

# SOCIAL IMPACT REPORT

2023



As a social enterprise, Timewise is passionate about the impact our work has on the working lives of millions of people. The aim of this report is to capture the social impact our work has had, and to share the reach and influence of our activities.

In 2023, we continued to focus on working with employers to increase their support for flexible working or to transform ways of working to enable people to have greater choice and control of their working lives.

Some of our projects are funded by social funders and these allow us to trial new approaches in particularly challenging sectors, to build the evidence base and to share what works.

In 2023, we also worked directly with candidates, helping them to find quality flexible and part time jobs through our jobs board, Timewise Jobs. creating healthier and more inclusive workplaces.

Some of the big issues our work has addressed over the last 12 months included:

- addressing lack of flexible working options in site based roles by trialling new approaches including team based rostering
- creating a compelling recruitment and retention proposition by piloting a four day week and other reduced working hours options
- upskilling line managers to proactively support flexible working and hiring in their teams
- tackling workforce shortages in frontline roles through improving the availability of different shift options and recruiting flexibly
- supporting organisational progression and career paths by ensuring flexibility is available at all levels.

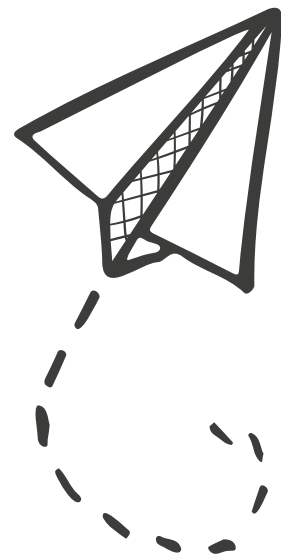
We hope this report evidences our commitment to creating healthier and more inclusive workplaces.

**Claire Campbell**  
CEO



## OUR VISION

A healthier, more equitable society with a labour market powered by good flexible working.



## OUR MISSION

To create stronger, more inclusive workplaces with greater access to secure flexible working for everyone.

### We do this by

1. Highlighting the inequalities and barriers facing employees who want to work flexibly
2. Working with employers to drive actionable change in flexible working
3. Creating a positive impact on the lives of the employees of organisations we work with
4. Sharing what we learn, to influence employer practice and drive wider systemic change
5. Unlocking quality flexible jobs, advertised directly on our jobs board

# HIGHLIGHTING THE INEQUALITIES AND BARRIERS FACING EMPLOYEES WHO WANT TO WORK FLEXIBLY

The proportion of job adverts which offer flexible working appears to be **stalling**. There is still a substantial gap between supply and demand.

Published Timewise Flexible Jobs Index© in November 2023. Featured in the national press, including coverage in trade magazines, and a radio programme for **BBC Scotland**.



**“Employers ‘shooting themselves in the foot’ as number of job ads offering flexible working stagnates**

Proportion increased by 1 per cent year on year, despite talent drought and growing employee expectations of hybrid options, report finds.”

**People Management, 15th November 2023**

Part-time work is perceived to limit career progression, particularly among the ‘gatekeepers’ of career success: managers.

Published “A Question of Time” in December 2023. Featured by the national and local press, including coverage in trade magazines.



**“Majority of managers believe part-time work is a career barrier, finds research**

Part-time working could be key to tackling seemingly intractable economic problems. Yet, access to reduced-hours options remains ‘poor’ for many groups of workers.”

**Management Today,  
5th December 2023**

# 2 WORKING WITH EMPLOYERS TO DRIVE ACTIONABLE CHANGE IN FLEXIBLE WORKING

In 2023, we partnered with **58 employers** to help them create more inclusive workplaces.

# 1,435

**1,435 managers trained** on implementing a range of flexible working arrangements for their taskforce.

# 86%

**86% of managers** said that they would implement actions on flexible working after our training

# 37

**37 bespoke, flexible working pilots and trials delivered** in sectors such as social care, childcare, television, transport, construction, and NHS

"We will encourage team conversations about their shift preferences, refresh job advert wording on working hours / patterns, and ensure the onboarding process is flexible for those with different working patterns."

HR Manager



## CASE STUDY: HENRY BOOT

Henry Boot Construction, part of Henry Boot, is an award-winning Yorkshire based construction contractor that serves public and private sector companies across various sectors.



They face many of the challenges that construction as an industry face with an ageing workforce, lack of gender diversity and a growing challenge to attract and retain talent. Henry Boot Construction has a focus on building for a better future and engaged Timewise to work with them on an agile working solution for its site-based workforce.

# Henry Boot

We started by reviewing current policies and followed on with a series of interviews with senior leaders and focus groups with employees from two active sites. We made policy recommendations that aligned with their desire for greater flexibility and co-designed a learning session for project and commercial managers to educate and empower operational leaders to implement greater flexibility.

To support the implementation of a flexible working toolkit, we hosted check-in sessions with project leads to troubleshoot and help navigate initial challenges.

“We are firmly footed on a journey to get greater flexibility on our sites. We’re learnt that we should be building flexible working discussions as we kick off new projects”

Managing Director

## OUTCOMES AND IMPACT

Over 25 people leaders engaged with us on how they can implement flexible working practices on site. Three of the projects made immediate changes to the ways their teams worked including team rota-ing to enable earlier finishes on rotation for their teams. Those teams reported increased levels of engagement and productivity and were keen to share lessons learnt with others.



## CASE STUDY: WICKES

Wickes, the home improvement retailer, have had great success in making entry-level in-store roles more flexible over the years. However, they had become aware that access to flexible management roles was very limited, and that their managers were finding it challenging to fit their responsibilities into their allocated hours. So before approaching us for support, they did some digging to try and find out why.

The process saw them interrogate the responsibilities of three management roles: store managers, operations managers and duty managers. This revealed occasional confusion about who should be doing what, which in turn

“I think it’s had a really positive impact on the team. It has helped everyone feel more accountable. I’ve had to strengthen some of my weaker areas; build in more planning and more structure. I’ve also had to delegate more and it has been great to see the team step up to the challenge and grow.”

“We have a WhatsApp group called Trailblazers – we all believe we are part of shaping the next generation. We feel part of something special. At the moment I am looking at ways to retain colleagues who are mothers, and possibly help them onto the management track.”

was limiting the managers’ efficiency and effectiveness. It also highlighted that some managers felt a responsibility to be in-store that didn’t necessarily match service needs.

We worked with the Wickes team to design, trial and evaluate a six-month pilot across 14 Wickes stores. This saw us supporting the managers to redesign their working patterns, with some opting to work four longer days in-store, and others flexing their hours across the week in a way that suited their lives. They also kept a reflective diary to track their working hours and identify why they might be working more than they should. And they were supported by us, and each other, with monthly feedback and learning calls.

## OUTCOMES AND IMPACT FOR WICKES STAFF

96.5% of store managers were either ‘satisfied’ or ‘very satisfied’ with their work-life balance at the end of the pilot (up from 66.5% pre-pilot)

**Wickes to make all store management roles open to flexible working**



# 3 CREATING A POSITIVE IMPACT ON THE LIVES OF THE EMPLOYEES OF ORGANISATIONS WE WORK WITH

## 1,500+

1500+ employees have directly fed into the design of the flexible working framework for their organisation

## 550k+

550,000+ members of UK's workforce have been reached through their employers' work with us

## OUTCOMES OF OUR FLEX FOR ALL STUDY

- 82% agreed that their current working arrangements allow them to maintain a good level of personal health and wellbeing' (up from 51 per cent)
- 78% per cent thought they had a good balance between their work lives and home lives (up from 52%)
- 83% felt their satisfaction with their jobs improved by the end of the trial due to their new flexible working arrangement

"On reflection, I needed the respite more than I let on. More, probably, than even I realised I needed it. I had been struggling with my mental health. Now, I can go to the gym, I can do some crafting. I have always had Tuesdays off, as these tend to be hospital days [for my daughter who has a health condition]. But having Thursday off is really making a difference in my life. The girls are in school. It is my day for me."



## CASE STUDY: MARK FROM WICKES

Mark has worked at Wickes for more than ten years and been Store Manager for seven. He started his career with a part-time job at Somerfield while at school and became Deputy Manager at the age of 21.

Mark has young children and, when Timewise's flexible working trial was first suggested to him, his long hours were taking their toll on family life. Mark started trialling a compressed hours four-day week. At first, he felt guilt and responsibility to the wider team, but gradually realised that he was setting a new norm. "It's a different way to live and work. A better one." He found that getting the processes in place to support this was not easy, but it was worth the investment.

The benefits to Mark and his family have been significant. As well as practical benefits, such as savings on fuel costs, he is spending more time with his wife, children, and friends.

Mark is doing what he can to support mothers in his team, looking at ways to retain them and help them onto the management track. He said, "Make one small change and a thousand more will follow..." Mark predicts that, in four or five years, the kind of flexible working they have will be the norm in retail, allowing people to stay in their careers as their lives change.

"I've developed a new phrase: happy home life, happy work-life. I am a happier me. I wasn't getting any time at home with my wife. She was getting no support from me. And I had started to drift from my friends, who always get together at weekends (when I used to always be working)."

"It will level the playing field. I don't see any negatives whatsoever."



# SHARING WHAT WE LEARN, TO INFLUENCE EMPLOYER PRACTICE AND DRIVE WIDER SYSTEMIC CHANGE

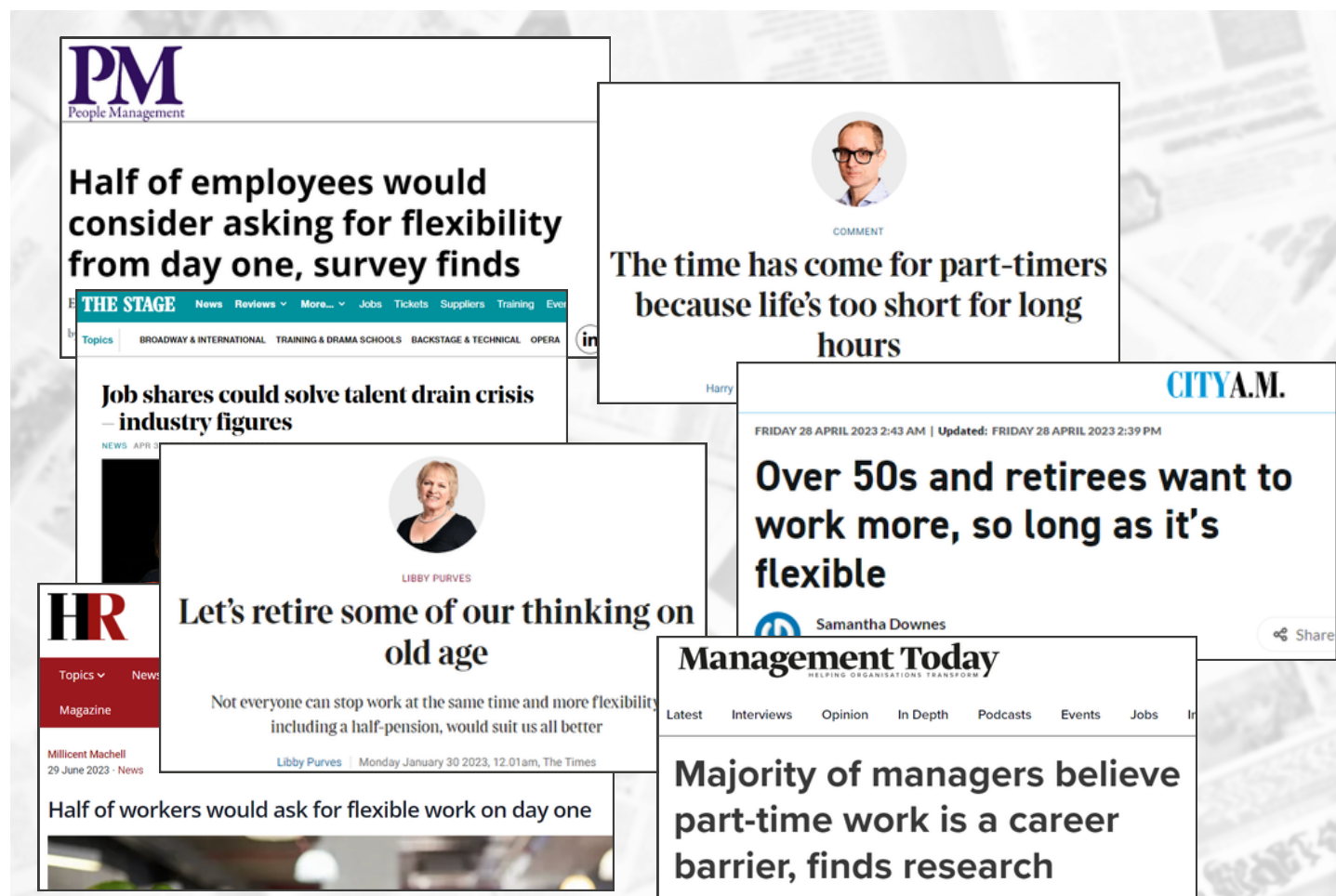
## ROLE IN GOVERNMENT'S FLEXIBLE WORKING TASKFORCE

- Member since 2018
- Created and shared a practical guide on hybrid working
- Part of the consultation for the new flexible working 'day one' legislation
- Contributor to events and media articles to launch and share the new legislation

**2,000+**  
2000+ employers reached via speaking opportunities, online and in person

**90** 90 "Change Agents" trained to incentivise employers to consider adopting flexible working for existing roles and at the point of hire.

"I could help implement positive change by being a Change Agent. I intend to now engage with management to review current generic working practices and propose new ways of hybrid working".



**35** 35 thought leadership articles in trade, national and local press, and a number of BBC radio programmes.

# 5 UNLOCKING QUALITY FLEXIBLE JOBS, ADVERTISED DIRECTLY ON OUR JOBS BOARD

Launched in 2012, Timewise Jobs was the first jobs board to solely advertise part-time and flexible roles. We have posted up to **20,000** flexible jobs a year and **90,000 registered candidates** at any one time.

In 2023, we made the difficult decision to close the Jobs Board to focus all our efforts on helping employers and policymakers research, design, pilot and implement flexible roles – particularly in hard-to-flex sectors – and to campaign for fairer flexible futures.

We were moved by how many people got in touch to share how much the Jobs Board meant to them.

"I have Timewise Jobs to thank for my current role. I walked into a "restructure" post the birth of my 2nd child nearly a decade ago and thanks to some other mums, discovered Timewise for my next step."

"I am sorry to hear that you are closing - but it is positive that all your endeavours have helped to put the need for flexibility in working patterns at the forefront of employers' minds."

"My career would have been very different without Timewise Jobs. I think I've had four jobs through you and even interviewed to work at Timewise myself"

"Thank you for all your work that you do to campaign for flexible working for all."

## WHAT NEXT?

In 2024 we are committed to:

- Supporting the introduction of the new 'flex from day one' legislation, which strengthens the rights of candidates to ask for the flexibility they need
- Highlighting inequalities in access to flexible working, particularly for those from minoritised groups and for part time workers
- Continuing to support the NHS to further embed flexible working and tools such as self rostering, to ensure staff feel they have control and choice over their working lives
- Working with employers who want to trial new and innovative ways to address lack of flexibility, long hours working or inclusion challenges

"Timewise were great to work with, and able to give us lots of expertise in the area of workplace flexibility. We came up with a framework which we have now rolled out to project teams and project plans are now being put into place"

Strategic HRBP, Lendlease

"I would highly recommend working with Timewise. They bring a breadth and depth of experience which was invaluable, but what I have valued above everything else has been their flexibility and support."

Government of Jersey

"Creating change won't happen overnight but with the ongoing support, innovation and advice from Timewise, a modern working culture will emerge."

HR Director, GRAHAM Group

"Having worked with Timewise we have seen our 'We work flexibly' scores improve in all three of our NHS providers during this time, and with further plans to action and implement our ambition is to continue to improve."

United Lincolnshire Hospitals NHS Trust

