

# FAIR FLEXIBLE WORK FOR SCOTLAND

Summary report of a Change Agent Programme  
to stimulate the flexible jobs market

Commissioned by:



Scottish Government  
Riaghaltas na h-Alba  
gov.scot



“ *It needs to be easier for all parents to earn more and work flexibly to make sure they can have rewarding careers with the ability to progress; and of course, the gender pay gap needs to be reduced further too.*

**SCOTTISH GOVERNMENT, THE TACKLING CHILD POVERTY DELIVERY PLAN 2018-22**

This report summarises the scope and emerging impact of a two year programme commissioned by the Scottish Government to support their core policy on reducing child poverty, by improving access to fair flexible work for parents and carers (particularly those in the government's six priority family groups<sup>1</sup>).

We hope the report will stimulate interest in the model and encourage further action on flexible working by employers, intermediaries and policy makers.



1. <https://www.gov.scot/publications/tackling-child-poverty-priority-families-overview/>

## FOREWORD

Over two years has passed since the first Covid-19 lockdown in Scotland, and, as elsewhere, we are continuing to see widespread changes in how, when and where we work, with more people working flexibly than ever before.

The Scottish Government is keen to build on the recent move to flexible working recognising the benefits it brings to employers and workers alike. Offering flexibility in working arrangements makes good business sense. It can attract diverse talent, reduce staff attrition, improve business reputation and result in happier, more engaged workers which can improve worker wellbeing, business productivity and help draw in new customers. This is particularly vital at a time in which workers and businesses are facing a costs crisis and acute labour shortages. Flexible working is especially beneficial for workers with health issues or those with caring responsibilities, predominantly women, which supports Scottish Government's wider ambitions to reduce the gender pay gap and the employment gap between disabled and non-disabled people.

With such evident benefits it is clear that flexible working will be an integral tool for businesses going forward, helping balance their needs while attracting an under-utilised pool of talent into the labour market. With this in mind, the Scottish Government commissioned Timewise to develop and deliver a Fair Flexible Change Agent Network. This network focused on building capabilities within employer and employability facing intermediaries. As a result, 72% of employer facing Change Agents stated that

they felt better able to incentivise employers to use flexible hiring to access a wider and more diverse talent pool. Furthermore, 72% of employability facing Change Agents were better able to recognise the social importance of flexible working as a way to open up the jobs market for jobseekers from vulnerable groups. Good quality, well paid flexible jobs aid career progression for these groups and can help low income workers raise their income levels.

The Scottish Government is committed to becoming a Fair Work nation by 2025 and we have introduced flexible working as a criteria in our landmark Fair Work First<sup>1</sup> approach to public sector funding. We are also committed to eradicating structural barriers to participating in the labour market, and to tackling poverty through fairer pay and conditions, as outlined in our National Strategy for Economic Transformation. Our work with Timewise aligns with these ambitions.

I thank Timewise for all the work they have done over the past two years to establish the network of 'Change Agents'. I hope that the momentum and learning from this programme continues to better equip employers to embrace the benefits of flexible working and equip jobseekers with the knowledge and support to seek good quality flexible jobs, which is above all, good for Scotland's people, businesses and the economy.

### **Richard Lochhead**

Minister for Just Transition, Fair Work and Employment

1. Fair Work First: guidance - gov.scot ([www.gov.scot](http://www.gov.scot))





## SECTION 1: INTRODUCTION, AIMS AND APPROACH

### INTRODUCTION

Long before the pandemic, the Scottish government understood that many people who need to work flexibly (such as parents, carers and those with disabilities) were struggling to access good quality work; and that this labour market inequality, experienced particularly by women with children, was a major contributing factor to the high levels of child poverty in Scotland.

Stimulating wider access to good flexible work is therefore recognised by the Scottish Government as being a fundamental key to reducing child poverty, and is set as a priority within 'Every Child Every Chance' the Tackling Child Poverty Delivery Plan 2018-22<sup>2</sup>.

In 2019, to act on its commitment, the Government commissioned Timewise to undertake a feasibility study to identify potential solutions. From the outset, we knew that broad impact would only come about through a more systems-led approach to stimulating change. Systems-led design in this context meant

exploring ways to improve the labour market systems that employers currently use to design work and find 'labour', and that jobseekers use to prepare for and find good work. The systemic change that needed to happen was for intermediaries in the relevant organisations to be equipped and motivated to champion the benefits of flexible work.

We were keen to ensure that those who need flexibility were not left behind as the economy started to recover, with a particular focus on people in frontline roles. We could see a risk of a two-tier system developing, in which only office workers could access the benefits of flex – thereby denying flexibility to some of the people who need it most and increasing workplace inequality.

Following the feasibility study, our response was to develop our Fair Flexible Work programme for Scotland, a two year initiative to build on the learnings from lockdown, help employers and employees reap the benefits of a shift towards flexible working, and to look to build fairer access for all.

2. <https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2018/03/child-chance-tackling-child-poverty-delivery-plan-2018-22/documents/00533606-pdf/00533606-pdf/govscot%3Adocument/00533606.pdf>

We trained a network of ‘Change Agents’, recruited from labour market intermediaries and influencers on the ground. The aim was to share knowledge, insights and best practice on flexible working and hiring, equipping the Change Agents to influence employers to take action, and to support jobseekers who need to find flexible work.

We are really pleased to see that, after a relatively short space of time, the Change Agents feel more confident and equipped to champion flexible working. While it’s early days, anecdotal evidence from interviews with the Change Agents seems to suggest there is real impact on the ground, with more employers open to flexible working at the point of hire, and more jobseekers getting access to better quality flexible jobs.

To support the programme, and in order to make change happen, we needed hard evidence of the scale of the flexible hiring problem. Timewise therefore tracked the proportion of jobs advertised with flexible options at the point of hire, through an annual Scotland-focused Flexible Jobs Index,

Our findings were pretty stark: only around 1 in 4 jobs advertised in Scotland offer any kind of flexible working. And there has been surprisingly little change during the pandemic; the widespread move towards working from home is not being reflected in the recruitment process.

The Index confirmed the need for wider scalable action through the systems led approach, and also provided hard data to incentivise more governmental action to unlock quality jobs to flexibility, in order to tackle a wide range of socio-economic problems in Scotland. Timewise was therefore delighted that, during the programme, the Scottish Government added a requirement to its Fair Work First criteria for public sector employers, and those bidding for public sector contracts, to offer flexible and family-friendly working practices from day one of employment.

## AIMS

### Overall goal

To build a systems solution to stimulate an increase in the availability of quality flexible work in Scotland, in order to help employers access and maximise talent and to support people who need flexible work to find it, with a focus on parents and carers.

### Specific objectives

- To provide data on the state of the flexible jobs market in Scotland, to highlight the need for improvement.
- To train employer-facing intermediaries to incentivise and support employers to create fairer flexible jobs at the point of hire.
- To train jobseeker-facing intermediaries to support more people – particularly parents and carers - to find quality flexible jobs.
- To directly encourage more employers to take action and advertise quality roles as open to flex.



## APPROACH TO THE CHANGE AGENT PROGRAMME

With the support of a range of great partners (Recruitment and Employment Confederation, Capital City partnership, Chartered Institute of Personnel Development, Scottish Local Authorities' Economic Development and the Scottish Government), we recruited and trained a network of intermediaries as Change Agents (forty in 2020 and a further thirty in 2021). They came from a wide range of backgrounds, and had two distinct roles in the programme:

- Employer-facing Change Agents were supported to help businesses adjust to new ways of working and upskill hiring managers to create better flexible jobs. This cohort included representatives from industry bodies such as CIPD and CBI, enterprise advisors, recruiters, union representatives, and employer engagement leads within local authorities.
- Jobseeker facing Change Agents were supported to deliver advice for people (particularly parents and carers), to help them find quality flexible work. They came from local authorities, independent training providers and third sector organisations.

### Programme design

Timewise delivered a three-part programme to train and support the Change Agents:

# 1.

**A series of interactive 90-minute workshops on these topics:**

- How to make the case for flexible working with employers
- How to support an employer with flexible hiring
- How to support a candidate to negotiate flexibility in an existing job or a new one
- Making flexibility work within an organisation
- How to shape-up for hybrid working
- How to make flexibility work in frontline roles

# 2.

**A toolkit to share with employers, jobseekers and employees**

This comprised a series of five guides, together with workshop recordings and presentations that the Change Agents could use to engage employers and stimulate further awareness within their own organisation. The five guides were:

- Line Manager's Guide
- Employee Toolkit
- Flexible Hiring Guide
- Jobseeker's Toolkit
- Hybrid Working Checklist

The guides are now [available here](#) in the Fair Work Employer Support Tool, produced by Scottish Enterprise in conjunction with the Scottish Government, Fair Work Convention and other partners, to help employers understand and fully embed the dimensions of Fair Work.

# 3.

**Follow up clinics**

After the programme, the Change Agents could access a series of 6 clinics, to gain further support and coaching from Timewise consultants around specific challenges and opportunities. Partnership working was also explored in these sessions, particularly in the final two clinics which focussed on discussing the desire to commit to a sustained network, and the practicalities of doing so.



## TWO FURTHER ASPECTS OF THE PROGRAMME:

### 1. Direct support to employers

Due to the impact of the pandemic, a decision was taken to make intensive support available directly to employers, alongside the Change Agent programme. During our feasibility study, Timewise had developed a network of partners in Scotland, through whom we were able to promote a series of employer webinars and wider resources. This broadened our employer reach – over 600 employers attended our nine webinars, which covered topics such as ‘Flexible Hiring’ and ‘How to take a fair and inclusive approach to hybrid working’.

### 2. Scottish Flexible Jobs Index

Concurrently with running the Change Agent programme, Timewise produced two annual reports that examined the state of the flexible jobs market in Scotland. They established the context for the Change Agents’ work, by highlighting the low ratio of job adverts in Scotland that offer flexible working at the point of hire, analysing this by role category, salary level, region and type of flexibility.

The Scottish Flexible Jobs Index fills a gap in industry data and was used by several Change Agents to incentivise business action on flexible hiring. It highlights that, even following the impact of the pandemic on home and hybrid working, only 27% of job adverts in Scotland offer flexible working. The index also identifies specific market failures that could be addressed through targeted campaigns or policy interventions (for example, sectoral approaches where flexible hiring is disproportionately low).



## EVALUATION

To evaluate the short-term and potential longer-term impact of the programme, Timewise ran a number of assessment activities:

- Pre and post attendance surveys for the Change Agents to assess the short-term impact of interventions on their attitudinal change, and their confidence in having increased capabilities to better influence and support employers and jobseekers.
- Individual interviews with Change Agents to assess medium-term impact, looking at how they had used their new capabilities with jobseekers and employers. These qualitative 30-minute virtual interviews took place during February 2022.
- Tracking evidence of increased awareness and interest through the dissemination of toolkits and webinars, sharing case studies from employers and jobseekers, and feedback from strategic partners. This was used to assess the potential longer-term impact of the programme on employers taking action to adapt to flexible hiring, and on support for parents and carers to access good flexible work.



## SECTION 2: FINDINGS AND INSIGHTS

This section includes highlights from our evaluation into the impact of the programme. The data, quotes and examples give a flavour of the enhanced ability of the Change Agents to influence employers to adopt fair flexible work, and also to support parents and carers to find flexibility in their jobs. Across the two year programme, 2,900 employers and 2,895 parents or carers received advice and support.

### SHORT TERM IMPACT – IMPROVED MOTIVATION AND CAPABILITY

To what extent did the Change Agents feel more equipped and confident in their knowledge to incentivise and support employer action on flexible hiring?

The feedback from the post-programme survey suggested that the majority of Change Agents felt better equipped to advise and encourage employers to offer fairer flexible working to employees and jobseekers. They also felt better able to support parents and carers in the child poverty priority groups to find quality flexible work.

**72%** of Change Agents felt better able to position the social importance of flexible working as a way to open up the jobs market for jobseekers from vulnerable groups.

**72%** understood what works to encourage employers to unlock jobs to flexible working at the point of hire, and felt better able to incentivise them to use flexible hiring to access a wider and more diverse talent pool.

**70%** felt better equipped to support employers to overcome the common challenges and/or barriers to flexible working.

**80%** had a better understanding of how to influence employers to enable a fairer, more inclusive and successful approach to hybrid working.

**64%** said they understood the opportunities to support employers to offer a fairer and more consistent approach to flexible work in frontline roles.

**76%** strongly agreed with the statement “I am motivated to take action to ensure fairer access to flexible work by more people”.

“ I will encourage employers to talk about flexible working opportunities with candidates they interview, leading the dialogue about this at the point of hiring.

“ I will push with employers that flexi-job design is about more than remote-working or 'working from home', and explain they can secure many more talented people with effective use of flexi-job design.

“ I will talk to businesses with more knowledge and authority on the subject of flexible work and how it could work, particularly those that see it as un-workable or a challenge.

“ I will highlight how output and engagement increases where some level of control is introduced in frontline roles; and how it could support skills shortages.



## MEDIUM TERM IMPACT – INCENTIVISING ACTION ON FLEXIBLE WORKING AND HIRING

To what extent have the Change Agents succeeded in:

- influencing employer behaviour on fair flexible working and hiring
- supporting employers to advertise more job vacancies with flexible working
- supporting jobseekers to find quality flexible work.



Our interviews with a cross-section of Change Agents captured the kinds of conversations and activities they are now driving as a result of participation in the programme. The following examples illustrate the range of work that is happening to support employers and jobseekers:

### Lirrie Craig & AnneMarie McCabe, Workplace Innovation Specialists for Scottish Enterprise

Lirrie and AnneMarie each reach 70-100 employers in a year and are now using the programme's tools in every conversation. They have also incorporated an element on flexible working into their standard-offering Fair Work Diagnostic and AnneMarie ensured the guides are hosted on the [Fair Work Tool](#) website.



*I am armed with strategies to encourage companies to introduce or widen their flexible working offering.*

### Ali Wood, Business Adviser, Business Gateway, Midlothian Council

Ali predominantly works with start-ups and entrepreneurs and supports up to 150 employers in a 6-month period. He found the guides – particularly the Hybrid Checklist – to be the most valuable part of the programme and has shared them with Midlothian Growth Advisors and also with the digital team, to have them published on Midlothian's Business Gateway website.

Ali regularly mentions the supply/demand statistic of flexible jobs in Scotland to employers, to encourage change. He finds flexible working to be a good solution for businesses which have issues with high staff turnover.

### Dr Alison Reith, Enterprise Development Officer, North Lanarkshire Council

North Lanarkshire is the 4th biggest economic region in Scotland with around 8,500 companies, and Alison engages with 21-50 employers in a 6-month period. She feels the area where they really see engagement is with start-ups who are looking to grow.

Alison sees an older working population with life changes (e.g. caring responsibilities), who need to move into jobs where flex is offered. She also sees the younger generation being protective of work-life balance, and recognises that they also need flex.

Alison also saw her role as being a Fair Flex Change Agent internally at North Lanarkshire Council, with its 2,500 staff. She is helping the council to improve its practice as a Fair Flexible Employer.



*There is a big part of our workforce that is untapped. A huge resource is missing locally and we need to optimise that.*

**Joe Mountford-Smith, Learning & Work New Starts Co-ordinator, Capital City Partnerships**

Joe's current workload involves matching around 30 retail vacancies a month. He now incorporates flexible working into every discussion he has with employers, most recently Office and TK Maxx. Joe has been proactive in his role as a Change Agent, sharing his learning with all of his colleagues.

**Lydia Simpson, Project Officer for Parental Employability, Moray Council**

Lydia works in a team of 15 people who predominantly support jobseekers. Through the Local Employability Partnership, she works with keyworkers, parents with 3 or more children, and other groups such as families with vulnerable children and people from diverse ethnic communities.

Lydia has shared all the guides with members of Local Employability Partnerships, as well as with her team internally.

**“** *When I was initially sent on this training, I couldn't quite understand why. But having completed the programme I can now see that it is very relevant.*

**Susan Kerr, Employment & Skills Team Leader, South Ayrshire Council**

Susan supports 21-50 employers in a 6-month period. She is currently working on their job creation scheme (a 6-month work experience programme) and has built flexible work into the conditionality of the funding. Susan has shared the guides with her team of 16, as well as with the Parental Employability Support Practitioners Network.

**Mary Drysdale, Employability Development Officer, East Lothian Works**

Mary supports around 10 employers in a 6-month period. She told us that the Change Agent programme has reinforced her own previous thoughts about what parents want/need in their jobs, and feels she now has more confidence to talk to employers about what this could look like.

Her team is currently organising over 20 work placements in East Lothian, with potentially another 40 placements to come. These are all flexible placements to fit around parents' commitments.

**“** *One of the hopes of these placements taking place is that this will show how many talented, strong candidates there are for these posts, and that to gain these members of staff long-term, flexibility HAS to be offered.*

**Jorge Chacon-Clark, Client Adviser, PACE Redundancy Support, Work EastRen**

Jorge works in a team of 14 and supports 11-20 employers in a 6-month period. He has shared the programme guides with all his colleagues, and with every jobseeker he interfaces with.

He finds that most organisations are very open to a conversation on flexibility, particularly the hospitality and social care sectors which will consider part-time candidates in the current recruitment crisis. Within five months of completing the programme, Jorge had supported three candidates to find flexible work.



## LONGER TERM IMPACT – CHANGES IN EMPLOYER BEHAVIOUR AND IN JOBSEEKERS' ACCESS TO FLEXIBLE WORK

- To what extent have employers changed their behaviour and approach to flexible working and hiring, as a result of the Change Agent programme?
- In what ways have individual jobseekers been supported to access fair flexible work?

The two case studies in this section were derived from an employer and a jobseeker involved in the Change Agent programme. They reflect the emerging impact the programme is having, and illustrate the value of supporting parents and carers to find quality flexible work.



## SCOTCH WHISKY ASSOCIATION

Since March 2022, the Scotch Whisky Association (SWA) has operated a formal hybrid working model, with its 40 staff members encouraged - but not mandated - to come to its offices in Edinburgh or London once a week.

Other flexible working policies have also been implemented since the start of the pandemic, such as more flexible core hours to give staff the option of earlier starts or later finishes.

The organisation has updated its job adverts to include hybrid working and flexibility around location, to increase the talent pool of quality candidates.

“The Scotch Whisky Association now offers the most flexible working arrangements in its 110-year history. Hardly surprising perhaps, but it is only in the last few years the SWA has switched from fully in-office working to more flexible arrangements for existing and prospective staff.

We make this offer clear in all our recruitment, and it allows us to cast a wider net for the most talented recruits as they no longer need to be tethered to easy commuting distance to an office.

We have employees who live up to 200 miles from their office hub, but that doesn't impact their effectiveness for the organisation. In fact, we've found that offering more flexibility means people can have a better work life balance and this leads to higher productivity and job satisfaction.

GRAEME LITTLEJOHN, DIRECTOR OF STRATEGY,  
SCOTCH WHISKY ASSOCIATION



## A NEW FLEXIBLE JOB BRINGS PEACE OF MIND FOR AMANDA

Amanda Raeburn, 37, lives in Musselburgh with her 14 year-old son and 7 year-old daughter. After three years of job-hunting, she finally found a job with the flexibility she needed last November. Her new job involves three nightshifts a week (21 hours) at retail chain Primark, stocking shelves in the Fort Kinnaird store, Edinburgh.



**“** *It's ideal for me because I'm around in the day so I can do the school drop-off and pick up, I can cook dinner for the kids, then on the nights I'm working I take the children to my mum's and they go to bed while I work. My daughter has sight problems, so I get called in the day by the school more than most parents because she might have had a fall or bumped her head. Working nights – and therefore being around in the day – gives me peace of mind that I can always go and collect my daughter if she needs me.*

*I'd worked in caring roles before but stopped when my daughter was born. I started looking for another job about three years ago. I considered care jobs again but was put off by the fact you don't always know if you'll be able to get away on time. I wanted something that fitted with school hours or was flexible in some way. There wasn't much about, and when things did pop up, there were always lots of candidates and I rarely even got an interview. I felt pretty low.*

*I took part in a retail 'back-to-work' course offered through my local job centre last autumn, which included training in customer service and a three-day placement in a shop. I got help shaping up my CV and applying for roles, including the one at Primark.*

*I'm loving working. It's really nice to have a change in what I'm doing in the week, and obviously I'm getting a salary so we're better off as a family. I've been able to take the kids to the cinema without having to save up first, and I've just booked a birthday party for my daughter too. They're relatively everyday things but we are all really enjoying them.*







Wider access to fair flexible work is recognised as being a fundamental key to reducing child poverty, as it enables parents and carers to raise their household income whilst fulfilling their family commitments. To meet their core goal on child poverty, the Scottish Government have therefore identified a range of sustainable actions to support low income parents to enter and progress in work, and to stimulate more employers to embrace flexible working. They have established this as part of their policy commitment,

in [Best Start, Bright Futures: tackling child poverty delivery plan 2022 to 2026](#).

As part of the evaluation of the programme, Timewise therefore canvassed the Change Agents, exploring their views of the long term viability of the model. We needed their input, as key practitioners in the employability sector in Scotland, to assess whether a Change Agent network is the optimum way forward, to sustain positive action on flexible working and hiring.

The early signs are positive:

- All the Change Agents could see the value of having a cross-sector collaborative approach, involving practitioners in the private, public and third sectors, from recruiters as well as employability providers, and across both the employer and jobseeker interfaces. They felt that such a network could lead a movement for change that would be greater than the sum of its parts, and that collective action would make it easier to approach procurement teams and use leverage.
- The business-facing Change Agents shared a strong desire to change the narrative with employers, especially in the light of 'The Great Resignation' (where workers left their jobs at historic rates in 2021 and continue to do so, for various reasons – not least 'burnout' for those in frontline and service roles). They could see the need to help employers attract and retain talent by using flexibility as a differentiator.
- They are concerned that skills and talent shortages will continue to grow, and see an opportunity for employers to embrace flexible working from day one, to reach a wider, more diverse and disadvantaged candidate pool.
- There was a recognition that employers are much more open to flexibility following the pandemic, but that inequalities are growing between office workers who can work hybrid patterns, and frontline workers who can't. The Change Agents could see the need for greater practical support for employers, to enable them to level up opportunities to work flexibly by considering time-based forms of flexibility.



There remains a gap between policy and business intent on fair flexible work within Scotland, and the need definitely persists to provide more support for employers. The Change Agent network has shown enough promise to warrant continuing it further, at least long enough to give more time to fully monitor the tangible outcomes. There is an appetite amongst the Change Agents to continue, and doing so will help the Scottish Government to meet its commitment to improve access to fair flexible work for low income households.

The network would ideally be developed further, to support the Government's requirement (as part of its Fair Work Criteria) for all suppliers who tender for public service contracts to indicate how they adhere to Fair Work standards. For example, a co-ordinated initiative could be set up within the network's local authority members, supported by their umbrella organisation (SLAED), to influence their procurement colleagues to provide guidance to potential suppliers on flexible working and hiring. The network could also monitor the effectiveness of this, looking at whether suppliers genuinely take action as a result, and whether more flexible jobs are opened up.





## CONCLUSIONS AND RECOMMENDATIONS

- The foundations of a strong business and social case for fair flexible work have now been established, through insights that have emerged during the pandemic and through the work of Timewise and others, namely Flexibility Works and also the CIPD.
- However, there is a need to bridge the gap between policy intent and current hiring practice in Scotland. The 2022-26 strategy commits to reduce child poverty by two percentage points by 2026, and to deliver on all wider commitments linked to stimulating employer action on flexibility and employability support for parents. Yet we know that only 27% of job adverts in Scotland offer flex from day one, with many of these being low-paid.
- The task ahead is to ensure that employers take action on flexible hiring, as is now encouraged in the Scottish Government's updated Fair Work Criteria. Employers will need practical advice and support of the kind provided by the programme. It will also be vital to measure the increase in the proportion of job vacancies being advertised with flexibility.
- Timewise's Change Agent network has begun to show real potential for stimulating an increase in flexible working and hiring. Feedback from the participants reflected positively on the actions they are now taking as a result of the programme, and on the emerging impact this is having.
- However, feedback from stakeholders highlights that change takes time, and the impact of the network (on employer action and successful jobseeker placements) needs to be tracked over a longer period. Establishing a formal, sustained Change Agent network would build more momentum.
- Timewise also recommends that specific reporting criteria are factored into the expanded parental employment programme. This would require intermediaries to report on cases where they provide guidance to jobseekers on how to negotiate flexibility, and where (in their role as a job broker) they negotiate flexibility from day one with a hiring manager, on behalf of a candidate. Intermediaries should also be required to collect data on the volume of parents and carers who progress into fair part-time and flexible work, with possible further metrics for outcomes to include both hours worked and salary.
- The Flexible Jobs Index is gaining visibility and traction in Scotland and provides a strong baseline indicator for tracking the extent to which employers commit to flexible hiring. This should be continued.

The Change Agent network and model are showing early signs of being effective, and if maintained and scaled they could have both reach and impact. We hope this will come to fruition, as there is still much to do in the flexible jobs market to achieve real social economic change for businesses and individuals in Scotland.





**timewise**  
TALENT THROUGH FLEXIBILITY

Timewise works to unlock the flexible jobs market across the UK. We share market insights on flexible working and flexible hiring, deliver consultancy to help businesses attract and develop the best talent, and conduct research such as this annual Flexible Jobs Index for Scotland. We also run Timewise Jobs, a jobs board for roles that are part-time or open to flexibility.

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