

Achieving the Mayor's Good Work Standard

An Employer's Perspective





Fair Pay and Conditions

How to achieve:

- ✓ Become a London Living Wage employer with Living Wage Foundation accreditation
- ✓ Ensure all workers have a contract of employment on the first day of their employment
- ✓ Enhance your maternity, paternity and sick leave entitlements above the statutory allowance
- ✓ Offer financial benefits support living costs – staff discount schemes, financial advice services or interest free payroll loans

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- ✓ Become a London Living Wage employer with Living Wage Foundation accreditation

The current London Living Wage hourly rate is £11.95. To achieve Living Wage Foundation accreditation you will need to demonstrate that your contractors are also committed to paying workers engaged in your organisation the LLW. This does not need to be an immediate implementation and can be phased over 3 years. The increased staffing costs can be mitigated by the improved retention of staff – particularly in lower paid roles – in a tumultuous employment climate.

- ✓ Ensure all workers have a contract of employment on the first day of their employment

From 06 April 2020, it is a legal requirement to provide employees with an employment contract on or before their first day of employment – you (probably!) already do this.

- ✓ Enhance your maternity, paternity and sick leave entitlements above the statutory allowance

Consider what the impact of this would be? How many staff have taken maternity or paternity leave this year? Could improving your entitlements beyond statutory diversify your workforce bringing added benefits?

- ✓ Offer financial benefits support living costs – staff discount schemes, financial advice services or interest free payroll loans

Season ticket loans, funding towards professional qualifications and childcare deposit loans are all examples of how to support financial wellbeing at low/no cost. Employee benefit platforms such as Sodexo, Reward Gateway and Perkbox offer staff discounts on high street and online retailers for a few pounds per head. Do you offer salary sacrifice schemes such as cycle 2 work?



Workplace Wellbeing

How to achieve:

- ✓ Sign up to the Women's Night Safety Charter
- ✓ Consult with your workforce to agree shift patterns and time, anti-social working hours and pay premiums
- ✓ Consult with Unions and/or conduct staff surveys to obtain workforce feedback
- ✓ Introduce a Health and Wellbeing Plan
- ✓ Make flexible and agile working available for your entire workforce

Workplace Wellbeing

How to achieve :

✓ Sign up to the Women's Night Safety Charter

The charter pledges to actively support women's night safety – this is particularly important if you employ shift workers who may be travelling to or from work during unsociable hours. Remind staff and customers how to keep safe and how to report harassment – October is the perfect time to promote night time safety as the clocks go back and nights draw in.

✓ Consult with your workforce to agree shift patterns and time, anti-social working hours and pay premiums

✓ Consult with Unions and/or conduct staff surveys to obtain workforce feedback

No-one wants to hear negative feedback but as leaders we have a duty to listen to staff and recognise common themes that may be impacting on health and wellbeing. Listening, and acting on, staff concerns increases employee engagement, retention and improves customer service. Various staff survey platforms are available to outsource your survey or you could administer the survey in-house via cost effective platforms such as SurveyMonkey.

✓ Introduce a Health and Wellbeing Plan

Supporting the health and wellbeing of your workforce will bring improved productivity through improved attendance. Do you have an EAP? Could your organisation complete a 'steps challenge'? Do you encourage active commuting? Consider signing up to the Workplace Wellbeing Charter.

✓ Make flexible and agile working available for your entire workforce

Your workforce will likely be made up of employees from 4 generations including millennials (those born 1981-1996) and Gen-Z (those born after 1997). Research shows that 85% of those under 40 will consider flexible and agile working options before accepting a job. Consider making the right to request flexible working a day 1 right.



Skill and Progression

How to achieve:

- ✓ A structured programme of learning and training for your entire workforce
- ✓ Train your managers in managing and leading people
- ✓ Offer apprenticeships and (paid) internships
- ✓ Grow your own
- ✓ Recognise informal training and volunteering in personal development



Skill and Progression

How to achieve :

- ✓ A structured programme of learning and training for your entire workforce
- ✓ Train your managers in managing and leading people
 - Training and development doesn't have to cost the earth. Peer networks, business breakfasts, webinars and National Careers Service all offer free CPD opportunities.
 - Improving line managers' confidence in dealing with people matters adds hidden value to an organisation – improved attendance, improved morale, improved output.
- ✓ Offer apprenticeships and (paid) internships
- ✓ Grow your own
 - If you're a Levy paying employer consider if you are fully utilising your Levy funds. If you're not a Levy paying employer your organisation could still benefit from introducing a pipeline of apprentice. FE Colleges can help with the recruitment of apprentices if you wish to pursue this.
 - Tacit knowledge is invaluable and developing staff through meaningful career progression will offer stability to your organisation. It is important to triangulate retaining staff through formal progression with meeting their wellbeing needs – Gen Z are all about flexibility!
- ✓ Recognise informal training and volunteering in personal development
 - Consider introducing paid time off for volunteering leave. Recognisable benefits of encouraging volunteering including the employee developing transferable skills and better understanding your local community.



Diversity and Inclusion

How to achieve :

- ✓ Offer EDI training for your entire workforce
- ✓ Zero tolerance approach to all forms of discrimination, harassment and bullying
- ✓ Take positive action – broaden your recruitment channels and encourage applications from diverse and under-represented groups
- ✓ Consider your pay gaps – not just gender but ethnicity and disability too.
- ✓ Support English for Speakers of Other Languages (ESOL) learning



Diversity and Inclusion

How to achieve :

- ✓ Offer EDI training for your entire workforce

Equality, Diversity and Inclusion training can be delivered face to face or online at low cost. Reducing the influence of unconscious bias through awareness training will make your recruitment and employment practices safer and more effective.

- ✓ Zero tolerance approach to all forms of discrimination, harassment and bullying

Ensure your policies *explicitly* state that the organisation takes a zero-tolerance approach to such substantiated allegations.

- ✓ Take positive action – broaden your recruitment channels and encourage applications from diverse and under-represented groups

Take time to consider where there are inequalities in your workforce and how you might overcome them. Consider if your staffing profile aligns with the community you serve. Don't be afraid to use positive action statements such as “we particularly welcome applications from [example: black and minority ethnic] candidates as they are under represented within the organisation at this level”

- ✓ Consider your pay gaps – not just gender but ethnicity and disability too.

Achieving the GWS means you commit to publishing your gender pay gap regardless of your legal obligation. However, you should also analyse your ethnicity and disability pay gaps and look to take action on narrowing the gap. It is not a requirement of the GWS to publish these findings at Achievement level (it is if you're going for Excellence!).

- ✓ Support English for Speakers of Other Languages (ESOL) learning

Consider if you can provide on-site workplace ESOL learning for relevant staff – your local FE college will be able to support you in providing workplace or community learning.



Benefits of Achieving the Good Work Standard

- ✓ Reputational gain as a responsible employer
- ✓ Attracting – and retaining - the best talent in London
- ✓ Reduction in 'hidden costs' in improving productivity through fewer absences and lower attrition
- ✓ Accreditation demonstrates social value when competing for public sector procurement opportunities within the GLA group.



Self Assessment and Application

What to do now:

✓ Complete the Foundation Stage Self Assessment

The Foundation stage includes the legal requirements and basic employment practices that every employer should have in place. The self assessment process takes around 30 minutes.

What to do next:

✓ Create a Good Work Standard Action Plan

Once you have successfully completed the Foundation stage, you will be invited to continue your journey towards accreditation. You may be ready to apply straight away, or you may need to make some tweaks to existing policies.

What to do then:

✓ Complete the Good Work Standard Achievement Accreditation Assessment

Once you have implemented the necessary changes to your practices and/or policies you can complete the GWS accreditation process, demonstrating the best practice your organisation offers. The assessment process takes around 1 hour to complete.