

CIPD

Championing better
work and working lives

SURVEY REPORT | *June 2022*

Working Lives Scotland 2022



The CIPD is the professional body for HR and people development. As a registered charity, we **champion better work and working lives** and have been setting the benchmark for excellence in people and organisation development for more than 100 years.

We have more than 160,000 members across the world, provide thought leadership through independent research on the world of work and offer professional training and accreditation for those working in HR and learning and development. **The CIPD has around 11,000 members across Scotland.** We sit at the heart of a proud, growing community of practitioners, members, partners, policy-makers and thought leaders in the world of work. We work with the Scottish Government, its agencies and several academic, business and voluntary partners on a broad range of public policy issues.

We are key partners on multiple working groups and serve as a conduit to our network of members, who both inform changes in policy and deliver them. **Our membership in Scotland is spread across businesses from the public, private and third sectors and across businesses of all sizes.** This puts the CIPD in a strong position in the public policy sphere.

Survey report

Working Lives Scotland 2022

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1 CIPD foreword

With pandemic restrictions loosening and new ways of working being embedded, the people profession continues to be instrumental in supporting Scottish working lives. After navigating the ever-changing rules and regulations, dealing with employee wellbeing concerns (while balancing their own), and rapidly adapting to new ways of working, we are now at the heart of the transition to a post-pandemic workplace.

It is our members' experiences and expertise that can ensure the lessons from the pandemic result in positive changes in the workplace. From more flexibility and better work-life balance, through an increased focus on wellbeing and security, to managing relationships and maintaining effective voice channels in a hybrid setting, these issues have only increased in importance over the last two years.

There are persistent gaps that need to be addressed. With our third *Working Lives Scotland* report, we are continuing to enhance our understanding of fair work in Scotland. Last year's report revealed remarkable consistency in the findings, underlining how resistant good – and indeed poor – practice is to change. Even in areas where we had noted change, we see in many cases a return to pre-pandemic findings this year.

Work continues to have a negative impact on wellbeing for too many employees. Work-life balance remains a challenge, especially for those with hybrid working patterns and long commutes. There are huge differences in job design elements like autonomy and complexity between occupations, and by extension, salaries. Overqualification and skills mismatches are just as pronounced as we have seen in the past. We continue to record additional challenges for disabled employees or those with caring responsibilities.

But there are positive signs too. We see further improvements to employee voice, especially for those working in some of Scotland's smaller businesses. The current labour market shows increased perception of job security, particularly for those in the lowest-paid jobs. Flexible working is found to have had a positive impact on the quality of life of those who have access to it. We only need to ensure that this is available to more than just those who can and want to work from home.

Every job has the potential to be better – none of the fair work gaps and challenges will close automatically. There is an opportunity for the people profession to drive change, improve Scottish working lives and boost wellbeing as well as productivity.

We have the evidence, the expertise and the experience to do just that.



Lee Ann Panglea

Lee Ann Panglea,
Head of CIPD Scotland
and Northern Ireland

2 Fair Work Convention foreword

The *Working Lives Scotland* report offers us significant and valuable insight into workers' experiences of fair work across the economy. This year's report gives us a useful sense of how work is normalising after the COVID-19 pandemic, and the degree to which new norms are truly taking root in the labour market or if it is a return to 'business as usual'.

The report provides an interesting picture on the role of homeworking, with only 15% of workers now reporting that they work exclusively from home. The shift to hybrid working perhaps signals the beginning of a more settled work pattern, but future reports will confirm the true impact and longevity of this change. What continues to be clear is the uneven nature of access to homeworking or hybrid working practices, with 68% of those surveyed who earn less than £20,000 reporting no access to home or hybrid working compared with the 20% of those earning more than £40,000 without such access. While this difference at least partly relates to the nature and structure of work, the report findings once again emphasise the benefits that all workers could enjoy with better access to flexible working.

Last year's report offered an important sense of the value of fair work, with employers who had successfully embedded fair work practices coping better with the demands of the pandemic. This year's report builds on that, with findings that voice mechanisms are increasing in smaller businesses, a positive legacy from the improved communication that the pandemic required in workplaces. As effective voice mechanisms are crucial to embedding the other dimensions of fair work, this perhaps signals a positive direction of travel for small businesses and one that we would hope to see built upon in future years. We remain concerned, however, that just short of one fifth of those responding report no access to any voice mechanisms. Employers who offer no options for employee voice are missing out on the feedback, suggestions and engagement of their staff.

The report also suggests that there is a long way to go to fully embed fair work across the economy. Many indicators have returned to pre-pandemic levels and systematic differences in access to fair work remain. One stark example of this is the findings for key workers, who continue to experience poorer access to fair work across the board. With the applause now long silent, the toll of the pandemic on key services becoming ever more apparent, and a cost-of-living crisis on the horizon, a focus on improving job quality for key workers is long overdue.



Patricia Findlay
Professor Patricia Findlay, Fair Work Convention Co-Chair



Mary Alexander
Mary Alexander, Fair Work Convention Co-Chair

3 Key findings

Our third annual *Working Lives Scotland* report continues to enhance our understanding of fair work in Scotland. Last year's report, capturing job quality at the height of the pandemic, showed how resilient dimensions of fair work are, both good and bad. This year's report captures employees gradually returning to offices, sees some job quality indicators return to pre-pandemic levels, but also offers an indication of what to expect in the future.

We see homeworking becoming more embedded, with many of last year's full-time homeworkers switching to hybrid working and a smaller percentage working from home all the time. We find that the majority of those currently working from home all the time want to work that way, whereas last year the majority wanted to work hybrid. This allows us to look at the differences in job quality by work location without the distorting effect of government-mandated working from home.

In many cases we see a return to our findings from 2020. There are improvements in life satisfaction and an increased likelihood of quitting their jobs in the future. Even last year's positive findings on meaningfulness of work have reverted to pre-pandemic levels. We do, however, continue to see improvements in voice scores, which, if sustained, would be a welcome consequence of the additional focus on communication during the pandemic.

Fair work after the pandemic

- We continue to see remarkable stability across the fair work dimensions, underlining that many job quality barriers (and good practice) are resilient to change.
- Over half (55%) of all employees would like to work from home at least some of the time, but 31% of employees are in jobs that cannot be done from home and another 14% do not want to work from home at all in the future.
- We see consistent rates of job moves and a return to pre-pandemic levels of intention to quit, but see no real evidence of a 'great rethink'.

Respect

- 29% of employees feel their work impacts negatively on their mental health, with 24% reporting negative impacts on their physical health.
- Nearly half of all employees (45%) report going to work despite not being well enough to do so. Carers and disabled workers are more likely to report such presenteeism.
- Those who work only from home report worse relationships with colleagues, but better relationships with line managers. We find hybrid workers struggling the most with work-life balance, with commuting time having a significant impact.

Security

- A tight labour market is reflected in higher job security and confidence among employees, especially those on lower salaries.
- Only 35% of those on the lowest salaries say they can keep up with their bills and credit commitments without any difficulties.
- 61% of employees are reporting some levels of overwork, with 14% of employees saying they work 15+ more hours a week than they would like to.



Opportunity

- Over a third (34%) of employees feel their job offers good prospects for career advancement, while 55% believe their job offers good opportunities to develop their skills.
- 21% of employees feel that their career progression to date failed to meet their expectations, with 43% saying it has met and 9% saying it has exceeded their expectations. The availability of training opportunities and people management quality are identified as career progression enablers as well as barriers.
- We continue to see significant gaps in flexible working arrangements. Just over three-quarters (76%) of those who work flexibly say this way of working has a positive impact on their quality of life.

Fulfilment

- 34% of all employees report their workload as too heavy in a normal week. Key workers and senior managers are more likely to report workloads that are too heavy.
- Employees in better-paid jobs, management roles and those working flexibly report higher levels of job autonomy.
- Nearly a third of employees (32%) feel they are overqualified for their job, rising to 40% for those with higher university degrees, for example MSc or PhD.

Effective voice

- 19% of employees say they have no voice channel at all at work.
- Employee ratings of their managers as well as representatives in relation to voice have seen further improvements on top of those seen last year.
- We see a significant improvement in managerial openness among SMEs and the private sector as a whole.

4 Introduction

The CIPD's purpose is to champion better work and working lives, so improving job quality is at the heart of what we do. We believe that good work is fundamental to individual wellbeing, supports a fair society and creates motivated workers, productive organisations and a strong economy. The COVID-19 pandemic, and our gradual recovery from it, put these themes in even sharper focus. We can now confidently say that home and hybrid working will be more prevalent than pre-pandemic, with employees and employers adapting to new ways of working. We are beginning to see some of the opportunities and challenges that this shift poses, not least for those whose jobs cannot be done from home. And new challenges have appeared on the horizon too – including skills and labour shortages for employers and cost-of-living concerns for employees.

Our third *Working Lives Scotland* report provides a snapshot of job quality in Scotland and seeks to provide insight to policy-makers, employers and people professionals. It shows both the changes in people's experience of work and the remarkable stability of job quality indicators across Scotland. These can be used to focus on areas where the biggest and most persistent gaps in job quality remain. Every job has the potential to be better, but the first step is understanding how it can be improved.

5 Fair work after the pandemic

Key findings

- We continue to see remarkable stability across the fair work dimensions, underlining that many job quality barriers (and good practice) are resilient to change.
- Over half (55%) of all employees would like to work from home at least some of the time, but 31% of employees are in jobs that cannot be done from home and another 14% do not want to work from home at all in the future.
- Hybrid workers struggle the most with work-life balance, while those fully working from home report poorer relationships with colleagues.
- Key workers continue to report worse job quality across most indicators.
- We see consistent rates of job moves and a return to pre-pandemic levels of intention to quit, but see no real evidence of a 'great rethink'.

Change and continuity in job quality

One of the most remarkable findings in last year's *Working Lives Scotland 2021* report was the scale of change we recorded across the different fair work dimensions – most had barely shifted. Considering the upheaval in the ways of working caused by the pandemic, this came as a surprise. It did, however, underline the resilience of job quality – both good and bad.

We did see some change last year that can be attributed to the pandemic. Most obviously, the much higher rates of home and hybrid working, but also drops in life satisfaction, a lower likelihood to quit jobs or more positive feelings of meaningfulness of work, driven primarily by key workers. This year's survey provides some indications as to how much of this was simply a temporary pandemic effect.

This report shows that in many cases we do see a return to our findings from 2020 – there are improvements in life satisfaction and also an increased likelihood to quit jobs in the future. Even last year's positive findings on meaningfulness of work have reverted to pre-pandemic levels. We do, however, continue to see improvements in voice scores, which, if sustained, would be a welcome consequence of the additional focus on communication during the pandemic.

This year's survey ran at a time when most pandemic restrictions started to loosen, with a gradual return to offices for many. New ways of working became more embedded, with many of last year's full-time homeworkers switching to hybrid working and a smaller percentage working from home all the time. The majority of those currently working from home all the time want to work that way, whereas last year, the majority wanted to work hybrid. This allows us to look at the differences in job quality by work location without the distorting effect of government-mandated working from home.

Full-time homeworkers report benefits around job autonomy, job complexity or work-life balance. On the other hand, they report poorer relationships with colleagues, which supports some of the concerns about the drop in social interactions. Hybrid workers tend to do better across many fair work dimensions, but they struggle the most with work-life balance. Some of this will be linked to commuting time, which has significant impact on the ability to balance work and personal commitments.

We continue to see concerning findings when it comes to key workers. Not only do we find them with lower median salaries, but also poorer subjective pay (whether they feel they are paid enough). They score poorer across most fair work dimensions, with the exception of the aforementioned meaningfulness of work measure. The rhetoric gap in support for key workers remains.

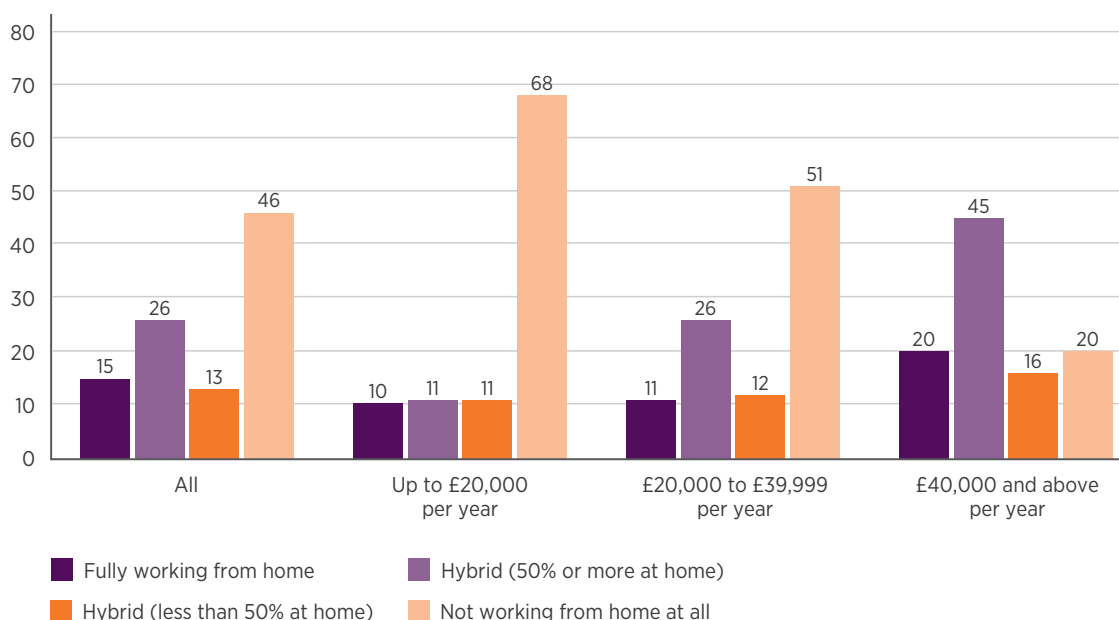
New ways of working

This year’s survey uses a slightly different measure of work location. Instead of asking how many days per week employees worked from home, we asked about the proportion of time spent in various locations – at home, employer/business premises or client, supplier and partner premises. This is to reflect the additional flexibility that we have seen emerge as pandemic restrictions loosened, with different patterns of return to work. For most of our analysis we use the homeworking proportions to distinguish between those who don’t work from home at all, those who work hybrid (split into less than half and half or more at home) and those who work from home all the time.

We found that 15% of employees work fully from home, a significant drop from the 38% in last year’s survey. In direct contrast, 39% are working hybrid, compared with 16% last year. The majority of these work from home for 50% or more of their time. An unchanged 46% of employees don’t work from home at all.

We see the same differences by occupation, and by extension, salary as last year, with those on the lowest salaries most likely to be in occupations where homeworking is not available. Over 90% of those in ‘caring, leisure and other service’, ‘process, plant and machine operatives’ and ‘elementary’ occupations don’t work from home at all.

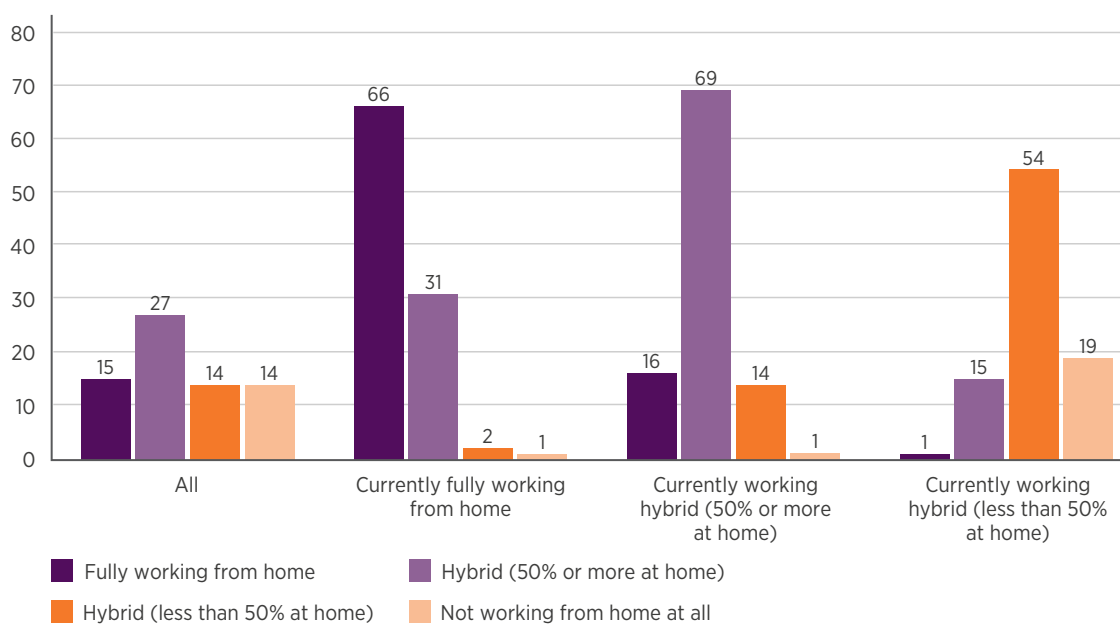
Figure 1: Current home and hybrid working (%)



Compared with last year, these patterns of home and hybrid working match employee preferences for the future better too. In 2021, we found that the majority of those fully working from home wanted to work from home only some of the time. This year, the vast majority of full-time homeworkers say they work that way because it suits them – 66% would like to continue working like that in the future, with another 31% saying they would like to work from home the majority of time.

Overall, over half (55%) of all employees would like to work from home at least some of the time – 15% all the time, 27% most of the time and 14% some of the time. However, 31% of employees are in jobs that cannot be done from home and another 14% do not want to work from home at all in the future. This again highlights the need to look at other forms of flexibility for employees, ensuring that the benefits of flexibility are available to everyone and not only those who can and/or want to work from home.

Figure 2: Future home and hybrid working preferences (%)



The ‘great rethink’?

As we started emerging from the pandemic, an increasing number of employers began reporting labour and skills shortages. This was coupled with a popular narrative of a ‘great resignation’ or a ‘great rethink’, which purportedly saw employees re-evaluate their jobs, in particular their work–life balance, and be more inclined to look for different employment. Our survey allows us to evaluate the evidence in relation to this.

The survey tracks employee tenures, so we can see whether there has been an increase in staff turnover. We found that 13% of respondents have been in their current job for under a year, which means they have moved jobs during the pandemic. This is in line with last year’s 14% and the 15% recorded in 2020. In short, our sample does not suggest an increase in job moves.

Out of those who did change jobs during the pandemic, over half (56%) are in a better-paid job, with 47% saying it is more fulfilling and another 45% saying that they now have more work–life balance. We also ask those who moved jobs to select from a list of reasons for their job change. A third (33%) said it was because they were unhappy with the leadership of senior management, underlining the importance of people management to job quality – a running theme through our previous *Working Lives Scotland* reports.

Other key reasons for job moves in the last year were to get better pay/benefits (30%), increase job satisfaction (30%) and better work–life balance (21%). Most interestingly, only 4% said that it was because the pandemic prompted them to change their career path.

Of course, just because someone has not changed jobs in the last year does not mean that they are not re-evaluating their priorities. Our survey also asked how likely employees are to voluntarily quit in the next 12 months – 20% said it was likely and 60% unlikely.

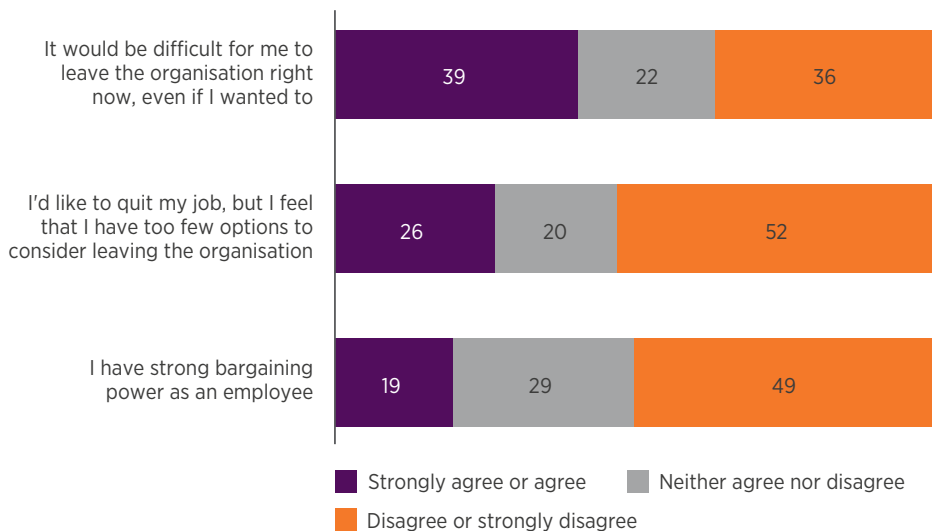
While this is a jump from 12% in 2021, it is simply a return to the pre-pandemic level, where 19% said they were likely to quit at the beginning of 2020. The reasons employees who think about quitting give are the same as those given by those who changed jobs – better pay/benefits (29%), increased job satisfaction (29%) and better work-life balance (28%).

Those who are dissatisfied with their jobs are, obviously, much more likely to think about quitting (58% vs 10%). Furthermore, those who say they are overqualified are also more likely to think about quitting, with 31% of those who are overqualified likely to quit compared with 15% for those who say they have the right qualifications.

Findings show employees have more confidence in the labour market, which we measure by asking how difficult employees think it would be to find a job at least as good as their current one. Thirty-four per cent of employees said it would be easy, compared with 25% in 2021 and 26% in 2020. This improvement is a reflection of the tight labour market and the aforementioned skills and labour shortages being widely reported.

Three additional questions in this year’s survey explore employees’ commitment to their current job. The results are summarised in Figure 3. As with most fair work dimensions, there were considerable differences between occupations here. Thirty-nine per cent of those in ‘sales and customer service occupations’ felt they have too few options – the highest proportion by far. We also found that bargaining power was lowest for ‘elementary’ occupations and ‘sales and customer services’ (70% and 68% of these disagreed that they had strong bargaining power).

Figure 3: Commitment to current job (%)



6 Respect

The first fair work dimension we look at is **Respect**. This includes job quality aspects like health and wellbeing at work, interpersonal relationships and relationships with managers. It also looks at issues in relation to work–life balance and presenteeism (working despite not being well enough). All of these were at the heart of policy and practitioner debates during the pandemic. From negative impacts on mental health, through loss of contact with colleagues or line managers, to work–life balance concerns for those who do not usually work from home. Last year’s survey offered some comfort, as most indicators remained stable, but things may have changed over the course of another pandemic year.

Key findings

- 56% of employees experienced a health-related physical condition, while 47% reported experiencing a non-physical one.
- 29% of employees feel their work impacts negatively on their mental health, with 24% reporting negative impacts on their physical health.
- Nearly half of all employees (45%) report going to work despite not being well enough to do so. Carers and disabled workers are more likely to report such presenteeism.
- Those who work only from home report worse relationships with colleagues, but better relationships with line managers.
- We find hybrid workers struggling the most with work–life balance, with commuting time having a significant impact.

Work and its impact on mental and physical health

We already know that the importance of good mental and physical health goes beyond individual wellbeing. There is a clear relationship between poor health and work engagement and job satisfaction. For example, the CIPD’s previous *UK Working Lives* and *Good Work Index* reports have shown health and wellbeing as having the strongest relationship with job satisfaction and job enthusiasm out of all job quality dimensions. In addition to its most direct impact on wellbeing, good mental and physical health can impact individual, and by extension organisational, performance.

Our survey asks employees a raft of questions about physical and mental health. The survey asks individuals whether they had experienced health problems, such as backache or other bone, joint or muscle problems. This also encompassed problems relating to breathing, the heart, hearing, the skin, as well as road traffic accidents during commuting, injury due to work accidents and repetitive strain injury. In addition, it asks whether workers thought their work had a positive or negative impact on their physical health. With respect to mental health, individuals are further asked whether they felt miserable, stressed, anxious or depressed as a result of their work.

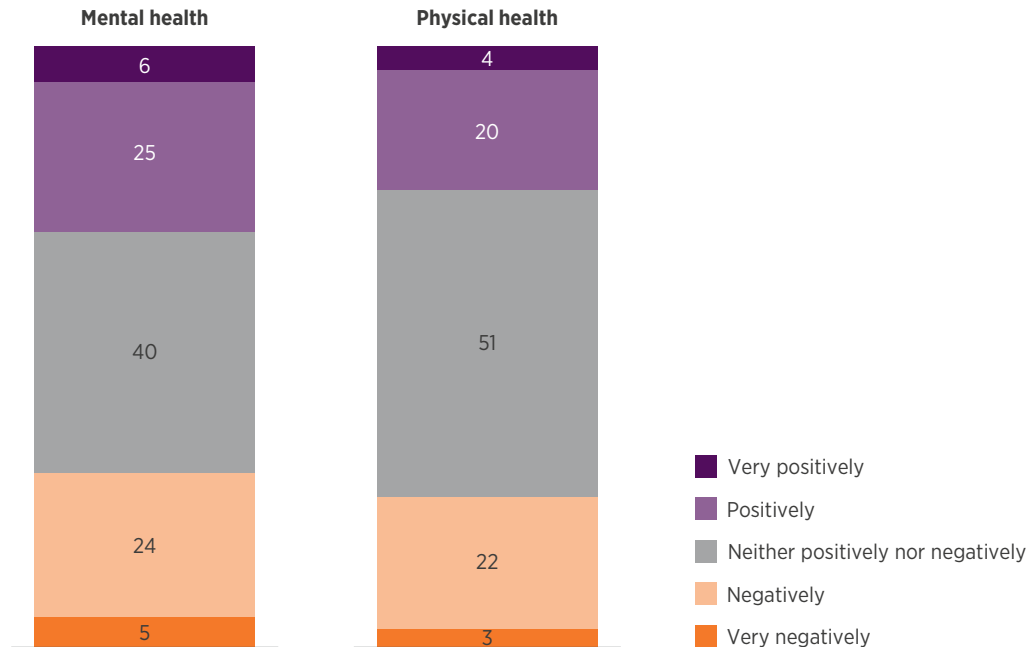
The survey also asks people to describe their current physical and mental health, and to answer whether their work affects these positively or negatively. Given the narrative during the pandemic, it was surprising to find last year’s changes were relatively minor. In 2022, we found 57% of employees describe their mental health as good, with 59% describing their physical health as good – this is slightly better than 2021, but still slightly worse than 2020. There remains a remarkable consistency to these figures, given the upheaval of the last two years.

When it comes to how work impacts on health, the survey found 29% of employees believe their work impacts negatively or very negatively on their mental health, with 24% reporting



the same for their physical health. Again, this is not very different from last year’s figures, with only a slight uptick in the negative impacts of work on mental health.

Figure 4: Work’s impact on mental and physical health (%)



As shown in our first two reports, there were considerable differences by occupation, gender and age. For example, men are more likely to report better mental health (65% vs 50% for women), as are older workers (69% of those 55+ report good mental health, compared with 46% of those aged 18–34). When it comes to the impact of work on health, those in ‘sales and customer service occupations’ report the most negative impact of work on mental health (38%) as well as physical health (31%).

Based on the conditions reported, 56% of employees have experienced some form of physical health condition, while 47% have experienced a mental health condition over the last 12 months.

The most common reported conditions were:

- backache or other bone, joint or muscle problems (37%)
- sleep problems (32%)
- anxiety (28%)
- depression (17%)
- COVID-19 (14%).

These are not significantly different from the conditions reported in 2021, with the exception of COVID-19. The survey again shows considerable differences by gender. Anxiety was reported by 35% of women versus 21% of men, sleep problems by 39% of women versus 26% of men, as well as musculoskeletal problems, where the difference is 43% of women versus 31% of men.

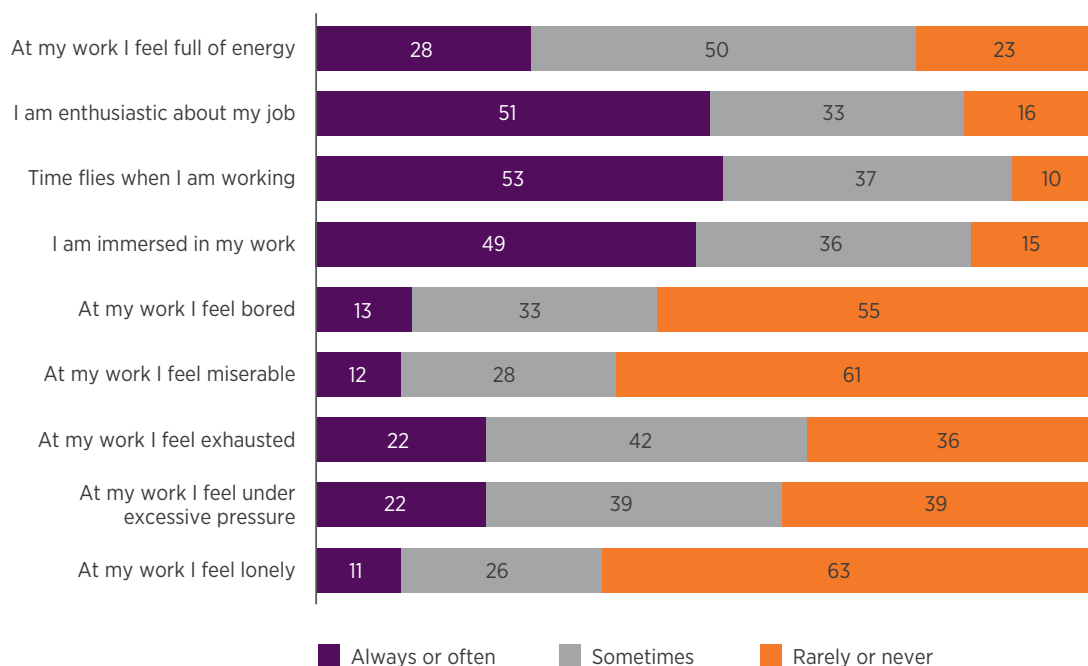
In 2022, we also asked whether work was a contributory factor to the conditions reported. We found that 16% of those who had COVID-19 said it was – presumably this will be workers who caught it at work. The highest proportion of work being a contributory factor was recorded for those who experienced repetitive strain injury (82%), anxiety (58%), sleep problems (54%), depression (53%) and musculoskeletal problems (52%).

Another question asked in relation to the conditions that employees experienced was whether they discussed this with their current boss or employer. The only condition where the majority discussed their condition was, unsurprisingly, COVID-19 – 77% of employees discussed it. Concerningly, for all four mental health conditions we ask about, at least 60% of employees who experienced them did not discuss them with their employer, with 85% of those who had sleep problems never having discussed it.

The role of the manager and the employer more broadly is crucial here. Creating a safe atmosphere to allow concerns to be discussed can make a significant difference to employee wellbeing. Nearly half (47%) of employees say their organisation encourages staff to talk openly about mental health issues, with 21% disagreeing. Furthermore, 51% say their organisation is supportive of people’s mental health (17% disagree). There are considerable differences in the responses by organisation size, with employees who work in microbusinesses (with 1–9 employees) more likely to disagree with both statements – 34% disagree with the openness statement and 27% disagree with the support statement. The equivalent percentages for employees working in large businesses (250+) are 17% and 15%.

In addition to reporting physical and non-physical conditions, the survey also looks at the subjective feelings workers have in jobs. These can be a good indication of the impact work has on individuals’ mental health in particular. Figure 5 summarises the answers to the question of how employees feel at their work. It shows, for example, that 22% of employees always or often feel exhausted at work, with the same proportion saying they feel under excessive pressure. There were more negative attitudes from key workers across some of these statements, with the biggest differences on the exhausted and excessive pressure statements – 26% versus 19% for non-key workers for exhausted and 26% versus 18% for excessive pressure.

Figure 5: How workers feel at work (%)



Presenteeism

One of the CIPD’s main areas of research interest is the problem of presenteeism – going to work despite not feeling well enough to do so. Previous [research](#) carried out by the

CIPD has found this to be a very common problem, with significant impacts on employee wellbeing as well as company performance. Evidence also shows that presenteeism is just as big a problem for homeworkers, which raised concern over the impact of the pandemic. Much to our surprise, we found a significant drop in reported presenteeism in last year's report – a drop from 55% to 35%. We suggested this may have been due to a reluctance to admit to working with signs of illness during the pandemic as well as a lower incidence of seasonal illnesses due to limits on social gatherings. This year's findings support these conclusions, with presenteeism back to 45%.

We also continue to see evidence of unequal pressures employees face. Those with caring responsibilities report much higher levels of presenteeism – 50% for those who care for a child, 59% for those who care for an adult, compared with 40% for those without caring responsibilities. We see much higher levels of presenteeism in disabled employees – 66% compared with 40% for those without disabilities. There is a strong link to workloads, with 68% of those who report excessive workloads saying they went to work despite not feeling well enough to do so, compared with 32% of those whose workload is 'about right'.

Relationships at work

Previous *Working Lives Scotland* and *Good Work Index* reports – plus a wealth of academic research and practitioner experiences – support the view that relationships at work matter. The relationships we make, both in our working and personal lives, are a key part of our overall quality of life. Good relationships at work improve the way organisations function, with bad relationships negatively affecting performance. Relationships at work matter to individuals' health and wellbeing, to their motivation, commitment and performance, and to organisational functioning – directly through impact on performance and indirectly through trust and engagement.

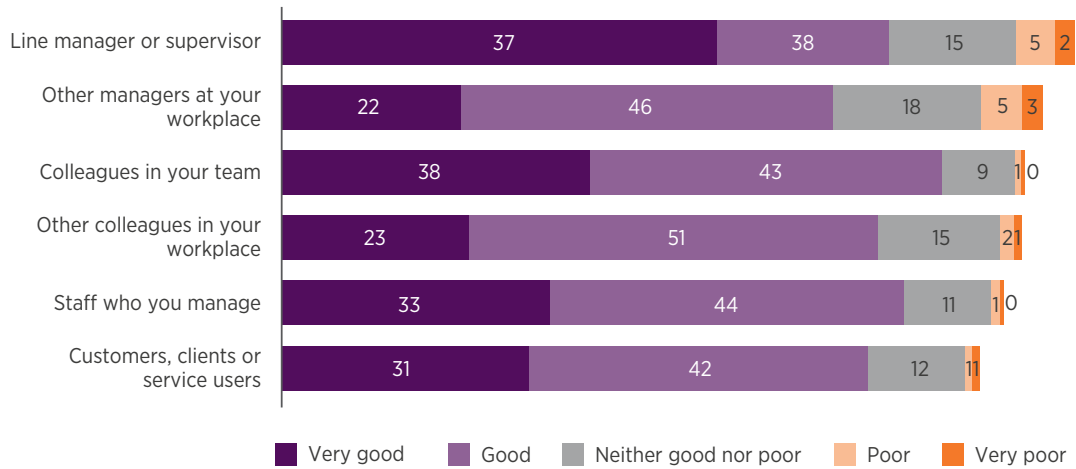
Given the impact of the pandemic on the way we interacted with each other – at work and in our personal lives – we were pleased to see workplace relationships holding up. This has continued into this year's findings too. We ask employees to rate their relationships with a range of people at work. The vast majority of employees report very good or good relationships with those the survey asks about – managers and colleagues, as well as managed staff or clients (where applicable). The most positive relationships reported are with colleagues in their own team, with 82% reporting very good or good relationships, followed by staff managed (where applicable) on 77% and line managers on 75%.

As mentioned in the [Fair work after the pandemic](#) chapter, we have seen new ways of working being embedded more and a return to the workplace. Unlike in 2021, the majority of those who work from home full-time do it because it suits their preferences. In fact, 97% of these want to work from home for more than half their working hours. We can therefore look at the differences between homeworkers, hybrid workers and those who can't work from home largely without the distorting impact of mandated homeworking. One of the areas where there is a discernible difference is in the relationship question, with fewer homeworkers reporting good relationships with colleagues (69% good) than those not working from home (83% good) or hybrid workers (84% good).

As expected, there is a strong correlation between job satisfaction and good relationships at work. Those who say they are satisfied with their job are more likely to report better work relationships than those who say they are dissatisfied – this is true for every relationship we ask about. We also see positive workplace relationships associated with higher task performance (for example, achieving the objectives of the job) and contextual performance (for example, helping colleagues or making innovative suggestions).



Figure 6: Quality of relationships at work (%)



Note: Does not add up to 100% because of N/A answers.

Relationships with managers

In addition to the quality of relationships in the workplace, the survey includes a series of questions that focus specifically on the relationship with managers. Figure 7 shows a summary of the findings.

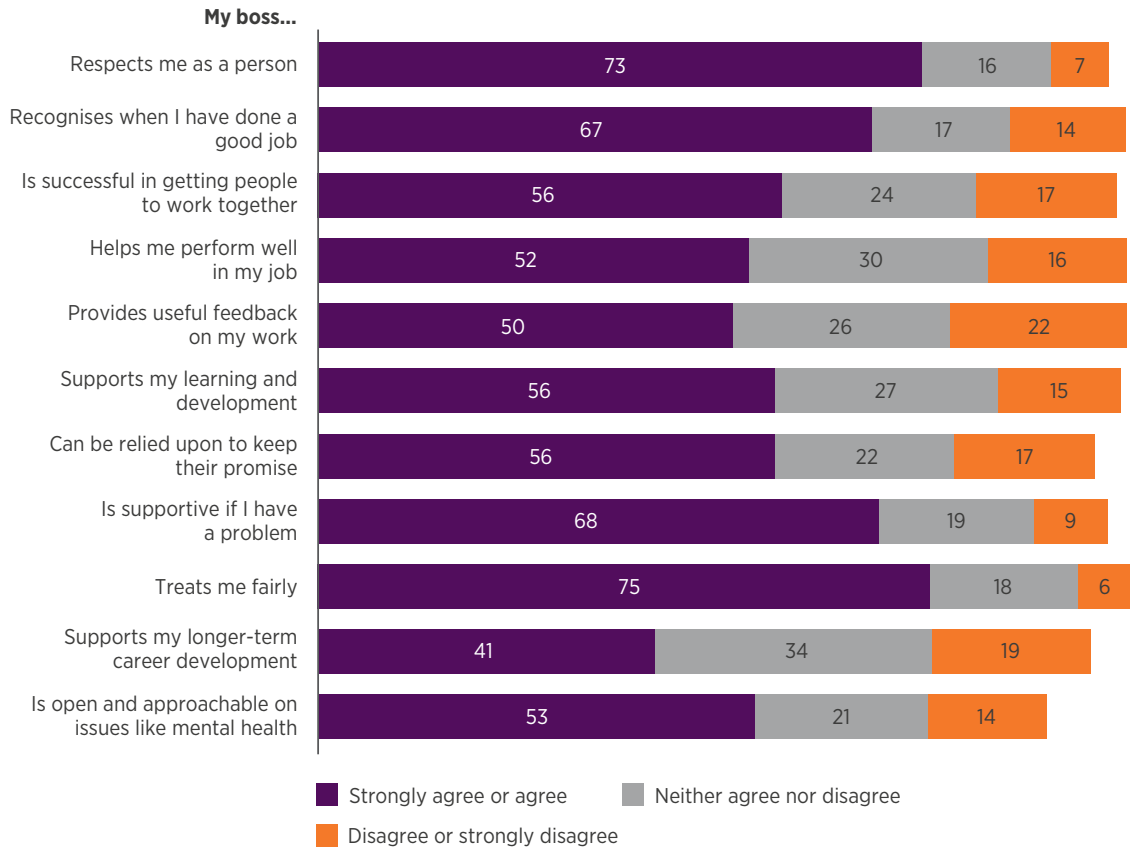
Over 70% of employees believe that their boss respects them as a person and treats them fairly. The highest percentage of negative responses was associated with the question about feedback, with over a fifth (22%) of employees disagreeing with the statement that their boss provides useful feedback on their work.

There are some interesting differences between different types of employees that come through in the data. We see employees in the voluntary sector report more positive relationships with managers across some of the statements – for example, 80% of these employees say their manager recognises when they have done a good job. On the other hand, we find disabled employees report poorer experiences across some statements too – for example, 12% of disabled employees disagree that their employer treats them fairly.

Most interestingly, we see a strong relationship between answers to these questions and flexible working arrangements. Those who work from home or work hybrid respond more positively, but the correlations are even stronger for flexible working as a whole. These remain statistically significant even if we control for other factors like occupation, industry, sector, gender or age. This underlines the crucial importance of good people management to enabling flexible working.



Figure 7: Relationships with managers (%)

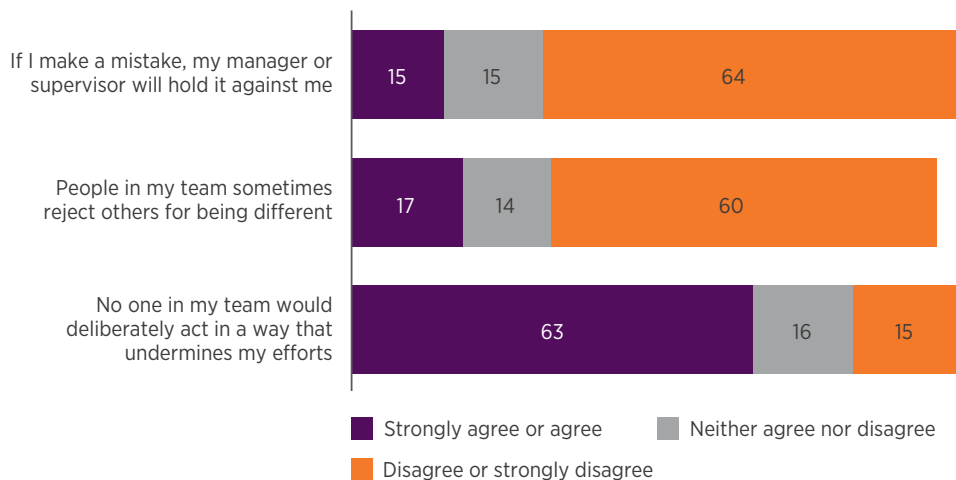


Note: Does not add up to 100% because of N/A answers.

Psychological safety

Survey participants are also asked about what we call ‘psychological safety at work’. This seeks to uncover whether a ‘blame culture’ exists – where people are fearful about making mistakes or expressing their opinions because of negative consequences. Figure 8 summarises the results. We find that those not working from home respond slightly more negatively to these questions compared with those working from home all the time.

Figure 8: Psychological safety at work (%)



Note: Does not add up to 100% because of ‘don’t know’ answers.

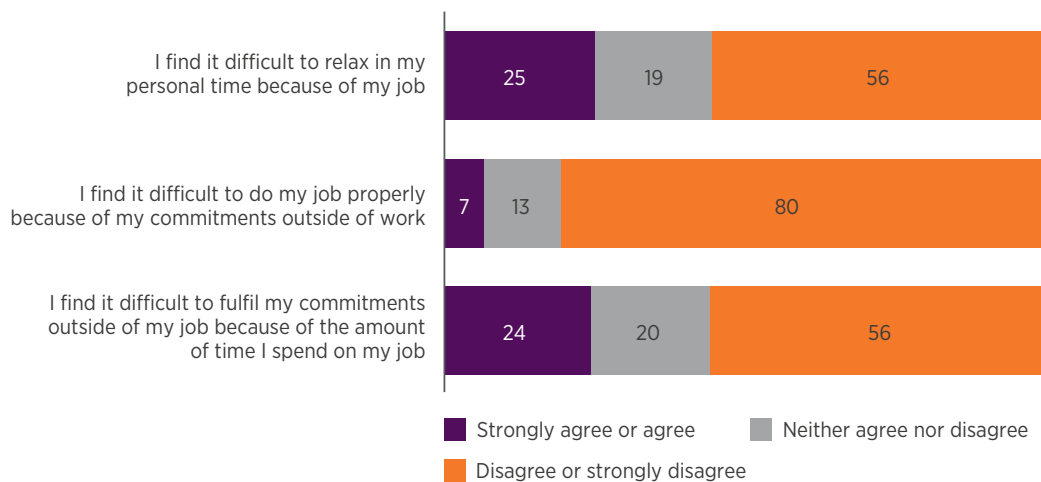


In addition to the three psychological safety questions, this year we added a question on whether employees experienced discriminatory behaviour. Seven per cent of all employees say they experienced discriminatory behaviour, with the majority (58%) of these saying it was not resolved. There is, understandably, a strong link to job satisfaction here, with those who experienced discrimination much less likely to be satisfied with their jobs (47% satisfied) compared with those who have not experienced discrimination (67% satisfied).

Work-life balance

There has been much interest in work-life balance during the pandemic, with many employees forced to juggle homeworking with caring responsibilities, often without a dedicated office space at home. The dangers of the so-called ‘always-on’ culture, which sees emails and messages dealt with outside of regular office hours, have also been exacerbated. But work-life balance has always been a crucial component of job quality. The lines between our working and personal lives, and the right balance between the two, are crucial to our wellbeing. We asked a series of questions in the survey to help us tease out some of these themes, summarised in Figure 9.

Figure 9: Work-life balance (%)



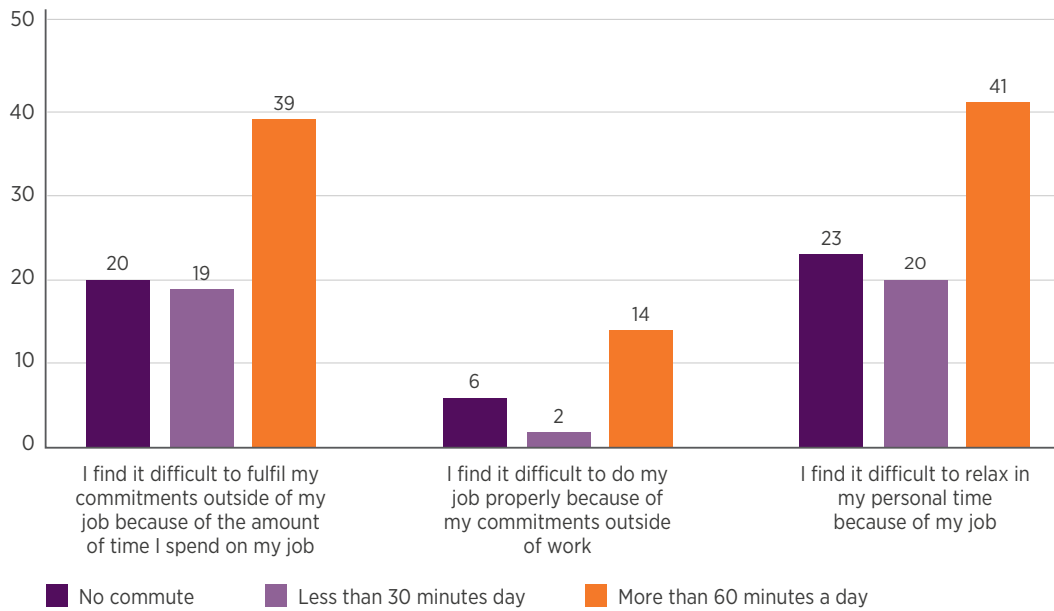
As in previous *Working Lives Scotland* reports, there are discernible differences in responses across the occupations. For example, ‘managers and senior officials’ are finding it harder than average to relax – 34% versus a 25% average – as well as those in ‘caring, leisure and other service occupations’ (33%). This is linked to workloads as these two occupational levels report the highest workloads. Key workers are also more likely to say they find it difficult to fulfil commitments outside of their job due to their job (29% vs 21% for non-key workers).

Furthermore, caring responsibilities are a significant factor across the three questions. Fourteen per cent of those caring for children and 12% of those caring for an adult say they find it difficult to do their job properly, compared with just 3% of those with no caring responsibilities.

The commute to work also has a significant impact on work-life balance. Overall, employees spend an average (median) of 40 minutes per day travelling to and from work, which translates to 3 hours and 20 minutes of commuting per week for those who work five days a week. Those who commute for more than 60 minutes per day respond significantly worse to the three work-life balance questions. Figure 10 summarises the differences.

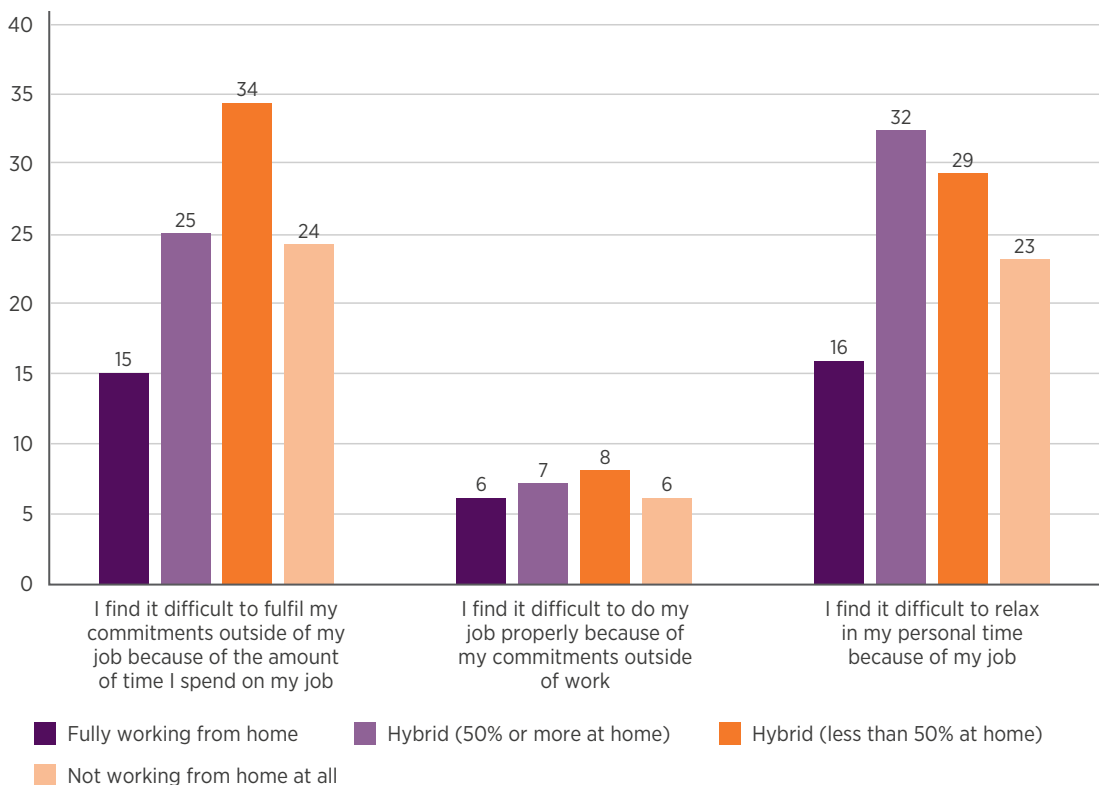


Figure 10: Impact of commute on work-life balance (%)



Finally, we also looked at differences by homeworking. In 2021, we found full-time homeworkers reporting poorer work-life balance, but we emphasised that there was a difference between homeworking as mandated by law and homeworking chosen as a flexible working arrangement. This year’s data reflects the gradual return to offices and shows that full-time homeworkers have the most positive work-life balance scores and hybrid workers the poorest. This is linked to occupation and workload, as well as factors like management level – for example, 29% of senior managers find it hard to relax, compared with 22% of those without any managerial responsibility.

Figure 11: Work-life balance for hybrid and homeworkers (%)



7 Security

The second fair work dimension we look at is **Security**, primarily covering employee pay, benefits and contractual arrangements. Security and stability in employment, in addition to a predictable income, are important job quality and fair work aspects that impact on individuals' and their families' quality of life. Given the increasing concerns over the cost of living, this year's survey also added a question on whether respondents are keeping up with their bills.

Key findings

- A tight labour market is reflected in higher job security and confidence among employees, especially those on lower salaries.
- There is correlation between life and job satisfaction and pay levels.
- Only 35% of those on the lowest salaries say they can keep up with their bills and credit commitments without any difficulties.
- The median pay of key workers is significantly lower than for non-key workers. Key workers are also more likely to feel underpaid.
- 61% of employees are reporting some levels of overwork, with 14% of employees saying they work 15+ more hours a week than they would like to.

Pay and benefits

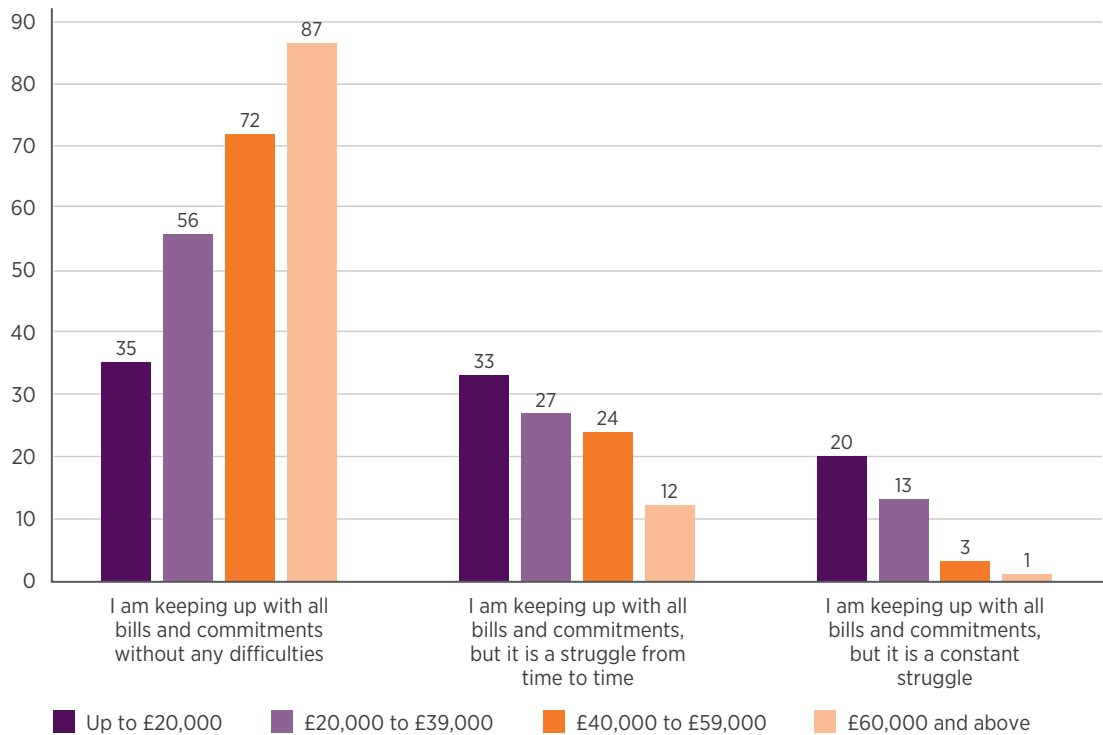
Our analysis distinguishes between 'objective' and 'subjective' measures of pay. Objective measures are relatively straightforward – an employee's hourly wage, weekly income or annual salary. However, this doesn't consider how an employee feels about how they're remunerated for the work they do – this is known as subjective pay. Measuring objective pay using a survey has limitations, where pay can include complex reward schemes or be skewed by an employee's reluctance to disclose information. Indeed, 36% of employees chose not to reveal their income in 2022, roughly the same as the previous two reports.

Of those who did respond, the survey revealed a median gross annual salary of £29,250 across our sample, which is above the Scottish median of £26,007 recorded in the latest [official statistics](#). The survey results again show a significant gender pay gap in the median gross annual salary, in line with official statistics. Furthermore, if the data is broken down by occupation (SOC 2020), there is consistency with official statistics, which show a link between occupational classes and annual median pay. We also see a significant difference in objective pay between key and non-key workers, with a median of £25,837 and £31,200 respectively.

An additional question this year sought to ascertain whether an employee's income is sufficient to cover their bills and credit commitments. Over half (58%) of all employees say they are keeping up with all bills and commitments without any difficulties. However, unsurprisingly, we see significant differences by annual income, with only 35% of those earning under £20,000 reporting no difficulties.



Figure 12: Keeping up with bills and credit commitments, by salary (%)



Consistent with previous *Working Lives Scotland* reports, both life and job satisfaction are higher for those earning £40,000 and above per year compared with those in lower salary bands. It is, however, important to note that, while there is good correlation between salary and job satisfaction, some highly paid jobs exhibit several qualities that may be considered negative – for example, around workload, work-life balance and stress.

In 2021, we saw a considerable drop in life satisfaction, presumably due to the impact of the pandemic. The 50% from last year’s survey has jumped back to 62% this year, although that is still below the 2020 level of 69%. This improvement again shows life and job satisfaction being closely aligned, except for those on the lowest salary bands. While 57% report being satisfied with their job, only 50% report being satisfied with their life, underlining that job quality is only a partial factor in the quality of one’s life.

Figure 13: Life satisfaction (%)

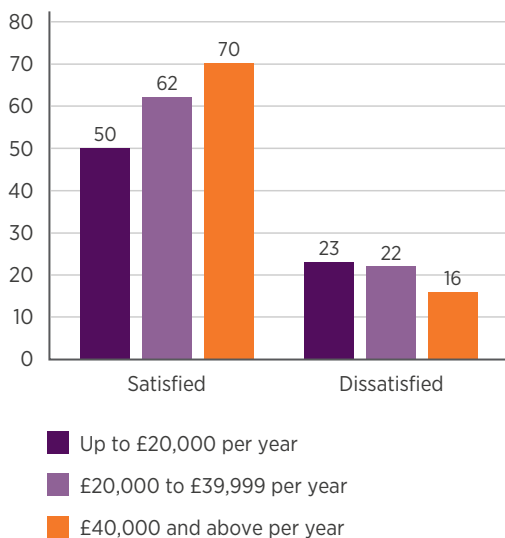
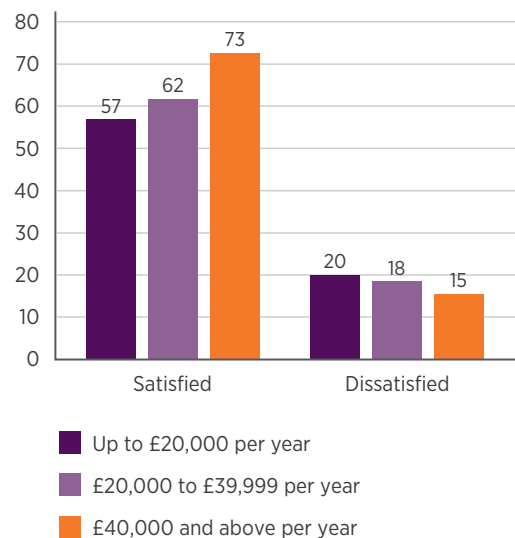


Figure 14: Job satisfaction (%)

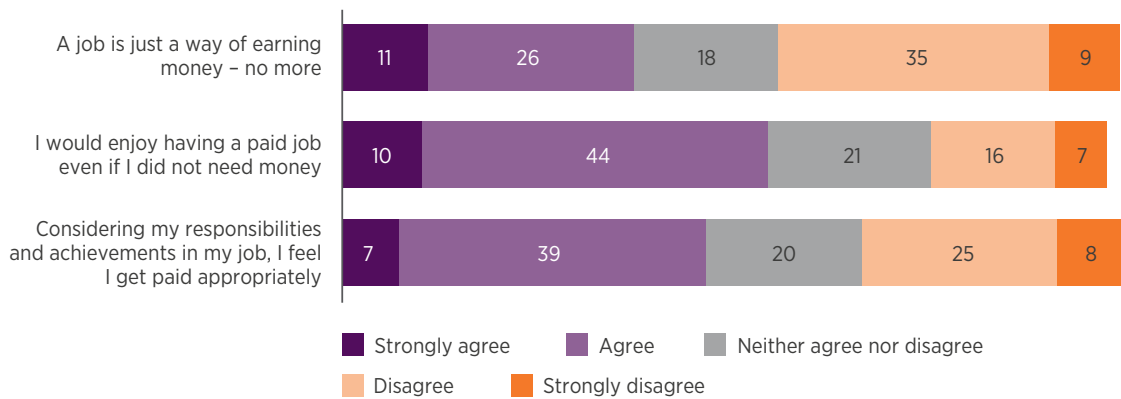


Subjective measures of pay

In addition to objective measures of pay, *Working Lives Scotland* also looks at subjective measures of pay and what we call ‘work centrality’ – what role work plays in employees’ lives. Results show that 47% of employees feel they get paid appropriately for the work that they do. As in 2021, there is a positive correlation between this and reported salary levels – those on higher salaries are more likely to feel they are paid appropriately. There are significant differences here by key worker status, with 38% of key workers disagreeing with the statement, compared with 30% of employees not in key worker roles. We also find that over half (51%) of those in ‘sales and customer service occupations’ say they aren’t paid appropriately.

Our two work centrality questions measure the relative importance of work in our lives. Fifty-four per cent of employees stated they would enjoy having a paid job even if they did not need the money and 37% say that a job is just a way of earning money. For both questions, we find older workers (55+) respond much more positively than those in younger age bands.

Figure 15: Subjective measures of pay and work centrality (%)



Types of contract

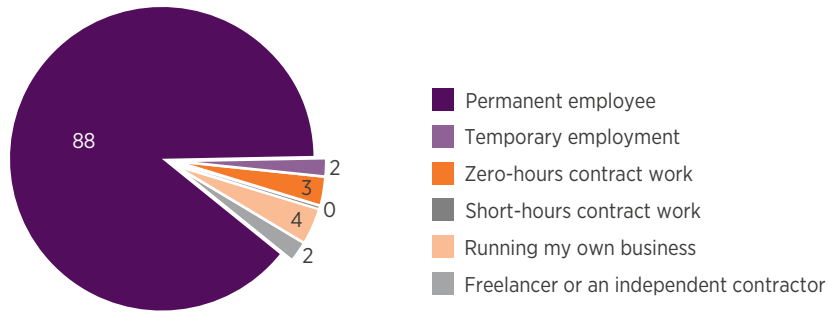
Contractual working arrangements and the related issues of job and hours insecurity, as well as underemployment, are aspects of job quality that have risen within the public policy agenda in recent years. The pandemic has also emphasised this topic, with key workers more likely to be on non-standard contracts.

While our survey includes questions on contractual type, the sample size for non-standard contracts is relatively small, so the level of analysis we can do for Scotland is limited. Our UK-wide *Good Work Index* reports use a larger UK-wide sample and provide interesting insight into UK-wide job quality in relation to non-standard contracts.

Working Lives Scotland asks about a range of contract types in Scotland. The breakdown of those surveyed in the report is presented in Figure 16 – it shows that 88% of employees are in permanent employment, 4% run their own business and 3% are on zero-hours contracts. In line with previous research, results show the highest incidence of zero-hours contracts in the ‘caring, leisure and other services’ occupational class, where 13% are on zero-hours contracts.



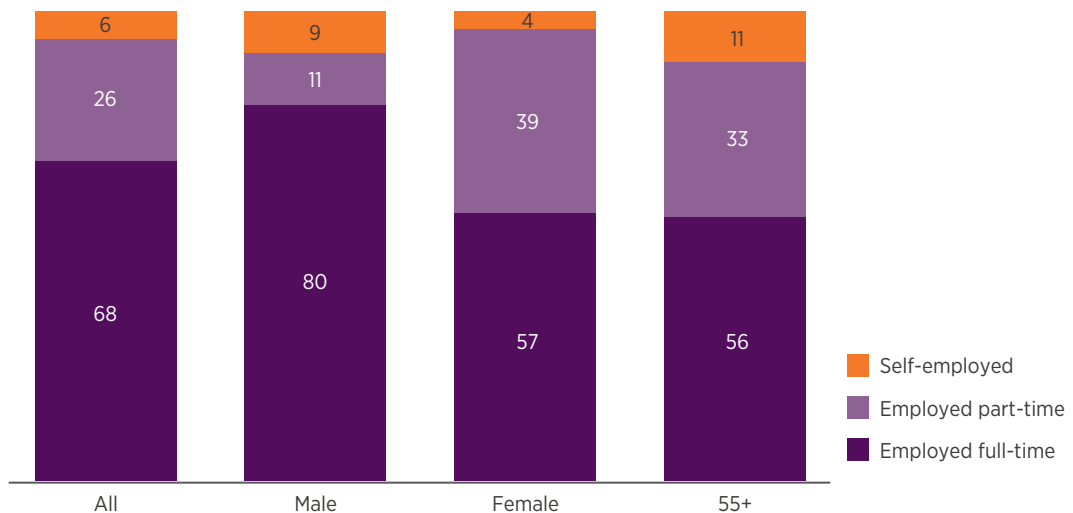
Figure 16: Types of contract (%)



In addition to our questions around flexible working, we also compare full-time and part-time employment, where significant differences can be found. In line with ONS data, we found women were much more likely to work part-time than men. This is widely attributed to caring responsibilities, which remain significantly gendered despite policy interventions (for example, shared parental leave). We also see disabled people less likely to be in full-time employment (57% vs 71% of those not disabled), although there is no evidence of underemployment in this year’s data.

Furthermore, in line with 2021, the distribution of full-time and part-time employment among the 55+ age category is roughly the same as for women. There is also a slightly higher percentage of self-employment among those aged 55+. There were much higher levels of job satisfaction among the self-employed, 78% of whom say they are satisfied, compared with 65% and 61% for those working full-time and part-time respectively.

Figure 17: Employment status (%)



Job security

In addition to pay levels and contractual arrangements (that is, objective measures), the survey asks two questions to assess employees’ perceived job security. It asks whether employees think they are likely to lose their job in the next 12 months and whether they are likely to quit their job in the next 12 months.

There were significant changes to the likelihood to quit measure last year, as employees were holding on to jobs during economic turbulence. Our Fair work after the pandemic chapter highlighted a return to the 2020 figures, with a fifth of employees saying they

were likely to quit their jobs. We continue to see a strong link to job satisfaction, with 58% of those dissatisfied saying they would likely quit, compared with only 10% of those satisfied.

There was also some improvement in the ‘likelihood to lose job’ measure, with 62% of employees saying it was unlikely they would lose their job in the next 12 months – an increase from 55% last year and higher than the 58% recorded in 2020. The biggest improvements were recorded by those on lower salaries, which is a reflection of the tight labour market that has emerged as the pandemic restrictions started easing off.

With widely reported skills and labour shortages, employee confidence in job security has increased, especially in lower occupational classes where job security is traditionally poorer. There is a slight dip for higher occupational classes and, by extension, the highest salary bands. It remains to be seen if this is sustained in next year’s data, but it could be an indication of increasing concern over more potential competition for these roles, especially in a home/hybrid working context.

In line with our two previous surveys, the findings show that public sector employees feel significantly more secure in their employment, with a 14 percentage point difference compared with employees in the private sector on the ‘likelihood to lose job measure’ – 73% of public sector employees say they are unlikely to lose their job, compared with 59% of private sector employees. There is also a link to job tenure, with those with longer tenures feeling more secure in their roles.

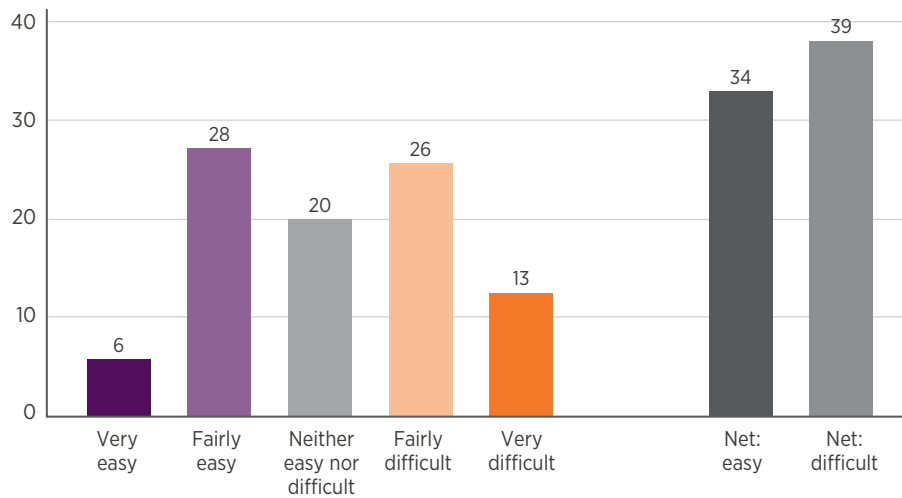
Figure 18: Likelihood to lose job, by salary (2021) (%) **Figure 19: Likelihood to lose job, by salary (2022) (%)**



Confidence in the labour market

Another aspect of job security measured in the survey is employees’ confidence in the labour market, measured by asking about the difficulty of finding a job as good as the one they currently have. The answers again reflected the current, tight labour market, with 34% of employees saying this would be easy, compared with 25% in 2021, and 26% in 2020. In line with previous research, public sector employees reported lower confidence, with 47% saying it would be difficult to find a job as good as the one they have, compared with 36% of private sector employees.

Again there were interesting differences by age, with labour market confidence declining sharply by age, linked to organisational tenure. Of those aged 55 and above, 44% say finding a job at least as good as their current one would be difficult, compared with only 29% for those aged 18–34.

Figure 20: Difficulty in finding a job at least as good as your current one (%)

Underemployment and overwork

In addition to the objective measure of hours worked, the survey asks employees how many hours they would like to work, while ‘taking into account the need to earn a living’. This gives an indication of underemployment and overwork, which are elements of job quality.

Underemployment, where employees aren’t working as much they would like, is a source of insecurity in the labour market. This inevitably has financial repercussions on living standards. Looking at the difference between the number of hours usually worked per week and how much an individual would like to work per week, we can estimate an employee’s level of underemployment.

Results show that 89% of people work at least as much as they would like to, with around 11% saying they would like to work more hours than they currently do. This is roughly in line with ONS data that estimates underemployment at around 10% across the UK.

Unsurprisingly, those in part-time roles and the self-employed are more likely to be underemployed – 29% and 18% respectively would like to work more hours, compared with only 4% of full-time workers. Furthermore, in line with previous research, those in lower occupational classes are more likely to report underemployment – 19% for ‘sales and customer service occupations’, 22% for ‘process, plant and machine operatives’ and 31% for those in ‘elementary occupations’.

On the other end of the scale, we can estimate overwork by measuring the difference between reported usual hours of work and preferred hours of work. The survey found that only 28% of employees work at least the hours they would like to, with 61% reporting some levels of overwork. Fourteen per cent of employees say they work 15 or more hours more than they would like to.

The presence of overwork is likely to impact negatively on how people balance work with their personal lives. Indeed, those who report overwork respond significantly worse to all three of our work–life balance questions. For example, 34% of those who say they would like to work fewer hours find it hard to relax in their personal lives because of their job, compared with only 9% of those who work the hours they want.

8 Opportunity

Fair opportunity is at the heart of any job quality framework. For work to be fair, opportunities must be made available for everyone regardless of race, age, gender or disability. Furthermore, skills development and career advancement opportunities are both important elements of fair work. While we can't use our survey to provide insight around issues like recruitment practice or employee experiences of the application process, it does allow us to expose some differences in opportunities available to different groups of employees.

Key findings

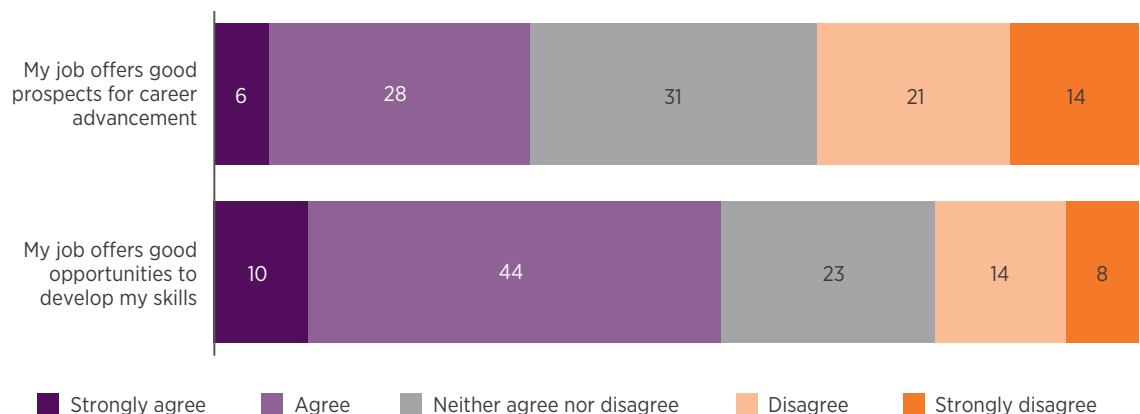
- Over a third (34%) of employees believe their job offers good prospects for career advancement, while 55% feel their job offers good opportunities to develop their skills.
- 21% of employees feel that their career progression to date failed to meet their expectations, with 43% saying it has met and 9% saying it has exceeded their expectations.
- The availability of training opportunities and people management quality are identified as career progression enablers as well as barriers.
- Despite a further rise in homeworking, significant gaps remain in the availability of flexible working arrangements.
- Just over three-quarters (76%) of those who work flexibly say this way of working has a positive impact on their quality of life.

Personal and career development

We asked employees whether their job offers good prospects for career advancement and whether it offers good opportunities to develop skills. Personal and career development opportunities form an important part of future job prospects, while at the same time having clear links with skills and several other job quality dimensions. In 2021, we did not see any change to the figures, but there has been a slight uptick across both questions this year.

Figure 22 summarises the answers received across the two questions. Just over a third (34%) of employees believe their job offers good prospects for career advancement. Fifty-five per cent believe that their job offers good opportunities for skills development. On the other hand, 22% of employees report a lack of skills development in their workplace and 34% feel that they have poor career advancement prospects. The slight improvements in these figures may be another reflection of the tight labour market.

Figure 21: Personal and career development (%)



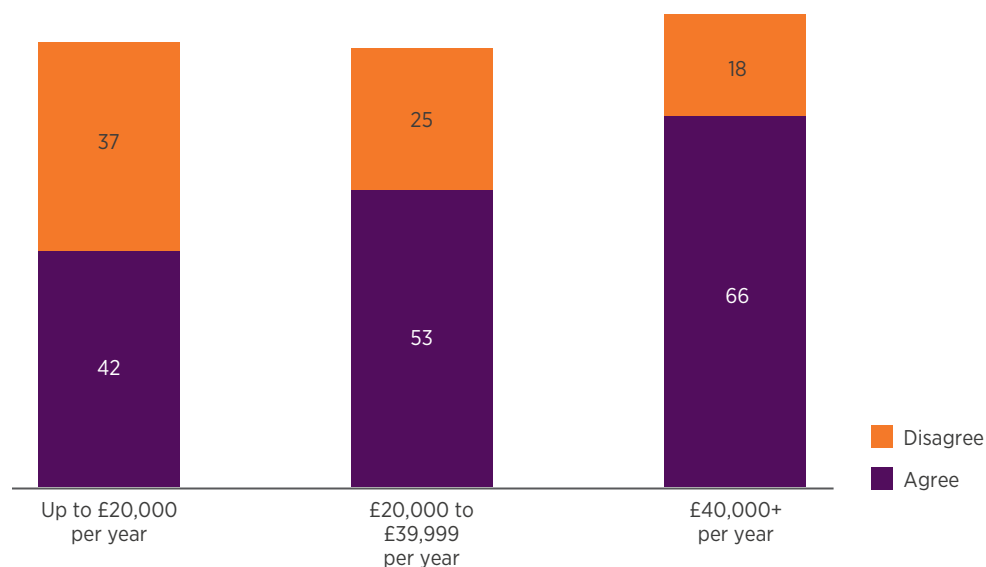
As with last year, the survey sample allows us to look for any differences in the perceived levels of opportunity across different employee groups. Interestingly, we no longer see differences by gender, but we need to wait to see whether this is down to sampling or a genuine change in outlook. We again find a positive relationship between rising salary levels and reported opportunities for career advancement. Of those earning over £40,000 per year, 39% report good career advancement options, compared with 27% of those earning less than £20,000.

Again, these differences are borne out when looking at occupational classes or industry. For example, only 15% of employees in ‘sales and customer services’ and 24% in ‘administrative and secretarial occupations’ report good career advancement options, compared with employees in ‘associate professional occupations’ on 43% or ‘caring, leisure and other service occupations’ on 39%.

On skills development opportunities, there are again significant differences between different salary levels and skills development opportunities – they improve as employees move up the salary scale. While only 43% of those earning less than £20,000 per year agree their job offers good opportunities to develop skills, this increases to 53% for those earning £20,000–£39,999 and 62% for those on £40,000 or more. This indicates a lack of skills development for lower-paid occupations, confirmed when breaking the data down by occupational class. Employees in higher occupational classes in the survey report above-average skills development opportunities, with the opposite true for lower occupational classes.

In our previous two reports, we found a drop in skills development opportunities for older workers, which we no longer see in this year’s data. As above, we need to see if this is sustained in future years. It could be an indication of an increased focus on upskilling and retention by employers, but, considering UK-wide data continues to show this gap, it is more likely an outlier in the sample.

Figure 22: Prospects for skills development, by salary (%)



Barriers and enablers of career progression

In this year’s survey we also added a series of new questions to ascertain what workplace factors led to employee career expectations being met or otherwise. Overall, over a fifth (21%) of employees feel that their career progression to date failed to meet their expectations, with 43% saying it has met and 9% saying it has exceeded their expectations.

Understandably, this is linked to occupations and salaries, with those on the highest salaries most likely to say progression exceeded their expectations and vice versa. We also see those who say they are overqualified much more likely to say their career progression failed to meet their expectations; a third of these say this compared with only 15% of those with the right level of qualification. Concerningly, we find 23% of employees say they have no career expectations, rising to 32% for those on the lowest salaries.

For those whose career progression met or exceeded expectations we asked a follow-up question to select up to three workplace factors that have helped them. Similarly, we also asked those whose career expectations have not been met to select up to three factors that have been a barrier. The answers are summarised in Figures 23 and 24.

Figure 23: Career progression enablers (%)

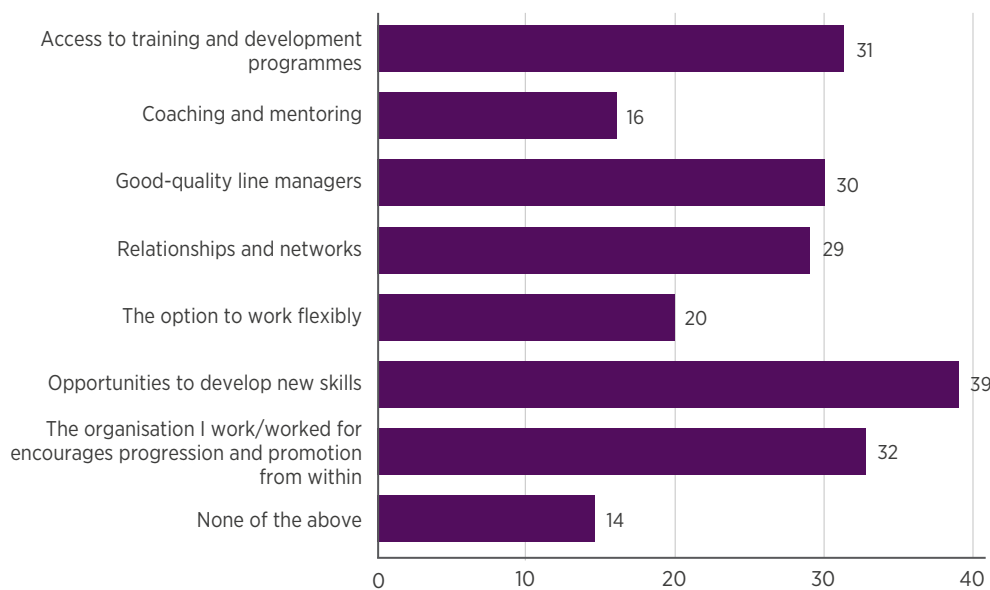
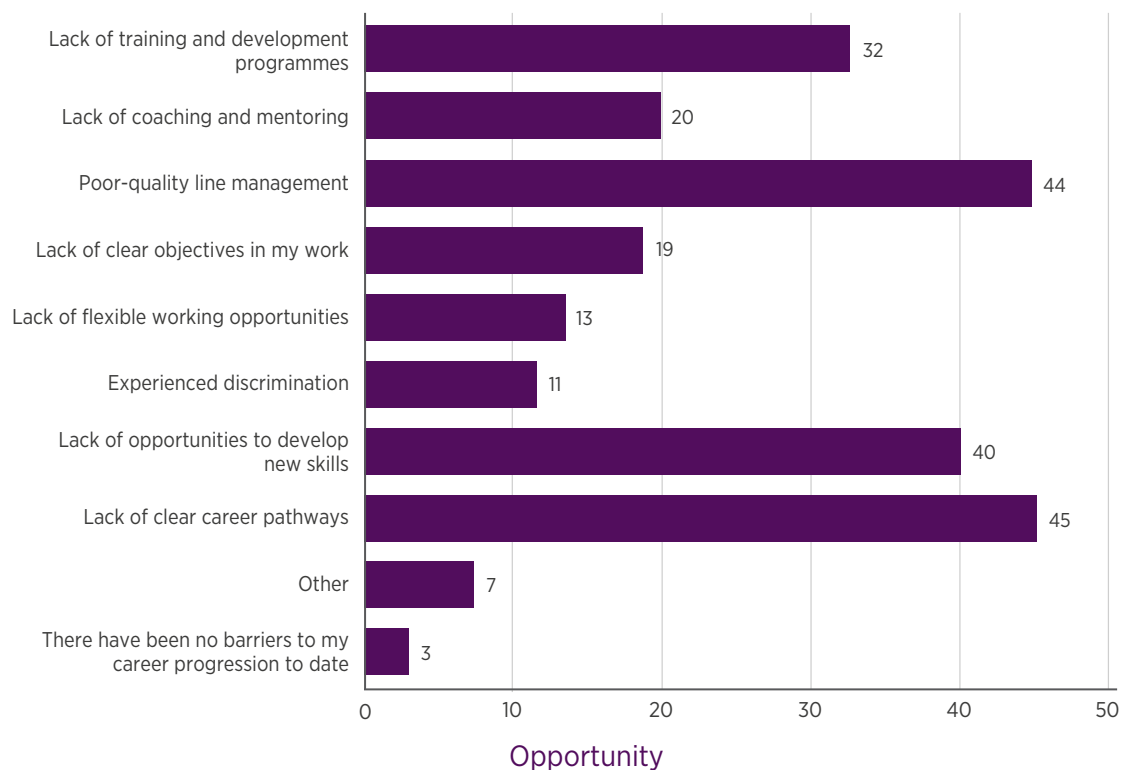


Figure 24: Career progression barriers (%)



A few things stand out across these answers. First, we see how important skills development and, indeed, the lack thereof can be to career progression. It is the third most common barrier selected and the third most common enabler too. Second, and in line with past research, we see the importance of relationships and networks to career progression. Third, good people management is a powerful enabler, but perhaps even more importantly, poor line management can be a significant barrier – nearly half (44%) of those whose career progression failed to meet their expectations selected this as one of the reasons.

Availability of flexible working

Flexible working has received significantly more attention by policy-makers as well as employers during the pandemic. The last two years have been described as the largest homeworking experiment this country has ever seen, and we can now confidently say that levels of homeworking – be it full-time or hybrid – are here to stay. In the [Fair work after the pandemic](#) chapter we have seen that over half (55%) of all employees would like to work from home at least some of the time.

However, there are many different forms of flexible working, and it is crucial that homeworking does not become synonymous with flexible working – not all jobs can be done from home, not everybody can work from home and not everybody wants to work from home. Our survey suggests that 31% of employees are in jobs that cannot be done from home and another 14% do not want to work from home at all in the future.

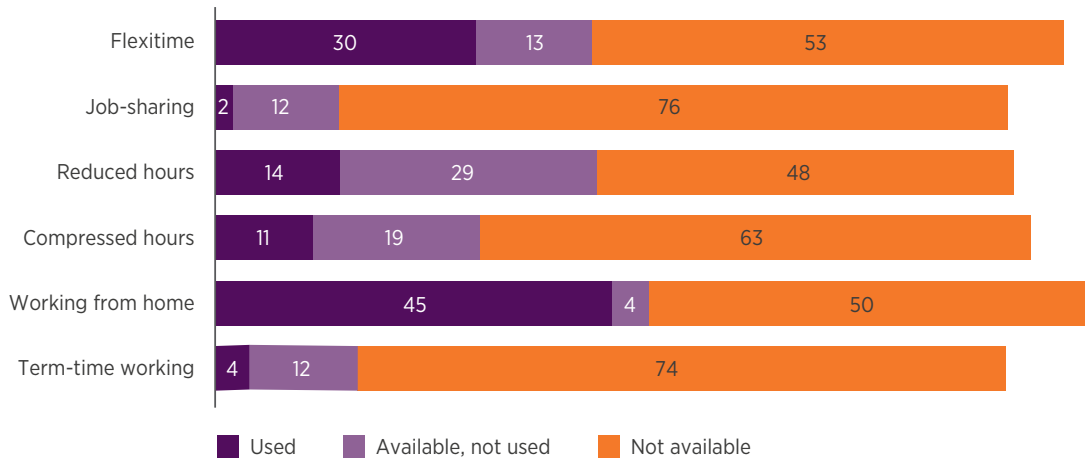
Working Lives Scotland looks at both formal arrangements, but also at so-called informal flexibility (where flexibility is not a contractual agreement). On the formal side, we look at six types of arrangement. Flexitime (choosing the start and finish time of each day) and compressed hours (working the same number of hours per week but over fewer days) are flexible working arrangements that focus on the organisation, rather than reduction, of work time. Reduced hours, job-sharing (one full-time job shared between part-time workers) and term-time working are arrangements that focus on the reduction of work time. Finally, working from home focuses on flexibility in work location.

The survey results continue to show a much higher proportion of employees working from home than before the pandemic. But it also shows significant gaps in the availability and usage of other forms of flexible working, summarised in Figure 25. In total, 62% of those asked to work flexibly in some form.

Compared with last year, the biggest difference is in the usage of reduced hours – 14% say they have used this arrangement, compared with 8% in 2021. This could be a reflection of the pandemic impact on older workers (18% up from 11%) as well as women (19% up from 12%), both of whom are more likely to reduce hours during economic turbulence – into partial retirement or due to caring responsibilities.



Figure 25: Availability and use of flexible working arrangements (%)



Note: Does not add up to 100% because of 'don't know' answers.

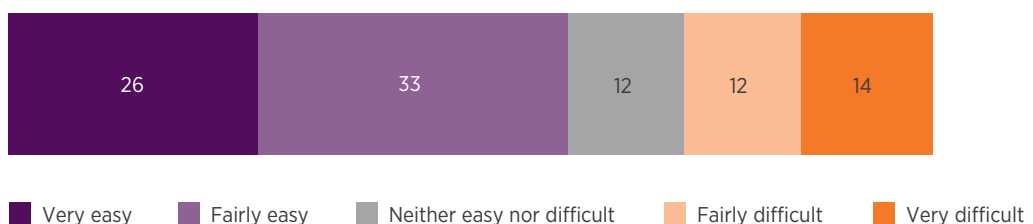
In line with previous reports, we also see notable differences in the availability of flexible working between the public and private sectors, with greater availability in the public sector for every single flexible working option. This is primarily a function of business size, with all options more available to employees working for large (250+) organisations compared with SMEs (2-249). The findings also show a significant gender difference in the usage of reduced hours (used by 19% of women and 8% of men), which past research suggests may be due to aforementioned caring responsibilities.

Informal flexibility

In addition to formal flexibility, it is important to look at informal flexibility too, which can enable greater control over the way work interacts with the rest of our lives, without requiring formal requests and approval (and associated changes to contractual status). We ask employees how difficult they would find taking some time off for personal or family matters.

The survey found that over half of all employees report good informal flexibility in their jobs, with 59% saying they would find it easy to take time off for personal or family matters. Unsurprisingly, the survey finds a direct correlation with salary bands – employees in better-paid jobs reported more informal flexibility. This is due to lower-paid occupations generally reporting lower flexibility, with employees in ‘caring, leisure, and other services’, ‘sales and customer services’ and ‘elementary occupations’ finding taking time off the most difficult. Looking at key worker status, we find that key workers report much poorer informal flexibility too – 40% of key workers say taking time off would be difficult, compared with 16% for those not in key worker roles.

Figure 26: Difficulty in taking time off for personal or family matters (%)

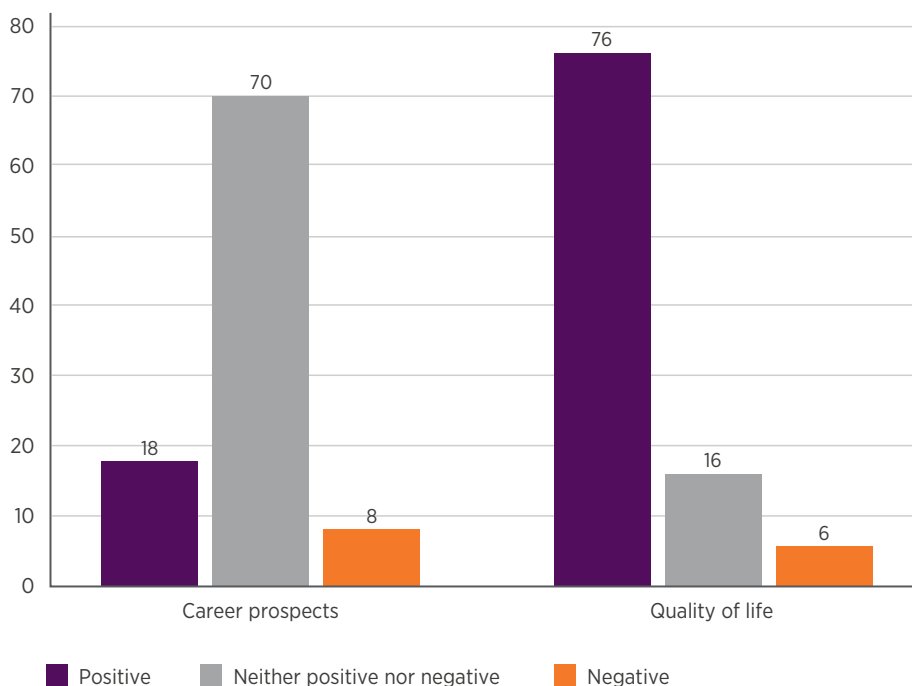


Impact of flexible working

In line with previous research in Scotland and across the UK, the relationship between flexible working and aspects of job quality is positive. Those who work flexibly report better relationships with managers, higher levels of job autonomy and are more likely to be satisfied with their job.

In addition to the questions above, this year’s survey also included qualitative questions on the impact of flexible working. We asked employees about the impact flexible working has had on their career prospects and their quality of life. The results are summarised in Figure 27.

Figure 27: Impact of flexible working (%)



It is immediately clear that flexible workers feel this arrangement has had a positive impact on their quality of life, with 76% of those with who work flexibly saying this. However, there are also differences between the various flexible work arrangements and their impact. Our sample does not allow us to look at the differences between all of them, since some are used by a very small proportion of employees, but the data suggests that those on flexitime report more positive quality-of-life impacts than, for example, those working from home. The latter will include some who have been working from home regardless of their preferences, which explains why their answers are more negative than some other arrangements.

On career prospects, we see some clear differences by age, with younger people more likely to say flexible working has had a positive impact on career prospects. However, it is important to point out that views on career prospects overall tend to decline with age – this does not mean older workers are more negative; they are just more likely to say ‘neither’. Those on the lowest salaries were also more negative about the impact of their flexible work arrangement on their career prospects (16% negative for £20,000 and under, compared with 7% for over £40,000). This makes sense as those on the lowest salaries are also most likely to have worked reduced hours, which employees feel have a more negative impact on career prospects.



9 Fulfilment

Most people will associate job quality with issues like health and wellbeing in the workplace, work-life balance, or pay and contractual arrangements. The intrinsic features of a job, how it is designed, what control an employee has and how it matches one's skillset are crucial to job quality. The Fair Work Framework calls this **Fulfilment**. For many of its aspects, official data is not collected, and this chapter therefore provides a unique insight into these areas.

Jobs that match our skills impact performance, and any mismatch can point to labour market inefficiencies. Work that is fulfilling, that an employee feels is aligned to a valuable purpose, is associated with job satisfaction. Job autonomy, the control over aspects of one's work, can also be a driver of productivity. Encouraging learning, growth and self-determination at work leads to higher performance and wellbeing, whereas monotonous and demeaning jobs are associated with boredom, passivity and loss of productivity.

Key findings

- 34% of all employees report their workload as too heavy in a normal week. Key workers and senior managers are more likely to report workloads that are too heavy.
- A fifth (20%) of employees say they don't receive training and information to do their jobs well and 21% say they don't have enough time to get their work done.
- Employees in better-paid jobs, management roles and those working flexibly report higher levels of job autonomy.
- Key workers are significantly more likely to feel their jobs are meaningful.
- Nearly a third of employees (32%) feel they are overqualified for their job, rising to 40% for those with higher university degrees, for example MSc or PhD.

Workload

The [Security](#) chapter looked at working hours, overwork and underemployment. In addition to concerns over the length of time spent in work, the intensity of work (how hard someone has to work in order to complete their tasks in a given time period) has become of increasing significance to our understanding of job quality. Our survey asks employees to rate their workload in a normal week. Figure 28 summarises the results and shows that for over a third (34%) of employees, their workload is too much or far too much – unchanged from last year.

Figure 28: Workload (%)

In a normal week, is the workload in your job?



Workload, like other job quality elements, varies across occupational classes. Employees who are ‘managers, directors and senior officials’, work in ‘caring, leisure, and other services’ and ‘sales and customer service occupations’ report the highest workload (all above 40%). This shows that high workload is not confined to lower- or higher-paid occupations, and it is the nature of tasks in jobs that is to blame.

We again find that key workers are more likely to be dissatisfied with their workload, with 40% reporting workloads that are too high, compared with 29% for non-key workers. Unlike in 2021, there are no statistically significant differences in workload by homeworking status, which is probably due to the gradual return to the office spreading the distribution of higher-workload occupations.

Looking beyond occupational classes, this year’s data again shows that 42% of senior or other managers are reporting too much workload, compared with 27% of board-level managers and 29% of those without management responsibility. The CIPD’s *UK Working Lives 2018* report discussed this phenomenon, saying this could reflect the existence of a ‘squeezed middle’ of middle-level managers and professionals performing supervisory tasks alongside a number of other core responsibilities.

Linked to this, we also find gaps in the levels of training that managers receive. A fifth (20%) of those with management responsibilities disagreed that they receive the training and information they need to manage their colleagues well. In addition, 23% said they don’t have the time they need to manage their staff well. Given the importance of good people management to fair work, these gaps need to be addressed.

Adequate work resources

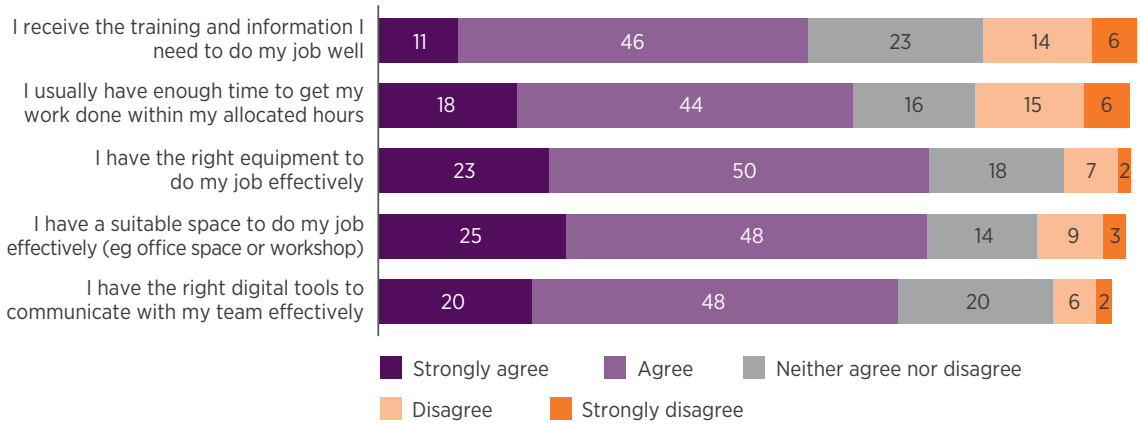
Having access to the right resources, enough time, the right equipment, the right training and suitable premises to do one’s job effectively has a direct impact on performance. This too has been highlighted during the homeworking shift during the pandemic, with some employees lacking a suitable place to work at home or struggling with broadband issues. The survey asked employees to answer five questions in relation to adequate work resources and finds that most employees report good access to training, equipment, premises and digital tools – summarised in Figure 29.

The biggest gaps seem to be around training and time. A fifth (20%) of employees say they don’t receive training and information to do their jobs well and 21% say they don’t have enough time to get their work done. We see some interesting differences by occupation here too. On *training*, there is little difference, with the exception of ‘caring, leisure and other service occupations’, who record the highest agreement (69%). On *time*, it is the two highest occupational classes that do the worst, with 29% of ‘managers, directors and senior officials’ disagreeing that they have enough time.

The significant shift to homeworking also meant that some workers’ access to adequate resources was limited. Indeed, last year we found that out of those who fully work from home, 13% said they don’t have a suitable space – this dropped to 7%, reflecting a return to the office for those who found it more challenging to work from home.



Figure 29: Adequacy of work resources (%)



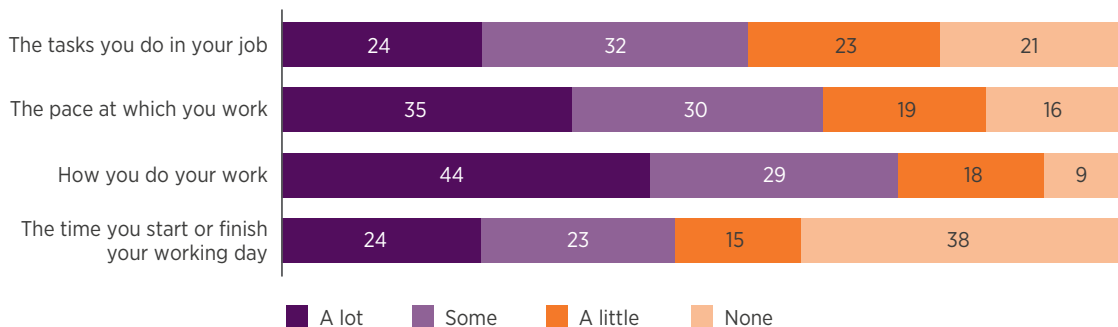
Note: Does not add up to 100% because of 'don't know' answers.

Job autonomy and complexity

One of the intrinsic aspects of work we explore is the level of autonomy over one's job. This includes control over the time employees start or finish their day, how they do their work, the pace at which they work and the tasks in their job. The presence and level of autonomy forms an important part of job quality. It potentially enables employees to cope with greater work demands, boosts productivity and impacts on the wellbeing of employees.

Figure 30 summarises the findings in relation to job autonomy. Despite the changes to the ways of working during and after the pandemic, we haven't seen any significant shifts across the questions, underlining how sticky job design is. Employees have less autonomy when it comes to starting and finishing their working day compared with the other aspects of autonomy measured. This mirrors the flexible working data mentioned above, which found 53% employees did not have flexitime available to them.

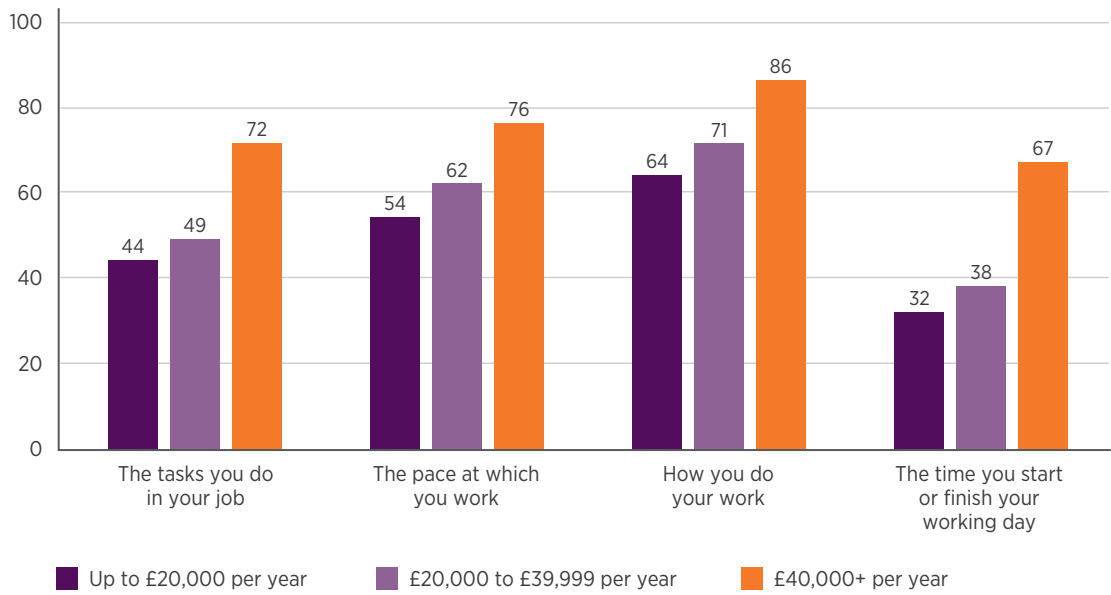
Figure 30: Influence over aspects of work (%)



We again found a relationship between occupations, salary bands and elements of job autonomy – especially strong on the question about working hours. For example, 67% of those earning over £40,000 say they have a lot/some autonomy over their working hours, in contrast with just 32% of those earning under £20,000.

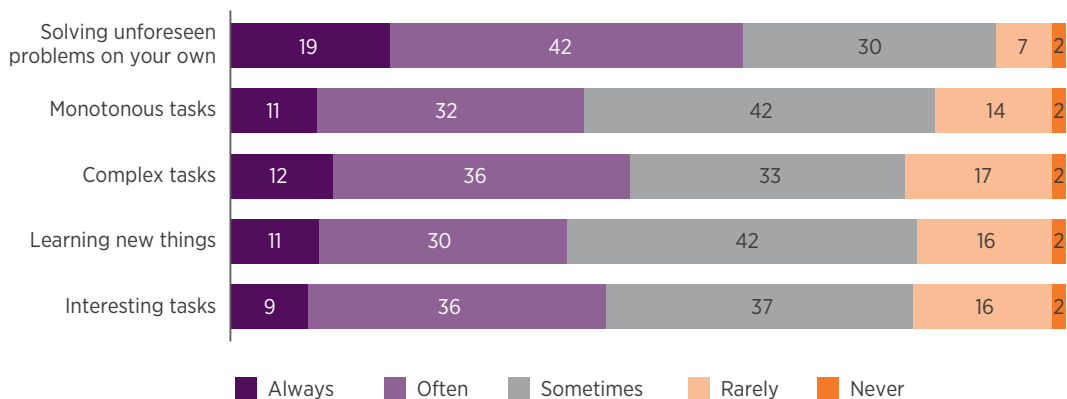
Unsurprisingly, those with flexible working arrangements and those working hybrid or fully from home also report better job autonomy, especially on the question around working hours. Conversely, key workers' job autonomy is poorer across all four aspects measured.

Figure 31: Influence over aspects of work, by salary (%)



Linked to job autonomy is the issue of job complexity. This looks at the nature of an employee’s job and whether it involves interesting or monotonous tasks as well as problem-solving. Figure 32 summarises the findings, which have remained consistent over the three *Working Lives Scotland* reports. Here, as with job autonomy, the main differences sit with salary band and occupation. For example, while 82% of ‘managers, directors and senior officials’ report their job involves solving unforeseen problems on their own always or often, only 34% of those in ‘elementary occupations’ report the same. This is also reflected in differences by homeworking status, with those working hybrid or from home scoring better on job complexity across all five aspects compared with those not working from home at all.

Figure 32: Job complexity (%)

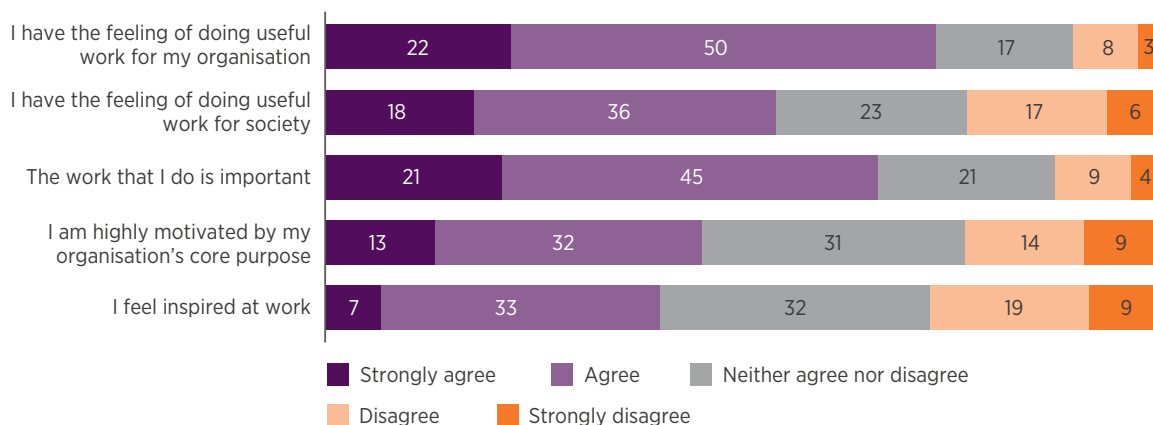


Meaningful work

One of the few areas of job quality where we found significant differences last year was in feelings of meaningfulness of work. Our survey also looked at whether employees feel they make a useful contribution through their work – be it to the organisation or to society as a whole. It also asked employees to say whether they feel motivated by their organisation’s core purpose, which is also an indicator of fulfilling work.

Figure 33 shows a significant majority (72%) of employees feel they are doing useful work for their organisation, although only 45% feel highly motivated by the organisation’s core purpose. In 2021, driven by key workers, we saw a considerable jump in the percentage of employees who felt that they were doing useful work for society. This year, with the pandemic subsiding, the percentage is back to the levels we found in 2020 – 53%. There still are differences between key workers (65% agree) and non-key workers (43%).

Figure 33: Feelings on meaningfulness of work (%)



As with last year, employees in the public sector are more likely to feel they are in meaningful jobs, compared with private sector employees. There is a significant difference in response to the question about useful work for society, in particular, with 73% of public sector employees and 79% of voluntary sector employees agreeing, compared with 48% of private sector employees.

In line with previous research, the findings show a very strong correlation with job satisfaction across all three questions, with those who agree with the statements at least seven times more likely to be satisfied than dissatisfied with their jobs. Three-quarters of those who feel they are doing useful work for their organisation (and 79% of those who feel they are doing useful work for society) are satisfied with their jobs, compared with less than 10% who are dissatisfied. The differences are even bigger for the core purpose question (87% satisfied and only 3% dissatisfied with their jobs) and the inspired question (91% satisfied and 2% dissatisfied).

The data also reveals some interesting differences between occupational classes. Similar to the previous two years, on the question of doing useful work for society, the two occupational classes that stand out are ‘professionals’ and ‘caring, leisure and other services’, both of which record higher levels of agreement (63% and 61% respectively) than the average (53%). These occupational classes include health and teaching professionals as well as scientific researchers, which we hypothesised as the cause. On the other four questions we see a clear split by occupational class too, with higher occupational classes more likely to agree with both questions than those in lower occupational classes.

Skills and qualification match

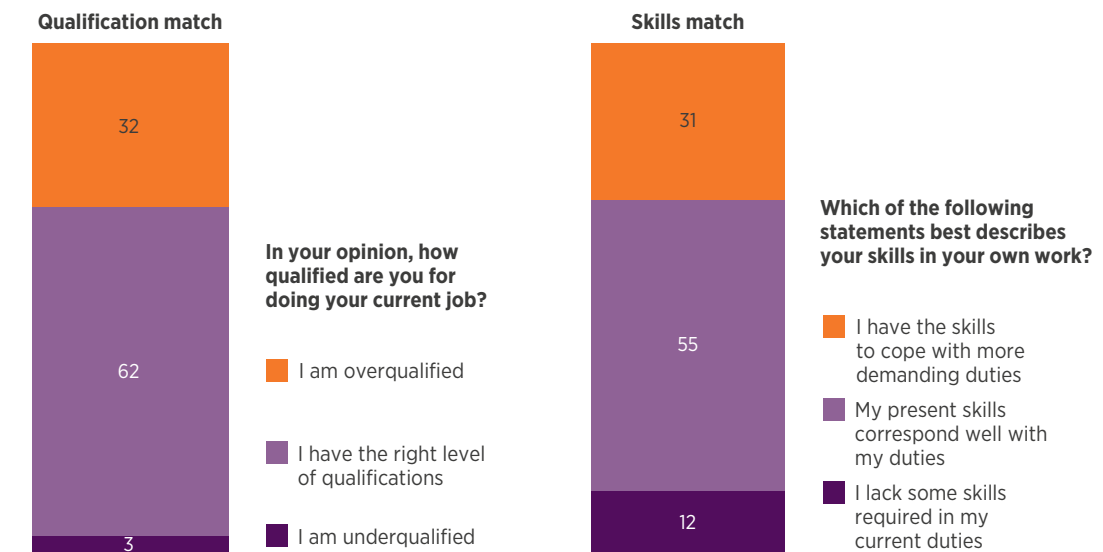
The opportunity to use one’s skills to their full extent in employment is a crucial element of fair work. Mismatches in skills are reflected in performance as well as individual wellbeing. The issue of overqualification, especially around the number of degree-educated employees in lower-skilled jobs and the impact of this on productivity, has also been of increasing interest to researchers and policy-makers. Overqualification points to



inefficiencies in the relationship between the labour market and our skills development system, but it also impacts on individual motivation and wellbeing.

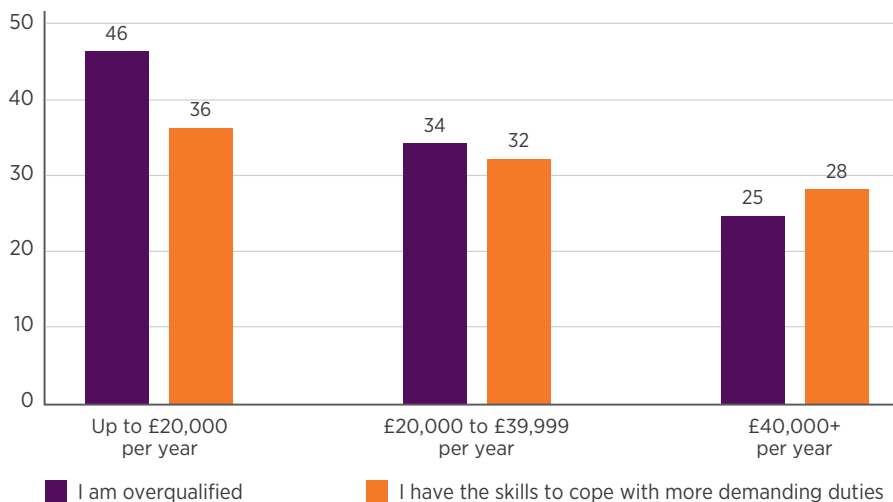
We measure skills and qualification matches by asking employees whether they feel they have the right qualifications for their job and whether they have the skills to cope with their current duties. The survey data shows that less than two-thirds (62%) of employees feel their qualifications match their job well, with 32% feeling overqualified. A similar percentage (31%) of employees feel they have the skills to cope with more demanding duties, with just over half (55%) saying their skills match their current duties well.

Figure 34: Qualification and skills matching (%)



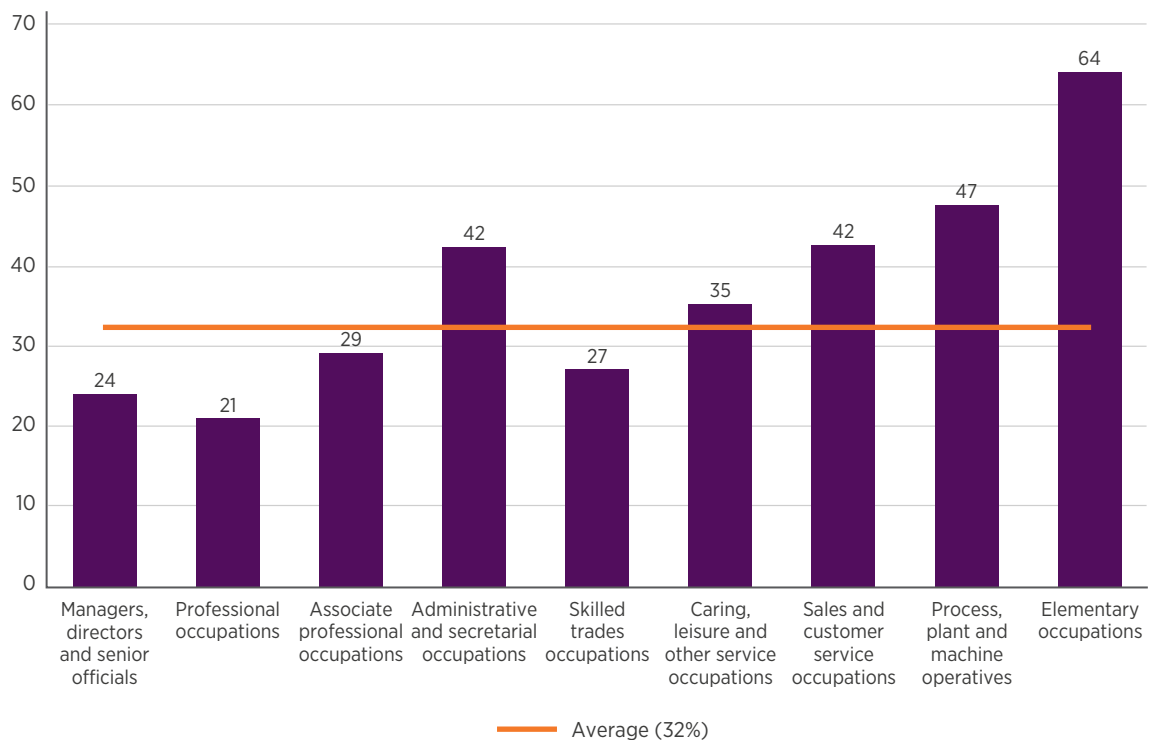
Overqualification is, understandably, linked to employees' highest achieved qualification. Of those with lower qualifications, 21% feel overqualified, compared with 40% for those with higher university degrees, for example MSc or PhD. As in previous years, there are significant differences in the answers between occupational classes as well as salary bands. On the latter, there is a gradual drop in perceived overqualification towards the high end of the salary scale. Nearly half (45%) of those earning less than £20,000 per year feel overqualified, compared with only a quarter (25%) of those earning over £40,000 per year.

Figure 35: Overqualification and skills underuse, by salary (%)



Breaking the results down by occupational class shows the incidence of overqualification is highest among employees in ‘elementary’ and ‘process, plant and machine operatives’ classes, followed by ‘sales and customer service occupations’ and ‘administrative and secretarial occupations’. This is a return to the pattern we found in 2020, increasing the likelihood of last year’s changes in the answers from ‘managers, directors and senior officials’ and ‘process, plant, machine operatives’ being down to sampling. Figure 36 summarises the differences by SOC 2020.

Figure 36: Overqualification, by occupation class (%)



10 Effective voice

Having a voice at work (a way to engage with one’s manager or employer) is intrinsically important to job quality. Not only is having a meaningful voice a part of what makes us human, it also has an instrumental value at work if employees can enact change, are able to express concerns, provide feedback and make a difference. We look at various forms of employee voice, both individual and collective voice channels as well as direct engagement with managers or indirect engagement through a representative (union or non-union).

Key findings

- 19% of employees say they have no voice channel at all at work.
- One-to-one meetings with managers and team meetings are the most commonly reported forms of voice, available to 59% and 51% of employees respectively.
- Employee ratings of their managers as well as representatives in relation to voice have seen further improvements on top of those seen last year.
- The availability of voice channels differs significantly by organisation size and, consequently, between the public and private sectors in Scotland.

- We see a significant improvement in managerial openness among SMEs and the private sector as a whole.

Voice channels

We asked employees to select from a range of voice channels to ascertain their availability across workplaces. Figure 37 shows that – as in the past two years – the most common channels are one-to-one meetings with managers and team meetings, available to 59% and 51% of employees respectively. Just under a fifth (18%) of employees report the availability of a trade union in their workplace.

Nineteen per cent of employees say they have no voice channel at all. This is linked primarily to organisation size, with 42% of all employees working for organisations with 1–9 employees saying they had no voice channel at all, compared with 12% of those in 250+ organisations.

Figure 37: Voice channels available to workers (%)

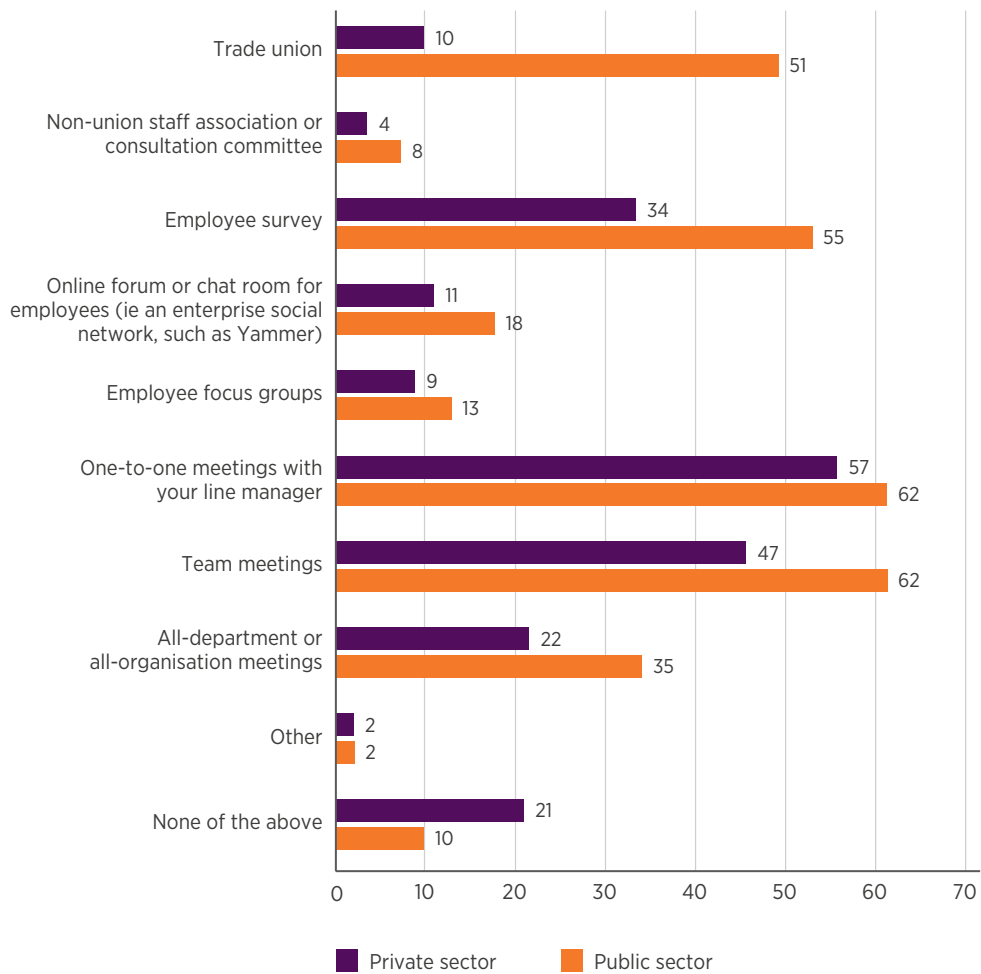


Consistent with past research, the availability of voice channels differs significantly between the public and private sectors in Scotland due to the differences in organisation size. Eighty-one per cent of public sector employees work in organisations with over 1,000 employees, compared with only 26% of private sector employees. In consequence, 21% of private sector employees report no voice channels at all, compared with only 10% of public sector employees.

All of the channels examined have better availability in the public sector. The biggest differences in availability of the individual types of channel are observed in trade union channels (51% public sector vs 10% private sector), employee surveys (55% public sector vs 34% private sector) and team meetings (62% public sector vs 47% private sector).



Figure 38: Voice channels, by sector (%)



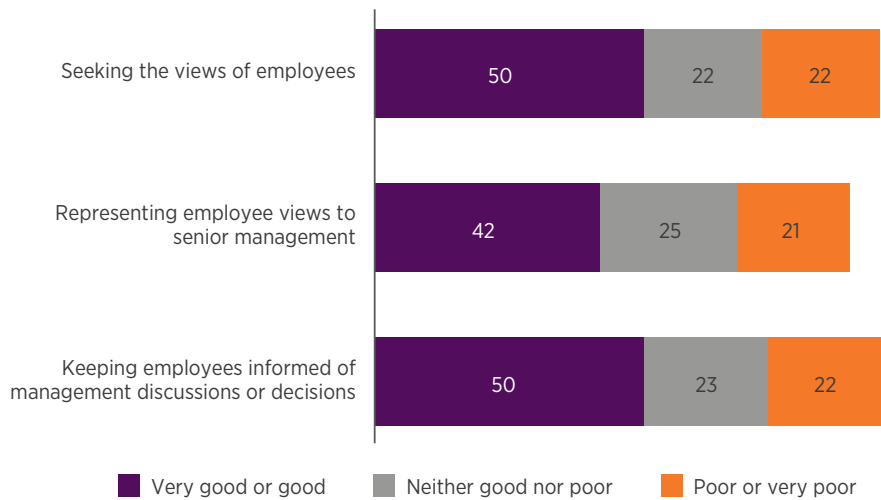
Employee rating of their representatives

For those employees who report having an employee representative at work – just over a fifth in the survey – their representatives’ performance is crucial to the effectiveness of their voice. The vast majority of employee representatives will be trade unions, but the survey also included representatives who work independently from trade unions.

The majority of employees rated their representatives relatively well, with 50% saying they keep employees informed of management discussions or decisions, 42% saying they represent employee views to senior management and 50% saying they seek the views of employees. Following last year’s positive changes, there has been a further uptick across all three questions here, further suggesting improvements in employee voice.



Figure 39: Employee ratings of voice representatives (%)

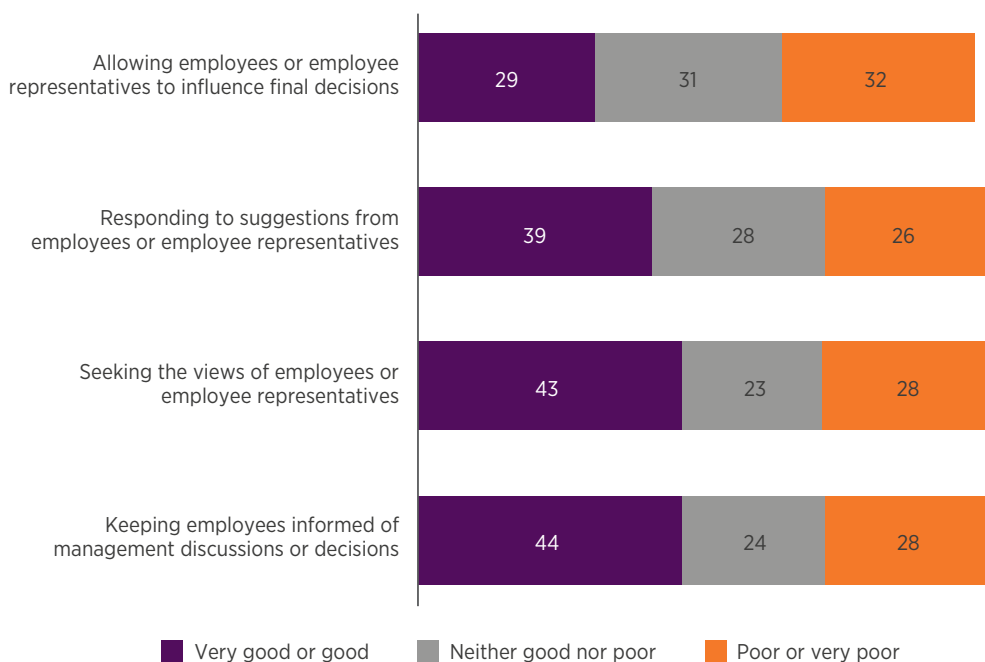


Managerial openness

For all employees in our survey (excluding the self-employed), we also measure the openness of their manager, which is a useful indicator of effective voice. Employees are asked to rate the performance of their manager across four different questions – whether they allow employees (or employee representatives) to influence final decisions, whether they respond to suggestions, whether they seek employee views and whether they keep employees informed.

Figure 39 summarises the findings, which shows further improvements on last year across all four questions. Managers were rated the poorest in the first of the questions, with only 29% of employees rating their managers as good or very good in allowing influence over final decisions. Just under a third (32%) rated them poor or very poor. The ratios between good and poor are more even across the remaining three questions.

Figure 40: Employee ratings of their managers (%)



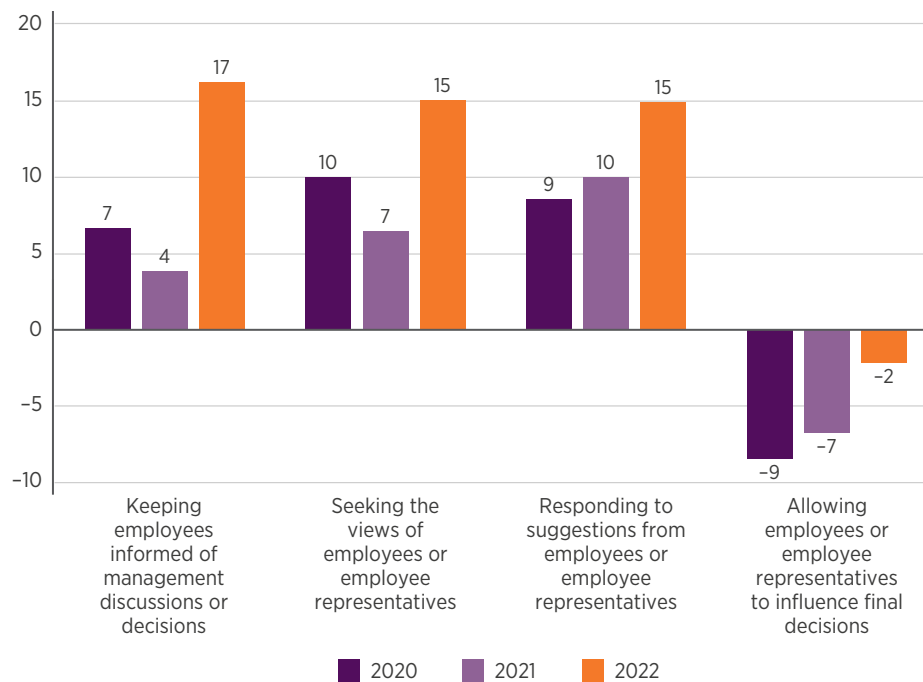
Note: Does not add to 100% because of 'don't know' answers.

Last year’s survey showed a significant improvement for public sector employees, with employees rating their managers’ openness the same or better than those in the private sector. This was linked to improvements in voice scores for employees working in the largest organisations (and drops for those working in SMEs) and may have reflected the additional focus on employee voice during the shift to remote working.

These improvements have largely been sustained, but this year we also see a significant improvement across all four questions for employees working in SMEs. The result is the most positive voice scores for the private sector in the three *Working Lives Scotland* reports, as highlighted in Figure 41. Of course, it is too early to tell whether this will be a sustained change, but it is a positive sign.

An employee’s occupation is an important factor across all four questions, with the worst scores recorded by employees in lower occupational classes mostly unable to work from home – ‘elementary’, ‘sales and customer service’, ‘process, plant and machine operatives’ and ‘caring, leisure and other service occupations’. This is then reflected in those who are fully working from home responding more positively to the questions than those not working from home at all.

Figure 41: Changes in managerial openness in the private sector



Note: Figures show the net difference between very good/good and poor/very poor ratings.

11 Conclusions and recommendations

The third annual *Working Lives Scotland* report continues to enhance our understanding of fair work in Scotland. It captures employees gradually returning to offices, sees some job quality indicators return to pre-pandemic levels, but also offers an indication of what to expect in the future. It continues to highlight the significant inequalities and trade-offs

between elements of fair work. It is policy-makers, employers and HR practitioners who have the tools to address some of these.

Respect

We continue to see work having a negative impact on too many employees' mental and physical health. Work is a contributory factor to many reported physical and non-physical conditions too. Furthermore, employees are reluctant to discuss these conditions with their boss or employer. These are issues that can be addressed by better job design and an organisational focus on wellbeing.

Presenteeism – going to work despite not being well enough to do so – continues to be a real problem, with nearly half of all employees reporting this. Those with caring responsibilities and disabled employees report higher presenteeism. We know this can be linked to organisational cultures as well as management quality and our members can take the lead on positive changes here.

With homeworking embedding further, we see some positives, but also areas of concern. For example, those who work fully from home reported poorer relationships with their colleagues, with additional efforts required by employers to account for this. We see the importance of good management shine through in relation to flexible working, with these workers reporting much more positive relationships.

While hybrid workers can benefit from the additional flexibility in work location on issues like job autonomy, they fare more poorly on work-life balance. These employees' commuting time is a significant factor in this. Employers need to take this into account when discussing and making decisions on returning to the office.

Security

One of the areas where we do see some difference year-on-year is in job security. We see employees' likelihood to quit return to pre-pandemic levels, although we don't find any evidence of the so-called 'great rethink'. For those on the lowest salaries in particular, job security as well as confidence in the labour market improved – a reflection of the widely reported skills and labour shortages in recent months.

However, we continue to see differences by occupational class and, by extension, salary bands when it comes to financial security. Only around a third of those on the lowest salaries said they can keep up with all their bills and credit commitments without any difficulty. The importance of financial wellbeing is likely to increase exponentially in the coming months and employers have just as crucial a role to play as governments. Key workers, in particular, continue to report lower average salaries as well as poorer subjective pay (whether they feel they are getting paid enough).

We don't see any significant changes in underemployment and overwork, but the fact that 61% of employees work more hours than they would like to remains concerning. Around a tenth say they would like to work more hours, with higher proportions found in lower occupational classes. It remains to be seen whether skills and labour shortages have an impact on these findings next year, but the data would suggest that there is a segment of the workforce who could fill some of the gaps.

Opportunity

We continue to see higher levels of homeworking than pre-pandemic, and we can now confidently say that it is here to stay. The patterns of home and hybrid working seen in this survey are better matched to employee preferences. Looking ahead, over half of all employees would like to work from home at least some of the time. However, nearly a third



of employees are in jobs that cannot be done from home and another 14% do not want to work from home at all in the future. Other forms of flexibility need to be promoted and made available by employers to make flexibility truly available to everyone. Our figures show that significant gaps in flexible work availability remain.

There are some clear positives associated with flexible working. Flexible workers are more likely to be satisfied with their jobs, have more autonomy or positive relationships with managers. We also see the impact of flexible working on employees' quality of life, with over three-quarters of employees saying it had a positive impact on their quality of life. These benefits should not be restricted to those who can and/or want to work from home.

Skills development opportunities and people management are identified as career progression enablers as well as barriers. Those whose career progression met or exceeded their expectations cite good training and management as factors. Conversely, those whose career progression has not met their expectations think it was lack of skills development and poor management that acted as a break. Both of these can be improved by employers and practitioners.

Fulfilment

As in our previous two reports, we see significant differences across this fair work dimension around issues like job autonomy or job complexity, where higher occupational classes perform much better. On the other hand, we also found workloads that are too high, which are not confined to high- or low-paying jobs and are instead linked to job design itself. Developing managers who can spot, communicate and address such concerns is crucial here.

Over a fifth of employees say they don't have enough information, training or time to do their jobs properly, although we generally found a good level of resources available to employees. Again, key workers are much more likely to feel they are in meaningful jobs, although the overall proportion of employees who feel this way has dropped since last year.

Overqualification remains a concern, with 40% of those with higher university degrees (for example MSc or PhD) feeling overqualified for the jobs that they are in. We also see much higher overqualification levels in lower occupational classes. Qualification and skills mismatches point to inefficiencies in the relationships between employers and the skills development system, and it is primarily up to policy-makers to drive change in this area.

Effective voice

Encouragingly, we have seen a further uptick in some of the voice indicators we ask about. In particular, we have seen improvements in the responses received from employees working for SMEs. Combined with the sustained improvements in large organisations, we recorded the best voice scores for the private sector yet. This could be a reflection of the additional effort to communicate during the pandemic, but it needs to be sustained.

That being said, we still find significant gaps in direct and indirect voice channels, with nearly a fifth of employees reporting no voice channel at work at all, including team meetings or one-to-one meetings with managers. This continues to be a bigger problem for the smallest of organisations, which should look at the many options available to ensure their employees have a meaningful and effective way to communicate concerns and enact change.



12 Appendix

Background to the survey

The *Working Lives Scotland* report builds on work carried out by the CIPD over the last few years through the *CIPD Good Work Index*, which uses the UK Working Lives (UKWL) survey to present annual measures of the seven dimensions of job quality.

Through analysis of our survey data, we can investigate issues ranging from workforce health and wellbeing, to the availability of flexible work, as well as skills and career development opportunities. Where we can, we highlight statistically significant differences in gender, age or sector and occupational class (SOC 2020). We also tease out differences in job quality between home and hybrid workers, and those who can't work from home at all. Finally, we continue to explore the differences between key workers and non-key workers.

Unlike the *CIPD Good Work Index*, the *Working Lives Scotland* report is based around the five fair work dimensions as conceptualised by the Fair Work Convention in 2016. Each main chapter is dedicated to one dimension, with analysis of survey questions providing insight into the relevant aspects of fair work. As in 2021, we have added an additional chapter with more topical analysis relating to the pandemic.

Survey design

In 2017, the CIPD embarked on a project to review the research on job quality and develop a tool to measure the main dimensions of job quality. To this end, it commissioned two reviews: first, from the perspectives of workers, on what constitutes good or poor job quality in addition to the opportunities and pitfalls in measuring it; and second, on the capacity workers have to influence their job quality and the shifting balance of power between employers and employees. This survey is based on this body of work and further consultation with academics, HR experts and government officials.

The 2022 UK Working Lives (UKWL) survey was conducted between 20 January and 2 March 2022 and gave a sample of 6,262 workers. To make the samples representative of the UK as a whole, quotas were used to target the sample and subsequent weights based on ONS figures are applied to the dataset. The sample is representative of the UK workforce in terms of gender, full- or part-time work status, organisation size within each sector, and industry. For the third time, we have a boosted sub-sample for Scotland of 1,035, which has been weighted to be representative of all Scottish working adults (aged 18+).

Good work and fair work

Job quality has become an increasingly important area of public policy in the UK, especially following Matthew Taylor's *Review of Modern Working Practices* published in 2017. Since its publication, numerous initiatives have been launched across the UK, seeking to improve job quality among businesses, including the Good Work Standard in London and the Greater Manchester Good Employment Charter. More recently, the Northern Ireland Department of the Economy announced its intention to introduce a Better Job Pledge, tying public funding to job quality.

However, it is Scotland that has been at the forefront of this debate. The Scottish Government set up the Fair Work Convention – bringing academics, businesses and union leaders together – as far back as 2015. Its Fair Work Framework was published a year later and has served as the basis for policy-making since then. For example, the Scottish Government continues to roll out Fair Work First, which ties fair work principles to financial assistance from the Government where possible.



This report reframes the CIPD's seven dimensions of job quality or 'good work' around Scotland's five fair work dimensions. The two frameworks have a good degree in common, and the differences between them are not insurmountable. Both build on a significant body of research and differ primarily in emphasis rather than substance.

In the CIPD's view, good work:

- is fairly rewarded
- gives people the means to make a living securely
- gives opportunities to develop skills and a career and ideally gives a sense of fulfilment
- provides a supportive environment with constructive relationships
- allows for work-life balance
- is physically and mentally healthy for people
- gives employees the voice and choice they need to shape their working lives
- should be accessible to all.

The survey we are analysing in this report has been developed with this perspective in mind. It analyses both objective and subjective measures, as well as universal and relative aspects of work. This is important because, as our previous reports have already highlighted, job quality is not static – what works for some employees will be anathema to others.

Objective measures look at things that should be unbiased, for example, how much people earn or types of contracts. Subjective measures, on the other hand, include things that reflect opinions or feelings – meaningful work, job satisfaction or the quality of relationships. In addition, we also look at measures that are universal and will improve job quality for anyone (for example health), but also at aspects that are relative and will differ between employees (for example flexible working arrangements). To get an accurate picture of job quality we need to look at all of these in the round.

Table 1: The CIPD's seven dimensions of job quality

Dimensions	Areas included
1 Pay and benefits	Pay as a percentile and in relation to the Living Wage, subjective feelings regarding pay, employer pension contributions and other employee benefits.
2 Contracts	The terms of employment. Contract type, underemployment and job security.
3 Work-life balance	Overwork, commuting time, how much work encroaches on personal life and vice versa, and HR provision for flexible working.
4 Job design and nature of work	Workload or work intensity, autonomy or how empowered people are in their jobs, how well resourced they are to carry out their work, job complexity and how well this matches the person's skills and qualifications, how meaningful people find their work, and development opportunities provided.
5 Relationships at work	Social support and cohesion. The quality of relationships at work, psychological safety and the quality of people management.
6 Voice and representation	Channels for feeding views to senior management, cultural norms on voice and satisfaction with the opportunities for voice.
7 Health and wellbeing	Positive and negative impacts of work on physical and mental health. Often considered as an outcome of job quality.

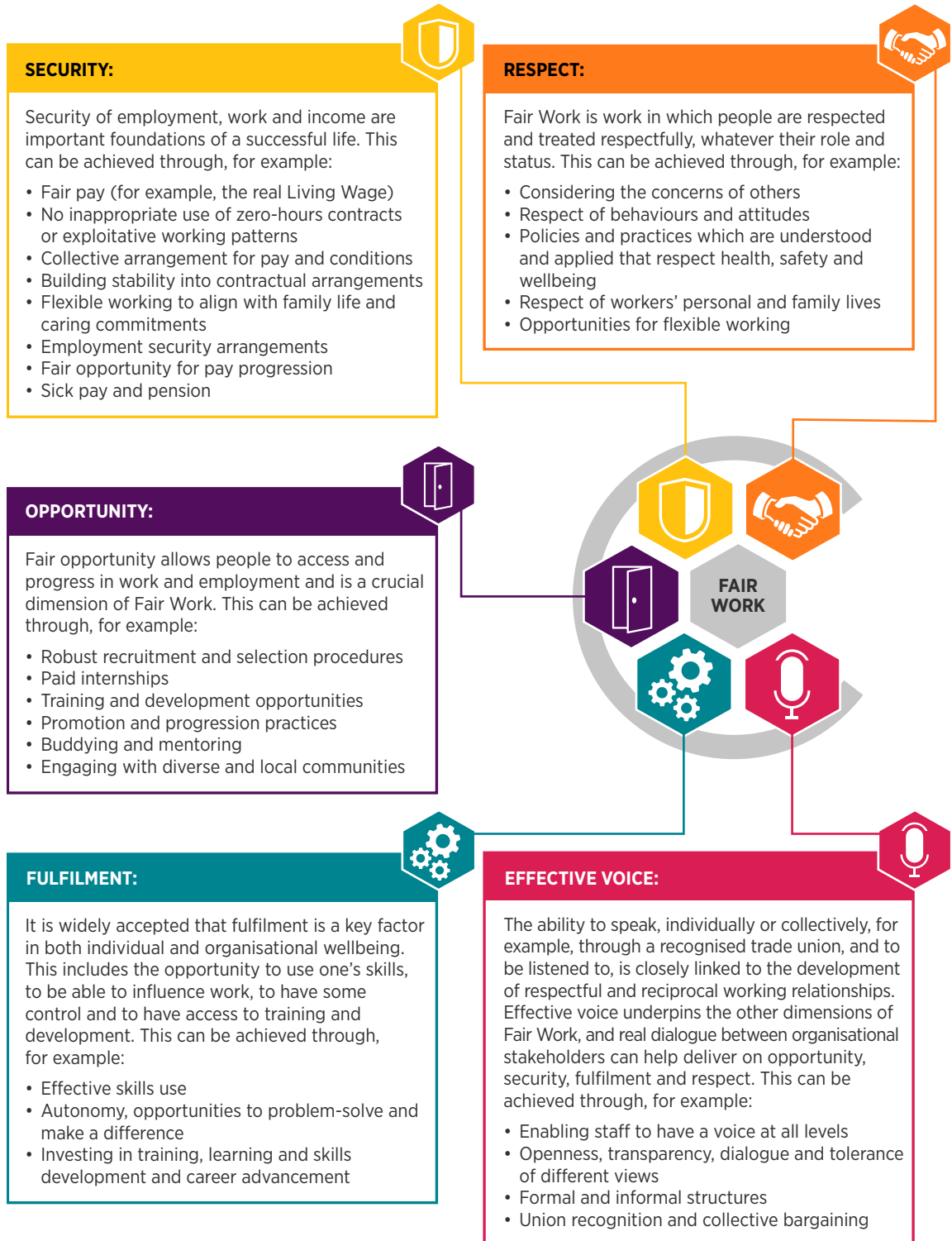
The Fair Work Convention conceptualised job quality on academic research pulled together primarily by the [Scottish Centre for Employment Research](#) at the University of Strathclyde. The Convention defined fair work through five dimensions: effective voice, opportunity, security, fulfilment and respect. The dimensions cover a broad range of issues – from how employees are treated at work, to pay and conditions, and whether they can have their voice heard and influence change.

The CIPD's good work dimensions can be found in some form across the Fair Work Convention's framework too. 'Pay and benefits' and 'Contracts' are both key parts of the **Security** dimension in fair work. 'Health and wellbeing', 'Relationships at work' and 'Work-life balance' are all incorporated in the **Respect** dimension. 'Job design and the nature of work' is a key part of the **Fulfilment** dimension, with 'Voice and representation' directly translatable to **Effective voice**. Our survey also includes questions around career and skills development opportunities, which sit at the heart of the **Opportunity** dimension.

Ultimately, it does not matter whether we refer to good work, better employment, fair work or any other variation of the concept. What matters is that there is an increasing body of research on job quality that provides policy-makers and HR practitioners with evidence on what works, what can be done better and how boosting job quality benefits employees and employers alike.



The Fair Work Convention's Fair Work Framework



SECURITY:

Security of employment, work and income are important foundations of a successful life. This can be achieved through, for example:

- Fair pay (for example, the real Living Wage)
- No inappropriate use of zero-hours contracts or exploitative working patterns
- Collective arrangement for pay and conditions
- Building stability into contractual arrangements
- Flexible working to align with family life and caring commitments
- Employment security arrangements
- Fair opportunity for pay progression
- Sick pay and pension

RESPECT:

Fair Work is work in which people are respected and treated respectfully, whatever their role and status. This can be achieved through, for example:

- Considering the concerns of others
- Respect of behaviours and attitudes
- Policies and practices which are understood and applied that respect health, safety and wellbeing
- Respect of workers' personal and family lives
- Opportunities for flexible working

OPPORTUNITY:

Fair opportunity allows people to access and progress in work and employment and is a crucial dimension of Fair Work. This can be achieved through, for example:

- Robust recruitment and selection procedures
- Paid internships
- Training and development opportunities
- Promotion and progression practices
- Buddying and mentoring
- Engaging with diverse and local communities

FULFILMENT:

It is widely accepted that fulfilment is a key factor in both individual and organisational wellbeing. This includes the opportunity to use one's skills, to be able to influence work, to have some control and to have access to training and development. This can be achieved through, for example:

- Effective skills use
- Autonomy, opportunities to problem-solve and make a difference
- Investing in training, learning and skills development and career advancement

EFFECTIVE VOICE:

The ability to speak, individually or collectively, for example, through a recognised trade union, and to be listened to, is closely linked to the development of respectful and reciprocal working relationships. Effective voice underpins the other dimensions of Fair Work, and real dialogue between organisational stakeholders can help deliver on opportunity, security, fulfilment and respect. This can be achieved through, for example:

- Enabling staff to have a voice at all levels
- Openness, transparency, dialogue and tolerance of different views
- Formal and informal structures
- Union recognition and collective bargaining

Source: from the Scottish Government's [Best Practice Guidance on Addressing Fair Work Practices, including the Real Living Wage, in Procurement](#)

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