

Moving Good Work Forward in the Coronavirus Age



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Good Work for Wellbeing in the Coronavirus Economy

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Key Messages



Protecting jobs must be a
priority – but there is insufficient
focus at present on **good work**.

Background to the research

What we did

- Qualitative interviews with 18 labour market experts (academics, business and trade union representatives, think tanks)
- Desk research of emerging evidence

What we looked at

- Main impacts on job quality arising from the pandemic?
- How are these falling on different workers?
- How might this crisis impact the overall public debate and policy impetus around 'good work?'

What do we mean by 'good work?'

Terms of employment

Job security
Minimum guaranteed hours
Underemployment



Health, safety and psychosocial wellbeing

Physical health and injury
Mental health



Social support and cohesion

Peer support
Line manager relationship



Work-life balance

Over-employment
Overtime



Pay and benefits

Pay (actual)
Satisfaction with pay



Job design and nature of work

Use of skills
Control
Opportunities for progression
Sense of purpose




Voice and Representation


Trade union membership
Employee information
Employee involvement





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Key Messages


 Protecting jobs must be a priority – but there is insufficient focus at present on good work.


 Pay packets and incomes are under severe pressure - low paid workers need and have earned a pay rise.


 Precarious work is likely to be on the rise.


 Health, safety and psychosocial wellbeing have moved to the top of the job quality priority list.


 The crisis has placed a huge strain on work-life balance for many workers. There is potential for improved work-life balance through more remote and flexible working – but this opportunity is not shared equally across the labour market.


 Key workplace relationships, including those between colleagues and those between managers and staff have been tested during the pandemic.

 Many workers have had limited involvement in key decisions in their workplaces during the pandemic.

 Investment in skills and training is going to be a key priority in the coming years.

 The pandemic is deepening inequalities in access to good work.

 A multi-strand strategic approach is required to deliver on a renewed job quality vision.

 We should be ambitious in setting a vision for a renewed focus on job quality coming out of COVID-19.

The report sets out over 30 recommendations for government, employers and civil society to make Good Work part of the COVID-19 labour market



Many of our recommendations are targeted at UK Government – but there is clearly a huge role for employers to take action

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Recommendations

13 Local action

All UK local authorities, towns and cities should look at their approach to driving good work using the levers available to them. They should consider joining or forming local 'good work' business pledges or networks, or signing up to the Living Wage Places accreditation scheme in order to expand the provision and expectation of good work in their area, and champion local employers who are committed to good work ideas.



Recommendations

Supporting jobs and incomes

- 1 A multi-year jobs plan
- 2 Strengthen the labour market safety net
- 3 Learn and adapt continuously

A renewed focus on good work

- 4 Good work at the heart of the recovery
- 5 Update on progress and set a new agenda for Good Work
- 6 Put disadvantaged workers at the centre of a new good work plan
- 7 Target improvements for social care workers
- 8 A new, national system for measuring good work

Promoting and incentivising good work

- 9 Use points of leverage to support employers to deliver good work
- 10 Assess potential for conditionality within COVID-19 support packages
- 11 Procuring for good work
- 12 Employer organisation support for good work
- 13 Local action

Good work and economic recovery

- 14 A revised Industrial Strategy
- 15 Understand how good work supports productivity

Terms of employment

- 16 Tackle one-sided flexibility
- 17 Encourage employers to offer Living Hours

Pay

- 18 Deliver on the 2024 minimum wage target
- 19 Protect low paid workers' incomes now
- 20 Equalities pay reporting

Skills and training

- 21 Continue to invest and innovate in supporting skills

Health

- 22 A new approach to health at work

Job design and work-life balance

- 23 Assess the impact and implications of the pandemic for remote and flexible working
- 24 Employer evaluations of flexible working
- 25 Building good job design across the whole labour market

Voice and Representation

- 26 Assess employee consultation during the pandemic
- 27 Remove barriers to strengthening worker voice
- 28 Improve consultation guidance
- 29 Build on approaches to consultation from the pandemic
- 30 A greater role for the Advisory, Conciliation and Arbitration body (Acas)

Building the movement for good work

- 31 Celebrate good practice
- 32 Civil society support

Some key areas of recommendations

<i>Health, safety and wellbeing</i>	<i>Job design and work-life balance</i>	<i>Voice and representation</i>
<i>Support employers to fulfil their duty of care</i>	<i>Evaluate of the impact of remote working on individuals, business outcomes, and opportunity across the job market</i>	<i>Remove barriers to trade unions, e.g. e-balloting, greater rights of access</i>
<i>Ensure inspection and enforcement regime is fit for the COVID age</i>	<i>Improve employer practice to support wellbeing</i>	<i>Identify and strengthen other mechanisms of voice which are effective</i>