

Promoting Inclusive Organisation Cultures through Flexible Working Patterns

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workingfamilies.org.uk


working families
changing the way we live and work



What do we do?

Empower working parents and carers

3,200 individuals – phone line, emails

1.6 million unique views of our website advice section

Support employers

145 employer members

630,000 employees

Drive meaningful, positive policy change

Employment Bill

Flexible Working as default (Zurich, Behavioural Insights Team)

Job Share

Part time

Team rostering

Compressed hours

Working from home

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Covid-19... unburying



“A disaster is a lot like a revolution when it comes to disruption and improvisation, to new roles and an unnerving or exhilarating sense that now anything is possible.”

Rebecca Solnit, *Hope in the Dark*, 2016

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By the numbers

13 million working parents in the UK, more than a third of the UK workforce. (*ONS*)

9 in 10 people want to work flexibly, but only **2 in 10** jobs are advertised with flexible options. (*Timewise*)

7 in 10 of working parents consider their childcare needs before applying for a new job or promotion. (MFI 2019)

71% of parents who were senior managers or directors work flexibly, compared to **48%** of parents in junior-level roles. (*MFI 2020*)

54,000 pregnant women and new mothers lose their jobs each year because of maternity discrimination. (*EHRC*)

1 in 5 working parents felt they had been treated less fairly at work due to their childcare responsibilities during the COVID-19 pandemic. (*Working Families*)

Women – take on majority of unpaid care and more likely to be low paid and in insecure employment

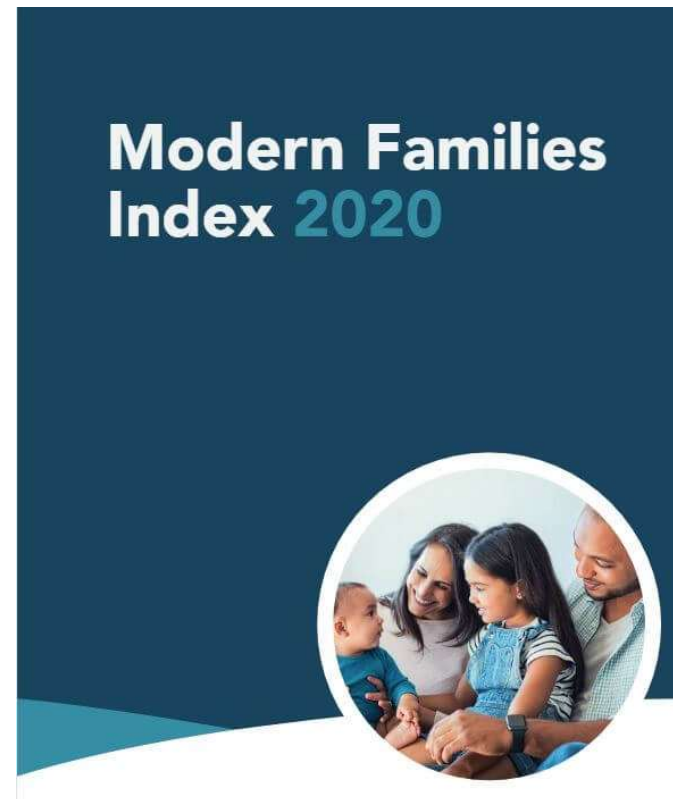
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Working parents in January 2020

- The number of parents working flexibly appeared to have stalled. Fifty-eight per cent of parents in the 2015 *Index* said they work flexibly, falling to 55% in 2020.
- 77% of parents who didn't work flexibly would have liked to.
- Almost a third (32%) of parents that don't work flexibly reported that flexible working was 'not available' where they work.
- Flexibility was linked to seniority. Seventy-one per cent of senior managers or directors worked flexibly, compared to 48% of parents in junior-level roles.

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Employers in mid 2020

pre Covid-19

50% - 50% staff flexed their hours

25% - 50% staff partly remote

65%

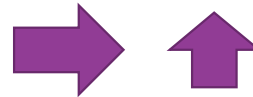
post Covid-19

85% - 50% staff flexed their hours

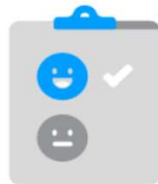
84% - 50% staff totally remote

100%

Productivity



Biggest challenges of COVID-19 for employers



Employee morale



Engagement



Communication



Avoiding burnout



Mental wellbeing



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Flexible job design from the outset

Flexibility can be in terms of **location** (where work is done), **hours** (how much time is spent working) and **time** (when work is done).

Location – *where* work is done

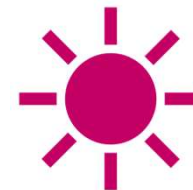
- onsite with the team
- at premises where services are delivered, or the public served
- offsite with clients
- home or remote working

Hours – *how much time* is spent working

- enabling reduced hours including job-share
- flexible leave, phased return or retirement

Time – *when* work is done

- enabling term-time, shift working, variable start and finish times, core hours
- annualized hours meeting demand of peaks and troughs
- flexibility in timing of breaks or work activities



Jobs, tasks and types of activity

Collaboration: work done with at least one other person

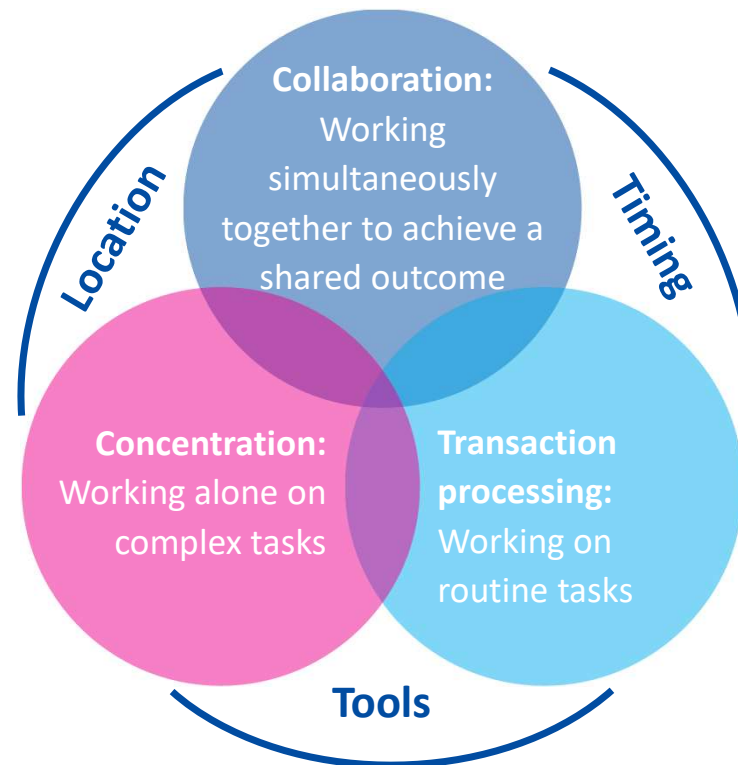
- Face to face
- Remotely
- Carried out in real time or in batches

Concentration: this defines the type of environment required for these types of tasks

- Often requires a quiet space free of interruptions
- These tasks are often, but not always, complex

Transaction processing: routine, repetitive tasks

- Can be simple or complex
- Can be repetitive



Zurich Insurance, the GEO & the BI

6 words:

Part-time, job-share, full time & flexible

An inclusive sentence was included in the job advert e.g. 'this role is available part-time... because we want the best people for our roles and we recognise that sometimes those people aren't available full-time'

Zurich has seen a **16% rise in women applying for jobs** and a near 20% jump in female applications for management roles.

Alongside an increase in applications, the number of women hired for senior roles as a direct result of the initiative has leapt by **33%**.

The change has not only encouraged more applications but achieved a near **10% improvement in the feeling of 'belonging'** among existing part-time employees across the UK business.



Avoiding a culture of presenteeism

Agree flexible working protocols

1. Availability and contactability
2. Communication
3. Wellbeing
4. Technology and environment

Keep it under review

WfH is no substitute for childcare

Trust

Manage



Flexistability - beyond COVID-19

- A why not? approach to flexible working in the long term.
- Look at organisation-wide, strategic approach to better job design – otherwise flexibility simply enables parents to manage too much
- Advertise vacancies as flexible
- Rapid (and positive) response to requests to work flexibly
- Paid parental & carers leave –if care arrangements break down
- All parents need secure, predictable jobs with access to all employment rights



Thank you

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