font.	A placeholder logo consisting of the text 'YOUR LOGO HERE' in a black, sans-serif font.

The changing UK workforce



Today's workforce

- Of the 31m UK workforce:
 - **Mothers:** 5.3 million working mothers [ONS 2013]
 - **Carers:** >3 million working carers [Carers UK]
 - **Retirees:** 1 million over-65s [Age UK]
 - **Disabled people:** nearly 7m people of working age.
Only half are in work

Who else wants flexibility?

- **Fathers:** Nearly half of UK millennial dads (up to age 35) would take a pay cut to spend more time with their children (Modern Families Index 2016)
- **Millennials:** more than half expect to work flexibly (surveys by EY and Michael Page, 2017)
- **Current full timers:** 8.7 million UK workers are currently full-time and not working flexibly but would like to work flexibly (Timewise 2014)

So what is the problem?

- Majority of public sector has a flexible working policy BUT
 - Not advertising this to candidates
 - Offering flexibility which doesn't work for the organisation
 - Not being proactive with job design - identifying the flexibility which can be offered
 - Some managers would rather take an 'easy' candidate. Lack of confidence and skills to consider different arrangements.

Flexible hiring

POOR SUPPLY AMONGST JOBS PAID £20K+ FTE



8.7%

HIGHER PROPORTION AMONGST LOWER PAID JOBS



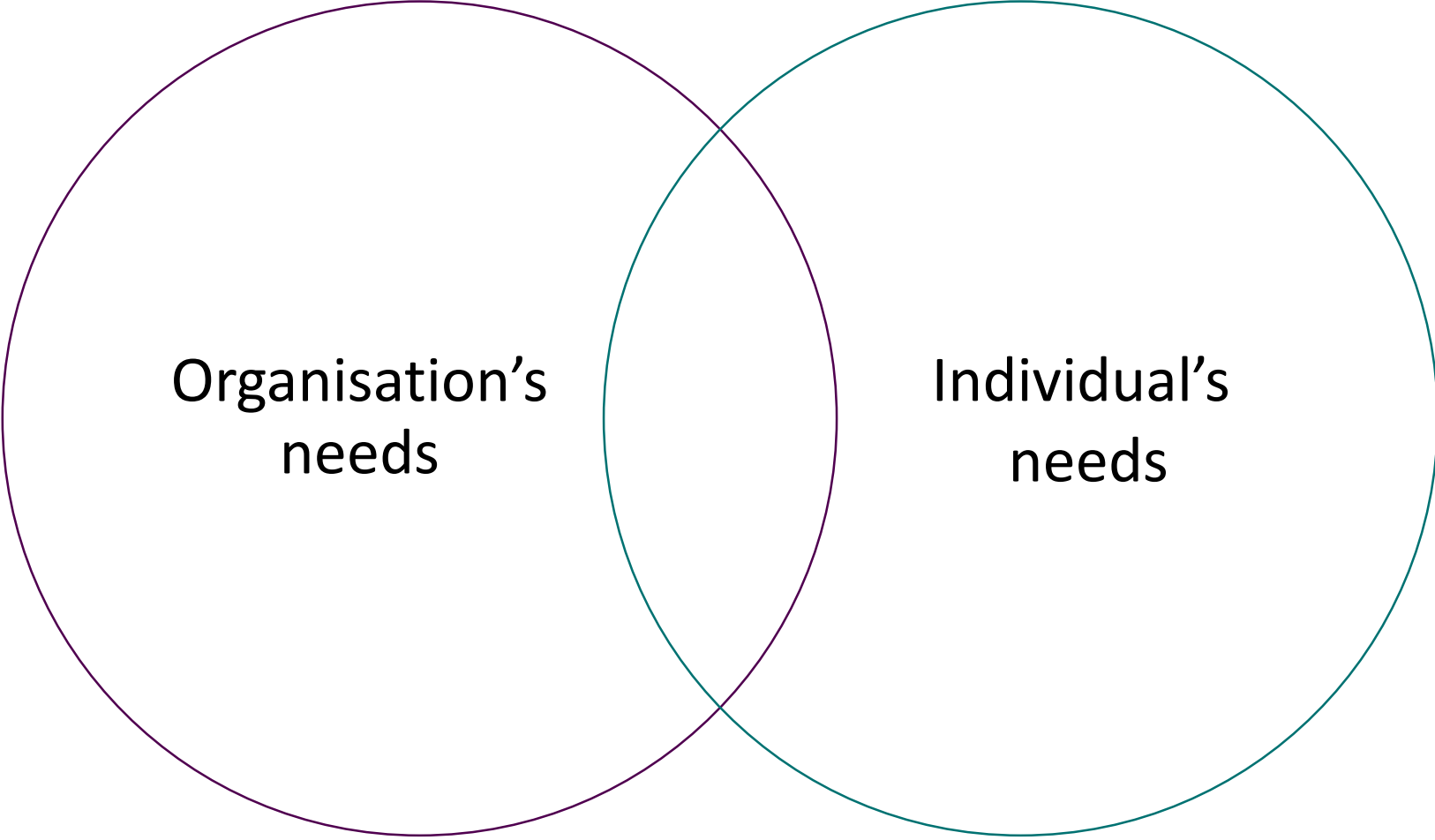
20.2%

What does this mean?

**1.5 MILLION PEOPLE
ARE TRAPPED IN
POORLY PAID
PART TIME JOBS
BELOW THEIR SKILL LEVEL**

A graphic featuring two dark blue hands, palms facing each other, holding a horizontal dark blue bar. The bar contains the text 'BELOW THEIR SKILL LEVEL' in white, bold, uppercase letters. The entire graphic is set against a light green background.

Getting it right: the key principle



Types of flexible working

- **WHERE. Remote working:** occasional/informal; home; mobile; other offices)
- **WHEN. Full-time flexible:** occasional/informal; flexible start/finish times; annualized; compressed; project-based
- **HOW MUCH. Part-time;** job-sharing; job-splitting; project-based; unpaid leave

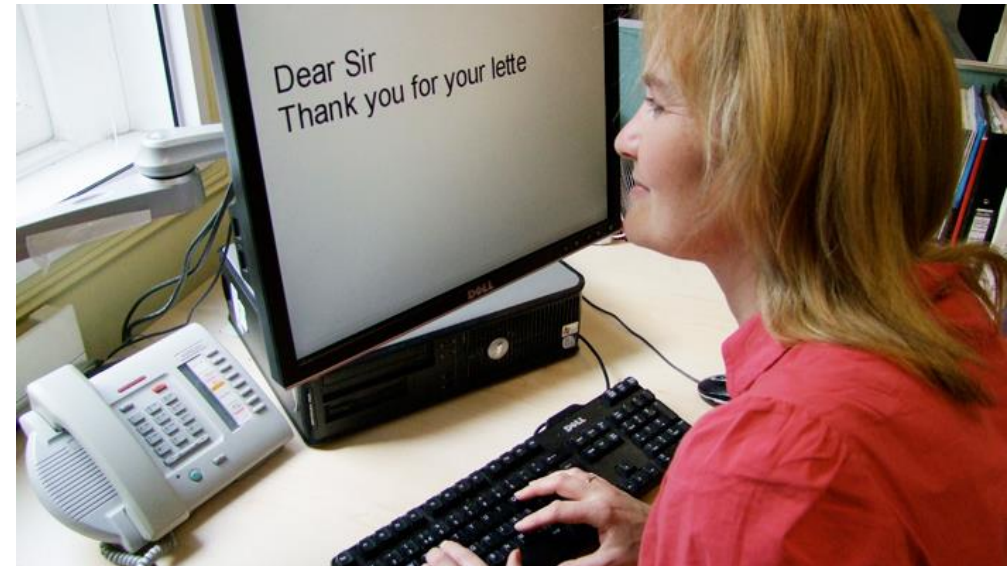
Flexibility and Disability

- One of the most commonly stated enablers for employment among adults with impairments is flexible working hours/days

(The Papworth Trust report 'Disability in the United Kingdom 2013, Fact and Figures')

- Examples of using flex to make adjustments include:
 - Take a flexible approach to start/finish times and/or shift patterns
 - Phased return to work, e.g. offering temporary part-time hours
 - Equal amount of break time, but in shorter, more frequent chunks
 - Allow someone to arrange their annual leave so that is spaced regularly throughout the year
 - Allow the possibility of occasional or regular working from home

So can you design jobs for disabled people?



So what can you do?

- 1) Engage Leadership** – make the case, make it a priority
- 2) Use flexible job design** – to challenge and coach managers to consider flexibility when they are recruiting or restructuring
- 3) Communicate your offer internally and externally** – let your people and your potential candidates know what you can offer

What's the prize?

- ✓ Talent attraction
- ✓ Skills utilisation & productivity
- ✓ Diversity and inclusion
- ✓ Greater job mobility
- ✓ Less welfare dependency
- ✓ Tackling worklessness & low pay
- ✓ Enhancing career progression

