



**Manchester  
Metropolitan  
University**

**Decent Work  
and Productivity  
Research Centre**

# **Evaluation of the Greater Manchester Good Employment Charter**

**Phase 2: Final Report**  
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# Executive Summary

## Introduction

This report presents the findings from the second phase of the evaluation of the Greater Manchester Good Employment Charter. This part of the evaluation captures data from employees and managers from 67 organisations engaged with the charter. The findings draw on survey data from 504 participants and focus group data from 14 participants. Data was gathered between December 2021 and February 2022. Together the data sources provide a detailed account of employee and manager experiences of good employment within their participating organisations.

## Project aims

- To build on the findings of phase 1 by exploring employee and manager perceptions about the impact of the good employment charter on employee perceptions of good employment. This will provide a 'baseline' measure of participating organisations' engagement across each charter characteristic
- To enable organisations engaged in the charter to share learning and best practice
- To explore differences in employee experiences of good employment across organisation size and sector in order to provide industry comparisons
- To provide narratives and exemplars derived from free text comments and focus groups to showcase good practice across each of the seven good employment themes
- To provide recommendations for building good employment practices across all charter characteristics
- To undertake some statistical modelling to map which of the charter characteristics are most important in shaping employee perceptions of good employment. This will allow further conceptual understanding that can inform the ongoing evolution of the charter.

## Findings

The findings present a largely positive picture where for all the charter characteristics the majority of employees experience high levels of satisfaction. This data acts as an important benchmark. Within the first two years of the charter, it is evident that organisations who are engaged with the charter are committed to strengthening their existing good practice and to building new areas of good practice across the charter characteristics.

For each charter characteristic, this report presents examples of exemplary good practice and areas for further development and support. Despite large proportions of participants indicating their positive experiences, it is important to note that between approximately a fifth and a third of participants for each charter characteristic don't commit to agreeing with the positive statements. This represents a sizable minority who feel there is a need for further development of the charter characteristics.

The report also provides important information about demographic differences that require further investigation. Statistical analysis also shows that four of the seven charter characteristics are most predictive of employee perceptions of overall good employment. The findings also highlight how many of the charter characteristics are related to one another in how employees and managers frame their experiences of good employment.

## Recommendations

### Recommendations for supporters and members

- Build further awareness of charter involvement within employee populations
- Engage further with sharing of experiences and learning within and across organisations
- Explore informal and innovative ways of navigating external barriers and challenges in meeting good employment characteristics
- Build further cultural change across all elements of good employment – values that sit beneath behaviours to drive positive change and consistency in the application of good employment practices
- Acknowledge the interplay between different charter characteristics in bringing about positive and negative impacts for employees. Consider other sources of organisational data to provide justification for further development of charter characteristics
- In seeking to strengthen employees' perceptions of good employment if working at the supporter level, consider the four characteristics that are most predictive of good employment as a possible starting point for prioritising and strengthening existing good practice
- Use existing organisational data and consider the design of new data collection strategies for exploring demographic differences in experiences of good work, especially in exploring the impacts for minority groups and link to EDI agendas and practices

### Recommendations for the charter

- Consider the complexities in the interrelated nature of charter characteristics in assessment criteria and activities
- Use the preliminary statistical analysis that positions four characteristics as most predictive of overall perceptions of good employment to strengthen conceptual debates and activities with organisations regarding prioritisation of learning and progress

- Design charter network activities to provide further support that is tailored to the challenges and areas of development highlighted
- Engage employers who are demonstrating exemplary practices in sharing learning of their charter journey. Use formal events and documentation to share such learning and make pathways to excellence and story-telling of their progress visible to others
- Consider further modelling work with this dataset and other data collection strategies to examine the categorisation of different charter characteristics within a model of 'inputs' and 'outcomes'. For example, can health and well-being be termed an outcome that is reached if experiences across all other characteristics are positive?
- Consider measuring the ways in which experiences of the charter characteristics have wider impacts on individuals and organisations. This could involve a research project that entails design work and administration of a survey with charter members and supporters to include measurements of organisational performance (e.g. retention, recruitment, reputation etc) and outcomes at the employee level (for example: satisfaction, commitment, intention to stay, wellbeing outcomes etc). This would enable further modelling of relationships between experiences of the charter characteristics and important impacts
- Address demographic differences in perceptions of good employment in more targeted studies and consider longitudinal data collection to track engagement and improvement.

#### Avenues for further research

- Build on this initial benchmark of good employment experiences across each charter characteristic with further surveys (ideally once per year) of employee populations
- Gather further data to explore charter leads' perceptions over time (building on the data from the phase 1 report) to explore the impact of ongoing engagement in the charter and wider dissemination of learning in evolving organisational practices for the different charter characteristics
- Gain further insight into members' best practice and develop more detailed case studies to share widely with network of supporters and members. Consider different options for the dissemination of this (toolkits for example)
- Undertake work to engage hard to reach sectors/ those who have not signed up to become supporters of the charter to explore barriers to participation
- Explore in more depth the challenges and opportunities in moving from the supporter tier to full membership tier. Develop case studies to document this transition and associated barriers and opportunities

# Introduction

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## Content and Structure

The report is structured as follows. First, it addresses some headline findings in terms of overview data that shows employee perceptions of good employment across the full sample and broken down by some demographic information. Following this, the report presents a more detailed analysis of each charter characteristic in turn. Statistical findings from the survey data are presented alongside rich quotations from the free text comments and focus groups to provide contextualisation and detail. After each separate charter characteristic is presented, there is a discussion about the interrelationships between each area of the charter in terms of how employees and managers shape their perceptions of good employment. Finally, the report provides some recommendations for organisations, the charter, and for further research.

## The Charter

The development of a Good Employment Charter for Greater Manchester was first proposed in Andy Burnham's manifesto for the 2017 Greater Manchester mayoral election. Following the election, the Combined Authority chose to include the concept of a charter within the Greater Manchester Strategy Implementation Plan to help deliver the priorities of 'good jobs with opportunities for people to progress and develop' and 'a thriving and productive economy in all parts of Greater Manchester'.

Leaders saw the importance of involving a variety of different stakeholders in the charter and so a process of co-design was undertaken, involving employers, business groups, trades unions, professional bodies, campaign groups, and academics to understand their aspirations and to create a consensus around the contents of the charter and its definition of good employment across the city region.

The Greater Manchester Combined Authority led a two-part consultation process which began in March 2018 with an Evidence and Consultation Paper. This set out the academic literature on how better employee engagement can lead to higher productivity and better services, summarised existing charters across GM and the rest of the

country and asked for views on what a charter should contain. Over 120 responses were received from across the public and private sectors, which were fed into the draft design of the charter. A proposition was then developed for how it should work, and the seven characteristics of good employment were outlined, with a tiered structure for supporters and members. Assistance was available for employers to help them progress to higher standards. A second consultation was then published in October 2018 to elicit views on the charter's characteristics and effective implementation. Following these two consultations, the final design of the charter was agreed and signed off by the Combined Authority in Spring 2019, with resource allocated to the foundation of a Charter Unit sitting within the Growth Company, a partner organisation of the Combined Authority, to run the quotidian operation of the charter. The supporters' network was established in July of the same year and the full charter was launched by the Unit in January 2020 with the publication of the membership criteria and the announcement of the first six organisations to become members. At the time of writing, the charter has engaged close to 450 supporters and members, covering over 250,000 employees.

## Evaluation Project

Manchester Metropolitan University began the evaluation project in the summer of 2019 as the charter was about to launch. A series of co-design activities took place with the advisory board. Phase one of data collection took place in late 2020 and early 2021. In June 2021, the phase one evaluation report was published. It addressed the perceptions of charter leads (those individuals responsible for implementation of the charter) in participating organisations alongside a small number of interviews with charter stakeholders involved in its design and inception. The report concluded that Greater Manchester had succeeded in developing a functioning good employment charter, which strikes a balance between different objectives, and has taken account of the views of range of different stakeholders. Organisations were seen to join the charter for a range of reputational and recognition reasons alongside a desire

to improve employment practice. The charter characteristics were largely viewed as fit for purpose. Encouragingly, organisations reported charter-related improvements to employment practice across all characteristics and anticipated future improvements. Many organisations reported a range of wider benefits resulting from charter membership. Data suggested more could be done to heighten awareness of organisations' involvement with the charter across their employee populations. In sum, the phase 1 report concluded that the charter has been successful in engaging a good number of organisations. There were emerging early signs of some positive impacts on employment practice and wider organisational benefits. The full phase 1 report can be found here: [GM-Charter-Evaluation-Interim-Report-June-2021.pdf](#) ([mmu.ac.uk](#))

This Phase 2 report addresses the second stage of the evaluation which will give a fuller picture of the strengths and areas for development a year further on.

## Phase 2 Project Aims

The aims of phase 2 of the evaluation are as follows:

- To build on the findings of phase 1 by exploring employee and manager perceptions about the impact of the good employment charter on employee perceptions of good employment. This will provide a 'baseline' measure of participating organisations' engagement across each charter characteristic
- To enable organisations engaged in the charter to share learning and best practice
- To explore differences in employee experiences of good employment across organisation size and sector in order to provide industry comparisons
- To provide narratives and exemplars derived from free text comments and focus groups to showcase good practice across each of the seven good employment characteristics
- To provide recommendations for building good employment practices across all charter themes



- To undertake some statistical modelling to map which of the charter characteristics are most important in shaping employee perceptions of good employment. This will allow further conceptual understanding that can inform the ongoing evolution of the charter.

## Methodology and Research Tools

A survey instrument was constructed through a co-design exercise with the advisory board and GMCA policy team. It included distinct sections to address each charter characteristic in turn. In addition, there was a separate section entitled 'overall good employment' that captured some reflections about participants' overall perceptions as to what extent they felt their organisation was a good place to work. We also included some items here to reflect the impact of the pandemic on good employment. For all these scales participants were asked to indicate the extent of their agreement to each statement. In addition, a detailed section at the end of the survey gathered a wealth of personal and job demographic information. After the survey items for each charter characteristic participants were afforded the opportunity to provide any additional comments they wanted to share about their experiences within their organisations.

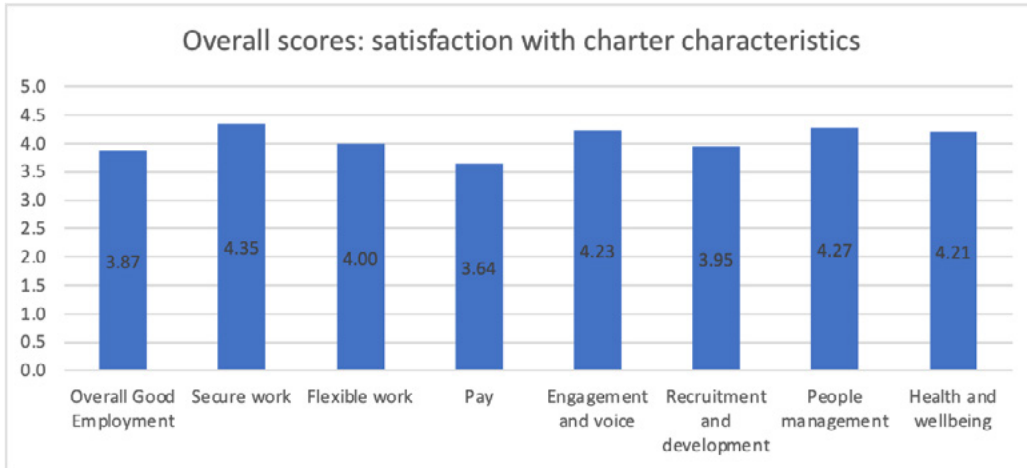
The survey was distributed by the Charter Unit to charter leads in each participating organisation (both supporters and members) with a request to circulate the online survey link to all employees at all levels. Participation in the study was voluntary. A detailed explanation of the study was provided within an invitation template alongside a participant information sheet. In addition, organisations were approached by the Charter Unit and requested to ask their employees for volunteers to partake in a focus group discussion. Three online focus groups took place with a total of 14 participants across both employee and manager roles, and representative of organisations of different sizes and from different industry sectors. Here each charter theme was addressed in turn and participants were asked to reflect upon what their organisation did well, and where further development and support was needed. Membership level (supporter or member)

was not captured in the data as the evaluation does not seek to provide an assessment of the extent to which organisations are meeting the criteria for membership. Organisations could request a summary of their confidential survey scores from the research team. This document provided their overall scores for each charter characteristic set alongside a comparison table providing a summary of scores for all organisations and split by size and sector.



# Findings

## Overall scores indicating participant satisfaction across all charter characteristics

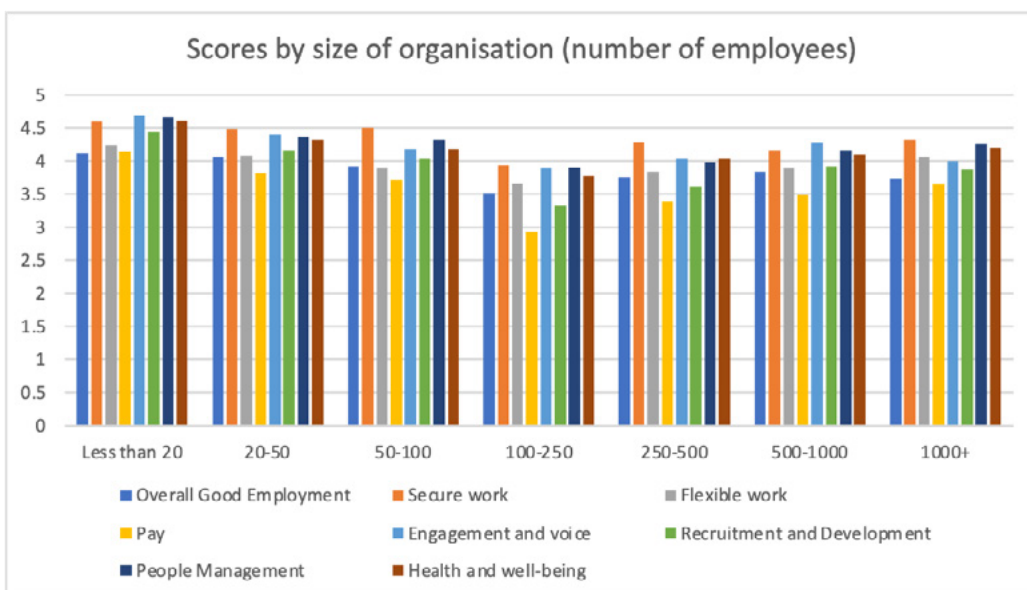


The separate survey questions were grouped together for each charter characteristic in order to provide an average score to signify satisfaction and strength of agreement with the items posed. The highest possible score for each charter characteristic is 5. The lowest possible score for each charter characteristic is 1. Therefore, the closer to 5 the more positive the experiences for each characteristic.

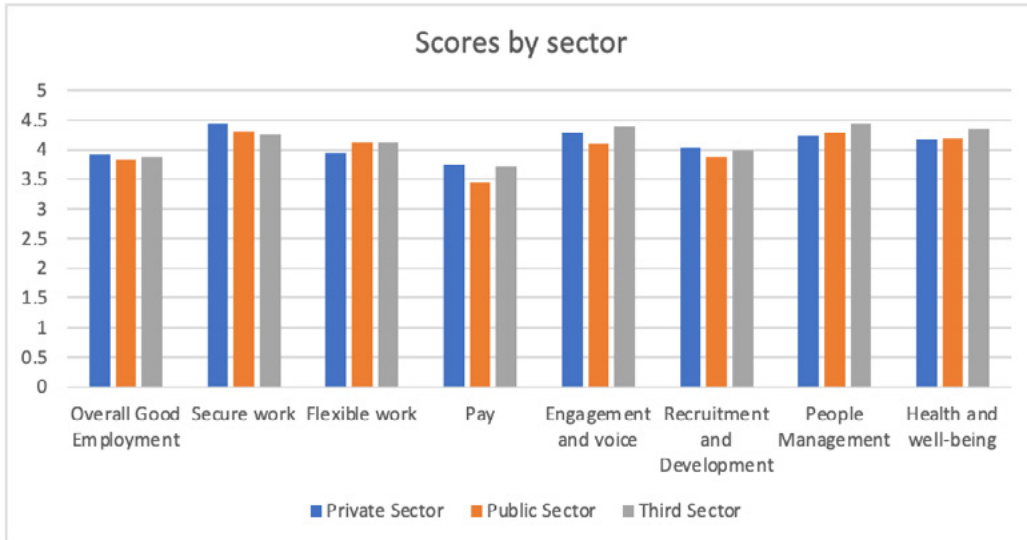
All of the charter characteristics gain on average very favourable appraisal by employees who participated in the survey. Many of the characteristics have scores over 4. Pay is the lowest scoring characteristic. Secure work is rated most positively of all the characteristics.

## Overall Scores by Size and Sector

It is evident that organisations with between 100-250 organisations score lower than organisations in the other size brackets. Very small organisations score more favourably across all charter characteristics than larger organisations. This is a statistically significant difference.

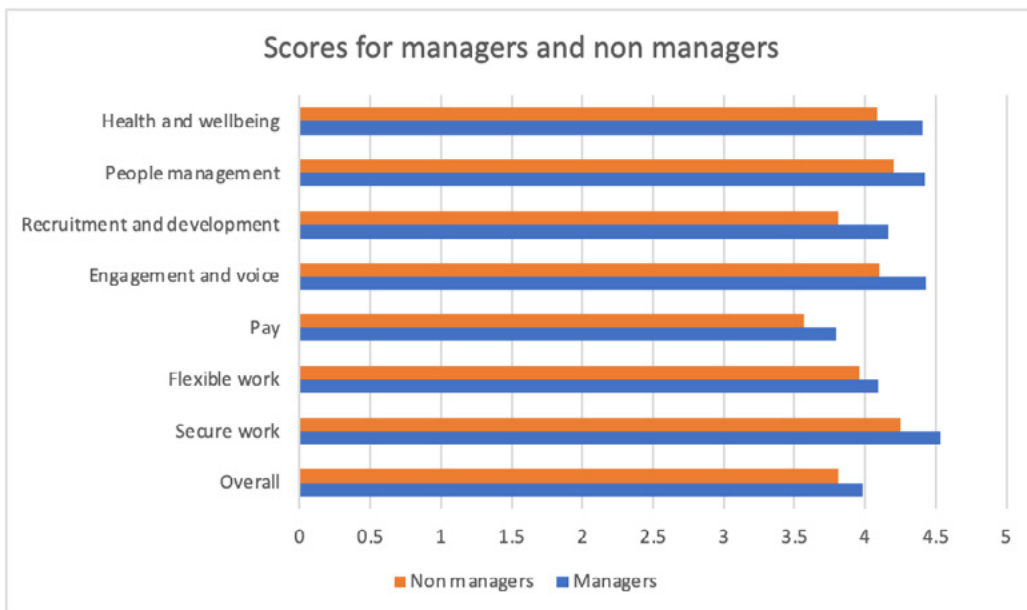


In terms of sectoral differences, again there very small differences between the private, public and voluntary sectors. These differences were however statistically significant.



### Scores for managers and non-managers

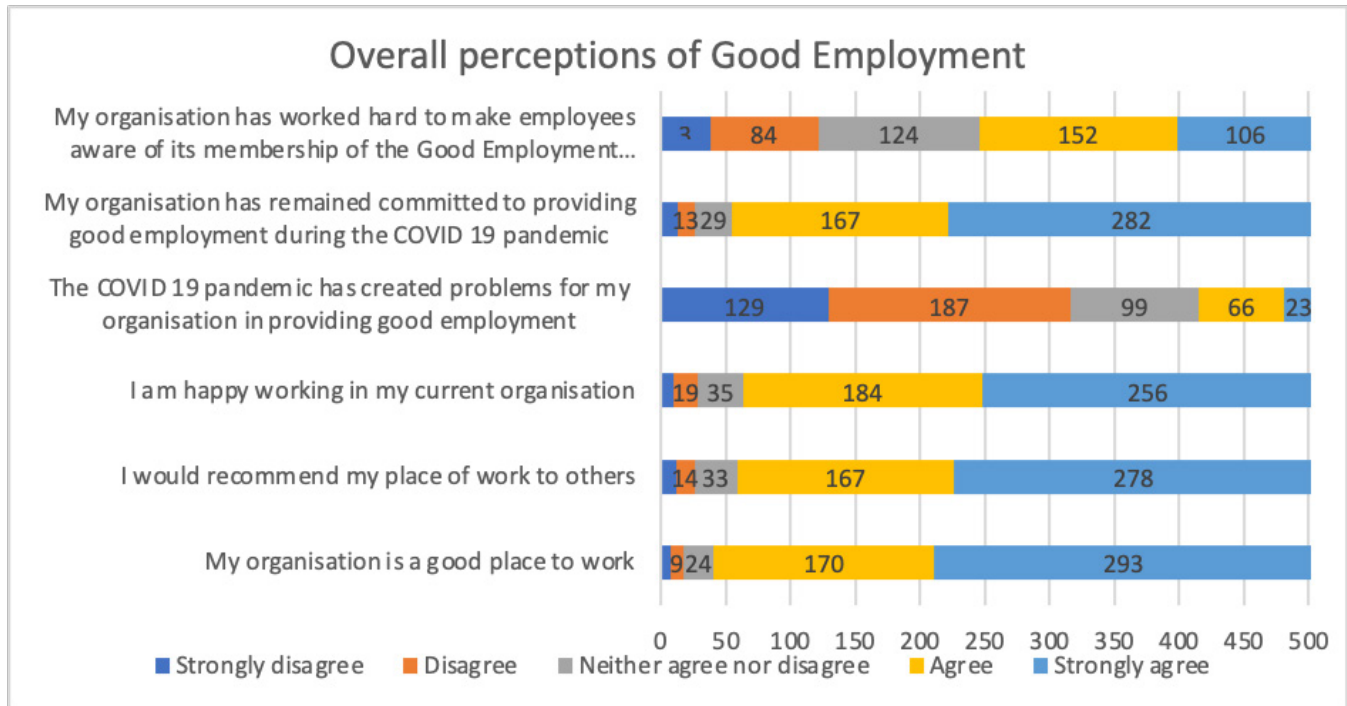
In exploring how perceptions of good employment differ between those with management responsibilities and those without, it was evident that across all charter characteristics there were consistent differences, where manager perceptions were more positive than employee perceptions. This was a statistically significant difference.



Despite overall positive perceptions, some further differences across a range of personal and job demographic criteria were evident in the survey scores and many of these were statistically significant. For example, female participants were seen to have marginally more positive experiences across all charter characteristics than male employees, and younger workers (16-20) scored lower on pay than other age categories. Small but statistically significant differences in scores were evident in many personal and job demographics such as disability status, educational status, ethnicity, time worked in role and organisation, and English as a first language status. Tables and charts showing scores broken down by all demographic criteria can be found in the appendices of this report, and the implications of these findings and recommendations for further research are discussed in the conclusion.

# Employee Perceptions of Good Employment

The first part of the survey posed questions to ascertain overall experiences of good employment. The graph shows the proportion of survey respondents who selected each response category to reflect their extent of agreement with each of the survey items.



Overall, the data shows very positive experiences for employees’ overall perceptions of good employment. Very high proportions agreed or strongly agreed that they were happy in their current organisation and would recommend their place of work to others. Similarly high proportions of employees agreed with the statement that their organisation is a good place to work.

Only approximately half of respondents felt that their organisation had worked hard to make employees aware of their membership of the Good Employment Charter, and this is an area for further development, where employee perceptions suggest there is a need for organisations to do more to promote involvement with the charter to their employee populations.

The overall good employment part of the survey also posed two items to explore the impact of COVID 19 on experiences of good employment. Taken together, responses to these items show how although the pandemic had created some challenges for organisations, employees felt that their organisations have worked hard to remain committed to the achievement of good employment conditions.

In the focus groups, participants were asked about what good employment meant to them and their organisation. A number of themes were identified that encompassed wellbeing, support, safety, trust and happiness at work;

*“[it]is being happy at work... and looking forward to come into work, which I do”. (Focus group)*

*“Good employment means [as a manager] that I get the best staff for me to be able to deliver... so from the organisation’s point of view, if we’re not good employers, we don’t have happy people coming into our workplace and they may leave. So, in a nutshell, being happy in your job is the most important thing that we can possibly do. And I, I do believe we do that well here”. (Focus group)*

*“That you’ve got the right support from your managers, so it’s about creating an environment where people are happy, but you’ve got support mechanisms in place and the opportunity to develop”. (Focus group)*

*“Well-being and feeling safe in your workplace... so making sure everything is a good environment. And for me it's having the right culture and values as well”. (Focus group)*

Participants also noted the importance of fairness and intersectionality across different charter characteristics:

*“There's something about creating that inclusive environment or culture where people are happy and come to work and accepted for who they are. That's got a real diversity inclusion element. And also, though, that we've got clear terms and conditions, fair pay for a fair day's work, ongoing progression and career development opportunities. I think it means that people are coming in and they're going to get developed”. (Focus group)*

Similar themes emerged that emphasised the long- term viability of organisations and notions of security;

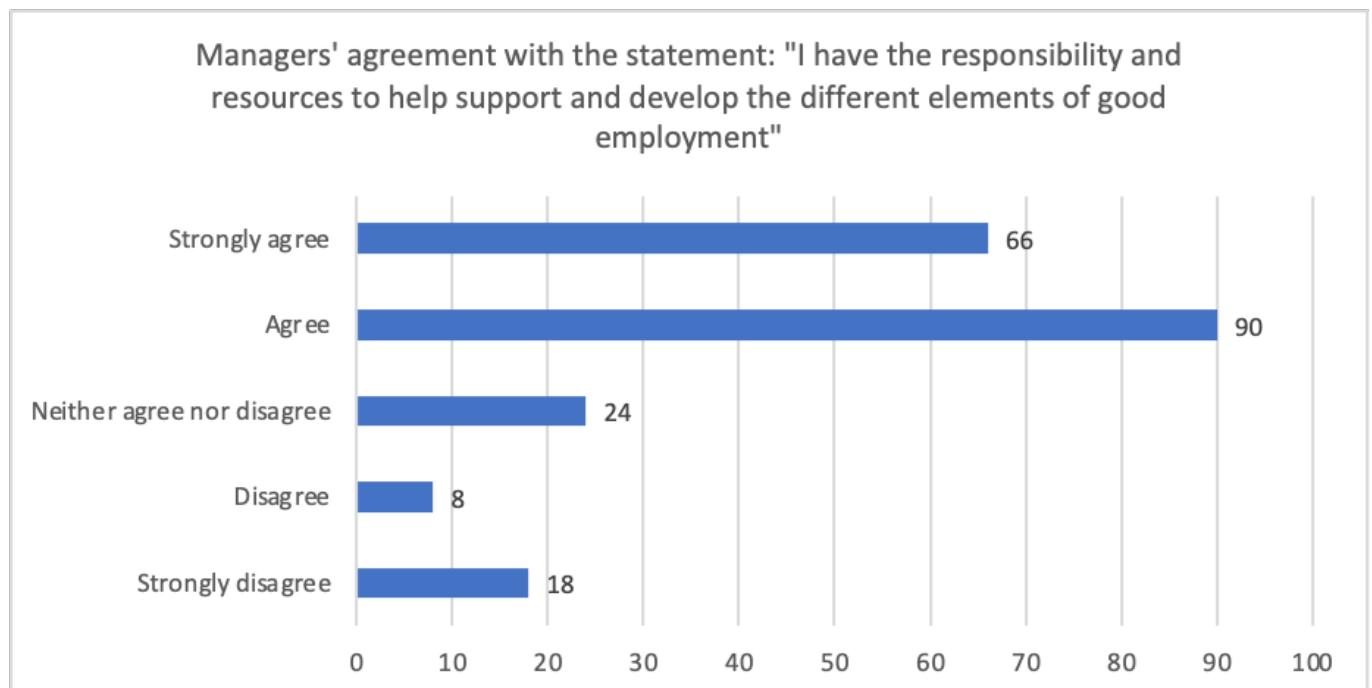
*“Sustainability. I don't just mean environmental sustainability, that's part of it. But I think people want to be confident and comfortable that their jobs are still going to be there. Their organisation is going to be there...”*

*that I can stay with them for the long term... you know the confidence that I'm working for a profitable company”. (Focus group)*

Some participants also discussed the link between happy employees and organisational benefits such as high performance and customer satisfaction;

*“So making sure that our people are [as] happy as they can be in work. But we've got, you know, we, it's not just a case of, well, we want everybody to be happy and give everybody all these different things that makes them happy. We, you know, we expect really high performance as well and that's what that's what makes us work”. (Focus group)*

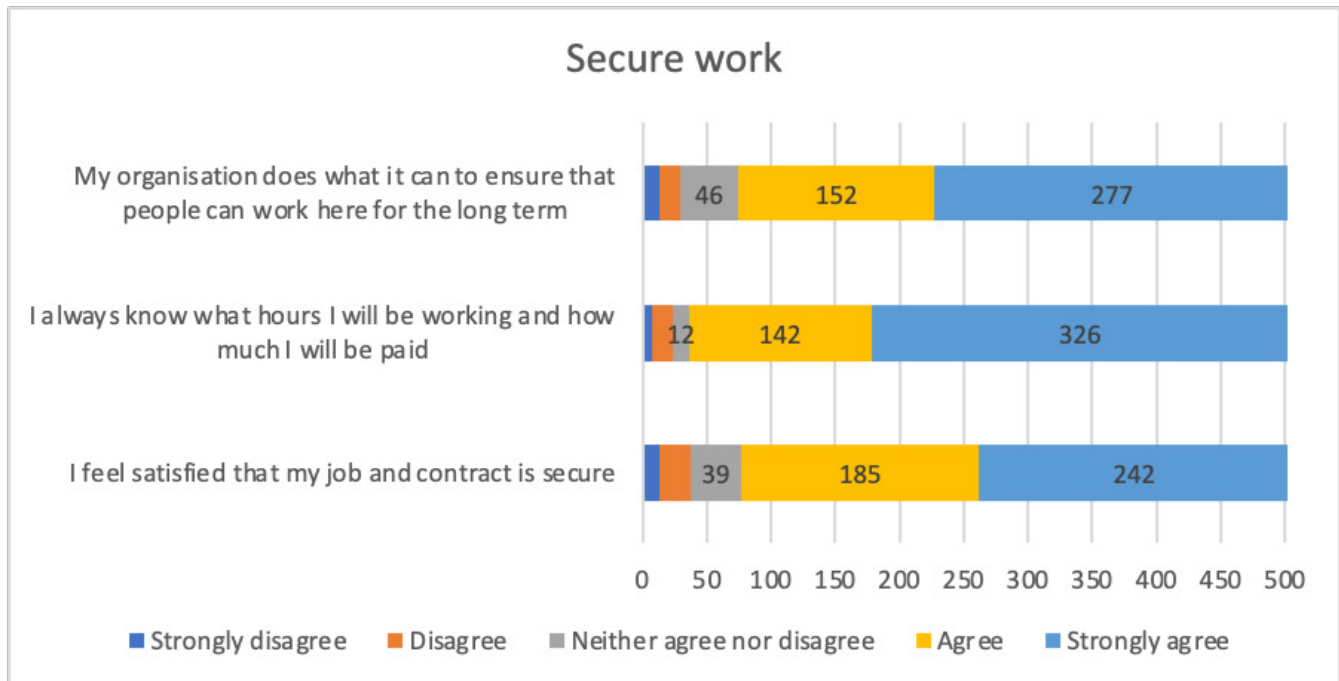
In the survey, those participants with management responsibilities were asked to what extent they had the ‘responsibility and resources available to help promote and develop the different aspects of good employment’. Large proportions of managers agreed or strongly agreed with this statement suggestive of good levels of management involvement in implementing positive practices across the charter characteristics.



# The Seven Charter Characteristics

This section of the report addresses each of the seven charter characteristics in turn, and provides the survey data integrated alongside free text comments from the survey and focus group data.

## Charter theme 1: Secure Work



Scores for secure work were very positive with very large proportions of respondents agreeing or strongly agreeing that their organisation provided secure work across all three items. In the free text comments and focus groups, a number of themes emerged that help to contextualise the responses in the numerical data.

Participants explained that even though challenges can sometimes arise from external factors – such as the pandemic, organisations were committed to providing secure opportunities wherever possible;

*“Given the short term nature of funding for not-for-profit organisations the commitment to secure work here is impressive”. (Survey comment)*

*“I feel safe and secure within this job regardless of anything going on - they always do their best to support and accommodate us and our needs”. (Survey comment)*

*“The company has done everything it can to protect its employees, during the pandemic, both from a health perspective, but also from a trading company view. Doing all it can to continue throughout and after the pandemic. The employees/managers/owners have all pulled together to achieve this”. (Survey comment)*

Some participants noted that the pandemic had impacted the provision of secure employment;

*“COVID 19 has been difficult for our industry and there is some concern about security”. (Survey comment)*

*“Production is very unstable in terms of sales, which creates uncertainty around job security on the shop floor”. (Survey comment)*

*“Contracts were being extended by six months at a time up until January 2022*



*which was distressing during the pandemic. Lots of staff are seconded into different roles dealing with Covid which has made the 'post pandemic world' quite hard to predict here".*  
(Survey comment)

but participants often cited organisations as having temporary to permanent arrangements in place, which although could be unsettling initially, offered secure employment after a period of time;

*"The uncertainty of COVID 19 seems to have increased the number of temporary fixed term contracts even for jobs that become permanent later on and this creates an initial period of uncertainty".* (Survey comment)

*"Due to the nature of funding, the organisation offers a lot of fixed-term contracts initially. However, management are very supportive that renewal and movement is possible".* (Survey comment)

Participants noted sectoral differences that shaped how secure work could be impacted;

*"Within the voluntary sector, the concept of 'secure work' is very tied to external funding as income internal income generation is unstable and often not enough to go towards employment costs. Therefore, I feel it is important to just highlight that within the voluntary sector employees are less secure perhaps but in a transparent way as posts are often time limited etc".* (Survey comment)

Where provisions of traditionally secure permanent work were not possible, it was felt that strong communication and transparency were key to offsetting negative impacts around insecurity. For example, in the focus groups participants explained that;

*"We always have pre agreed length of contract, and pre agreed amount of hours per week that that person will work and we stick to that. And if ever, I mean it's very rare, but wherever the work is not there we find something else that that person can do and we will talk to them about that so that they can maintain their hours".* (Focus group)

*"we always tell them how long that contract is likely to last, and we always give them*

*notice as well... we would always give them as longer notice as we can so that individual can then source something else afterwards. And I think COVID has challenged it a bit when we've had a have a downturn in business when we've had furlough and things like that".* (Focus group)

There were also reflections about forecasting and horizon planning to engage innovative solutions for the creation of permanent posts despite funding challenges;

*"...it's just around challenges, so some of our projects in our company are funded externally, so things like lottery funded and things like that. And obviously those come with a time frame and always end. So our challenge at the moment, we've got one contract that will end next year and it's a small team, but we're constantly looking at different funding or how we can continue to grow other areas of the business so that we can bring that team in permanently".* (Focus group)

Participants spoke of the need for clear structures in defining job roles and ensuring that work was undertaken both strategically and operationally to stabilise roles that may risk precarity;

*"...for example [in one division] we've recently kind of gone through a bit of a restructure and that is to make sure that they are in a more secure position with the current constant change in climate, so I think it's just making sure that we're constantly reviewing, you know, even the structure of the whole company to be honest, to make sure that we have got the best structure to move forward. We have people that you know might only do 2 hours a day or things like that. It's important they have the same hours every week...and so they know exactly what they have got there. So I think there's a lot around structure and, and we've also done another piece of bringing in to the group structure. We bring in a different part of the group into the central group, just to give them a bit*



*more stability so that they then have access to all the same benefits. So, there's constant work on going and where we are making it more and more secure by kind of stabilizing people". (Focus group)*

On the other hand, some employees cited the impact of restructuring exercises as eroding their confidence in secure work opportunities;

*"Restructures every 2-3 years adds to uncertainty". (Survey comment)*

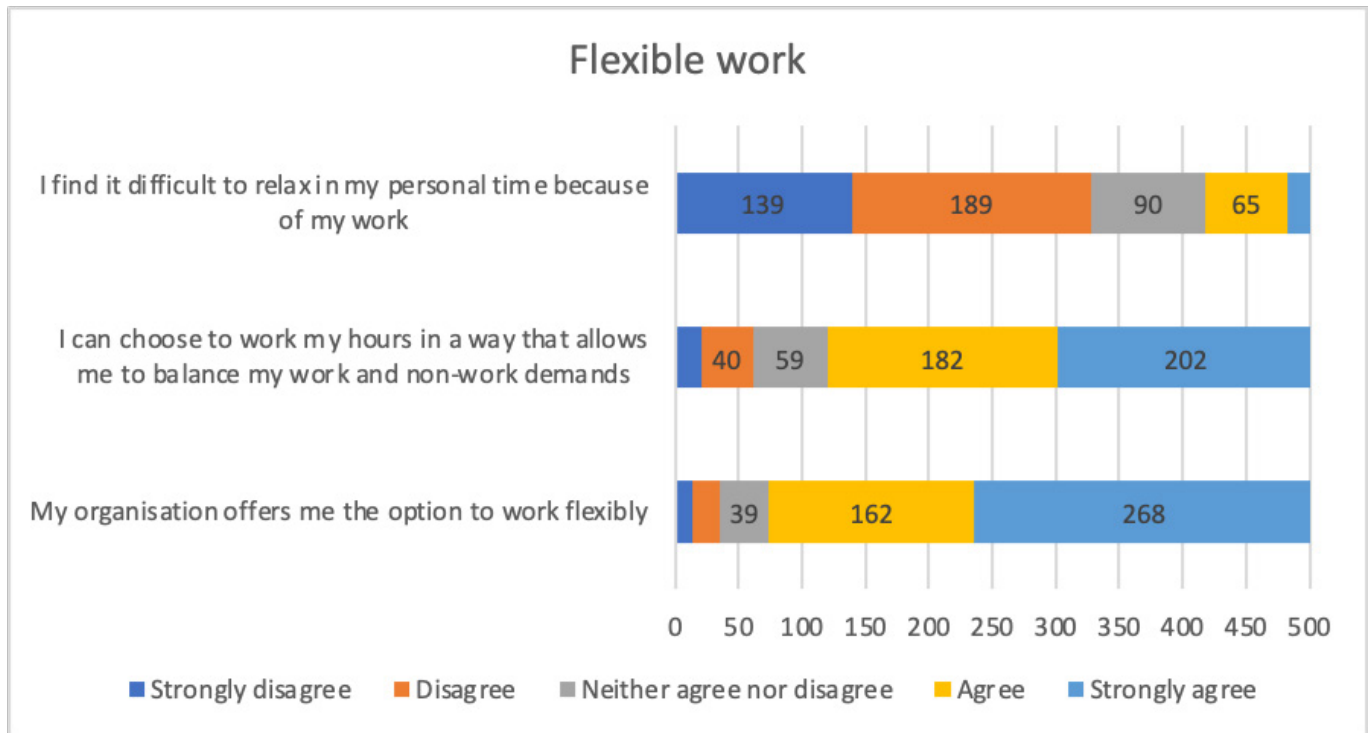
Some participants also discussed the interrelationships between secure work and other charter characteristics such as pay, and health and well-being;

*"The work feels secure, and is rewarding and challenging. However, the organisation does not do what it can to ensure that people can work here for the long term, as salaries do not trend with the industry benchmark and career progression is not mapped out". (Survey comment).*

*"Our organisation worked extremely hard during the pandemic to ensure we had positions to go to, communication was excellent throughout and we felt looked after, and reassured that they had our best interest at heart, especially with mental health". (Survey comment).*

*"They used the furlough scheme to protect jobs. It has agreed a number of different flexible working arrangements post pandemic to enable people to continue to work even when their domestic circumstances have changed due to Covid. It is a caring employer which goes out of its way to retain valued staff". (Survey comment)*

## Charter theme 2: Flexible Work



Large proportions of survey respondents cited they had the opportunity to work flexibly, and encouragingly only small proportions found that it was difficult to relax in their personal time because of work commitments. Taken together, these survey results show a very positive response with regards to flexible work.

Additional comments from both the survey and the focus groups further illuminated the experiences of flexible working. Employees cited the benefits of flexibility in working patterns as impacting their perceptions of support, trust and psychological safety, and outcomes such as employee retention;

*“It has agreed a number of different flexible working arrangements post pandemic to enable people to continue to work even when their domestic circumstances have changed due to Covid. It is a caring employer which goes out of its way to retain valued staff”.* (Survey comment)

*“My employees understand that I am a working mother of children at school. I work to suit my family and their needs with no*

*explanation required. This works for me and I feel my organisation get the best out of me by us having this understanding. It’s all about work/life balance”.* (Survey comment).

*“I have an unconventional working pattern. I ensure both colleagues and clients are aware of this. I also change my hours and work as and when I need to, to complete my work, but also be there for my family. I inform my colleagues of changes and it is never an issue. It is the best way to get the most out of me. I am fully trusted to do what I need and my work is always done”.* (Survey comment)

This was also evident for employees at different levels within organisations. For example, one manager commented;

*“As a manager, my hours can vary but I have a level of autonomy in managing my time - our agile / flexible working policy is great for giving me flexibility in location and patterns of working hours”.* (Survey comment)

Organisations also reflected upon how the pandemic had allowed them to think differently and creatively about removing barriers to flexible working practices;

*“We were guilty in the past of thinking that we couldn’t do much flexible working, that we had to be available from set times. And I think there’s you know, certainly over the last few years, we’ve realized that that really isn’t the case at all, and pretty much anything goes. We basically say to people, if you ask us and we can do it, we will say yes. So we do part time term, time, compressed hours”.*  
(Focus group)

Though the majority of comments explored the positive impacts of flexible working, there was acknowledgement that flexible working patterns could increase workload and present challenges in managing the boundaries between home and work;

*“The pandemic has meant that we work longer hours, accepting later calls and working into the evening. This has perhaps increased expectations of how much work we should be doing - for the talk of work/life balance, business needs often get in the way, and we spend pinch points working too long, at home, with too few breaks”.* (survey comment)

*“We have an excellent agile working policy but there is some need for communications and a culture change to enable people to fully utilise this without guilt or blurring of work/life”.* (Survey comment)

This challenge was also addressed in light of certain sectoral challenges, for example;

*“The voluntary sector as a whole I feel has more blurred lines between home and work life balance. This again is the nature of the sector but does impact in such areas”.*  
(Survey comment)

Interestingly, focus group participants explained that there were some challenges for flexible

working that were sometimes dependent upon job role, and that further solutions were needed in creating inclusivity with flexible working patterns;

*“...so hybrid working and that kind of flexible working. We’ve done loads of that, but we realize there’s this forgotten group of people and so that’s been a real challenge, so there’s a big group of people who work in a warehouse or on machinery or outside our business. If you work in a shop or in a school, or you know everyone was talking about this utopia of like home working, and if you work in one of those jobs, you can’t do that and I thought that was a real shame ‘cause over half our colleagues having that kind of job and that was a real challenge ‘cause how do you offer support to these people that for a big part of the last couple years, have probably feared for coming in in case they were not safe and I thought that was really hard”.* (Focus group)

Likewise, in one focus group, more support was requested in understanding the challenges and complexities across different manifestations of flexible working and what these meant in terms of meeting the criteria for charter membership;

*“But I think what’s important is the difference between flexible working and hybrid working, and so it would be great if the charter could be clearer on that because times have moved on. People are working from home and in the office, but for me from an employment law perspective, there’s a clear difference between flexible working rights and people working flexibly”.* (Focus group)

Further, there was discussion about home working as part of flexible work agendas, where both challenges and opportunities for the individual and the organisation were acknowledged alongside the need to regularly review progress and success;

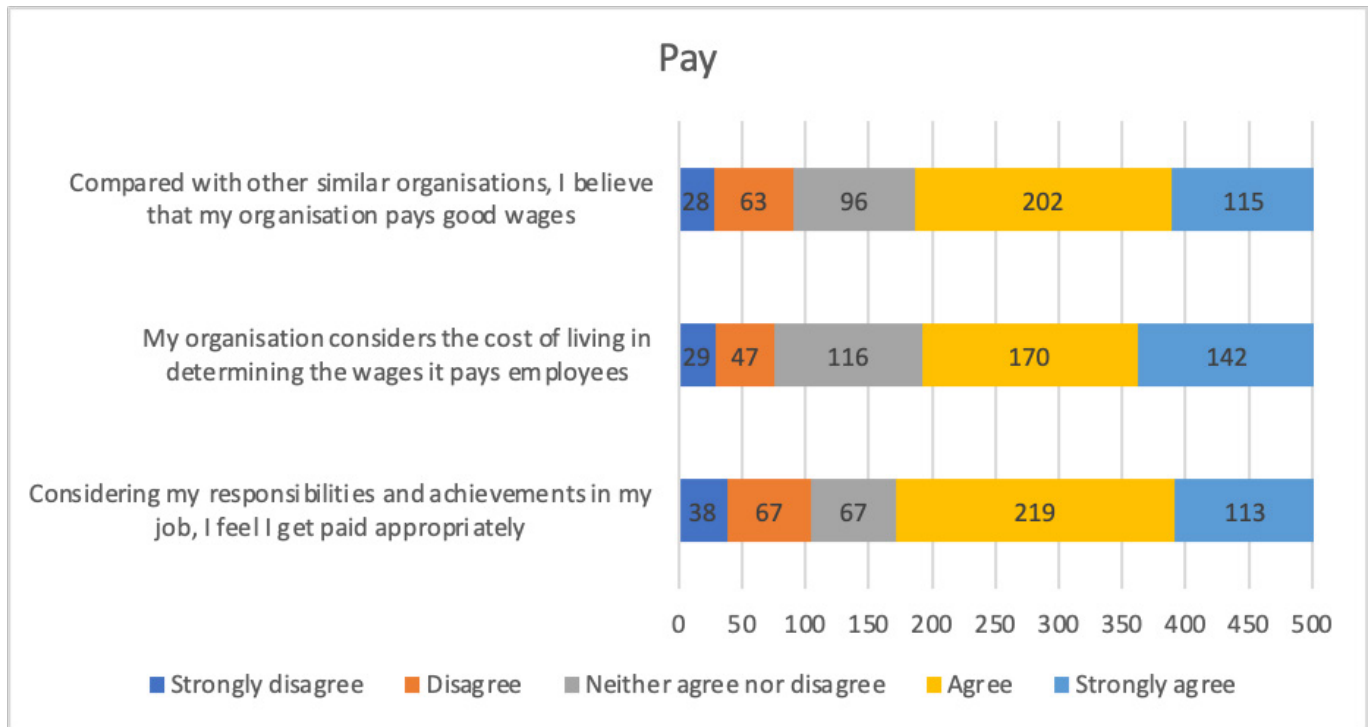
*“...and we’re doing quarterly reviews with the pilot for the first year and what we’ve said is, you know, we’re open to any suggestions, we want to work with you to try and create*

*flexibilities in people's arrangements. We also know some people might not want to work flexibly at all. Some of the office based staff. For example, you know, can't work at home. We've got all sorts of horror stories of people working on ironing boards, you know. And actually, kids in the background making a racket and they want to come to work five days a week rather than have those flexible arrangements. So, it's about making sure it's not one fits all and it's taking into account everybody's needs and trying to find that balance between what works with the business and what works for the individual and be open to being creative and flexible in our approach". (Focus group)*

Insight was provided in to both the individual and organisational benefits of providing flexible working;

*"We support colleagues with if they want to go and see the kids or their grandkids at sports day or at the Christmas play. And it just really works for us and we get back in spades what we give to people. And I think it's really lovely to be able to do that. But I think what that's done for the business has meant we can attract a real high calibre of candidate as well". (Focus group)*

### Charter theme 3: Pay



Although the scores for pay are largely positive, they present the lowest score across all of the charter characteristics, where a lower proportion of employees cited agreement or strong agreement with the three items, compared with other charter characteristics. Around 60% of participants agreed or strongly agreed that their organisations paid good wages and considered the cost of living in the wages they pay. Similarly, around 65% of respondents agreed or strongly agreed that they get paid appropriately.

In further exploring perceptions about pay, the comments from the survey and the focus groups provided contextualisation to the survey scores.

There were numerous examples of providing full pay despite furlough arrangements during the pandemic, and participants' accounts showcased a wealth of positive experience with regards to sick pay and the context of the pandemic;

“so that was quite a big area for us that we were very happy with - we’re still doing it with isolation. So if anybody has to isolate due to COVID they get 100% of paying. It doesn’t affect their sickness and we’re looking at how long to keep that in place, but it has given people a lot more”. (Focus group)

*“X have been brilliant employers in terms of full pay when people had to be off self isolating. This approach made our work environment safer for all”. (Survey comment)*

*“My organisation has gone to great lengths to support health and well-being during the pandemic. We did not furlough anyone and any sick absences were paid at 100%”. (Survey comment)*

*“X furloughed some of the operatives, but topped them up to full pay. If you had childcare issues they offered furlough to help some staff. Very understanding”. (Survey comment)*

*“My employer has generally been very good. I would have liked them to consider furlough for people unable to work from home in the early days of the pandemic (e.g. those with very young children without childcare) but understand that this might have created resentment amongst other staff so understand why it wasn’t done. I also think it was unfair*

*to say that people isolating due to contact with Covid can work from home but people isolating because they have been abroad cannot work from home and had to take leave for 10 days (when the rules stated they had to isolate). This meant some people may have needed to take unpaid leave when they were able to work at home". (Survey comment)*

*"Furlough was handled well, the social impact of the furlough scheme was considered and measures taken to reduce the negative impact, while considerations were taken in the sickness policy for the pandemic". (Survey comment)*

*"..the pandemic did change things for us quite a bit, but we were really proud that we were able to, when furloughing people, provide them still 100% of pay". (Focus group)*

*"Several of my furloughed colleagues are employed on a part-time, permitted work basis. 80% of wages would've led to financial hardship, so our employer chose to pay 100% of wages to stop stress and anxiety of limited income". (Survey comment)*

Many participants noted the importance of paying the real living wage;

*"I think real living wage is really simple and straightforward and we think everyone should pay real living wage and we want to be part of the kind of campaign really to support that. 'cause I think that's absolutely crucial for people's self esteem, for the value of the work, for everything - we were absolutely right behind that". (Focus group)*

Similarly, there were some very positive examples of pay structures and associated benefits;

*"Our organisation pays well above the RLW. Knowing the salaries of some competitors we also pay more than these". (Survey comment)*

*"We are all paid over living wage, our job roles are benchmarked every year and we are all paid at the top or over the benchmarking, plus we have many additional benefits such as a share in the profits, PMI, a larger % towards our pensions than the law states etc". (Survey comment)*

An important trend in the data was both visibility and parity in shaping employee perceptions of fairness, and there was evidence of some challenges here;

*"Pay has become inconsistent. Rules relating to pay grades and awards to particular staff is very inconsistent. New starters seem to get treated better than existing staff in this regard". (Survey comment)*

*"My pay is not public. Other companies do not make their pay scales public. Job adverts list either 'competitive salary' or a very wide range. My pay has not increased significantly in the last 5 years when inflation is taken into account". (Survey comment)*

*"The organisation is not consistent in its approach to pay. Some roles with similar titles have vastly differing responsibilities and pay. Job roles are opaque - it is hard to compare your salary internally to similar roles, and there is no explanation of why some roles are graded at one level, while other similar roles managing more people are graded lower. The process of evaluating a job role and its level is also opaque". (Survey comment)*

*"The pandemic has highlighted the ability for teams located around the country to work effectively together from different locations. This has highlighted the inequalities in pay based on regional location. More research is being done into this to ensure fair pay". (Survey comment)*



Participants discussed the positive impact of regular pay reviews;

*“Recent pay reviews have brought pay more in line with expectations, but prior to this was a period of stagnation”. (Survey comment)*

*“Every single time that the real living wage is announced and there’s a review of every single colleague’s pay to make sure that everybody is over it, and so that happens, in that cyclical thing of making sure that there’s constant reviews and everybody has the right to have a conversation and you are encouraged to have a conversation with your manager at least once a year”. (Focus group)*

There were some frustrations addressed with respect to a lack of competitive pay, and employees discussed the impacts of this on staff retention;

*“Historically my employer has always offered competitive and fair salaries and employee benefits. Unfortunately Covid and Brexit are challenging this. Measures are in place to review the impact this has on staff and retention. For example, a review of the pay policy, analysing reasons for staff leaving etc”. (Survey comment)*

*“Our pay scales are not appropriate or competitive meaning it is hard to retain or attract staff”. (Survey comment)*

*“This has been a clear huge improvement in the last year or so in terms of introducing wage scales and annual reviews on these, as well as introducing an inflation rise annually. Additionally, staff were all treated fairly in terms of furlough. However, wages are still incredibly low in comparison to other industries, as well as some similar industries within Greater Manchester. Low wages tends to be the deciding factor on staff resignations and for a large part, is responsible for the high staff turnover”. (Survey comment)*

In the focus groups, specific questions were posed about sick pay and there were a number of interesting reflections about the challenges of implementing this in a way that accounted for different working patterns and contractual arrangements;

*“And I think the sick pay is the one that is really tricky for us. So we’re in a situation where we’ve got two types of roles. Some roles are quite operational, so maybe production and warehouse and we’ve got roles that are like office based and salaried. Those two different types of people receive different terms. First of all different overtime. So if you’re in an operational role, you get paid for all your overtime. And if you’re in an office based role, you don’t. You just, there’s an expectation that you’ll do those hours when they’re needed, and those roles also attract different sick pay. So, if you’re in an operational role, your first two days sick are unpaid and everything after that is. And if you’re in an office based role, then you have a certain amount of sick pay per year, and we’re kind of in this really difficult position... we need to be able to motivate people in those operational roles to really put in the overtime in our seasonal peaks. And how do we then fix this when we think that what we do is really fair ‘cause we would never leave anybody struggling? And if they’re off sick... but to change it would mean we’d have to kind of change everything and we find that it’s a really challenging situation for us and not knowing what to do for the best with that, really”. (Focus group)*

There was also discussion about the impact of discretionary behaviours with regards to paying sick pay;

*“And I think maybe that’s where sometimes I think we know that we care so much about our colleagues. So if somebody had an illness that meant they were off for a really long time, we would likely just pay them anyway, because we really believe in supporting colleagues”. (Focus group).*

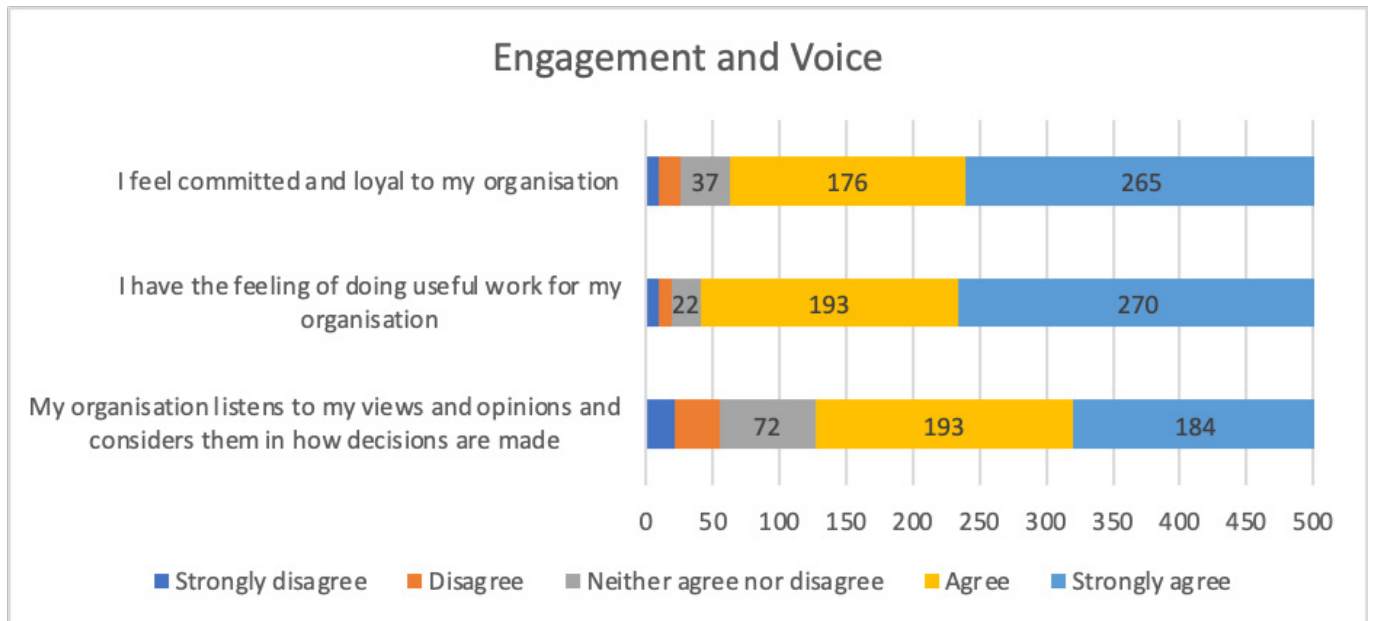


*“We do have full pay when we are sick, which is great. New starters that have not been eligible for full pay, managers have been really supportive and done what they can to help”.  
(Survey comment)*

Detrimental impacts of a lack of sick pay and other benefits were outlined by a number of participants;

*“My company is paying me less than other local companies. I did have a small pay rise at the start of 2022 but I still feel that it is a very low wage. However...they pay higher than the average wage, and overtime is made available to everyone. My company does not offer sick or maternity pay though and this is hard. I was off for 10 days with COVID last year and lost half of my wage - I was only able to cover my mortgage and bills because of the way the two weeks sickness fell (one week in one pay period, one week in the next.) I also want to start a family but my partner is concerned about the maternity pay and me being off work for several months”. (Survey comment)*

## Charter theme 4: Engagement and Voice



Very high proportions of employees agreed or strongly agreed with the survey items about being committed and loyal to their organisation and doing useful work for their organisations. Similarly, almost 75% of participants agreed or strongly agreed that their organisation listens to their views and opinions and considers them in how decisions are made.

In addition, the free text comments provided further insight in to experiences of engagement and voice within participating organisations.

There were some positive examples of employee-led decision making within a safe and trusting environment;

*“It’s very much employee-led when it comes to values and how we want to shape the business and roles. Our opinions are carefully listened to and considered for important decisions that will impact us”. (Survey comment)*

*“I think it’s feeling really safe and valued to be able to share you and your opinions and your concerns maybe, and that you know that you can have that honest conversation. If there are any issues”. (Focus group)*

In providing examples, employees cited a range of mechanisms that worked to heighten their perceptions of having voice and engagement. This included involving staff at all levels, good communication between staff and leadership, and good listening;

*“our MD is having one-to-one sessions with everybody in the business at the minute, just to kind of get, you know, get to understand how they feel about working there. And he’s not afraid to go down the corridor making a brew for a meeting. You know it’s all of that... nobody is more special here than anybody else”. (Focus group)*

*“We have fortnightly management meetings and any major (and often minor) decisions are discussed as a group. The warehouse staff are included in these meetings where it applies to them. Due to COVID we have changed our meetings in person to online meetings. We have daily meetings online so everyone feels part of the company and is aware of what is happening”. (Survey comment)*

*“They really listen to me and I definitely feel valued which is a big difference from almost every job I have had in the last ten years”. (Survey comment)*

*“Whether that’s coffee mornings with the CEO or listening groups with peers so that they can maybe talk a bit more freely about issues...and to make sure that people feel like they can say things. You know we’re always giving people email channels that they can email if they want an update on any of the updates that go out. And also, we have kind of like, a ‘have your say pot’ where people can just throw in ideas about continuous improvement so people really feel like they have ownership and have a say in what is being done. And I think that’s really shown in our last engagement survey so everywhere they said there was an issue and we’ve worked on the issue is now the highest uplift in the in engagement score”. (Focus group)*

In addition, there were examples of where good employee engagement and voice were at the heart of organisational culture and processes;

*“So worker voice and engagement is really crucial to us because, you know, it’s kind of part of our DNA, so we have first of all, we have a board of trustees that is responsible for making sure the business represents the rights of the workers and what’s really special about that is that it has two people on the board of trustees that are employee-elected so their colleagues have elected them on to there”. (Focus group)*

In the focus group, one participant explained that their organisation had made fundamental changes a number of years ago and gave the example of moving from poor engagement practices to more positive ways of engaging and involving employees;

*“[A number of years ago] we didn’t have much worker participation involvement, but one day we kind of realised how rubbish things had become and we were quite prepared to stand up and say I’m really*

*sorry I’ve messed up here and this is our responsibility. And I think people really respect that and we kind of continue that theme. We make sure that we own it. If we, you know, if we make the wrong decision or if we’ve got something to learn then we make sure we really own it and we are really honest with our people about that. And it means that people are honest in return”. (Focus group)*

In terms of areas for further development and support, some participants cited a lack of autonomy and choice in their working arrangements, and others explained that though their managers were approachable they may not action requests for changes;

*“My manager is a lovely person and very approachable. However, I feel as though they don’t act upon what is discussed”. (Survey comment)*

Similarly, there were some interesting complexities addressed where participants discussed the problems in very high levels of employee engagement, and managing employee expectations about the reach or ceiling of positive working practices;

*“[if you have] a really highly engaged culture and it always has been, and I’ve kind of come in and they’re like, you know, they’re getting really high engagement rates, but sometimes I find that and it has also been in previous companies I’ve worked for, it can also breed a like a discontent because people are so used to it being so good... so I think sometimes that’s the challenge - it’s almost like you can’t keep getting better or if you’re gonna measure it in like a percentage you can’t get 101%”. (Focus group)*

Employees also acknowledged strategies that they used to optimise engagement during remote working;

*“Obviously everybody that was in the office worked from home and we put out surveys and asked people ‘what do you want that will keep you together?’ What will give you those*

*water cooler moments and things? So, we brought in more communication. We didn't have a WhatsApp group previously, so we've now got a WhatsApp group". (Focus group)*

Inclusivity in engagement and voice was discussed as both a challenge and an opportunity by participants. For example, participants explained that engaging all employees in different physical locations/those outside of a traditional office environment could pose challenges;

*"Biggest difficulty for us is, how do you successfully and effectively reach people that are out on site all day? Digging holes maybe, so the chances of them reading an email...so how? How do you target that audience versus people that are at a computer all day? So, lots of challenges around that. I think support around new technologies, different ways of communicating with different groups would be really beneficial". (Focus group)*

Similarly, the notion of ensuring voice was representative of all employees and that mechanisms for relaying information was authentic to employee need was also deemed important;

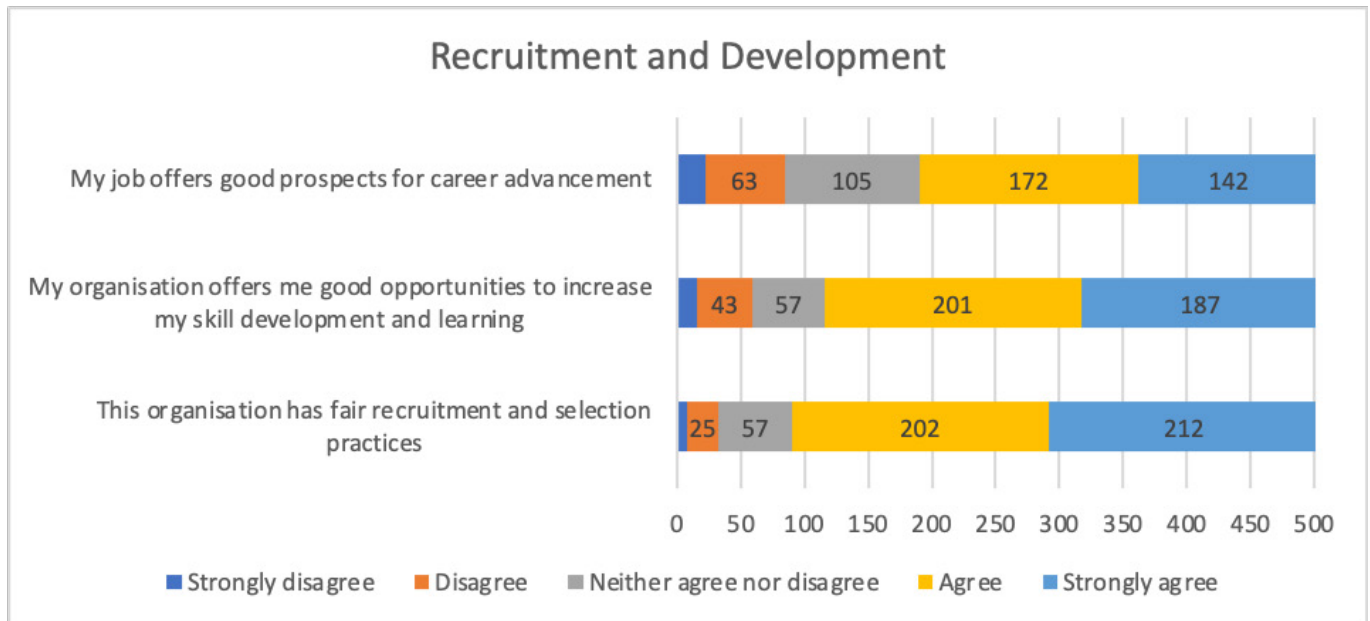
*"...so in my role, I have a view of what I think people might want to hear, but actually not being disabled myself... for example, I don't understand how that impacts somebody: when you find out that you are disabled and what sort of support is available. So, using that as an example, we get a real-life story shared with the rest of the organisation from somebody who's actually experienced it themselves and it's made it so much more powerful than me writing something". (Focus group)*

Additionally, reflections emerged about the need to ensure that employees at all levels felt comfortable and that organisations were equipped in terms of building on their listening capabilities;

*"...where I think we're weaker and I think a lot of employers are, is on listening, and not just listening, but encouraging those people who*

*perhaps don't feel that they're empowered to speak up and share their ideas. You know, positive or negative or, or you know, whatever it might be. I'm always saying to colleagues, look, it's not just the managers and the leaders who come up with the strategy and the good ideas in our business. You know, the best ideas often come from colleagues all through the business...so it's nothing really about, you know, seniority or longevity. So we've got some employee groups that I mentioned before. That's important, but I think there are other areas that I'm keen to explore as well. You know how we run meetings, how we chair meetings, how we make people feel it's OK. In fact, they're positively encouraged to share their ideas and put their hand up and speak up. There's some interesting stuff about that and kind of exploring different ways of doing it. You know, if I share a meeting invite as Managing Director which is traditionally what you might do, what impact does it have on the other attendees? Do they genuinely feel able to share their ideas? You get really good at communicating out, but maybe less good at listening back, and that's something that I want to work on and for us as a business to be working on". (Focus group)*

## Charter theme 5: Recruitment and Development



The survey scores illuminated largely positive experiences across the items posed for recruitment and development. Though opportunities for skill development were perceived as high, opportunities for actual progression were perceived as less common with smaller proportions of respondents agreeing or strongly agreeing that there were good prospects for career advancement, compared with the other items. Very high proportions of employees felt that their organisations had fair recruitment and selection practices.

Once more, the additional data from free text survey comments and the focus groups helped to support and add explanation to the survey scores.

There were many examples of excellent development opportunities for employees at different levels within the surveyed organisations;

*“Many staff progress their careers by securing internal promotion. When staff do leave we find they often return to us as they find other employers are less supportive and welcoming than we are”. (Survey comment)*

*“We are actively encouraged to develop our skills in areas we want to”. (Survey comment)*

*“Always being offered new experiences and learning opportunities”. (Survey comment)*

*“Dedicated and knowledgeable recruitment team on hand to manage each stage; diverse training programs available for different functions; online learning courses supplied by Group for soft skills; coaching and mentoring support available on request”. (Survey comment)*

*“I have the opportunity to progress in my role and have enquired about the appropriate training courses - my company will cover the cost of the training and allow me the time to complete my assignments around my job role. I also think that everyone else has the same opportunity, no matter what department they work in. I like that the company advertises roles internally to give current employees a chance to progress or switch roles”. (Survey comment).*

In terms of recruitment activities, there were some interesting reflections about the need to attract and retain diverse talent;

*“Our challenge is how do we attract great talent into the business? How do we attract*



*diverse talent? Because we're one of the least diverse sectors in the UK. So a lot of people that apply look like everybody else that works here, so it's about changing that and using different community groups and reaching out and using contacts and networks and working in schools to bring talent in from a professional perspective. It is very much about attraction and brand and to promote our industry as a sector where anybody can come and work. Whether you're male, female or from whatever diverse background. And then for career progression... it's about selling the jobs so we focus on getting people from through the front door and maintaining them so our attrition is really low. It's probably about 7%. And because once people join they don't go anywhere as we upskill and we spend lots of money in investment, you know, and then they tend to stay for quite some time". (Focus group)*

Changes in recruitment methods as a function of the pandemic have also been challenging for some organisations;

*"I personally found really difficult the online interviews. I've just found them really difficult to gauge. I interview obviously on knowledge and how they come across, but because our culture is so strong and we've worked on it, it is fitting into a culture as well. Uh, and that's been a struggle for me over the last 18 months to recruit with the same integrity that I normally would. We're not going far wrong, we've still got growth in the team and still got some really good people in it. But it has been difficult". (Focus group)*

Participants also noted some struggles with recruitment as a function of salary scales that are not competitive;

*"We are struggling to recruit new staff including HR staff and I believe some of this is due to our salary scale falling behind current market rates. This is definitely true for the more senior roles although in many cases the people who work for us are not doing*

*it for purely financial reasons and it is their strength of personal values that retain them in the business". (Survey comment)*

It was also noted that honesty and transparency in managing expectations related to progression opportunities was important, alongside a need to be innovative and creative in scoping out roles and activities that provided further skill development when formal roles were not available;

*"It is important, being really open and honest and transparent. If there isn't going to be opportunities coming up, that you make that clear to people. Rather than spend that investment in time, I'm bringing people in under false pretences that there's an opportunity to progress. But then when we have got people in the organisation or kind of like at the top of their game, we look at things like using those individuals as professional coaches for people that are maybe on talent programs or as a mentor or buddy...I think if they've got a skill set you should absolutely use it, because that will give them some value. And stuff that takes them away from their job and gives them like a real sense of purpose. So if we can't progress somebody and they've kind of reached that ceiling, that's what we will do". (Focus group)*

*"I think what we found is sometimes you can't offer someone the next move. You know you haven't got it within your structures and we have reviewed structures in the past and created different levels to create opportunities to keep people a bit longer. For example, we introduce another layer underneath so that we could move people up into heads of roles and you know, developing some progression pathways". (Focus group)*

In terms of internal promotion and development opportunities, areas for further development were gleaned from some survey responses. Examples of perceptions of unfairness in promotion and recruitment opportunities arose, alongside perceptions of sparse opportunities;

*“When recruitment processes are applied, they do tend to be fair. There are attempts to reduce unconscious bias etc. However, there remain several issues. Some roles are clearly created for certain individuals - you read the job descriptions and it reads like an existing role. Similarly, short timescales on advertising jobs make external candidates think someone is already being put forward. Some roles have been assigned without advertisement, even if they are ‘acting’ roles. And while the recruitment process attempts to be fair, there are areas where more flexibility is needed (i.e. the ability to ask questions to help you determine behaviours rather than skills), while in others more standardisation is needed (i.e. there is no set process for how you interview candidates to get a range of views)”. (Survey comment)*

*“Too many consultants used. Staff overlooked for promotion. Staff skills, knowledge and other experience not utilised when considering recruitment opportunities and therefore staff leave and move to other similar organisations”. (Survey comment)*

*“There’s no sense of career path or job progression at my organisation. If a vacancy doesn’t arise there’s no scope to increase responsibility/wage”. (Survey comment)*

*“This is a very small organisation - so opportunities are necessarily limited”. (Survey comment)*

Some complexities in development ceilings, seniority in term of management responsibility and pay were also outlined;

*“Progression in the organisation is often seen as moving into a role where you will manage people at your current level. This isn’t the only definition of progression - more responsibilities around projects, deeper knowledge and understanding, and acting as a mentor could all count, but rarely appear to be ‘progression opportunities’. Furthermore, progression opportunities can be limited*

*when you reach a certain point - there is less movement in roles and people are happy to stay. It means those coming up reach a point where there are no new opportunities to progress. Pay also comes into play here. Progression would seemingly also apply to pay, but people’s salaries reach the end of the salary range and their pay does not increase (except for cost of living increases), even if they are gaining more experience, taking on more management responsibilities etc. The only option is to move into a more senior role, rather than have their pay reflect their abilities and what they bring to the organisation. Pay is tied to job roles, and limited to that, reinforcing the idea of progression simply as moving to a role where you manage your current peers”. (Survey comment).*

There were also reflections about a good fit between organisational culture and values and how best to capture authenticity in recruitment of prospective employees;

*“I’ve learned to understand the behaviours a candidate might exhibit if they’re going to really thrive here. So, and it’s things that may be a bit different...you know, people just being able to be themselves and not feeling like they’ve got to put the corporate chip in before they start work, people just finding an environment where they can be themselves. We kind of did some working out of that and we ask questions that are behavioural that are really specific to the business, but to that role as well. At interview we tell them to forget what you’ve heard before about interview etiquette and you really can ask us anything... but I just think we want them to get under the skin of if this is going to be a place where they will be happy because we want people to be happy and we want them to stay for as close to forever as you can expect anyone to now you know, and so I think that sort of process means we get really good retention”. (Focus group)*

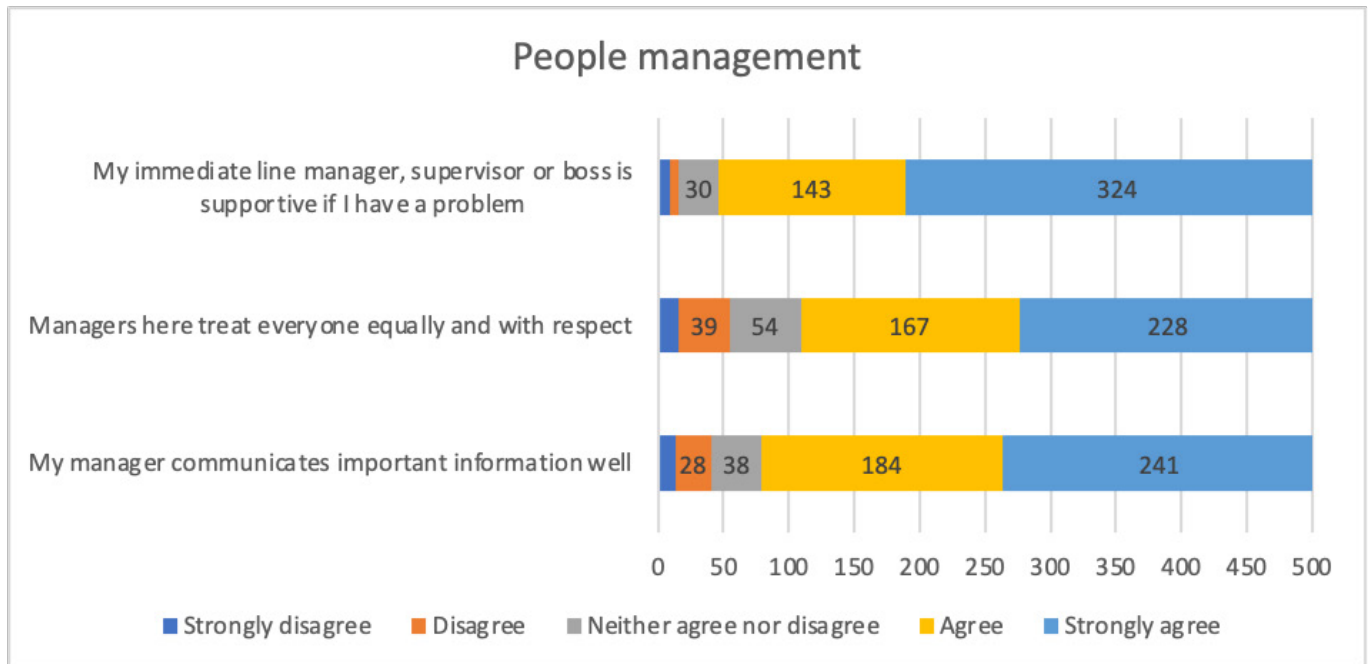
Participants also discussed a need for organisations to get some practical support from the charter with strengthening their recruitment efforts;



*“...we want to create this really diverse workforce and we’re striving really hard to be much better than we ever have been in the past. But I think some of the really practical stuff is not talked about. Obviously the so how do I write an ad that’s not overly gendered or doesn’t discriminate against groups of people. ‘cause that’s the opposite of what we want to do. I think stuff like that would be really useful”. (Focus group).*

*“We’re undertaking a big review of our recruitment policies and career development, specifically around kind of internal progression and we are starting to rewrite our job adverts, job specs, and things like that to make sure that they are more open and more inclusive, more diverse. We are doing all this work, but then we’re not really getting any increase in more diverse applicants, and so we’re starting to look at what work we then need to do in the community and in how we educate people. Why, you know, making women think about working in [this industry] and things like that. And so there’s this huge piece, so it would be nice to see if there’s anything in that way that would support you know both of those things if trying to make sure that the ads are yeah, more inclusive and more open”. (Focus group)*

## Charter theme 6: People Management



For the charter characteristic of people management, the survey scores were once more largely very positive. Very high proportions of participants agreed and strongly agreed that their immediate manager was supportive, and that they communicated important information well. A broadly positive response was given for the item regarding managers treating everyone equally and with respect.

In the comments from the survey and focus group data, a range of topics were discussed that helped to contextualise the survey scores.

There were many examples of high levels of satisfaction with employees' direct line managers, and excellent people management characterised by an emphasis on support, well-being and genuineness of approach;

*“Great relationship; truly know he cares about all of his employees’ welfare and happiness”. (Survey comment)*

*“I report to the CEO and she is an outstanding mentor, motivator and leader of people. She allows me to manage my own time, work flexibly and take on new challenges across the wider business”. (Survey comment)*

*“My line manager is always on it with absolutely everything and makes sure she gives the time and support to every employee”. (Survey comment)*

*“I believe I have one of the best bosses in the country. We have a structured 1-1 meeting every week (often once a day for small things). All and any problems are taken seriously and solutions worked on immediately and fairly”. (Survey comment)*

*“My manager knows me and knows how I work and therefore manages me really well because they know what gets me excited to come to work and what doesn’t”. (Focus group)*

There were some examples of celebrating diversity and autonomy in manager approaches and style;

*“Looking into the benefits of different types of leaders, so we’re not kind of having that one size fits all for people managers and we are trying to really step away from that kind of prescriptive, which is probably why we don’t have those tools in place for people managers,*

*but it's just striking that balance between giving people the tools they need to be able to do that function, but then also making sure that we see the benefits of different types of people being in those roles". (Focus group)*

There were also discussions that noted the support of the charter network and associated activities as inspiring confidence in growing management functions and behaviours;

*"We've created an environment where leaders and people managers know their people properly and so they know if something is wrong and they know what that person is like, what their hopes and dreams are and what their kids are called...I think an area where the charter has massively helped is we've gone from a smaller organisation to now becoming a bigger organisation. And scalability, and you know that felt impossible to me at the start of this journey like how are we going to go from this? Like a little company where one or two people have the control over everything to a bigger business where you release that and people are running their own functions. And I think that just the learning and sharing experiences with other people through the charter has really helped us to make that into something really manageable and easy to do with training, guidance, support and it just worked out and it's so much better". (Focus group)*

Some participants noted that there were challenges in the provision of the full range of excellent people management behaviours, and this was to some degree heightened by remote working;

*"The biggest challenge at the moment... we've got some managers who are brilliant in terms of the operational stuff. They don't do the people stuff as well. Some of the people are brilliant people managers. But not as good at managing other things. And when you've got more and more remote working, people that you don't see all the time like we used to, you know we were thrown into this situation in 2020? Yeah, well and it wasn't something*

*we would have done had that not happened. You know we had a bit of remote working but nothing like this. But you know, and people struggle to keep that connection going. It's about connectivity, isn't it? and how you keep that with the remote working...and also, you know the challenge is thinking about culture and values and how do you keep that culture of a very strong family culture...how do we know that people are as productive as they can be? How do we know that managers are doing as good a job as they can in terms of managing that? So you know, I think there's some real challenges around culture and values and productivity and management skills". (Focus group)*

In addition, participants identified some challenges as a product of the broadening of management responsibilities;

*"My personal experience of this is positive, and there is encouragement for line managers to be supportive. However, as individuals manage more people, they are expected to deliver both their existing work and the management of more individuals. This doesn't support good work, and a good balance between people management and work management". (Survey comment).*

It was also acknowledged that it could be difficult to harness the skills and confidence required of managers to engage in difficult tasks such as performance management;

*"But I think the top and bottom of it is if you were to ask somebody, do you truly manage your team's performance and you had to be honest, I don't think many people could answer 'yes', because I think it's far easier to give positive feedback and...I don't think we manage performance in a way that we should do 'cause I think it's hidden". (Focus group)*

*"Performance management is a real challenge in organisations...we've done a tonne of work over the last few months too... one manager, she admitted to me: 'yeah, I find having those difficult conversations hard'. You know*

*she's got basically a team that's performing very well, but a couple of colleagues who aren't performing so well in that team and you know they're gonna have to have some difficult conversations. And she knows she has been putting them off for months. It is hard". (Focus group).*

A small number of participants in the survey noted some challenges with their managers. For example;

*"Immediate line manager supportive of work, but not often present. Does not support home working as a concept. Senior management easy to communicate with when in the office". (Survey comment)*

Likewise, there was some dissatisfaction with consistency and communication structures at different levels of management;

*"My manager communicates well but senior management could improve, for example when the government announced the latest work from home advice the company didn't communicate to everybody whether we should come in or stay at home which left me in a position of not knowing what to do on the Monday morning, which was stressful". (Survey comment)*

*"Senior management do not communicate information to the right people; this can be embarrassing going into meetings where you should have the information beforehand. My line manager can discuss and make a decision with me, and the next day tell another member of staff the complete opposite. This can lead to awkward situations with other members of staff". (Survey comment)*

*"My manager feeds all information well, but he himself is not receiving important details from his manager until the last minute". (Survey comment)*

Some participants felt that there was variation in good management practices across their organisation;

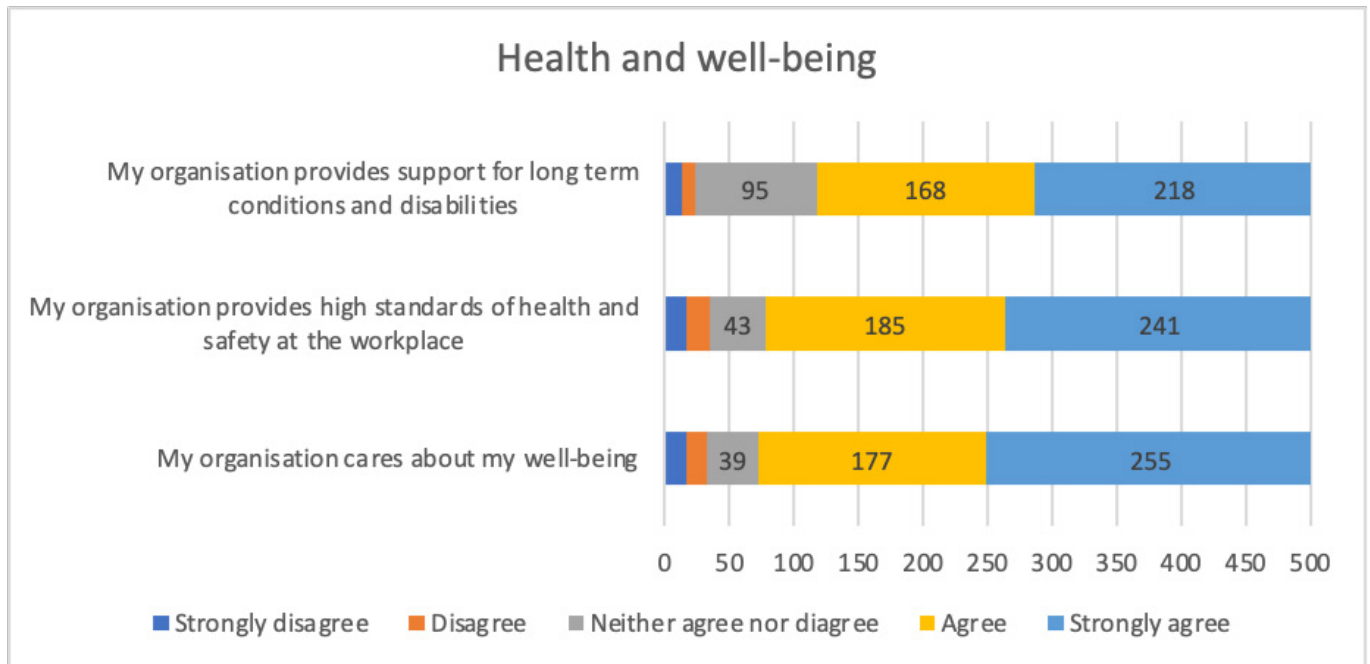
*"My current manager is fantastic, but I have had poor management previously and those people have increased their status in the organisation giving the impression their approaches are upheld". (Survey comment)*

*"My main manager will often keep me in the loop for important information however my direct line manager is unsupportive, and unapproachable". (Survey comment)*

*"The department I am in is phenomenal, however it isn't the same for other departments". (Survey comment)*

*"In my experience managers have tried hard to maintain staff morale through challenging times but the skills needed to do this effectively are probably not evenly distributed through the organisation". (Survey comment)*

## Charter theme 7: Health and Well-being



The survey scores highlighted positive experiences across all three of the items. Very high proportions of participants agreed or strongly agreed that their organisation provides high standards of health and safety and cared about their well-being. Similarly, there were broadly positive perceptions of organisations providing support for long term disabilities and conditions.

In the additional comments and focus groups, there were a wealth of positive examples regarding good health and well-being practices;

*“We have reflective practice in place, and we also have a monthly check-in with our line manager to discuss any issues we may have which I find extremely helpful for my well-being”. (Survey comment)*

*“We have an EAP (employee assistance programme), trained mental health first aiders and a variety of health and well-being support. We send out a lot of messages about health and well-being and have a dedicated team that can support staff in times of crisis”. (Survey comment)*

*“Health and safety is a key priority for our business - employees undertake annual/bi-annual training on essential topics; 2 times/year we publish an overview of our employee initiatives (health and safety focused) in our company magazine to raise awareness of what we do; HSE manager is very accessible to all staff. We run a number of employee events throughout the year and regularly promote our employee assistance programme support offering”. (Survey comment)*

*“I think my company are very supportive when dealing with long term conditions - there have been several employees who have needed a level of support, and my company has gone above and beyond. Whether that’s through phone calls or home visits, I think the well-being of staff is very important to my company and it shows”. (Survey comment)*

Furthermore, there were examples of employees feeling well-supported by a good health and safety culture during the pandemic;

*“COVID Health and safety has been really well delivered with staff having to attend a Covid Health Safety meeting before coming into the office”. (Survey comment)*



In addition, employees cited that they felt valued and their health needs were met and matched to working arrangements;

*“I have a few illnesses and can only work part time. This has been supported and I’ve never been made to feel inadequate as a result of it. It’s all about championing what we can do and making the most of that”.* (Survey comment)

*“My employer has a proven track record of supporting colleagues with disabilities and long term conditions and they are committed to this as a core value”.* (Survey comment)

There were also a number of examples that illustrated the link between employee engagement and voice, and health and well-being in order to ensure that the practices implemented met employee need and expectations;

*“Rather than just sort of chucking ideas out there we are trying to be people led, so our people coming up with a lot of the ideas. We’ve got a reward and recognition group that again is colleague lead and that’s led to things like a day off for your birthday... and we’ve got a well-being day, which is just an extra day for people to take this year. And basically, you know, selfishly, just do something for them”.* (Focus group)

Examples were provided of activities that allowed employees to develop skills, have fun and optimise social connections within the workplace;

*“It’s brilliant. It’s a real feel-good factor and obviously that feeds into your daily work then because it’s a family, you know, you get people talking about that. We know what they baked last night, we know what flower arrangement they brought in. And it’s you know, it does really help with morale”.* (Focus group).

Good people management was also considered a key driver of the implementation of health and well-being practices;

*“My well-being has been cared about and chased up by my line manager”.* (Survey comment)

Similarly, there was evidence of how leading by example worked to change the culture regarding health and well-being for the better;

*“Just something I’ve noticed to be honest, as a relative new starter compared to previous companies I worked for. I think the culture is a really positively productive culture. I was really shocked when I first started out as I do not get any emails after 6:00 PM of an evening and I do not get anything over the weekend and it has revolutionised my life and because I’m so used to having directors emailing me all the time. I think I said that to my boss and they said ‘Well the CEO has his weekends off’ and it’s things like that where your people appreciate the culture”.* (Focus group)

Participants also noted the links between well-being and good outcomes for the individual and organisation;

*“And I think by setting up and having a happy workforce and environment, it kind of equals happy staff. Which again, it is good for mental health. We have created an environment where we feel supported and valued again. It just makes everyone feel good, doesn’t it?”.* (Focus group)

*“I think our profits since we started caring about well-being and treating people as individuals have increased from what they were, and I think that’s amazing and I think if you treat an individual well... you would just want to give back and you just care so much. Our approach to well-being and supporting people is so important. We had a colleague in the business that we knew was experiencing some complex mental health issues and I’m convinced that our procedures and our way of supporting people has saved a life. But not only that, that individual is back at work and absolutely thriving and you know, and we’re able to being really honest with each other about that and how we can best support that”.* (Focus group)

In reflecting upon challenges, some participants noted difficulties in organisational culture and management behaviour that created expectations for long working hours that eroded a sense of well-being;

*“Workload is high during the pandemic, and often we are only given vague instructions to “take our breaks” etc. Lots of managers work long days and send emails out of hours, or ask for very rapid turnaround in work - these combined give the impression that staff should work the same long hours and respond rapidly, which is not a healthy work life balance. In short, there is a ‘do as I say’ attitude towards healthy work-life balance”.*  
(Survey comment)

One reflection noted the need for policy to be better enacted in practice, and suggested that a culture/values change was required in order for the well-being principles to work in reality;

*“There are great opportunities and recommendations made to support our wellbeing, but they require further communications and a culture change to enable people to utilise these without guilt”.*  
(Survey comment)

There were a small number of concerns that experiences of health and well-being initiatives could vary dependent upon which area of the business employees worked within;

*... [the] detail in our regular staff surveys is clear that the organisation has improved, in these respects, over time but that there is significant variation on the issue of perceived wellbeing depending on which part [of the organisation] staff work in”.* (Survey comment)

and one survey comment noted a challenge in the recruitment of a health and safety manager;

*“The health and safety officer was not qualified, the company let him go more than 4 months ago and there is still no representative for health and safety”.* (Survey comment)



## Summary of data findings across all charter characteristics

This table represents a summary of the findings across all charter characteristics. It presents strengths and examples of best practice in order to showcase exemplars to encourage learning and sharing. Similarly, it brings together the areas where further development and support are required.

|                      | Strengths and examples of best practice  | Areas for development and support   |
|----------------------|--|---|
| <b>Secure work</b>   | <p>Strong commitment to secure work perceived by employees</p> <p>Employees feel safe and supported in their working arrangements</p> <p>Honesty and transparency in the communication of contract length</p> <p>Horizon planning and innovative local practices to support employees on precarious contracts to gain permanent employment</p> <p>Design of clear structures to support development of secure roles</p>  | <p>Need to optimise likelihood of people working in organisations for the long term through linking with other positive charter characteristics (for example, competitive pay)</p> <p>Uncertainty due to pandemic</p> <p>Share learning in innovative solutions for the provision of secure employment</p>  |
| <b>Flexible work</b> | <p>Broad range of flexible working practices and good levels of satisfaction in meeting individual needs and expectations</p> <p>Management support in the implementation of flexible working</p> <p>Changes in organisational values to move towards more flexible work despite previous resistance</p> <p>Regular reviews to track impact of different/new arrangements</p> <p>Benefits for individual well-being and broader organisational benefits such as retention and attraction of candidates for recruitment</p> | <p>Some examples of a need for culture change in managing boundaries between home and work/longer working hours culture</p> <p>Need for further support in designing flexible solutions for some roles and in some industries to ensure inclusivity and creativity</p> <p>Need for clarification in difference between flexible and hybrid working and impacts for charter criteria</p> |

|  | Strengths and examples of best practice  | Areas for development and support   |
|--|--|---|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Pay</b></p>                  | <p>Payment of sick pay and full pay for COVID related absence – impacts on health and well-being</p> <p>RLW as central to organisational values</p> <p>Examples of competitive pay and associated benefits, and regular reviews of pay for all roles to foster perceptions of fairness</p> <p>Interplay with people management in bringing about support and discretionary behaviours</p>  | <p>Consistency and transparency to allow fairness with regards to pay scales and salaries</p> <p>Some perceived disparities in pay across different roles/functions</p> <p>Impacts on recruitment and retention as a function of lack of competitive pay</p> <p>Challenges in equivalising sick pay across all organisational functions/working patterns</p> <p>Need for fairness in exploring use of discretionary behaviours re sick pay and other benefits</p> <p>Poor pay and benefits impacting on life choices and financial difficulties</p> |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Engagement and voice</b></p> | <p>Examples of employee-led decision making within a safe and trusting environment</p> <p>Clear regular and transparent communication between employees at all levels. Approachable and visible senior leadership</p> <p>Examples of excellent listening</p> <p>Engagement and voice practices as central to organisational culture and values</p> <p>Taking responsibility for errors and previous poor approaches and being honest about mistakes to employee populations</p> <p>Innovative practices to optimise engagement and voice in remote working</p> | <p>Need for support in ensuring inclusivity in engagement and voice activities across all job roles/locations and all diversity demographics</p> <p>Perceptions of approachable managers listening well but not then actioning concerns/making changes</p> <p>Explore potential derailment factor of very high engagement levels and managing employee expectations</p>   |

|                                    | Strengths and examples of best practice   | Areas for development and support  |
|------------------------------------|---|--|
| <b>Recruitment and development</b> | <p>Many examples of good skill development activities and learning experiences</p> <p>Good investment in training and learning opportunities</p> <p>Honesty and transparency needed in managing expectations about availability of progression opportunities</p> <p>Innovative informal practices in creating development opportunities</p> <p>Redesign of job roles and organisational structures to create further progression opportunities</p> <p>Recruitment procedures need to ensure measurement of fit between organisation and individual values</p> | <p>Challenges in attracting, recruiting and retaining diverse talent, especially in some organisational contexts</p> <p>Difficulties in navigating online recruitment processes</p> <p>Interplay between recruitment difficulties and problems with competitive pay</p> <p>Sparse promotion opportunities for many employees</p> <p>Need to manage challenges around development and progression ‘ceilings’</p> <p>Practical support for development of recruitment materials for attracting diverse talent</p>                                      |
| <b>People management</b>           | <p>Excellent exemplary people management characterised by supportive managers who care about employee well-being and the provision of support, and motivate employees very well</p> <p>Regular contact with manager<br/>- approachability, visibility and clear communication</p> <p>Organisations value different leadership styles and management approaches</p>  | <p>Need to build consistency in management effectiveness and communication structures across organisations and share best practice to optimise learning</p> <p>Management skills in both people and task management require some support</p> <p>Broadening management demands across people and work management are increasing and may become unsustainable</p> <p>Equip managers with further skills to address performance management confidently</p> <p>Sustaining connectivity between employees and managers in remote working arrangements</p> |

|                                     | <b>Strengths and examples of best practice</b>  | <b>Areas for development and support</b>  |
|-------------------------------------|---|---|
| <p><b>Health and well-being</b></p> | <p>Very positive reflections across a range of health and well-being initiatives to support employees</p> <p>Evidence of clear health and safety culture and climate</p> <p>Examples of where existing health conditions or disability needs were supported well by organisations</p> <p>Engagement and voice strategies have informed approaches to well-being</p> <p>Good people management as indicator of perceived well-being outcomes</p> <p>Links between health and well-being and positive organisational outcomes (performance)</p> | <p>Some challenges in enacting policies in practice and need for cultural change/ management behaviour in removing expectations of long working hours</p> <p>Some inconsistency in health and well-being initiatives across different organisational departments/role</p> <p>Need to ensure H&amp;S roles are retained/ recruited</p> |

## Interrelatedness of charter characteristics

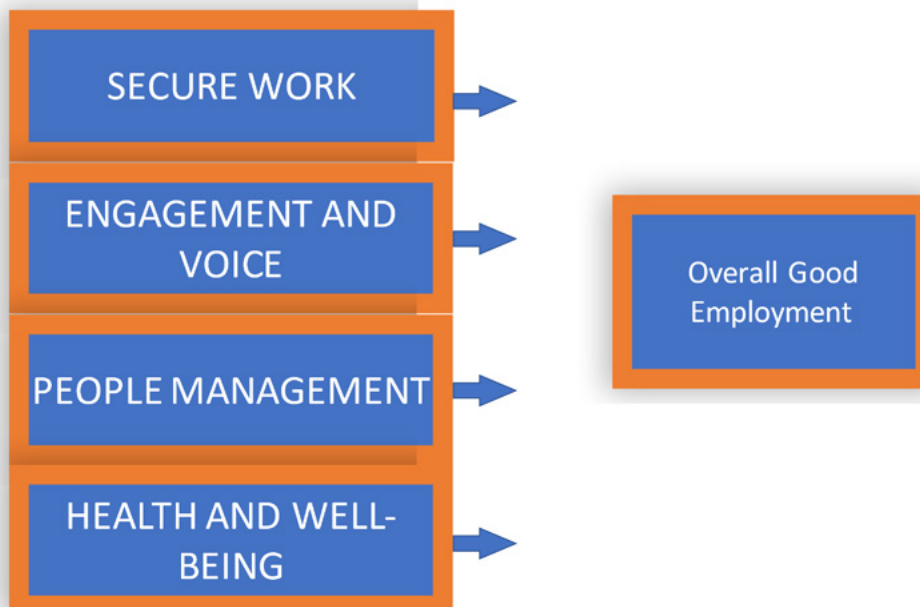
It was evident in both the survey comments and the focus groups that employees established links between the charter characteristics in terms of how they related workplace experiences to one another, and how the experiences across one charter characteristic could shape perceptions of another. For example, employees discussed the impacts of flexible and secure work in bringing about positive (or negative) impacts for their health and well-being. Experiences of sick pay and furlough were discussed in light of health and safety culture and perceptions of well-being and reduction of stress and anxiety.

Similarly, in many reflections, employees' positive experiences of people management were referenced with respect to how managers implemented the other elements and characteristics of good employment (for example: career development, engagement and voice, support and well-being). Indeed, engagement and voice as a characteristic was also evident as a mechanism for optimising employee feedback, tracking satisfaction and fulfilment of employee needs across all other charter characteristics.

A further example was found in perceptions about secure work, in particular the notion of 'working here for the long term', where participants noted this could be impacted detrimentally by other characteristics that were perceived as less positive (especially a lack of career development or competitive pay which would lead to employees wanting to seek work elsewhere and not stay in their otherwise secure roles).

## Exploring which charter themes are most important in shaping employee perceptions of good employment

Statistical analysis enables the exploration of which combination of the seven charter characteristics are most strongly related to employee perceptions of overall good employment. A regression analysis was conducted where all seven charter characteristics were entered as predictors, and overall good employment was positioned as an outcome variable. This enables testing of which characteristics are most influential in shaping perceptions of the good employment items. A significant model emerged where of the seven charter characteristics, those that were significant predictors and impacted overall perceptions of good employment were: secure work, engagement and voice, people management, and health and well-being. From this it can be concluded that these four characteristics appear to drive positive reflections of overall perceptions of good employment. Therefore, where participants state high levels of satisfaction with secure work, engagement and voice, people management and health and well-being, they are more likely to rate their overall good employment as high (Note the items for the overall good employment scale are: 'I am happy working in my current organisation'; 'my organisation is a good place to work'; 'I would recommend my place of work to others'). The regression model suggests that the other charter characteristics do not predict participants' reflections of overall good employment to a level that is statistically significant. It is important to acknowledge that the other charter characteristics may be predictive of a number of important outcomes that our survey did not measure. A full breakdown of the regression analysis can be found in the appendices.





## Conclusion

This report has provided survey and focus group data that captures employee and manager perceptions of good employment in organisations engaged with the Good Employment Charter. The findings present a largely positive picture where for all the charter characteristics the majority of employees experience high levels of satisfaction. This data acts as an important benchmark. Within the first two years of the charter, it is evident that organisations who are engaged with the charter are committed to strengthening their existing good practice and to building new areas of good practice across the charter characteristics. It is important to acknowledge that this is expected given that these organisations have set out on a journey of commitment towards meeting the standards, and the sample for this study addresses only organisations who are already supporters or members.

This is the first window for data collection at the employee level for participating organisations. Data collection at the employee level was originally planned for phase 1 of the evaluation report but was delayed due to the COVID pandemic. Therefore, the findings of this report should be used as 'timepoint 1' for data collection at the employee level. There are benefits to this approach – indeed, many of the organisations are still only recently engaging with the charter for the first time. Additionally, the pandemic and its impacts may be subsiding somewhat and may arguably have reached a 'new normal'. Therefore, data gathering within this window may afford reflections that both account for the influences of the pandemic and allow accurate representation of how good employment is implemented in 'less' turbulent times.

The data gathered provides a rich account of employee voice across all seven of the charter characteristics. For each, this report has presented detail as to exemplary good practice and areas for further development and support. Despite large proportions of participants indicating their positive experiences, it is important to also note that between approximately a fifth and a third of participants for each charter characteristic don't commit to agreeing with the positive statements. This represents a sizable minority who feel there is a need for further development of the charter characteristics. In exploring some of the challenges in enacting good employment, recommendations can be put forward in order to further build on a culture of learning both within and between participating organisations.

A key finding from the first part of the survey is a need for organisations to increase the awareness of their involvement with the charter across their employee populations. This mirrors the findings from phase 1 of the evaluation report. There is a need for organisations to engage in additional active promotion of their involvement with the charter so that employees at all levels are aware of its vision, mission and their organisation's commitment.

For each of the charter characteristics it was evident that good practice is built around the collective set of principles that underpin the vision of the charter – that is, a desire to build

inclusive practices that provide good terms and conditions for all employees. Moreover, a central theme throughout all characteristics is a commitment to strive to make each workplace an environment that caters to meeting employee needs and optimising the fit between the values of the individual and the organisation. There are many examples of where small, informal practices amount to transforming the workplace experience for individual employees and these should be celebrated as excellent contributions in building good employment despite an often challenging external landscape. Small gestures, creativity and innovation are evident in the examples given by employees and these were highly valued in shaping positive experiences.

The pandemic has undoubtedly provided challenges in the provision of good employment, but encouragingly very large proportions of employees suggested their organisations had worked hard to overcome difficulties as a function of COVID19. There were numerous stories of positive culture change as a function of evolving expectations about working life, where the pandemic was seen to encourage a move towards practices that encouraged enhanced experiences of well-being and flexibility amongst other characteristics.

For all the characteristics, the findings highlight the importance of interconnectivity in shaping participants' reflections. It appears from many of the stories shared that experiences in each characteristic do not stand alone, and it is perhaps hard to isolate one from another in terms of how employees experience their workplace environment and how they define good employment.

Demographic differences in experiences of good employment require further attention. The data showed that managers are impacted more positively by the charter than employees, across all of the charter dimensions. It may be that their heightened awareness and involvement in the charter is responsible for more positive reflections, but it may be that senior employees are benefitting from more positive practices. Across other personal and job demographics there are some evident differences and though these differences may be small and extrapolated

from a small sample, they are nonetheless very important. There appear to be some inequities in experience as a function of ethnicity, disability status, first language and qualification level for example (see appendix). The scope of such differences are difficult to ascertain due to the small sample size for some of the categories of response options (e.g. some ethnic groups only had only one participant) but this should not deter from the need for further investigation as to why ratings across charter characteristics are significantly lower for those occupying some diversity demographics. Further work should be undertaken to better explore the experiences of charter characteristics and how they differ across a range of demographic criteria. Such information would be useful in supporting organisations' equality, diversity and inclusion initiatives and a study to explore diversity characteristics and experiences of charter characteristics would be welcome.

Statistical testing provided a model that explores which charter characteristics are most influential in shaping employee scores on the overall good employment items ('my organisation is a good place to work', 'I am happy in my current organisation', 'I would recommend my place of work to others'). Those characteristics most strongly related to overall perceptions of good employment were: Secure work, Engagement and voice, People management and Health and well-being. This modelling provides a first step in understanding some of conceptual foundations of different elements of good employment. Further analysis is needed on larger sample sizes over time and more detailed exploration of the data could take place in order to provide models for different workplaces and different employee demographics. As a starting point, the broad model in this report helps provide some insight for organisations who might be beginning their journey with understanding the ingredients of good employment. Though this report does not advocate placing emphasis more on one characteristic than another, it may provide some support for organisations who are wondering where to start in prioritising their progress across the characteristics. Likewise, this finding may influence the ongoing evolution of the charter characteristics, and data has the potential to

provide evidence for decision making about assessment criteria or weightings as data evolves further in the future.

In sum, the findings of this report show some excellent good employment practices, where participating organisations seem to be working hard to build values and cultures that underpin a commitment to all charter characteristics. There is a need to heighten consistency in practices and behaviours across the charter characteristics, and to develop further opportunities to strengthen learning and share best practice.

# Recommendations

## Recommendations for supporters and members

- Build further awareness of charter involvement within employee populations
- Engage further with sharing of experiences and learning within and across organisations
- Explore informal and innovative ways of navigating external barriers and challenges in meeting good employment characteristics
- Build further cultural change across all elements of good employment – values that sit beneath behaviours to drive positive change and consistency in the application of good employment practices
- Acknowledge the interplay between different charter characteristics in bringing about positive and negative impacts for employees. Consider other sources of organisational data to provide justification for further development of charter characteristics
- In seeking to strengthen employees' perceptions of good employment if working at the supporter level, consider the four characteristics that are most predictive of good employment as a possible starting point for prioritising and strengthening existing good practice
- Use existing organisational data and consider the design of new data collection strategies for exploring demographic differences in experiences of good work, especially in exploring the impacts for minority groups and link to EDI agendas and practices

## Recommendations for the charter

- Consider the complexities in the interrelated nature of charter characteristics in assessment criteria and activities
- Use the preliminary statistical analysis that positions four characteristics as most predictive of overall perceptions of good employment to strengthen conceptual debates and activities with organisations regarding prioritisation of learning and progress
- Design charter network activities to

provide further support that is tailored to the challenges and areas of development highlighted

- Engage employers who are demonstrating exemplary practices in sharing learning of their charter journey. Use formal events and documentation to share such learning and make pathways to excellence and story-telling of their progress visible to others
- Consider further modelling work with this dataset and other data collection strategies to examine the categorisation of different charter characteristics within a model of 'inputs' and 'outcomes'. For example, can health and well-being be termed an outcome that is reached if experiences across all other characteristics are positive?

## Avenues for further research

- Build on this initial benchmark of good employment experiences across each charter characteristic with further surveys (ideally once per year) of employee populations
- Gather further data to explore charter leads' perceptions over time (building on the data from the phase 1 report) to explore the impact of ongoing engagement in the charter and wider dissemination of learning in evolving organisational practices for the different charter characteristics
- Gain further insight into members' best practice and develop more detailed case studies to share widely with network of supporters and members. Consider different options for the dissemination of this (toolkits for example)
- Undertake work to engage hard to reach sectors/ those who have not signed up to become supporters of the charter to explore barriers to participation
- Explore in more depth the challenges and opportunities in moving from the supporter tier to full membership tier. Develop case studies to document this transition and associated barriers and opportunities
- Consider measuring the ways in which experiences of the charter characteristics

have wider impacts on individuals and organisations. This could involve a research project that entails design work and administration of a survey with charter members and supporters to include measurements of organisational performance (e.g. retention, recruitment, reputation etc) and outcomes at the employee level (for example: satisfaction, commitment, intention to stay, wellbeing outcomes etc). This would enable further modelling of relationships between experiences of the charter characteristics and important impacts

- Address demographic differences in perceptions of good employment in more targeted studies and consider longitudinal data collection to track engagement and improvement.

# APPENDICES

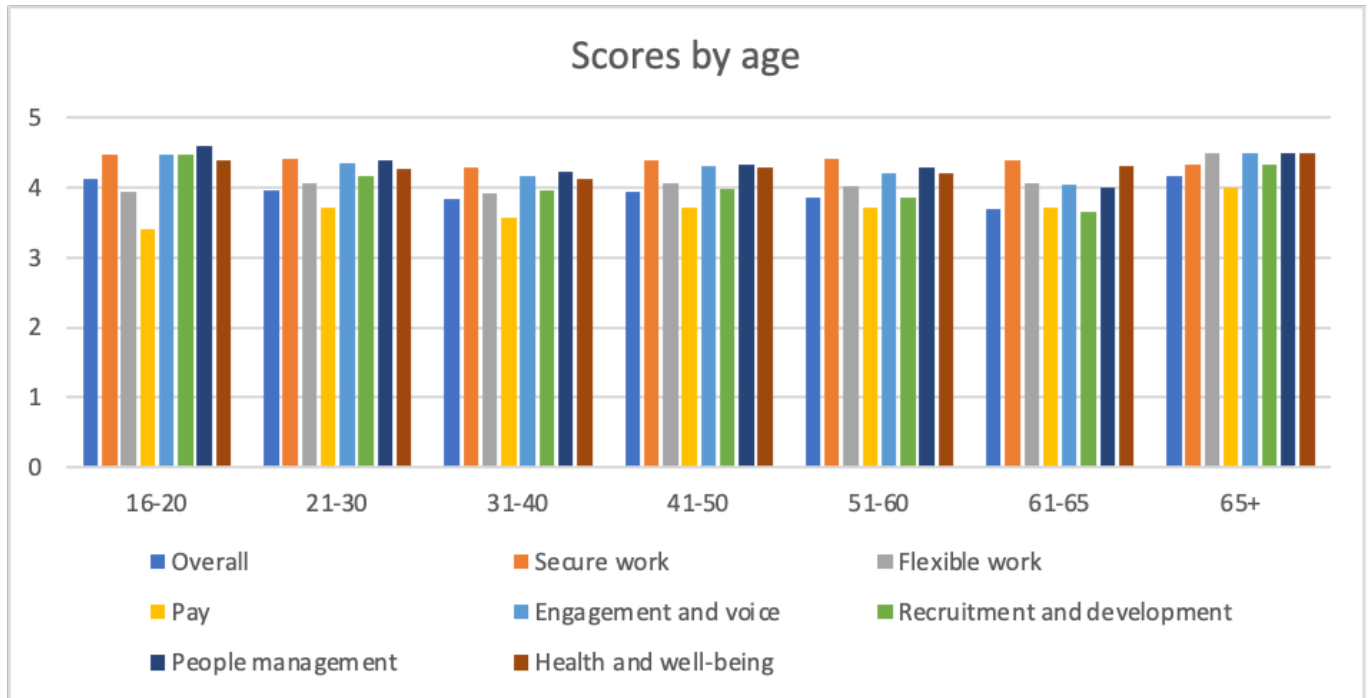
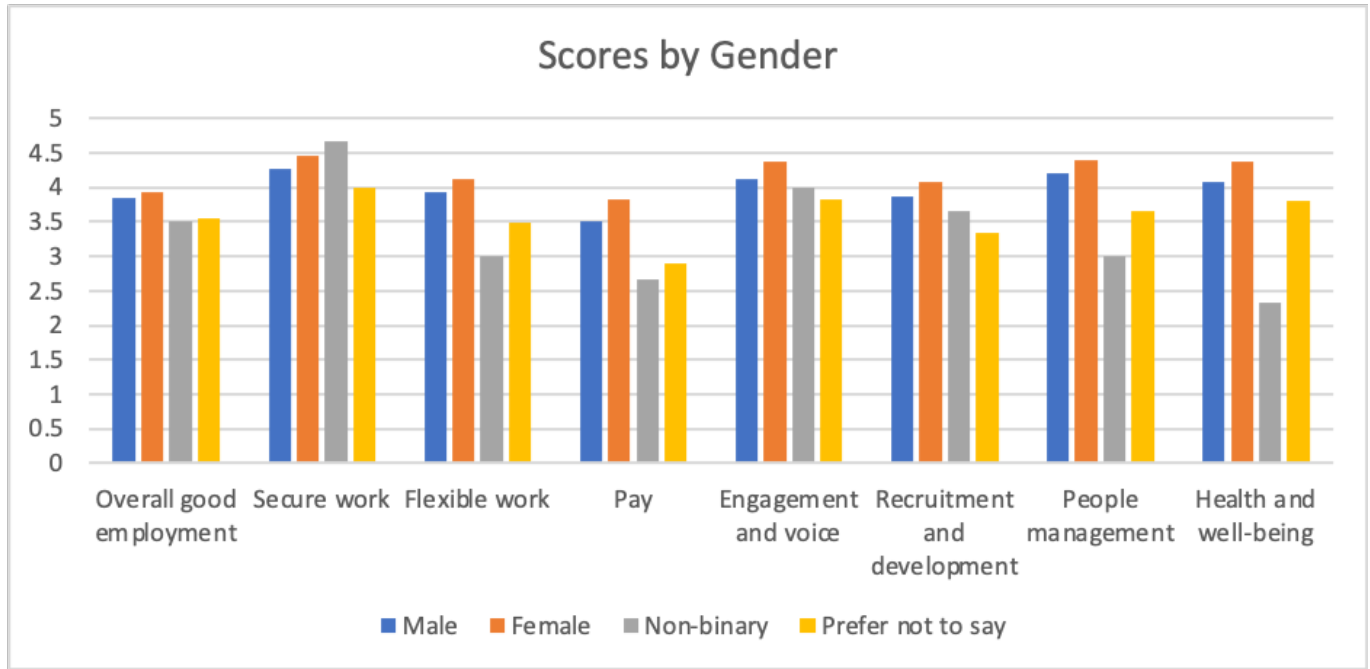
## Significant differences in charter characteristic scores by demographic criteria

The first table highlights where statistically significant differences arise in charter characteristic scores across demographic criteria. The green boxes show where statistically significant differences are evident. This means that there are sizable differences in how the charter characteristics are experienced for those occupying the different response options for that demographic criteria. For example: for gender, males and females experience the charter characteristics significantly differently from one another. In the more detailed tables that follow, a breakdown of all scores across all demographic criteria is provided in order to illustrate the direction of any differences.



|                            |                 | Overall good work | Secure work     | Flexible work   | Pay             | Engagement and voice | Recruitment and development | People management | Health and well-being |
|----------------------------|-----------------|-------------------|-----------------|-----------------|-----------------|----------------------|-----------------------------|-------------------|-----------------------|
| Size                       | Significant     | Significant       | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| Sector                     | Significant     | Significant       | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| Industry                   | Significant     | Significant       | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| Management Responsibility  | Significant     | Significant       | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| Time in organisation       | Significant     | Not significant   | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| Time in role               | Significant     | Not significant   | Significant     | Significant     | Significant     | Significant          | Significant                 | Not significant   | Significant           |
| Age                        | Significant     | Not significant   | Not significant | Significant     | Not significant | Significant          | Significant                 | Significant       | Not significant       |
| Gender                     | Significant     | Significant       | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| Ethnicity                  | Significant     | Significant       | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| English as first language  | Significant     | Significant       | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| Qualification level        | Not significant | Not significant   | Not significant | Not significant | Significant     | Not significant      | Significant                 | Significant       | Not significant       |
| Disability status          | Significant     | Not significant   | Not significant | Significant     | Significant     | Not significant      | Significant                 | Significant       | Significant           |
| Long term health condition | Not significant | Not significant   | Not significant | Not significant | Not significant | Not significant      | Not significant             | Not significant   | Significant           |
| Sexuality                  | Not significant | Significant       | Significant     | Not significant | Not significant | Significant          | Not significant             | Not significant   | Not significant       |
| Faith                      | Not significant | Not significant   | Not significant | Significant     | Significant     | Significant          | Significant                 | Significant       | Not significant       |
| Caring responsibilities    | Not significant | Not significant   | Significant     | Significant     | Not significant | Significant          | Significant                 | Significant       | Significant           |
| Ex military                | Not significant | Not significant   | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |
| Criminal justice system    | Significant     | Not significant   | Significant     | Significant     | Significant     | Significant          | Significant                 | Significant       | Significant           |

### Scores by gender and age of participants



## Survey scores by additional demographic data

N= number of participants

Mean = average score for each survey section/charter characteristic.

Please be reminded that Overall Good Employment consists of items that ask about participants' general perceptions regarding to what extent they perceive their organisation is a good place to work, how well their organisation promotes awareness of their involvement with the charter, and influence of the pandemic on good employment.

| Number of employees |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|---------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Less than 20        | N    | 90                      | 90          | 90            | 90  | 90                   | 90                          | 90                | 90                    |
|                     | Mean | 4.1                     | 4.6         | 4.2           | 4.1 | 4.7                  | 4.4                         | 4.7               | 4.6                   |
| 20-50               | N    | 121                     | 121         | 121           | 121 | 121                  | 121                         | 121               | 121                   |
|                     | Mean | 4.1                     | 4.5         | 4.1           | 3.8 | 4.4                  | 4.2                         | 4.4               | 4.3                   |
| 50-100              | N    | 15                      | 15          | 15            | 15  | 15                   | 15                          | 15                | 15                    |
|                     | Mean | 3.9                     | 4.5         | 3.9           | 3.7 | 4.2                  | 4.0                         | 4.3               | 4.2                   |
| 100-250             | N    | 45                      | 45          | 45            | 45  | 45                   | 45                          | 45                | 45                    |
|                     | Mean | 3.5                     | 3.9         | 3.7           | 2.9 | 3.9                  | 3.3                         | 3.9               | 3.8                   |
| 250-500             | N    | 85                      | 85          | 85            | 85  | 85                   | 85                          | 85                | 85                    |
|                     | Mean | 3.8                     | 4.3         | 3.8           | 3.4 | 4.0                  | 3.6                         | 4.0               | 4.0                   |
| 500-1000            | N    | 29                      | 29          | 29            | 29  | 29                   | 29                          | 29                | 29                    |
|                     | Mean | 3.8                     | 4.2         | 3.9           | 3.5 | 4.3                  | 3.9                         | 4.2               | 4.1                   |
| Over 1000           | N    | 75                      | 75          | 75            | 75  | 75                   | 75                          | 75                | 75                    |
|                     | Mean | 3.7                     | 4.3         | 4.1           | 3.6 | 4.0                  | 3.9                         | 4.3               | 4.2                   |
| Prefer not to say   | N    | 1                       | 1           | 1             | 1   | 1                    | 1                           | 1                 | 1                     |
|                     | Mean | 4.0                     | 4.7         | 4.3           | 4.0 | 3.7                  | 4.0                         | 4.0               | 4.3                   |
| Don't know          | N    | 43                      | 40          | 43            | 43  | 43                   | 43                          | 43                | 43                    |
|                     | Mean | 3.7                     | 4.1         | 3.9           | 3.3 | 3.9                  | 3.7                         | 4.2               | 3.9                   |
| Total               | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                     | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| My organisation is in...      |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|-------------------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| The private sector            | N    | 225                     | 225         | 225           | 225 | 225                  | 225                         | 225               | 225                   |
|                               | Mean | 3.9                     | 4.5         | 3.9           | 3.8 | 4.3                  | 4.0                         | 4.2               | 4.2                   |
| The public sector             | N    | 107                     | 107         | 107           | 107 | 107                  | 107                         | 107               | 107                   |
|                               | Mean | 3.8                     | 4.3         | 4.1           | 3.5 | 4.1                  | 3.9                         | 4.3               | 4.2                   |
| The third sector – non-profit | N    | 127                     | 127         | 127           | 127 | 127                  | 127                         | 127               | 127                   |
|                               | Mean | 3.9                     | 4.3         | 4.1           | 3.7 | 4.4                  | 4.0                         | 4.4               | 4.4                   |
| Prefer not to say             | N    | 10                      | 10          | 10            | 10  | 10                   | 10                          | 10                | 10                    |
|                               | Mean | 3.4                     | 3.9         | 3.1           | 2.6 | 3.3                  | 3.0                         | 3.0               | 3.1                   |
| Don't know                    | N    | 35                      | 35          | 35            | 35  | 35                   | 35                          | 35                | 35                    |
|                               | Mean | 3.7                     | 4.3         | 3.8           | 3.4 | 3.9                  | 3.7                         | 4.1               | 4.0                   |
| Total                         | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                               | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| Industry sector                                 |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|---|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Mining, energy and water supply                 | N    | 8                       | 8           | 8             | 8   | 8                    | 8                           | 8                 | 8                     |
|   | Mean | 3.6                     | 4.4         | 3.9           | 4.2 | 3.9                  | 3.9                         | 4.0               | 4.4                   |
| Manufacturing                                   | N    | 85                      | 85          | 85            | 85  | 85                   | 85                          | 85                | 85                    |
|   | Mean | 3.7                     | 4.1         | 3.5           | 3.3 | 3.9                  | 3.5                         | 3.8               | 3.8                   |
| Construction                                    | N    | 18                      | 18          | 18            | 18  | 18                   | 18                          | 18                | 18                    |
|   | Mean | 4.1                     | 4.5         | 3.8           | 3.8 | 4.3                  | 4.2                         | 4.4               | 4.3                   |
| Wholesale, retail & repair of motor vehicles    | N    | 1                       | 1           | 1             | 1   | 1                    | 1                           | 1                 | 1                     |
|   | Mean | 4.0                     | 5.0         | 1.0           | 2.0 | 4.0                  | 2.7                         | 4.3               | 2.7                   |
| Transport & storage                             | N    | 4                       | 4           | 4             | 4   | 4                    | 4                           | 4                 | 4                     |
|   | Mean | 4.4                     | 4.9         | 4.3           | 4.7 | 4.8                  | 4.7                         | 4.8               | 4.8                   |
| Accommodation & food services                   | N    | 15                      | 15          | 15            | 15  | 15                   | 15                          | 15                | 15                    |
|   | Mean | 3.7                     | 4.0         | 4.2           | 3.6 | 4.0                  | 3.6                         | 4.2               | 3.9                   |
| Information & communication                     | N    | 20                      | 20          | 20            | 20  | 20                   | 20                          | 20                | 20                    |
|   | Mean | 4.3                     | 4.9         | 4.6           | 4.4 | 4.7                  | 4.8                         | 4.8               | 4.6                   |
| Financial & insurance activities                | N    | 6                       | 6           | 6             | 6   | 6                    | 6                           | 6                 | 6                     |
|   | Mean | 3.8                     | 4.6         | 3.9           | 3.6 | 4.2                  | 3.8                         | 4.2               | 4.2                   |
| Real estate activities                          | N    | 14                      | 14          | 14            | 14  | 14                   | 14                          | 14                | 14                    |
|   | Mean | 3.7                     | 4.5         | 4.2           | 3.5 | 4.5                  | 3.8                         | 4.4               | 4.3                   |
| Professional, scientific & technical activities | N    | 28                      | 28          | 28            | 28  | 28                   | 28                          | 28                | 28                    |
|   | Mean | 4.0                     | 4.6         | 4.2           | 4.2 | 4.5                  | 4.3                         | 4.4               | 4.3                   |
| Administrative & support services               | N    | 19                      | 19          | 19            | 19  | 19                   | 19                          | 19                | 19                    |
|   | Mean | 3.7                     | 4.0         | 4.0           | 3.3 | 4.0                  | 3.9                         | 4.0               | 4.1                   |
| Public admin & defence; social security         | N    | 31                      | 31          | 31            | 31  | 31                   | 31                          | 31                | 31                    |
|   | Mean | 3.8                     | 4.1         | 4.0           | 3.4 | 4.1                  | 3.8                         | 4.2               | 4.1                   |
| Education                                       | N    | 28                      | 28          | 28            | 28  | 28                   | 28                          | 28                | 28                    |
|   | Mean | 4.3                     | 4.6         | 4.3           | 4.0 | 4.7                  | 4.4                         | 4.7               | 4.8                   |
| Human health & social work activities           | N    | 72                      | 72          | 72            | 72  | 72                   | 72                          | 72                | 72                    |
|   | Mean | 3.9                     | 4.4         | 4.1           | 3.7 | 4.5                  | 4.1                         | 4.5               | 4.3                   |
| Other services                                  | N    | 155                     | 155         | 155           | 155 | 155                  | 155                         | 155               | 155                   |
|   | Mean | 3.9                     | 4.4         | 4.1           | 3.6 | 4.2                  | 4.0                         | 4.3               | 4.2                   |
| Total   | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|   | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 4.0                         | 4.3               | 4.2                   |

| Do you have management responsibility for other employees? |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|--|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Yes  | N    | 208                     | 208         | 208           | 208 | 208                  | 208                         | 208               | 208                   |
|  | Mean | 4.0                     | 4.5         | 4.1           | 3.8 | 4.4                  | 4.2                         | 4.4               | 4.4                   |
| No   | N    | 276                     | 276         | 276           | 276 | 276                  | 276                         | 276               | 276                   |
|  | Mean | 3.8                     | 4.3         | 4.0           | 3.6 | 4.1                  | 3.8                         | 4.2               | 4.1                   |
| Prefer not to say  | N    | 20                      | 20          | 20            | 20  | 20                   | 20                          | 20                | 20                    |
|  | Mean | 3.5                     | 3.8         | 3.6           | 3.0 | 3.9                  | 3.6                         | 3.6               | 3.7                   |
| Total  | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|  | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |



| I have worked in this organisation for... |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|---|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
|   |      |                         |             |               |     |                      |                             |                   |                       |
| Less than 6 months                        | N    | 53                      | 53          | 53            | 53  | 53                   | 53                          | 53                | 53                    |
|   | Mean | 4.2                     | 4.5         | 4.4           | 4.0 | 4.5                  | 4.4                         | 4.7               | 4.5                   |
| 6-12 months                               | N    | 71                      | 71          | 71            | 71  | 71                   | 71                          | 71                | 71                    |
|   | Mean | 3.8                     | 4.3         | 4.0           | 3.7 | 4.2                  | 4.1                         | 4.2               | 4.1                   |
| 1-2 years                                 | N    | 57                      | 57          | 57            | 57  | 57                   | 57                          | 57                | 57                    |
|   | Mean | 3.8                     | 4.3         | 4.0           | 3.5 | 4.3                  | 4.0                         | 4.4               | 4.1                   |
| 2-5 years                                 | N    | 126                     | 126         | 126           | 126 | 126                  | 126                         | 126               | 126                   |
|   | Mean | 3.8                     | 4.3         | 4.0           | 3.5 | 4.1                  | 3.9                         | 4.3               | 4.2                   |
| 5-10 years                                | N    | 78                      | 78          | 78            | 78  | 78                   | 78                          | 78                | 78                    |
|   | Mean | 3.9                     | 4.5         | 4.0           | 3.7 | 4.3                  | 3.9                         | 4.2               | 4.2                   |
| 10 years+                                 | N    | 97                      | 97          | 97            | 97  | 97                   | 97                          | 97                | 97                    |
|   | Mean | 3.9                     | 4.4         | 3.9           | 3.7 | 4.2                  | 3.9                         | 4.2               | 4.3                   |
| Prefer not to say                         | N    | 22                      | 22          | 22            | 22  | 22                   | 22                          | 22                | 22                    |
|   | Mean | 3.5                     | 4.0         | 3.5           | 2.9 | 3.8                  | 3.4                         | 3.6               | 3.8                   |
| Total                                     | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|   | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| I have worked in my current role for... |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|---|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
|   |      |                         |             |               |     |                      |                             |                   |                       |
| Less than 6 months                      | N    | 78                      | 78          | 78            | 78  | 78                   | 78                          | 78                | 78                    |
|   | Mean | 4.1                     | 4.4         | 4.2           | 3.8 | 4.5                  | 4.4                         | 4.6               | 4.4                   |
| 6-12 months                             | N    | 85                      | 85          | 85            | 85  | 85                   | 85                          | 85                | 85                    |
|   | Mean | 3.8                     | 4.3         | 3.9           | 3.5 | 4.2                  | 4.0                         | 4.2               | 4.1                   |
| 1-2 years                               | N    | 87                      | 87          | 87            | 87  | 87                   | 87                          | 87                | 87                    |
|   | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.3                  | 4.0                         | 4.4               | 4.2                   |
| 2-5 years                               | N    | 128                     | 128         | 128           | 128 | 128                  | 128                         | 128               | 128                   |
|   | Mean | 3.8                     | 4.3         | 4.1           | 3.6 | 4.1                  | 3.9                         | 4.3               | 4.2                   |
| 5-10 years                              | N    | 67                      | 67          | 67            | 67  | 67                   | 67                          | 67                | 67                    |
|   | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.2                  | 3.8                         | 4.1               | 4.2                   |
| 10 years+                               | N    | 36                      | 36          | 36            | 36  | 36                   | 36                          | 36                | 36                    |
|   | Mean | 3.9                     | 4.5         | 3.9           | 3.7 | 4.3                  | 3.8                         | 4.3               | 4.2                   |
| Prefer not to say                       | N    | 23                      | 23          | 23            | 23  | 23                   | 23                          | 23                | 23                    |
|   | Mean | 3.5                     | 4.2         | 3.4           | 2.9 | 3.9                  | 3.4                         | 3.6               | 3.8                   |
| Total                                   | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|   | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| Please tell us your age |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|-------------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| 16-20                   | N    | 5                       | 5           | 5             | 5   | 5                    | 5                           | 5                 | 5                     |
|                         | Mean | 4.1                     | 4.5         | 3.9           | 3.4 | 4.5                  | 4.5                         | 4.6               | 4.4                   |
| 21-30                   | N    | 108                     | 108         | 108           | 108 | 108                  | 108                         | 108               | 108                   |
|                         | Mean | 4.0                     | 4.4         | 4.1           | 3.7 | 4.3                  | 4.2                         | 4.4               | 4.3                   |
| 31-40                   | N    | 120                     | 120         | 120           | 120 | 120                  | 120                         | 120               | 120                   |
|                         | Mean | 3.8                     | 4.3         | 3.9           | 3.6 | 4.2                  | 4.0                         | 4.2               | 4.1                   |
| 41-50                   | N    | 119                     | 119         | 119           | 119 | 119                  | 119                         | 119               | 119                   |
|                         | Mean | 3.9                     | 4.4         | 4.1           | 3.7 | 4.3                  | 4.0                         | 4.3               | 4.3                   |
| 51-60                   | N    | 102                     | 102         | 102           | 102 | 102                  | 102                         | 102               | 102                   |
|                         | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.2                  | 3.9                         | 4.3               | 4.2                   |
| 61-65                   | N    | 16                      | 16          | 16            | 16  | 16                   | 16                          | 16                | 16                    |
|                         | Mean | 3.7                     | 4.4         | 4.1           | 3.7 | 4.0                  | 3.6                         | 4.0               | 4.3                   |
| 65+                     | N    | 2                       | 2           | 2             | 2   | 2                    | 2                           | 2                 | 2                     |
|                         | Mean | 4.2                     | 4.3         | 4.5           | 4.0 | 4.5                  | 4.3                         | 4.5               | 4.5                   |
| Prefer not to say       | N    | 32                      | 32          | 32            | 32  | 32                   | 32                          | 32                | 32                    |
|                         | Mean | 3.5                     | 4.1         | 3.7           | 3.0 | 3.8                  | 3.4                         | 3.8               | 3.8                   |
| Total                   | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                         | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| I identify as...                     |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|--------------------------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Male                                 | N    | 204                     | 204         | 204           | 204 | 204                  | 204                         | 204               | 204                   |
|                                      | Mean | 3.9                     | 4.3         | 3.9           | 3.5 | 4.1                  | 3.9                         | 4.2               | 4.1                   |
| Female                               | N    | 266                     | 266         | 266           | 266 | 266                  | 266                         | 266               | 266                   |
|                                      | Mean | 3.9                     | 4.5         | 4.1           | 3.8 | 4.4                  | 4.1                         | 4.4               | 4.4                   |
| Non binary (neither female nor male) | N    | 1                       | 1           | 1             | 1   | 1                    | 1                           | 1                 | 1                     |
|                                      | Mean | 3.5                     | 4.7         | 3.0           | 2.7 | 4.0                  | 3.7                         | 3.0               | 2.3                   |
| Prefer not to say                    | N    | 33                      | 33          | 33            | 33  | 33                   | 33                          | 33                | 33                    |
|                                      | Mean | 3.6                     | 4.0         | 3.5           | 2.9 | 3.8                  | 3.3                         | 3.7               | 3.8                   |
| Total                                | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                                      | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| Do you consider yourself to be disabled? |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|--|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Yes                                      | N    | 22                      | 22          | 22            | 22  | 22                   | 22                          | 22                | 22                    |
|  | Mean | 3.6                     | 4.3         | 4.2           | 3.5 | 4.0                  | 3.8                         | 4.1               | 3.9                   |
| No                                       | N    | 464                     | 464         | 464           | 464 | 464                  | 464                         | 464               | 464                   |
|  | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.3                  | 4.0                         | 4.3               | 4.2                   |
| Prefer not to say                        | N    | 18                      | 18          | 18            | 18  | 18                   | 18                          | 18                | 18                    |
|  | Mean | 3.6                     | 4.1         | 3.7           | 2.7 | 3.7                  | 3.5                         | 3.7               | 3.9                   |
| Total                                    | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|  | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

Do you have a long term condition or a physical or mental illness which affects your ability to work?

|                   |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|-------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Yes               | N    | 44                      | 44          | 44            | 44  | 44                   | 44                          | 44                | 44                    |
|                   | Mean | 3.7                     | 4.2         | 3.9           | 3.6 | 4.0                  | 3.7                         | 4.1               | 3.9                   |
| No                | N    | 436                     | 436         | 436           | 436 | 436                  | 436                         | 436               | 436                   |
|                   | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.3                  | 4.0                         | 4.3               | 4.2                   |
| Prefer not to say | N    | 24                      | 24          | 24            | 24  | 24                   | 24                          | 24                | 24                    |
|                   | Mean | 3.7                     | 4.3         | 3.8           | 3.2 | 4.1                  | 3.7                         | 4.0               | 4.1                   |
| Total             | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                   | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

I describe my sexuality as...

|                          |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|--------------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Heterosexual or Straight | N    | 424                     | 424         | 424           | 424 | 424                  | 424                         | 424               | 424                   |
|                          | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.3                  | 4.0                         | 4.3               | 4.2                   |
| Gay or Lesbian           | N    | 18                      | 18          | 18            | 18  | 18                   | 18                          | 18                | 18                    |
|                          | Mean | 3.7                     | 4.4         | 4.2           | 3.7 | 4.0                  | 3.8                         | 4.3               | 4.2                   |
| Bisexual                 | N    | 15                      | 15          | 15            | 15  | 15                   | 15                          | 15                | 15                    |
|                          | Mean | 3.9                     | 4.2         | 4.4           | 3.4 | 4.3                  | 4.1                         | 4.3               | 4.2                   |
| Prefer not to say        | N    | 44                      | 44          | 44            | 44  | 44                   | 44                          | 44                | 44                    |
|                          | Mean | 3.8                     | 4.2         | 3.7           | 3.3 | 4.0                  | 3.6                         | 3.9               | 4.0                   |
| Other                    | N    | 3                       | 3           | 3             | 3   | 3                    | 3                           | 3                 | 3                     |
|                          | Mean | 3.8                     | 4.4         | 3.9           | 3.4 | 3.9                  | 3.6                         | 3.8               | 3.8                   |
| Total                    | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                          | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| My highest level of qualification is... |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|---|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
|   |      |                         |             |               |     |                      |                             |                   |                       |
| No formal qualifications                | N    | 3                       | 3           | 3             | 3   | 3                    | 3                           | 3                 | 3                     |
|   | Mean | 3.7                     | 4.4         | 3.2           | 3.3 | 3.8                  | 3.2                         | 3.8               | 4.1                   |
| High school or equivalent               | N    | 43                      | 43          | 43            | 43  | 43                   | 43                          | 43                | 43                    |
|   | Mean | 3.9                     | 4.2         | 3.8           | 3.6 | 4.1                  | 3.8                         | 4.1               | 4.2                   |
| Further education or equivalent         | N    | 145                     | 145         | 145           | 145 | 145                  | 145                         | 145               | 145                   |
|   | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.1                  | 3.9                         | 4.2               | 4.1                   |
| University Undergraduate level          | N    | 163                     | 163         | 163           | 163 | 163                  | 163                         | 163               | 163                   |
|   | Mean | 3.9                     | 4.4         | 4.1           | 3.8 | 4.4                  | 4.1                         | 4.4               | 4.3                   |
| University Postgraduate level           | N    | 115                     | 115         | 115           | 115 | 115                  | 115                         | 115               | 115                   |
|   | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.3                  | 3.9                         | 4.3               | 4.3                   |
| Prefer not to say                       | N    | 30                      | 30          | 30            | 30  | 30                   | 30                          | 30                | 30                    |
|   | Mean | 3.5                     | 4.1         | 3.7           | 3.2 | 4.0                  | 3.6                         | 4.0               | 3.9                   |
| Other                                   | N    | 5.0                     | 5.0         | 5.0           | 5.0 | 5.0                  | 5.0                         | 5.0               | 5.0                   |
|   | Mean | 3.9                     | 4.3         | 4.1           | 3.6 | 3.7                  | 3.7                         | 4.0               | 4.2                   |
| Total                                   | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|   | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |



| Is English your first language? |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|---------------------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Yes                             | N    | 466                     | 466         | 466           | 466 | 466                  | 466                         | 466               | 466                   |
|                                 | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.3                  | 4.0                         | 4.3               | 4.2                   |
| No                              | N    | 23                      | 23          | 23            | 23  | 23                   | 23                          | 23                | 23                    |
|                                 | Mean | 3.8                     | 4.2         | 3.6           | 3.1 | 4.1                  | 3.9                         | 4.1               | 3.9                   |
| Prefer not to say               | N    | 15                      | 15          | 15            | 15  | 15                   | 15                          | 15                | 15                    |
|                                 | Mean | 3.5                     | 4.0         | 3.5           | 2.6 | 3.6                  | 3.4                         | 3.6               | 3.8                   |
| Total                           | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                                 | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| I describe my faith as... |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|---------------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Buddhist                  | N    | 2                       | 2           | 2             | 2   | 2                    | 2                           | 2                 | 2                     |
|                           | Mean | 3.4                     | 3.7         | 4.3           | 2.5 | 3.8                  | 3.7                         | 3.0               | 3.7                   |
| Christian                 | N    | 207                     | 207         | 207           | 207 | 207                  | 207                         | 207               | 207                   |
|                           | Mean | 3.9                     | 4.4         | 4.0           | 3.7 | 4.3                  | 4.0                         | 4.3               | 4.2                   |
| Hindu                     | N    | 2                       | 2           | 2             | 2   | 2                    | 2                           | 2                 | 2                     |
|                           | Mean | 4.3                     | 4.3         | 4.0           | 4.0 | 4.8                  | 4.7                         | 5.0               | 4.5                   |
| Jewish                    | N    | 3                       | 3           | 3             | 3   | 3                    | 3                           | 3                 | 3                     |
|                           | Mean | 3.8                     | 4.6         | 4.1           | 4.2 | 4.1                  | 3.9                         | 4.0               | 4.4                   |
| Muslim                    | N    | 17                      | 17          | 17            | 17  | 17                   | 17                          | 17                | 17                    |
|                           | Mean | 4.1                     | 4.3         | 4.4           | 3.9 | 4.7                  | 4.3                         | 4.8               | 4.6                   |
| No faith                  | N    | 217                     | 217         | 217           | 217 | 217                  | 217                         | 217               | 217                   |
|                           | Mean | 3.9                     | 4.4         | 4.1           | 3.7 | 4.2                  | 4.0                         | 4.3               | 4.2                   |
| Prefer not to say         | N    | 47                      | 47          | 47            | 47  | 47                   | 47                          | 47                | 47                    |
|                           | Mean | 3.7                     | 4.2         | 3.8           | 3.2 | 4.0                  | 3.5                         | 4.0               | 4.1                   |
| Other                     | N    | 9                       | 9           | 9             | 9   | 9                    | 9                           | 9                 | 9                     |
|                           | Mean | 3.6                     | 3.7         | 3.3           | 3.2 | 3.5                  | 3.5                         | 3.6               | 3.6                   |
| Total                     | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                           | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| I describe my ethnicity as          |      | Overall good employment | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
|-------------------------------------|------|-------------------------|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
| Asian British or Asian: Bangladeshi | N    | 1                       | 1           | 1             | 1   | 1                    | 1                           | 1                 | 1                     |
|                                     | Mean | 4.2                     | 4.0         | 5.0           | 4.3 | 5.0                  | 4.7                         | 5.0               | 4.7                   |
| Asian British or Asian: Chinese     | N    | 1                       | 1           | 1             | 1   | 1                    | 1                           | 1                 | 1                     |
|                                     | Mean | 3.5                     | 3.0         | 3.0           | 2.3 | 3.0                  | 3.3                         | 4.0               | 4.0                   |
| Asian British or Asian: Indian      | N    | 12                      | 12          | 12            | 12  | 12                   | 12                          | 12                | 12                    |
|                                     | Mean | 4.5                     | 4.8         | 4.5           | 4.2 | 4.8                  | 4.6                         | 4.9               | 4.8                   |
| Asian British or Asian: Pakistani   | N    | 5                       | 5           | 5             | 5   | 5                    | 5                           | 5                 | 5                     |
|                                     | Mean | 3.3                     | 3.3         | 3.9           | 3.3 | 4.6                  | 3.7                         | 4.6               | 4.1                   |
| Asian British or Asian: Other       | N    | 1                       | 1           | 1             | 1   | 1                    | 1                           | 1                 | 1                     |
|                                     | Mean | 2.5                     | 2.7         | 3.0           | 3.7 | 3.7                  | 2.3                         | 4.0               | 2.0                   |
| Black British or Black: African     | N    | 1                       | 1           | 1             | 1   | 1                    | 1                           | 1                 | 1                     |
|                                     | Mean | 3.7                     | 3.7         | 3.7           | 2.7 | 3.7                  | 3.3                         | 5.0               | 3.7                   |
| Black British or Black: Caribbean   | N    | 6                       | 6           | 6             | 6   | 6                    | 6                           | 6                 | 6                     |
|                                     | Mean | 3.7                     | 4.0         | 3.9           | 2.6 | 3.8                  | 3.7                         | 3.4               | 3.9                   |
| White: British                      | N    | 401                     | 401         | 401           | 401 | 401                  | 401                         | 401               | 401                   |
|                                     | Mean | 3.9                     | 4.4         | 4.1           | 3.7 | 4.3                  | 4.0                         | 4.3               | 4.2                   |
| White: Irish                        | N    | 5                       | 5           | 5             | 5   | 5                    | 5                           | 5                 | 5                     |
|                                     | Mean | 3.7                     | 4.1         | 4.1           | 3.9 | 4.1                  | 3.5                         | 4.3               | 4.3                   |
| White: Other European               | N    | 17                      | 17          | 17            | 17  | 17                   | 17                          | 17                | 17                    |
|                                     | Mean | 3.6                     | 4.0         | 3.3           | 3.1 | 4.0                  | 3.7                         | 3.8               | 3.7                   |
| White: Other                        | N    | 13                      | 13          | 13            | 13  | 13                   | 13                          | 13                | 13                    |
|                                     | Mean | 4.1                     | 4.5         | 4.0           | 3.9 | 4.4                  | 4.0                         | 4.5               | 4.5                   |
| Mixed heritage                      | N    | 14                      | 14          | 14            | 14  | 14                   | 14                          | 14                | 14                    |
|                                     | Mean | 3.8                     | 4.6         | 4.1           | 4.0 | 4.3                  | 4.3                         | 4.6               | 4.1                   |
| Prefer not to say                   | N    | 27                      | 27          | 27            | 27  | 27                   | 27                          | 27                | 27                    |
|                                     | Mean | 3.6                     | 4.1         | 3.4           | 3.0 | 3.7                  | 3.3                         | 3.7               | 3.7                   |
| Total                               | N    | 504                     | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                                     | Mean | 3.9                     | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| I have caring responsibilities outside of work |      | THE GREATER MANCHESTER GOOD EMPLOYMENT CHARTER |             |               |     |                      |                             |                   |                       |
|--|------|--|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
|  |      | Overall good employment                        | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
| Yes  | N    | 139  | 139         | 139           | 139 | 139                  | 139                         | 139               | 139                   |
|  | Mean | 3.9  | 4.3         | 4.0           | 3.6 | 4.3                  | 3.9                         | 4.3               | 4.2                   |
| No   | N    | 346  | 346         | 346           | 346 | 346                  | 346                         | 346               | 346                   |
|  | Mean | 3.9  | 4.4         | 4.0           | 3.7 | 4.2                  | 4.0                         | 4.3               | 4.2                   |
| Prefer not to say                              | N    | 19   | 19          | 19            | 19  | 19                   | 19                          | 19                | 19                    |
|  | Mean | 3.8  | 4.1         | 3.5           | 3.0 | 3.9                  | 3.5                         | 3.9               | 4.0                   |
| Total  | N    | 504  | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|  | Mean | 3.9  | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| I am ex-military  |      | THE GREATER MANCHESTER GOOD EMPLOYMENT CHARTER |             |               |     |                      |                             |                   |                       |
|-------------------|------|--|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
|                   |      | Overall good employment                        | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
| Yes               | N    | 14   | 14          | 14            | 14  | 14                   | 14                          | 14                | 14                    |
|                   | Mean | 3.9  | 4.4         | 4.1           | 3.5 | 4.1                  | 4.1                         | 4.2               | 4.2                   |
| No                | N    | 481  | 481         | 481           | 481 | 481                  | 481                         | 481               | 481                   |
|                   | Mean | 3.9  | 4.4         | 4.0           | 3.7 | 4.2                  | 4.0                         | 4.3               | 4.2                   |
| Prefer not to say | N    | 9  | 9           | 9             | 9   | 9                    | 9                           | 9                 | 9                     |
|                   | Mean | 3.4  | 3.8         | 3.1           | 2.2 | 3.5                  | 3.1                         | 3.3               | 3.3                   |
| Total             | N    | 504  | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|                   | Mean | 3.9  | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

| I have previously been in the criminal justice system |      | THE GREATER MANCHESTER GOOD EMPLOYMENT CHARTER |             |               |     |                      |                             |                   |                       |
|---|------|--|-------------|---------------|-----|----------------------|-----------------------------|-------------------|-----------------------|
|   |      | Overall good employment                        | Secure work | Flexible work | Pay | Engagement and voice | Recruitment and development | People management | Health and well-being |
| Yes   | N    | 5  | 5           | 5             | 5   | 5                    | 5                           | 5                 | 5                     |
|   | Mean | 4.2  | 4.4         | 4.0           | 3.9 | 4.5                  | 4.2                         | 4.6               | 4.3                   |
| No  | N    | 490  | 490         | 490           | 490 | 490                  | 490                         | 490               | 490                   |
|   | Mean | 3.9  | 4.4         | 4.0           | 3.7 | 4.2                  | 4.0                         | 4.3               | 4.2                   |
| Prefer not to say                                     | N    | 9  | 9           | 9             | 9   | 9                    | 9                           | 9                 | 9                     |
|   | Mean | 3.4  | 3.8         | 3.1           | 2.2 | 3.5                  | 3.1                         | 3.3               | 3.3                   |
| Total   | N    | 504  | 504         | 504           | 504 | 504                  | 504                         | 504               | 504                   |
|   | Mean | 3.9  | 4.4         | 4.0           | 3.6 | 4.2                  | 3.9                         | 4.3               | 4.2                   |

## Regression output

### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
|       | .798 <sup>b</sup> | .637     | .629              | .39690                     |

| Model      | Sum of Squares | df  | Mean Square | F      | Sig.              |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 136.143        | 11  | 12.377      | 78.568 | .000 <sup>c</sup> |
| Residual   | 77.504         | 492 | .158        |        |                   |
| Total      | 213.647        | 503 |             |        |                   |

| Model             | Unstandardized Coefficients |            | Standardized Coefficients |       | Sig.   |
|-------------------|-----------------------------|------------|---------------------------|-------|--------|
|                   | B                           | Std. Error | Beta                      | t     |        |
| SECUREWORK        | .260                        | .033       | .303                      | 7.779 | .000** |
| FLEXIBLE          | .007                        | .030       | .009                      | .230  | .818   |
| PAY               | .011                        | .025       | .018                      | .461  | .645   |
| ENGAGEMENTVOICE   | .185                        | .041       | .239                      | 4.488 | .000** |
| RECRUUTMENTDEV    | -.002                       | .036       | -.002                     | -.047 | .962   |
| PEOPLEMG          | .144                        | .036       | .186                      | 3.974 | .000** |
| HEALTHYPRODUCTIVE | .109                        | .037       | .147                      | 2.917 | .004** |

a. Dependent Variable: OVERALL

\*\* = statistically significant

