

EMPLOYMENT PRACTICES SURVEY – INITIAL FINDINGS

Living Wage

- 95 per cent of respondents agreed that the Living Wage should reflect the cost of living
- 90 per cent of respondents agreed that paying the Living Wage was good for business, good for the individual and good for society
- 85 per cent of respondents disagreed that the Living Wage was an unnecessary burden on businesses
- 45 per cent of respondents agreed that it was the Government's responsibility to ensure wages reflect the cost of living, while 20 per cent disagreed
- Nine respondents were interested in becoming accredited Living Wage Foundation employers in the next five years

Volunteering

- 55 per cent of respondents currently encourage employees to participate in volunteering activities
- 40 per cent of respondents permit volunteering as part of an employee's contracted hours
- 45 per cent of respondents had recently participated in successful volunteering initiatives
- 35 per cent of respondents encourage external volunteers to work within their organisation

Flexible Working

- The most popular flexible working arrangements used by respondents are as follows: part-time working (95%), working from home (60%) and Flexi-Time (45%)

Benefits and Incentives

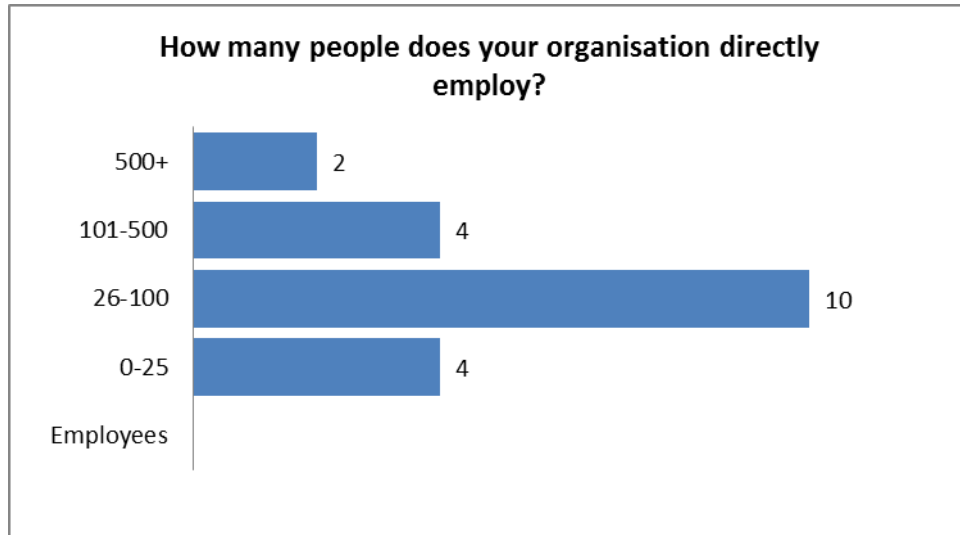
- 80 per cent of respondents offer some form of employee benefit or incentive
- The most popular employee benefits and incentives used by respondents are as follows: free parking (88%), private healthcare or insurance (81%) and childcare vouchers (69%)

Employment Charter

- 65 per cent of respondents were interested in supporting Derby City Council's Employment Charter

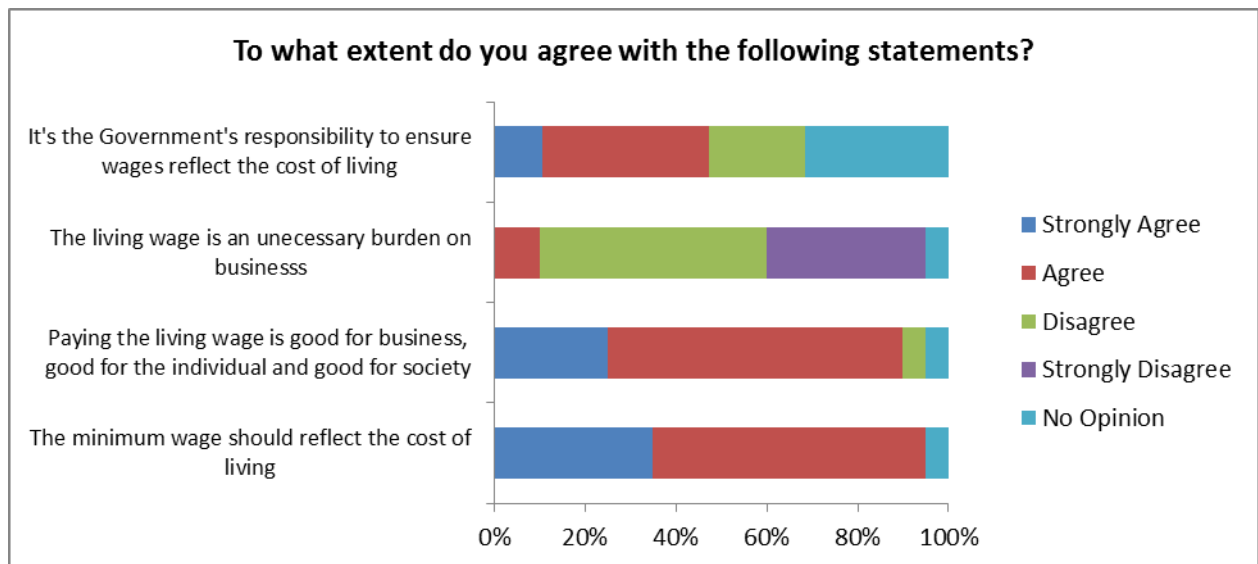
COMPANY DETAILS

How many people does your organisation directly employ?

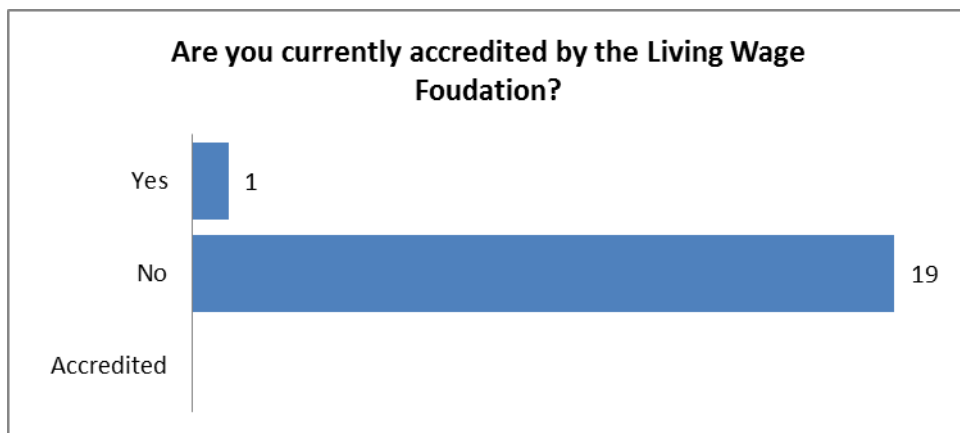


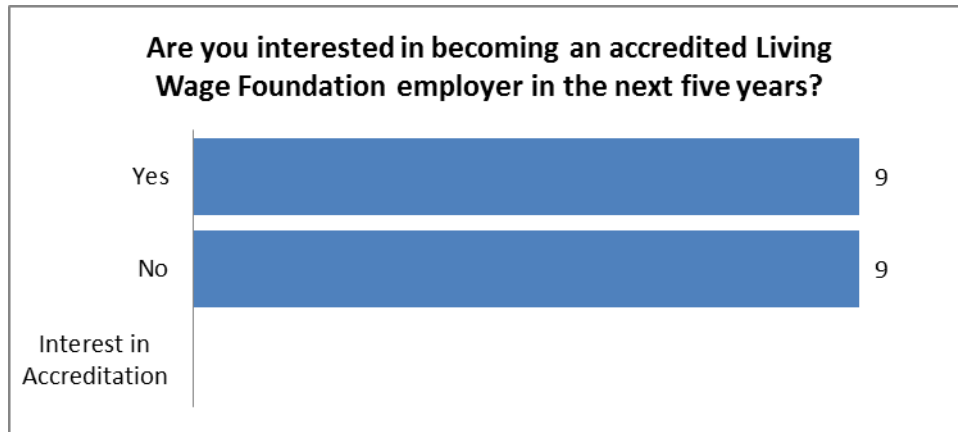
LIVING WAGE

To what extent do you agree with the following statements:					
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
The minimum wage should reflect the cost of living	7	12	0	0	1
Paying the living wage is good for business, good for the individual and good for society	5	13	1	0	1
The living wage is an unnecessary burden on businesses	0	2	10	7	1
It's the Government's responsibility to ensure wages reflect the cost of living	2	7	4	0	6



Are you currently accredited by the Living Wage Foundation?



Are you interested in becoming an accredited Living Wage Foundation employer in the next five years?**What do you consider the benefits of becoming a Living Wage employer?**

Morally - as a business we are 'doing the right thing' by ensuring compliance so do not consider any further benefit with being accredited.

Easier to attract new employees. Happier and more content workforce.

Stable and motivated workforce

Having a team which feels rewarded, valued, appreciated and happy in their work and employment. But we must recognise this does not just come down to pay, although it does of course play an extremely important part. This in turn helps to engage our employees, increase commitment of employees, and this has a direct impact on the service we are able to offer our customers. It does of course also help in the recruitment of excellent candidates, and the retention of staff - individuals applying for roles would know these issues are taken seriously and that employee reward is important. Could help in tender processes for potential new business.

Not applicable - we pay staff more than the minimum or living wage.

Recruitment and retention advantages. Staff motivation. Reflects responsible employer

Depending on the value that people place on the NLW and the Living Wage, will give people different views. Clearly, as an employer in a competitive market, we wish to be seen as paying a good level of remuneration in the eyes of current employees and future employees as well as the local community.

Sharing best practice with other organisations and being a responsible employee providing employers with a wage they can live on.

Confirmation that Living Wage paid to all employees.

Employment Practices Survey, January 2017

In December 2015 we opted to pay Living Wage Foundation plus 5% as a minimum to all of our employees, including casual staff such as match day stewards. Aside from believing that this is the correct thing to do both from an economic and employee perspective, we hope that in the long run, it will promote a more motivated and productive work force and reduce staff absence.
As a company we already pay well above the living wage and encourage our supply chain to do the same. We therefore see limited benefit in becoming an accredited employer.
We want to pay our staff a fair and reasonable wage to ensure a reasonable quality of life.
Our funders, suppliers and beneficiaries will recognise that we are treating workers appropriately.
It offers Staff a decent living wage, it helps with recruitment and retention and keeps us in line with other forward thinking companies in our locality.
It is public declaration confirming that the employer are taking responsibility for ensuring that their employees are paid a rate that meets the basic costs of living in the UK. Ethics & Compliance is one of our core values that we take very seriously and is part of culture and present in all practices. Paying employees at a rate that meets their basic costs of living in the UK is simply the right thing to do and should be a basic expectation as opposed to a public accolade.
To demonstrate our commitment to the principle.
What do you consider the drawbacks of becoming an accredited Living Wage employer?
Would not consider accreditation.
Overall payroll cost would need closer scrutiny.
Additional costs of compliance / admin need to keep abreast of changes.
Would individuals potentially only apply for roles because of pay? We offer much more than just pay, these elements could become shadowed. Could current team members become overly focussed on this area? Increased wage costs, which have a knock on effect on NI and Pensions increases.
For smaller companies may be unaffordable.
Increased costs to the business which may be difficult to pass onto customers.
Cost implications on the business.
Not many drawbacks I can think of, possible reflection that wages are lower.
Does not add to what we already do.

Employment Practices Survey, January 2017

Principally the cost! In the future, the level set by the foundation may grow disproportionately to funding and so we may not be able to sustain accreditation.
As a third party supplier to the NHS wage costs impact on our bid for contracts.
Accreditation processes are time consuming processes. We are Investors in People (Gold Standard) accredited which is a better accreditation worthy of the investment of time and commitment as it does not only focus on one area. The Living Wage claims that it contributes to reducing turnover and absenteeism and increases productivity but in isolation this is not possible. Such incentives cannot be implemented in isolation as pay is only a very small element of what motivates employees.
Do you have any other comments regarding the Living Wage?
Businesses need to be able to thrive to continue operating and employing people maybe tax credits should be more available to 'top up' lower wages
It isn't widely communicated
We pay the living wage of £8.25 and will ensure we keep in step with this to be able to attract and retain staff
It does not make sense to have a national minimum wage and then a living wage also.

VOLUNTEERING OPPORTUNITIES

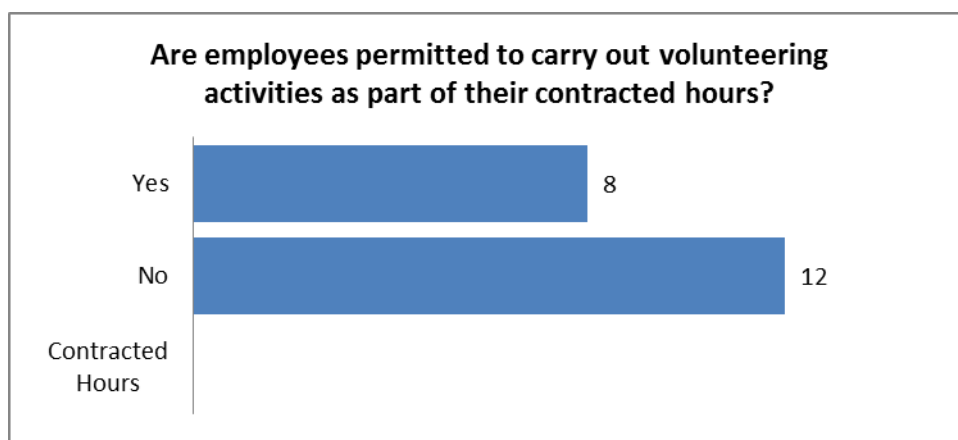
Do you currently encourage your employees to participate in volunteering activities?							
<p style="text-align: center;">Do you currently encourage your employees to participate in volunteering activities?</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>11</td> </tr> <tr> <td>No</td> <td>9</td> </tr> </tbody> </table>		Response	Count	Yes	11	No	9
Response	Count						
Yes	11						
No	9						
Please provide further details of your volunteering policy?							
Relatively informal - but when a member of the team applies / requests support or an event to support - we consider it and if we feel we can assist - will support.							
We encourage a lot of fundraising/support activity - either directly ourselves, or by encouraging individuals and teams. We support organisations such as Schools, Universities, initiatives, programmes and local events and campaigns.							
We support all of our staff to work voluntarily if they can and want to we accept volunteers.							
We would consider all employees' requests to volunteer on their own merits and are happy to approve time if relevant and worthwhile.							
Supporting a local soup kitchen. Giving blood. Supporting a local charity each year with fund raising activities aligned. Part of our management development programme is to engage in one community volunteering activity in the year.							
Just being considered. First project to refurbish homes is under review.							
We support East Midlands Rail Forum and NSAR in encouraging technology careers in the rail industry. We may also provide company facilities and time for other volunteering activities, e.g. school governor, kids in care support, Special Constable, Magistrates, etc. Support for volunteering activities also forms part of our Integrity at Work policy.							
As an organisation we encourage volunteering, offer volunteering opportunities.							
We are a charity and so there is a broad expectation that the staff will engage in the wider activities of the organisation.							

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Our employees support local schools and universities with STEM activities. We are very keen to ensure that everyone is aware of the opportunities available in the Engineering industry. We have an ageing population which we are keen to address and wish to encourage more female employees into the industry. Additionally, our employees are very charitable and will often support community initiatives and involvement.

As a small local charity we rely on volunteers for two of our charitable services, for fundraising and as Trustees.

Are employees permitted to carry out volunteering activities as part of their contracted hours?



How is your volunteering strategy managed within your organisation?

Human Resources consider applications which are then reviewed by the Senior Management Team.

We don't have a formal policy/strategy, however we enable activities within working hours when needed and support wherever possible.

We can't afford to do this on an ongoing basis but would look favourably at one-off volunteer project requests.

This may be the case, but please see above.

This is not currently contracted for employees but there are opportunities to get involved. we have a number of initiatives driven by the senior team to engage employees (see above on charity support and management development programme).

Informal at present. As above more formality being considered.

By agreement.

All policies are reviewed annually at board level.

Employment Practices Survey, January 2017

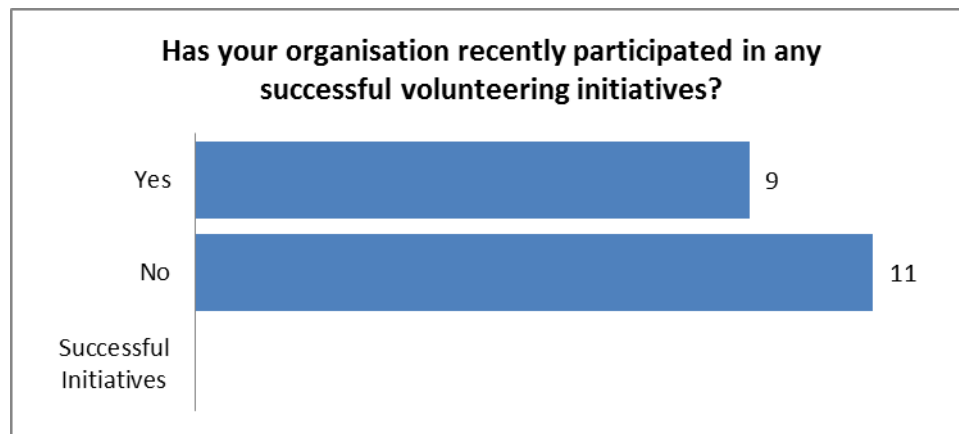
Every department or area that uses volunteers is responsible for recruitment and management. We aim to work to common standards and policy but many volunteer activities are volunteer led which makes it challenging to ensure consistency across the board. The leadership of the organisation are responsible for all volunteers.

On an ad hoc basis.

Employees are encouraged to undertake STEM activities with their local educational establishments which is supported by the company with (paid time during the working day, company paid resources and expenses). Local charity work is supported by making use of company resources to support initiatives. The company sponsored charity is Railway Children and employees will undertake activities such as back sales, washing cars, etc to raise funds, etc.

Various policies and procedures are in place.

Has your organisation recently participated in any successful volunteering initiatives?



Please provide further details:

Working with the Cricket Derbyshire Foundation on a project to transform the old changing rooms at the 3aaa County Ground into a centre to support suicide awareness, mental health and education. Providing desks and chairs to go in the facility, delivering and helping to set up.

Soup kitchen.

Resource Managers and HR agree support from the company on a case-by-case basis.

We offer corporate and individual volunteering opportunities to others. While we encourage volunteering we do not make it mandatory.

Not sure what this question means.

Too many to mention all.

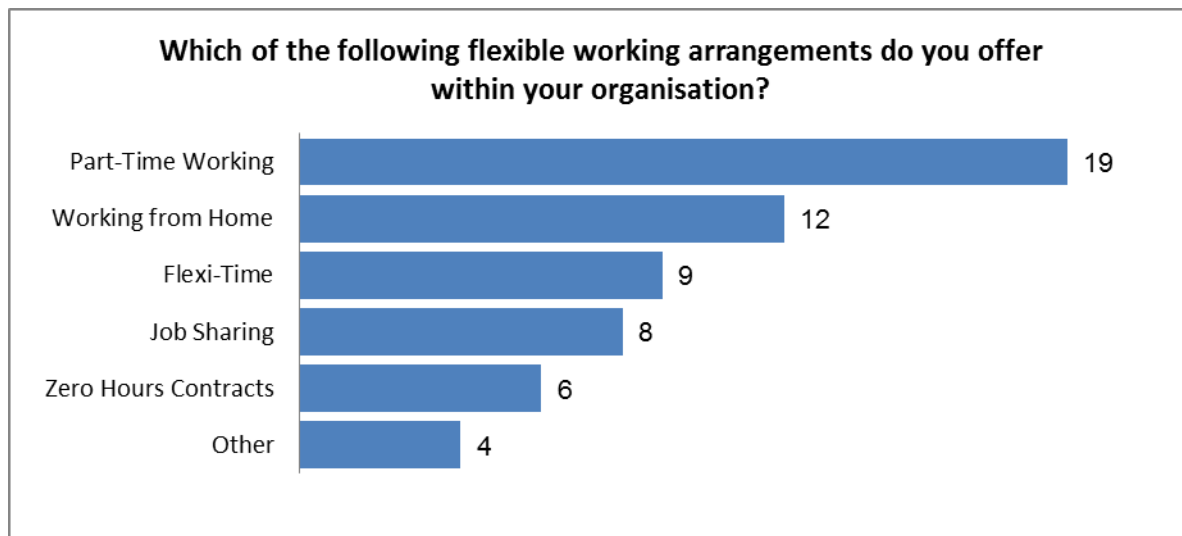
Do you encourage external volunteers to work within your organisation?							
<p>The chart displays the following data:</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>7</td> </tr> <tr> <td>No</td> <td>13</td> </tr> </tbody> </table>		Response	Count	Yes	7	No	13
Response	Count						
Yes	7						
No	13						
What benefits do external volunteers provide to your organisation?							
There are Health and Safety issues attached to doing this.							
Not at present. However, I can see a number of benefits of this, and this is something which we are looking into.							
Lots of benefits e.g. increase in communication skills opportunity to learn how to work effectively with people with learning disabilities chance to make new friends etc.							
Not explored this currently.							
No experience.							
Increased capacity, knowledge and experience and improved learning culture.							
I am working on the basis of that external volunteers are 'non-staff'. Much of our activity, therefore, is resourced by external volunteers.							
We offer work experience and university placements. We are working with WorkWell regarding Employee Wellbeing.							
Varied experience, commitment and expertise. We couldn't operate without them.							
Please provide further details of external volunteers working successfully within your organisation:							
A number of our volunteers have gone on to become employees and make significant changes for the better in their lives.							
We have different volunteers leading initiatives, projects, community groups and others in a range of areas.							

Employment Practices Survey, January 2017

As mentors, family support volunteers, Trustees and fundraisers.
Do you have any other comments regarding volunteering?
There used to be so much support for volunteers by various organisations - now their funds have gone there is less support available which has impacted on smaller organisations like ours.
This is part of our strategy to do more year on year. We recently published our first CSR report which supports this claim.
As a charity, it is our main resource and we are continually working on how to engage, motivate and manage volunteers.

FLEXIBLE WORKING

**Which of the following flexible working arrangements do you offer within your organisation?
Please select all that apply.**



Please provide further details:

Working from home in exceptional circumstances i.e. unable to drive for a period of time etc.

We try to offer parents hours that fit around school times etc. We would do the same for other caring responsibilities we offer overtime when we have staffing gaps to fill.

We allow paid time off on a compassionate basis for domestic requirements such as emergency childcare, dependent care, bereavement etc.

Flexible working, i.e. discretion on attendance time within certain core parameters.

How does your organisation benefit from flexible working arrangements?

'Give and take' understanding from the team; good ratio of male / female workers; allows work-life balance.

It means we retain staff and ensure we get the calibre of staff we require.

Cost effective management of non-full time functions.

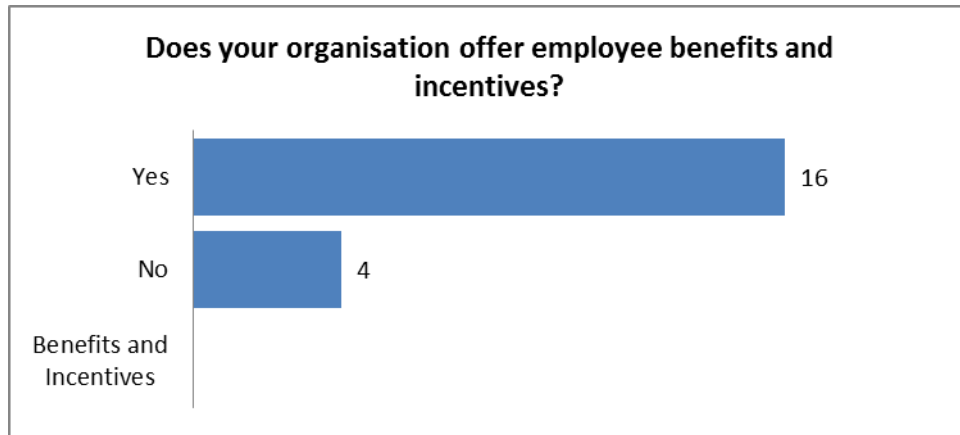
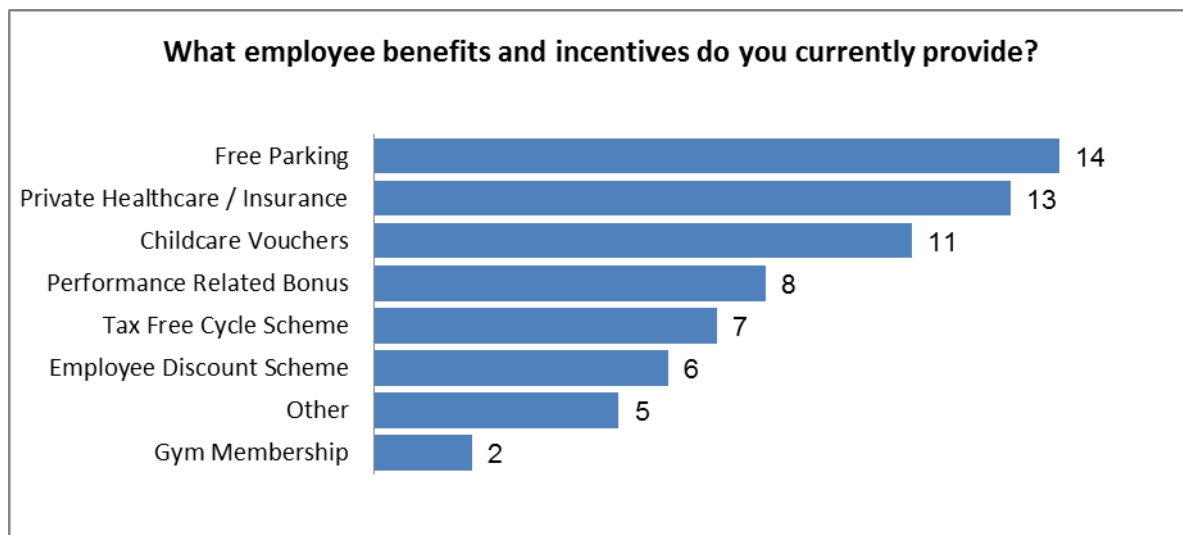
Flexible working enables us to attract and retain employees who may otherwise not be able to work. Bringing new skills and experience into the organisation, and enabling us to keep sometimes years of experience and vital knowledge. Flexible working also enables us to meet business needs, whilst also offering work to individuals who may only be able to work limited hours, such as students on Zero Hours contracts. Enables us to meet the needs of our employees, again helping to engage our team members, and increase commitment, which in hand increase our service provision. Low sickness / absence levels due to our ability to be flexible and employee satisfaction at work.

Employment Practices Survey, January 2017

Happy staff.
Staff are motivated to give their best to the company on the basis that we will be flexible with them when they have a need. Encourages retention of staff and gives us access to a larger pool of skilled employees, i.e. parents and those who require different hours to fit in with their domestic situation.
Supporting individuals that require flexibility.
A lot of employees are remote based managing a caseload and therefore in the main can dictate their own hours accordingly. This allows us to employ a wider selection of employees who do not necessarily wish to work 9 to 5 due to family/school restraints.
Not widespread but considered based on individual employee circumstances.
Better engaged workforce.
We offer flexibility and expect flexibility back from staff which in the main we do get.
Staff morale is improved; We get good engagement from most employees. There is a good culture of 'give and take' i.e. flexibility in one direction affords flexibility in the other.
We work 365 days per year, 7 days per week 24 hours per day. By offering flexible working it enables us to cover in-hours and out-of-hours shifts to fit in with people work life balance.
Our employees are able to achieve a greater work/life balance which increases engagement, productivity and reduces absenteeism.
Happier staff, more effective organisation.
How are flexible working arrangements balanced with the operational requirements of your organisation?
This is a time-consuming challenge - with a balance being required for the needs of the business - compromise and working together is vital.
Easy in Admin roles but more difficult in sales roles where we have to ensure adequate cover in our customers standard working hours.
Effective workload management and handovers multi skilled / disciplined employees to manage issues remote access to company servers.
We consider all requests for flexible working, including informal requests, and look at all needs of our employees or potential employees. We will look at ways in which we can meet flexible working needs – such as job share and part time working, through the structure of roles, teams and where we can support these practices. If the needs of the business fluctuate, or our ability to meet our needs fluctuates - i.e. during holiday season, zero hours contracts enable us to maintain service levels. It is always a mutually agreed process, considering the needs of the individuals alongside those of the business.

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<p>We spend a lot of time working out a staffing rota that best meets the organisation and all staff members needs we offer uncovered shifts as overtime to other staff. Usually this system works a treat, occasionally it is hard when something unplanned occurs – e.g. a staff member falling ill and no one able to cover the shift.</p>
<p>Everything is considered on a case by case basis and we try to ensure that our departments have multi skilled employees in order to provide cover when necessary.</p>
<p>It is allowed on a case by case basis which is bought into by both parties to ensure customer service and production is not compromised. To balance this, very few applications are turned down. The business does everything it can to support flexibility.</p>
<p>A high number of our clients require support due to shift working and this enables us to meet their needs.</p>
<p>Always difficult in smaller organisations. Compromises/cooperation found wherever possible.</p>
<p>As best we can as operational requirements must come first.</p>
<p>Our need for flexibility is driven by the sickness of staff. When such a small organisation sickness can cause problems.</p>
<p>We recognise that our pay levels are perhaps lower than national averages and so we see flexible working as a benefit to the employee. On the other hand, given the diversity of activity, it is important that we can use the workforce in a flexible way.</p>
<p>We have fixed and flexible rotas which cover all of our operational requirements.</p>
<p>The arrangements are very flexible and we work with our clients to ensure that client commitments are managed well. Remote working from home is very popular with our employees which allows them to balance their home life with work as opposed to have to compromise either.</p>
<p>Our operation requires flexibility from all staff and this is made clear in all contracts.</p>
<p>Do you have any other comments regarding flexible working?</p>
<p>Working Part-Time myself, I fully understand and support the need for us to be flexible in our working arrangements in order to continue to attract and retain quality candidates and employees. In ever changing markets, we also need our team to be flexible, this is a 2-way process, and this must be recognised at all times.</p>
<p>This is something we are working on for the new FY. Agile working practices are part of our agenda.</p>
<p>Will probably need to address further.</p>
<p>We do support it.</p>
<p>As a reactive business we need staff to be flexible and to offer flexibility back to them.</p>

EMPLOYEE INCENTIVES**Does your organisation offer employee benefits and incentives?****What employee benefits and incentives do you currently provide? Please select all that apply.****Please provide further details:**

Paid events - such as summer and Christmas socials, offers through various sponsorships - such as Quad Cinema tickets as raffles prizes in charity events etc. Increasing holiday entitlement.

Flexi holiday scheme available where employees may purchase or sell up to 5 days annual leave each year. EAP available to all employees and anyone living at the same address.

Purchase of additional holiday scheme. Work Well scheme (Simply Health), Pension.

Life Insurance & Employee Assistance Programme.

Employment Practices Survey, January 2017

Wellbeing initiatives and support, company stakeholder pension plan above the legal minimum threshold, life assurance, income protection etc.
Mini Health checks, free tea and coffee, Eye Care Vouchers, Flu Vaccines, Cycle to Work, Free Tea & Coffee, GCC, Family Fun Day, Pantomime, Smoking Cessations, Limelight Award, CARE Team Award, Loyalty Award, Refer a Friend,
Generous pension scheme and sick pay provisions (including Income Protection), enhanced maternity and paternity leave schemes etc.
How are your employee offers and benefits managed within your organisation?
Private Healthcare is offered for Key Personnel/Managers within the group and is run by the Financial Director.
Human Resources
All employees have the same offers and the bonus is based on company performance with everyone having same percentage bonus.
KPI Management
Performance related bonus is managed through our quarterly 'appraisal' process. Free parking is provided on site to all employees.
HR Department manages all.
Through the HR department
Through HR & Payroll
HR Manager implements and monitored via FR department or through payroll
By HR.
Offers and benefits are managed through our HR and Payroll team. We share ideas about future benefits with our Communication and Engagement Forum.
Employee benefits are managed by our Compensation and Benefits Team who manage our suppliers and ensure our benefits package are externally competitive. The implementation and communication of the benefits are then managed by the local HR team.
Do you have any other comments regarding employee incentives?
I would like to introduce the tax free cycle scheme and childcare vouchers in the future.

Employment Practices Survey, January 2017

Wish we had enough money but if we did we would increase wages rather than give benefits as we believe employees should have control.

As before, looking to expand range on offer.

EMPLOYMENT CHARTER

Would your organisation be interested in supporting Derby City Council's Employment Charter?

