

New Ways of Working: Flexible Hiring

A strategy to retain and promote the best

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The Gender Pay Gap

- **More women than men work part time: 3:1**
- **Part time work predominates in lower paid sectors**
- **The gender pay gap is greatest between women working part time and men working full time: 32% (IFS)**
- **The gap widens for women in late 20's onwards: when they become mothers - 10%- 33% (IFS)**
- **The group most likely to be trapped in low pay are women working part time (Tooley St/CIPD)**
- **77% of flexible workers feel unable to progress their careers (Timewise, 2013)**

To fix the gender pay gap we need to fix the way we work



What do we mean by 'a flexible job'?



Part time



**Work from
home**



**Flexible start
& finish times**



**Term time
only**



**Job
share**



**Compressed
hours**

How important is flexibility to the UK workforce?

- **54%** of UK employees already work flexiblyⁱ
- **8.7 million** UK workers currently full-time and not working flexibly - would like to work flexiblyⁱⁱ

i CIPD research, April 2016

ii Timewise report, 'A flexible future for Britain?', June 2014

The business benefits

Employers' views:

- **75%** positive impact on retention
- **73%** boosts staff motivationⁱ
- **66%** improves efficiency and productivityⁱⁱ

i CIPD 2012 Flexible working provision and uptake

ii Benefits of Flexible Working Arrangements, Future of Work Institute 2012

So what's the problem?

- **3 in 4 employees** feel trapped in their current roleⁱ
- **79%** feel the jobs market is 'broken' for themⁱⁱ
- **Half of managers** feel flexible working is incompatible with the nature of their work

What needs to change?

- **Flexible working concessions to proactive Flexible Job Design – to maximise performance**
- **Flexible Hiring – to attract and progress the best talent**

*i Timewise report, The Flexibility Trap, 2013
ii Timewise survey, State of the Market, 2016
Workplace Employment Relations Study 2013*

How many jobs are advertised with flexible working options?



POOR SUPPLY AMONGST JOBS PAID £20K+ FTE



8.7%

HIGHER PROPORTION AMONGST LOWER PAID JOBS



20.2%

What does this mean?



What does this mean?



**1.5 MILLION PEOPLE
ARE TRAPPED IN
POORLY PAID
PART TIME JOBS**



BELOW THEIR SKILL LEVEL

What needs to change?

Flexible Hiring



Flexible hiring is simply when **an employer openly advertises that they will consider flexible working** options for new recruits, at the point of hire.

What works

- ✓ **Direct support from leadership**
- ✓ **Management capabilities in job design**
- ✓ **Making flexible working options visible: in job ads**

Making change happen... from policy to practice

- **Culture and behaviours** ...open and honest conversations.
- **Opportunity not concession**...empowering teams.
- **Leadership**... understand scope for flexibility. Communicate. Illustrate.
- **Support managers**...role for HR to capacity build. Help on flexible job design, trust...
- **Flexible hiring**...capacity build resourcing teams to ask...



Leadership...



The prize for business

- ✓ **Talent attraction**
- ✓ **Internal progression**
- ✓ **Skills utilisation**
- ✓ **Employer brand**
- ✓ **Tackling gender pay gap**



The Hire Me My Way campaign



- Calls for growth in **'Flexible Hiring'**, to bring the recruitment market up to date with the employment market for flexible working.
- Goal: **1 million** quality job vacancies unlocked to flexible hiring by 2020



Employers on board



The logo for BELU, consisting of the word 'BELU' in a bold, blue, sans-serif font.	The logo for Camden, featuring a circular icon made of three interlocking shapes to the left of the word 'Camden' in a black, sans-serif font.	The logo for Deloitte, featuring the word 'Deloitte' in a blue, sans-serif font with a small green dot at the end.	The logo for DIAGEO, consisting of the word 'DIAGEO' in a pink, sans-serif font.
The logo for Dixons Carphone, featuring a stylized blue 'D' icon to the left of the words 'Dixons Carphone' in a blue, sans-serif font.	The logo for EY, featuring a yellow chevron pointing up and to the right above the letters 'EY' in a bold, black, sans-serif font, with the tagline 'Building a better working world' in smaller text below.	The logo for innocent, featuring a red apple icon with a white bite taken out of it to the left of the word 'innocent' in a black, sans-serif font.	The logo for ISLINGTON, featuring a small crown icon to the left of the word 'ISLINGTON' in a black, sans-serif font.
The logo for Kellogg's, featuring the word 'Kellogg's' in a red, cursive script font.	The logo for KPMG, featuring the letters 'KPMG' in a blue, sans-serif font with a stylized graphic of three vertical bars of increasing height to the left.	The logo for Lambeth, featuring a stylized orange and yellow graphic above the word 'Lambeth' in a blue, sans-serif font.	The logo for LLOYDS BANKING GROUP, featuring the words 'LLOYDS BANKING GROUP' in a black, sans-serif font above a green horizontal line, with a black horse icon to the right.
The logo for MERCER, featuring a blue and green icon to the left of the word 'MERCER' in a blue, sans-serif font, with the tagline 'MAKE TOMORROW. TODAY' in smaller text below.	The logo for pets at home, featuring the words 'pets at home' in a white, sans-serif font inside a green square.	The logo for nct, featuring the letters 'nct' in a green, sans-serif font with a small green dot above the 'n', followed by the text '1ST 1,000 DAYS NEW PARENT SUPPORT' in smaller text.	The logo for pwc, featuring a stylized orange and yellow graphic above the letters 'pwc' in a black, sans-serif font.
The logo for Simmons & Simmons, featuring the words 'Simmons & Simmons' in a blue, sans-serif font.	The logo for Virgin money, featuring the Virgin logo (a red circle with a white 'V') to the left of the word 'money' in a red, sans-serif font.	The logo for Warwickshire County Council, featuring a green icon of a person standing next to a tree to the left of the words 'Warwickshire County Council' in a green, sans-serif font.	The logo for YOUR LOGO HERE, featuring the words 'YOUR LOGO HERE' in a black, sans-serif font.

Industry backing



What can you do?

1. **Open to flexibility?** Say so when you hire
2. **Enable talent team to feel comfortable with flexible hiring**
3. **Join the Hire Me My Way campaign**

Any questions?



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