Edinburgh Fair Work Charter

*Draft for consultation*

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Contents

[**Edinburgh Fair Work Charter** 3](#_Toc187858682)

[**What is Fair Work?** 3](#_Toc187858683)

[**Fair Work Charters** 3](#_Toc187858684)

[**An Edinburgh Fair Work Charter** 4](#_Toc187858685)

[**How can employers sign up to the Charter?** 5](#_Toc187858686)

[**Edinburgh Fair Work Charter Assessment Criteria** 7](#_Toc187858687)

[**Respect and Effective Voice** 7](#_Toc187858688)

[**Security** 8](#_Toc187858689)

[**Opportunity** 9](#_Toc187858690)

[**Fulfilment** 10](#_Toc187858691)

[**Summary and improvement actions** 12](#_Toc187858692)

[**Useful Resources** 13](#_Toc187858693)

# **Edinburgh Fair Work Charter**

## **What is Fair Work?**

Fair work is not just about paying employees a rate of pay which enables them to meet the cost of daily living, it is ensuring employees and workers have meaningful employment within a safe, respectful, fair, and healthy workplace, where all members of the community can participate. It balances the rights and responsibilities of employers and workers while creating benefits for individuals, businesses, and society.

Fair work is the presence of observable conditions within the workplace which means employees and workers are not only rewarded fairly, but also heard and represented, secure, and able to progress in a healthy, inclusive working environment where rights are respected.

## **Fair Work Charters**

Edinburgh is an affluent city and a successful economy, but that prosperity is not enjoyed by everyone who lives and works here. 80,000 people in Edinburgh live in poverty, including one in five of all children. And while a good job can provide the best route out of hardship, work alone is not enough to lift incomes above the poverty threshold – 60% of households in poverty have at least one person in work. Average wages in the city are high, but an estimated 28,000 workers in the city still earn at hourly rates below a level considered enough to maintain a basic acceptable standard of living, some 12,000 workers are reliant on ‘zero hours’ contracts, and 27% of jobs do not provide workers with ‘satisfactory hours or wages’.

These issues leave too many workers in Edinburgh in a situation where they are unable to earn enough to live on, and where incomes can fluctuate significantly from week to week and where they have little or no say over work patterns, working conditions, and where concerns around health and safety, harassment are not appropriately heard or managed.

The development of a fair work charter is one way that local areas and economies can work together to address these challenges. Charters have been developed in recent years in a number of areas across the UK - including Greater Manchester, Liverpool, Dundee, and others - to encourage and support local employers to adopt fair work practices, and to help local workers to find employment that meets their needs.

A Fair Work Charter recognises the commitments employers have made to ensure the fair working conditions of employees and workers within their organisation. A Charter supports employers to embed and build upon these commitments to provide the fairest possible employment practices.

## **An Edinburgh Fair Work Charter**

The Edinburgh Fair Work Charter is built from an understanding and observation that offering good terms and conditions of employment is good for business, good for employees and workers, and good for the city’s prosperity as a whole. Research evidence shows that providing good terms of employment helps businesses attract high calibre staff, enhance productivity and customer experience which, in turn, all support profitability or organisational success as well as quality of life for employees.

This charter is based on the principles of the [Scottish Government’s Fair Work First](https://www.gov.scot/publications/fair-work-first-guidance-3/) guidance and the [Fair Work Convention](https://www.fairworkconvention.scot/). The Scottish Government aspires to ensure that everyone in Scotland will have ‘a world leading working life where Fair Work drives success, wellbeing and prosperity for individuals, businesses, organisations and society’ by 2025. By creating this Charter, partners in the city can address issues such as in-work poverty and barriers to employment while supporting progression in employment.

The charter and is associated guidance consists of four themes – **Respect and Effective Voice**, **Security**, **Opportunity**, and **Fulfillment**.

|  |  |
| --- | --- |
| **Respect and Effective Voice**  Clear values  Effective Voice  Employers commit to enhancing the health, safety and wellbeing of, and ensuring an effective voice for, workers and employees.  They do this by providing clear expectations of values, ensuring the health and safety of all, and keeping a constructive dialogue between the employer, employees, workers, and (where appropriate) a relevant trade union/s to:   * address workplace issues, * ensuring fair, transparent, and communicative practices, and * ensure effective voice is provided as at an individual level, and a collective level. | **Security**  Real Living Wage  Living Hours Contracts  Pay Transparency  Employers commit to treating all workers and employees fairly.  They do this by:   * providing each employee and worker with secure employment, fair pay, at a minimum the rate of the real Living Wage (or the collectively bargained rate where applicable provided this is not lower than the real Living Wage rate), and * providing each worker and employee with defined, set hours with no use of zero hours contracts, unless requested by the employee or to meet specific business requirements. |
| **Opportunity**  Access to Training & Development Opportunities  Attracting a Diverse Workforce  Employers commit to establishing a diverse workforce and creating pathways into and throughout the business that are accessible to all. | **Fulfilment**  Collaborative Working  Flexible Working  Employers commit to increasing employees’ happiness and engagement by supporting flexible working within all reasonable boundaries to achieve a balance between work and home life, and by providing roles that allow staff to use existing skills and experience while working collaboratively with the business. |

Under each of these themes, the charter’s assessment toolkit provides definitions and examples of the practices, policies, procedures, accreditations, and other evidence needed to meet the standard of being a ’fair work employer’ in Edinburgh.

The charter is designed to be flexible and recognises that businesses vary by size and type, and that different employers will be at different stages of their development. To recognise this, the charter is structured around three levels of assessment:

* **Aspiring** – an employer can demonstrate *some* evidence of fair work under a theme, and is committed to clear actions for improvement.
* **Achieving** – an employer can demonstrate *good* evidence of fair work practice under a theme.
* **Excelling** – an employer is a committed fair work champion in a theme and with clear evidence of *best* practice.

By adopting this structure, the charter aims to encourage employers to improve their practice across a range of fair work actions and practices, and offer support for employers to develop and implement improvement actions.

## **How can employers sign up to the Charter?**

In its first phase of operation, the Edinburgh Fair Work Charter will be a voluntary membership and self-assessment scheme created to improve employment standards across all employers in the city, regardless of size, sector or geography. Organisations – including public sector bodies, private sector businesses, service providers, the third sector, and voluntary and community organisations – can adopt the Charter.

All businesses operating in Edinburgh will be invited to complete, and publish a self-assessment of their organisation against the criteria set out in the Edinburgh Fair Work Charter, and to record their journey as they continue to improve their Fair Work practices. Toolkits and guidance to complete this self-assessment will be published and promoted by the City of Edinburgh Council and partners, alongside a range of examples, templates, and resources available to support employers to identify and implement improvements.

To sign up to this charter businesses must meet all Aspiring criteria and at least three Achieving criteria as a minimum. Businesses must also commit to not using fire and re-hire practices.

Guidance on how to meet these criteria can be found in our supporting documents and additional support can be provided by the Edinburgh Guarantee.

We appreciate that each business is unique and, as such, the examples within each of these commitments are neither exhaustive nor prescriptive and can be revised to better suit your business. Approaches should be progressive, relevant and proportionate.

# **Edinburgh Fair Work Charter Assessment Criteria**

## **Respect and Effective Voice**

*We commit to enhancing the health, safety and wellbeing of, and ensuring an effective voice for, our workers and employees. We will do this by providing clear expectations of our values, ensuring the health and safety of all, and keeping a constructive dialogue between the employer, employees, workers, and (where appropriate) a relevant trade union/s to address workplace issues, ensuring fair, transparent, and communicative practices to ensure effective voice is provided as a minimum, at an individual level, and also at a collective level.*

**Clear Values**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | Have an established induction programme for all workers and employees that clearly outlines the organisational values and standards of behaviour expected from all workers and employees. Have Health and Safety policies and procedures in place. |
| Achieving | Provide health and wellbeing training and resources to all workers to promote and support open conversations about mental health. Ensure managers are trained in how to support workers health and wellbeing. |
| Excelling | Establish employee network groups such as ethnic minority, women’s, LGBT+ or disability networks with clear aims and objectives to provide avenues for effective employee voice. Provide occupational health services to all workers. |

**Effective Voice**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | Informal arrangements are in place through which meaningful individual and collective dialogue can take place, including one-to-ones between workers, employees and management, appraisal/feedback processes, team/organisation meetings, regular surveys etc. |
| Achieving | There are established policies and/or practices that embed worker voice in key governance and decision making structures. Formal arrangements are in place through which meaningful individual and collective dialogue can take place, including one-to-ones between workers, employees and management, appraisal/feedback processes, team/organisation meetings, regular surveys etc. Formal scheduled arrangements are in place with employee/worker representatives and trade unions (where recognised) to discuss key aspects of worker welfare. |
| Excelling | At a collective voice level, employee/worker representatives and trade unions (where recognised) are represented in key governance and decision-making structures. Additional voice channels are embedded in workplace policy and practice that provide voice at an individual and collective level in workplaces. |

## **Security**

*We commit to treating all our workers and employees fairly.* *We will do this by providing each employee and worker with secure employment, fair pay, at a minimum the rate of the* [*real Living Wage*](https://www.livingwage.org.uk/?gclid=EAIaIQobChMIsrbV9oyk_wIVF-3tCh2_JwhJEAAYASAAEgL-B_D_BwE) *or the collectively bargained rate where applicable provided this is not lower than the real Living Wage rate, and by providing each worker and employee with defined, set hours with no use of zero hours contracts, unless requested by the employee or to meet specific business requirements.*

**Real Living Wage**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | Workers within the organisation who are not currently receiving the real Living Wage (as calculated by the Resolution Foundation) are identified and a plan agreed to move them onto this by a set date. All employees to have access to statutory sick pay from day one of absence. |
| Achieving | All workers aged 16 and over, including apprentices, are paid at a minimum, the rate of the real Living Wage or the collectively bargained rate (where applicable provided this is not lower than the real Living Wage rate). All employees to have access to enhanced sick pay from day one of absence for a clearly defined timeframe. |
| Excelling | Contractors are engaged and achievable actions implemented to pay at least the real Living Wage for this group. Receive accreditation from the Living Wage Scotland as a Living Wage employer. |

**Living hours contracts**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | Posts which are not secure contracts, including those without set hours, are identified and a plan developed for these workers to be moved onto secure contracts by an agreed date, unless the worker requests otherwise or there are specific business circumstances that prevent this. Employers using atypical or zero-hour contracts must be able to evidence why. |
| Achieving | All workers, including those requesting an atypical contract, have secure contracts with agreed hours per week, suitable to their lifestyle choices or balances. Regular reviews of non-typical contracts are conducted to ensure they remain relevant and suitable. Reasonable notice (good practice suggests 4 weeks) is always given for changes in working hours or shift requirements. |
| Excelling | Receive accreditation from the Living Wage Scotland as a Living Hours employer. Shifts cancelled or changed without reasonable notice are paid in full. |

**Pay transparency**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | Understanding current demographics of existing workforce and identify possible pay gaps based on gender, ethnicity and disability. Develop a plan to address the pay gaps. |
| Achieving | Regularly carry out a diversity, equality and inclusion audit. Have policies and procedures in place and set clear targets and dates to reduce the pay gaps. Ensure all workers undergo Equality, Diversity and Inclusion training on an annual basis. |
| Excelling | Regularly reviewing targets and adjusting workforce and succession planning accordingly.  Review policies, procedures, targets and dates annually to continually work towards reducing gaps. |

## **Opportunity**

*We commit to establishing a diverse workforce and creating pathways into and throughout our business that are accessible to all.*

**Access to training and development opportunities**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | Understand the skills and experience of current workforce and how these are currently being utilised within the business. Identify skills gaps and areas where underutilised skills and experience could be used in different areas of the business. Create career pathways, and training and development opportunities accessible to all. |
| Achieving | Create career pathways, and training and development opportunities accessible to all. Have processes in place to discuss individual training needs with all workers and a Training and Development policy which ensures all workers and employees, including managers, have paid time available to them in supporting their development. |
| Excelling | Have formal continuing professional development (CPD) systems in place to allow workers and employees to continually update skills or develop new ones to allow for career progression and future skills requirements of the business. Undertake regular reviews of current skills and experience of current workforce and identify areas of development required for the future of the business. Have a clear workforce plan in place, identifying future skills need of the organisation. |

**Attracting a diverse workforce**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | Understand current demographics of existing workforce and look for ways to improve procedures across recruitment, retention and progression, to make them more diverse and inclusive. Agree target for number of apprentice starts and/or work experience placements that can be provided annually. Actively support new workforce entrants. |
| Achieving | Have Diversity and Inclusion and Equality policies and procedures in place with processes for measuring impact’. Actively attract and recruit disabled people to help fill your opportunities (including jobs, apprenticeships, internships, work experience). Have a clear progression route into substantive employment within the organisation for individuals who successfully complete their apprenticeship/work experience |
| Excelling | Engage with local employability partners to provide support and pathways into the organisation for those with barriers to employment. Regularly review recruitment processes to ensure these remain accessible to all and do not create barriers for those with protected characteristics. |

## **Fulfilment**

*We commit to increasing our employees’ happiness and engagement by supporting flexible working within all reasonable boundaries to achieve a balance between work and home life, and by providing roles that allow staff to use existing skills and experience while working collaboratively with the business.*

**Collaborative working**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | Implement basic communication tools such as team meetings, bulletin boards, and email lists and ensure all employees have access to information and can share ideas or concerns. |
| Achieving | Introduce basic collaborative tools such as shared documents and/or task management software. Form teams that include members from different departments to work on specific projects, allowing workers and employees the opportunity to raise concerns or challenges. |
| Excelling | Embed collaboration as a core organizational value and integrate it into the company’s mission and vision. Give teams more autonomy to make decisions and manage projects. Support complex collaboration needs and improve project management efficiency |

**Flexible working**

|  |  |
| --- | --- |
| Level | Actions |
| Aspiring | All workers are aware of how to request flexible working options. Roles within the organisation which can work flexibly, including hybrid work, flexible start/finish times, compressed hours/annual hours, job sharing/part-time opportunities are identified and this is communicated as an option to all workers in job adverts and from the point of hire. |
| Achieving | Offer flexible working practices for all workers and employees from day one of employment. Respond and resolve all requests for flexible working within one month of any requests. All workers are equipped to work flexibly and can participate fully in appropriate development opportunities. |
| Excelling | A suite of flexible working policies are in place and vacancies are advertised with the possibility of flexible working from day one of employment, where suitable. |

## **Summary and improvement actions**

| Dimension | Commitment | Current Stage | Action Plan to Progress | Target Date |
| --- | --- | --- | --- | --- |
| Respect & Effective Voice | Values | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Effective voice | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Security | Real Living Wage | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Living hours contracts | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Pay transparency | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Opportunity | Access to training and development opportunities | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Attracting a diverse workforce | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Fulfilment | Collaborative working | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Flexible Working | ☐ Aspiring  ☐ Achieving  ☐ Excelling |  |  |
| Fire and rehire |  | In addition to the above, we commit to not using fire and re-hire practices. | | |

# **Useful Resources**

[Scottish Government Fair Work First](https://www.gov.scot/publications/fair-work-first-guidance-3/) - <https://www.gov.scot/publications/fair-work-first-guidance-3/>

[Fair Work Convention](https://www.fairworkconvention.scot/) - https://www.fairworkconvention.scot/

[Fair Work Convention Self-assessment toolkit for workers](https://quiz.fairworkconvention.scot/) - <https://quiz.fairworkconvention.scot/>

[Fair Work Employer Support Tool](https://fairworktool.scot/) - https://fairworktool.scot/

**Respect and Effective Voice**

*Values*

[Health and Safety Executive](https://www.hse.gov.uk/) - https://www.hse.gov.uk/

[Acas Keeping everyone safe at work](https://www.acas.org.uk/keeping-everyone-safe-at-work) - https://www.acas.org.uk/keeping-everyone-safe-at-work

[Business Gateway Health and safety for employers](https://www.bgateway.com/resources/health-and-safety-for-employers) - https://www.bgateway.com/resources/health-and-safety-for-employers

[CIPD Wellbeing](file:///C:\Users\9081477\AppData\Local\Microsoft\Windows\INetCache\Content.Outlook\4M4DWWAN\CIPD%20Wellbeing) - https://www.cipd.org/uk/topics/wellbeing/

[Acas Heath and wellbeing](https://www.acas.org.uk/health-and-wellbeing) - <https://www.acas.org.uk/health-and-wellbeing>

*Staff Supervision and Appraisals*

[Asana](https://asana.com/resources/one-on-one-meeting) - https://asana.com/resources/one-on-one-meeting

[Workleap](https://workleap.com/blog/guide-to-better-one-on-ones/) - https://workleap.com/blog/guide-to-better-one-on-ones/

[Lead Honestly](https://leadhonestly.com/blog/how-to-have-your-first-one-on-one-meeting-with-an-employee/) - https://leadhonestly.com/blog/how-to-have-your-first-one-on-one-meeting-with-an-employee/

[CIPD](https://www.cipd.org/uk/knowledge/factsheets/appraisals-factsheet/) - https://www.cipd.org/uk/knowledge/factsheets/appraisals-factsheet/

*Staff Survey tools*

[Workleap Officevibe](https://workleap.com/get/employee-pulse-survey-tool/?utm_source=people-managing-people&utm_medium=cpc&utm_campaign=employee-survey-tools) - https://workleap.com/get/employee-pulse-survey-tool/?utm\_source=people-managing-people&utm\_medium=cpc&utm\_campaign=employee-survey-tools

[ThriveSparrow](https://www.thrivesparrow.com/lp/employees-engagement?utm_source=TP&utm_medium=ppc&utm_campaign=PMP-emply-feedback-survey) - https://www.thrivesparrow.com/lp/employees-engagement?utm\_source=TP&utm\_medium=ppc&utm\_campaign=PMP-emply-feedback-survey

[Jotform](https://www.jotform.com/enterprise/employee-experience-management-solutions/?utm_source=pmp&utm_medium=ppc&utm_campaign=pmp-employee-survey&utm_content=visit-website&utm_scp=ent) - https://www.jotform.com/enterprise/employee-experience-management-solutions/?utm\_source=pmp&utm\_medium=ppc&utm\_campaign=pmp-employee-survey&utm\_content=visit-website&utm\_scp=ent

[Deel](https://www.deel.com/paid-lp/engage?utm_source=peoplemanagingpeople&utm_medium=paid-listicle&utm_campaign=ww_acq_prosp_pmp_paidlist_surveytools-pmp-empfeedback_hr_all&utm_content=acq_hr_paidlist_surveytools-listing-pmp_en) - https://www.deel.com/paid-lp/engage?utm\_source=peoplemanagingpeople&utm\_medium=paid-listicle&utm\_campaign=ww\_acq\_prosp\_pmp\_paidlist\_surveytools-pmp-empfeedback\_hr\_all&utm\_content=acq\_hr\_paidlist\_surveytools-listing-pmp\_en

**Security**

*Real Living Wage*

[Living Wage Foundation](https://livingwage.org.uk/what-real-living-wage) – https://livingwage.org.uk/what-real-living-wage

[National Minimum Wage and National Living Wage rates](https://www.gov.uk/national-minimum-wage-rates) – https://www.gov.uk/national-minimum-wage-rates

*Living Hours*

[Living Wage Foundation](https://livingwage.org.uk/living-hours?gad_source=1&gclid=Cj0KCQjwsaqzBhDdARIsAK2gqne0-f4v7CUlCDWFVT8ufFPHYCM0m-NLoBAZxFdRzMRB4_bi5BOY3VAaAiMdEALw_wcB) - https://livingwage.org.uk/living-hours?gad\_source=1&gclid=Cj0KCQjwsaqzBhDdARIsAK2gqne0-f4v7CUlCDWFVT8ufFPHYCM0m-NLoBAZxFdRzMRB4\_bi5BOY3VAaAiMdEALw\_wcB

Pay Gap

[CIPD Gender pay gap](https://www.cipd.org/uk/knowledge/guides/what-is-the-gender-pay-gap/) - https://www.cipd.org/uk/knowledge/guides/what-is-the-gender-pay-gap/

[CIPD Ethnicity pay gap](https://www.cipd.org/uk/knowledge/guides/ethnicity-pay-reporting-guide/) - <https://www.cipd.org/uk/knowledge/guides/ethnicity-pay-reporting-guide/>

[Close the Gap](https://www.closethegap.org.uk/content/employers-private/) - <https://www.closethegap.org.uk/content/employers-private/>

[CIPD Diversity and Inclusion](https://www.cipd.org/uk/knowledge/evidence-reviews/building-inclusive-workplaces/) - https://www.cipd.org/uk/knowledge/evidence-reviews/building-inclusive-workplaces/

[National Careers Service](https://nationalcareers.service.gov.uk/find-a-course/details?courseId=b3d02a51-7e48-4735-aae8-528e16344720&runId=55acd52e-2b19-4517-a3ca-44d65b137361&searchTerm=&town=Haverhill%20(Suffolk)&courseType=%5b%22%22%5d&courseHours=%5b%22%22%5d&courseStudyTime=%5b%22%22%5d&startDate=&distance=&filtera=False&page=194&orderByValue=Distance&coordinates=0.43763%7C52.082852&campaignCode=&qualificationLevels=) - https://nationalcareers.service.gov.uk/find-a-course/details?courseId=b3d02a51-7e48-4735-aae8-528e16344720&runId=55acd52e-2b19-4517-a3ca-44d65b137361&searchTerm=&town=Haverhill%20(Suffolk)&courseType=[%22%22]&courseHours=[%22%22]&courseStudyTime=[%22%22]&startDate=&distance=&filtera=False&page=194&orderByValue=Distance&coordinates=0.43763%7C52.082852&campaignCode=&qualificationLevels=

[Acas](https://www.acas.org.uk/online-training) free training - <https://www.acas.org.uk/online-training>

[CIPD HR Policies](https://www.cipd.org/uk/knowledge/factsheets/hr-policies-factsheet/) - https://www.cipd.org/uk/knowledge/factsheets/hr-policies-factsheet/

[Acas templates for employers](https://www.acas.org.uk/templates-for-employers) - https://www.acas.org.uk/templates-for-employers

**Opportunity**

*Access to training and development opportunities*

[Acas guide to induction](https://www.acas.org.uk/acas-guide-to-staff-induction) - https://www.acas.org.uk/acas-guide-to-staff-induction

[Harvard Business Review How to Create Company Values That Actually Resonate](https://hbr.org/2023/10/how-to-create-company-values-that-actually-resonate) - https://hbr.org/2023/10/how-to-create-company-values-that-actually-resonate

[Asana 5 tips to set great company values that reflect your unique culture](https://asana.com/resources/company-values-examples) - https://asana.com/resources/company-values-examples

[People Insight How to implement your organisation values](https://peopleinsight.co.uk/wp-content/uploads/2021/07/People-Insight-How-to-Implement-Your-Organisation-Values.pdf) - https://peopleinsight.co.uk/wp-content/uploads/2021/07/People-Insight-How-to-Implement-Your-Organisation-Values.pdf

[CIPD Workforce Planning](https://www.cipd.org/uk/topics/workforce-planning/) - https://www.cipd.org/uk/topics/workforce-planning/

[Forbes Advisor Workforce Planning](https://www.forbes.com/advisor/business/workforce-planning/) - https://www.forbes.com/advisor/business/workforce-planning/

[Leapsome How to create an employee training plan](https://www.leapsome.com/blog/employee-training-plan) - https://www.leapsome.com/blog/employee-training-plan

[Indeed Training plan template with tips](https://uk.indeed.com/career-advice/career-development/training-plan-template) - https://uk.indeed.com/career-advice/career-development/training-plan-template

[LinkedIn What are the key components of a training policy and procedure document?](https://www.linkedin.com/advice/1/what-key-components-training-policy-procedure) - https://www.linkedin.com/advice/1/what-key-components-training-policy-procedure

[Personio What Is A Skills Gap Analysis & How to Effectively Conduct One](https://www.personio.com/hr-lexicon/skills-gap-analysis/) - https://www.personio.com/hr-lexicon/skills-gap-analysis/

[Forbes Council How to Identify and Address Skill Gaps in the Workplace](https://councils.forbes.com/blog/how-to-identify-skill-gaps) - https://councils.forbes.com/blog/how-to-identify-skill-gaps

*Attracting a diverse workforce*

[CIPD Building inclusive workplaces](https://www.cipd.org/uk/knowledge/evidence-reviews/building-inclusive-workplaces?gad_source=1&gclid=Cj0KCQjwsaqzBhDdARIsAK2gqnfcg_7poc7Bs23mnWUSQzNSaR0fC9ZShMLrD35ISLEiL14kyhZP8ZIaAuhlEALw_wcB) - https://www.cipd.org/uk/knowledge/evidence-reviews/building-inclusive-workplaces?gad\_source=1&gclid=Cj0KCQjwsaqzBhDdARIsAK2gqnfcg\_7poc7Bs23mnWUSQzNSaR0fC9ZShMLrD35ISLEiL14kyhZP8ZIaAuhlEALw\_wcB

[CIPD Workforce diversity and changing demographics](https://www.cipd.org/uk/knowledge/reports/workforce-diversity-changing-demographics-trend/) - https://www.cipd.org/uk/knowledge/reports/workforce-diversity-changing-demographics-trend/

[LinkedIn Workforce Diversity – Why it matters and how to measure](https://www.linkedin.com/pulse/workforce-diversity-why-matters-how-measure-erik-ebert/) - https://www.linkedin.com/pulse/workforce-diversity-why-matters-how-measure-erik-ebert/

[Acas Equality, diversity and inclusion policy template](https://www.acas.org.uk/equality-policy-template) - <https://www.acas.org.uk/equality-policy-template>

[Disability Confident Level 1: Disability Confident Committed](https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-1-disability-confident-committed) - https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-1-disability-confident-committed

[Disability Confident Level 2: Disability Confident Employer](https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-2-disability-confident-employer) - https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-2-disability-confident-employer

[Disability Confident Level 3: Disability Confident Leader](https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-3-disability-confident-leader) - https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-3-disability-confident-leader

**Fulfilment**

*Flexible working*

[Business Gateway Flexible and home working](https://www.bgateway.com/resources/flexible-and-home-working) - https://www.bgateway.com/resources/flexible-and-home-working

[CIPD Flexible and hybrid working](https://www.cipd.org/uk/topics/flexible-hybrid-working/) - https://www.cipd.org/uk/topics/flexible-hybrid-working/

[Acas Flexible working](https://www.acas.org.uk/flexible-working) - https://www.acas.org.uk/flexible-working

Collaborative working

[Harvard Business Review Eight Ways to Build Collaborative Teams](https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams) - https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams

[Lumapps What is Collaboration in the Workplace? Benefits & Strategies](file:///C:\Users\9081477\AppData\Local\Microsoft\Windows\INetCache\Content.Outlook\4M4DWWAN\What%20is%20Collaboration%20in%20the%20Workplace%3f%20Benefits%20&%20Strategies) - https://www.lumapps.com/employee-experience/collaboration-in-the-workplace-benefits-strategies/

[Asana - Collaboration in the workplace: 11 ways to boost your team’s performance](https://asana.com/resources/collaboration-in-the-workplace) - https://asana.com/resources/collaboration-in-the-workplace