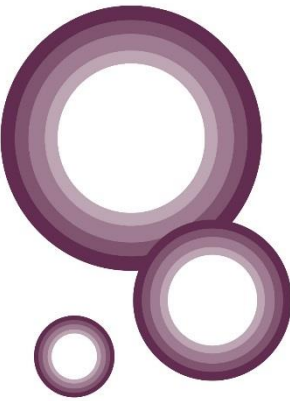


# SOCIAL IMPACT REPORT

## 2020



## OUR VISION

A world where everyone can find the flexibility they need in their careers, without losing their value in the workplace.

## HOW WE WILL GET THERE

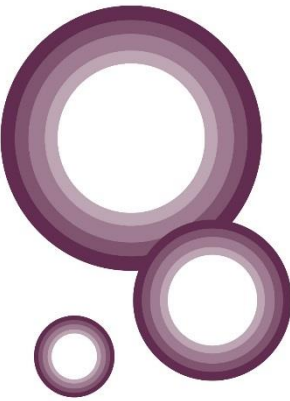
1. By working with employers to drive actionable change in flexible working
2. By creating a positive impact on the lives of the employees of organisations we work with
3. By unlocking quality flexible jobs, advertised directly on our jobs board
4. By unlocking quality flexible jobs advertised in the wider UK market, through our influencing work
5. By helping candidates from low to middle income families get good flexible jobs



# COVID PANDEMIC: PROBLEM & OPPORTUNITY

2020 was a year like no other. As the world locked down, and the furlough scheme kicked in, the jobs market ground to a halt. And despite the rise in remote working, the proportion of flexibly advertised jobs barely budged; from 20% before Covid to 22% by September.

On a more positive note, long-held objections to flexible working were overturned as organisations across all sectors discovered what was possible. We took the opportunity to support and drive flexible working practices, providing webinars for over 2,000 employers and toolkits for 13,000 employees, helped by the Scottish Government, Barclays Life Skills, Trust for London and Smallwood Trust.



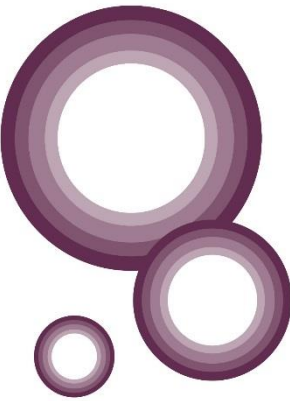
# 1. DRIVING ACTIONABLE CHANGE IN FLEXIBLE WORKING



**86%** of participants at our workshops said they would change their flexible working practices

**“** I will keep challenging leaders to be open minded and expand their trust in others to work appropriately.

*Client's feedback on 'What will be done differently?' following a consultancy session.* **”**



# CASE STUDY: Implementing remote working at BAM Nuttall

*BAM Nuttall is one of four Construction Pioneers who have been working with us to improve flexible working within the industry.*

Introducing flexible working in the construction industry is complex, particularly for on-site roles. However, it is something that Rob Lewis, BAM Nuttall's Framework Development Manager, has long believed is both possible and desirable.

Prior to the pandemic Rob, who heads up the York office, had piloted a system whereby every member of the team were allocated a set working-from-home day. This meant that the team had the structures and mindset in place to move swiftly into full-time remote working during lockdown.

The leadership team ran surveys to understand the specific challenges that people were facing. They also invested in tech and furniture to set people up correctly for full-time home working.

## Lockdown related issues

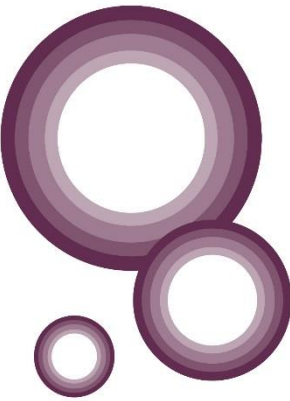
- The lack of opportunity for 'kettle-talk' hit team morale and cohesion. And some employees were struggling with the day to day reality of lockdown (unrelated to their jobs).
- Remote working during lockdown created exceptional challenges for parents who had to contend with childcare and home-schooling.

## How BAM Nuttall tackled them

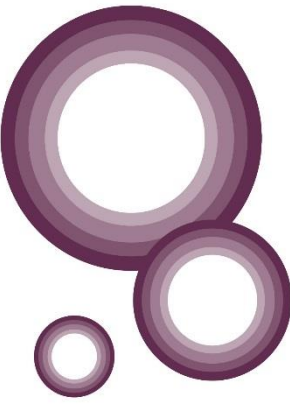
- Leaders put in place regular virtual check-ins and social events, as well as an employment assistance programme.
- Employees were given extra flexibility around delivery; as long as the work was delivered within a reasonable timeframe, leaders were relaxed about specific timings.

As a result of the support that they were given during lockdown, Rob's whole team were able to keep their jobs and manage them around their personal circumstances.

Rob is now talking to BAM Nuttall's business leaders about rolling out his working-from-home pilot across the company as a whole.



## 2. CREATING A POSITIVE IMPACT ON THE LIVES OF EMPLOYEES



GOAL  
FOR 2019-2021

To positively impact  
the lives of  
1 million people

PROGRESS  
SO FAR

**865k**

people work for  
employers where we  
have helped improve  
access to flexibility



“

Before this I didn't even know where my kid's classroom was.  
Now I pick her up at least once a week

*Construction worker involved in one of our Construction Pioneer Pilots*

”

# CASE STUDY: Lucy Davidson, Office Manager, BAM Nuttall

Lucy Davidson lives in Lincoln, but works full-time in BAM Nuttall's York office. She is tasked with organising the office, maintaining a shift schedule and resolving any resourcing issues on the ground.

Having moved to full-time home working at the beginning of lockdown, Lucy moved towards a blended model as restrictions eased, in which she worked two weeks in the office and two from home. The experience prompted Lucy to re-evaluate the best way to carry out her role, and assess where her work could be done most effectively.



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## How BAM Nuttall supported Lucy

During lockdown, Lucy felt detached from the rest of her team. Having raised this, regular check-ins were put in place and informal catchups encouraged.

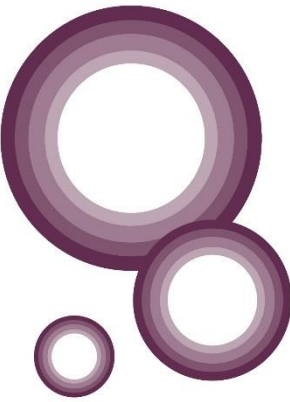
Lucy also struggled to switch off from work, when based at home. Her manager encouraged her to take a proper lunch break, and made it clear that she was trusted to manage her time.

## How her role has evolved

Lucy now chunks her tasks into those best suited to home (e.g. admin) and those best carried out in the office (e.g. training and people-led work).

She now has a two-week rota, working three days in the office in the first week and two in the second. This allows her to be in the office every week and ensure everything is running smoothly, whilst still benefitting from some home-working time.

***BAM Nuttall is one of four Construction Pioneers who have been working with us to improve flexible working within the industry.***



### 3. UNLOCKING FLEXIBLE JOBS ON OUR JOBS BOARD

GOAL  
FOR 2019-2021

To grow the volume  
of quality jobs on  
Timewise Jobs,  
posting 25,000 over  
the 3 years to 2021

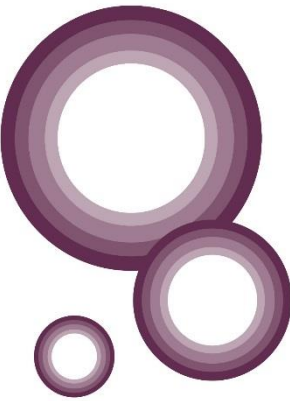
PROGRESS SO FAR

**23,419**

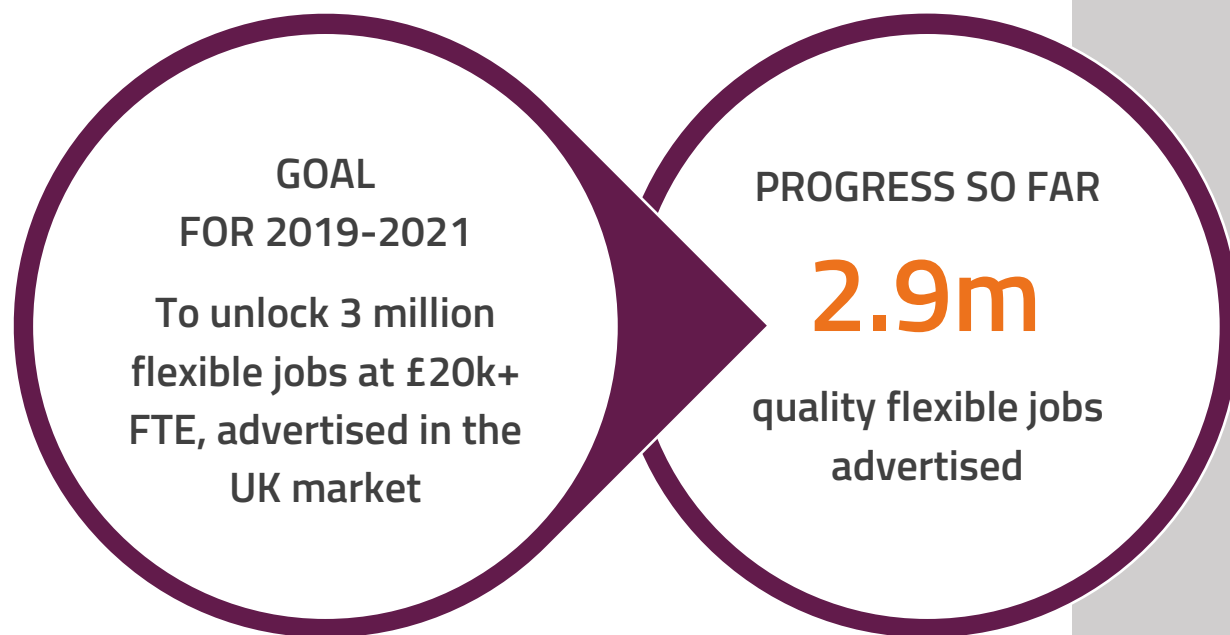
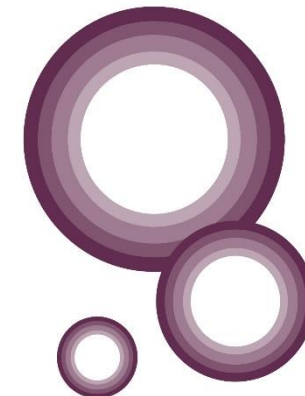
jobs advertised on our site,  
despite the recruitment  
market's decline during  
lockdown

**42,713**

new candidates registered  
on Timewise Jobs



## 4. UNLOCKING FLEXIBLE JOBS IN THE WIDER MARKET THROUGH OUR INFLUENCING WORK



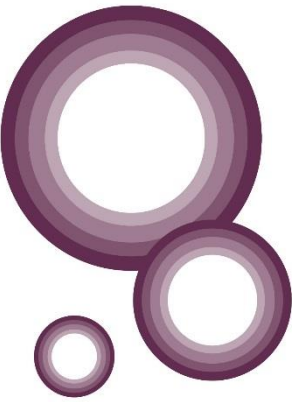
PROPORTION OF ALL JOB ADVERTS THAT OFFER FLEXIBLE WORKING:

**9%** IN 2015 → **22%** IN 2020

### TOP INFLUENCING ACHIEVEMENTS IN 2020:

- At the height of the pandemic, we created a programme of free webinars and toolkits to help over 2,000 employers develop future-fit workplaces.
- Our 2020 Flexible Jobs Index revealed a new world of 'flexible haves and have-nots', with lower paid frontline workers bearing the brunt of the pandemic, while home-working became the preserve of office workers.
- We worked with Centre for Ageing Better to explore how flexible working can help people aged 50+, and disseminated advice to employers on how to make working patterns more inclusive of older workers.

## 5. HELPING CANDIDATES FROM LOW TO MIDDLE INCOME FAMILIES GET FLEXIBLE JOBS



### GOAL FOR 2019-2021

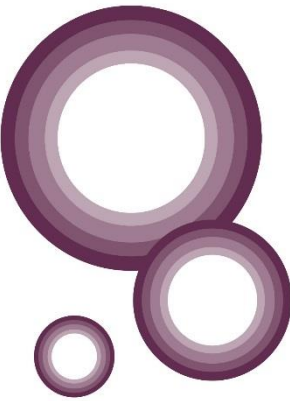
To place 3,500  
candidates from low  
to middle income  
families into good  
flexible work

### PROGRESS SO FAR

**2,468**

low to middle income  
candidates placed

# CANDIDATE FEEDBACK ABOUT TIMEWISE JOBS



“After being on a career break, my first role back into work was via your website and I have had two more.”

“Refreshing that there is such a website. Makes me feel more positive about the prospect of being able to potentially find a part-time job.”

“I really like it and please don't go anywhere!”

“It's the best part-time jobsite in my opinion due to ease of use and quality of roles.”

“I like the quality of the support information.”

“I like that you are trying to make employers realise that there are lots of people - men and women - who want a different way of working and would be happier employees if the 5 day a week, 9 to 5 straight-jacket was removed.”