

Creating a Sustainable Workforce



16 May 2024

Broadway House
London SW1

#SustainableWorkforce

IES Annual Conference 2024

ies institute for
employment
studies

Agenda for the day

9.50 Opening Chair Remarks

10.00 *What is happening in the UK labour market: Challenges and prospects* **Tony Wilson, Director, IES**

10.45 *Creating a sustainable workforce in the voluntary sector?* **Woosh Raza, Director of People, Culture and Inclusion, NCVO**

11.15 Coffee

11.30 *Creating stronger, healthier workplaces powered by flexible working.* **Claire Campbell, CEO, Timewise**

12.00 *Delivering a sustainable workforce and just transition in the energy sector.* **Sue Falch-Lovesey, Head of UK Social Value, Equinor**

12.30 Lunch

1.15 *What has sustainability got to do with your workforce?* **Dr Wilson Wong, Director, Insights and Futures, WongonWork**

1.45 *What does the future look like for employee relations and voice in the UK, and how can organisations best prepare for a changing employee voice context :* **Nita Clarke, OBE, Director, Involvement and Participation Association (IPA)**

2.15 Panel Discussion

2.50 Chair Closing remarks

3.00 Close

#SustainableWorkforce



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What's going on in the labour market
and what does it mean for our workforces?

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The blame game returns...

Jeremy Hunt and Mel Stride warn against benefits 'lifestyle choice'

**Ministers ramp up anti-welfare rhetoric a day after data showed
increase in UK unemployment**

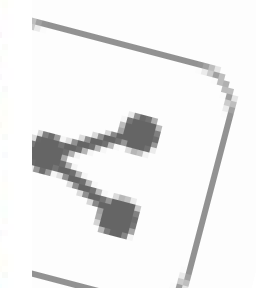
- **UK politics live - latest updates**



Ris
UK v
slow

Rise
the

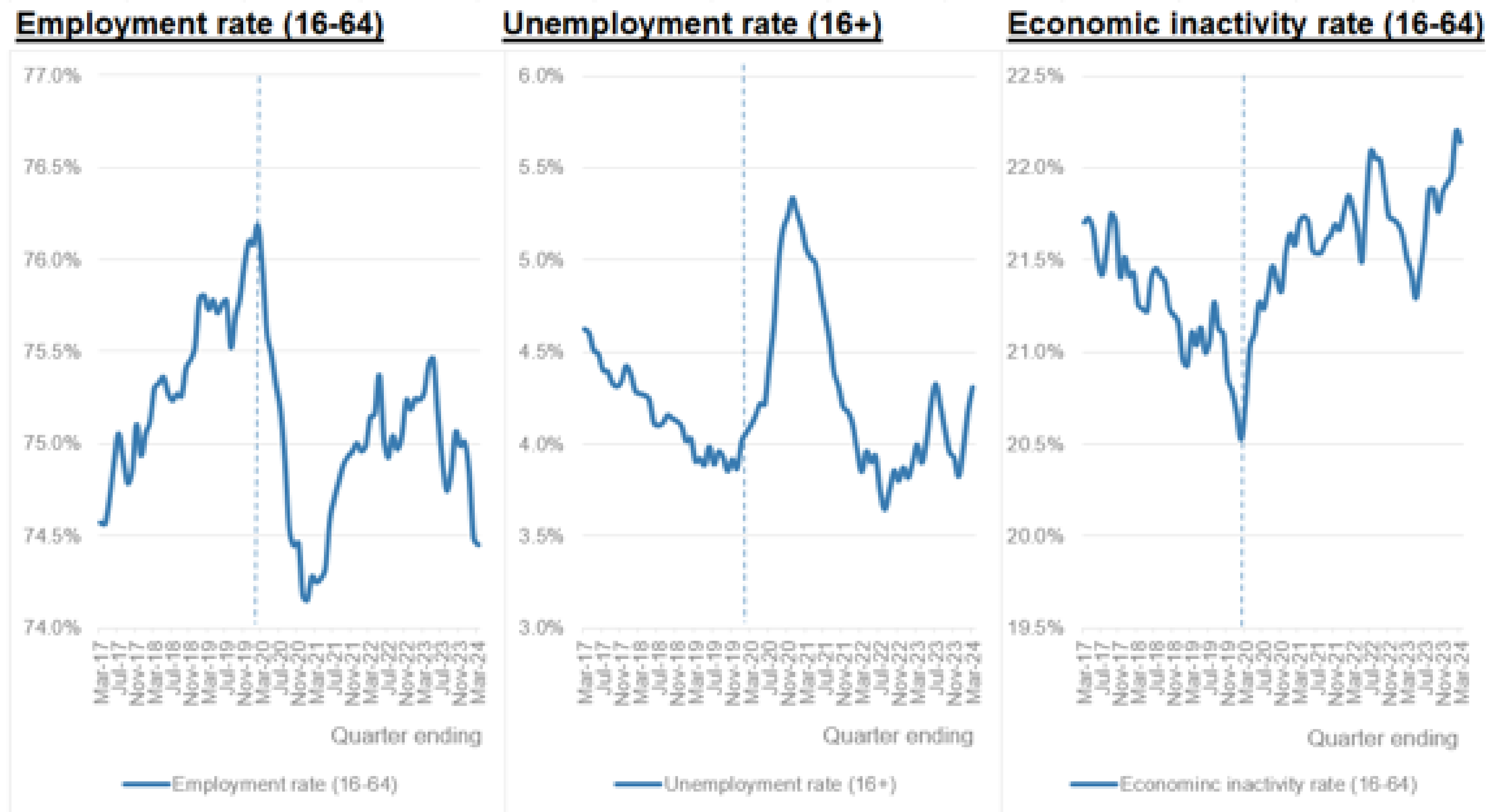
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Truth is, last few years have not been kind

Weak jobs recovery, 'economic inactivity' up, unemployment rising

Employment, unemployment and economic inactivity rates (%)

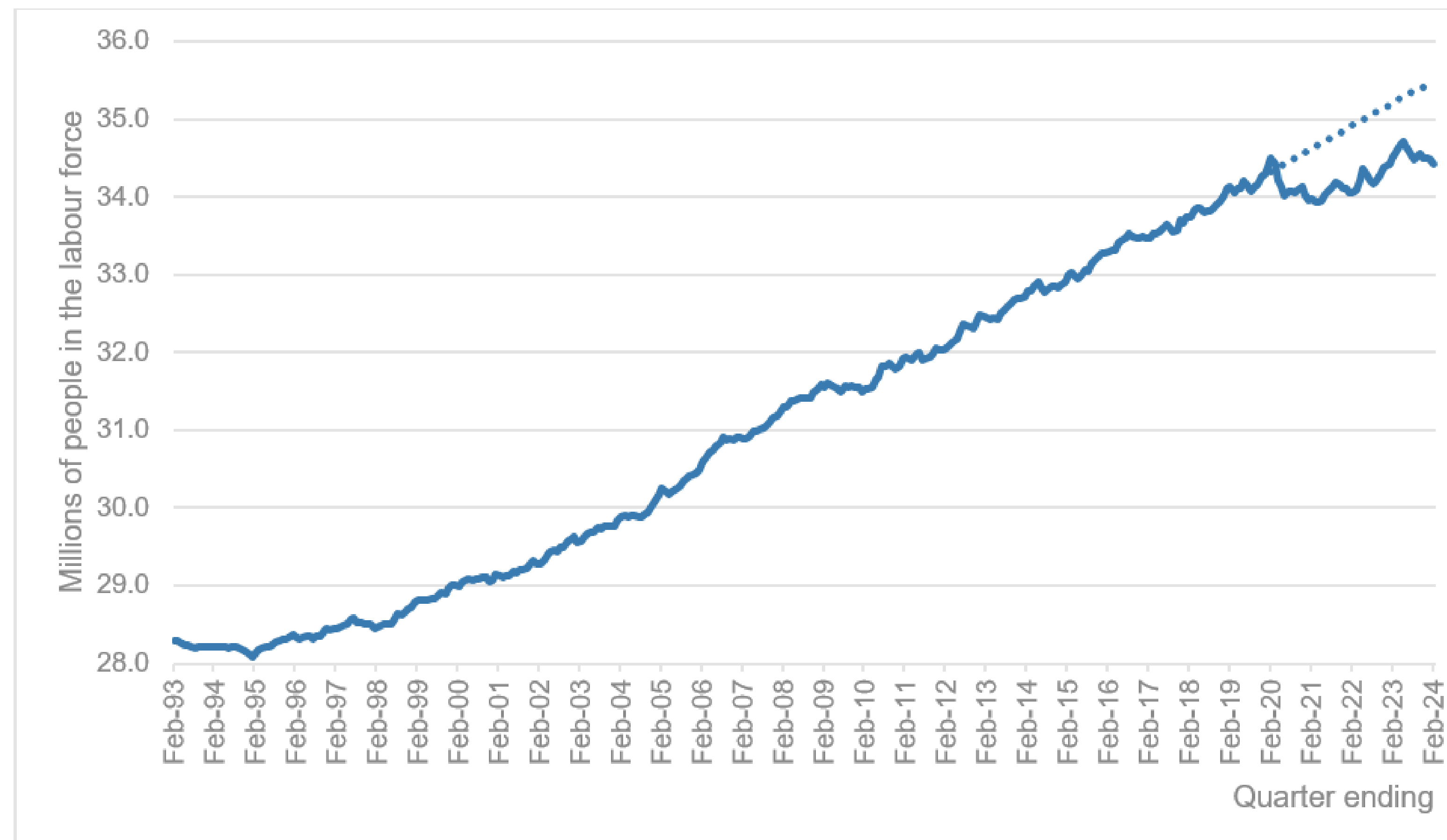


Source: Labour Force Survey. Vertical dotted line indicates start of first Covid-19 lockdown.

Unprecedented slowdown in workforce growth

For thirty years, through thick and thin, labour supply has grown (until now)

Figure 6: Level of economic activity – actual and if pre-crisis trend had continued

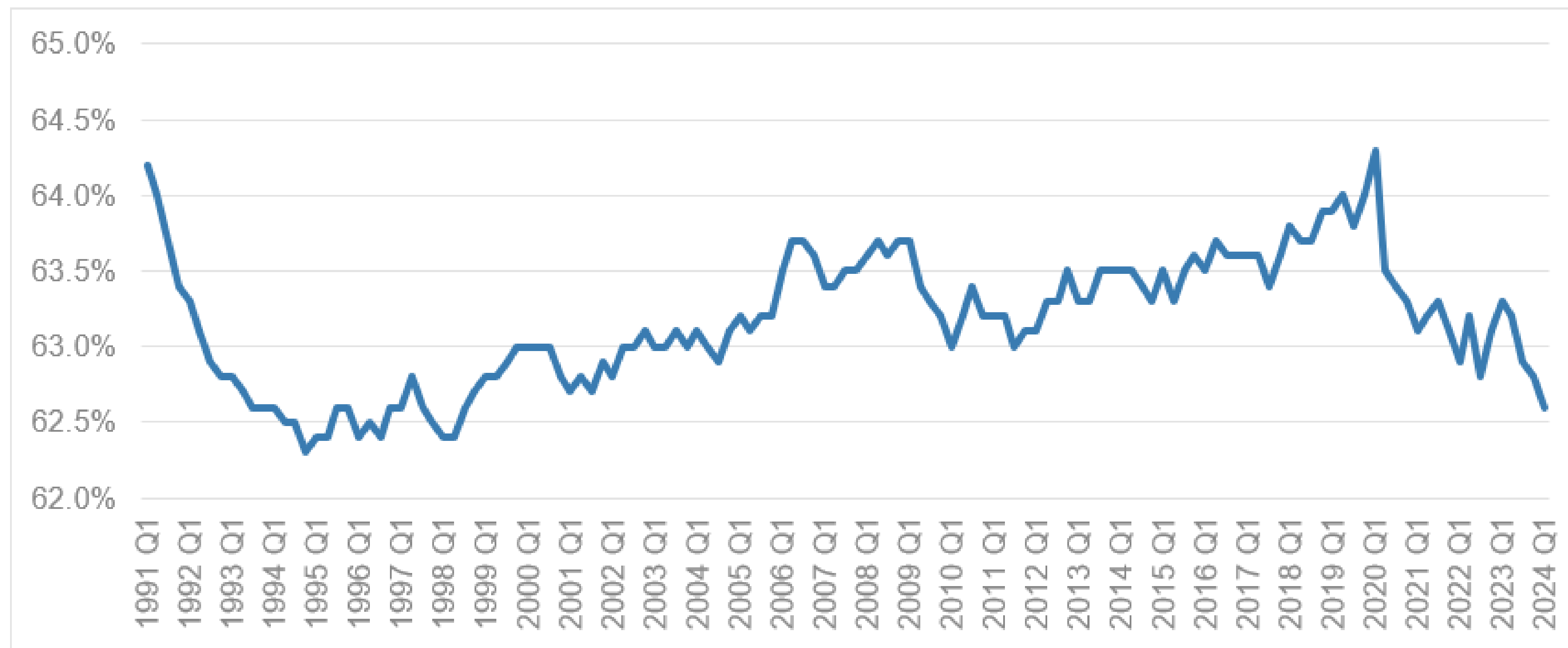


Source: Labour Force Survey and IES estimates

And lowest 'participation rate' in a generation

Since 1998, and most prolonged contraction since early 90s...

Economic activity rate (share of population either employed or unemployed) for people aged 16 and over

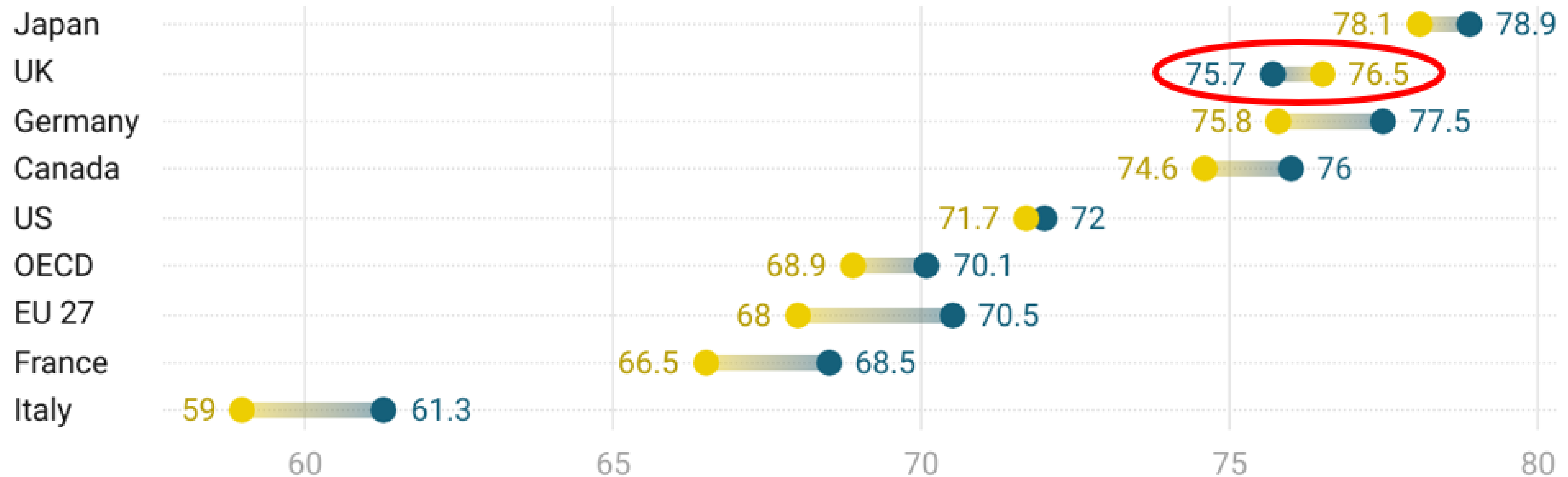


Source: Labour Force Survey

This just isn't happening in other countries

Only major economy with lower employment than pre-pandemic

Employment rates (15-64) in Q4 2019 (yellow) and Q2 2023 (blue)

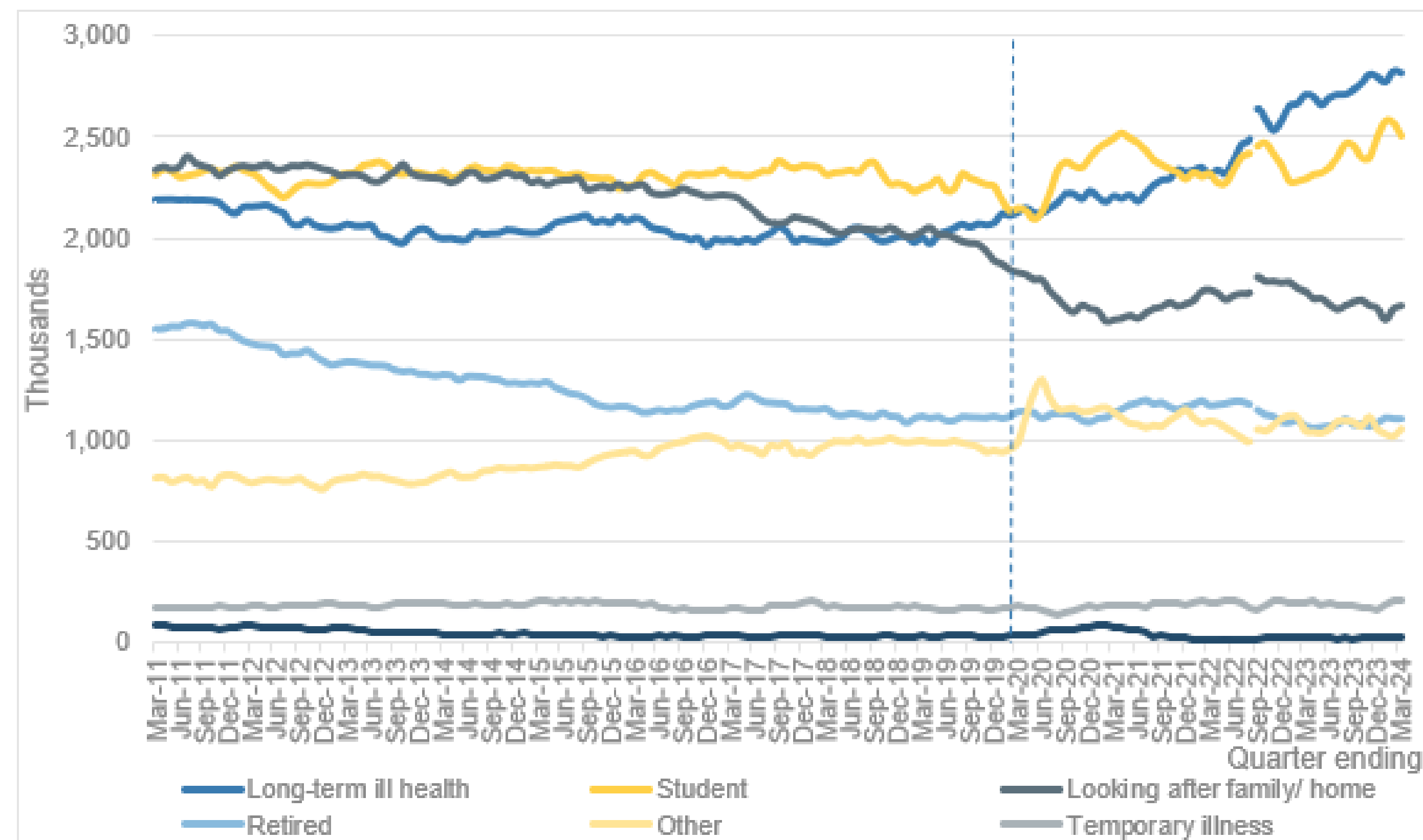


Source: OECD Stat. Created with Datawrapper

Being driven in UK by three main factors...

More people out of work with long-term health conditions...

Economic inactivity by main reason given

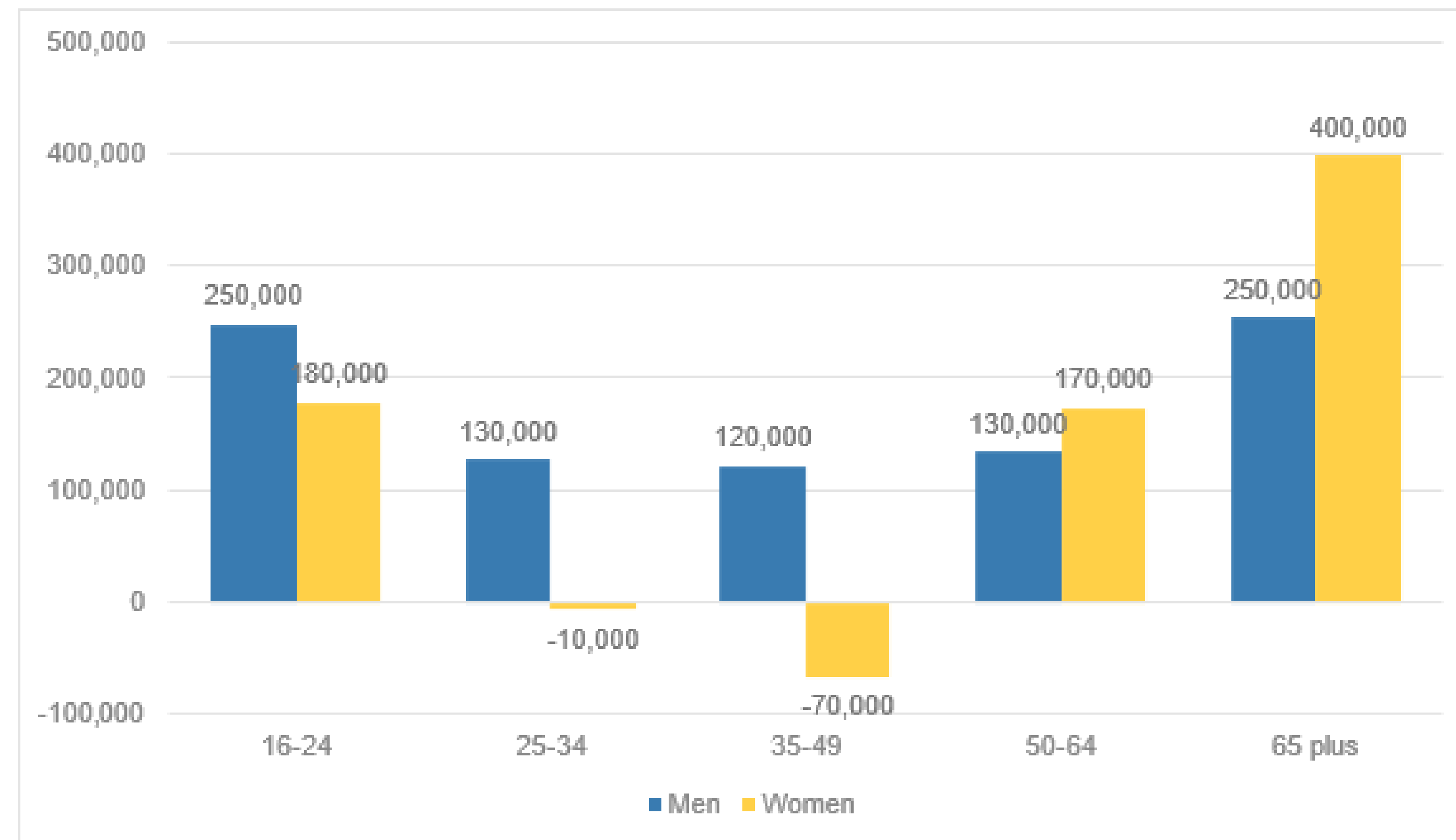


Source: Labour Force Survey. Note that data from July to September 2022 onward has been reweighted, causing a step change discontinuity.

And more older and younger people out of work **ies** institute for employment studies

Reflecting different (and gendered) reasons for not being in labour market

Change in 'worklessness' (unemployment plus economic inactivity) by age group and gender since start of Covid-19 pandemic (December 2019-February 2020 quarter)

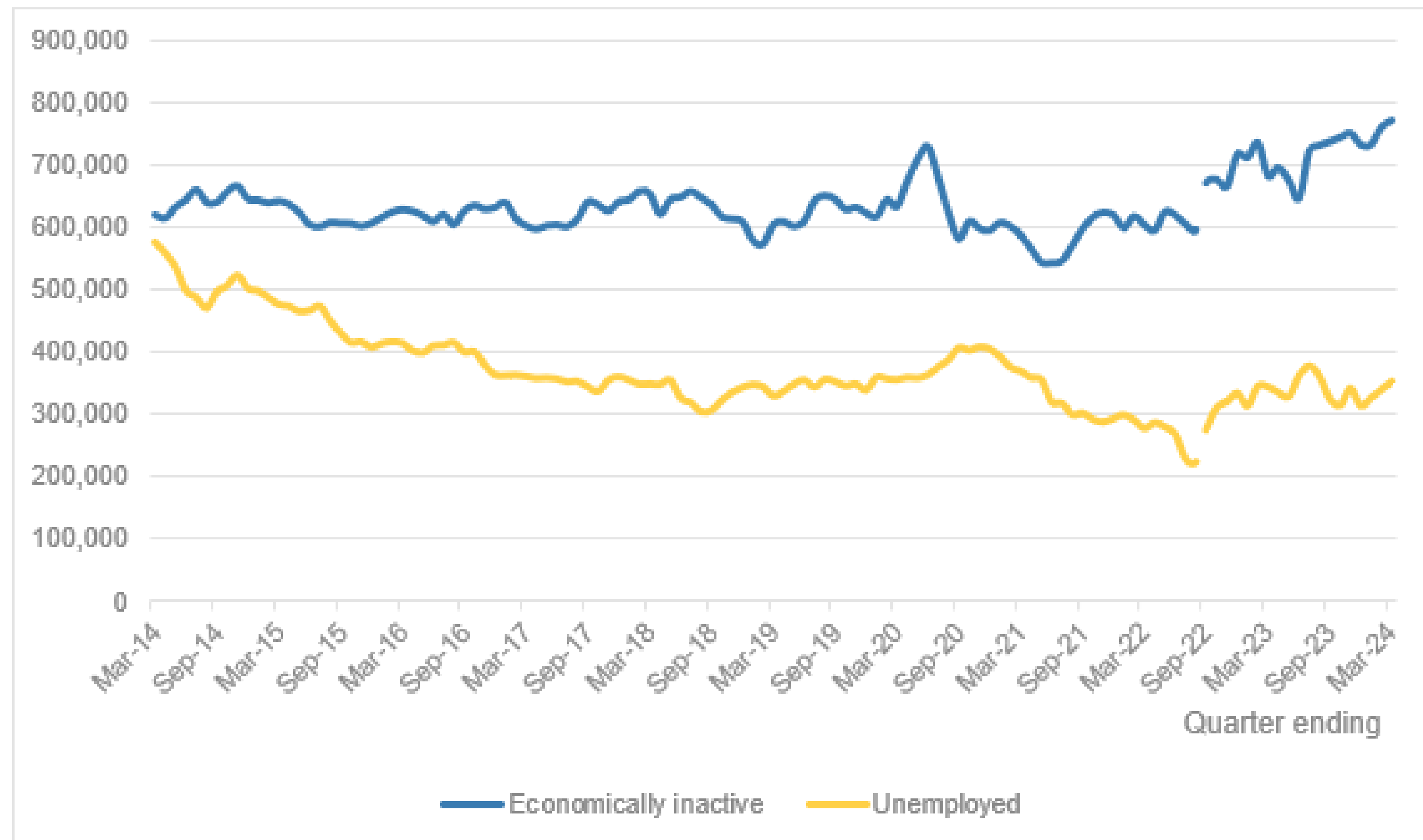


Source: Labour Force Survey.

But particularly concerning picture for young

Highest ever number and proportion outside education and labour force

Number of young people not in full-time education or employment, by whether unemployed or economically inactive

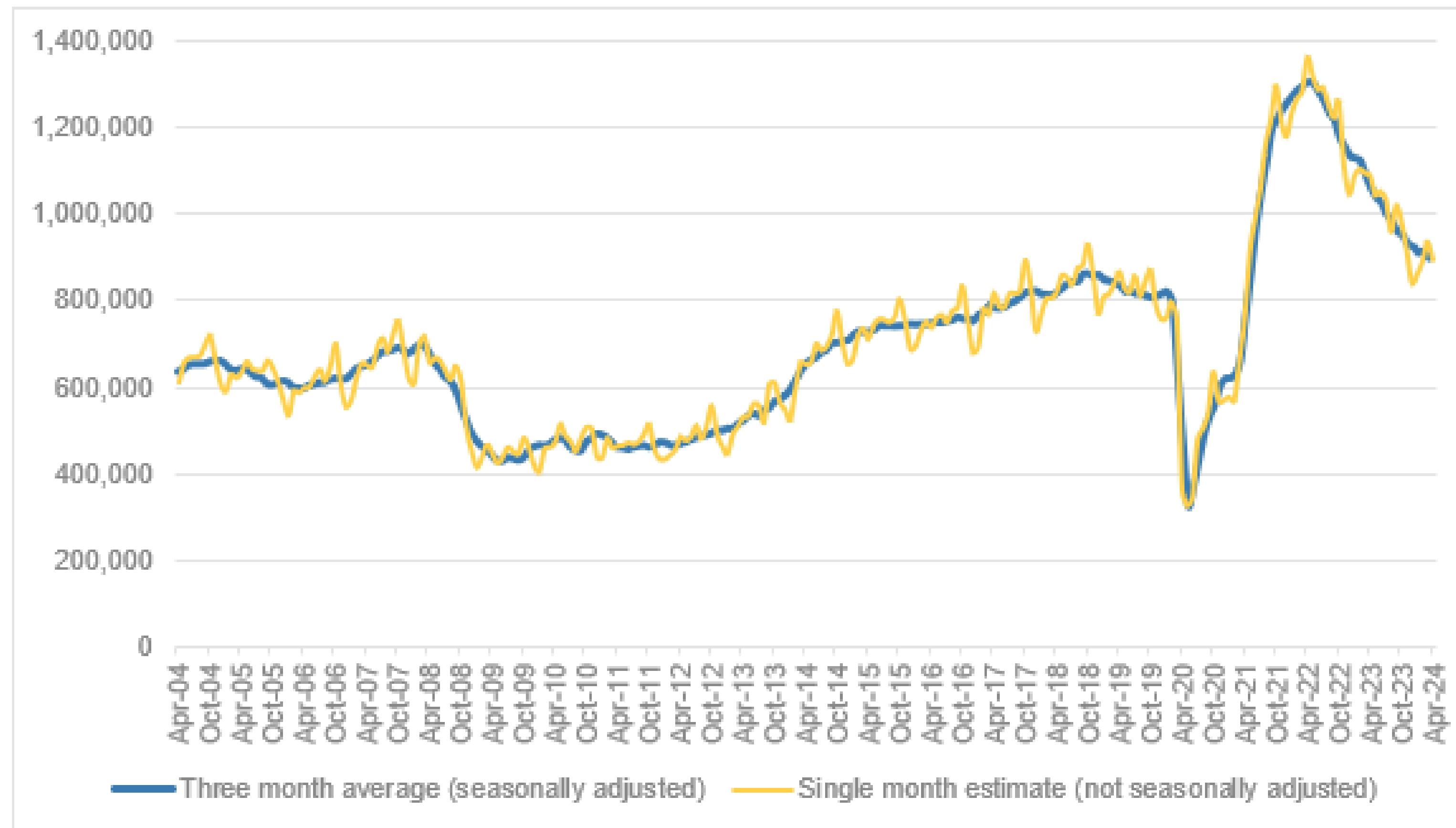


Source: Labour Force Survey. Note that data from July to September 2022 onward has been reweighted, causing a step change discontinuity.

Vacancies remain high...

And are levelling off at around 900k

Vacancies – quarterly and single-month estimates

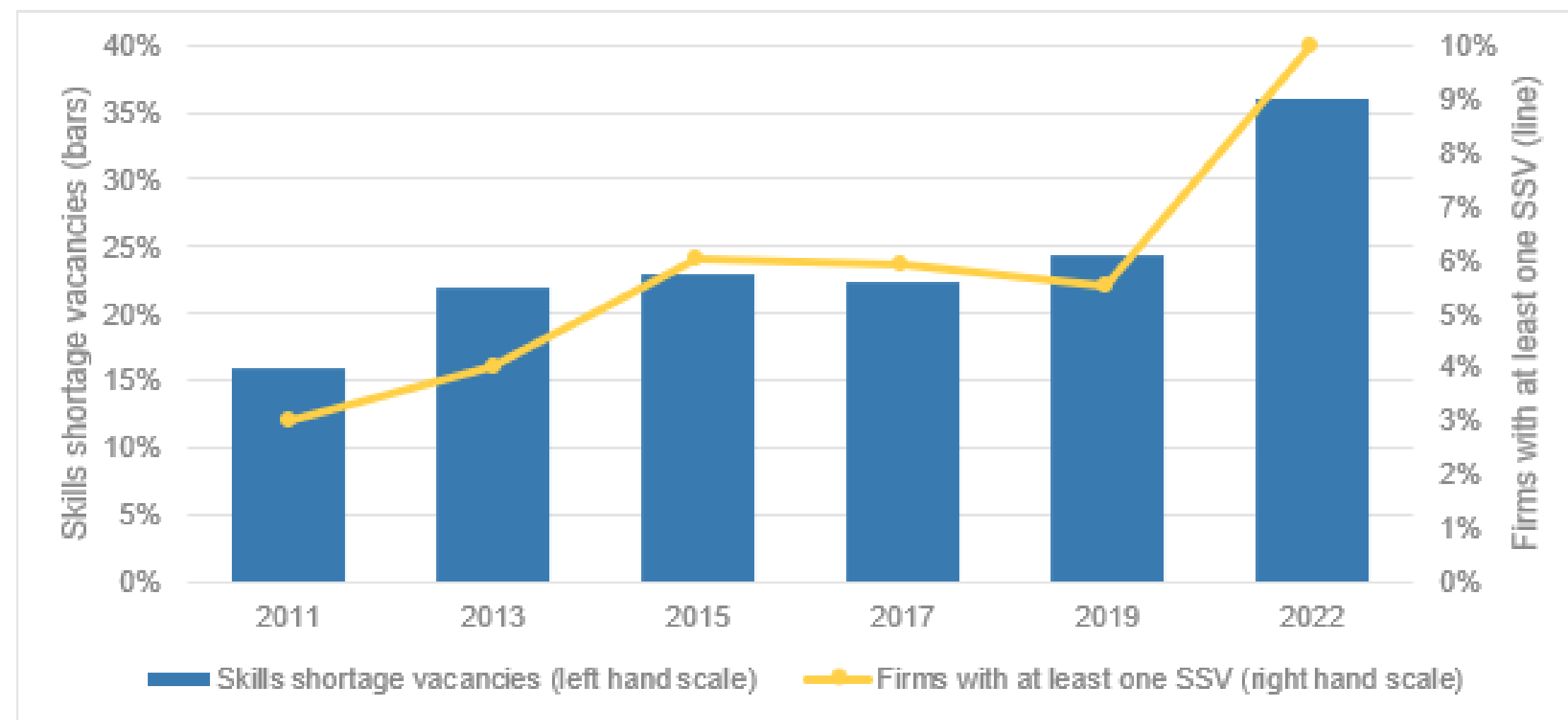


Source: ONS Vacancy Survey

With huge growth in 'skills shortage' vacancies ies institute for employment studies

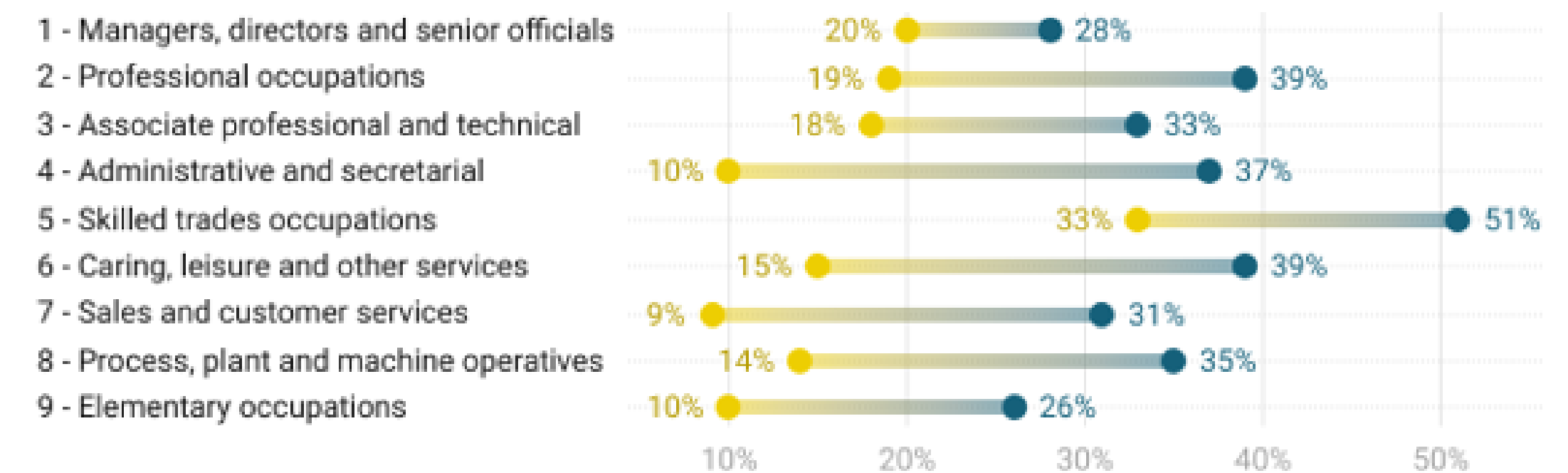
More than one third of all, with strongest growth in many occupations where shortages were previously lowest

Prevalence of skills shortage vacancies



Source: Employer Skills Survey

Skills shortage vacancies by broad occupational group, 2011 to 2022



Source: Employer Skills Survey. Created with Datawrapper.

These changes will be a feature, not a bug

Of a changing labour *force*...

- Four key trends that will continue:
- Fewer young people – smaller population plus more students means the youth labour force has fallen from 4.7m to 4.2m in just ten years
- Lower migration – added 220k/ year for the decade before Brexit, adding just 130k/ year since 2016
- Ageing population – thirty years ago there were **four** people aged 20-64 for every person aged 65 and over; in thirty years' time this will have halved to just **two** people
- More people with long-term health conditions, many staying out of work longer
- All are permanent, structural changes – and all affect the number of people *entering* the labour force more than the numbers *leaving* it

These changes will be a feature, not a bug

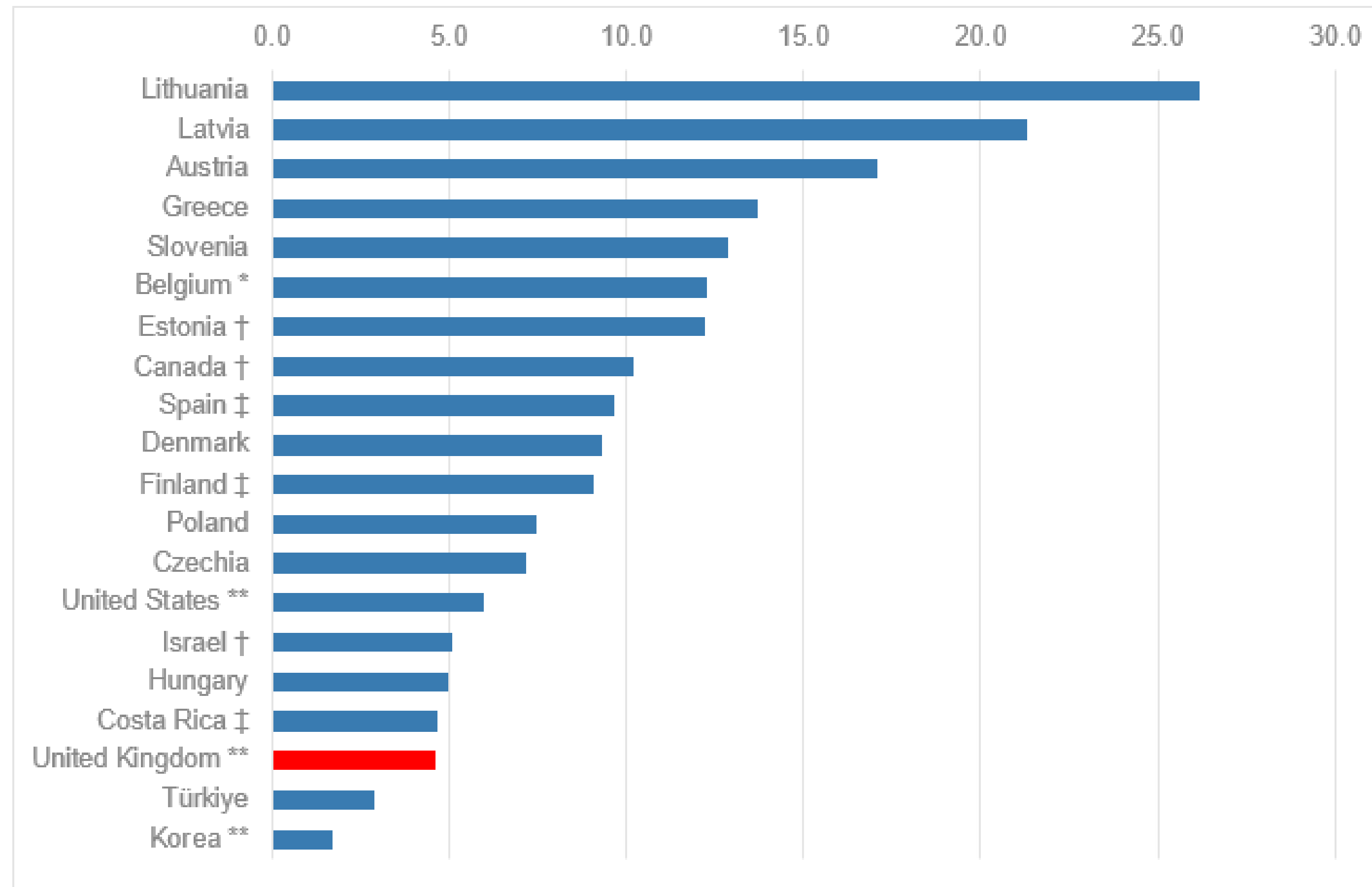
And a changing labour *market*

- **Skills** – half of all jobs in relatively high skilled service economy, demand for lower-skilled work falling
- **Technology** – transformational changes in economy and society, and a risk for the UK if we cannot harness the benefits
- **How we live and work** – growth of hybrid and flexible working
- The transition to a **net zero** economy

Do we have a 'sicknote culture'?

Presenteeism, not absenteeism, is the English disease

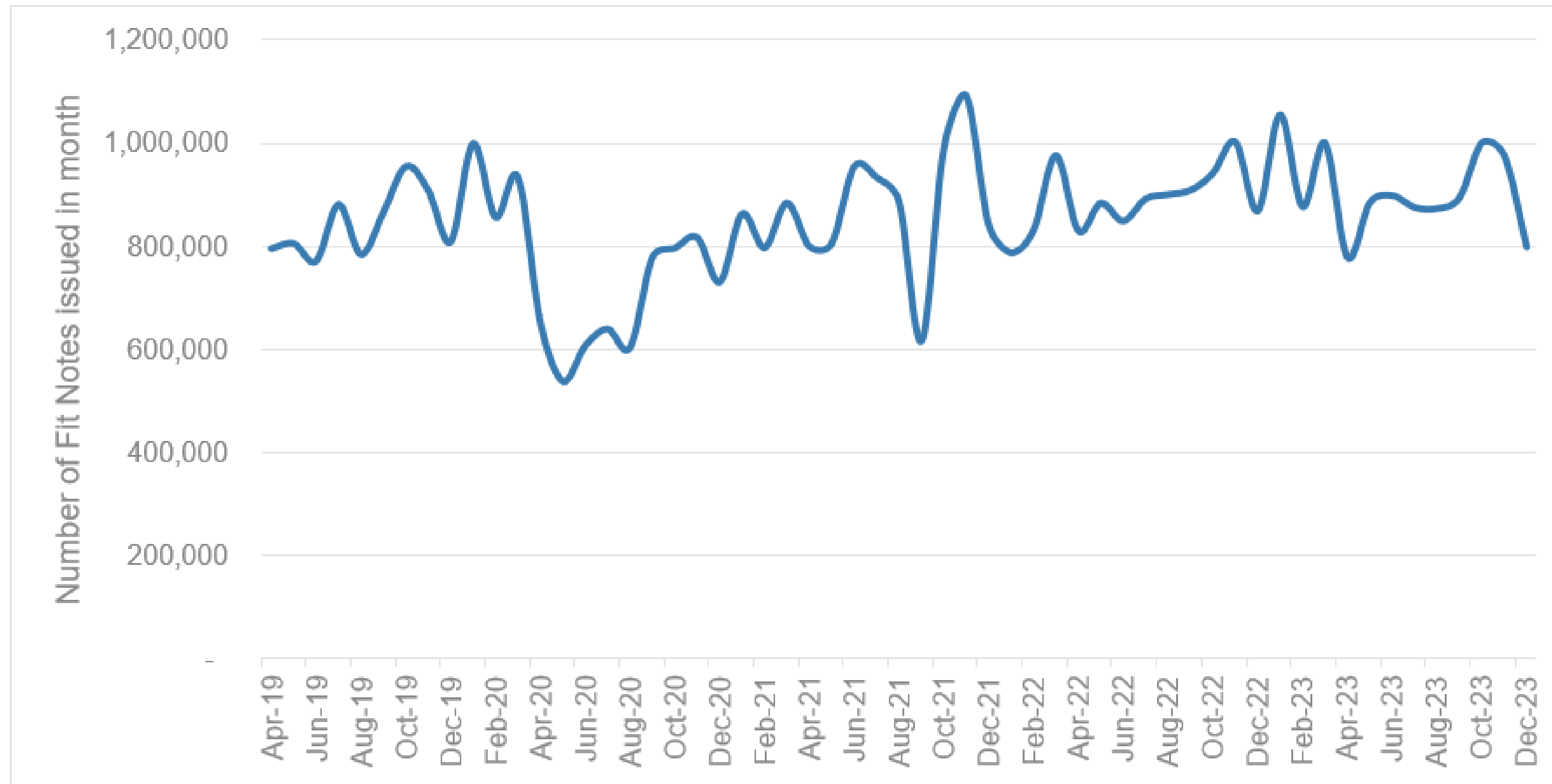
Average days lost due to sickness absence per worker per year, latest data by OECD nation



Source: OECD Stat. <https://stats.oecd.org/index.aspx?queryid=30123> All data 2019 except for countries marked * (2018 latest data), ** (2020), ‡ (2021) and † (2022).

No increase in 'fit notes' in recent past

Fit Notes issued by GP practices each month since 2019 - total

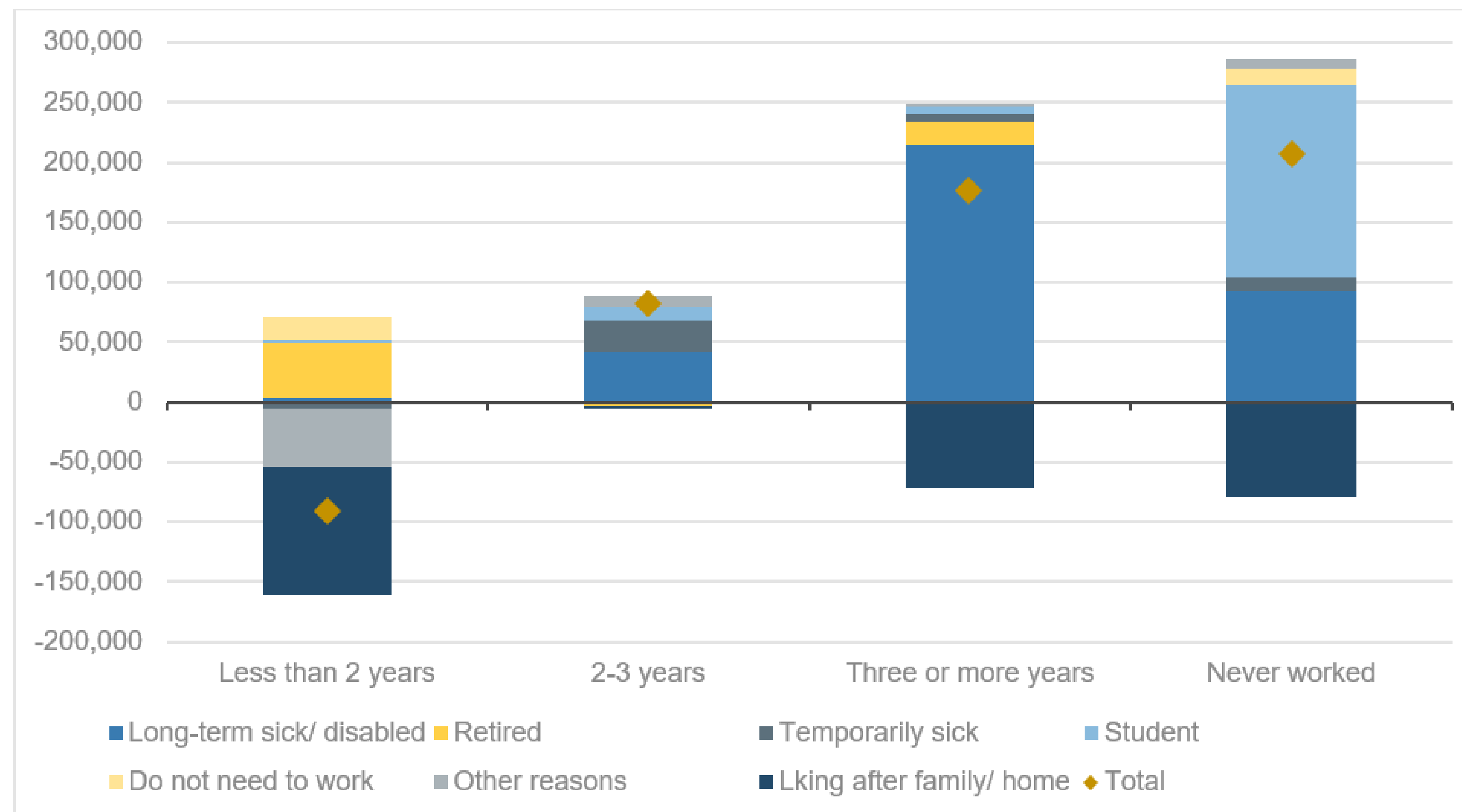


Source: NHS Digital. <https://digital.nhs.uk/data-and-information/publications/statistical/fit-notes-issued-by-gp-practices/december-2023>

Flows back into work are the bigger problem

Virtually all of rise in worklessness driven by longer durations

Change in economic inactivity by duration and reason given, 2019 to Q2 2022



Source: IES analysis of Labour Force Survey. Data is for any reason given by respondents, not just the main reason, so total changes in reasons will be greater than changes in number of people.

So what do we do about it







Don't medicalise (or catastrophise) health and work

institute for
employment
studies

Just do more of the good stuff and less of the bad

Protective of health

Good workplace relationships

Working desired hours

Job control

Voice, meaning, value

Some workplace health interventions

Harmful to health

Precarious employment

Insecure work

Long and/ or atypical hours

Not working desired hours

Physical risks/ unsafe environment

Job strain

Bullying and harassment

Our take: eight dimensions for good work

Need to make sure we live up to this and offer it to all

The progression readiness model: The eight dimensions

01

HR philosophy – this dimension represents the extent to which an organisation seeks to promote staff from within, operates an open and fair internal labour market, and views the skills and capabilities of its staff as a differentiator in the marketplace.

02

Pay and financial well-being – this aspect of the model describes the extent to which an organisation pays a decent living wage, is aware of the potential impact of unpredictable hours on staff (financial) well-being, and the interaction with welfare benefits. The dimension also includes the availability of ways in which 'employees' can increase their pay and which are open to all.

03

Fair contract and predictable work hours – this dimension recognises employees' desire for security and stability in their employment contract and working hours.

04

Pathways to progression – employers concerned with progression make efforts to articulate and communicate clearly the different career pathways that are available to staff, how they may move from one role to another and the type of skills, qualifications and experiences required. They also take steps to ensure that progression opportunities are open to everyone, regardless of gender, age, ethnicity or disability.
(See page 13: HR Practice in focus: career development).

05

Opportunities to develop – employers supportive of progression provide both formal and informal development opportunities. They also enable progression through the provision of wider support such as mentoring, and are effective at identifying and developing staff with potential to progress. They also ensure that development opportunities are available to all.
(See page 17: HR practice in focus: common ways of developing staff, and page 15: HR practice in focus: acting-up as a platform for progression, and page 18: HR practice in focus: working in partnership)

06

Designing jobs for meaning and purpose – this dimension reflects the extent to which work and jobs are designed in such a way as to enhance the quality of work, enabling employees to do the best work they can and to use valued skills and abilities.
(See page 16: HR practice in focus: job re-design and learning new skills)

07

Supportive line management – employers who are supportive of progression recognise the critical role played by line managers and invest in their capability to engage in regular conversations with those they manage about their careers and development opportunities. They also support line managers in their ability to conduct effective conversations with staff about their performance and manage their expectations around career development.
(See page 14: HR practice in focus: features of effective performance and development conversations, See page 19: HR practice in focus: what makes for effective line management).

08

Flexibility as a default – this dimension reflects the extent to which organisations take steps to ensure part-time and flexible working is not a barrier to progression.
(See page 20: HR practice in focus: flexible working that meets both employee and employer needs).

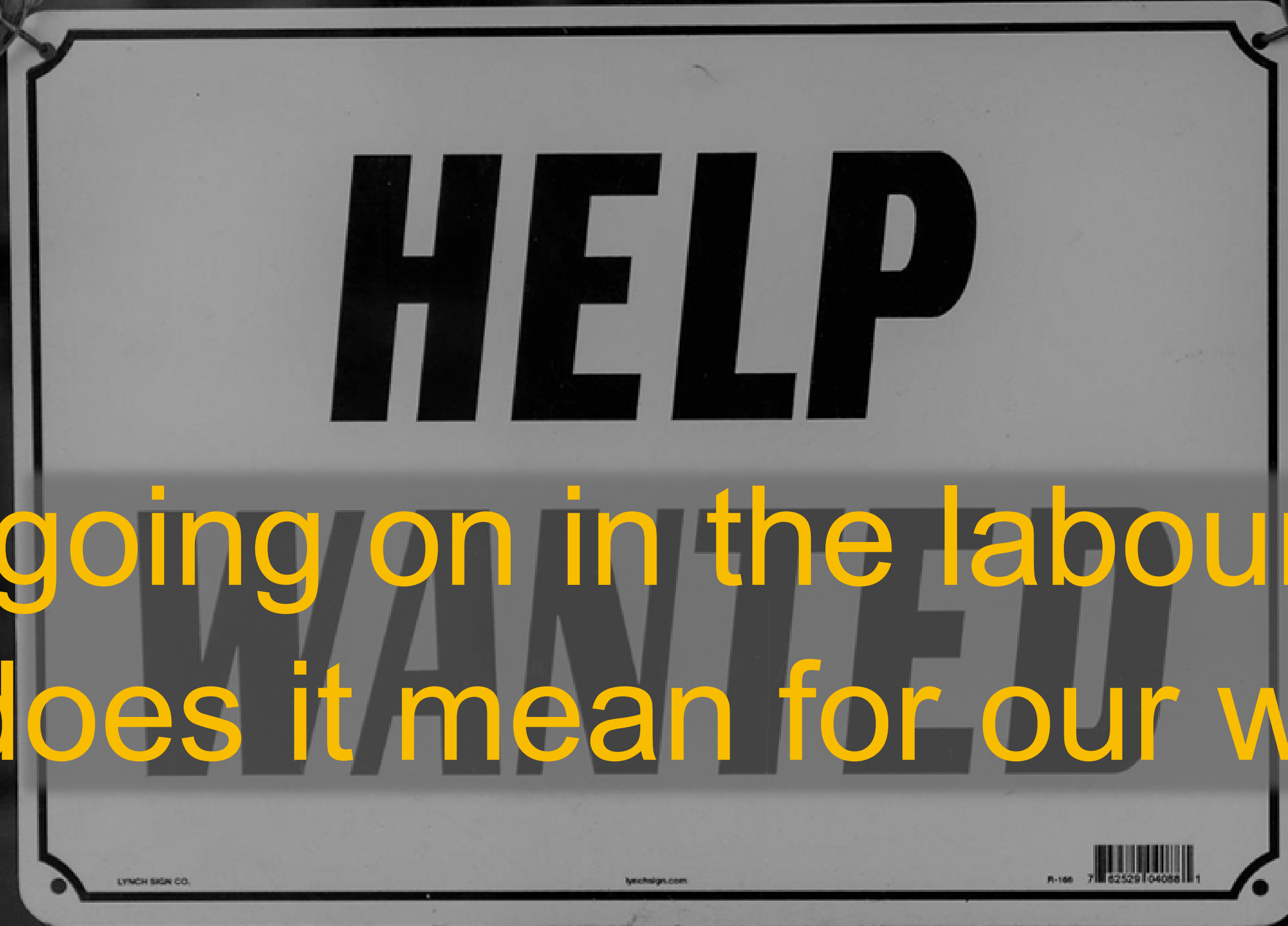
NEW SKILLS AT WORK

J.P.Morgan

Final thoughts – an uncertain future...

But one where there's practical things that we can all try to do

- **Know our workforces**
 - Job satisfaction, flexibility are golden threads for keeping people in work and helping those out of work
 - Changing attitudes and expectations – identity, relationships, proximity, fairness
 - Eradicate biases – e.g. on progression for part-time, disabled, older and lower paid staff
- **Audit and address the drivers of decent work**
 - Security, relationships, control, fit with skills, workplace support
- **Go beyond inclusive recruitment**
 - Making work accessible – costs, flex, induction and training, health support
 - Fair processes – clear language, simple processes, pace, diversity, unconscious as well as conscious biases
 - But recognise most of those out of work aren't looking for jobs – so need to work much better with local partners and services, engage more in communities/ outreach/ mentoring (social value)
- **Use data better and differently**
 - To do all of the above – where are the issues now, who is leaving, why, what jobs are hard to fill
 - What is going well, not just badly – why do people stay, who progresses
- **Leadership matters** – this is a business imperative, not just a social one



What's going on in the labour market
and what does it mean for our workforces?

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Building a stronger workforce for the future

Supporting our sector to thrive with a happy,
healthy workforce over the next decade....

Woosh Raza (he/him)

Woosh joined NCVO in 2023 in the newly created role of director of people, culture & inclusion.

Woosh is responsible for leading on the people strategy across NCVO, and supporting NCVO and the wider sector in advancing its aims in equity, diversity, inclusion & belonging.

Woosh is a chartered fellow of the CIPD, having worked across the private and public sectors before developing his career in not-for-profit organisations in housing, health care and criminal justice settings. An experienced change management expert, Woosh has a proven track record in leading and delivering large-scale transformation projects.

Woosh sits on the BAME leadership alumni for Stonewall and runs his own ED&I consultancy focused on supporting third sector clients in advancing their strategies in equity and belonging. He is currently the chair for Radical Recruits, a charity supporting communities in gaining meaningful employment, and is a trustee at Charity HR Network.



Executive Director
People, Culture & Inclusion, NCVO

Six initial pillars



Health & Wellbeing has never mattered more...



Leadership of the sector – both now and in the future



Focusing on the right **skills** both now and for the future



Pay & reward in our sector



Belonging in our sector



Looking at our **Talent** pipelines



Health and wellbeing

Boundaries NOT
beanbags.

What should a
leader REALLY look
like?



Skills

Facing our fears:
embracing innovation.



Pay & reward

Transparency for
accountability.



Belonging

Bringing your **WHOLE**
self vs. bringing your
BEST self.



Talent

Attract & activate the
activistic generation.



Next Steps

Launch event
October — sign up!



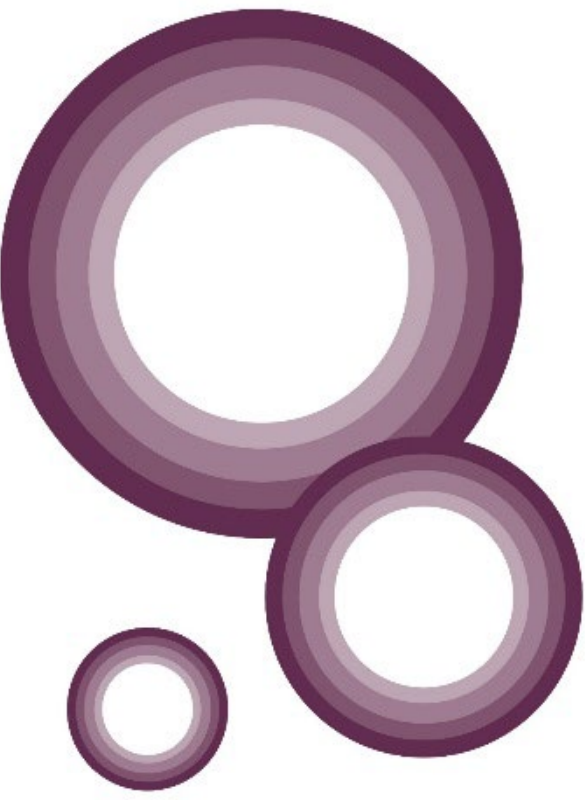
Questions?

Creating stronger, healthier workplaces powered by flexible working

Prepared by Claire Campbell, FCIPD

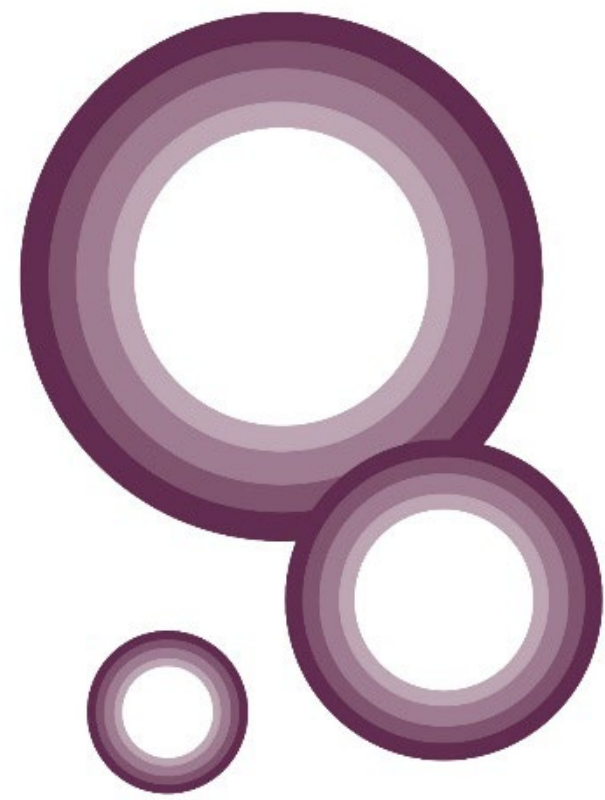
CEO Timewise

May 2024



About us

Dedicated to creating stronger, healthier, and more inclusive workplaces powered by flexible working, we are a unique social enterprise that brings together award-winning HR experts, researchers, and psychologists to collaborate with employers, policymakers, and influencers.

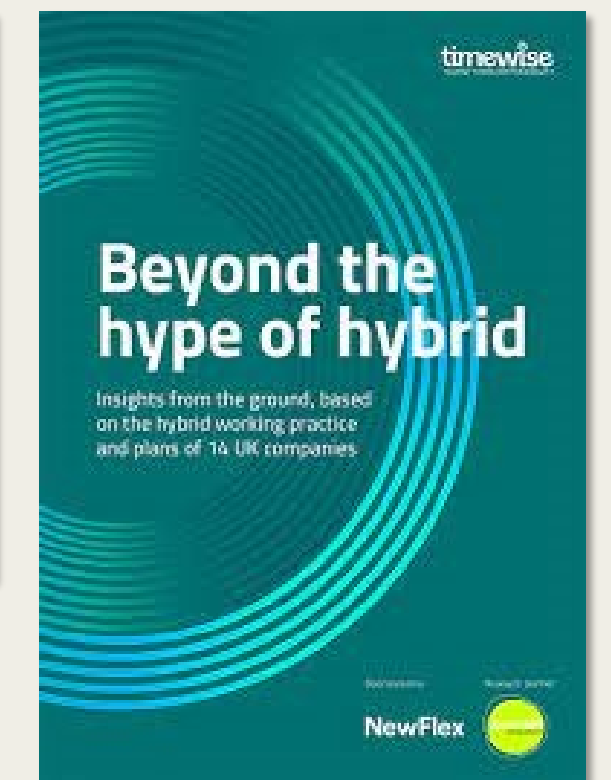
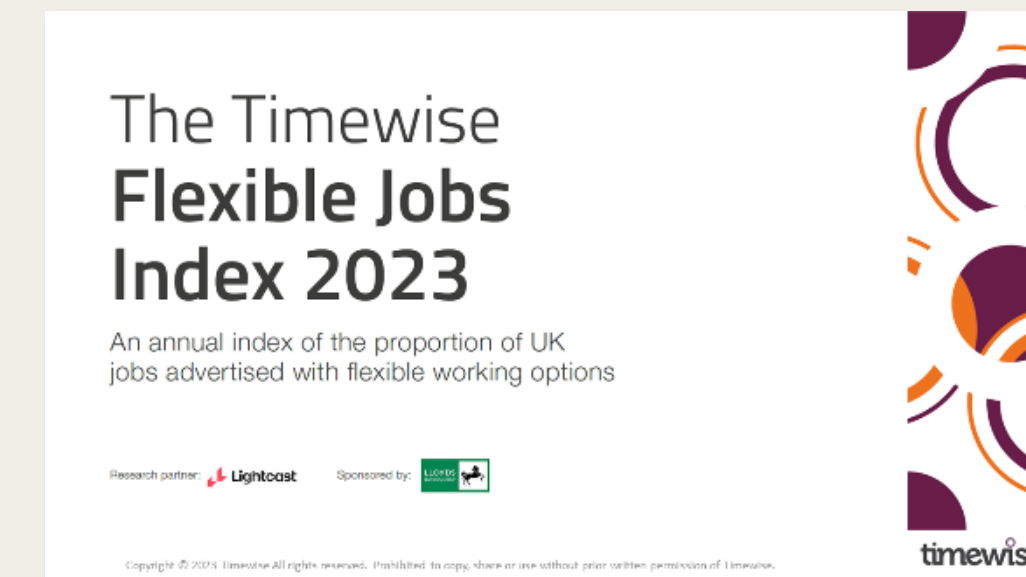


timewise

What we do

Research and Insight

We create and run pilots across a range of sectors, sharing our learnings widely and using them to inform future work. And we back this up with in-depth research into the flexible jobs market.

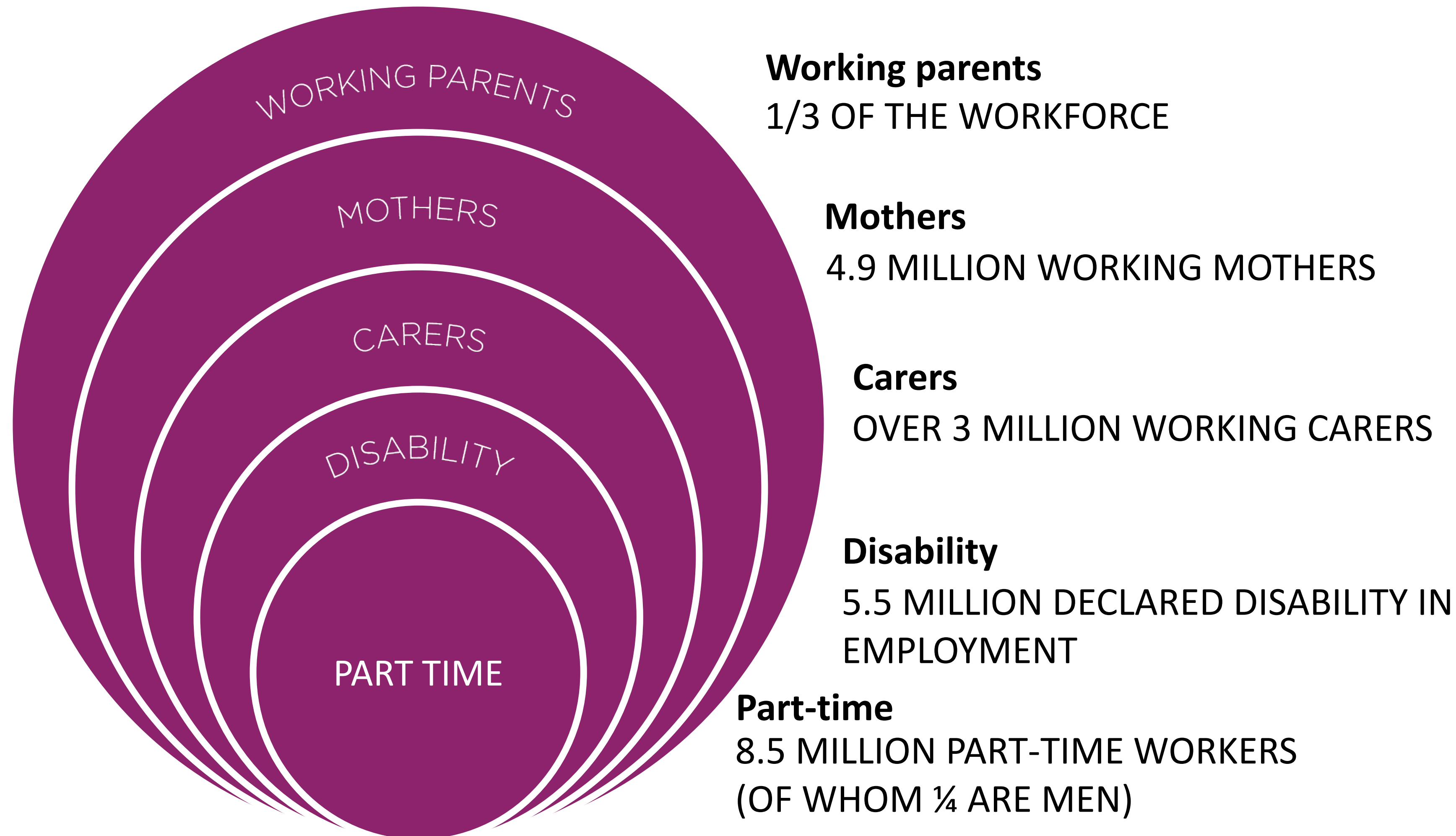
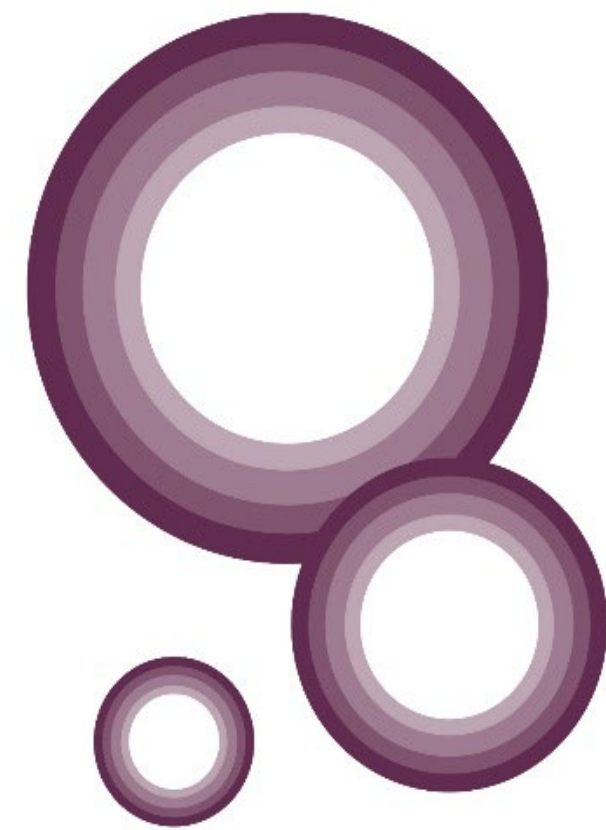


Consultancy and Training

We support employers to deliver flexible working on the ground, from addressing culture change from the top to training managers in how to design flexible jobs and manage flexible teams.



Why it matters



Why it matters



Talent attraction



Retention & progression



Employee well-being



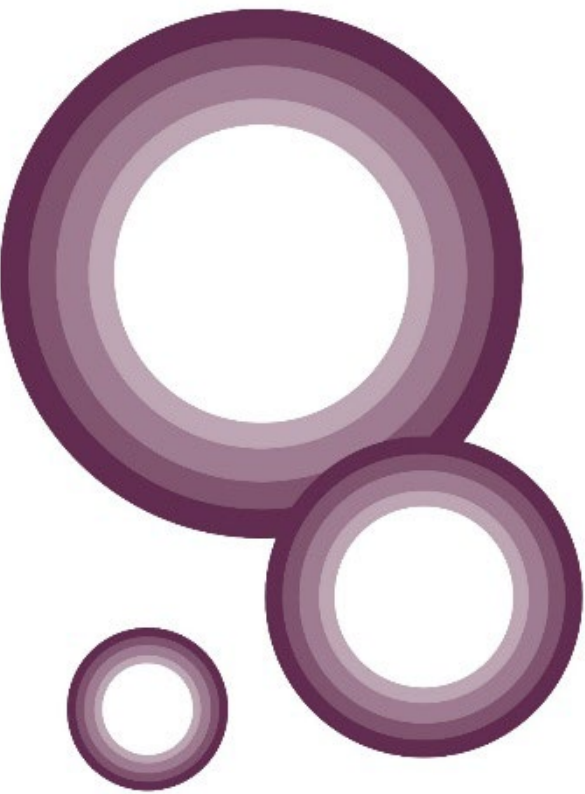
Gender pay gap

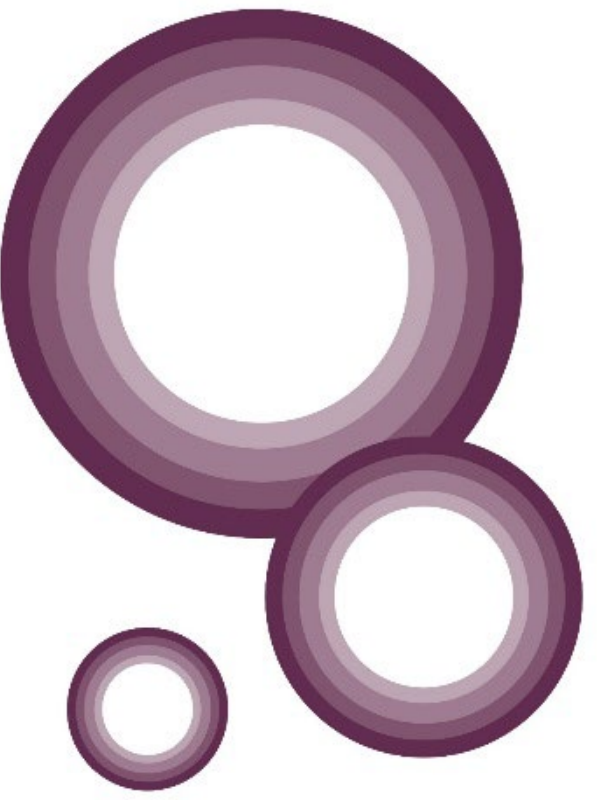


Inclusion & diversity



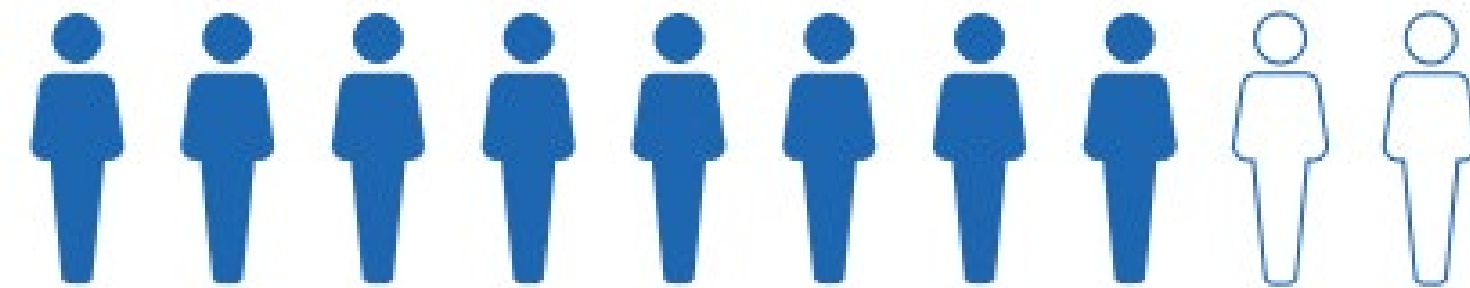
Productivity



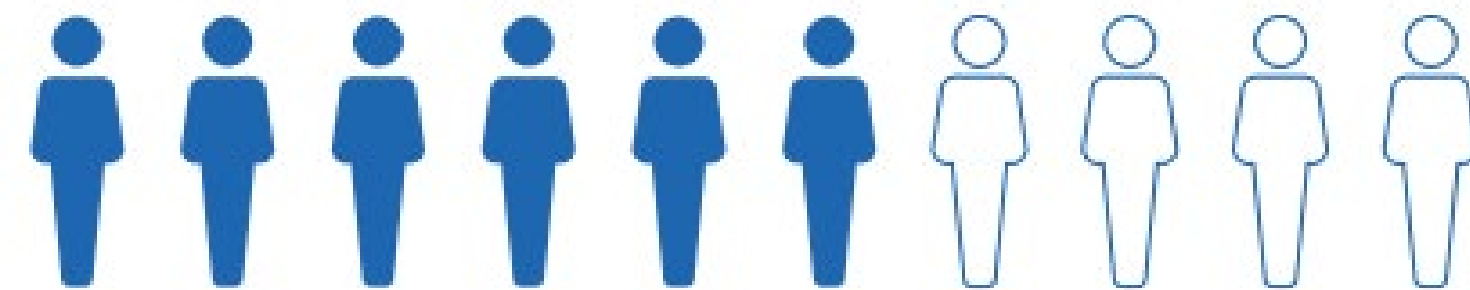


So what's the
problem?

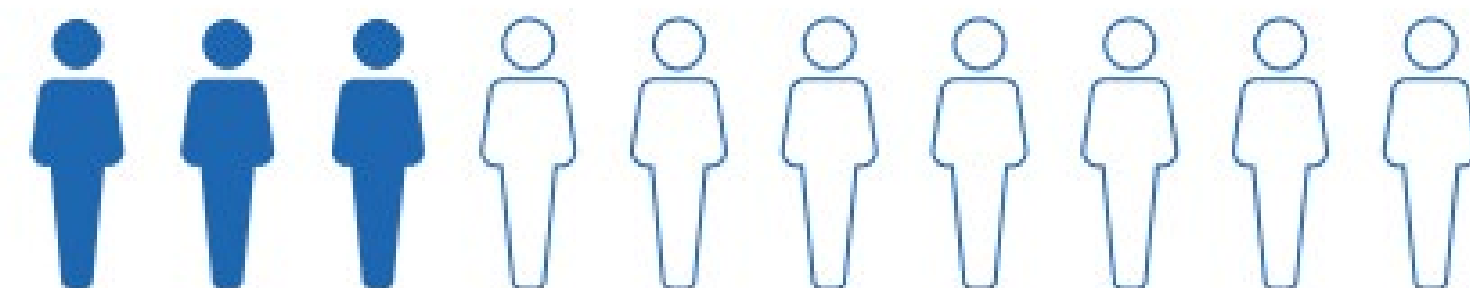
Demand outstrips supply



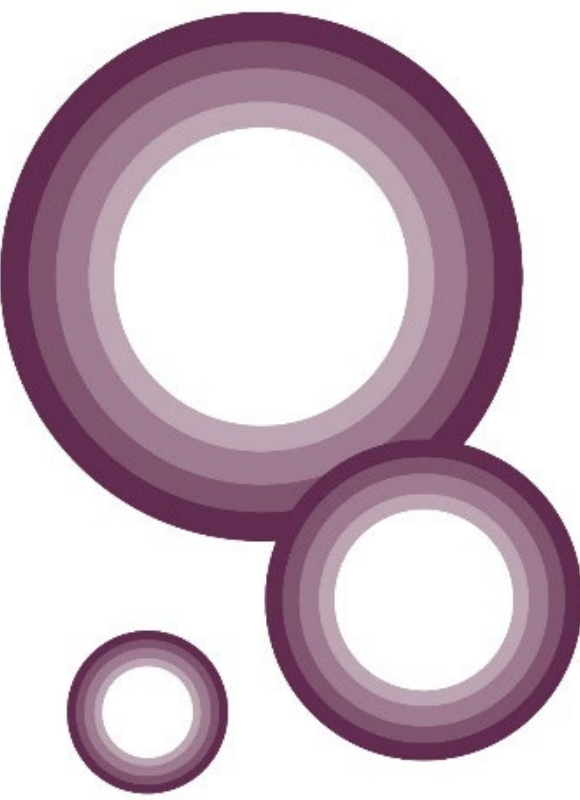
8 in 10 people want flex



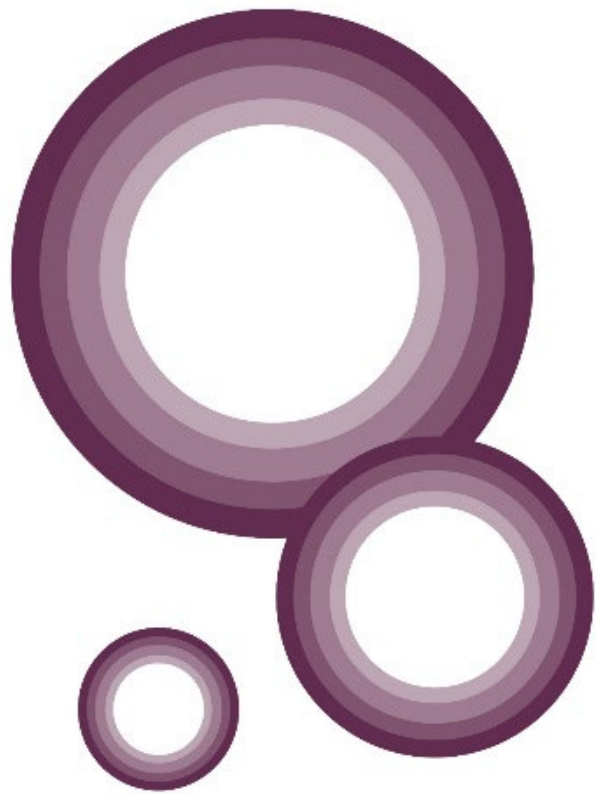
6 in 10 people work flex



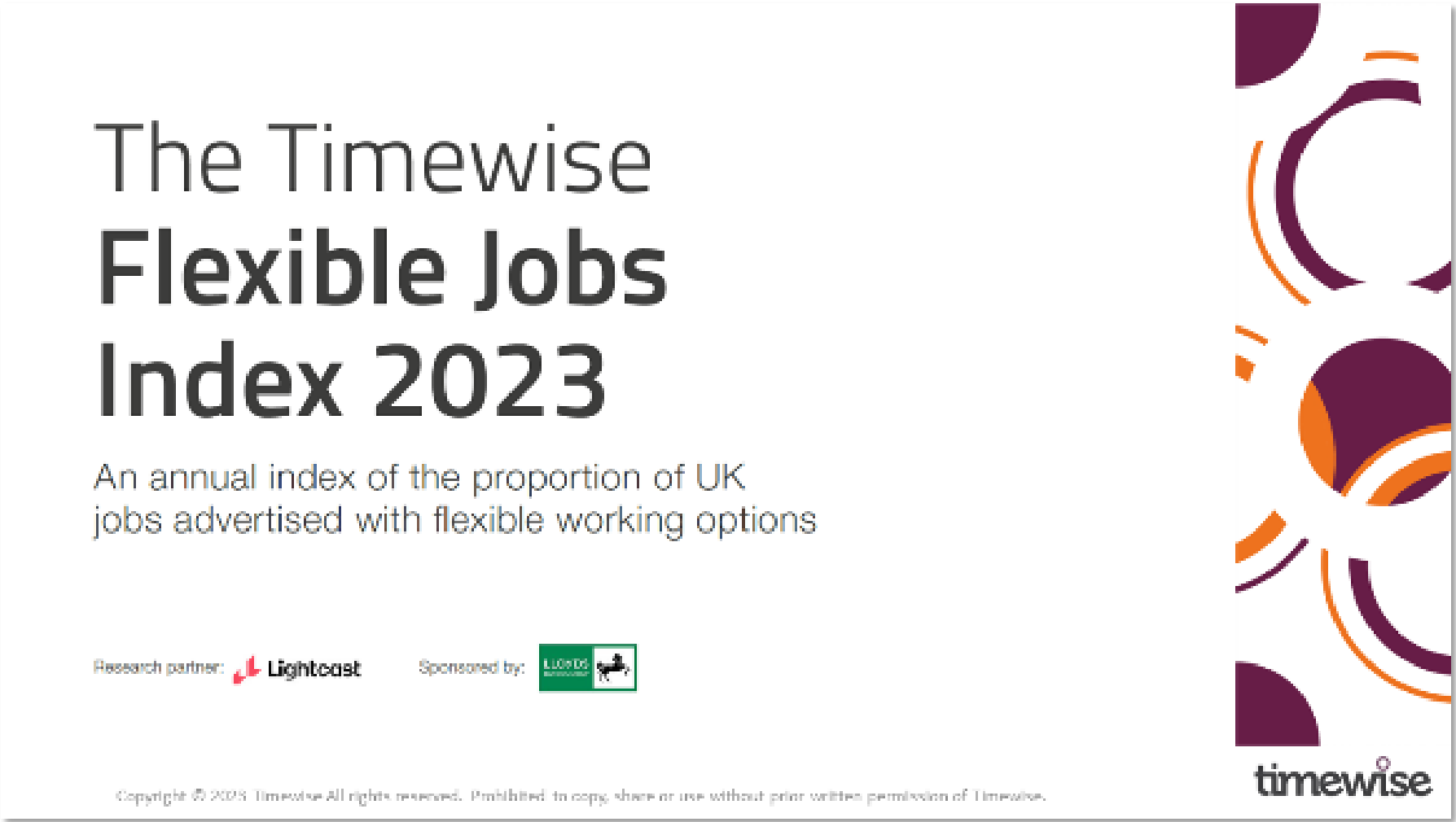
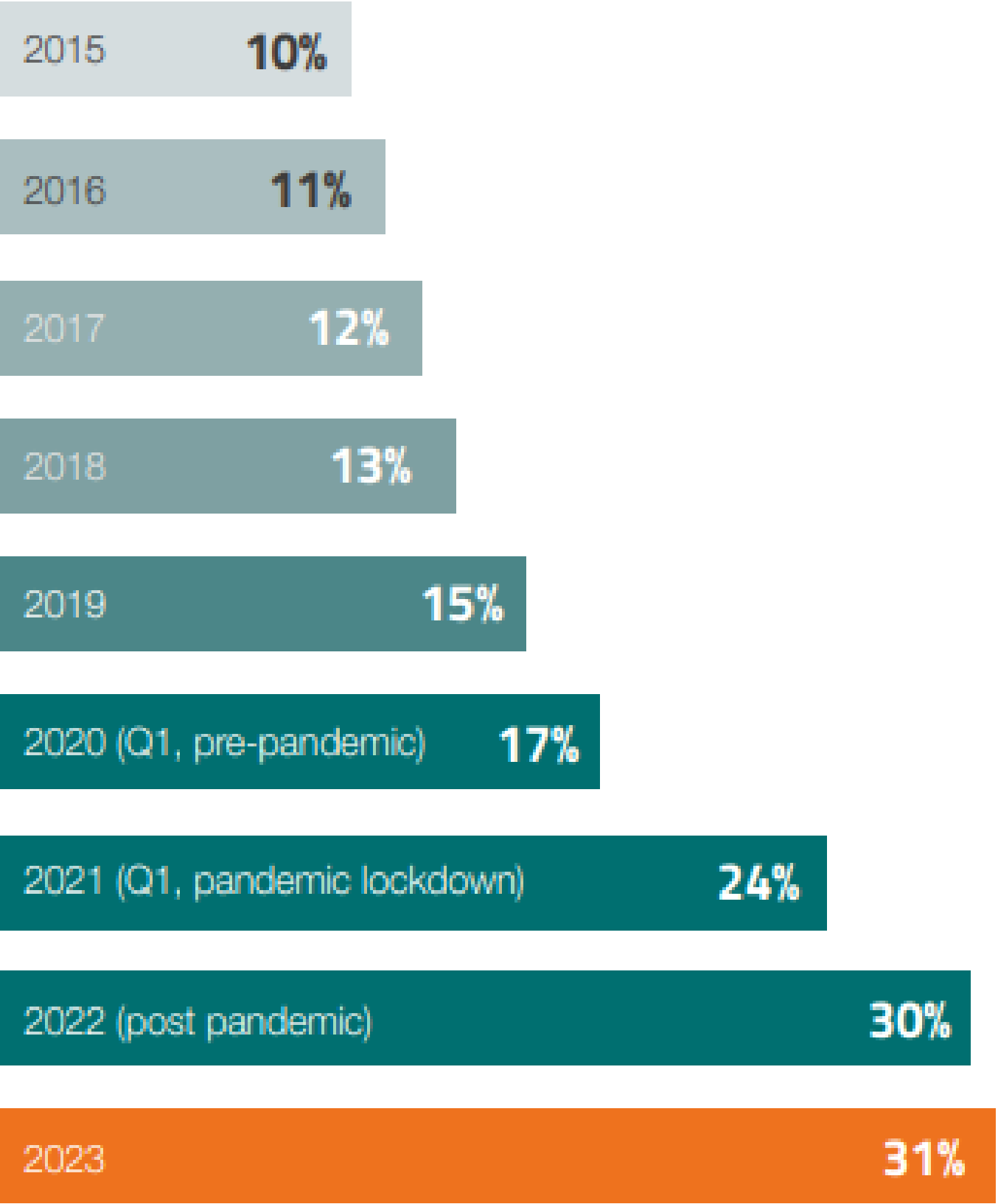
3 in 10 jobs offer flex



Jobs being advertised with flexible options



PROPORTION OF JOBS ADVERTISED WITH FLEXIBLE WORKING

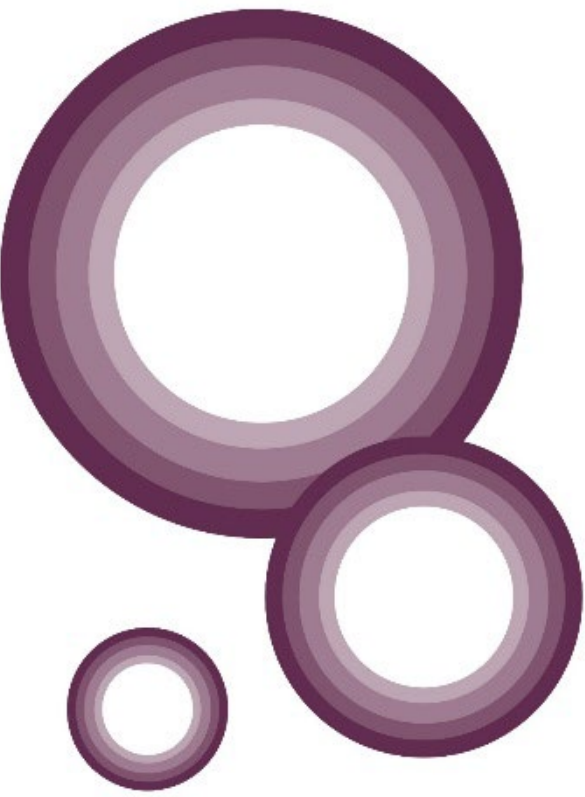


Common objections

I've got a couple of flex workers already – I can't have any more

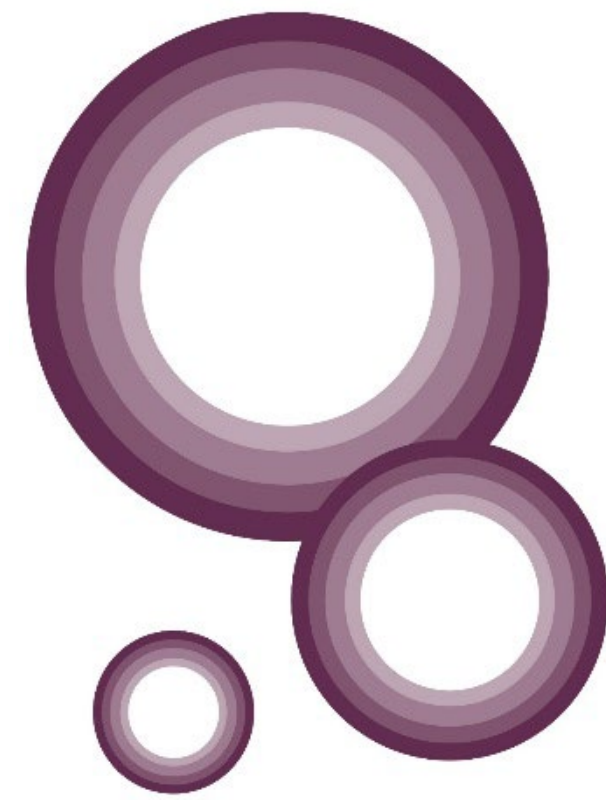
It isn't fair to those people who can't work from home

We have a policy – people can ask



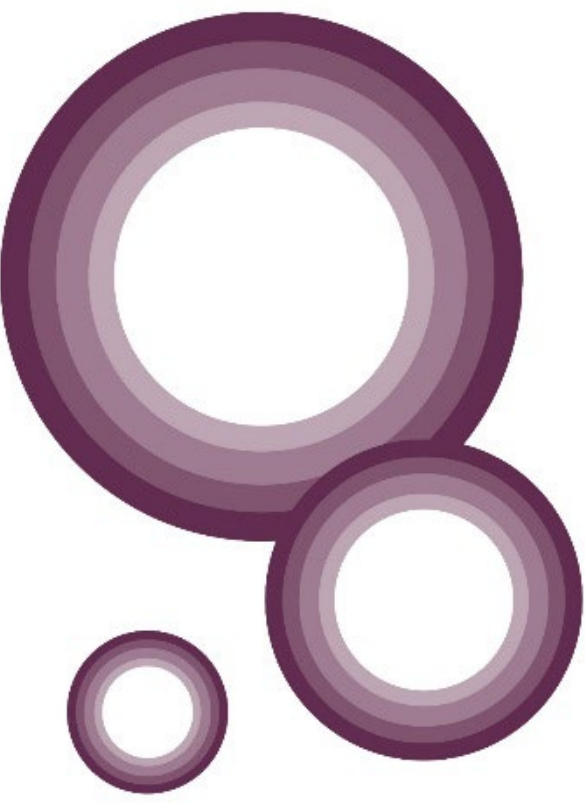
I've got a couple of flex workers already...

- Team based approaches can help overcome this challenge
- For example, in this care provider, teams meet regularly to discuss service user needs, their own needs and agree the roster



Staff report...

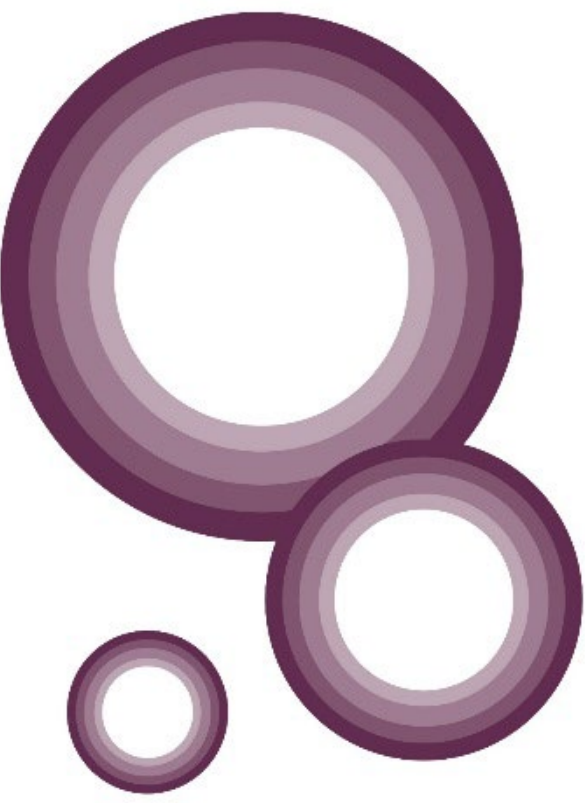
- Having more input into the schedule
- The schedule is now fairer across the team
- Reduced isolation and travel time
- Improved teamwork
- Increased knowledge about service users and their needs
- Improved commitment to working at Rathbone, and reduced intention to leave
- Compared with a non-pilot team staff, the pilot team spent 30% less time travelling, and had one hour per week extra contact time with service users



It isn't fair...



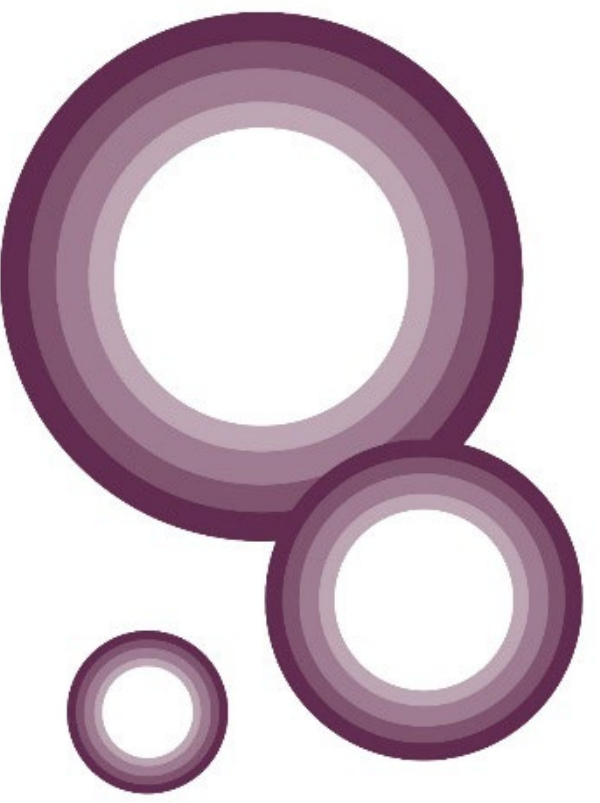
- Self rostering
- Team based rostering
- Split shifts
- Occasional home working
- Core hours plus overtime
- Fixed working pattern
- Term time
- Part time
- 4 day week....



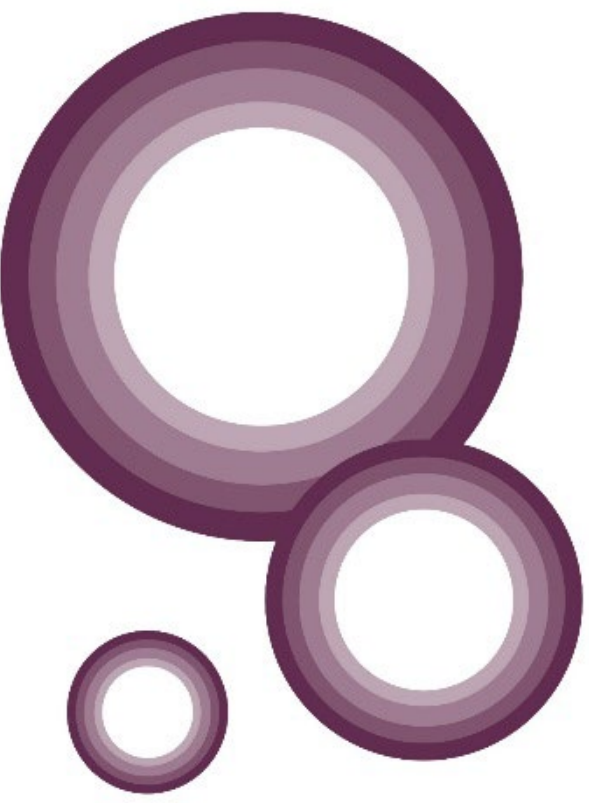
Flexible working in Construction

Flexible Job design examples:

- Task & finish
- 'Pods' with rotating flexi day to reduce extreme hours
- Weekly team stand ups to agree pattern of cover



Evaluation findings: pre & post worker



In the past month I have regularly worked significantly more than my contracted hours

Respondents who agreed with this statement decreased from 51% to 34%

My working hours give me enough time to look after my own health and well-being

Respondents who agreed with this statement increased from 48% to 83%.

I feel guilty if I start later or finish earlier than the other people on my site

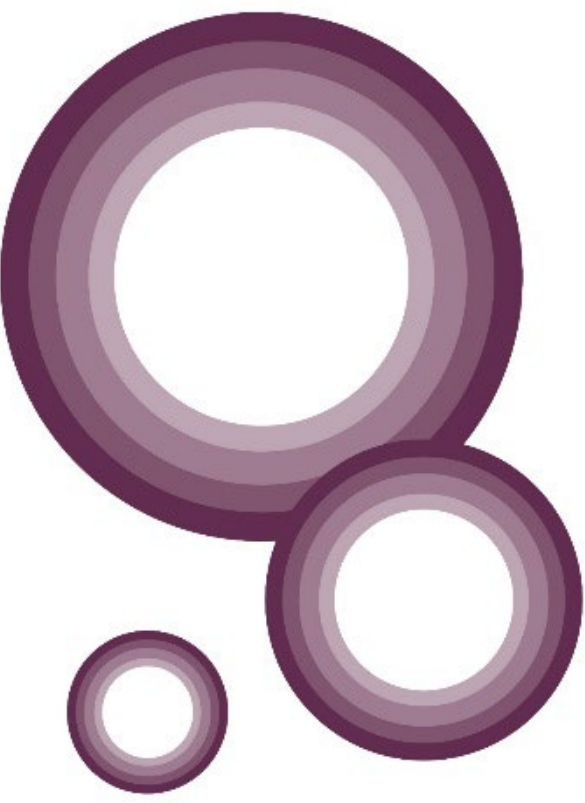
Respondents who agreed with this statement decreased from 47% to 33%.

If someone works from home, I am not sure they are working as hard as they would be on site

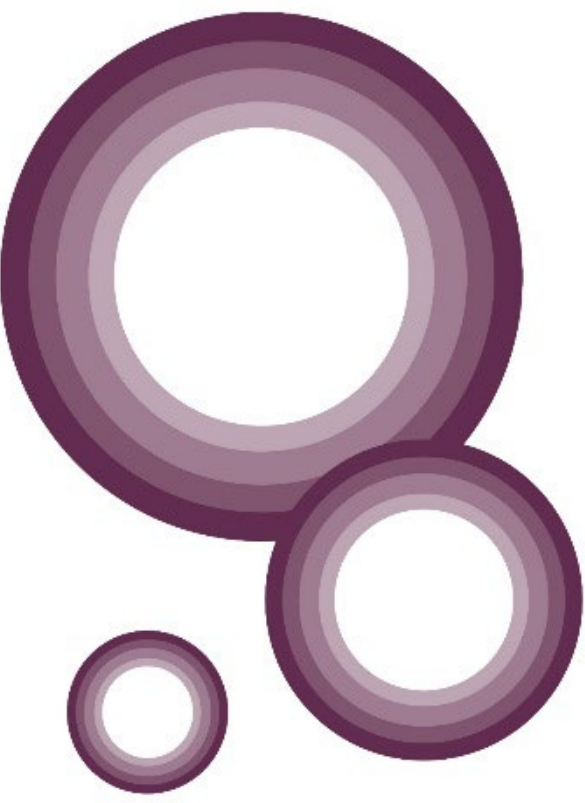
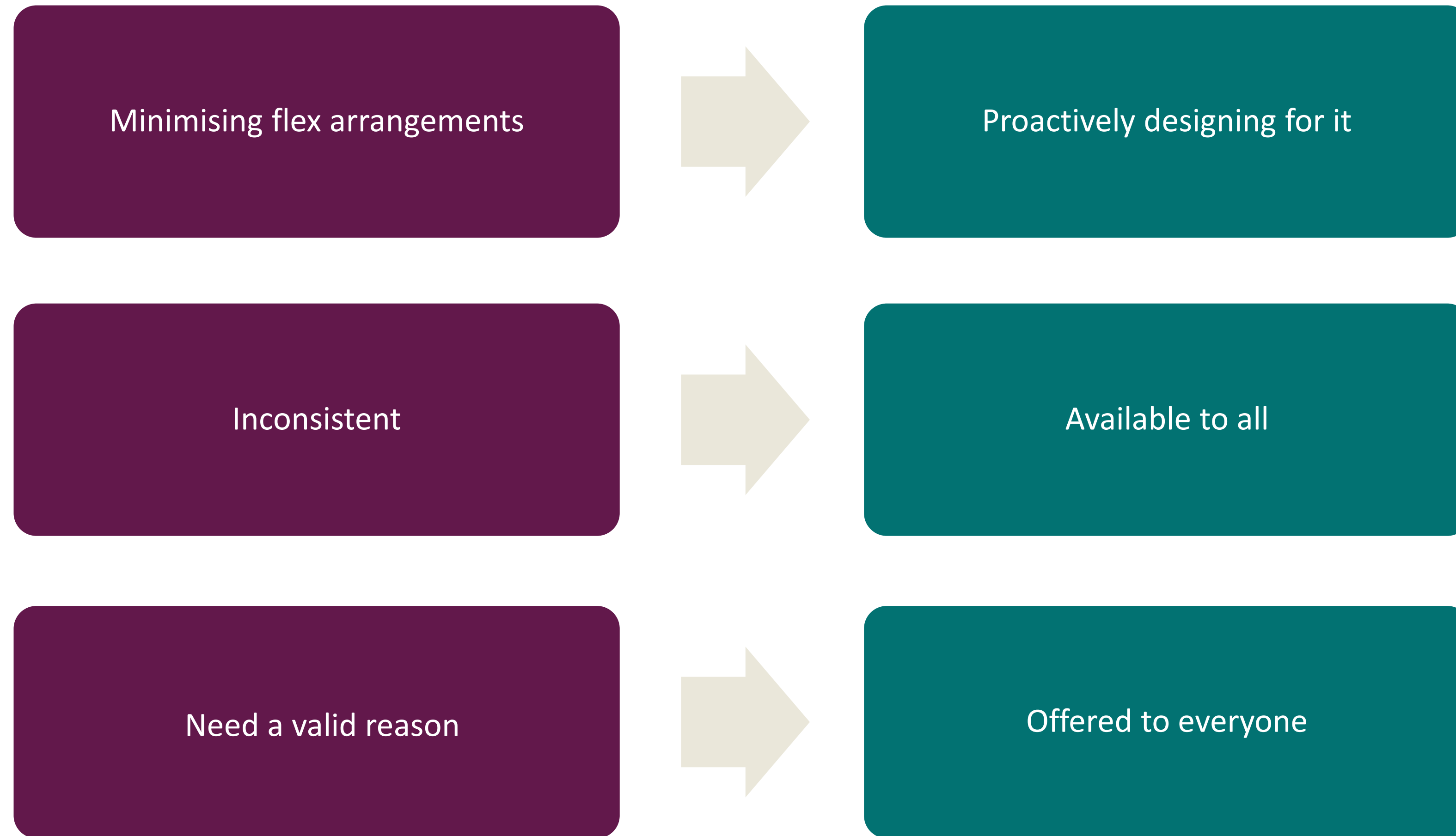
Respondents who agreed with this statement decreased from 47% to 33%.

We have a policy, people can ask...

- Low awareness
- Some groups don't feel they can ask
- Fear it will impact career
- Not sure what will work



What's the shift?



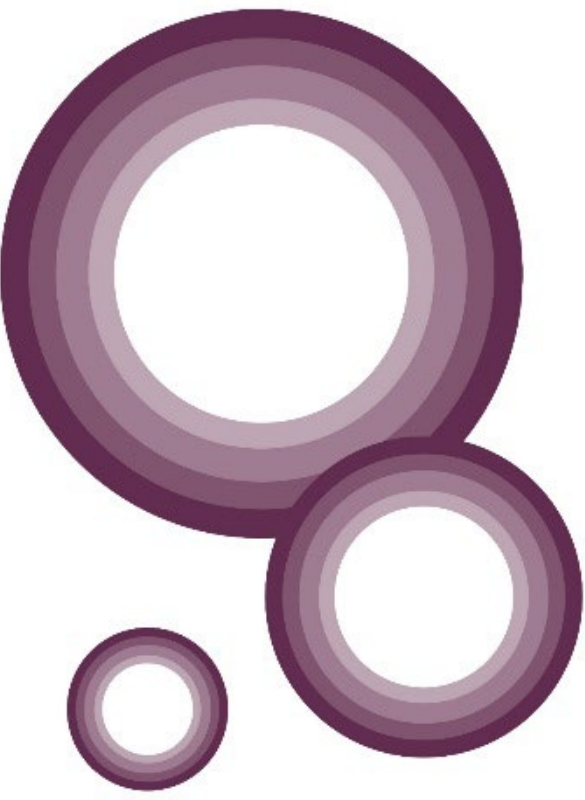
What we'd like to see

Embracing new technology to support greater choice and control of working life

Flexibility being built in to how jobs and organisations are designed

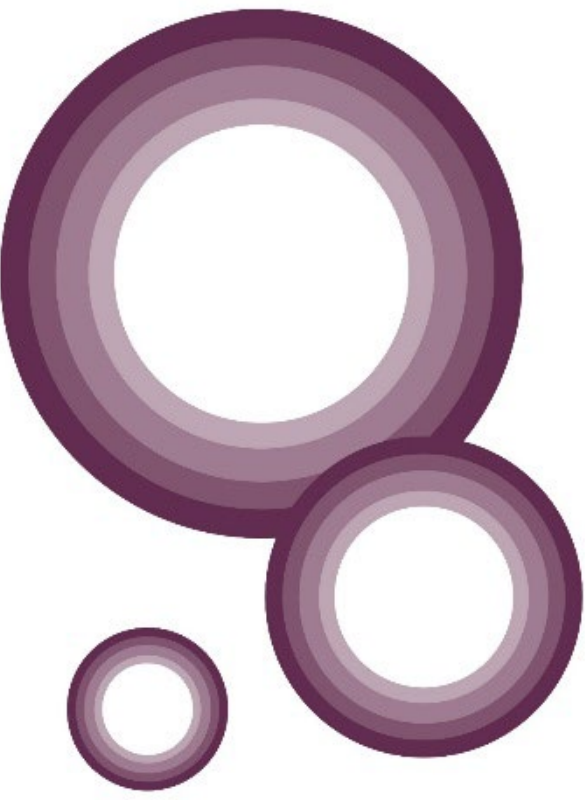
Greater support for managers in leading flexible teams

More experiments and pilots to learn what works



Any questions?

Claire.Campbell@timewise.co.uk
@clairecampbellj





equinor

Delivering a Sustainable Workforce and Just Transition

Susan Falch-Lovesey,
UK Head of Social Value
Equinor



A BROAD ENERGY COMPANY

Equinor in the UK

40

YEARS

830+

EMPLOYEES

700

UK SUPPLIERS

£15.5bn

IN ENERGY SALES
TO THE UK EACH
YEAR

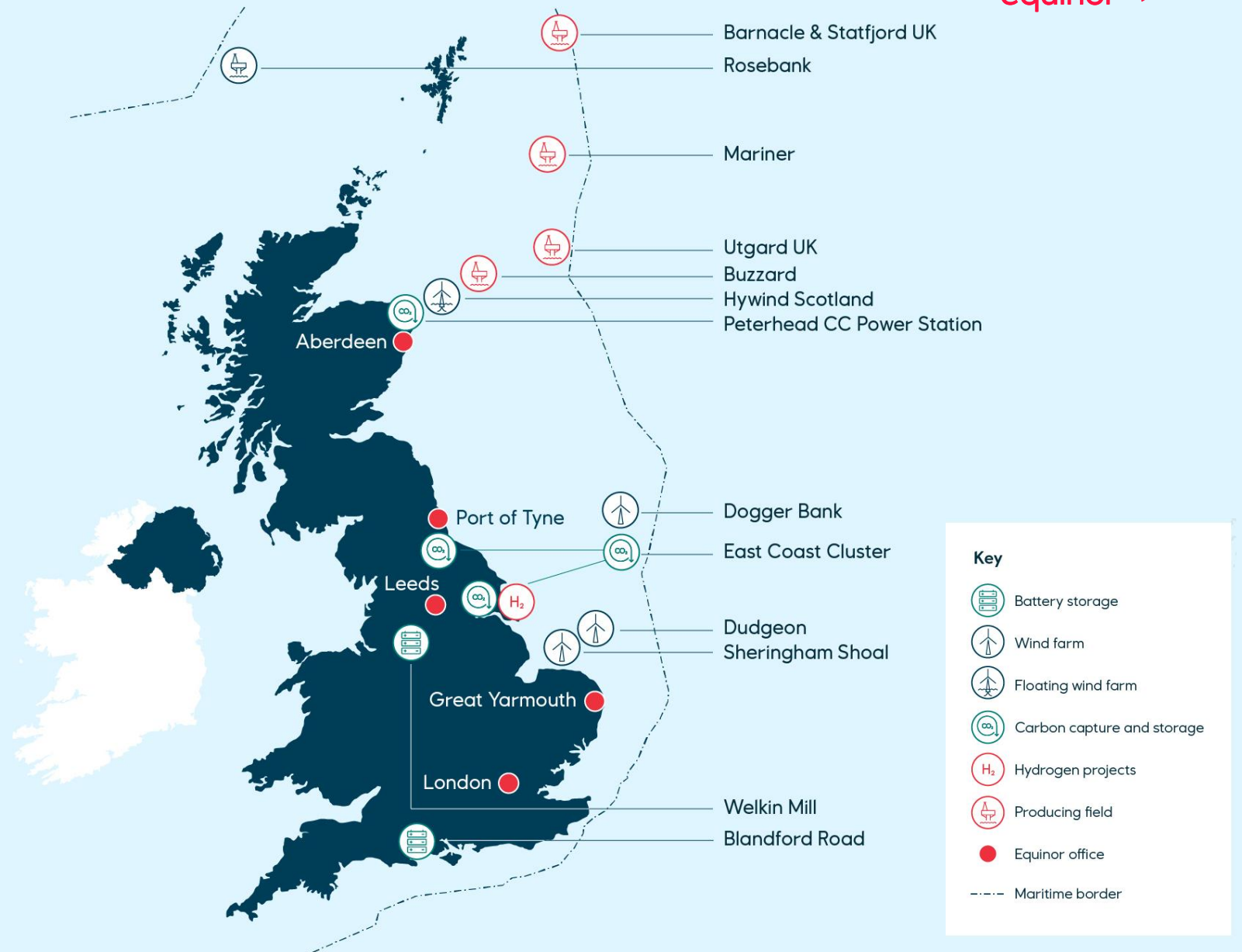
27%

OF UK GAS
DEMAND MET
BY EQUINOR

7mn

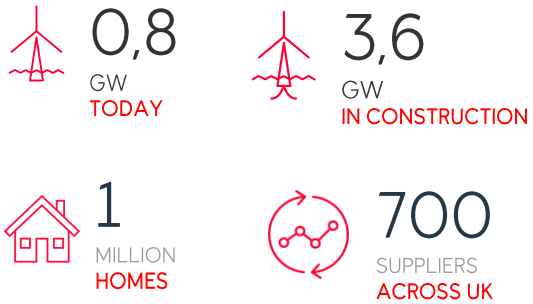
HOMES
POWERED BY
OUR UK WIND
FAMRS BY 2030

Our purpose is to turn natural resources into energy for people and progress for society.

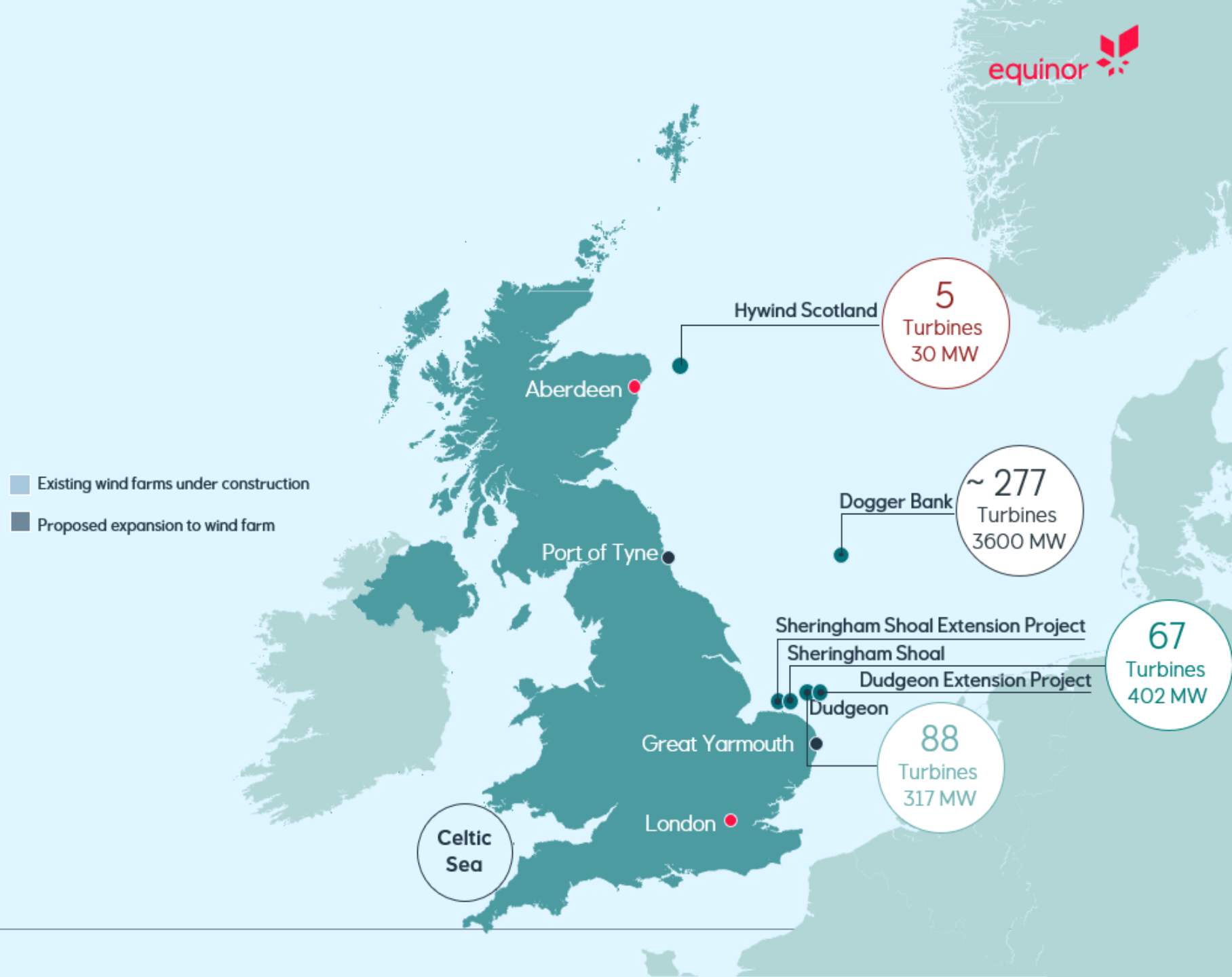


OFFSHORE WIND PORTFOLIO

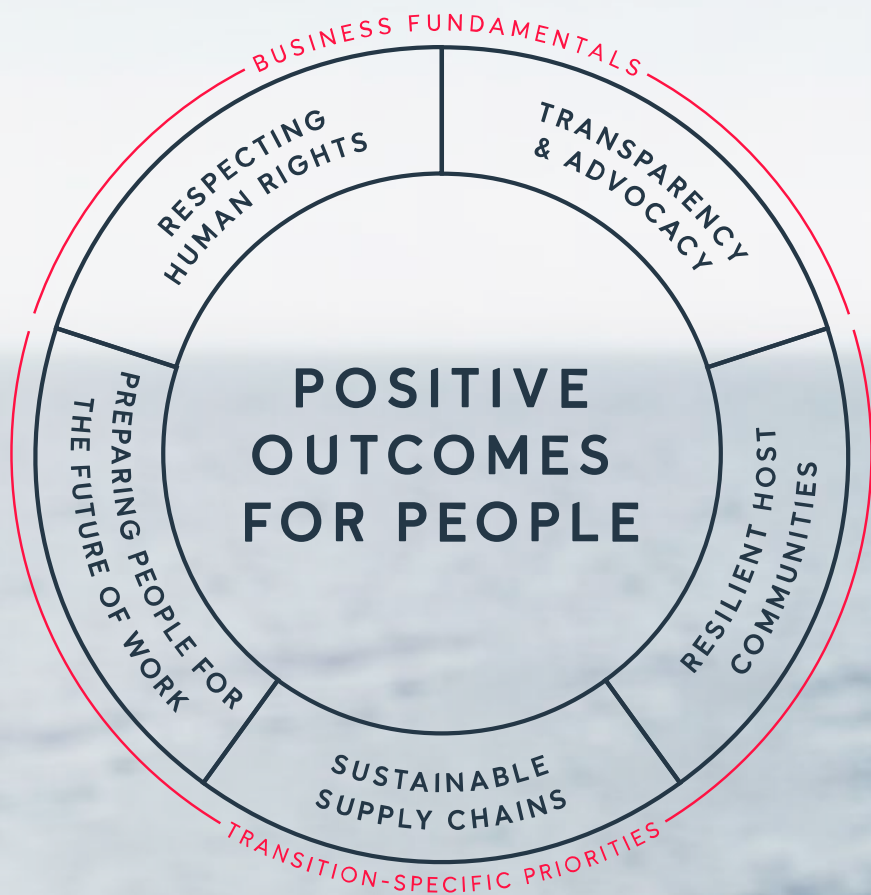
Equinor in the UK



Equinor is a global leader in offshore wind and is using its expertise in offshore energy to drive forward innovation in the North Sea



Just Transition Framework



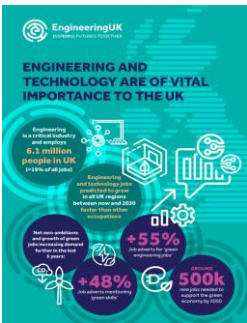
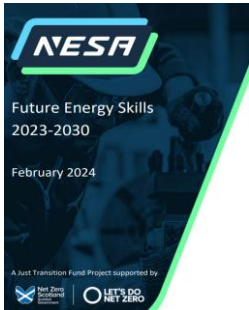
Social Value by Design – building on the UK Social Value Model

Social Value Theme	Social Value Policy Outcome	(Relevant Sub Criteria Social Value)	EQUINOR Programmes
Theme 1: Covid -19/ Economic recovery	Outcome 1: help communities manage and recover from impact of COVID	1.1: Employment, retraining, return to work 1.3: Supporting organisations & business to recover	Apprenticeships, D&I Levelling Up (Diversity offshore)
Theme 2: Tackling Economic Inequality	Outcome 2: Create new Businesses, new jobs and new skills	2.1: Entrepreneurship, growth, business creation 2.2: Employment (ref Good Work Plan) 2.3: Education and Training	(EQ) Skills Framework Supply Chain Work Enterprise /innovation
	Outcome 3: Increase Supply Chain resilience and capacity	3.1: Diverse Supply Chains 3.2: Innovation and Disruptive tech. 3.3: Modernising delivery/inc. productivity 3.4: Collaboration throughout supply chain 3.5: Manage Cyber Security Risks	R&D Procurement Ports
Theme 3: Fighting Climate Change	Outcome 4: Effective Stewardship of the Environment	4.1: Additional environmental benefits 4.2: Influence environmental protection and improvement	Sustainability Frame'wk Community Collaboration* (IFC)
Theme 4: Equal Opportunities	Outcome 5: Reducing the disability employment gap	5.1: Increase representation of disabled people 5.2: Supporting disabled people develop new skills	(EQ) PO/HR activity Anti-Slavery Just Transition + Levelling up
	Outcome 6: Tackle workforce inequality	1.5: Workforce conditions 6.1: Tackling inequality in contract w/f 6.2: Supporting in-work progression 6.3: ID and Manage risks of Modern Slavery	
Theme 5: Wellbeing	Outcome 7: Improve Health and Wellbeing	1.2: Supporting people & community recovery 7.1: Supporting health and wellbeing in the w/f 7.2: Influencing support for health & wellbeing	SSU /IFC collaborations PO/HR policy Community Benefit Funds
	Outcome 8: Improving community Integration	8.1: Improve community integration 8.2: Support strong, integrated communities	

Skills – Mapping Strategies, tracking priorities, tackling gaps



Independent report of the Offshore Wind Champion
Seizing our Opportunities
March 2023



OWIC Workforce and Skills Survey 2023

Download the Survey Here

Dear member,

You are receiving this email as a key stakeholder in the offshore wind industry and as someone who can either directly support with the completion of the 2022 Offshore Wind Industry Council (OWIC) Workforce and Skills Survey, or be able to make sure it reaches the right person in your organisation so we capture all relevant information to support our data collection.



Creating Social & Environmental Value (Social Value Method Statement)	
Skills Development Plan (gaps)	Volunteering Plan
Apprenticeship Plan (3.5%)	Community Impact Plan
NEET Plan (10% new workers 19-24)	Community Engagement Plan



Guide to using the Social Value Model

Unit for Future Skills

The Unit for Future Skills aims to improve the quality and availability of data on skills and jobs.

Contents

- UFS Chair
- Role
- Data
- Research
- Priorities for 2022
- Contact

Home > Housing, local and community > Planning and building > Planning reform

Open consultation Levelling-up and Regeneration Bill: reforms to national planning policy

From: [Department for Levelling Up, Housing and Communities](#)
Published 22 December 2022

Net zero skills in Wales

Our aim is to grow a skilled workforce that will support our net zero challenge. We are working to support the skills needed as we move towards our net zero future. Our first milestone was to launch our Net Zero Skills Action Plan. This action plan sets out 36 actions across 7 priority areas. This will help identify and deliver the right skills now and in the future, to support our net zero journey.

South West Wales Employment and Skills Plan 2022-2025

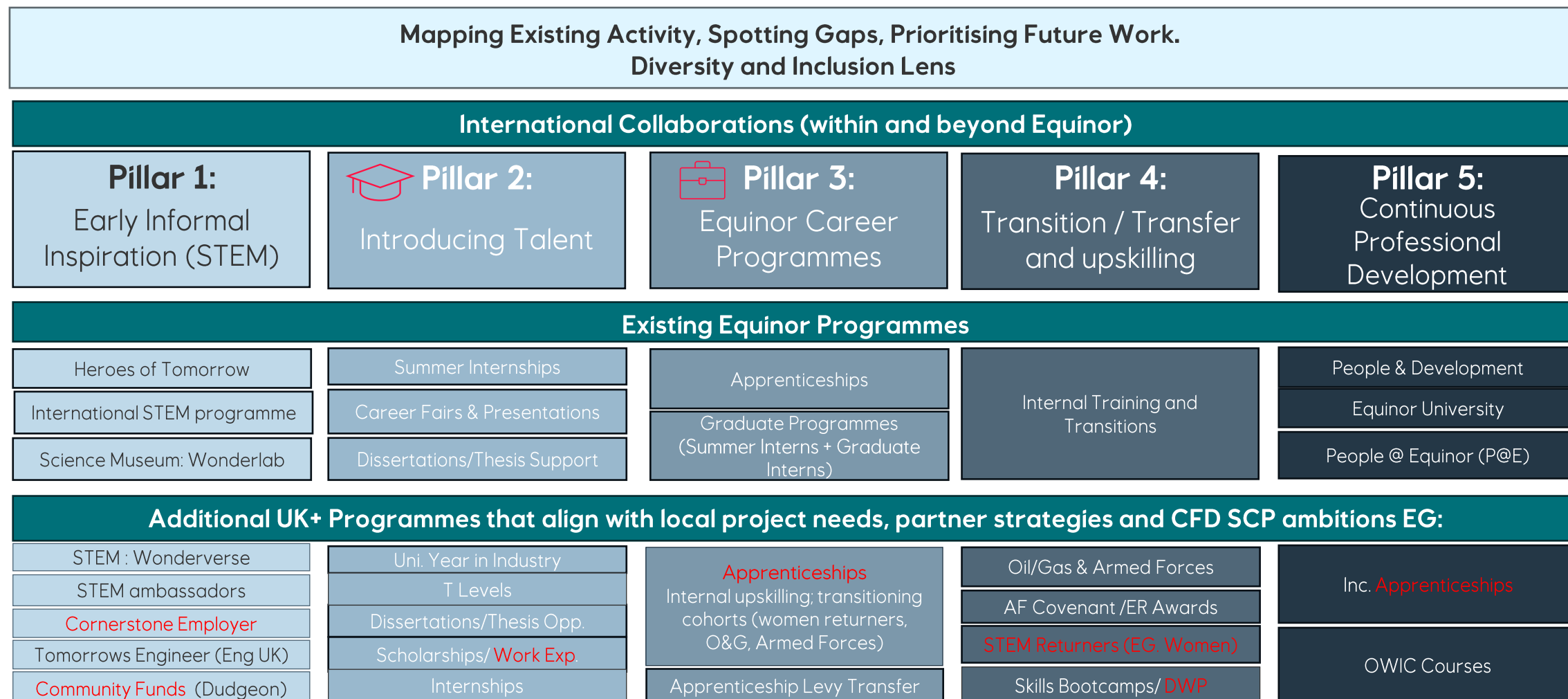
Local Skills Improvement Plans

Statutory Guidance for the Development of a Local Skills Improvement Plan

October 2022

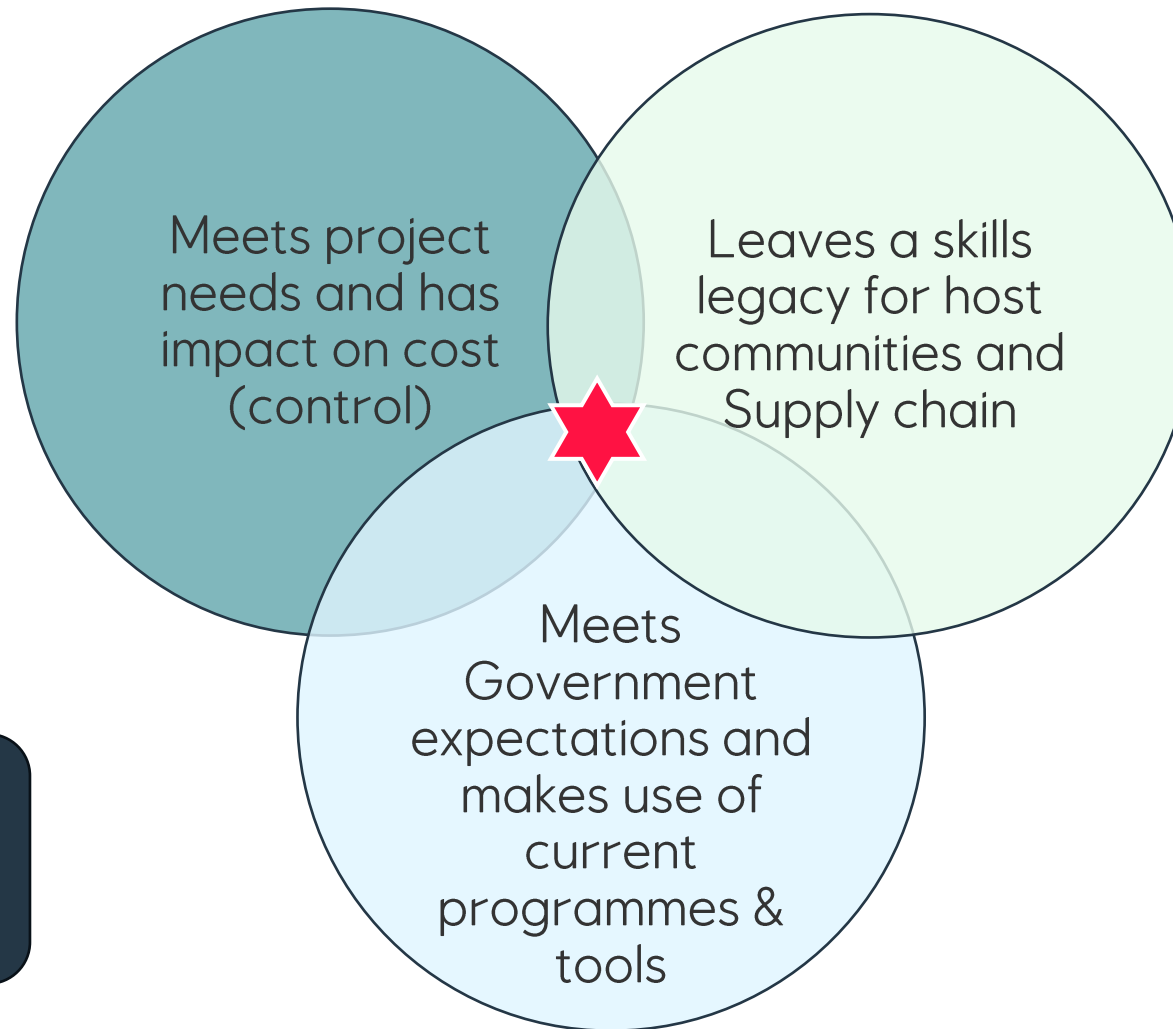
A Holistic Career Model

Skills Framework



A Holistic Career Model

Prioritising Action through Sweet Spots

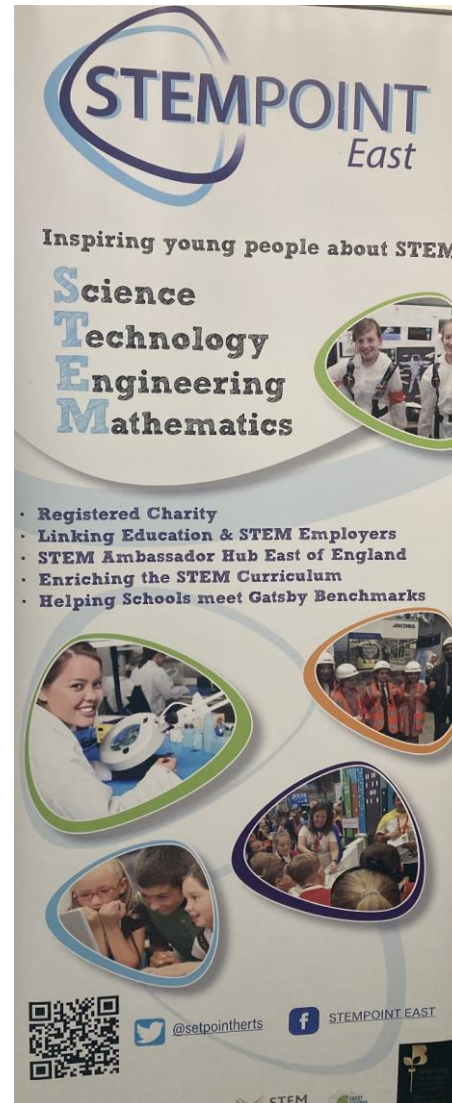


Multiple Outcomes:
Actively filling key gaps
effectively, together.

EEEGR and STEMPOINT EAST

Programme for Year 6 Pupils

- Pilot 1 at East Norfolk 6th Form
 - 228 ten-year olds linking with leading local offshore wind SME's
 - Hands on activities led by EEEGR
 - Supported by 10 inspiring college mentors who also developed their own expertise & networks
- 2 more sessions planned at Attleborough Academy and Alderman Peel High
- Funded by Dudgeon Community Fund



FUNDED BY SHERINGHAM
SHOAL CBF

Decade of Field Work

- Conducted by Fakenham Academy.



10

YEARS

Comparative Beach
Transect Data



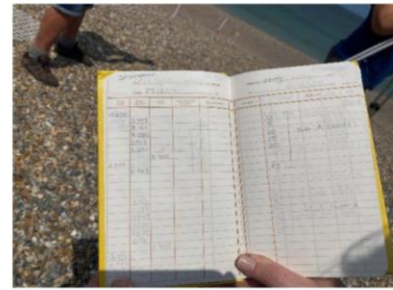
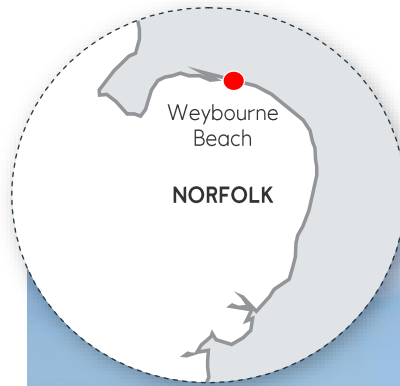
200

STUDENTS

gaining valuable
Field Work Experience.



Life changing career experiences
that can help fill recognised skills
gaps.



equinor
SHERINGHAM SHOAL
Offshore Wind Farm
Operated by Equinor

CAREERS & ENTERPRISE COMPANY

Cornerstone Employers

The North-East Ambition:

Bringing education and business together to deliver the skilled workforce of tomorrow.

A Cornerstone Employer can:

- Further influence & inspire young people, through collaboration.
- Build a diverse future-talent pipeline.
- Back local social mobility for vulnerable groups.
- Increase employee engagement.



EVEN ONE WEEK HELPS Work Experience

"We have each taken so much away that is already helping us to map out our future."

"Amazing"

"We really appreciate the effort put into this week and will never forget it. We are looking forward to any future events!"

- Kate, Martha and Daisy



CLOSING OFFSHORE WIND
SKILL GAPS TOGETHER

Apprenticeship Levy Transfer

Developing the
future's diverse,
competent and
capable workforce.

An initial cohort of East
England based apprentices.

- Able to learn whilst on the job.
- "Allows me to make decisions for myself and develop my own approach towards situations."



Equinor closing offshore wind skills gaps in East of England through new Apprenticeship Levy transfer initiative

📅 27 MAY 2022 10:41 | LAST MODIFIED: 27 MAY 2022 11:18

The Project Management
Apprenticeship



Zach Dronfield,
Business Analyst,
Opergy Ltd.



CLOSING OFFSHORE WIND
SKILL GAPS TOGETHER

Apprenticeship Levy Transfer

3 Level 3 Metal Fabricator
Apprentices

1 Level 4 Engineering
Manufacturing Apprentice

Each will study at East
Coast College for 42
months (Equinor will
sponsor all training)

Training in a skills gap area

- Supported by a local college
- A local, Great Yarmouth business

Metal Fabrication with Armultra



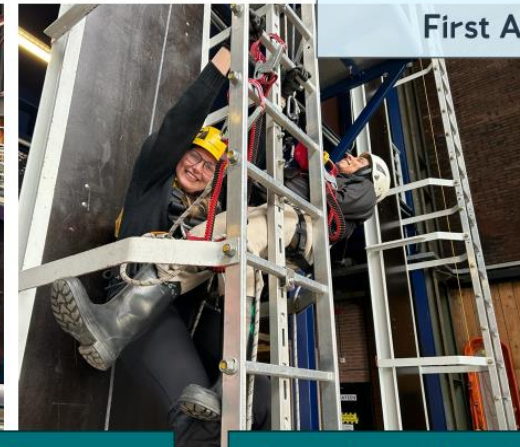
A RESEARCH PROJECT

Diversity & Inclusion in Offshore Wind

Preparing to go Offshore:

- GWO Training ✓
- Medical ✓
- Induction ✓

“With the support of an excellent team, we’re now excited to start exploring how we can enhance diversity offshore”



DOGGER BANK, 2023

Equinor's own Apprentices

3 Apprentices, gaining:

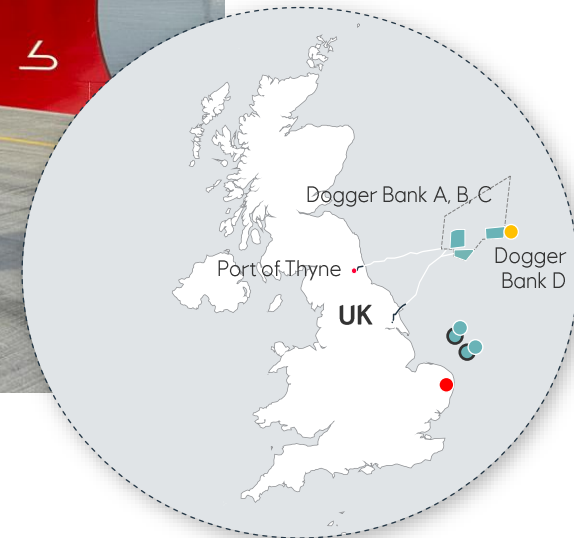
- Recognised professional qualifications:
 - L3 Maintenance Op. Engineering Technician
 - L4 Engineering Foundation Degree

Various roles & skills areas, incl:

- Electrical engineering,
- Warehouse logistics,
- Wind farm logistics,
- High voltage training,
- Full O&M immersion



A WIN-WIN: BUILDING SUPPORT & ADDRESSING A FUTURE SKILLS GAP



DEVELOPING IN PARTNERSHIP

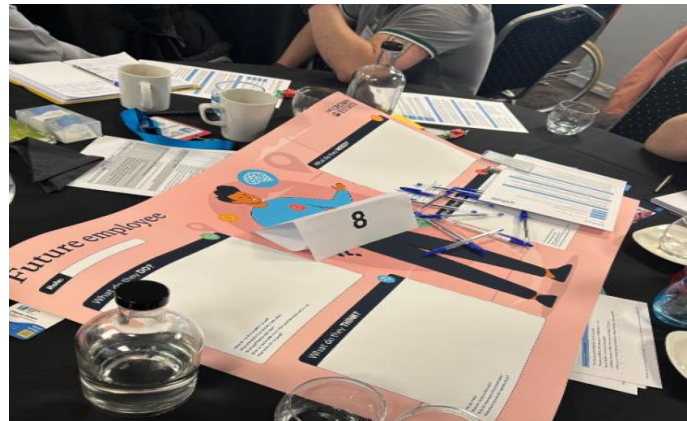
Next Steps

- Collaboration with The Department of Work and Pensions and The Crown Estate
- A pilot enabling the development of Job Centre Work Coaches to support routes into offshore wind roles for job seekers



Callum Simpson • 1st
Social Value / Social Impact / Diversity Equity a...
2w •

A great way to kick off FY24/25! Today **The Crown Estate** launched the **#Skillset #Offshorewind** programme working with the **Department for Work and Pensions (DWP)** & **Offshore Wind Learning** to upskill **#workcoaches** to inspire and support people in East Anglia and Lincolnshire regions into the OSW industry. It was great to hear from industry with **Scott Young FIEP**, **Lauren Little** and **Susan Falch-Lovesey FRGS** highlighting the challenges and **#opportunities**. This is just the start of the journey as collectively we support the OSW industry to overcome **#labourshortages** & **#skillgaps**, whilst helping to create thriving communities. **#netzero #renewables #OSW #Skills #collaboration** **Ørsted, RenewableUK, Equinor.**





Delivering a Sustainable Workforce and a Just Transition

Susan Falch-Lovesey, UK Head of Social Value

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What has sustainability got to do with your workforce?

Dr Wilson Wong

“Creating a Sustainable Workforce” IES 2024

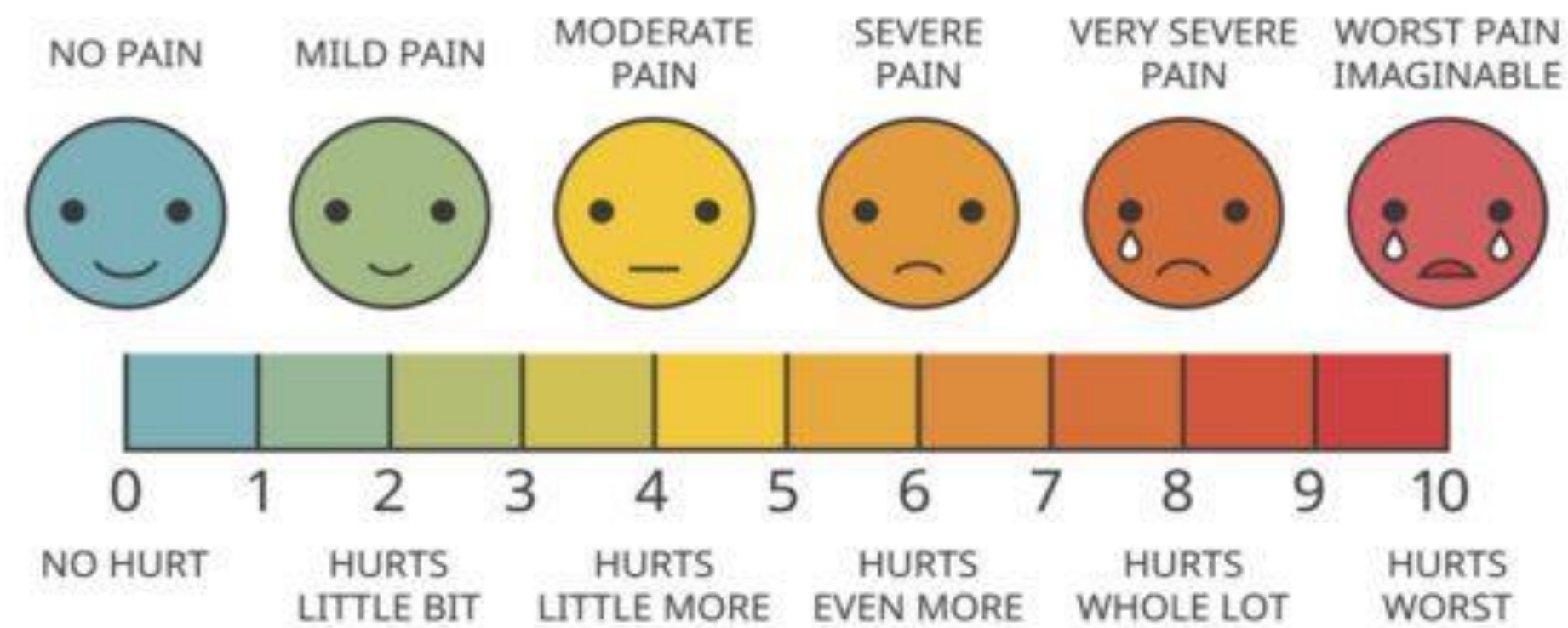
Thursday, May 16, 2024



The times we face...

Core Question

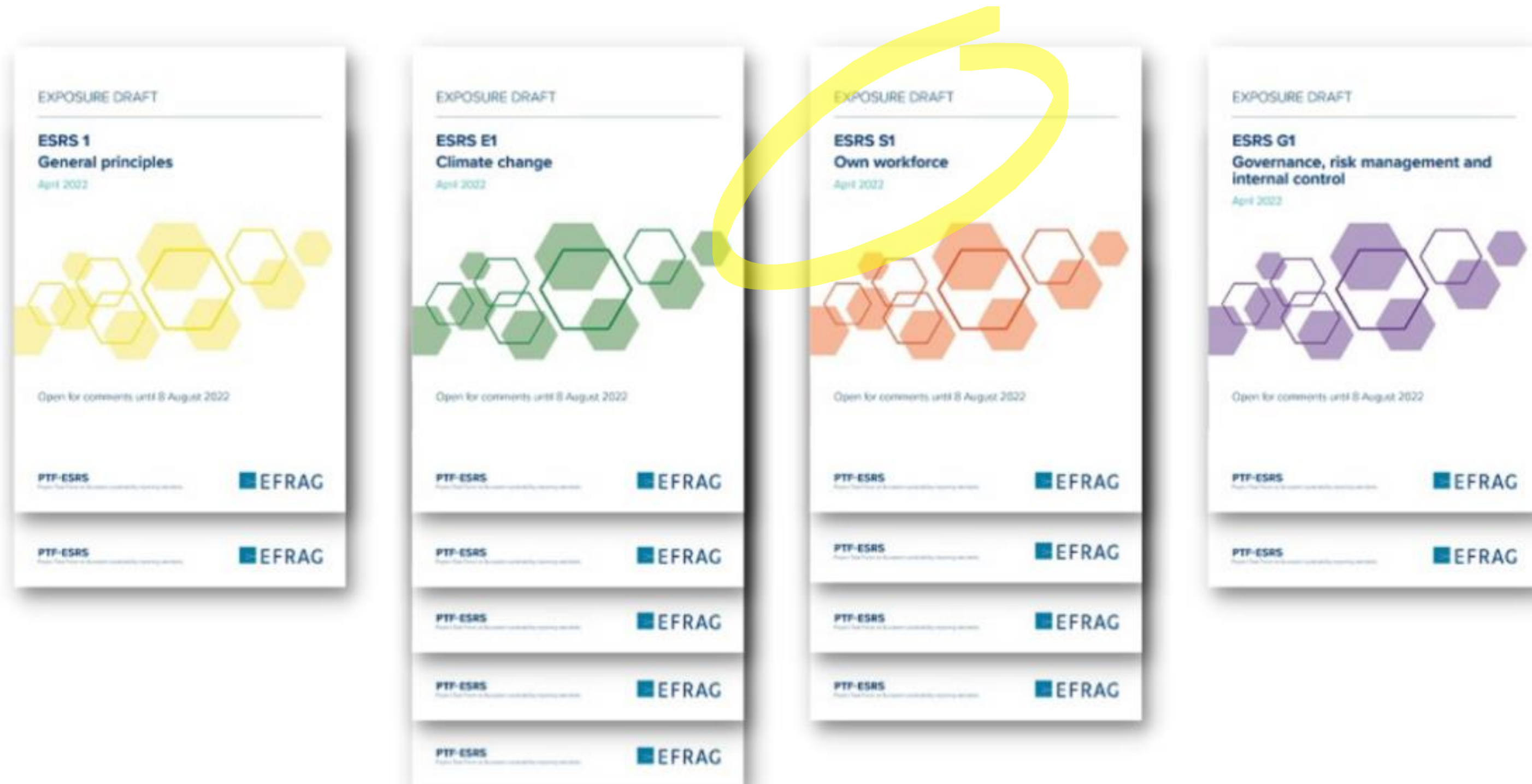
How sustainable is your workforce, now, and into the future?



People concerns



European Sustainability Reporting Standards [ESRS]



ESRS S1 Own Workforce - Objective

- The objective of this Standard is to specify disclosure requirements which will enable users of the sustainability statements to understand the undertaking's material impacts on its workforce, as well as related material risks and opportunities, including:
- (a) how the undertaking affects its **own workforce**, in terms of **material positive and negative actual or potential impacts**;
- (b) any actions taken, and the result of such actions, to prevent, mitigate or remediate actual or potential negative impacts;
- (c) the nature, type and extent of the undertaking's material risks and opportunities related to its impacts and dependencies on its own workforce, and how the undertaking manages them; and
- (d) the financial effects on the undertaking over the short-, medium- and long-term time horizons of material risks and opportunities arising from the undertaking's impacts and dependencies on its own workforce.

ESRS S1 Own Workforce – Disclosure Requirements

S1-1	Policies related to own workforce
S1-2	Processes for engaging with own workers and workers' representatives about impacts
S1-3	Processes to remediate -ve impacts and channels for workers to raise concerns
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions.
S1-5	Targets related to managing material -ve impacts, advancing +ve impacts, and managing material risks and opportunities.
S1-6	Characteristics of undertaking's employees
S1-7	Characteristics of non-employee workers in the undertaking's own workforce.

S1-8	Collective bargaining coverage and social dialogue.
S1-9	Diversity indicators
S1-10	Adequate wages
S1-11	Social protection
S1-12	Persons with disabilities
S1-13	Training and skills development indicators
S1-14	Health and safety indicators
S1-15	Work-life balance indicators
S1-16	Compensation indicators (pay gap and total compensation)
S1-17	Incidents, complaints and severe human rights impacts and incidents

S1 Own workforce – Due diligence (DR1-DR5)

Stakeholder mgt

- S1-1 Own workforce policies
- S1-2 Processes for engaging with workers and worker reps about impacts
- S1-3 Processes to remediate –'ve impacts and worker channels for concerns
- S1-4 Taking action on impacts on own workers, effectiveness of actions, and material risk mitigation effectiveness.

Metrics & Targets

- S1-S5 TARGETS related to managing material –'ve impacts, advancing +'ve impacts and managing material risks/opportunities

ESRS 2 General Disclosures

- SBM-2 Interests and views of stakeholders
- SBM-3 Material impacts, risks, and opportunities, and interaction with strategy and biz model

S1 Own workforce – Metrics (DR6-DR17)

Mandatory (500+)

- S1-6 Employee characteristics
- S1-7 Non-employee characteristics
- S1-8 Collective bargaining and social dialogue
- S1-9 Diversity indicators.

Mandatory explanation

- S1-10 Adequate wages
- S1-11 Social protection

Subject to materiality assessment

- S1-12 Person with disabilities
- S1-13 Training and skills development
- S1-14 Health and safety indicators
- S1-15 Work-life balance
- S1-16 M-F pay gap and CEO pay ratio
- S1-17 HRts incidents and complaints

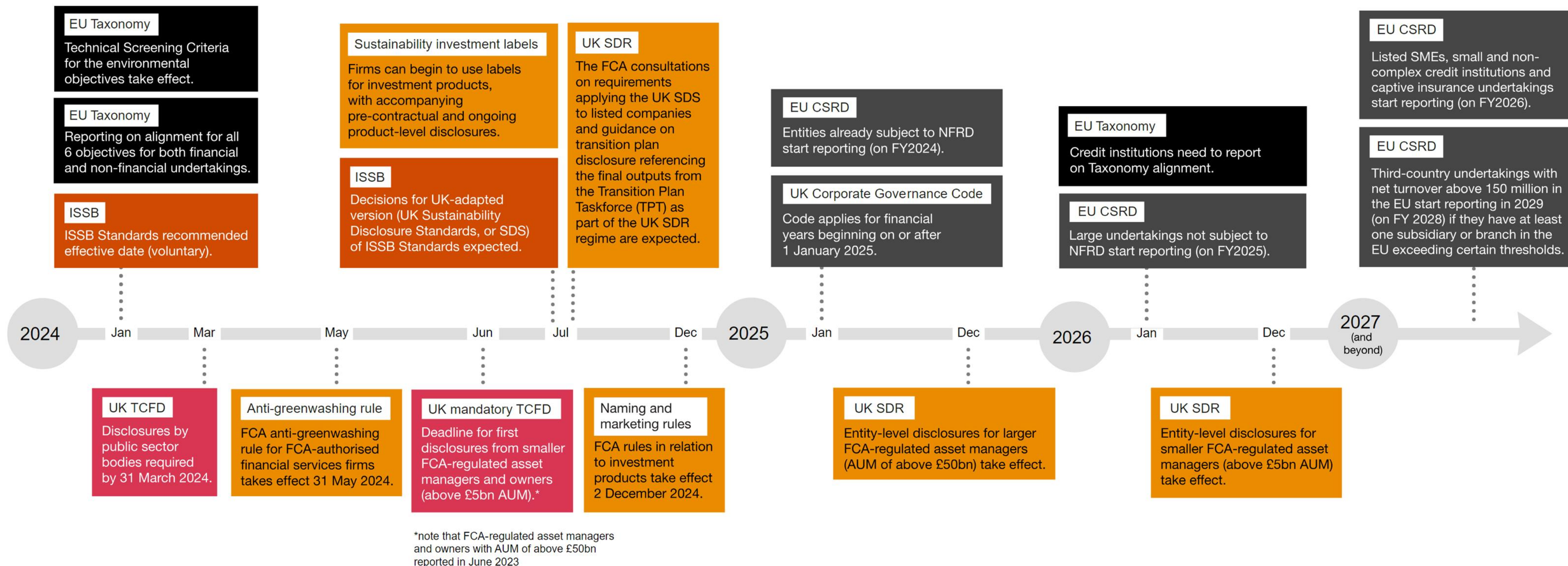
Reporting schedule

- Companies previously subject to the Non-Financial Reporting Directive (NFRD) (large listed companies, large banks and large insurance undertakings – all if they have more than 500 employees), as well as large non-EU listed companies with more than 500 employees: financial year 2024, with first sustainability statement published in 2025.
- Other large companies, including other large non-EU listed companies: financial year 2025, with first sustainability statement published in 2026.
- Listed SMEs, including non-EU listed SMEs: financial year 2026, with first sustainability statements published in 2027. However, listed SMEs may decide to opt out of the reporting requirements for a further two years. The last possible date for a listed SME to start reporting is financial year 2028, with first sustainability statement published in 2029.
- Non-EU companies that generate over EUR 150 million per year in the EU and that have in the EU either a branch with a turnover exceeding EUR 40 million or a subsidiary that is a large company or a listed SME will have to report on the sustainability impacts at the group level of that non-EU company as from financial year 2028, with first sustainability statement published in 2029. Separate standards will be adopted specifically for this case.

Global interoperability of standards



Global interoperability of standards



ISO 30414 – Human capital reporting, 11 areas (60 metrics)*

Compliance & ethics

Costs

Diversity

Leadership

Organizational culture

Health, safety and well-being

Productivity

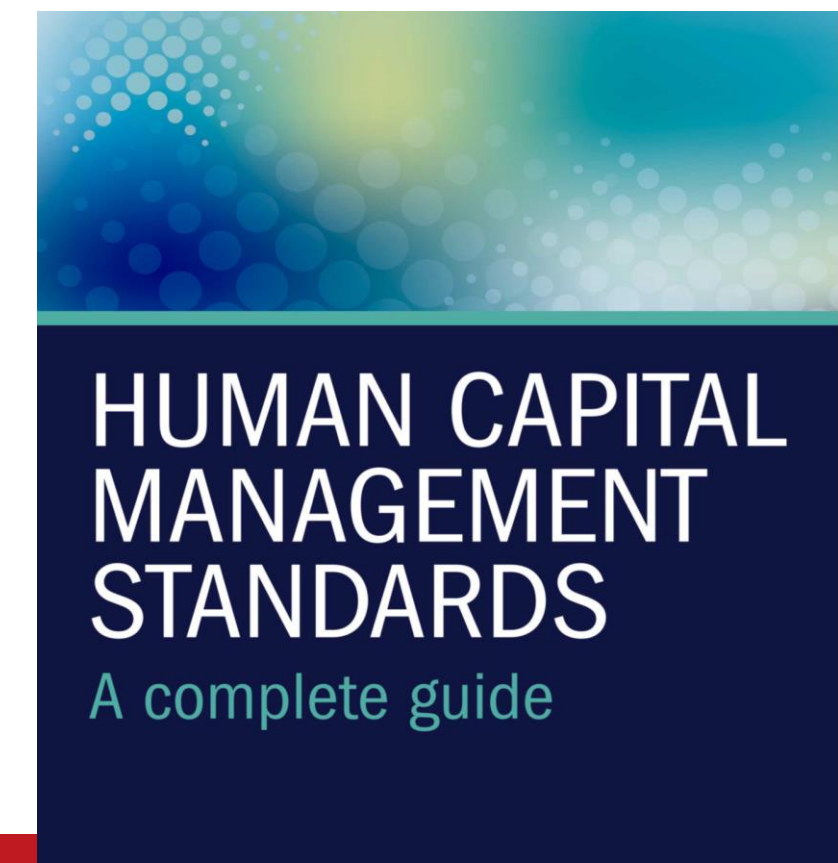
Recruitment, mobility and turnover

Skills and capability

Succession planning

Workforce availability

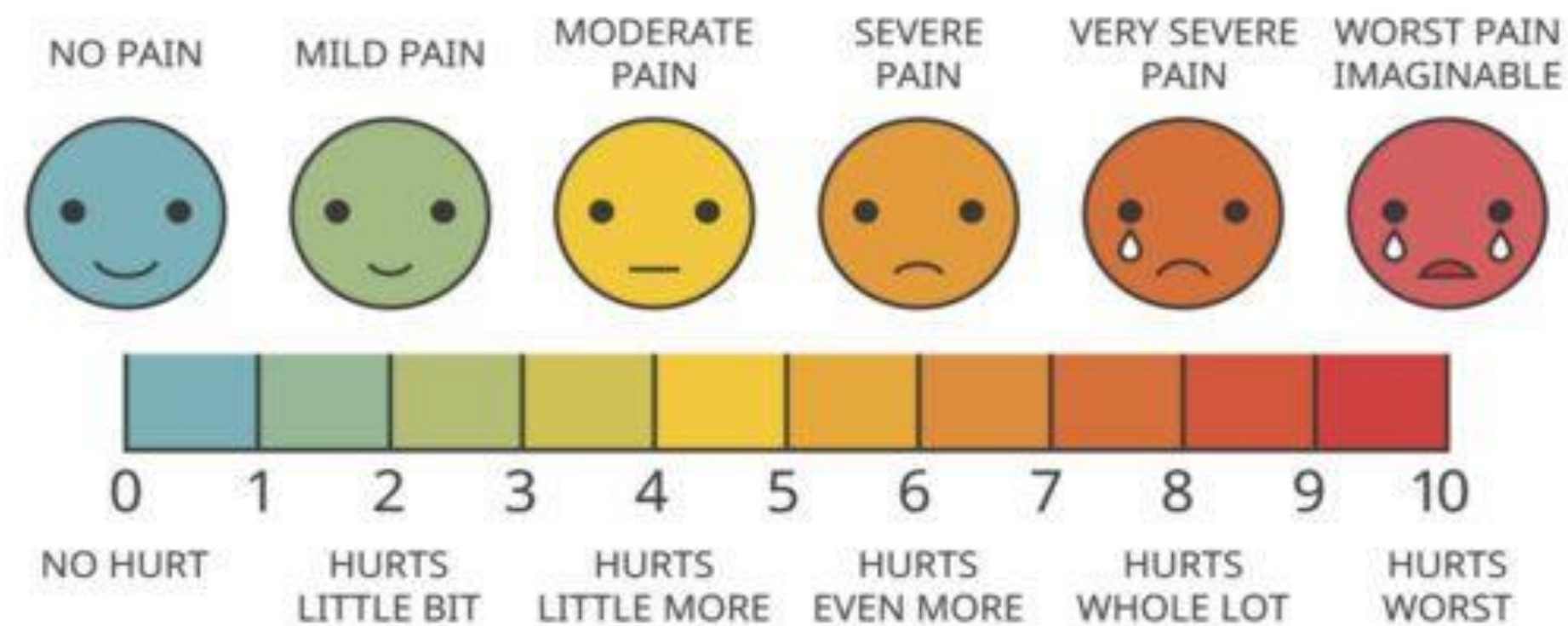
**The 60 metrics for internal and external reporting subject to organizational size*



A question for you...

How sustainable is your workforce, now, and into the future?

What supporting information do you have/ use?





Thank You

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wilson@teamplayer360.com



N

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"We find the IES events on topical HR subjects really helpful and engaging. We also really value the data IES provide, in particular the legal labour market data. IES have fantastic consultants who have helped with matters such as flexible working, ethnicity data and burnout."

Frances Mills, HR Director
Government Legal Department

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- Access our resources, research and tools
- Get in touch...

Dan.lucy@employment-studies.co.uk

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