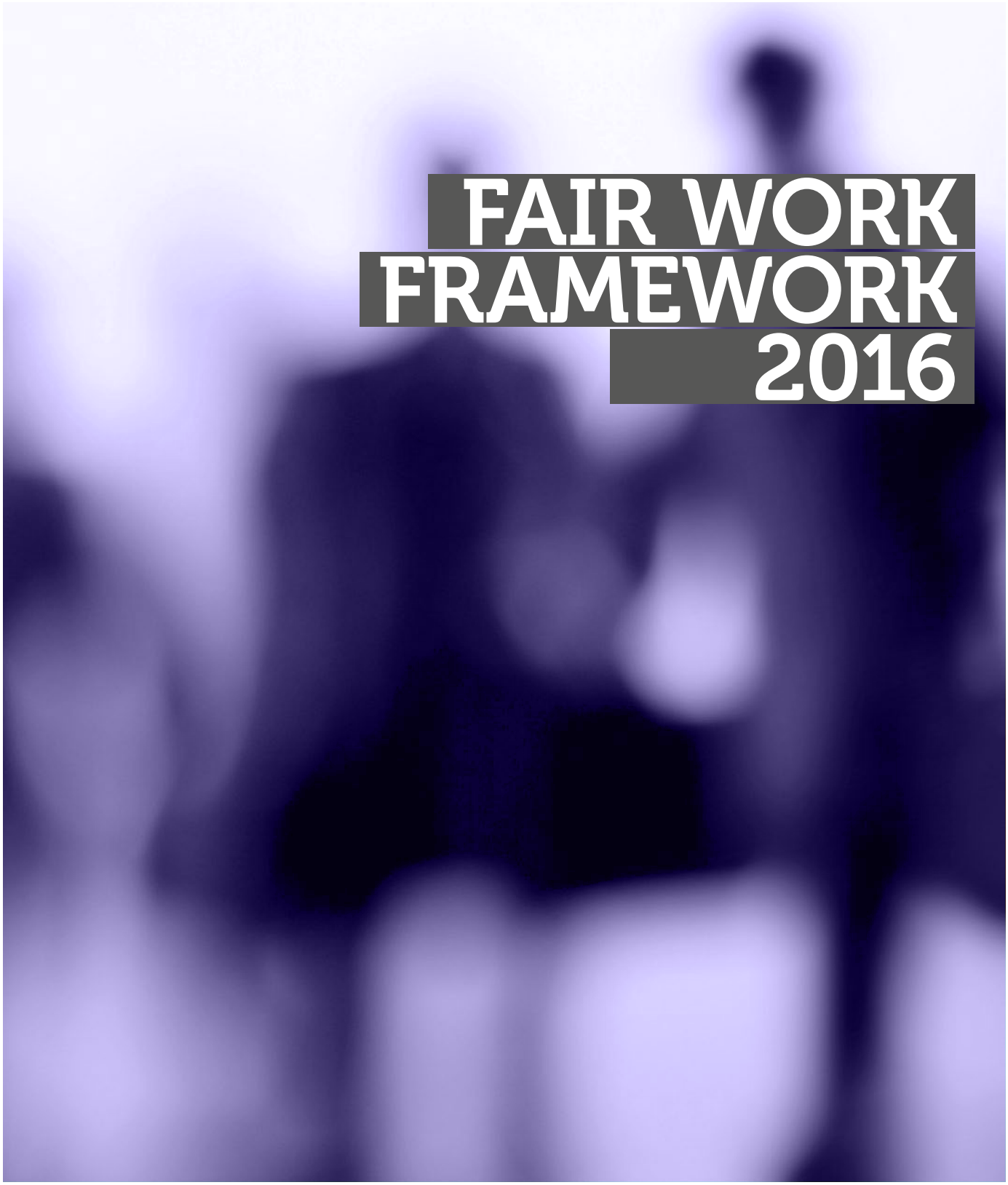

FAIR WORK FRAMEWORK 2016

FAIR WORK CONVENTION

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THE FAIR WORK FRAMEWORK

INTRODUCTION

The Fair Work Convention was established in 2015 following a recommendation of the Working Together Review.[1] Our remit is to drive forward fair work in Scotland and our agenda is aspirational – it is about fair work becoming a hallmark of Scotland's workplaces and economy.

An aspirational agenda requires a vision. **Our vision is that, by 2025, people in Scotland will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and society.**

This Fair Work Framework sets out what we mean by fair work, why it is important, who can play a part in making Scotland a world leading nation in fair work and how this might be achieved. It also acknowledges that, given the broader economic context, there are challenges along the way. In writing this Framework, we have drawn on existing research, examples of good practice and the wide ranging conversations we have had with stakeholders over the last year – which have highlighted arrangements and practices that benefit workers[i] and businesses and very different examples of insecure or exploitative work that impact negatively on health, wellbeing and family life. We have seen and heard evidence that fair work can deliver clear benefits for individuals alongside higher productivity, performance and innovation for employers.

We believe that **fair work is work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society.**

Our aim is for this Framework to be used by everyone in the workplace to guide practice: to help improve understanding of fair work, benchmark existing practice and identify areas where improvement can be made. This requires real leadership in the workplace at the highest and at every level. For the many organisations and stakeholders beyond the workplace but involved in the wider work and employment landscape, we hope that this Framework will also be used to guide their activities in supporting the delivery of fair work in Scotland.

There are many different types of workplaces in Scotland and there is no simple connection between workplace type and fair work practices. Good and poor practices exist in workplaces without unions and where unions are present. As a Convention, we accept macro-level national and international evidence that many of the important dimensions of fair work are more prevalent in unionised workplaces. We also accept that most employees in Scotland are not union members. The challenge for everyone is how to support good practice and eliminate poor practice. In this document, we have offered suggestions that relate to both unionised and non-unionised workplaces. We have been impressed by the interest in, and anticipation of, this Framework and hope that we have delivered a useful way of thinking about fair work that can make a significant impact in and across all types of workplace in Scotland.

Section 1 of this document sets out our Fair Work Framework. Section 2 provides a more extensive account of the resources we drew on in designing the Framework: the background and context of the Fair Work Agenda in Scotland, existing evidence on work and employment practices, stakeholder views expressed during our consultation and practical examples of how to improve fair work.

We acknowledge that this Framework is only a beginning – the start of a decade long journey towards fairer work, a journey that we believe will reap rewards for everyone who is, or who wants to be, involved in the world of work. We have been heartened by the enthusiasm that we have come across and we will do all that we are able to harness that enthusiasm to our overarching purpose – to make Scotland a fair work nation. We invite everyone to rise to this challenge and to embrace the opportunity which fair work offers.

[i] We use the term 'worker/s' rather than 'employee/s' throughout this document as the most inclusive term for those in employment **and** for those who work, but not under a contract of employment. The term 'worker' includes all workers and employees at every occupational level but excludes the self-employed, except where specifically identified.

SECTION 1
THE FAIR WORK FRAMEWORK

THE VISION AND FRAMEWORK FOR FAIR WORK IN SCOTLAND

THE VISION

By 2025, people in Scotland will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and for society.

DEFINING FAIR WORK

Fair work is work that offers **effective voice, opportunity, security, fulfilment and respect;** that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society.

UNDERSTANDING FAIR WORK AND ITS POTENTIAL

Many people agree that work should be fair, and that fair work should be available to everyone no matter who they are. It isn't easy, however, to define fairness, and defining fairness subjectively – as something that is different for everyone – doesn't help to shape good practice or to inform policy-making.

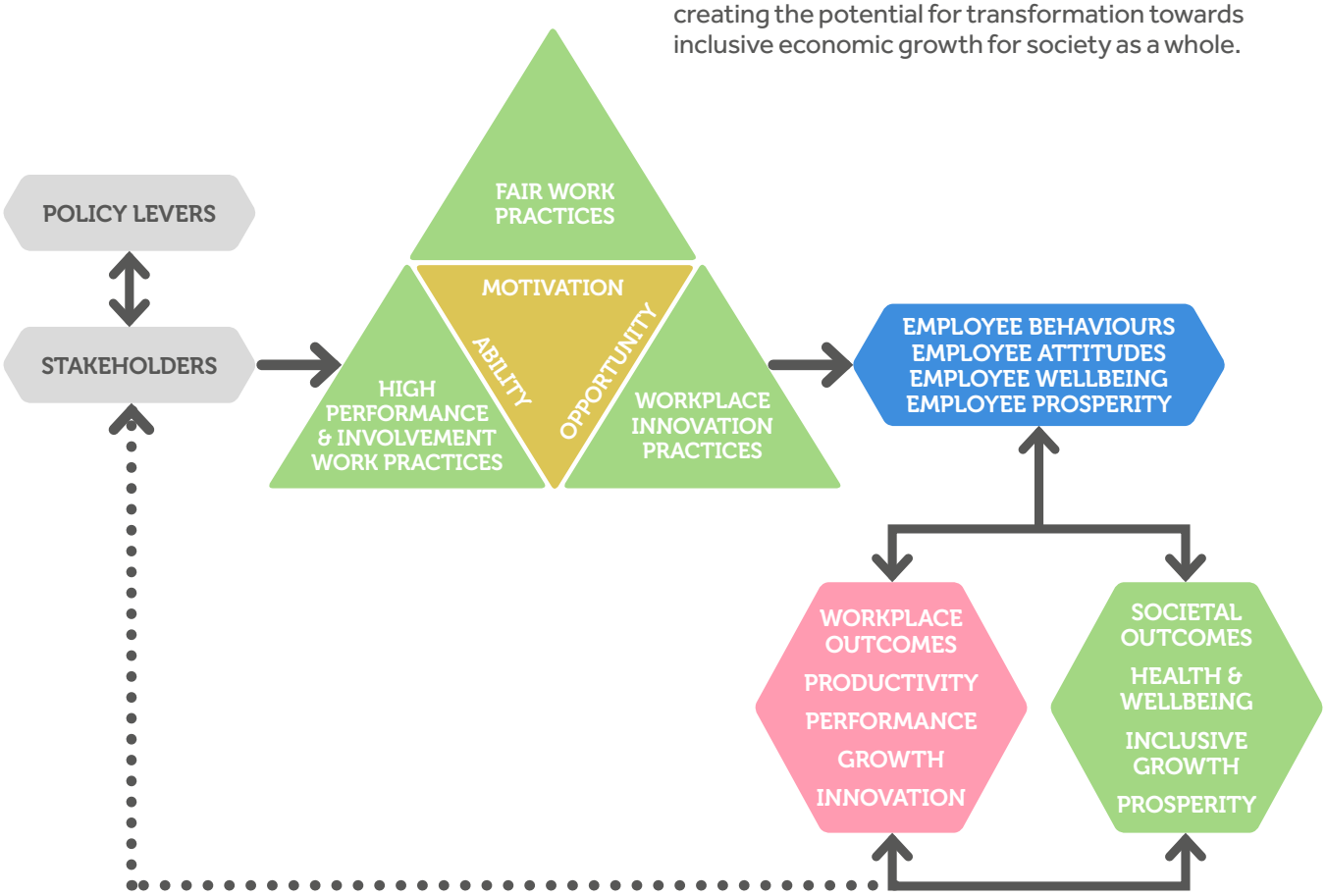
We have drawn on international debates and research to define fairness in a way that is relevant for everyone in work, a way that can be applied across different jobs, employers, industries and sectors and that can be measured and improved on. We have drawn heavily on academic research particularly on job quality[2], on trade union impact, on workplace[ii] relationships and practices that support job quality and on the importance of co-operation. We have also identified international examples where high productivity, more inclusive labour markets and greater equality co-exist, often supported by strong embedded partnership arrangements.

Based on the evidence of 'what works' and through our discussions with stakeholders, we have defined fair work through five dimensions: effective voice, opportunity, security, fulfilment and respect. These dimensions cover the scope of workers to 'have a say' and to influence and change practices, how people can access and progress in work, the employment conditions they experience, the work that people do and how people are treated at work.

These five dimensions are important for two reasons:

- **National and international research identifies good practice within each of the dimensions that can create positive outcomes for workers, employers and for society.**
- **Taken together, these dimensions have significant synergies. The dimensions can reinforce each other, creating a virtuous circle of practices, behaviours, attitudes and outcomes.**

The model below[3], developed by researchers at the Scottish Centre for Employment Research at the University of Strathclyde, captures how fair work is a crucial component in delivering high performing and innovative workplaces where workers and employers share the benefits of productive and innovative work, creating the potential for transformation towards inclusive economic growth for society as a whole.



Fair, innovative & transformative work
The FITwork Project

Scottish Centre for Employment Research

[ii] Throughout this report we use the term 'workplace' to include both a discrete place of work (an office or a factory, for example) **and** any location where people carry out work (for example, delivering care services in someone's home).

The FITwork model summarises how fair work is a crucial ingredient in supporting the types of worker behaviours and attitudes that can create positive outcomes for individuals, employers and society. High performance work practices aim to generate the best business outcomes from worker talents and abilities, while workplace innovation practices create the space in which worker contribution can make a positive difference. Fair work overlaps with both types of practice but addresses the important question of why workers should and do invest more of themselves in work. By creating the conditions in which workers' skills and abilities are supported and developed, by promoting opportunities for skills and abilities to be deployed and by creating the motivation for workers to take up those opportunities, fair work as outlined here facilitates the discretionary efforts of workers that underpin high productivity, performance and innovation – all of which can contribute to healthier, wealthier and more inclusive societies.[4]

Fair work is consistent with business and economic success and the Fair Work Agenda represents an investment in Scotland's people, businesses, organisations, economic prosperity and social wellbeing. Fair work is not simply about a different distribution of the rewards from work – although this is important. It is about improving business and organisational outcomes so that there are more rewards to be shared. We know that poor quality work is more common in countries with lower levels of GDP per capita.[5] Trade unions have a crucial role to play both in distributing the 'returns' from work **and** in contributing to making workplaces more effective and prosperous for all.

In the pages that follow we outline the five dimensions of fair work that comprise our Framework. We outline what each dimension means, and how delivering fairness in each dimension can benefit employers, workers and society. We give a brief summary of what people have told us over the last year about each dimension. We then offer some ideas as to how fairness in each dimension might be achieved. These ideas are not exhaustive but illustrative of some of the practical actions that might be taken to improve fairness at work.

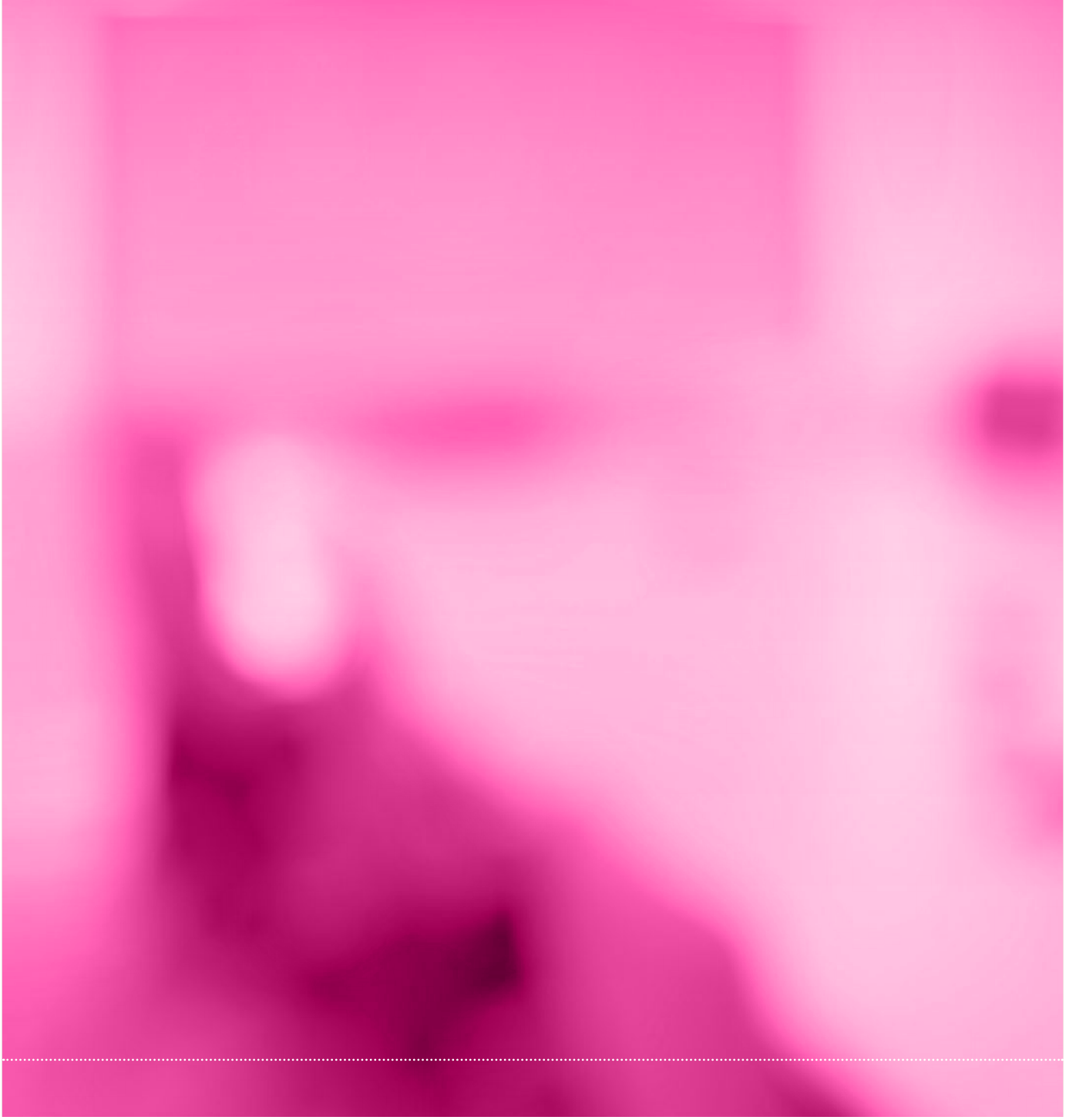
There is much overlap between the dimensions, but we have focused on them discretely in order to provide a lens through which employers can evaluate their own approach and practices, workers and their representatives can evaluate their own experience of work, and both can work together to identify areas where fairness might be enhanced. We also note some cross-cutting themes that are relevant across all of the dimensions of fair work.

Section 1 concludes with our key recommendation and our thoughts on who might help us deliver fair work, how they might do so and what may be the key levers of change.

Section 1 can be read on its own as our Fair Work Framework. **Section 2** provides an account of the background and policy context of the Fair Work Agenda in Scotland. It brings together a wide range of evidence that has informed the development of the Framework and gives a more expansive account of what we have learned in our consultation over the last year. In Section 2 we offer more detailed examples of fair work in practice. These examples do not imply perfection; rather, they offer practical insight into how key elements of fairness can be achieved.

THE FAIR WORK DIMENSIONS

EFFECTIVE VOICE



Effective voice is much more than just having a channel of communication available within workplaces. Effective voice requires a safe environment where dialogue and challenge are dealt with constructively and where workers' views are sought out, listened to and can make a difference. Collective bargaining can provide the context for effective voice in unionised workplaces and sectors.

Dialogue and structure for consulting and negotiating is key to understanding and defining fair arrangements between employers and workers and therefore opportunities for effective voice are central to fair work and underpin – and can help deliver – other dimensions of fair work.

The ability to speak and to be listened to is closely linked to the development of respectful and reciprocal workplace relationships. Voice is a legitimate aspiration of workers who have an interest, individually and collectively (for example, through a union), in everything that an employer does. It is clear from international evidence that workers want a voice not only to resolve problems and conflicts (which is important) but also to engage and participate constructively in organisations. Voice can improve the experience of work as well as improving organisational performance.

Supportive practices for effective voice include trade union recognition and collective bargaining; task-level and organisation-level involvement and participation practices; communication and consultation arrangements and any processes that give scope to individuals and groups to air their views, be listened to and influence outcomes.

What people told us

Effective voice requires leadership and support from employers, workers and unions. Voice is effective where workers have scope to say what they feel, are listened to and where their voice can make a difference. Workers in unionised firms were more likely to point to these characteristics of voice in their workplaces. This is consistent with wider research evidence that suggests that effective voice is most likely where unions are present, and where management and union representatives have the orientation, capability and capacity to communicate, influence and negotiate. Many workers who spoke to us raised concerns that the current Trade Union Bill would reduce effective voice and perceived it as inconsistent with the aims and ambition of the Convention's Fair Work Framework.

How to improve effective voice at work

- **Adopt behaviours, practices and a culture that support effective voice and embed this at all levels – this requires openness, transparency, dialogue and tolerance of different viewpoints.**
- **Effective voice requires structures – formal and informal – through which real dialogue – individual and collective – can take place.**
- **More extensive union recognition and collective bargaining at workplace and sector level could address areas where worker voice is absent in Scottish workplaces.**
- **The ability to exercise voice effectively should be supported as a key competence of managers, other workers and union representatives.**
- **Demonstrate the effectiveness of voice channels and their influence.**

VOICE CAN IMPROVE THE EXPERIENCE OF WORK AS WELL AS IMPROVING ORGANISATIONAL PERFORMANCE.

THE FAIR WORK DIMENSIONS

OPPORTUNITY

Opportunity allows people to access and progress in work and employment and is a crucial dimension of fair work. Meeting legal obligations by ensuring equal access to work and equal opportunities in work sets a minimum floor for fair work. This protects workers in those groups subject to specific legal protections on the grounds of sex, sexual orientation, race and ethnicity, age and disability.

Fair opportunity is, however, more than the chance to access work. Attitudes, behaviours, policies and practices within organisations – and, crucially, the outcomes these produce – signal and reflect the value placed on fair opportunity. Being proactive in ensuring opportunity for all can highlight current practice, signal areas of change and intervention, and produce a range of benefits for workers and employers.

Fair opportunity can be supported in a variety of different ways: through robust recruitment and selection procedures; paid internship arrangements equally open to all; training and development to support access to work for all; promotion and progression practices that are open and equally attainable by all, irrespective of personal and demographic characteristics.

What people told us

Individuals and organisations who communicated with the Convention highlighted barriers to opportunity prior to the workplace (for example, in access to apprenticeships and training that lead to employment); during recruitment and selection processes; and ongoing issues within the workplace (such as pay inequality and lack of progression opportunities), all of which can particularly disadvantage certain groups of workers such as women, the young, black and minority ethnic workers, those with disabilities and those with low or no qualifications. Concerns were raised over how some groups found accessing the labour market much more challenging and were offered little support for their distinctive needs. Concerns were also raised about negative stereotyping of younger and older people in particular.

How to improve fair opportunity at work

- **Investigate and interrogate the workforce profile in your organisation and sector, identify where any barriers to opportunity arise and address these creatively.**
- **Adopt a life stage approach that helps workers at all ages maximise their contribution.**
- **Engage with diverse and local communities.**
- **Use buddying and mentoring to support new workers and those with distinctive needs.**
- **Undertake equalities profiling in the provision of training and development activities and in career progression procedures and outcomes.**
- **Invest in and utilise the skills and knowledge of union equality, learning and other workplace representatives.**

FAIR OPPORTUNITY IS, HOWEVER, MORE THAN THE CHANCE TO ACCESS WORK. ATTITUDES, BEHAVIOURS, POLICIES AND PRACTICES WITHIN ORGANISATIONS – AND, CRUCIALLY, THE OUTCOMES THESE PRODUCE – SIGNAL AND REFLECT THE VALUE PLACED ON FAIR OPPORTUNITY.

THE FAIR WORK DIMENSIONS

SECURITY

Security of employment, work and income are important foundations of a successful life. Predictability of working time is often a component of secure working arrangements. While no one has complete security and stability of employment, income and work, security remains an important aspect of fair work. Context and competitive conditions impact significantly on prospects for security, but fair work is not work where the burden of insecurity and risk rests primarily on workers.

Security as a dimension of fair work can be supported in a variety of ways: by building stability into contractual arrangements; by having collective arrangements for pay and conditions; paying at least the Living Wage (as established by the Living Wage Foundation); giving opportunities for hours of work that can align with family life and caring commitments; employment security agreements; fair opportunities for pay progression; sick pay and pension arrangements. In the context of increasing global competition, pursuing higher value business models instead of competing solely on cost can help employers to provide security in work and employment.

What people told us

Of all of the issues raised by individuals and organisations who communicated with the Fair Work Convention, decent pay and secure employment were considered the most important and were the most frequently cited. This mirrors recent research carried out by the Scottish Parliament[6] and Oxfam[7] among others. Certain groups in Scotland – women, young people, Black and Minority Ethnic (BME) workers and disabled workers – are worse off than others when it comes to pay and employment security. Concerns were also raised about how insecure forms of employment interacted with the welfare system in undermining income security. Transparency in approaches to pay and in addressing pay disparities were also advocated. There was an appetite for the abolition of recently introduced employment tribunal fees which disadvantage the low paid in particular in accessing justice and redress through this traditional route.

We were informed of the challenges facing employers in some sectors in addressing fair pay when resources are scarce and where markets or commissioning arrangements are beyond employer influence or control. Yet we also heard examples of the benefits for employers as well as workers of eliminating low pay.

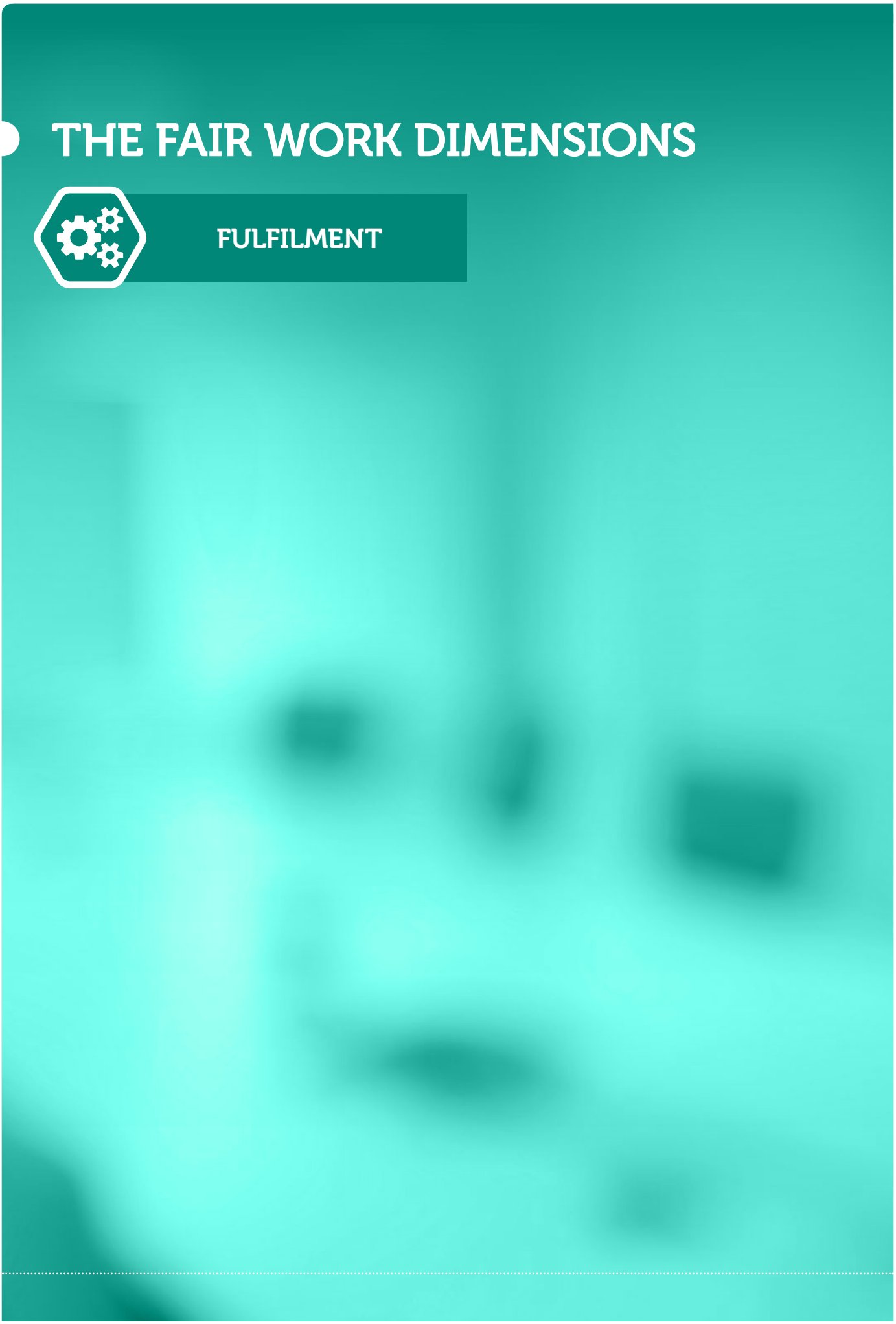
How to improve security at work

- **Ensure and support widespread awareness and understanding of employment rights.**
- **Contractual stability should be a core employer objective. Forms of flexible working where the burden of risk falls disproportionately on workers (including most zero hours contracts) are not fair work.**
- **All workers should be paid at least the Living Wage as calculated by the Living Wage Foundation.**
- **Agreement making between employers and workers, including collective bargaining in unionised establishments and sectors, promotes stability and perceptions of security and should be supported.**
- **Pay transparency and defensibility should be a core organisational objective.**

SECURITY OF EMPLOYMENT, WORK AND INCOME ARE IMPORTANT FOUNDATIONS OF A SUCCESSFUL LIFE.

THE FAIR WORK DIMENSIONS

FULFILMENT



For many people, work is a fulfilling part of their life. Workers benefit from engaging in fulfilling work in terms of using and developing their skills; having some control over their work and scope to make a difference; taking part in appropriately challenging work and taking up opportunities for personal growth and career advancement. Workers who are fulfilled in their jobs are more likely to be engaged, committed and healthy. Fulfilling work contributes to confidence and self-belief.

Providing fulfilling work can also benefit employers. Work that is fulfilling allows workers to produce high quality goods and services and is more likely to unleash creativity that supports improvements. Indicators of fulfilling work are associated with higher productivity and innovation in more successful comparator EU countries.

Fulfilling work that gets the best out of people helps to more fully realise the investment society makes in education, learning and training. Ensuring that people have access to work that is as fulfilling as it is capable of being is an important aspiration of the Fair Work Agenda. Fulfilment at work will mean different things to different people, but all types of work at all levels can be more fulfilling where the tasks, work environment and employment conditions are aligned to the skills, talents and aspirations of the people who carry it out.

Fulfilment as a dimension of fair work can be supported in a variety of ways: through forms of job design and work organisation that focus on effective skills use, autonomy, opportunities to problem solve and to make a difference, investment in learning and personal development and career advancement.

What people told us

It was widely accepted that fulfilment is a key factor in both individual and organisational wellbeing. This included the opportunity to use one's skills, to be able to influence work and have some control and to have access to training and development. Concerns were raised over excessive workloads and targets, lack of access to training and development and the difficulties in matching changing capabilities over the life course to the demands of work. We heard extensive evidence of the positive impact made by union-led learning activity, and the Scottish Union Learning Development and Learning Funds, in creating opportunities for workforce and organisational development.

How to improve fulfilment at work

- **Build fulfilment at work explicitly into job design.**
- **Create an authorising culture where people can make appropriate decisions and make a difference.**
- **Invest in training, learning and skills development for current and future jobs. Where available, utilise the skills and expertise of union learning representatives and the resources available through Scottish Union Learning.**
- **Expectations of performance must be realistic and achievable without negative impact on wellbeing.**
- **Clear and transparent criteria and opportunities for career progression, as well as opportunities for personal development, should be a feature of all work.**

WORKERS WHO ARE FULFILLED IN THEIR JOBS ARE MORE LIKELY TO BE ENGAGED, COMMITTED AND HEALTHY.

THE FAIR WORK DIMENSIONS

RESPECT

Fair work is work in which people are respected and treated respectfully, whatever their role and status. Respect involves recognising others as dignified human beings and recognising their standing and personal worth. Respect at work is a two-way process between employers and workers and is valued for recognising the reciprocity of the employment relationship.

At its most basic, respect involves ensuring the health, safety and wellbeing of others. Mutual respect is an important aspect of everyday social exchange and is a crucial element of relationships in the workplace where a significant proportion of life is spent. Crucially, mutual respect involves recognising the views, autonomy, status and contribution of others.

Many discussions of respect and the related concept of dignity at work focus narrowly on issues relating to bullying and harassment. Respect as a dimension of fair work includes and goes beyond this to include dignified treatment, social support and the development of trusting relationships. It means being open, mutually accountable, transparent and responsive to the concerns of others.

Respect as a dimension of fair work can be supported in a wide variety of ways: through established procedural and collective bargaining arrangements with unions; through health, safety and wellbeing policies and practices; through organisational policies and practices on dignity at work; adoption and genuine engagement with respect as a key organisational value; communication; training; managerial and supervisory approaches; and approaches to conflict resolution. A sense of fulfilment at work impacts positively on individual health and happiness, contributes to organisational health, and in doing so, benefits the economy and society as a whole.

What people told us

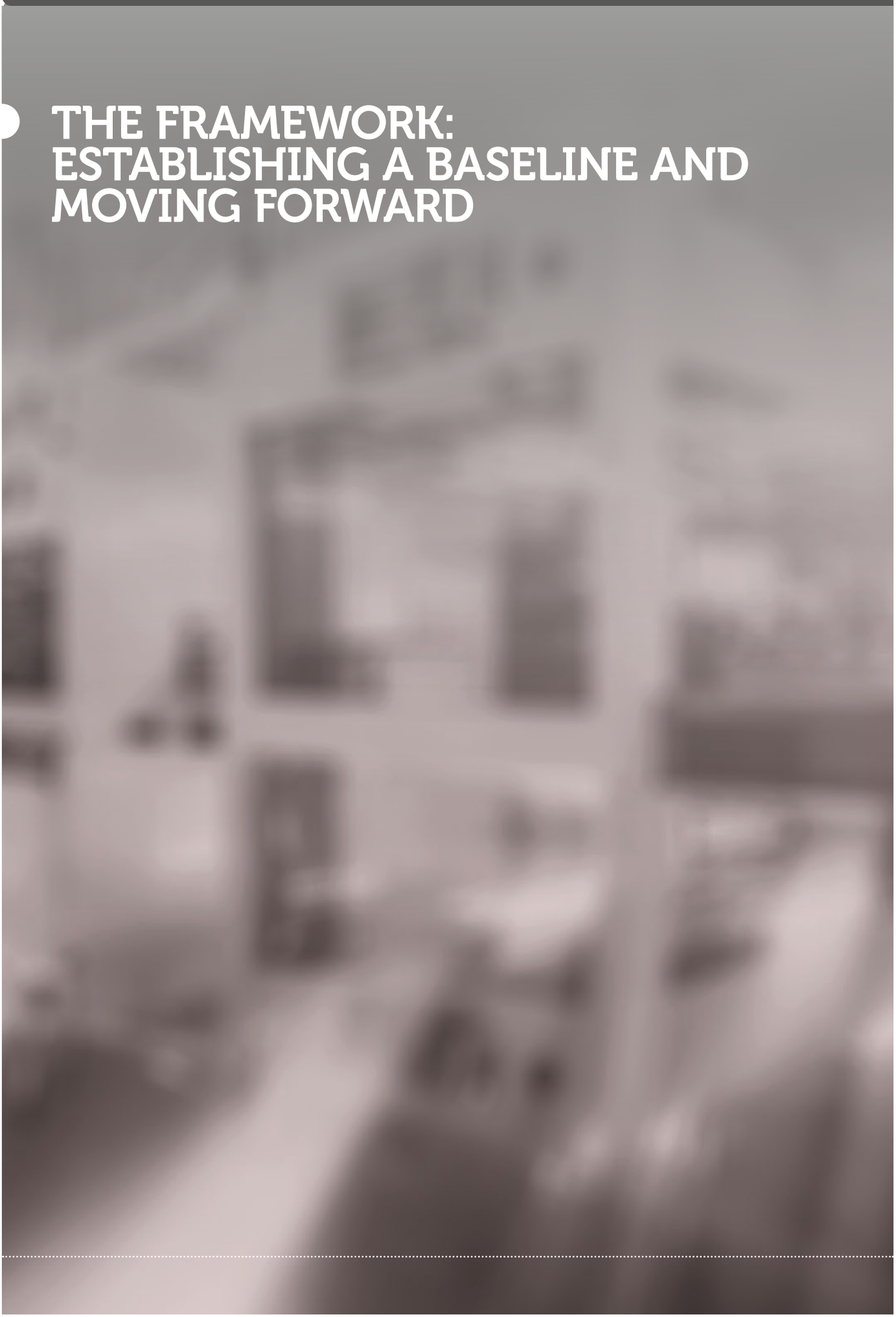
It was widely accepted that everyone is entitled to be treated with respect, that everyone needs to feel valued and that value is not simply a reflection of pay or status. In our conversations, many people identified disconnect between formal policies on respect and their own experience. We heard evidence of abuses of power that were inconsistent with respectful work and we were given examples of how, for example, young workers organised collectively with their union to challenge disrespectful practices and behaviours. Open communications can address this disconnect by conveying clear reciprocal expectations of how people should treat and be treated. Respect issues were not, however, simply interpersonal; many arose from excessive work pressures and demands.

How to improve respect at work

- **Respecting others is everybody's business. A culture of respect requires that behaviours, attitudes, policies and practices that support health, safety and wellbeing are consistently understood and applied.**
- **Be explicit about respect as an organisational value and a guide to practice, and start a dialogue around respect as it is experienced in your own organisation.**
- **Agree clear expectations of behaviour, conduct and treatment and encourage the involvement of everyone to improve respectful behaviours.**
- **Respect for workers' personal and family lives requires access to practices that allow the balancing of work and family life.**
- **Re-framing conflict can enhance respect in an organisation – think about differing views as potentially productive and creative. Ensure that interpersonal relationships and internal procedures exist to manage conflict in a constructive way.**
- **Union expertise and networks on health and safety, for example, are a valuable resource, the use of which should be developed, supported and maximised.**

FAIR WORK IS WORK IN WHICH PEOPLE ARE RESPECTED AND TREATED RESPECTFULLY, WHATEVER THEIR ROLE AND STATUS. RESPECT AT WORK IS A TWO-WAY PROCESS BETWEEN EMPLOYERS AND WORKERS.

THE FRAMEWORK: ESTABLISHING A BASELINE AND MOVING FORWARD



For each of these dimensions, the Fair Work Convention has set out the benefits to be derived from fairness; some supporting evidence (from Scotland where it exists and from the UK where data for Scotland is not available); what people told us about their experiences in Scotland's workplaces; some suggestions as to how to deliver fair work and examples of good practice.

It is also important to bear in mind some themes that span all of the fair work dimensions: the challenge of multiple disadvantage facing some groups of workers; the range and variety of workplace forms to which fair work must be relevant; the applicability of the Fair Work Agenda across sectors, industries and workplaces of all sizes; the importance of leadership and management commitment to fair work, and the importance of civic Scotland – and of consumers in particular – in shaping fair work along with employers, workers and unions. Crucially, the process of enhancing fair work in Scotland requires co-operation within and outwith the workplace by a broad group of stakeholders with a shared interest in the potential of fair work.

Current data for Scotland tells us something about where we are and provides us with a baseline position from which to track the development of fair work in each of the five dimensions. Beyond this baseline, fair work can be seen as a trajectory or journey of improvement for employers and workers. Businesses and other organisations are currently at different stages of a fair work journey.

The Convention has three important roles in this journey. First, to identify what levers and support can help in moving from aspiration to outcome. Second, to use our convening role to bring together employers, workers, unions and others involved in work and to support them in new forms of dialogue that can help us progress towards fairer work. Third, to track progress, not just at national level but also for sectors as well as for specific groups of workers. Encouraging and supporting progress towards each and all of the dimensions of fair work outlined in this Framework would generate a step change in workplace practice across Scotland.

CURRENT DATA FOR SCOTLAND TELLS US SOMETHING ABOUT WHERE WE ARE AND PROVIDES US WITH A BASELINE POSITION FROM WHICH TO TRACK THE DEVELOPMENT OF FAIR WORK IN EACH OF THE FIVE DIMENSIONS.

A MOVEMENT FOR FAIR WORK

An aspiration towards fair work was commonly held across the many stakeholders that we met. There was broad agreement on what fairness means and the values (individual and organisational) that support fairness, such as honesty, transparency and trust. Fairness was considered important for workers and employers at every stage from entry into employment until exit into retirement. No one with whom we spoke disagreed that fair work was an important priority for Scotland, and many of the people and organisations we spoke to supported an ambitious Fair Work Agenda.

It was also widely accepted across all stakeholder groups, including employers and their organisations, that fair work could deliver significant benefits, notably in relation to retention, motivation, productivity, profitability, health and wellbeing and national economic performance.

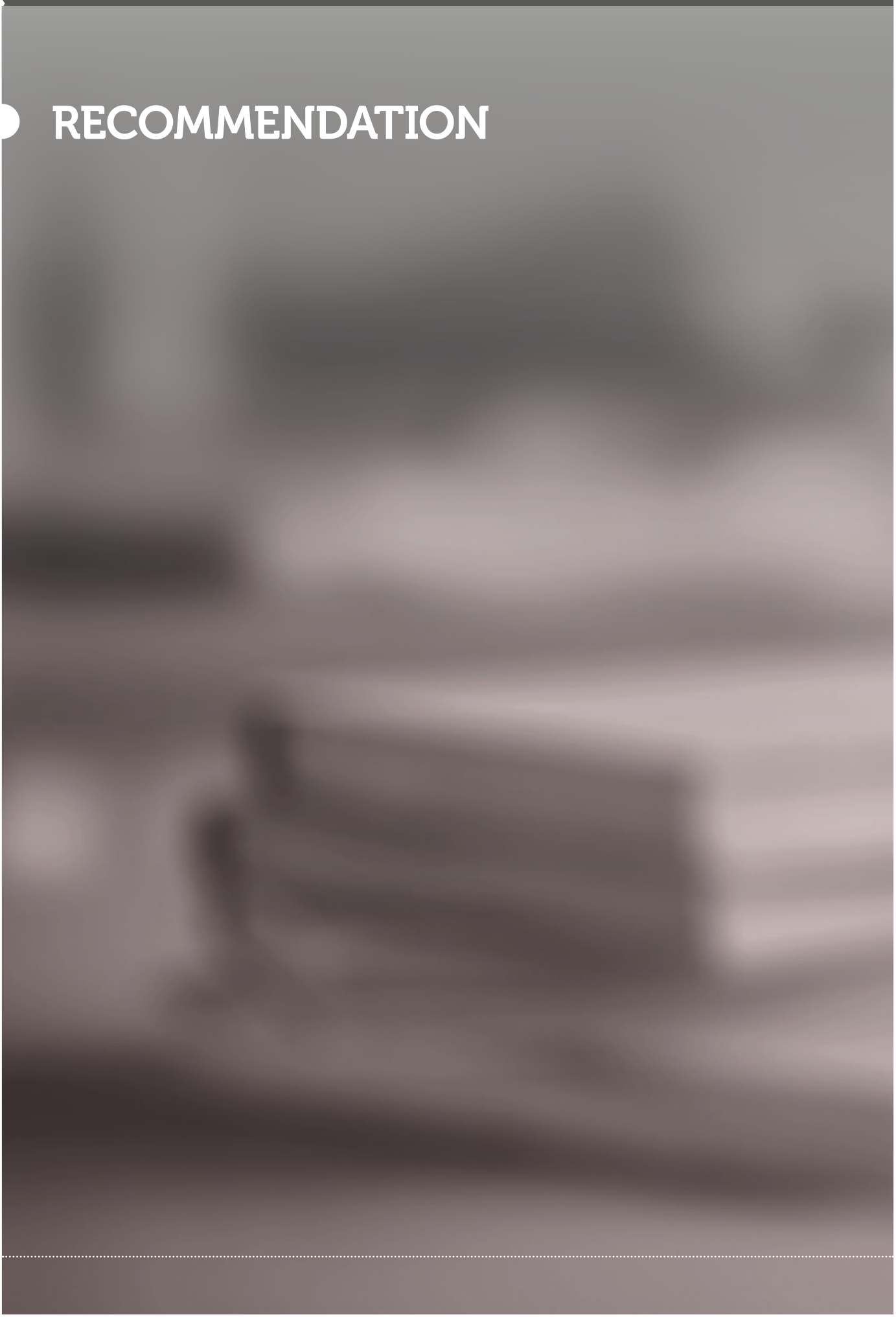
Delivering fair work is at the core of the activities of trade unions and we encountered many examples where workers' experience of fair work was a direct consequence of trade union organisation and action. Many examples were also highlighted to us of employers engaged in fair work across Scotland. For some, fair work was a business necessity due to the nature of the business or to skill shortages and the need to attract talent. For others, fair work represented an ethical choice as well as a business choice – the right thing to do. This is also reflected in the New Policy Institute's recent analysis of employers who had adopted the Living Wage.[8] There are opportunities to learn from all of these organisations.

It was also recognised, however, that there are wide variations in practice in relation to fair work, and that the pattern and composition of 'unfair' work varied across sectors and industries. Stakeholders acknowledged that there are many challenges in improving practice and that there is no 'quick fix' to improve fairness. Economic and labour market realities can undermine fair work, particularly in some industries and/or where employers are not engaged with discussions of fairness, often as a consequence of low levels of union organisation. Reaching out to those employers represents a major challenge for fair work, but there was broad agreement that emphasising the need for change (to avoid the individual and societal costs of unfair work) and the potential for fair work to drive business benefits had considerable potential.

We have argued that fair work is a journey, and it is important to be able to measure progress along that journey. Much of that measurement needs to be done at workplace or organisational level and, reflecting this, we have not explicitly suggested workplace-focused targets. We have, however, in setting out this Fair Work Framework, invited employers, workers and their representatives to compare their own organisations to what fair work should look like and to take steps to address any issues arising. Beyond this, it will be important to set out a trajectory towards leading-edge practice in fair work as a guide for employers, workers and unions.

It is important to track progress at country level. Our first task in this document has been to articulate the basic principles and potential of fair work, specify its key dimensions and components and indicate the baseline measures relevant to fair work. Moving forward, it will be important to specify measures, targets and timings for Scotland. Of course, these targets can only be delivered with the co-operation and enthusiasm of everyone in the workplace. The role of broader stakeholder groups (including, for example, government, public agencies, public bodies, the education system and consumers) is to influence and lever fair work practices. We suggest some key mechanisms or levers overleaf.

RECOMMENDATION



The Fair Work Convention makes one overarching recommendation: that organisations deliver fair work in the dimensions outlined here, providing effective voice, opportunity, security, fulfilment and respect.

How can this recommendation become a reality? In the Fair Work Landscape we outline on page 27, we do two things.

First, we put workplace activity at the heart of fair work. Fair work must be located in the workplace and delivered by employers and workers and, where present, union representatives. **We invite everyone involved in the workplace to assess critically whether their current practice supports our ambition and can help deliver fair work.** To do this, it is important to think about how to apply the Framework in a particular business context; to benchmark policy, practice, behaviours and outcomes against our overarching ambition for fair work and what this means in each of its dimensions; to verify the evidence used to make such an assessment; and to assess and identify the appropriate actions and timescales necessary to make progress and to review and improve in response to changing circumstances.

Second, while those directly involved in the workplace must own fair work at workplace level, other stakeholders also have an important role to play. There are a wide range of interested parties and organisations in the fair work landscape, some of which we capture in our diagram on page 27.

These stakeholders possess different levers. Many of the workers and campaigning organisations who spoke to us pointed to **legislation and regulation** and wanted to see a strengthening of employment protection, easier access to remedies for breaches of rights, better access to employment tribunals without the barrier of high fees and better enforcement of employment tribunal awards. Many of the legislative powers that are relevant to fair work are reserved to Westminster and are matters for the UK Government. In relation to Scotland, some stakeholders expressed a desire for greater use of existing regulatory and enforcement powers to support fair work, for example, through more searching use of the public sector equality duty.

Others focused on who could **deter bad practice** and how. Workers at the mercy of the most unfair employment and work practices and campaigning groups who represent them believed that sanctions (including naming and shaming) against very poor employers can be an appropriate lever, such as happens in relation to non-payment of the National Minimum Wage. It is very widely accepted that a suite of proportionate sanctions is necessary to respond to unacceptable employment practices and to signal the seriousness with which our society views these matters.

More positively, levering fair work might include **incentivising good practice**. Customers and consumers hold an important lever that can incentivise fair work when they choose to buy goods and services from organisations with fair employment practices. Procurement – by government and the public sector – is also an important lever. Crucially, public contracting can be creative in delivering good use of scarce public resources without sacrificing fair work in the process. Support from the public agencies – finance and expertise – can both encourage and reward fair work practices.

Good practice examples are likely to identify **role models and ambassadors** who illustrate a commitment to practice – leading by example or 'walking the talk'. Role models also help show how to address the challenges of fair work in a practical setting – a particular firm size, a sector, an industry, a union or a location – while ambassadors show how to drive change. Organisations as well as individuals can be role models, and government and the public sector should lead by example. But we invite all organisations to address and improve fair work, creating role models and ambassadors across Scotland.

Sharing information, learning, advice and support will also enable fair work. Many stakeholders have a role to play in supporting shared learning – across union networks, peer learning across employers and between and across civil society organisations – particularly government, the public agencies and educational institutions. (More information and signposting of advice on good practice is given at the end of this document and, moving forward, the Fair Work convention website will host this and other information.)

A significant lever – and one that can be used by everyone with an interest in work – is **making and winning a positive case for change** that delivers fair work. Having a clear purpose, making an evidence-based argument, outlining practical steps towards fair work and disseminating widely is necessary, particularly in terms of knowing what a fair workplace looks like. A positive case for change that supports fair work also needs to be flexible and responsive to dynamic organisational, market, economic and social conditions.

Beyond this, **awareness and ownership of the Fair Work Agenda and its potential** is key – ownership not by government or politicians, nor by any sectional interest, but by employers, workers, unions and consumers collectively. **For this reason we have offered a framework against which employers, workers and their union representatives where present, can benchmark fair work – rather than recommending an accreditation for fair work, for which our consultation showed little desire.** The framework can unite and support a 'coalition of the willing' to lead change that delivers fair work.

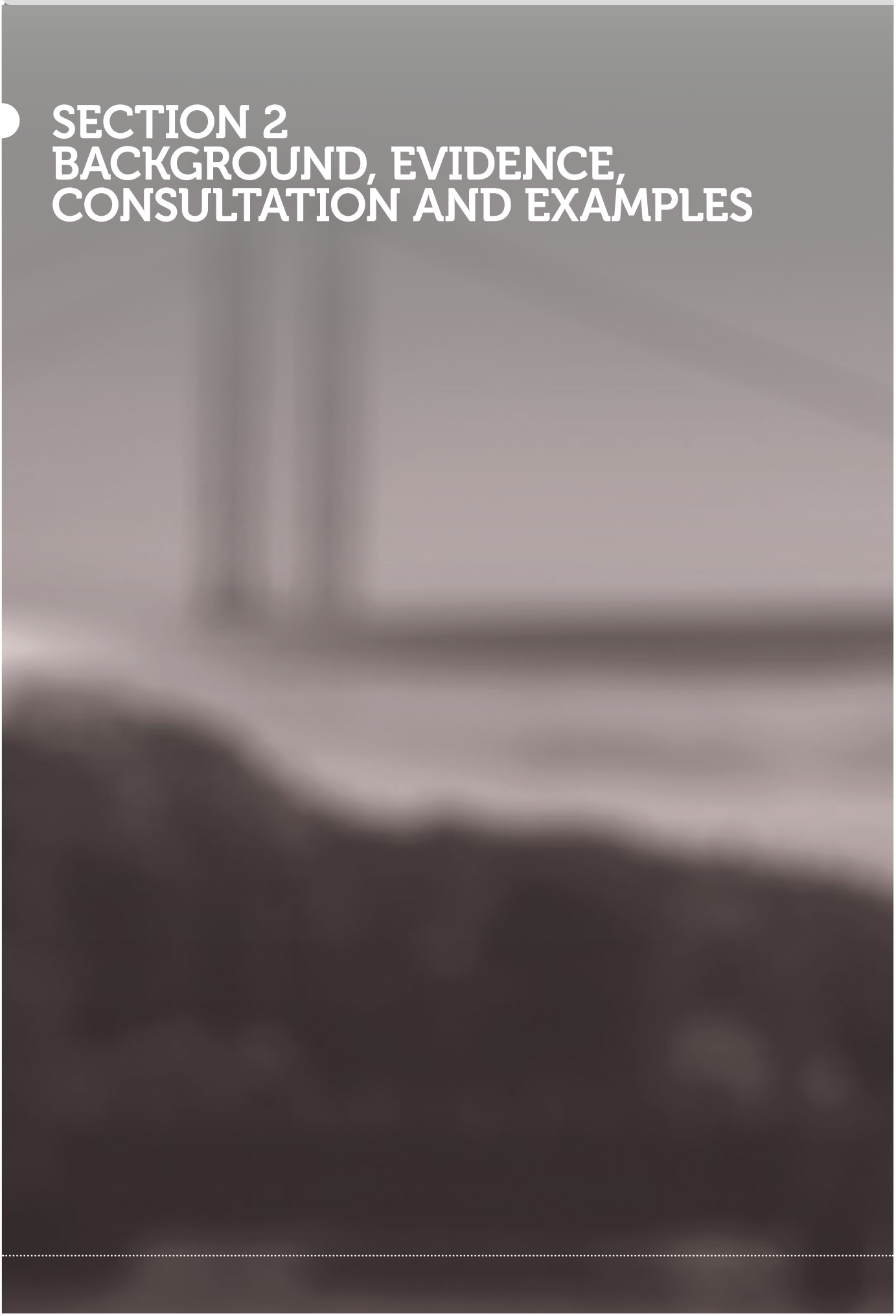
As a Convention, we invite everyone involved in the world of work – employers and workers, government and its agencies; union, employer and industry bodies; the education system; the media; consumers and civil society – to assess rigorously what they currently do to support the Convention's vision and those who deliver it in the workplace; and to work with the Convention to consider what additional actions they might take. All parts of the political, economic and civic community can exercise leadership in this space and support our ambition for fair work as well as supporting those who can implement it in the workplace.

We also challenge ourselves, as the Fair Work Convention, to support proactively the implementation and evolution of the Framework. Moving forward, there is work to be done to advise, challenge constructively and support stakeholders; to collect and disseminate information on effective practice; to use our convening role to bring together employers, unions and workers to facilitate learning and change; to help signpost sources of information and advice; to identify areas (industries or occupations) requiring priority attention, and to take responsibility for identifying and monitoring country-level measures of progress.

AWARENESS AND OWNERSHIP OF THE FAIR WORK AGENDA AND ITS POTENTIAL IS KEY. A SIGNIFICANT LEVER IS MAKING AND WINNING A POSITIVE CASE FOR CHANGE THAT DELIVERS FAIR WORK.

Scotland's fair work landscape:
Stakeholders and levers

SECTION 2
BACKGROUND, EVIDENCE, CONSULTATION AND EXAMPLES



BACKGROUND AND POLICY CONTEXT

The Fair Work Convention was created in April 2015 following a recommendation of the *Working Together Review: Progressive Workplace Policies in Scotland* to establish a stakeholder body that would produce a fair employment framework for Scotland. *The Working Together Review* recognised the positive impact of trade unions at individual, workplace, industry/sector and national level and unions' role in promoting progressive workplace practices that contribute to the health of the economy and civil society in Scotland.

Our membership is drawn from public, private and third sector employers, trade unions and academia. Set up to advise the Scottish Government, but independent from it, our first task was to report our initial considerations and our framework for fair work by March 2016.

We have consulted with a wide variety of individuals and organisations to help us in our work – organisations such as ACAS, IIPS, HSE and EHRC, employers' organisations, unions and union representatives – all of whom gave us insight into the challenges they faced in and across sectors and industries. We have also drawn on the information provided by a wide range of experts and stakeholders we have consulted since March 2015, as well as a range of other insights from bodies such as Oxfam, Citizens Advice and the Jimmy Reid Foundation. While we do not fully report on all of their insights here,[9] this information has informed our deliberations. We thank everyone for their contribution.

We acknowledge the impact of labour market and economic challenges. Global economic developments – growth slowdown in major economies, falling oil prices, and continuing austerity – may exacerbate these challenges in the months and years to come, particularly if some of the recent more pessimistic prognoses are correct.[10] Closer to home, continued pressure on real wages and changes to welfare benefits will continue to have real impact, while proposed changes in the Trade Union Bill risk undermining efforts to deliver fairer and more inclusive workplace policies and practices. A focus on fair work as a driver of competitive success and on co-operation as the route to fair work is of crucial importance given the challenges Scotland faces.[11]

People really are Scotland's key resource. Scotland invests heavily in its people through largely publicly funded education at all levels. We need to ensure that all people – with all of their talents and skills that have been invested in – have a chance to flourish in Scotland's workplaces. We believe that fair work is the mechanism through which people give of their best efforts and in so doing benefit themselves, their employers, Scotland's economy and society. **Delivering fair work is, therefore, an investment in everyone and for everyone.**

Fair work is more than adhering to minimum legal standards of employment protection and is much more than 'business as usual' – it is about fundamentally rethinking what happens in our workplaces. The importance of what goes on within workplaces was at the heart of the *Working Together Review*. Established against a backdrop of concerns over productivity and economic competitiveness on the one hand, and over levels of inequality on the other, since its publication there has been increasing recognition both internationally and nationally of the link between the two. The OECD[12] has highlighted the role of inequality in constraining economic growth. Trade unions and other campaigning organisations have promoted policies and practices (such as, for example, the Living Wage and the extension of collective bargaining) that reduce inequality but also benefit the economy. Researchers have pointed to international evidence on the links between high quality work and good business and economic outcomes.[13]

The inextricable relationship between economic, social and individual wellbeing is now enshrined in the most recent Programme for Government[14] and Scotland's Economic Strategy 2014, both of which outline the dual and linked objectives of improving competiveness and reducing inequality. Since 2014, and reflecting broader activity and influence by unions and other civil society organisations, the Scottish Government has promoted adoption of the Living Wage,[15] established a ministerial portfolio for Fair Work, Skills and Training, produced guidance supporting fair work in public sector procurement, established and promoted the Scottish Business Pledge that overlaps with key dimensions of fair work, supported the creation of the workplace innovation service at Scottish Enterprise to drive constructive change in businesses, and supported collaborative research on fair, innovative and transformative work to enhance understanding and build evidence of its potential and impact.

Dialogue across stakeholders has been key to generating 'buy in' for fair work and related initiatives in Scotland. In 2015, the Scottish Government and the STUC signed a new Memorandum of Understanding, agreeing to work together to create a wealthier and more equal society.[16] More broadly, an emerging debate is taking place in Scotland amongst those with an interest in the world of work and the labour market on the potential for constructive co-operation to address economic and social priorities.

EFFECTIVE VOICE

Why is effective voice at work important?

For individuals, the opportunity to have an effective voice is crucially important. Having a say at work is consistent with the broader suite of rights available to citizens in democratic societies. Voice and dialogue can help to resolve conflict and address unjust, unfair or unequal treatment. It can also identify opportunity and reinforce consensus.

Effective voice can benefit employers as well as workers. Where voice channels exist and voice is welcomed, workers are more likely to engage with their employer and offer insights and ideas that can stimulate change and improvement. Dialogue can improve the quality of available information, information sharing and cross learning which in turn can improve the quality of decision making. Genuine voice mechanisms can deliver wider consensus and commitment to decisions – even from those who disagree – and can contribute to an open and constructive work climate. Jointly agreed decisions are easier to implement and more likely to be adhered to.

Effective worker voice and representation can also support wider social priorities in terms of equality of opportunity, pay equality, learning and skills acquisition and occupational health and safety.

Voice can be exercised through formal channels of representation and also through day-to-day work practices where workers are invited to communicate and make an active contribution to decision making.[17] The UK has long been committed to voluntary voice arrangements rather than legislative requirements on employers to provide voice mechanisms. This differs from many other European countries where social partnership arrangements and collective bargaining have a statutory basis that shapes voice at workplace level (for example, works councils in Germany or co-operation committees in Denmark) and national level (through social partnership arrangements involving government, employers' representative organisations and trade unions or union confederations). Where voice is embedded in social institutions, this can create stable and constructive employment relations while supporting business success. In the absence of such embedded institutions, however, employers and unions can and do create effective voice arrangements at organisation and industry level, such as partnership arrangements in NHS Scotland and in some large private employers.

Evidence on effective voice at work

International research clearly establishes that **workers want some form of 'voice' at work** to help them deal with problems and also to engage co-operatively with management to improve their working lives and firm performance.[18]

Trade unions are the primary channel of collective worker voice in Scotland and the UK, representing more than six million members in Britain and many more workers protected by collective agreements with employers. In Scotland, unions are present in almost half of workplaces and collective agreements cover the terms and conditions of one-third of workers. Where pay is determined by a collective agreement, this applies to all workers (not just union members) thereby spreading the benefits of collective agreements more widely.

Research suggests that workers rate collective voice exercised through a trade union most highly in relation to concerns over pay, discipline and grievance.[19] The trade union wage premium (the percentage difference in average gross hourly earnings of union members compared with non-members) is 21.6% in the public sector and 8.1% in the private sector, although the size of the premium is influenced by other differences in the characteristics of unionised and non-unionised workers.

Beyond pay, strong **trade unions can increase job security and equality[20] and have helped deliver wide ranging individual and collective benefits** including the payment of the Living Wage, working time regulation, pensions' provision, paid holiday leave, enhanced training provision and duration, improved health and safety outcomes and access to flexible working. Many of the rights that workers now enjoy, such as maternity, paternity and wider equality rights, reflect the power of effective voice in the workplace and in the political sphere.

In the absence of unions, **there are few alternative channels of collective representation in UK workplaces**. In 2011, only 7% of workplaces had a stand-alone non-union representative and only 8% of workplaces had a joint consultative committee. More than a third of workplaces and a fifth of all workers have no access at all to collective voice channels at work.[21]

Where non-union collective voice mechanisms exist, there is little evidence that workers have access to equivalent independent expertise and support of the type provided by union officers or well-trained union workplace, health and safety, learning and equality representatives. Moreover, recent UK research highlights workers' concerns over loss of job status, pay reductions, unfair treatment and a loss of say over their jobs, leading to increased job stress and lower levels of job related wellbeing.[22] Without an effective collective voice, workers are unlikely to be able to challenge or influence these developments.

National surveys suggest that **voice at task level, followed by participation in decision making, impact most on job satisfaction and psychological wellbeing**.[23] However, in the UK formal opportunities for workers to participate in organisational decisions have remained static since 2006 and fewer workers report having the opportunity to make a contribution in 2011 than in 2001 (27% compared with 36%).[24]

Effective voice through unions can deliver not just greater equity but also greater efficiency, thus contributing to business success.[25] There is considerable evidence from the UK and elsewhere that more extensive worker voice can reduce absenteeism and turnover and enhance output and organisational commitment.[26] There are also many examples of where unions work closely with employers to deliver business and workplace improvements and address organisational challenges. Constructive relationships between employers, workers and unions can impact positively on company, economic and social outcomes. Poor relationships between employers and unions can contribute to failing companies, under-valued workers and unnecessarily high levels of conflict.[27]

Most managers (80%) report that they wish to hear workers' views.[28] Yet even where voice mechanisms exist, voice may not be influential, and research suggests that management consultation may be becoming shallower in the UK. Fewer managers in 2011 (39%) than in 2004 (45%) report consulting to get feedback on options, while more managers in 2011 (28%) than in 2004 (9%) report consulting only on a preferred management option. Similarly, the number of higher level joint consultative committees (where the most significant decisions are made) are in decline, falling 5% to 20% between 2004 and 2011.[29]

There has been a **significant rise in individual and direct voice practices** in UK workplaces, including written two-way communication (reported in 69% of workplaces); face to face meetings (58%) and meetings between senior managers and workers involving substantial question time (46%). These direct voice practices on their own are present in 48% of workplaces and cover 28% of employment.[30]

Individual voice is not, however, a substitute for collective voice, especially for workers with little labour market power. Research highlights that individual voice alongside well-organised collective voice produces the best outcomes for workers and for firms in terms of employee commitment,[31] yet arrangements for both types of voice exist in only 10% of workplaces and are available to only 30% of workers in the UK.[32]

What people told us

Unions and their members welcomed the Fair Work Agenda in Scotland and believe that unions' experience in voice and in constructive dialogue will help drive fair work in Scotland. Where unions are present, representation at an individual and collective level helps to improve terms and conditions in ways that are consistent with the Fair Work Framework, solve problems, reduce conflict and manage change. Good examples were offered of how partnership working between employers and unions in the NHS has generated significant mutual gains, while a well-run collective bargaining agreement at Lothian Buses has helped to deliver a profitable publicly-run transport service. Serious concerns were raised over the UK Government's Trade Union Bill as an attack on effective voice that would undermine existing constructive relationships and the movement for fair work. Beyond the workplace, unions were seen are an important channel of worker voice through social dialogue that creates stable and constructive industrial relations and supports wider social and civic priorities.

Organisations representing particularly disadvantaged groups argued that workers had little voice within the workplace in non-union workplaces and that this led to poorer and more unfair treatment.

Workers reported that they were only willing to speak out where their workplace culture welcomes, supports and acts on voice. In addition, voice and support for voice was seen as something that can be developed and encouraged through training and development and reinforced as an element of performance for managers and other workers.

How to deliver effective voice at work

- Delivering fair work in changing and challenging circumstances requires effective worker voice. **Adopt behaviours, practices and a culture that supports effective voice and embed these at all levels** – this requires openness, transparency, dialogue and tolerance of different viewpoints. Effective voice at work requires that workers are willing and able – collectively and individually – to articulate their interests, have a place or space in which to do so, that communication is welcomed and listened to – even when this uncovers different opinions and preferences, that it is acted on and is capable of making a difference. This involves not just structures of communication but a supportive climate – underpinned by training and developing managers and worker/union representatives in communication and influencing skills – and by signalling the importance of worker voice through leadership at all levels. Effective voice enables the constructive dialogue that can address all of the dimensions of fair work through arrangements that balance the rights and responsibilities of employers and workers. In driving effective voice, a range of organisations (e.g. ACAS, EHRC, HSE and IIP Scotland) are available to provide information and support.
- **Effective voice requires structures – formal and informal – through which real dialogue – individual and collective – can take place.** Having a place, space and time for employers and workers to engage in real and constructive dialogue is crucial. These can take a variety of forms at different levels of an organisation but should not be confined to information sharing.
- **More extensive union recognition and collective bargaining could address voice deficit** in Scottish workplaces. Trade unions are, on the evidence, the most effective vehicle for worker voice. Best practice in successful unionised organisations can also provide a useful benchmark against which to assess existing worker voice arrangements, including in non-unionised organisations.
- **The ability to exercise voice effectively should be supported as a key competence of managers, workers and union representatives** and feature in training, development and assessment. Exercising voice also requires time and encouragement.
- Effective voice means that workers have the potential to influence change and it is **crucial to demonstrate the effectiveness of voice channels and their influence**, for example through 'you said, we did' reporting. Workers are much more likely to exercise their voice where they can see that it can have an impact.

Effective voice in practice

British Airways Maintenance Glasgow (BAMG) is the home of aircraft maintenance for the British Airways Shorthaul fleet and employs 256 full-time staff, supplemented by contract staff as the workload demands. Recognised unions and management have worked together to ensure BAMG's competitiveness and continued success, including joint initiatives to support expansion into a new facility at Prestwick Airport. Unions have also been involved, along with consultants, in developing a lean and continuous improvement culture at BAMG. Information sharing and joint communication with staff underpin this approach and all sections of staff were involved in the process, using their knowledge and experience to solve problems. Jointly agreed lean practices have lowered aircraft down times by up to 25%, with 3% year on year improvement targets, and through both management and union channels these achievements have been shared across and beyond BAMG to showcase good practice.

The **UNITE Edinburgh Not For Profit branch** illustrates what can be achieved through a collective approach where a trade union organisation can speak for a whole industrial sector. Founded in 1978, the branch has around 880 members working with 70 employers in the not-for-profit sector. It has lobbied the City of Edinburgh Council (and formerly Lothian Regional Council) to deliver local authority terms and conditions, including access to pension schemes and contractual sick pay, to comparable employees in the not-for-profit sector. Partnerships were formed with employers to influence and shape funding arrangements that benefited care organisations, their clients and their employees. In recent years the union branch has worked with employers (alongside user and carer organisations) in opposition to competitive tendering, to change the mode of commissioning and to extend the Living Wage to social care. The branch has achieved the important goal of being recognised by the council as a spokesperson for almost 20,000 employees in the local not-for-profit sector.

OPPORTUNITY

Why is opportunity at work important?

It is a reasonable aspiration to want work that is fair – and for fair work to be available to everyone. Fair opportunity allows people to access work and employment and is a crucial dimension of fair work. Fair opportunity is much more than meeting legal obligations. It is also much more than the chance to access work – what happens once in the workplace is also crucially important. Fair opportunity means not just getting a job, but also being able to progress in that job on terms that are fair.[33]

For individuals, opportunity that provides fair and equal access to work and to career progression improves their life chances and creates opportunities for social mobility. Irrelevant barriers to access and participation are removed so that employers and workers can focus on merit, performance and contribution.

For employers, fair opportunity leads to diverse organisations where all talents from all sections of society are valued, developed and utilised. Organisations can benefit from the richness of talent and diversity of ideas that this creates. Organisations may also benefit from improved recruitment, retention and reputation. Providing fair opportunity requires attention to recruitment and selection procedures, internship arrangements, training and development approaches and promotion and progression procedures and practices.

For society, fair opportunity breaks down labour market and related inequality, reduces the costs of inefficient resource allocation and helps creates a more equitable, inclusive and cohesive society.

Evidence on opportunity at work

Scotland has a relatively high employment rate (73.1% in the year to September 2015),[34] on a par with the rest of the UK[35] and above the European average.[36] Despite the strong employment rate, the chances of being in paid employment vary significantly depending on where you live and who you are. **There are significant geographic variations in employment[37] and employment rates also vary by age, gender, ethnicity and disability status.**

Young people aged 16 to 24 have a low employment rate compared to workers over the age of 25 (55.4% in the year to September 2015),[38] ahead of the UK youth employment rate of 52.9% and ahead of the EU average (32.4%; figure for 2014).[39] Low levels of youth employment predate the 2008 recession. Despite the recent year-on-year growth in youth employment in Scotland, and in the UK as a whole, the pre-recession rate of 62.7% for Scotland has not yet been achieved.[40] Lower employment opportunities for young people can have long-lasting and significant effects on their future employment and future earnings.[41]

Access to employment varies significantly by gender. For women in Scotland, the employment rate in 2015 was 69.9%,[42] compared with 76.4%[43] for men, and this is also subject to regional variation.[44] Women are roughly four times more likely to be in part-time work than men – 38.8% of women compared to 9.9% of men,[45] corresponding roughly with the EU average for both.[46] While working part-time may be a positive choice for some women, it can have significant disadvantages in terms of access to training and career development opportunities. Women are less likely to be in self-employment than men, and where they are, they are also almost twice as likely as men to be working part-time.[47]

Having children affects the likelihood of women being in employment. While for men, having children increases that likelihood of being in work compared to men without children, the opposite picture is the case for women and this is particularly pronounced for lone mothers and for mothers of young children.[48]

The employment rate of BME workers is 13 percentage points lower than for their white counterparts in Scotland in 2014. The gap is higher (around 20%) for BME women than men (around 8%).[49] BME unemployment rates are also higher – 13.2% compared to 6.9% for other workers.[50] There are variations within ethnic minority groups. From the 2011 census data, those identifying as African were most likely to be unemployed, followed by Caribbean or Black people and Gypsy/Travellers (15%, 11% and 9% respectively). Gypsy/Travellers were twice as likely to be self-employed compared to the general population of Scotland, 24% compared with 12%.[51]

Disabled people are much less likely than non-disabled people to be in work. In 2014 only 41.6% of disabled people in Scotland were in employment.[52] The unemployment rate for disabled people increased more than for non-disabled people after 2008 and by 2013 disabled people were nearly twice as likely as non-disabled people to be unemployed.[53]

Access to training that leads to employment is not equally accessible to all: for example, women make up only 20% of manufacturing Modern Apprenticeships in Scotland and women are more likely to undertake lower level Modern Apprenticeships that have poorer labour market outcomes and lower pay.[54] Women are concentrated in specific sectors, including early years care, education, social care and hairdressing, compared to men who are clustered into engineering, construction and plumbing.[55] BME and disabled workers also appear to have low levels of access to Modern Apprenticeships.[56]

Social class remains an important influence on access to work and attainment in work in Scotland, yet because socio-economic status is not a protected characteristic in equalities legislation, this issue is less commonly a priority issue for by employers, although there are some notable exceptions.[57]

Access to employment opportunities and the likelihood of being in work varies by age, race and ethnicity, ability, location and gender – and the combination of these. Individuals may have multiple disadvantages in their access to opportunities for work – and in the quality of those opportunities.

There is evidence to suggest that union equality and learning representatives are in a unique position to access and support disadvantaged workers. Equality representatives have a positive impact on employer equality practice and could do more with statutory rights to time off to undertake their duties.[58] Union learning representatives are well recognised for accessing, engaging and supporting opportunity for non-traditional learners.[59]

What people told us

The people and organisations who communicated with the Convention identified barriers faced by individuals in accessing work, progressing in work and staying in work over their life course. Pre-recruitment barriers included:

- **How employment opportunities (often insecure) interacted with the benefits system and benefits entitlements – and how benefits conditionality and the sanction process restricts the ability of individuals to look for fair work over any job.**
- **Lower incentives for employers to offer fair employment in the context of benefits sanctions that compel people to take any job.**
- **More limited job quantity and poorer job quality in areas of high unemployment and deprivation.**
- **The cost and the accessibility of childcare, particularly for those working non-standard hours or on contracts where working opportunities are arranged at short notice.**
- **Limited availability of medium and long-term support for individuals with multiple disadvantages and who are far from the labour market.**
- **A lack of availability of local placements for Modern Apprentices in remote and rural parts of the country.**

Barriers during the recruitment process included:

- **The use of informal methods of selection and recruitment that lack transparency and disadvantage certain groups in accessing employment opportunities.**
- **Equality of process does not always lead to equality of outcome for people who require additional support even to get close to the labour market and to jobs.**

Once in work, individuals and organisations identified key challenges in relation to work and progression in work that limited fair opportunity, including:

- **Flouting legal protections for pregnant women and women on maternity leave and a lack of sympathetic treatment of women who have miscarried.**
- **Pay inequality for women, BME and disabled workers. ACAS reported that equal pay generates a significant number of the queries. Adoption of the Living Wage was seen by third sector organisations and some employers as a policy that helped reduce gaps between different demographic groups and support pay equity. Salary transparency was also seen as a means of supporting pay equity.**

- Concern was also raised by business organisations about the numbers of women in senior positions and the low numbers of women on Boards of Directors.
- For individuals with disrupted lives, such as those who are homeless or fleeing an abusive relationship, it was particularly challenging for them to maintain their jobs, particularly where the work itself was unpredictable such as under zero-hour contract arrangements. There was concern that for individuals in need of emergency support services, these had to be accessed once their situation had already deteriorated and affected their housing and employment circumstances.
- There was recognition of the limited access to training and development opportunities for part-time and fixed term contract workers. This was particularly problematic where training was linked to progression in the organisation. These inequities disproportionately affected women and young people who are more likely to be in part-time work or on fixed term contracts.
- Individuals and organisations reported concerns over the lack of understanding and flexibility by employers in accommodating disabled workers and those with health problems. Furthermore, the drive to have multi-skilled workers in some sectors was discussed as a barrier to supporting those with disabilities.
- Concern was raised about the support from employers and support for employers in accommodating their aging workforces and workers with ill-health, which can lead to older workers feeling pressured to exit employment earlier than they want to. Greater adaptability of work tasks and roles to support older workers to remain in employment were advocated, as was more innovative thinking about how to deal with emerging issues around an aging workforce.
- Difficulties were reported in providing and accessing training and development opportunities in ways that are geographically accessible.

How to deliver opportunity at work

- Investigate and interrogate the workforce profile in your organisation and sector, identify where any barriers to opportunity arise and address these creatively. Use staff data to identify whether there are systematic gaps or under-representation of particular demographic groups that can't be explained in a non-discriminatory way. Focus specifically on any barriers to opportunity that arise at different stages of the recruitment and selection process. Involve all workers in driving fair opportunity, drawing on the capacity and capability of union equality representatives where these exist, to drive fair opportunity at workplace level, for example through flexibility and adjustment in recruitment and selection in response to those with distinctive needs. Show evidence of a genuine value being placed on equality of opportunity and diversity.
- Adopt a life stage approach that helps workers at all ages maximise their contribution. Employers should acknowledge and be responsive to the changes people experience during their life. For example, worker capacities vary over the life course and parenthood and other caring responsibilities will also impact on workers at different points in their career. The design of employment, organisational and work policies that respond flexibly to such variations in capacity and circumstance is crucial to ensuring fair opportunity. This may include retraining, redeployment and the provision of specialist health and wellbeing policies.
- Engage with diverse and local communities. No organisation or company exists in a vacuum; they are part of and draw from wider communities. Engaging with diverse and local communities can improve the quality of information available to employers, help foster mutual understanding and support fair opportunity. Positive and inclusive community engagement can tap into new sources of diversity and can also help to motivate and engage existing workers.
- Use buddying and mentoring to support new workers and workers with distinctive needs. Acknowledge the diverse needs of your existing and future workers. Not all workers start from the same place and some will need more encouragement and support than others, particularly in the period following entry to employment. Buddying and mentoring support programmes and systems should be the norm for new workers and for others who require additional support.

- **Undertake equalities profiling in the provision of training and development activities and in career progression procedures and outcomes.** Ask existing workers about whether there are equalities issues in progression and specifically identify the experience of workers in groups under-represented in the workforce. Use equalities profiles to prioritise investment in internal progression opportunities and worker development that can drive outcomes consistent with fair opportunity. Where relevant, work jointly with union learning representatives to ensure equal access to training, development and career progression.
- **Invest in and utilise the skills and knowledge of union equality, learning and other workplace representatives.** These specialist workplace reps have unique access to workers, can establish supportive and non-threatening relationships and can work with management to identify barriers to opportunity.

Opportunity in practice

JMJ is a family-owned and run business, established in 1989, located in the Borders. Following an unsuccessful application from the Employability & Skills Service (ESS) for employment for a young person, the company offered a short-term work placement to provide work experience but with no guarantee of a job, while ESS provided support with work clothing and tools. The work placement offered practical experience and insight as well as support in acquiring soft skills. After two weeks on a work trial, this young person was offered and accepted their first job with continued support being provided by the company.

As the business owner, noted: "The important factor for success in working with young people from difficult backgrounds is the ability to communicate well with them. As a small business the personal approach works, taking an interest in them, respecting them and showing faith in them. Small things like sitting with them at lunch time and including them in any wider social activities. Being aware of their background and the issues they may have outwith the workplace and being willing to not give up on them at the first hurdle. From an employers' perspective it is important to have the opportunity to be able to access funding in order to recruit some of the most difficult and vulnerable young people, as this allows you to build up their skills and knowledge over the period. When I was approached to consider a work trial for this young person before committing to employing, I thought if don't give them a chance who will?"

SECURITY

Why is security at work important?

Security and stability of employment allows individuals to better plan their day-to-day lives and their future. Security of income can contribute to greater individual and family stability and promote more effective financial planning, including investment in pensions. When people have a stable and sufficient income they rely less on the welfare system while in work and in retirement. Predictability of work commitments, especially working hours, are also important elements of fair work.[60]

Security plays an important role in behaviours and attitudes within workplaces and therefore can generate important benefits for employers. Where people feel secure, this can increase their willingness to adapt and change, their commitment, the chances of them 'going the extra mile' and can also increase employer-worker trust. Stability of work can support more workplace learning, better skills development and fulfilment in work. Security and stability in work can also reduce worker turnover and minimise recruitment, selection costs and lost training costs.

Security at work can generate clear benefits for society. Where people have stable employment and sufficient income, public spending on the welfare system can be lower and more public revenues can be generated through taxation. Conversely, low pay and employment insecurity lead to in-work poverty, child poverty and poverty beyond working life, all of which diminish individuals and society. Insecure employment is associated with poorer health outcomes with implications for demands on health services.

Evidence on security at work

Looking at **pay levels**, gross median annual full-time pay in Scotland was £27,710 in 2015, with part time workers' gross median pay at £9,837. Gross median weekly pay was £527 (full-time) and £175 (part time).[61] Median pay varies considerably across Scotland's regions.

Turning to **low pay**, in 2014 around 3% of people in Scotland earned the minimum wage or less, and just over 19% of the workforce (around 427,000 people) earned less than the Living Wage, more commonly in the private sector (for 27% of workers) than the public sector (for 3% of workers).[62]

Some groups are over-represented in low paid work: women, disabled workers and BME workers. To illustrate, 22.4% of women earn less than the Living Wage compared with 13.9% of men.[63]

Of the respondents who reported to the Scottish Parliament's Economy, Energy and Tourism Committee Inquiry into Work, Wages and Wellbeing,[64] 26% identified their job as a bad job and 39% of these cited low pay as the reason why their job was bad.

In the UK, earning less than the Living Wage is a particular problem for bar staff, waiters and waitresses, kitchen and catering assistants and sales and retail assistants.[65] Many self-employed workers suffer low pay, with average gross median income of £207 per week in 2012/13. Low pay links to poverty. In Scotland, 52% of adults living in poverty (250,000 people) were in working poverty in 2012/13.[66] The UK ranks 16th in the EU-27 countries for the proportion of people facing in-work poverty; 8% compared with the EU-27 average of 9%.[67]

Turning from pay levels to **pay disparities**, there are known, observable pay differences between different groups of people in Scotland – between men and women, white and BME workers and disabled and other workers. In 2014, gross median full-time hourly earnings for men and women were £13.61 and £12.39 respectively, with gross median part-time hourly earnings of £8.31 for men and £8.91 for women.[68] In Scotland, the gender pay gap is higher (17.5%) in the private than in the public sector (11%).

Pay disparities also vary by industry: the finance/insurance sector has high earnings and widely unequal hourly earnings. Pay in the manufacturing sector is concentrated in the mid-range of earnings. The service sector has lower median wages and more concentrated pay ranges.[69]

Britain has the highest pay inequality in Europe[70] and pay inequality has been rising for more than three decades.[71] In Scotland, the bottom 40% of earners earn 22% of total income while the top 10% get 24% of total income. Reliable data on pay ratios is not widely available for Scotland, but in 2013, FTSE 100 CEOs were paid on average 130 times more than their average employee.[72] Non-pay benefits or benefits in kind exacerbate income disparities as these also rise with income.

Employment insecurity and precariousness can arise from fears of job loss and are often linked to types of contractual arrangements. Around 16% of UK employees perceive that they are likely or very likely to lose their job.[73] In 2015, temporary workers made up 6.4% of the total UK workforce. One-third of these workers are in temporary work because they cannot find permanent employment.[74] The impact of employment insecurity goes beyond its impact on income, impacting negatively on wellbeing.

Around 2.3% of people in employment in the UK and in Scotland are on zero-hours contracts (ZHCs);[75] 65% of these work part-time. Young people and women are more likely than others to be on ZHCs.[76] Around 11% of businesses make some use of ZHCs, most commonly in larger than smaller businesses, in accommodation and food services and education, and for people in elementary occupations and caring and other service occupations.[77]

Around 8.6% of workers in Scotland report that they are underemployed (that is, they do not have enough hours of employment).[78] In the UK, 22.1% of part-time workers and 19.6% of young workers report underemployment.[79] In Scotland, 16 to 24 year olds were the only age group to see an increase in underemployment in 2015.[80] Underemployment is most heavily concentrated in elementary occupations and in sales and customer services occupations.[81]

What people told us

A range of security related concerns were raised by individuals and organisations who spoke or wrote to the Convention.

- **Analysis of employment advice provided by Citizens Advice Scotland from 2014-15 as part of the Oxfam Decent Work project identified 50,625 new employment advice inquiries with 13,081 of these relating to pay and entitlements (up 19% on the preceding year); 514 relating to the National Minimum Wage; 1,636 relating to illegal pay deductions (up 25.6%); 3,471 relating to holidays and holiday pay (up 21%); 3,555 related to sick pay (up 26%); 94 related to sick leave (up 24%); 7,610 relating to dismissal (up 8.4%) and 3,078 relating to redundancy (down 9%).**
- **Oxfam's Decent Work research suggests that at the lower end of the labour market, a decent hourly rate and job security were ranked as the most important components of decent work, illustrating that the material basis of employment – what people earn and how secure their income is – is crucially important.**
- **Concerns were raised over what was considered an inappropriate application of the lower rates of National Minimum Wage pay rates for young people and apprentices.**
- **High salary disparities within organisations and across organisations in the same sector were viewed as unfair.**
- **Many workers reported a lack of transparency in pay policies.**

Employment and income instability was widely viewed as inconsistent with fairness, not just by workers but by many employers who engaged with the Convention:

- **The overwhelming view of zero hours contracts was that they were unfair.**
- **Forms of flexibility that led to insufficient hours of work and unpredictable income were widely considered to be unfair and burdensome to individuals.**
- **Many workers reported that work insecurity led to personal and life insecurity and made it more difficult to take longer term decisions such as taking out a mortgage.**
- **There was widespread condemnation of situations where people could be in work but still in poverty.**
- **Older women reported that insecure and low paid work had significant negative consequences on their incomes and wellbeing.**

- Interactions between the welfare benefits system and insecure contracts were often seen to leave people doubly disadvantaged: insecure work was not a stable escape from unemployment, but taking up flexible or insecure work disrupted benefits entitlements and was extremely challenging for those without a financial safety net to rely on.
- Workers and many employers supported the Scottish Government's commitment to increase the uptake of the Living Wage in Scotland.
- Importantly, some stakeholders urged the Convention to focus not just on the Living Wage, but on fair wages and pay ratios.

A number of employers and employers' organisations highlighted the challenges to improving security including:

- Some firms and sectors who foresee challenges in adopting either the new National Living Wage or the Living Wage Foundation specified Living Wage because of its cost implications for the business and/or because those who commissioned their services would not cover its cost.
- The impact of adopting the Living Wage on established pay structures/relativities.
- Good examples were offered by small and large employers of how to achieve operational flexibility without resorting to zero hours contracts. These included flexible guaranteed hours contracts which met the needs of the employer for flexibility without burdening workers with uncertainty of income.
- Some businesses stressed the importance of a level playing field and that opting to pay the Living Wage might disadvantage them competitively in a way that a higher National Minimum Wage would not.
- The New Policy Institute reported to us their research with some accredited Living Wage employers in Scotland.[82] For many, the rationale for the Living Wage was 'enlightened self-interest' – the positive impact on workers and the benefits to the business of being distinctive in the eyes of potential recruits, customers and other businesses. Many expected that paying the Living Wage would lead to greater loyalty and commitment from staff. For small firms, the Living Wage was a useful signpost of what is fair. For large employers, the key challenge of Living Wage accreditation was how to manage this in their supply chain.
- Employers with low levels of control over their revenues, particularly those emanating from public sector funding, argued that they had little scope to enhance the pay and security component of fair work.
- In the third sector, employers noted the need to be more innovative in making fair work happen, notwithstanding budget constraints.
- For larger employers, influence over their supply chain was seen as a lever to improve fair work in their smaller suppliers.

How to deliver security at work

- Everyone involved in work has a responsibility to ensure and support widespread awareness and understanding of employment rights. Employers should give clear information on pay and contractual matters and signpost workers to advice and support, for example through trade unions, ACAS or other relevant organisations.
- Contractual stability should be a core employer objective. Forms of flexible working where the burden of risk falls disproportionately on workers (including most zero hours contracts) are not fair work. Contracts that allow employers flexibility can be designed where worker rights are also protected, which offer sufficient security and that do not undermine worker development and future progression.
- All workers should be paid at least the Living Wage as calculated by the Living Wage Foundation, and other stakeholders – government, public agencies, unions and consumers – should support them to do so.
- Agreement making between employers and workers (collective bargaining in unionised establishments) promotes stability and perceptions of security and should be supported. Agreements at sectoral level can ensure greater consistency in security and reward for workers across the sector can set a level playing field for employers who provide security at work. There are examples of functioning sectoral bargaining models in Scotland in local government, construction, the NHS and in the agricultural industry.
- Pay transparency and defensibility should be a core organisational objective. This should incorporate pay levels, benefits provision and pay structures that are openly shared with workers and can provide the basis for more equal pay and more defensible pay dispersion.

Security in practice

W Munro (Rehab) Ltd. is a successful Clydebank-based family business employing 35 people. The company supplies, demonstrates and maintains specialist patient moving and handling and rehabilitative equipment. The success of this specialist business relies heavily on the skills and knowledge of its employees to deliver a good service and to support their customers and patients with the technical information relevant to assistive technologies.

Job security is central to achieving this goal. Ken Munro, Managing Director, explained, "We wouldn't have someone just on zero-hours – absolutely not! If someone is coming on the phone with a medical condition, they want the person taking the call to know something about their situation or be in a position to pass the person to an experienced and trained colleague who can deal with their enquiry knowledgeably and with empathy. That knowledge takes investment in training and development. It is not gained just dipping in and out of employment. Employees on temporary or on-call arrangement cannot get the necessary level of knowledge and on-the-job experience if the employer is phoning someone up on the day and saying 'can you come in and do a couple of hours?' Providing security for employees goes hand-in-hand with providing a quality service for their customers."

The company also offer employees flexible working time that aligns to their circumstances. Many of the office staff are part-time to suit their needs as well as the needs of the business. There are employees who "work from ten until two because they've got child care situations or they're looking after other relatives – we'd always be flexible. There are also some people that have been part-time that have gone to full-time as their families have grown up".

To enshrine their commitment to fair work, the company recently became Living Wage Accredited and have signed the Scottish Government's Business Pledge.[83]

Security in practice

Like many other educational institutions, the **University of Strathclyde** in Glasgow has used zero hours contracts (ZHCs) to cover a range of functions. In 2015, aligned with the University's 'People Oriented' value and its stated aim to be a socially progressive employer, it was decided that no further ZHCs would be issued. From January 2016, remaining zero hours contract staff were transferred onto new arrangements. With recognised trade unions, ZHCs have been mapped onto a range of different arrangements depending on individual circumstances, including part-time contracts and guaranteed minimum hours contracts with no detriment where an employee does not wish to take up an offer of hours of work. This allows staff to know, in advance, the minimum amount of work that they are guaranteed. Offering greater security of work is a fairer way of working that can benefit staff and the university. Avoiding ZHCs is consistent with the University of Strathclyde's status as a Living Wage Accredited Employer and holder of a Healthy Working Lives Gold award.[84]

Since 1999, partnership working in **NHSScotland** has been enshrined in the Staff Governance Standard, on an equal footing with Financial and Clinical Governance. Partnership working recognizes the fundamental importance of worker participation, consultation and job security for all Health Boards. The partnership approach and the employment relations framework offer the opportunity for staff and their trade unions to be fully involved in the formulation and implementation of change.

Given statutory backing in 2004, the Staff Governance standard supports an informed and participative workforce working collaboratively with employers to improve service delivery in what has been described as "arguably, one of the best examples of effective industrial democracy in the world".[85] Partnership has delivered important security benefits to NHSScotland employees, notably a commitment since 1999 to no compulsory redundancies restated each year by Scottish Minister which offers security of employment for staff which facilitates service reshaping and modernisation to meet the demands placed upon health care services.

In 2011 the Scottish Partnership Forum decided that NHSScotland would become a Living Wage employer. This not only helps workers but helps to address issues of poverty, deprivation and health inequalities. The Living Wage is good for workers as they benefit from higher pay, improved health and motivation. It is also good for employers as it reduces turnover, improves productivity and attracts better staff. And, good for society supporting the local economy and ultimately less stress on NHS services.

FULFILMENT

Why is fulfilment at work important?

The term *fulfilment* is associated with meeting a need or aspiration and with getting meaning from an activity. People have a wide variety of needs and aspirations at work and derive meaning from different things. Part of the challenge of management is to make sure that employment and work taps into this variety of needs and aspirations. But there are important common themes in discussions of fulfilment at work: the ability to identify the job or the organisation as serving a valuable purpose; the opportunity to use existing skills; the chance to exercise some control and to make a difference; the scope to be appropriately challenged; the chance to access training to maintain skills and learn new things; and opportunities for personal growth and for career development. Fulfilment can also arise from positive and supportive workplace relationships that promote a sense of belonging and this overlaps strongly with respect as a dimension of fair work.[86]

Fulfilling work in a supportive context can create a more rewarding work experience for workers. It also contributes to a sense of purpose and self-worth and can support confidence and self-belief. Where a sense of purpose is aligned (or compatible) with organisational purpose it can create and promote a sense of belonging and shared goals that support individual and organisational performance. Fulfilling work also supports greater engagement and commitment and helps unleash creativity and innovation, all of which drive a more productive contribution and more effective workplaces.

The impact of individual fulfilment goes beyond the workplace by benefiting the economy and society as a whole. The return on public investment in education at all levels is enhanced where workers have opportunities to use their knowledge and expertise effectively in the workplace.

Evidence on fulfilment at work

Meaning and fulfilment in work can relate to the nature of work and/or to the goals and objectives of the employing organisation. Higher levels of worker commitment are found in work that is fulfilling in itself (for example in caring for others) and in organisations where there is a clear sense of purpose with which workers align.

Work provides workers with an **opportunity to use their skills**. However, workers' existing skills are not always fully utilised at work: in the UK, 51% of establishments report the under-use of skills, with 17% (down from 57% in 2011) of staff reported as over-qualified and over-skilled for their current role.[87] At UK level, in 48% of workplaces, employers reported having some workers with both qualifications and skills that are more advanced than required for their current job role. Workers themselves, some 4.3 million in the UK – representing 16% of the total UK workforce – reported being over-skilled and over-qualified for the jobs they are currently do.[88]

Having some control over one's work activities generates greater fulfilment and supports discretionary effort (going the extra mile). An *authorising culture* allows workers greater control, problem solving and decision taking responsibilities. In relation to the level of worker autonomy over task order, work methods and the pace of work, the UK ranks only just above the EU-27 average, with women slightly more likely than men to exercise control over their immediate tasks.[89] From 2004-2011 the use of problem solving groups in UK workplaces fell from 17% to 14%; fewer than half of workers reported that management responded to worker suggestions and only 34% of workers reported being allowed to influence decisions.[90] Yet the UK Health and Safety Executive management standards[91] make it clear that a lack of control can be associated with poorer health and wellbeing. Enriched job design that offers greater opportunity for workers to make a distinctive contribution impacts positively on labour productivity, financial competitiveness, performance and quality.[92]

Job demands are also associated with whether or not work is fulfilling. **Work that is sufficiently but not excessively challenging** can be stimulating and interesting.

Job demands that are excessive, or job demands without sufficient support, do not produce fulfilling work. In the UK, higher strain jobs have grown in number over the last 20 years, comprising 35% of jobs in 2012.[93] UK workers work some of the longest hours in Europe, with full-time workers putting in an average of 42.9 hours per week.[94] Stress is now the top cause of absenteeism in the UK,[95] and 38% of UK workers report experiencing excessive pressure every day or once/twice a week.[96]

Unreasonable or unachievable targets exacerbate workplace stress, reduce fulfilment and detract from worker wellbeing. Performance management systems that incorporate such practices and that are punitive in orientation[97] are unlikely to deliver fulfilment and wellbeing, and may not be effectively incentivising performance either – with recent research suggesting that in Britain just 22% of workers feel that their organisation's performance processes are effective or very effective in incentivising their performance[98] and only 44% of workers reporting that they are set clear objectives following appraisal.[99] There are increasing concerns that performance management in some firms and sectors is associated with work intensification which is linked to sickness-absence, high turnover and low productivity.

Access to training and learning that can support existing skills and the development of new skills contributes to fulfilling work. Since 2011, more employers are providing off-the-job training (49% compared to 47% in 2011 of those who had provided training) and training was more widely offered across the workforce (rising to 62% of staff compared to 55% in 2011).[100] Despite the rise, each person trained received fewer days of training in 2013 (an average of 6.7 days compared with 7.8 days in 2011). Employers in Scotland were the most likely to have funded or arranged any training in the previous 12 months (70%) and those in Wales were the least likely (62%). Employers in Scotland also trained a greater proportion of their workforce (65%) than employers elsewhere in the UK (this was also the case in 2011).[101]

During the period 2001-2013, union members in England and Wales were a third more likely to have received training than non-unionised workers and collaboration between employers and unions on training was associated with a positive impact on overall organisational performance.[102] There is consistent evidence that trade union learning representatives can also contribute significantly to fulfilment through union learning funded activities, notably by supporting skills acquisition and better skills utilisation.[103]

Opportunities for **personal growth, and/or career advancement** are key to fulfilment at work, yet CIPD research reports that 28% of UK workers are dissatisfied or very dissatisfied with the level of training and career development they are offered.[104]

Overall, there is now considerable evidence that an individual's experience of their day-to-day work directly affects their engagement levels and also their personal effectiveness,[105] and that poor intrinsic job quality is related to physical and psychological illness.[106] Workers in poor quality jobs have, on average, the lowest levels of health and wellbeing, showing more health problems, lower subjective wellbeing, and finding less meaning in their work.[107]

What people told us

Evidence presented to the Fair Work Convention, together with reports by the Scottish Parliament,[108] and the Independent Advisor on Poverty and Inequality,[109] identified issues consistent with broader research evidence, namely that fulfilment is a key factor for individual and organisational experience and performance.

- It was widely accepted that everyone should have the opportunity to find fulfilment in their job whatever that job is.
- Personal development is an important aspect of the value which people derive from employment, as it enables personal growth and the possibility of progression.
- People related their wellbeing to having the opportunity to influence their work and being valued for their contribution.
- Workload and pace of change can be detrimental to a fulfilling employment experience and this can be a particular and varying challenge for workers at different life stages.
- An authorising culture enables people to exercise control, use their skills and contribute effectively to meeting their organisation's objectives.
- Creating a supportive environment and work experience can be more challenging in the context of changing work patterns and where workers do not have a physical workplace. Technology can also affect the experience of work in ways that impact on fulfilment.
- Commitment to an organisation and its people is a key element of value which supports a sense of belonging.
- Lack of employer investment in workforce and organisational development can be a barrier to worker engagement. Investment in skills is necessary to achieve economic growth.
- A restrictive or punitive performance regime can impact on individual fulfilment and stifle innovation. We heard examples in some sectors of where performance management was being used as a tool to force exit, to punish and not as a tool to improve performance and contribution.
- Currently jobs are not designed for career lengths and some older workers may experience disadvantage in adapting to new ways of working and to the increasing pace of change at work.
- The nature and type of employment is changing. The challenge of designing sustainable jobs could be advanced through a stronger relationship between education and business. This would help to prepare young people for work and workers to respond to the needs of the labour market.
- Where there had been a move from a 'silo culture' to one of teams this had led to more innovation and fulfilment.

How to deliver fulfilment at work

- Build fulfilment at work explicitly into job design. Careful job design and attention to job enrichment can simultaneously support worker fulfilment and job performance. Seek broader rather than narrower job roles where possible which allow for greater task variety. Encourage co-operation and collaboration across jobs and tasks that allow workers to communicate more and make better connections, all of which are important for problem solving activity.
- Create an authorising culture where workers can make appropriate decisions and make a difference. In an authorising culture, people have sufficient autonomy, the opportunity to influence the direction of their work, recognition for their achievements and a clear sense of making a difference through their work activities. The opportunity to be creative at work can unleash talent and capabilities that support good performance, creativity and innovation as well as to make work and the workplace a more fulfilling experience for workers. This has clear implications for ways of managing and leading – specifically, how managers might move from a 'command and control' approach – and also how managers and leaders at all levels are supported and developed.
- Invest in training, learning and skills development for current and future jobs. The relationship between fulfilling work, committed workers and organisational productivity has strong supporting evidence and from an organisational perspective offering fulfilling work provides the basis for people to go beyond what is required of them. Hand in hand with an increase in productivity and/or profitability is a focus on helping people to reach their full potential in their working lives. Employers should ensure that learning, skills development and opportunities for career advancement are core organisational objectives.
- Investing in training, learning and skills development should also include investing in the capabilities and capacities of union learning representatives where these exist and supporting them in building co-operative relationships with employers to jointly advance fulfilment at work.

- **Expectations of performance must be realistic and achievable without negative impact on wellbeing.** Mutually agreed performance expectations, reviewed over time as circumstances change, are more likely to be achievable and achieved.
- **Clear and transparent criteria and opportunities for career progression, as well as opportunities for personal development, should be a feature of all work.** Internal career ladders help identify career progression opportunities which can be an important element of fulfilling work. Similarly, opportunities for personal development, which may not be career related, can enhance fulfilment.

Fulfilling work in practice

Swedish Digital Production Company 'AB' started trialling a standard six-hour working day to boost happiness and company performance. Staff are asked to stay away from social media in the office and leave any personal calls or emails to the end of the day. In return, they can clock off early and concentrate on their personal lives. The result has been described as "absolutely fantastic" by workers, and commended by David Spencer, Professor of Economics and Political Economy at Leeds University, as a means of offering a different way of working which impacts positively on individuals and the organisation. [110]

In 2014 the **Janitorial Facilities Management Team at Perth and Kinross Council** took action to address the financial challenges facing their service. This group of staff used their autonomy, initiative, skills and commitment to create added value for their schools. Working within an authorising culture, the team were able to exercise choice and shape the direction of their work to use their collective knowledge and expertise for the greater benefit of their schools, their colleagues and pupils.

They were amongst the first (nationally) to receive the SVQ Level 2 in Facilities Management, and by undertaking ROSPA Play Area Inspection certification, they eliminated a new budget pressure for schools. Embracing an opportunity to use skills from previous employment, the team drew on their own individual trade expertise, and, working alongside their Property Service colleagues, extended the first line maintenance role to something which goes far beyond minor repairs. The team now provide a range of in-house solutions which contribute to the school buildings maintenance programme, carrying out work such as portable appliance testing, paintwork and redecoration, installation of fitted furniture and other small joinery/plumbing works."We start work as the schools are finishing so it benefits them (teachers and pupils) and it benefits us too. We don't just put out bins and lock doors – there's more to us than that" (D. Moran, 2014).

This approach has reduced disruption within schools as work is conducted outwith teaching time. In addition, significant savings have been achieved – £32,000 in the first year alone. The team achieved a gold award at the council's in-house Securing the Future Awards ceremony in 2014, and reached the final of the COSLA Excellence awards in 2015.

RESPECT

Why is respect at work important?

Respect at work enhances individual health, safety and wellbeing. Dignified treatment can protect workers from workplace related illness and injury and create an environment free from bullying and harassment. Workplaces that recognise individuals as individuals with their own interests significantly impact self-esteem while giving value to the contribution that individuals make. Respect at work is a two-way process between employers and workers and is valued for recognising the reciprocity of the employment relationship.[111]

From the organisational perspective, respect not only avoids the negative impacts (and potential liabilities) arising from some forms of disrespectful behaviour, more constructively, it can improve standards of communication and social exchange. Where workers believe that their contribution is recognised and valued, trust relationships are developed and the potential for worker involvement is enhanced.

Work is an important part of social life and the relations learned and reinforced in the workplace can spill over into other social spheres, creating more respectful and cohesive societies. More practically, fewer work-related illnesses and injuries impose fewer demands on the NHS and the welfare system. Respectful workplace relations can also improve conflict resolution, thus reducing the cost of public intervention to resolve and remedy disputes between employers and workers.

Evidence on respect at work

Respect at work comprises respect for the person, in terms of health, safety and wellbeing; respectful treatment in interpersonal relations; respect for family life, in terms of work-life balance; an appreciation of rights in relation to conflict resolution and due process; and respect for a person's value and contribution.

Focusing on **health, safety and wellbeing**, levels of self-reported workplace injury and sickness absence have been in decline over the last two decades (the latter falling from 39.5 million working days lost in 2000-2002 to 37.3 million in 2014-15).[112] Levels of stress-related illness caused or made worse by work, however, have increased from 13.3 million in 2011 to 15 million in 2014. Stress-related illness is the most common self-reported illness of those currently in work. The incidence of stress-related absence is rising for particular occupational groups.[113] In recent years, Labour Force Survey data has consistently shown that stress-related absence is higher among women (590 cases for men and 920 cases for women per 100,000 people employed in 2011-2015).[114]

Stress-related absence is more prevalent in public sector occupations in health and social care, education and public administration. Some data suggests that the public sector presents the highest level of psychosocial risk of dealing with difficult customers.[115] Other data explains high levels of stress in the public sector in terms of workload pressures, interpersonal relationships, changes including a reduction in resource and a lack of managerial support. Over 35% of new cases of work-related stress relate to 'factors intrinsic to the job' with just over 25% related to 'interpersonal relationships' and 10% to 'changes at work'.[116]

Looking more closely at **interpersonal relations**, UK data from 2010 suggests that 30.8% of workers reported some form of adverse social behaviour (verbal abuse, threats or humiliating behaviour, physical violence, bullying or harassment) at work in the previous 12 months).[117] There has been more than a doubling of concerns around bullying at work from 20% in 2008 to 46% in 2014.[118] Over a longer period (2000-2012), workers' fear of unfair treatment at work have risen strikingly, linked potentially with the intensification of work effort.[119]

Research suggests that 80% of UK managers report at least knowing of bullying occurring in their workplace,[120] and line managers and peer colleagues are most likely to be accused of bullying behaviour.[121] Public sector workers are frequently cited as the most vulnerable to bullying in the workplace.[122]

Bullying and harassment in the workplace damages employers as well as workers. CIPD estimate its cost to UK employers as upward of £2 billion per year through 'sickness absence, staff turnover, reduced productivity for the victims and their colleagues as well as the cost of potential litigation'.[123] For the individual, the cost typically includes absence from work but may also include poorer mental health, particularly for workers who feel unable to defend themselves from the bullying behaviour.[124]

Trust is considered an important determinant of positive worker behaviours with 'trust in each other' covering a multiplicity of relationships.[125] While more workers believe that trust between workers and senior management is weak than strong, 80% report having trust in their line managers.[126] Yet, data suggests that reciprocity is absent given task discretion has remained at the same level since 2001.[127]

Turning to **respect for personal and family life** and to debates on work-life balance, this is often viewed in relation to the availability of flexible hours, home working or part-time work in which 49%, 44% and 40% respectively of eligible workers engage. UK surveys shows that most workers (75%) are aware of their right to request flexible working with the parents of young children comprising the largest group (82%).[128]

The UK has one of the highest incidences in Europe of women working part-time and research shows that the majority of women who work part-time do so to reconcile work commitments with caring responsibilities for children or incapacitated adults, highlighting the role of women as primary carers.[129] Women were more likely to request a change to their working arrangements including when they work, the number of days that they work or to reduce their hours.[130] Even though there has been an increase in flexible working requests by men, ONS labour market statistics show that women are significantly more likely (44% compared to 14%) to work part-time.[131]

Opportunities for flexible working can be beneficial to workers and employers. Workers with flexible working opportunities report high levels of satisfaction. Employers benefit through the willingness of a higher proportion of 'flexible' workers (10%) to give extra time to their work than their full-time counterparts (6%).[132] Of those who regularly work from home, 18% report in excess of 48 hours per week while 19 of part-time workers report 35-40 hours.[133]

Disagreement and conflict is an inevitable part of workplace life and all organisations need to engage in **conflict resolution**. Available data indicates that the extent of disciplinary action in individual disputes has remained constant since 2004 with 41% of managers reporting applying at least one form of disciplinary action.[134] Grievance disputes have decreased from 38% of workers in 2004 to 29% in 2011 although this drop could be attributed to greater anxiety among workers about raising a grievance during difficult economic times when alternative employment opportunities are scarcer. However, most firms report that they do not rate their line managers as competent in dealing with conflict,[135] yet training line managers in mediation skills appears to result in fewer formal disciplinary and grievance cases.

Respect for and valuing of workers' contribution can impact positively on their commitment, effort and wellbeing and can also support a high performance culture. A review of over 70 scientific studies reports that where workers feel valued they show higher levels of commitment to the organisation, greater job satisfaction, lower levels of sick leave and turnover, and lower levels of psychological strain which reduces their symptoms of burnout, anxiety and depression.[136]

What people told us

Workers and unions raised a range of concerns over a lack of respect for individuals and how this impacted on health and wellbeing:

- **Concerns were raised over increasing work pressures, targets and sanctions that were, in some instances, contributing to a climate of fear rather than a climate of respect, and which were damaging to health and wellbeing.**
- **We heard of examples of good practice in supporting work-life balance but also of the many challenges people with caring responsibilities face in combining work and family life and care responsibilities in particular.**
- **It was acknowledged that leaders and managers are the key influences on a respectful organisational climate.**
- **A disconnect was reported between statements about respect made by senior leaders in organisations and how individuals experience these on the ground. It was reported that middle management were, in some cases, reinterpreting and diluting organisational level commitment to a respect agenda, with increasing pressures on middle management impacting on their security, to which they respond by transferring pressure downwards.**

In other instances, workers reported experiencing a culture of command and control or 'us and them' which militated against mutual respect.

In influencing interpersonal relations at work, stakeholders pointed out that:

- **Having explicit policies on respect and clear standards for behaviour and conduct was important, especially in signalling the organisation's commitment, but that the existence of a respect policy was not enough. Policies needed to be implemented correctly and consistently to make a difference to workers' experience.**
- **Inconsistency of treatment undermines trust and satisfaction, but being seen to do the right thing builds and extends trust and satisfaction.**
- **Customers were sometimes a source of disrespect to workers and should be more aware of how their expectations and behaviours impact on respect work intensity and pressure.**

Many organisations want to do the right thing but don't know how to go about it. While a vast amount of information and advice was available (for example, through ACAS), many employers and workers were not aware of this.

- **It was also acknowledged that conflict will arise in every workplace and that resolving this constructively was difficult.**
- **Some employers and other stakeholders highlighted that implementing mass redundancies is difficult to achieve respectfully.**
- **While there are sources of support in conflict and redundancy situations (such as PACE), these were not always accessed, or accessed quickly enough.**
- **There were serious concerns about the lack of external support available when things went wrong at work, particularly given the huge fall in employment tribunal claims (by around 80%) since the introduction of fees. Not only were fees beyond the reach of many workers, but people are further discouraged to pursue a claim given that only 50% of tribunal awards are paid in full to the claimant even where they are successful.**

An important point about value and contribution was made strongly by some workers, particularly in the care sector:

- **The value of workers should not be equated with the level of their pay. Rather, jobs should be considered valuable where they provide an important service to individuals and to society.**
- **Workers in low paid jobs resented how their jobs were perceived by customers and society and argued that this detracted from how well respected they felt.**

→

How to deliver respect at work

- Respecting others is everybody's business. A culture of respect requires that behaviours, attitudes and practices that support health, safety and wellbeing are consistently understood and applied. Set and actively promote standards and engage with trade unions and/or worker safety representatives to develop joint training that supports a respectful culture for workers at all levels in your organisation. A consistently applied and understood culture of health, safety and wellbeing will enhance workers' lives and may also deliver better performance.

- Be explicit about respect as an organisational value and practice and start a dialogue around respect as it is experienced in your own organisation. Are people respected in your organisation for their personal value and for their contribution? What is the evidence to support your answer? One simple way of enhancing respect is to ask people whether they feel respected at work, be open with the results by sharing these and act on what that information reveals. Respect should not be a function of status or position and all workers, regardless of grade or pay, are worthy of respect.

- Develop clear expectations of behaviour, conduct and treatment and encourage the involvement of everyone to improve respectful behaviours. Policies and procedures on specific respect issues such as bullying and harassment (which go beyond existing legal requirements for protected categories of worker) need to be communicated and understood by everyone. These also need to be seen to be working consistently on a day-to-day basis. Consider the adoption of a respect charter to give practical guidance as to what is and isn't respectful behaviour.

- Respect for worker's personal and family life requires access to practices that allow the balancing of work and family life. Work-life balance arrangements need to be flexible over all stages of working life. Expectations can change over time and changes need to be communicated and understood. Engagement and listening to workers' ideas is important in designing approaches to work-life balance that can deliver for both workers and employers and may produce more effective arrangements than a 'one size fits all' approach.

- Re-framing conflict can enhance respect in an organisation – think about differing views as potentially productive and creative. Differences of views are not by their nature destructive – constructive conflict is about examining different opinions and options and can be productive within a respectful culture. Ensure that internal procedures exist to manage conflict in a constructive way that supports good interpersonal relationships. Too often differences of opinion that could be constructively addressed are allowed to degenerate with longer-term impacts on personal relationships in the workplace. Promoting transparency, honesty and trust are important pillars that prevent alternative viewpoints from leading to conflict and division.

Respect in practice

Loretto Care is a subsidiary of Loretto Housing Association, part of The Wheatley Group, which is Scotland's leading housing, care and property management provider. Their vision is "making homes and lives better." Loretto Care provides care and support services to around 2,000 people across Scotland, employing over 500 staff.

Loretto considers their staff to be their most valued resource and aims to be an employer of choice in the care sector. This includes providing competitive salaries at Living Wage or above and offering permanent contracts and good work-life balance to support their provision of high quality service. Staff are fully involved in organisational decision making and effective two-way communication between staff and senior managers, in all areas of the business, is crucial for delivering their strategies and positive outcomes for all.

Management believe that their Investors in People Gold Award recognises the excellence of the systems they rely on to attract, support, manage, train and retain staff, which result in a 92% employee retention rate. The organisation regularly evaluates and benchmarks progress and performance against other care providers.

"Our care and support staff work with people when they may be most vulnerable, and our workforce reflects strong social values, diversity and gender balance. We recognise everyone is different, each of us is unique and we like that. We have a long commitment to ensuring their staff, have a happy, healthy, safe workplace." Initially involved in Scotland Health at Work (SHAW), the organisation have gone on to achieve a Bronze and Silver Mental Health Commendation and a Gold Healthy Working Lives Award.

A three-year health, safety and wellbeing strategy was co-produced with employees and the Healthy Working Lives Group proactively implementing this at a local level, promoting and encouraging participation and involvement in their own health and wellbeing. There is currently a 94% participation rate within the workforce.

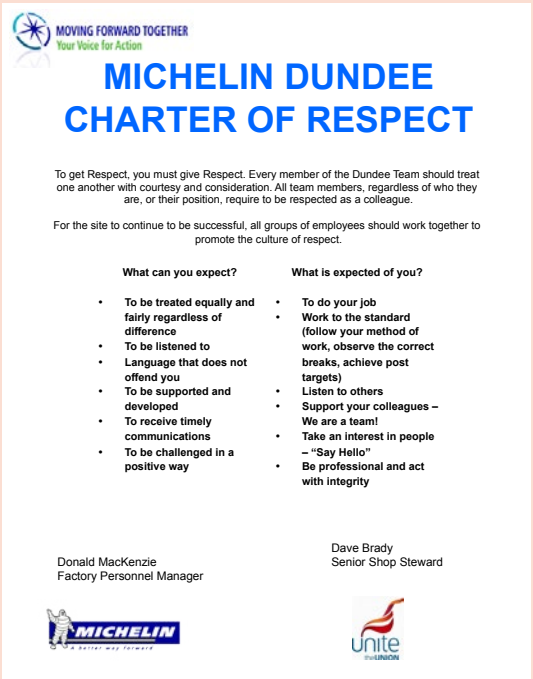
Loretto say "Social care is life changing work, and our staff go the extra mile for the people we support. They are truly our biggest asset and investment – we do as much as we possibly can to recruit the right people and then retain them within the organisation, support individuals' development and make their career in care a positive, healthy happy one".

The **Michelin** tyre plant in Dundee employs approximately 900 people producing up to 1,000 tyres per hour, 24 hours a day and seven days a week. Constructive relations between the company and Unite the Union underpins a culture of mutual respect which supports the factory in operating self-directed work teams without management supervision outside office hours Monday to Friday. This means mutual trust, good relationships and behaviour are key.

The factory started Employee Engagement Surveys to identify issues and work to improve people's experience at work and relationships with the company, and were surprised and concerned by low ratings on the statement "people are treated with respect". Despite efforts to address this, the survey a year later hadn't generated expected improvements, leading the company to conclude that it did not fully understand people's experience or expectations.

Workshops involving teams and their managers address the question 'what does respect mean to you?' All 900 people completed this process and the results were used to develop a 'Charter of Respect', compiled by a transverse team including Union reps.

With this work and other actions Michelin Dundee have improved the rating on whether people are treated with respect by 38%.



MOVING FORWARD TOGETHER
Your Voice for Action

MICHELIN DUNDEE CHARTER OF RESPECT

To get Respect, you must give Respect. Every member of the Dundee Team should treat one another with courtesy and consideration. All team members, regardless of who they are, or their position, require to be respected as a colleague.

For the site to continue to be successful, all groups of employees should work together to promote the culture of respect.

What can you expect?

- To be treated equally and fairly regardless of difference
- To be listened to
- Language that does not offend you
- To be supported and developed
- To receive timely communications
- To be challenged in a positive way

What is expected of you?

- To do your job
- Work to the standard (follow your method of work, observe the correct breaks, achieve post targets)
- Listen to others
- Support your colleagues – We are a team!
- Take an interest in people – "Say Hello"
- Be professional and act with integrity

Donald MacKenzie
Factory Personnel Manager

Dave Brady
Senior Shop Steward

MICHELIN

unite the UNION

CROSS CUTTING THEMES

As the Convention carried out its work over the last year, we identified a number of recurring themes which cut across the five dimensions of fair work.

The changing workplace

The Convention had reached the conclusion early in our discussions that we should focus on the 'workplace' but it became clear that for many, the workplace is not one physical place. Examples came particularly from the care sector where staff are working in the homes of their clients, but equally applied to delivery drivers or workers in maintenance teams who are 'on the road' all their working day. These individuals have no central workplace to meet other colleagues or interact regularly with their employer face-to-face. This led us to define the workplace more broadly but also to recognise that this brings particular challenges, both for workers and employers, and that employers have a duty to recognise this and find ways to support and engage with more remote or distanced workers.

Multiple disadvantage

Some groups are disadvantaged in more than one or all of the dimensions including women, those with a disability, those with low educational attainment, young people, older people and BME workers. In addition to being disadvantaged in more than one dimension, some, such as young people, were disproportionately negatively affected.

Work, caring and aging

Many women in particular raised the impact of unpaid labour on the opportunity to work and to progress in work. More broadly, the interrelationships between work and the welfare system, particularly in relation to benefits sanctions, was raised as problematic for some workers facing casualised work opportunities.

Age and aging were frequently raised across the fair work dimensions. What people regard as 'fair' changed at different stages of life. In addition to the issues young people face, challenges relating to work, pensions and health arise in later age. Work has become more intense for many workers and employers need to be able to adjust roles to match the physical capacities of older workers.

External factors such as caring responsibilities can make accessing good quality work difficult. While one might expect smaller organisations to find it particularly burdensome to adjust to requests for flexibility to cope with the needs of carers, we heard positive reports of their rising to this challenge and heard that some large organisations struggle to be flexible in adjusting to these needs.

For those with disrupted lives, this needs to be addressed first, joining up health and employability support for the small group of people who are very far from the labour market.

Customers, consumers and producers

Fair work cannot be taken out of the context of society as a whole. Whilst the Convention focused on the workplace, consumer choice and behaviour has an impact on fair work. Expectations of low cost, fast delivery and access to services around the clock drive particular business and organisational models, but consumers can exert a strong influence on employers by signalling their rejection of unfair practices through their purchasing decisions.

Large and small employers

As mentioned in the example of employees with caring responsibilities above, organisational size does not determine whether fair work is easier or more difficult to deliver. Neither is sector a determining factor. Whilst we heard of some particular challenges in some sectors, we also heard of good practice. This is encouraging in suggesting that there should be no inherent barriers for any organisation, regardless of size or sector, in seeking to improve fair work practices.

Business models

Business models have an impact on fair work. Worker-owned businesses often deliver positively across all the dimensions of fair work and many have fared better than others even during economic crisis. Conversely, low value business models in the private sector and funding constraints in the public and third sectors can work against fair work.

Virtuous and vicious circles

From what individuals and organisations told us, the connections between the dimensions of fair work were apparent, both in terms of the virtuous circle of those organisations who delivered good work practices across the dimensions (and the 'size of the prize' for these organisations is increased) and the vicious circle for those workers who had no voice, less labour market power and opportunity and therefore were less likely to be able to access the other dimensions of fair work. Positive examples of creating a virtuous circle include, for example paying at least the Living Wage to encourage more women back into labour market, level the playing field between different demographic groups and between organisations and help with pay equity.

Leadership

A recurring and persistent theme in our consultation was leadership and good management. For an organisation to deliver fair work requires leadership throughout the organisation. Fair work requires everyone in an organisation to understand fair work and to have the capacity and capability to influence the workplace to ensure that it is delivered. We heard different perspectives on this. In some organisations, there was evidence of senior management commitment to fair work which did not translate to front line workers' experience. We also heard of line and HR managers who were committed to delivering fairer work but were constrained due to a lack of senior management commitment. Research suggests that 70% of people who exit an organisation voluntarily are opting to leave their line manager, rather than the organisation.[137] This points to the importance of managers at every level in influencing workers' day to day experience and setting the climate for fair work.

At every level unions must also show leadership in driving fair work. Developing Scotland's capability in leadership at all levels will be critical to success in delivering our vision, particularly insofar as managers and unions can be supported to engage people more, engage each other more, and develop constructive relations and dialogue.

Co-operation

Co-operation lies at the heart of fair work and is the process through which those with an interest in fair work can deliver real change. Although the implementation of the Framework will require real leadership in the workplace at the highest and at every level, the centrality of work in peoples' lives means that fair work is not just- a workplace issue. The Fair Work Agenda impacts on areas as wide ranging as education, family life, community life, public policy, the media, civic society and the economy and requires a collaborative and integrated approach. This means that there are many 'players' in the fair work landscape including employers and workers; trade unions and employers' associations; government, policy makers and public agencies; regulators and professional bodies. These 'players' have different ways of driving fair work at their disposal. A key challenge will be in bringing together these 'players' and integrating activity around fair work, and the Convention has a continuing role to play in this regard.

Data limitations

In terms of data, some stakeholders raised concerns over limited data availability to assess aspects of fair work, particularly data that would allow for a reliable equalities assessment of fair work, highlighting in particular data on the experience of older and disabled workers. The Scottish Parliament's recent Energy, Economy and Tourism Committee Report[138] on work, wages and wellbeing also raised concerns over gaps in labour market and workplace data in Scotland.

The importance of orientation and willingness to drive fair work

The dimensions outlined in the Fair Work Framework can be addressed separately but there is much more to be gained by thinking about the Framework dimensions holistically and investigating synergies between the dimensions and the cross-cutting themes in real business contexts. What is also crucially important is to recognise the importance of a commitment to, and willingness to deliver, fair work – to design, adopt and develop business models that put fair work at the centre of driving successful businesses.

Tribe Yoga (URBN Fitness Ltd) is an Edinburgh based health and wellness studio that opened in August 2015 and employs six people. The company provides a range of class-based exercises such as yoga, pilates and barre. Tribe became an instant success in Edinburgh, breaking even in its first month of operation, selling out its first week's classes prior to opening and generating £100,000 in turnover in its first four months of business.

Tribe attributes its success to providing fair and stable employment. Following engagement with the **Innovating Works ... improving work and workplaces** initiative at the University of Strathclyde, the business founder decided to try fair and innovative work as a business model. He broke from the sector norm of only utilising self-employed teachers. Where Tribe's teachers provide more than five classes per week at the studio, the instructors were given the option to move from self-employment to employee status and all chose to do so, which, according to its founder, makes Tribe Yoga the only yoga studio in Scotland with more than two fully employed teachers. For teachers, the benefits include not just stable incomes and hours of work, but access to employee rights and to investment in training and development. All of Tribe Yoga's employees are paid at the Living Wage or higher. In addition, teachers benefit from ongoing supportive work relationships. As one employee noted: "It's quite lonely being a yoga teacher... you move from studio to studio with little team or client contact beyond your teaching hours. At Tribe I know most of my clients by name and have developed amazing friendships with my colleagues. I'm far happier being at Tribe, and I know it shows in my classes".

This approach has generated many business benefits. Employees are engaged, motivated and team-oriented. The teachers take on additional tasks between classes such as social media, events, marketing, reception work and sales efforts adding to and diversifying their skills. Additionally, it appears to have delivered benefits in terms of reduced sick leave and absenteeism. Most important, however, is a far stronger sense of ownership, where employees tackle client and operational challenges.

Other fair and innovative approaches absorbed from the **Innovating Works...** project impact on opportunity, fulfilment and respect at work. These include: a lattice style of team management rather than a hierarchy; employees designing and selecting their own uniforms; investment in certified training to upskill teachers; having a transparent approach to pay and profitability so that employees know how everyone is paid and how profitable the business is; free access to yoga classes at Tribe to support wellbeing and peer-to-peer learning; free attendance to yoga events in Scotland that Tribe is associated with; 'mates rates' providing lower cost yoga to friends; and weekly and monthly update meetings nicknamed as 'family gatherings'.

Tribe Yoga is currently in early discussions to open a second facility in Edinburgh and a third in Glasgow before the end of 2016. The company is currently applying for Living Wage accreditation and planning to sign the Scottish Business Pledge. Tribe Yoga highlights the potential of fair and innovative work to generate individual and business success, as well as a high quality service to customers. At this business, doing the right thing simply required a decision to do the right thing. As the business founder notes, "there are no downsides".

CLOSING REMARKS

As previously indicated, we have one overarching recommendation: that organisations deliver fair work in the dimensions outlined here, providing effective voice, opportunity, security, fulfilment and respect. We believe that these dimensions, taken together, give the most complete description of what every working person in Scotland should be able to expect of their workplace. **To our knowledge, such an explicit statement of the importance of fair work is not in existence anywhere else in the world.**

In all the discussions that we have had – with a wide cross-section of individuals, workers and their trade unions, employers and their representative bodies, public agencies, academics and campaigning organisations – no one disagreed from our starting point that fair work was something worth striving for.

Our remit as the Fair Work Convention was to create a Framework for the future of fair work in Scotland. We saw this as a real opportunity to set the bar high, to be ambitious, to create a vision for Scotland that would not only inspire companies, organisations, unions and government but every working person in Scotland.[139] We have outlined what can be gained in each of the dimensions identified, and suggested ways in which to start or continue on the fair work journey. In doing this, we seek to inform and inspire in relation to the opportunities which fair work offers. We invite everyone to make their voices heard in this debate and to rise to the challenge of delivering fair work in Scotland. The Convention will help with this challenge in any way we can.

We believe we have created a Framework that is clear, understandable and aspirational and that all good employers can aim for. While we have considered extensive evidence and opinion, at the heart of the Fair Work Framework is, we believe, a simple truth: that drawing on all of the talents, skills, experience and creativity in our workforces is good for workers, good for business and good for Scotland.

This document represents our first output – the start of our work as a Convention. We move into our next phase with great enthusiasm and commitment. We are inspired by the good practice we have seen, motivated by the poor practice that needs to change and encouraged by the strength of will we encountered across the country that people in Scotland should and can have a world-leading working life where fair work drives success, equality, wellbeing and prosperity for all.

TO OUR KNOWLEDGE, SUCH AN EXPLICIT STATEMENT OF THE IMPORTANCE OF FAIR WORK IS NOT IN EXISTENCE ANYWHERE ELSE IN THE WORLD.

SIGNPOSTING TO ADVICE ON GOOD PRACTICE

ACAS (Advisory, Conciliation and Arbitration Service)

Acas provides free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law. They support good relationships between employers and employees which underpin business success. Acas can also help resolve workplace problems by providing Conciliation.

Acas also provide good value, high quality training and tailored advice to employers. Their expertise is based on millions of contacts with employers and employees each year and they are governed by an independent council, including representatives of employer and employee organisations and employment experts.
www.acas.org.uk/index.aspx?articleid=1461

Adopt an Intern

Adopt an Intern is a not-for-profit organisation that supports the unemployed and underemployed (primarily graduates from all socio-economic backgrounds) to secure paid internships and permanent jobs.
www.adoptanintern.org.uk/#&panel1-1

Citizens Advice Scotland

Citizens Advice Scotland (CAS), through its 61 member bureaux and consumer helpline form Scotland's largest independent advice network. CAS helps more than 300,000 people solve their problems each year in communities everywhere from city centres to the Highlands and Islands. It looks at the problems people bring to its advice services and campaigns for change where it's needed most.

CAS works for a fairer Scotland where people are empowered and their rights respected.
www.cas.org.uk/

Close the Gap

Close the Gap is a partnership project that works to encourage and enable action to address the gender pay gap. They work with employers and employees providing information, guidance and support. Project partners include the Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, Equality and Human Rights Commission, and Scottish Trades Union Congress.
www.closethegap.org.uk/

Close the Gap has developed a free, online self-assessment tool for small and medium-sized businesses who want to find out how their business can benefit from improved gender diversity. The tool enables businesses to assess current employment practice, and provides tailored advice and guidance on how small changes to the way a business is run can make a big difference to the business and its people.
www.thinkbusinessthinkequality.org.uk/
www.gov.scot/Resource/0045/00451746.pdf

Community Jobs Scotland

Community Jobs Scotland (CJS) creates work opportunities for disadvantaged young people within third sector organisations in Scotland. Opportunities are funded by the Scottish Government and delivered by Scottish Council for Voluntary Organisations.
www.employabilityinscotland.com/policy-and-partnership/youth-employment/community-jobs-scotland/

EHRC

The Equality and Human Rights Commission is a statutory body established under the Equality Act 2006. It operates independently to encourage equality and diversity, eliminate unlawful discrimination, and promote and protect human rights.

The Commission enforces equality legislation on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It encourages compliance with the Human Rights Act 1998 and is accredited by the UN as an 'A status' National Human Rights Institution.
www.equalityhumanrights.com/

Employee Engagement Work Stream (Workforce Scotland)

This project falls within the remit of Workforce Scotland (see below). The aim is to develop a renewed approach to Employee Engagement, as a critical element for the progression of the public service reform agenda. The approach takes the form of a framework which aims to support organisations transform their business by opening up greater understanding of the means by which cultural change can be made real, and subsequently supporting organisations to reinforce the cultural conditions which will enable employees to offer their best contribution at work.

www.scottishleadersforum.org/employee-engagement

Engage for Success

This is a national movement which promotes the benefits of employee engagement, for employees and employers alike. The aim is to ensure that everyone working the UK wants, and is able to, give their best each day, so that every day is a great day at work. This is about creating thriving business environments, which are developing through the commitment, energy and creativity of the workforce.
www.engageforsuccess.org/

Engender

Engender is a feminist organisation that has worked in Scotland for 20 years to advance equality between women and men. They can help organisations with equalities projects, impact assessments, or consultancy. They can help organisations to meet legal requirements, find inequalities that are undermining services, and make change that delivers positive outcomes. Engender has worked with a range of public bodies in Scotland to support their equalities work.
www.engender.org.uk/

Good Work For All: NHS Health Scotland

This work focuses on the role that Good Work for All can play in reducing inequalities and improving health, by increasing the quantity and quality of work in Scotland. It assumes that action in relation to paid employment is complemented by a social security system that is also designed to protect health and reduce health inequalities. The approach calls for a holistic, sustained, long-term approach which is proportionate to need.
www.healthscotland.com/uploads/documents/26039-Good%20work%20for%20all.pdf

Health & Safety Executive

The HSE's work covers a varied range of activities; from shaping and reviewing regulations, producing research and statistics and enforcing the law. A significant part of the work of the Health and Safety Executive is investigating health and safety incidents.
www.hse.gov.uk/

Highlands and Islands Enterprise

Highlands and Islands Enterprise (HIE) is the Scottish Government's economic and community development agency. HIE's role is to develop sustainable economic growth across the region. To achieve this it creates infrastructure for future investment, assists large and small businesses with growth aspirations and has a unique role strengthening communities, particularly in fragile areas. As part of this HIE supports communities to acquire and develop land and other assets.

HIE also invests in transformational projects across the region aiming to make the Highlands and Islands a more competitive and attractive place to live, work, study and grow.
http://www.hie.co.uk/

Human Rights: Better Culture Innovation Forum

Scotland's National Action Plan for Human Rights (SNAP) aims to build a better human rights culture throughout Scotland, where people understand and can affirm their rights and where organisations are able and accountable for putting them into practice.

SNAP contains a commitment to hold Innovation Forums on 'How to Embed a Human Rights Culture', bringing together a wide range of people from public, private and voluntary bodies to share good practice and experience from across Scotland and beyond.
www.scottishhumanrights.com/actionplan/betterculture

Innovating Works...improving work and workplaces

The Innovating Works... initiative is built on the idea of extreme collaboration. It is an industry-facing workplace innovation consortium made up of researchers at the University of Strathclyde Business School and based in the Scottish Centre for Employment Research. It brings together the experience and expertise of industry leaders, policy makers and researchers to support 'what works' in workplace innovation that delivers value to all stakeholders. Innovation in the workplace can improve fairness and the quality of working life, career development, work-life balance and effective voice. Workplace innovation can contribute to business outcomes, such as productivity, cost reduction, competitiveness and new product and process creation. More innovative workplaces offering high quality work can support national economic performance, contributing to healthy and fulfilling working lives and improve participation in communities and society.

Innovating Works... is currently engaged in research on Fair, Innovative and Transformative Work, focusing on understanding and supporting 'what works' for delivering fair and innovative work in Scotland. Innovating Works... has a free online tool for businesses and organisations to assess the extent to which their practice supports fair, innovative and transformative work. To access this tool for your own organisation's use, contact Innovating Works... at:
sbs-workplaceinnovation@strath.ac.uk
www.innovatingworks.org.uk

Investors in People (IIP) Scotland

Investors in People (IIP) Scotland (a publicly owned organisation) aim to transform performance and productivity in Scotland by developing, promoting and supporting the use of good practice models which can also lead to external accreditation. This includes the Investors in People Framework, Investors in Young People, and the Health and Wellbeing Award. IIP Scotland are currently developing a 'Future Leadership' model which will reflect the key themes of the FWC and provide a model for organisations choosing to adopt an innovative and inclusive leadership strategy.

IIP Scotland is a key partner in the national Employee Engagement Workstream (Workforce Scotland) outlined above.
www.investorsinpeople.scot/

Poverty Alliance

The Poverty Alliance is a membership organisation with a range of varied experience in addressing issues related to poverty and social exclusion. Its membership is made up of a wide range of organisations including grassroots community groups, individuals facing poverty, voluntary organisations, statutory organisations, policy makers and academics. It now act as the national anti-poverty network in Scotland, working with voluntary organisations, policy makers and politicians at Scottish, UK and European levels.
www.povertyalliance.org/

Scottish Centre for Healthy Working Lives (SCHWL)

The Scottish Centre for Healthy Working Lives (SCHWL) is the national centre of expertise in Scotland in relation to protecting and improving the health of those in work.

The principle focus of SCHWL is to work with employers to enable them to understand, protect and improve the health of their employees. This is done through a range of customer-focused solutions and services.

These services are provided through a network of advisers, a website (external site) and a telephone Adviceline to help to enable employers to understand, protect and improve the health of their employees and to better support those with health problems who have re-entered work, to remain in work.
www.healthyworkinglives.com/

Scottish Enterprise

Scottish Enterprise is Scotland's main economic development agency. It works with a range of public and private sector partners to deliver a significant, lasting effect on the Scottish economy by identifying and exploiting the best opportunities for economic growth
www.scottish-enterprise.com/

Scottish Funding Council

The Scottish Further and Higher Education Funding Council (SFC) is the national, strategic body that is responsible for funding teaching and learning provision, research and other activities in Scotland's 25 colleges and 19 universities and higher education institutions.
www.sfc.ac.uk/

Scottish Living Wage Accreditation

The Scottish Living Wage Accreditation Initiative was established in April 2014 with the aim of increasing the number of employers in Scotland who are recognised for paying their staff the Living Wage. Hosted by the Poverty Alliance, the Initiative works in partnership with the Living Wage Foundation and is funded by the Scottish Government.
www.scottishlivingwage.org/accreditation

STUC (Scottish Trades Union Congress)

The STUC is Scotland's Trade Union Centre. Its purpose is to co-ordinate, develop and articulate the views and policies of the Trade Union movement in Scotland, reflecting the aspirations of trade unionists as workers and citizens.

The STUC has 38 individual unions in membership who represent collectively almost 600,000 workers from all industries, occupations and parts of Scotland.
www.stuc.org.uk/

Scottish Union Learning (SUL)

Scottish Union Learning (SUL) was established in 2008 to help support unions in offering learning opportunities to their members. It was the result of many years of work dating back to 2000 that was undertaken by the STUC to establish an organisational structure to take forward union learning in Scotland.

SUL works within the structure of the STUC to engage with trade unions to develop a strategy for union-led learning in Scotland. With dedicated funding from the Scottish Government, SUL has supported unions in developing and embedding an infrastructure to encourage and support lifelong learning and workforce development in the workplace.
www.scottishunionlearning.com/

Scottish Women's Convention

The Scottish Women's Convention was set up in 2003 in recognition of the need to ensure women's voices are reaching policy makers. The Scottish Women's Convention works to develop ways in which to ensure women in Scotland can influence the strategies and policies which affect them.

The Scottish Women's Convention is funded by the Scottish Government to communicate and consult with women in Scotland to influence public policy. Through its policy work, round table and celebratory events, the SWC strives to have contact with all women and relevant organisations in Scotland.
www.scottishwomensconvention.org/index.php

Skills Development Scotland

Skills Development Scotland (SDS) is the national skills body supporting the people and businesses of Scotland to develop and apply their skills. SDS works with partners to deliver Modern Apprenticeships, Foundation Apprenticeships, SDS Individual Learning Accounts and the Employability Fund across Scotland.
www.skillsdevelopmentscotland.co.uk/about/

ULab Scotland

The Scottish Government (Local Government and Communities Directorate) is promoting the ULab approach to leadership for transformational change through the development of a new consciousness and a renewed collective leadership capacity to meet challenges in a more conscious, intentional and strategic way, to create a future of greater possibilities. This is now a significant, collective community of public, private and third sector organisations in Scotland, seeking to address many aspects of Scotland's current and changing circumstances.

In January, the focus was new ways of working being adopted by German companies in support of self-organisation, participatory leadership, transparency and authenticity. Further information can be accessed here:
www.fionasavage.co.uk/new-ways-of-working-screening-discussion-edinburgh-25th-january-2016/

Workforce Scotland

This is a collaborative initiative to develop and support the workforce across public service organisations in Scotland. In order to achieve the outcomes that matter to the people of Scotland, the project works in partnership, to unlock the full creativity and potential of people at all levels in public service, and empowering them to work together in innovative ways. Work streams include the Collaborative Leadership and Skilled Worker/ Skilled Citizen Programmes.
www.scottishleadersforum.org/workforce-development

YouthLink Scotland

Is the national agency for youth work. It is a membership organisation and is in the unique position of representing the interests and aspirations of the whole of the sector both voluntary and statutory. YouthLink Scotland champions the role and value of the youth work sector, challenging government at national and local levels to invest in the development of the sector.

YouthLink Scotland co-ordinate Activity Agreements, which are being delivered to young people across all 32 local authorities in Scotland. Activity Agreements are for those young people who may not, without additional support, make a successful transition to work, further education or training.
www.youthlinkscotland.org/

ANNEX A: FAIR WORK CONVENTION REMIT

The remit of the Convention over its first year is to drive forward the Fair Work agenda by producing a Fair Work Framework by the end of March 2016. This Framework will:

- **Articulate a practical blueprint for Fair Work which promotes a new type of dialogue between employers, employees and trade unions, public bodies and the Scottish Government.**
- **Support the Scottish Government's objectives of increasing sustainable economic growth and reducing inequality through the promotion of greater diversity, innovation and equality in the workplace.**
- **Understand business challenges in adopting Fair Work principles and offer help to support a progressive change.**

In developing the Framework, the Convention should learn from National and international research and leading-edge practice in this area to provide independent advice to the Scottish Government on matters relating to Fair Work and will include:

- **Progressive workplace policies which improve productivity and innovation.**
- **Promoting greater workplace democracy, employee voice and commitment.**
- **Better opportunities for employee development, skills development and lifelong learning.**
- **Best practice in industrial relations to encourage constructive dialogue in a range of different sectors and workplaces.**
- **Enhanced discussions between unions, employers, public bodies and Government departments.**
- **Potential extension of collective and sectoral bargaining in Scotland.**
- **Increased focus on workplace equality issues across the private, public and third sectors.**
- **The Living Wage and other aspects of fair remuneration.**

ANNEX B: FAIR WORK CONVENTION MEMBERSHIP

Anne Douglas
FWC Co-Chair

Former National Secretary of Prospect the trade union for professionals, and was responsible for 12,000 members in both public and private sectors, particularly energy and defence. She was a member of STUC General Council, and Chair of Scottish Union Learning Board. She was also formerly STUC President and was also a member of the Scottish Government's Strategic Group on Women and Work and a Director of Skills Development Scotland. Anne is currently a Director of Scotland's Futures Forum and a member of the Employment Tribunal Service. She has a particular interest in gender segregation, and is keen to ensure that Science, Technology, Engineering and Mathematics (STEM) subjects are seen as attractive to women to study, but also to pursue careers in and be able to progress to senior levels.

Linda Urquhart
FWC Co-Chair

Linda holds a number of non-executive roles, bringing business experience with a background as a former lawyer to the board table. She is currently Chairman of Edinburgh-based law firm Morton Fraser (where she was previously the firm's Chief Executive for eleven years), Chairman of Investors in People Scotland, a board member of the CBI and Scottish Enterprise, a non-executive director of Scottish private bank Adam and Co. and Edinburgh Airport Limited, and a member of the Edinburgh Business Forum. In the charitable sector, Linda is a Trustee of Marie Curie Cancer Care and the Royal Scottish Academy Foundation and an Ambassador for Girlguiding UK.

Mary Alexander
Deputy Regional Secretary – Scotland Unite

Mary is Deputy Regional Secretary, Scotland, Unite the Union, and runs the Edinburgh office of UNITE. She has a background in the finance sector, extensive experience in representation and advocacy, and extensive knowledge of changes in management and HR practices. Mary has recently served as a member of the 'Working Together Review – Progressive Workplace Policies in Scotland' before being asked to participate in the Fair Work Convention. Mary has much experience of campaigning on issues relating to equality and the workplace. She has a degree in International Development and an MA in West African politics, and a strong interest in international development and fair trade.

Professor Patricia Findlay
University of Strathclyde

Patricia is Director of the Scottish Centre for Employment Research and is Professor of Work and Employment Relations at the Department of Human Resource Management at the University of Strathclyde Business School, where she also leads the 'Innovating Works' programme and the Fair, Innovative and Transformative work (FITwork) programme. Her research and teaching expertise is in the study of work and the management of the employment relationship. Workplace innovation is central to her current research activity, with specific focus on four key dimensions: job quality and how this can be improved; workplace skills and learning; improving equality; and industrial relations governance within and outwith the workplace. Professor Findlay is a longstanding member of Employment Tribunals Scotland and a current member of the Scotland Can Do Innovation Forum. She was a member of the Working Together Review Group and is both a member of, and Academic Adviser to, the Fair Work Convention.

Lilian Macer
Scottish Convener, Unison

Lilian is Convenor of UNISON Scotland and the Employee Director for NHS Lanarkshire where she has been employed as a health worker for over 30 years. Lilian is a member of the STUC General Council and Co-chair of the NHS Scottish Partnership Forum. She recently served as a member of the 'Working Together Review – Progressive Workplace Policies in Scotland' before being asked to participate in the Fair Work Convention. Lilian graduated from Caledonian University in 2011 with an MSc in Human Resource Management

Bernadette Malone
Chief Executive, Perth and Kinross Council

Bernadette took up the post of Chief Executive of Perth & Kinross Council on 1 May 2003. She has worked in Local Government since 1990. Bernadette is a past Chair of Solace Scotland, and is the Solace portfolio holder for Scrutiny, Best Value and Performance and attends the Accounts Commission Strategic Co-ordinating Group. She is the national lead for developing a new approach to Employee Engagement for the public sector in Scotland. She is past Chair of the National GIRFEC Implementation Group, and Chairs the Perth and Kinross Children, Young People and Families Strategic Partnership. She is a member of Dundee University Court, in the capacity of Rector's Assessor.

John Reid
General Manager, Michelin Dundee

John has worked at Michelin since 1988. He moved to Dundee in 1992 and in 2001 became Site Personnel Manager, working closely with the Trades Unions to create a number of innovative solutions and agreements to deal with a challenging industrial environment. In January 2010 he became General Manager, and has overseen a major transformation of the site bringing significant investment, the installation of new machinery, the recruitment of an extra 140 production workers, and the agreement of a ground breaking 'flexibility mechanism' with the workforce. The factory is now one of the benchmark plants amongst Michelin's European group.

Henry Simmons
Chief Executive, Alzheimer's Scotland

Henry joined Alzheimer Scotland as Chief Executive in August 2008, prior to this he worked as an Executive Director with ENABLE Scotland. He is a registered Social Worker, RMN and has an MBA. Henry has over twenty years' experience in the health and social care sector and has spent the majority of his career in the voluntary sector, primarily involved in developing new community based person-centered services. Henry has worked in both the learning disability and mental health fields. He was a Board Member of Alzheimer Europe for several years and is a General Member of the Mental Health Tribunal for Scotland. He is also chair of the NHS NES/ SSSC Dementia Programme Board. Henry was awarded an Honorary Doctorate from Queen Margaret University in July 2015.

Grahame Smith
General Secretary, STUC

Grahame was appointed General Secretary of the Scottish TUC in November 2006. He is a Graduate of Strathclyde University, where he obtained an Honours Degree in Economics and Industrial Relations. He serves on a number of Boards/Bodies, including: as a Commissioner for the UK Commission for Employment and Skills; as a Non-Executive Director of Scottish Enterprise; as a Non-Executive Director of Skills Development Scotland; as Chairperson of Scotland Europa; as a member of the UK Government's MER Oil and Gas Forum and the Scottish Oil and Gas Industry Leadership Group; and as a member of the Glasgow Colleges Regional Board. He was a member of the Working Together: Progressive Workplace Policies in Scotland Review Group, and now serves on the Fair Work Convention. He also served as a member of the Wood Commission on Developing Scotland's Young Workforce and is actively involved in the implementation of the Commission's recommendations through his membership of the DYW National Group. In November 2015 Grahame received an honorary degree of Doctor of the University from the University of Strathclyde in recognition of his achievements in the field of industrial relations, economic policy and his work in knowledge exchange.

ANNEX C: ORGANISATIONS CONSULTED

ACAS

AEGIS the Union

Age Scotland

Alzheimer Scotland

Apex

ASLEF

Babcock

BAE Systems

Bakers, Food & Allied Workers' Union

Blackwood

Bluebird Café

British Airways Maintenance Group

Broadcasting, Entertainment, Cinematograph & Theatre Union

Cairngorm Brewery

Capability Scotland

Citizens Advice Scotland

Chartered Institute of Personnel and Development (CIPD)

Close the Gap

Coalition for Care and Support Providers (CCPS)

Commission for Developing Scotland's Young Workforce

Communication Workers' Union

Community Jobs Scotland

Confederation of British Industry (CBI)

Convention of Scottish Local Authorities (COSLA)

Co-operative Development Scotland

CVS Inverclyde

Employment Lawyers Association

Enable Scotland

Engage for Success

Engender

Equality and Human Rights Commission (EHRC)

Family Friendly Working

Federation of Small Businesses (FSB)

GMB

Health and Safety Executive

Healthy Working Lives

Highland Home Carers

Highlands and Islands Enterprise

Home Instead

Homeless Action

Human Rights Consortium Scotland

Innovating Works

Institute of Directors (IoD)

Investors in People Scotland

Kibble

Libraries and Galleries Scotland

Low Pay Commission

MakeSense

Michelin

Mindspace

NHS Health Scotland

NHS Scotland Partnership Working Forum

North Ayrshire Council

Occupational Segregation Working Group

PCS

Perth and Kinross Council

Prime Care Health

Prospect

Poverty Alliance

Quarriers

Randolphill

RMT

Salvation Army

Scottish and Southern Energy (SSE)

Scottish Business in the Community

Scottish Care

Scottish Council for Development and Industry (SCDI)

Scottish Council for Voluntary Organisations

Scottish Enterprise

Scottish Funding Council

Scottish Government Independent Poverty Advisor

Scottish Investment Operations

Scottish Living Wage Accreditation

Scottish Trades Union Congress (STUC)

Scottish Union Learning

Scottish Women's Aid

Scottish Women's Conference

Scottish Women's Convention

Skills Development Scotland

SKOPE (Skills Knowledge and Organisational Performance)

Social Enterprise Direct

Society of Local Authority Chief Executives (SOLACE)

Society of Personnel and Development

Stepping Stones

TEFL Scotland Ltd

Third Sector Employability Forum

Union of Shop, Distributive & Allied Workers

UNISON

UNITE

Viewpoint

Virgin Money

VisitScotland

Women and Work Strategic Group

Working Families

Young Scot

YouthLink Scotland

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ISBN: 978-1-78652-142-2

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Published on behalf of the Fair Work Convention
by APS Group, March 2016 PPDAS67693

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