

# Managing people for performance and wellbeing: Towards a 'SPARC' for evidence-based HRM

**CIPD**

 **PrOPEL** Hub

 **Economic and Social Research Council**

## **Managing people for performance and wellbeing: Towards a sustainable practice action research community for evidence-based HRM in Scotland**

Hosted by [CIPD Scotland](#) and the [ESRC ProPEL Hub](#), Tuesday 6 September 2022

Location: Room CW507, Strathclyde Business School, 199 Cathedral Street, Glasgow G4 0QU

Register via Eventbrite [HERE](#).

This one day event will bring together work and employment researchers from Scottish universities with HR practitioners interested in putting knowledge into practice and delivering evidence-based HRM. We will share cutting-edge research from the academic community and invite HR stakeholders and people managers to identify priorities for future collaboration.

### **0945 – Introduction and welcome**

Professor Colin Lindsay, University of Strathclyde

### **1000 – Interactive keynote session one**

#### **HR and workplace practices to support healthy ageing**

Professor Wendy Loretto and Dr Laura Airey, University of Edinburgh

#### **‘If you look the part, you’ll get the job’: Why appearance matters in the workplace and what it means for HR practitioners**

Professor Dennis Nickson, University of Strathclyde

### **1130 – Break**

### **1145 – Interactive keynote session two**

#### **Delivering sustainable HRM in hybrid work environments**

Dr Andrew Bratton, Edinburgh Napier University

#### **Let’s talk about menopause: How can employers support women and what can women do to manage their menopause symptoms**

Professor Kristina Potočnik, University of Edinburgh

### **1315 – Lunch**

### **1400 – Mini-workshop discussion: Exploring the potential for a Sustainable Practice Action Research Community (SPARC) for Evidence-based HRM in Scotland**

Meryl Levington, Knowledge Exchange Manager at CIPD, will lead this SPARC mini-workshop, inviting our keynotes and all other interested academic attendees to make short ‘speed’ presentations on how their research/evidence could contribute to a new, action-focused research network and inform evidence-based HRM. HR stakeholders and people managers will be invited to share their key issues and ‘what’s needed’ in terms of future research. The aim will be to gain an understanding of the viability of such a network and discuss a future modus operandi that brings together academics and reflective practitioners from business, public and third sectors to work together on real-world projects to inform workplace practice. Colleagues from CIPD will facilitate a discussion on how best to support and promote such a network.

### **1530 – Closing reflections and next steps towards a SPARC**

### **1600 – Close and refreshments**

# HR & workplace practices to support healthy ageing

Professor Wendy Loretto & Dr Laura Airey

**CIPD/PrOPEL Hub: Managing people for performance and well-being**  
**Strathclyde Business School 6<sup>th</sup> September 2022**





# OLDER WORKERS: THE UK CONTEXT

- Workforce is ageing: 1/3 of all UK workers are now aged 50 or over
- Employment rates have also increased:
  - For 50-64s from 55.8% in 1984 to 72% in 2020
  - For 65+ from 4.9% in 1984 to 10.4% in 2020
- Largest growth in the labour market:
  - 4 million more workers aged 50+ in 2020 than in 2000, compared to 1.5 million more workers aged 20-49
- Uncertain trends post-pandemic:
  - Between Feb-April 2022, the employment rate for people aged 50-64 was 1.5 percentage points lower than pre-pandemic

# HEALTH AND WELL-BEING OF OLDER WORKERS

## Why does this matter?

- Health problems are one of the main reasons why people leave work before pension age
- Those in poorest health are often in low-paid work, with less money saved for retirement than higher-paid workers → risk of poverty if retire early due to health problems
- With the right workplace supports in place, older people more likely to stay in work

## Therefore, it is important to understand:

- How work, health and well-being are intertwined in older workers' every day lives
- That the relationship between health and work goes both ways

## Research Base

PROJECT	CASE STUDY SECTORS	INTERVIEW DATES	Number of WORKERS aged 50+	Number of EXPERT/EMPLOYER
Uncertain Futures	Local Government Transport Hospitality Manufacturing Mining	2014-2016	120	34
Older People and Employment in Scotland	All across Scotland	2017	44	21
DAISIE* (Dynamics of Accumulated Inequalities among Seniors in Employment)	Health Financial Services Transport	2019-2021	106	8
SHAW (Supporting Healthy Ageing at Work)	Financial Services Care Engineering Self-employed	2021-2022	146 (+ 61 surveyed)	15

\* DAISIE also interviewed in the same sectors in Ireland, Switzerland, Czechia and Sweden

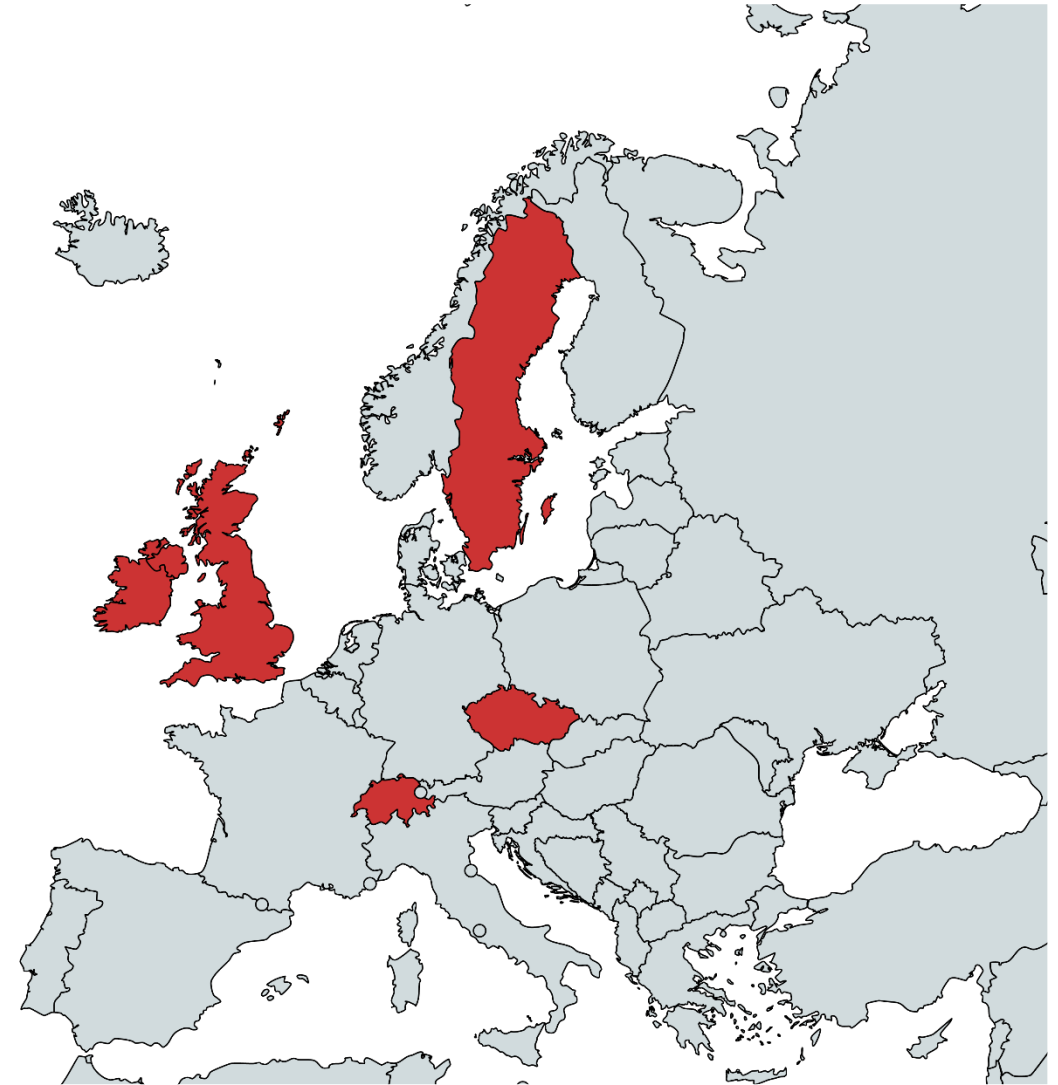


# Dynamics of Accumulated Inequalities in Employment (DAISIE)

- Mapping national Extending Working Lives (EWL) policies
- Explore working conditions and experiences of workers aged 50+ in contrasting occupations and across countries
- Transport, finance, healthcare
- Semi-structured interviews
- Lifecourse approach



Dynamics of Accumulated Inequalities for Seniors In Employment (DAISIE)



# SUPPORTING HEALTHY AGEING AT WORK (SHAW)



**Project aim:** to design innovative workplace interventions to support the health and well-being of older workers

- Especially interested in ‘hidden health’ issues that tend to be overlooked in workplace health interventions:
  - Menopause
  - Cognitive decline
  - Financial well-being
  - Health needs of informal carers
  
- Design research team working with older workers and their employers to co-design workplace health interventions



# WORK-RELATED FACTORS THAT IMPACT HEALTH OF OLDER WORKERS

Health issues arising from job design vary across sectors & job types:

➤ **Shift work** can take toll on ageing body:

- Disrupted sleep patterns
- Poorer eating habits
- Fewer opportunities to exercise
- Heavy manual work can have a cumulative impact on physical health over time

(hospitality/nursing/social care/transport)

*I think shift work can be quite hard. It can be very tiring. It can be, you know, quite physically demanding. So, yes, I think probably it does have an effect on your health and well-being. 12.5 hour shifts, you know, it's a long shift and if you have a run of them together. That can be really tiring both physically and mentally. So, yes, I think it definitely does. I mean, I think as you get older, you, you know, you are less tolerant of doing stretches of shifts back to back.*

**Female paediatric nurse, aged 51**



# WORK-RELATED FACTORS THAT IMPACT HEALTH OF OLDER WORKERS

## ➤ Desk-based work:

- Stress associated with high work-loads – ‘always on’ culture
- Sedentary work associated with a range of health issues
- Working from home – pros & cons for health & well-being (finance, local government & other white collar sectors)

Sometimes if I can get up I do an hour's DVD for a bit of exercise, I have a healthy breakfast, I make sure I take my hour and have a healthy lunch and then I'm here for when my family get home as well, so it's really benefitted me.

Female finance employee, aged 51

Well I do feel this working from home, you feel pressure that you need to be sitting here and doing it all the time

Female finance employee, aged

52



# SLEEP DISRUPTION: A HIDDEN HEALTH ISSUE

- Sleep disruption mentioned by around  $\frac{3}{4}$  of SHAW participants
- Many different causes of sleep disruption:
  - Insomnia
  - Menopause symptoms
  - Pain
  - Stress (domestic/work)
  - Needing to use the bathroom during the night
- Impact on work performance

**PARTICIPANT:** I wear a fit bit, it tracks your sleep as well. So, I can see how many times I wake now ... sometimes waking I don't know, up to ten times a night because I'm hot, or cold ... and that whole cycle goes on and on throughout the night... It's every night

**INTERVIEWER:** So, does tiredness ever affect you at work?

**PARTICIPANT:** Absolutely. Yes.  
Female finance employee, aged 54



## LACK OF PSYCHOLOGICAL SAFETY: A BARRIER TO ACCESSING HEALTH & WELL-BEING SUPPORT:

- Fear of stigma
- Intergenerational tension
- Internalised ageism

I mean, one of our bosses is I mean, he's the same age as my son, so it's not really you know, opening up to somebody of that age. I mean, he is very good and I do like him, but it's not necessarily something you would do  
Female finance employee, aged 56

I don't want to take the mick, and today I could easily have laid on the sofa probably and had an hour's nap but then I worry that if someone's trying to get hold of me and they can't, I don't want them going off and complaining that they- or you know, 'her diary says she's available, where is she?' And I don't really want to put in, 'having a power nap'.

Female finance employee, aged 53



# WHO IS RESPONSIBLE FOR OLDER WORKERS' HEALTH AND WELL-BEING?

- Despite evidence that employment conditions can influence health, many research participants reported strong sense of personal responsibility for health
- Even if they *were* willing to disclose health issues, some employees found it hard to imagine how their employer could help them
- **BUT** – risk of losing valued workers/expertise without support for health problems
- There is scope for employers to do more to support older workers' health and well-being



# HOW CAN ORGANISATIONS SUPPORT HEALTHY AGEING AT WORK?

## ➤ Flexible Work Options

Important to actively promote to older employees to overcome:

- Lack of employee knowledge and awareness
- Hesitation about asking, especially among women
- Mismatch between employer needs and employee wishes

## ➤ Organisational Culture

- Take steps to improve psychological safety – make it easier for employees to ask for help
- Tackle ageism (explicit, implicit, internalised)
- Consider opportunities for mentoring and reverse mentoring
- Team composition and team dynamics are paramount

## ➤ Consider job design

- i.e. go beyond focus on individual lifestyle behaviours
- Also consider training opportunities and delivery methods

# HOW CAN ORGANISATIONS SUPPORT HEALTHY AGEING AT WORK?

## ➤ Line Management

- Enhance training for line managers so they are equipped to support employee' well-being
- Provide support for line managers
- Currently working with Age Scotland to design and deliver training to 1500 LM

## ➤ Consider how support is offered/delivered

- Relative merits of, and balance between, 'self-service' employee support vs more interventionist models of support for health and well-being

## ➤ Don't 'ignore' your older workforce

- It's **not** discriminatory to have conversations about later-life work planning and circumstances
- It is not sufficient to adopt an 'everyone is equal' approach – people of different ages, and different life stages, do have different (health) needs.

# PRACTICAL SUPPORT

## Age Scotland: services for organisations

### 1. Age Inclusive Matrix

- Specialist bespoke HR support to enable organisations to be as age-inclusive as possible

### 2. Age Inclusion workshops for people managers

- To raise awareness of the issues facing older workers
- To equip people managers to better manage older workers

[https://www.ageuk.org.uk/scotland/services/age-inclusive-workplace/aim/#:~:text=The%20Age%20Inclusive%20Matrix%20\(AIM,as%20age%2Dinclusive%20as%20possible.](https://www.ageuk.org.uk/scotland/services/age-inclusive-workplace/aim/#:~:text=The%20Age%20Inclusive%20Matrix%20(AIM,as%20age%2Dinclusive%20as%20possible.)



**Interested? Contact:**

[jonathan.park@agescotland.org.uk](mailto:jonathan.park@agescotland.org.uk)

# LINKS TO THE RESEARCH PROJECTS

Study 1: **Uncertain Futures**

<https://www.kent.ac.uk/extendingworkinglives/>

Study 2: **Older People and Employment in Scotland**

<http://www.gov.scot/Resource/0052/00523780.pdf>

Study 3: **Dynamics of Accumulated Inequalities among Seniors in Employment (DAISIE)**

Comparisons across UK, Ireland, Sweden, Czechia, Switzerland

<https://www.lives-nccr.ch/en/DAISIE>

Study 4: **Supporting Healthy Ageing at Work (SHAW)**

<https://www.shaw.business-school.ed.ac.uk/>



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# ‘If you look the part, you’ll get the job’: Why our appearance matters in the workplace and what does it mean for HR practitioners

**Professor Dennis Nickson**



Let's start with a job advert...



# **ATTRACTIVE PART TIME BAR STAFF REQUIRED**

Whispers Night Spot, Bamber  
Bridge. Immediate start. Trans-  
port provided within one mile  
radius. No experience  
necessary. £3.20 per hour.

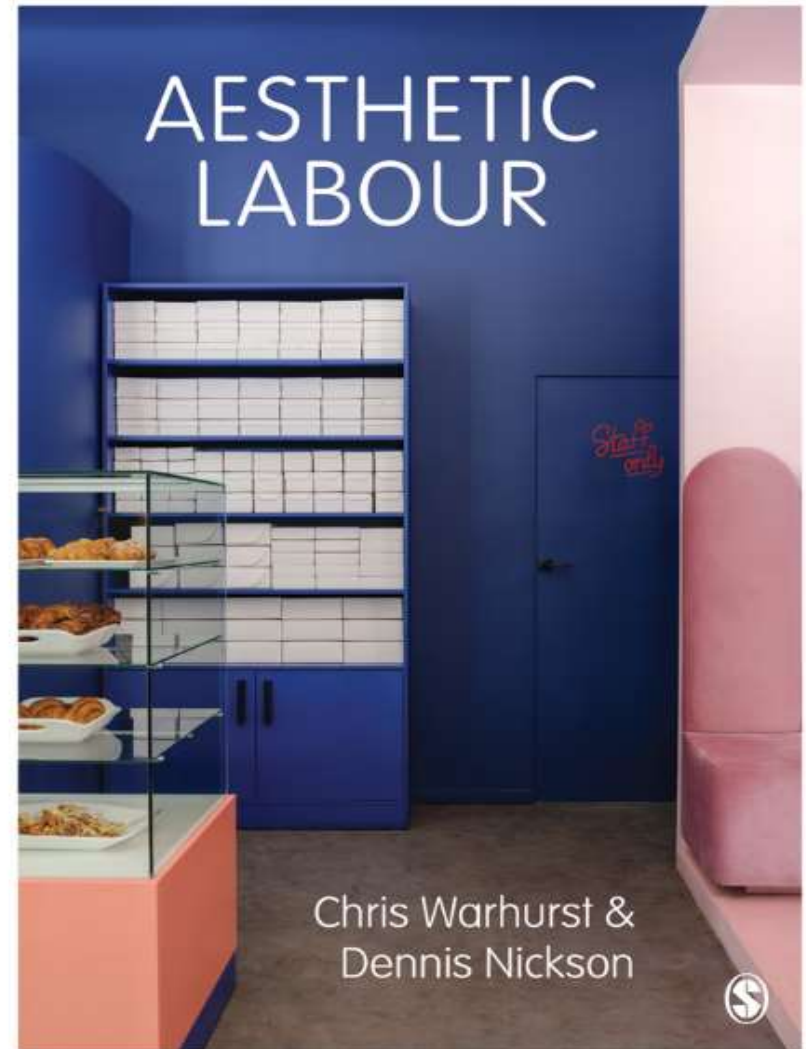
**TEL PRESTON 39447**  
**(anytime).**

# From a job advert to a book

## ATTRACTIVE PART TIME BAR STAFF REQUIRED

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**TEL PRESTON 39447**  
(anytime).



# In which workplaces does appearance matter?

In the book we note the occupations that are most likely to have a significant emphasis on appearance:

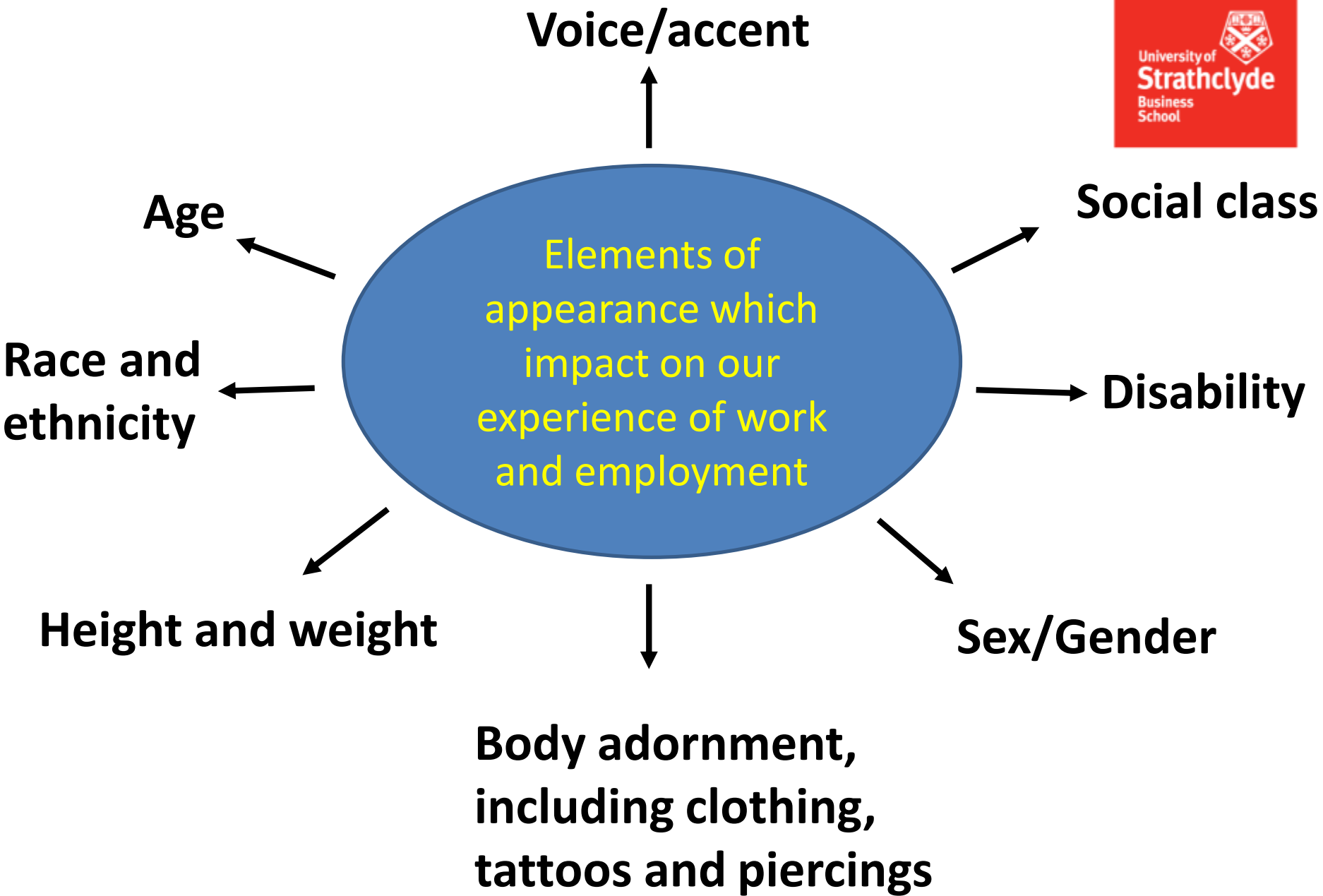
- Model, actor, actress
- Television anchor, weather presenter etc.
- Public/customer relations representative
- Sales, e.g. retail, estate agents, marketing representatives
- Hospitality, e.g. waiter/waitress, flight attendant
- Chief executive officer
- Hair stylist, cosmetologist
- Health and fitness trainer/aerobics instructor
- Politician

# In reality though appearance impacts everybody in the workplace...



- Let's take the example of the 'beauty premium' and the 'plainness penalty'.
- The 'beauty premium' rewards good looking employees (both men and women) in getting jobs, having better pay (typically between 10-15 per cent more) and being more likely to be promoted compared to those who are less attractive, or as some writers in this area put it 'the aesthetically challenged'.
- Research has found that this phenomenon is universal and that good looks lead to a wages premium in most countries with the highest beauty premiums in Germany and China. Conversely the largest penalties for those with 'below average' looks is Britain and Australia.

However we argue in the book that the focus should not just be on our physical appearance and simple judgements of attractiveness.





# So what is discriminatory and what is not?



The Equality Act (2010) focuses on a specific set of protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

# 'Acceptable' forms of discrimination: judgements of attractiveness

Throughout our research we had lots of examples of how people who were perceived as unattractive would face discrimination. A typical example came from Catherine, a focus group participant, who was working in a stylish city centre restaurant in Glasgow. She relayed a story of a potential employee coming into the restaurant and being immediately judged on how they looked:

A girl came in for an application form and he [the restaurant manager] said 'Sorry, we don't have anything'. Later I said, 'Yes we do' and he said, 'She's too ugly to work here'. I said, 'You can't say something like that, that's terrible' and he goes 'Yeah, I can, this is the industry, that girl can't work here'. I was shocked.

# 'Acceptable' forms of discrimination: weight



ies Paper

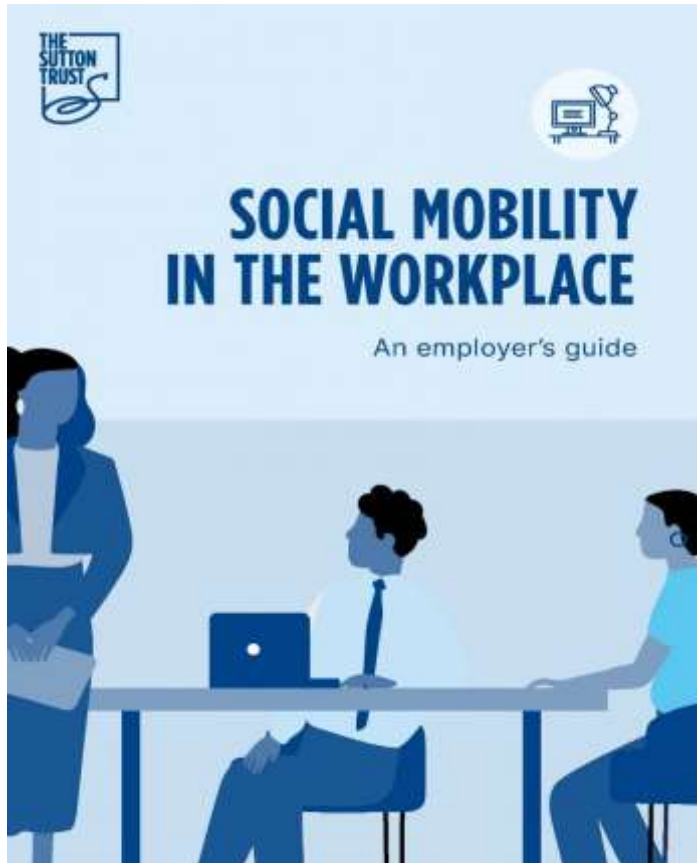
Obesity and Work

Challenging stigma and discrimination

Zohra Qureshi and Stephen Brown

- Employees living with obesity have lower starting pay, less hiring success and lower co-worker ratings. They also report being targets of derogatory comments, denied promotions or even fired because of their weight.
- Forty-five per cent of employers say they are less inclined to recruit candidates living with obesity. While people living with obesity themselves are less likely to be regarded as able leaders or to have career potential and are more likely to experience bullying and harassment.
- Research has found that women living with obesity are less likely to get customer-facing jobs. More generally, women living with obesity can experience a 'wage penalty' of 9-13 per cent per year, representing a UK total of over £10bn each year.

# 'Acceptable' forms of discrimination: social class



- A 2019 TUC report on addressing class inequality found widespread workplace discrimination based on class backgrounds.
- Graduates with parents in professional and managerial occupations are around twice as likely as working class graduates to start on a high salary, no matter what degree level they attain.
- People from working class backgrounds still earn less than those from middle class backgrounds, even when they have the same qualifications and do the same type of job.
- Even when those from working class backgrounds enter professional occupations, they earn on average 17% less than their more privileged colleagues.



In the City it's the ultimate sartorial faux pas. "Never wear brown in town," runs the adage about what shoes the gentlemen of London's financial district must eschew in order to escape the opprobrium of colleagues. This unwritten rule works to the disadvantage of people from less affluent backgrounds, according to a study by the government's social mobility commission. The commission found that graduates with first-class degrees from elite universities are being "locked out" from jobs in investment banking jobs if they commit the cardinal sin of wearing brown shoes. The same goes for those who appear uncomfortable in a suit, wear a loud tie, or lack esoteric qualities such as "polish" or "aura" - <https://www.theguardian.com/business/2016/sep/02/city-of-london-dress-code-brown-shoes-finance>



# 'Acceptable' forms of discrimination: body art



## Virgin Atlantic

### Virgin Atlantic's easing of cabin crew tattoo policy marks industry shift

Analysis: Airlines have long had strict criteria for flight attendants' appearance, with some still specifying weight and height



# So as HR practitioners what do you think should be done...



- Nothing, it's just the way it is!
- Integrate some of these additional elements into diversity, inclusion and unconscious bias training.
- Removing school and university names and other identifying elements from CVs as part of a process of encouraging 'blind' recruitment.
- Legislation – should the Equality Act be extended to prohibit discrimination based on elements of appearance and social class?

# A bit more on legislative interventions



- France introduced legislation to prohibit discrimination based on physical appearance in 2001.
- The 'expansive' law covers all forms of physical appearance including mutable aspects such as piercings, tattoos, clothes and hair and immutable aspects such as facial traits, weight and height.
- Any finding of appearance discrimination carries both civil and criminal liability and covers organizations and individuals, such as CEOs, who could potentially be imprisoned for up to three years in prison.
- Appearance can be a recruitment criterion if there is a clear business purpose, such as playing a Disney character or modelling.

# What has been the effect of the legislation?



- There has been a handful of complaints and convictions, despite surveys showing that anything between 20-30 per cent of employees believe they have been discriminated against based on their appearance.
- However, it is suggested that the legislation has served to raise broader awareness of discrimination based on appearance, creating a social shift in perceptions about appearance discrimination.

# An example of how we engaged with policy implications – the case of the Wise Group and helping the long-term unemployed accessing service work



- Our research in the hospitality and retail industries highlighted that employers had a range of skills demands encompassing, technical, attitudinal (emotional labour) and appearance (aesthetic labour), though the latter two were much more evident at the point of entry into the organisation.
- Often long term unemployed people, who could potentially access these jobs, were unaware of the need to have such skills so there was a need to develop strategies to incorporate into labour market interventions prior to entry into the labour market.
- We worked with the Wise Group to widen their pre-employment training to enhance their soft skills training, including focussing on elements of appearance.

# The programme sought to enhance participants employability by giving people greater confidence and included...



- **What's beautiful** - which involved identifying people who 'look and sound good' and also determining why they do so.
- **Making the most of yourself** - consisting of education in personal grooming, dress and personal presentation skills.
- **Food, Health and Beauty** - developing a healthy eating plan; a one-to-one session with a personal trainer; maintaining a beauty routine; receiving a professional make over; and taking part in a photographic session.
- **Recording a song** - taking part in team work and attempting to build confidence. Involved choosing a song, rehearsing as a group and recording at sound studio.
- **Visit to a bar/restaurant** - to have lunch, receive a tour of the establishment and have opportunity to take part in a question and answer session with management.
- **Acting/role playing** - importantly, clients examined techniques of acting and role playing. These strategies are particularly salient in interactive service sector employment where much of the work is performance orientated.



# THE SCOTTISH Sun

Wednesday, June 7, 2000 28p DEDICATED TO THE PEOPLE OF SCOTLAND

## WIN £1M GUARANTEED

TODAY'S TOKEN — PAGE 22



One reader gets the lot

### MP Beith son dead at home

By JOHN BYNORTH  
THE adopted son of Lib-Dem Deputy leader Alan Beith has been found dead.  
Diabetic Christopher, 29, was discovered by his sister Caroline, 21, in the family home in Barwick-upon-Tweed where Mr Beith, 57, is MP.  
Mr Beith's wife Barbara died two years ago of cancer.  
He said last night: "We are very proud of Chris."  
Full Story — Page Nine

### 2 Jags, 9 bathrooms and butler

By PAUL GILFEATHER  
CLASS warrior John "Two Jags" Prescott is living like a king after a £400,000 refill at his free country mansion.  
The Deputy PM — who now has NINE bathrooms and a butler — was accused of hypocrisy last night over his attacks on Britain's snooty elite.  
Mr Prescott loves his lavish lifestyle at the 21-room Dornaywood retreat in Bucks.  
Full Story — Pages 4 and 5

# YOU'RE TOO GRUBBY TO GET A JOB!

## Glasgow unemployed told to wash



Scruff... TV's Rab C Nesbitt

By MARK HOWARTH  
A JOBS agency boss sparked fury last night by claiming unemployed people in Glasgow need lessons in how to WASH.  
Marketing manager Linda Naden compared the city's jobless to TV duffer Rab C Nesbitt.  
And she insisted they can't get work

**EXCLUSIVE**  
because they lack personal hygiene. Ms Naden, who works for Government-backed training company Wise Group, said: "They think they don't need to wash their hair or put on clean clothes."  
The Wise Group receives £16million of public money every year to train the unemployed. Under a new scheme, they

take the jobless to posh bars and restaurants to teach them positive body language and dress codes.  
Ms Naden added: "We spend time with them and talk about how they look and about being clean and appropriately washed — they are good habits to get into."  
Last night MEPs slammed the story. The SNP's Nicola Sturgeon hit out: "Ms Naden's comments are grossly insensitive and patronising."  
Three stereotypes  
Continued on Page Two



# Hotel staff should wash their hair ... and dress to impress!

■ Call for training to make workers aware of need for personal grooming

By GERALDINE MAYNES

**HOTEL** workers in Glasgow should be given more training in personal grooming and dress sense, says a report for the Scottish Executive.

A total of 93% of bosses in the city's hospitality industry believe their staff's appearance is "vital" to their business success.

And they admit they regularly turn down job applicants because of their looks.

The report to the Executive follows a study by Strathclyde University. It calls on the Executive to invest in more training about the importance of

a good appearance to meet the needs of the growing hospitality industry.

Dr Dennis Nickson, of the university's Centre For Employment Research, said: "The retail and hospitality sectors are growing in Glasgow as the city regenerates - 20% of the jobs are in retail, wholesale and hotels.

"But there are still some recruitment problems, despite pockets of high unemployment in the city."

Dr Nickson said the Executive needed to ensure skills training included how people looked and how they presented themselves.

He added: "What we are talking about is being well turned out, having clean hair and nails and smart clothes."

His comments were backed by Philip Makoney, head of the Glasgow Hoteliers' Association and manager of the Radisson SAS Hotel in Argyll Street.

He said: "There is little doubt appearance sells.

"In hospitality, we are

in the selling game, albeit wrapped up in the lovely package of good service, but it is still sales.

"We spend a good deal of time finding the right clothes for people to wear and also take our colleagues through the finer points in grooming and employ specialists to do that."

"Appearance is just as important as social skills and a positive overall attitude to taking care of people - that is, after all, our job."

Two waitresses at the hotel, Armita Makkar and Candice Edmunds, said they knew appearance was everything in their jobs.

They were given step-by-step training on how they should look when they arrive for work.

Armita, 23, who lives in the city centre and is on the hotel's graduate training scheme, said: "On our first day we were advised on things like hair and make-up."

Candice, 24, of Kinning Park, added: "They covered everything, right down to how you smile at customers."

The hotel's personnel manager did admit they have some appearance



■ Waitresses Armita Makkar and Candice Edmunds show what the well-dressed hotel staff should look like. Picture: Martin Shields

Ashley Domini said: "Occasionally we have had to tell one or two men to go and have a shave. We have no qualms about doing that - appearance is everything in this industry."

Responding to the report's findings, a Scottish Executive spokesman said: "Through initiatives such as our Modern Apprenticeship programme and Determined to Succeed, we are helping to equip our young people with the confidence and skills that will prepare them for work and life."

● What do you think? Write to Letters, Evening Times, 200 Renfield Street, Glasgow, G2 3QH. Send a text to @letters and leave a space and send comments to 88010. Or send an e-mail to letters@

■ Dennis Nickson wants emphasis on

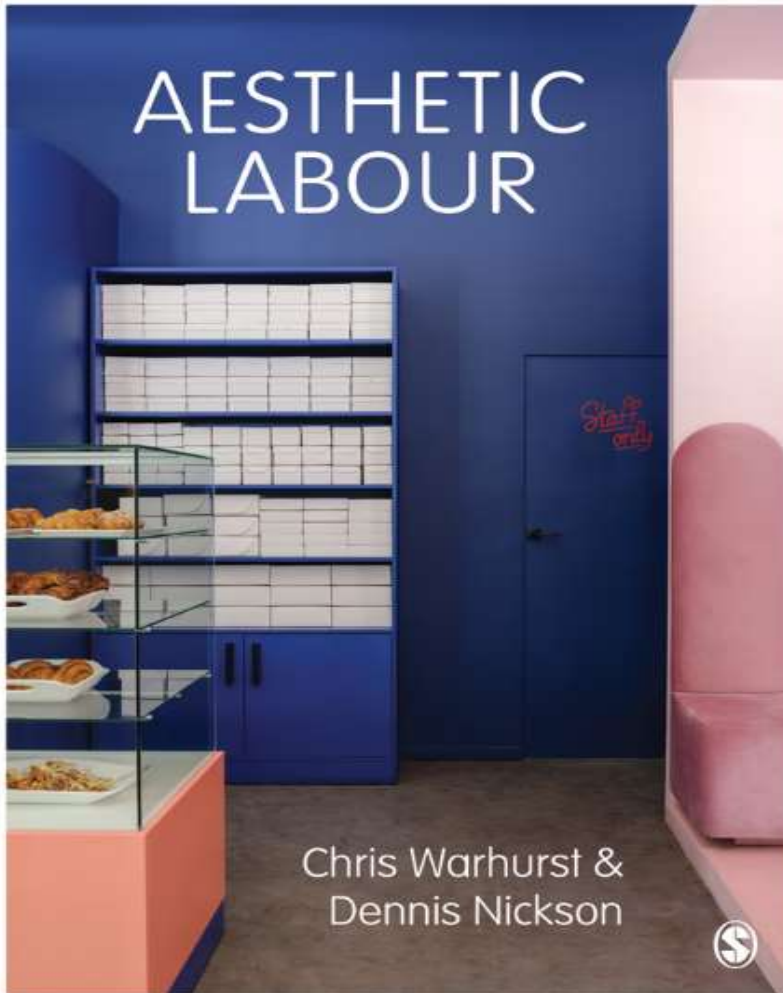


# Concluding comments



- Appearance does matter in the workplace.
- There is significant evidence of appearance discrimination, which is often seen as being 'acceptable'.
- There is a need to extend discussions around discrimination in workplaces to take account of characteristics beyond those covered in the Equality Act.

# The sales pitch...



Or for the short version see:

- <https://theconversation.com/lookism-beauty-still-trumps-brains-in-too-many-workplaces-148278>



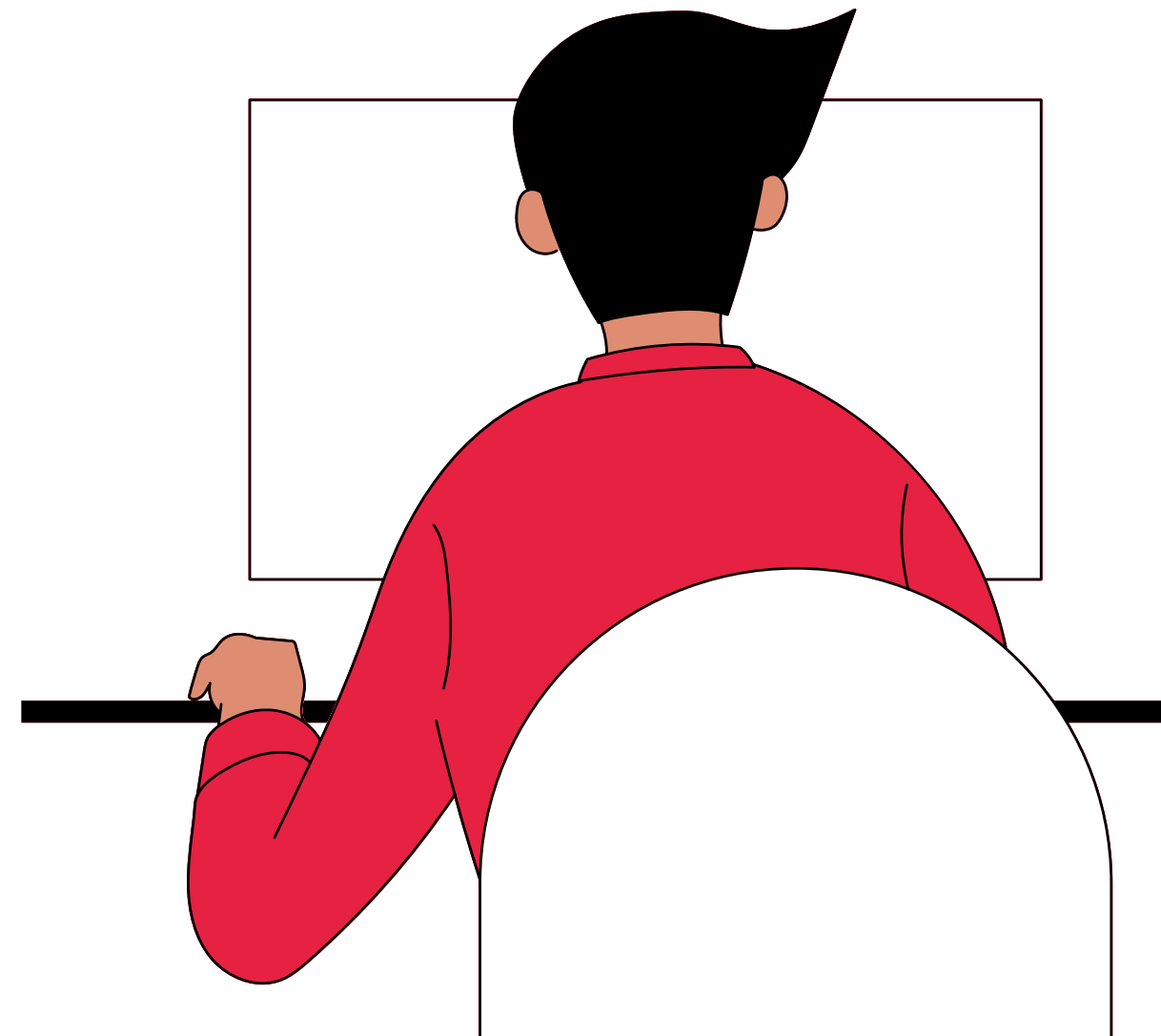


# Delivering Sustainable HRM in Hybrid Work Environments

Andrew Bratton

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# AGENDA

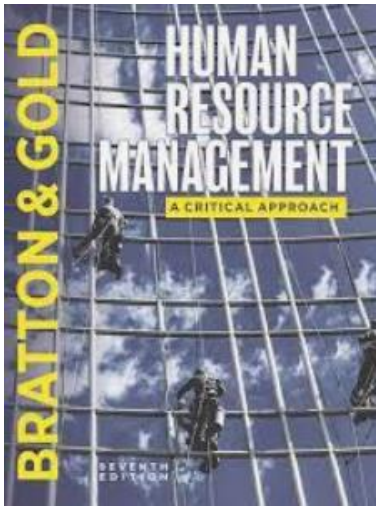
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- Context: Sustainable HRM
- Framework for understanding sustainable workplaces
- Framework for understanding sustainable employment relationships
- Case study: CSR engagement and remote working
- Practical implications



# Scientists call on colleagues to protest climate crisis with civil disobedience

An article in the Nature Climate Change journal argues that non-violent direct action taken by experts is effective



“...the pursuit of **quadruple bottom line performance**” (Bratton et al., 2022, p. 354)

# Context: Sustainable HRM

“The adoption of HRM strategies, practices, **leadership** behaviours and the **alignment of technologies** which enable the achievement of organisational, social, individual and environment goals; with an impact inside and outside of the organization for **all present and future human beings** in an equitable manner, whilst living within the **limits of supporting ecosystems.**” (Bratton and Paulet, 2022)

- 1. Multi-stakeholder approach, strategic positioning of HR function
- 2. Viable for organisation and workers
- 3. Alignment of technologies
- 4. Tension between HRM practices and SDG goals

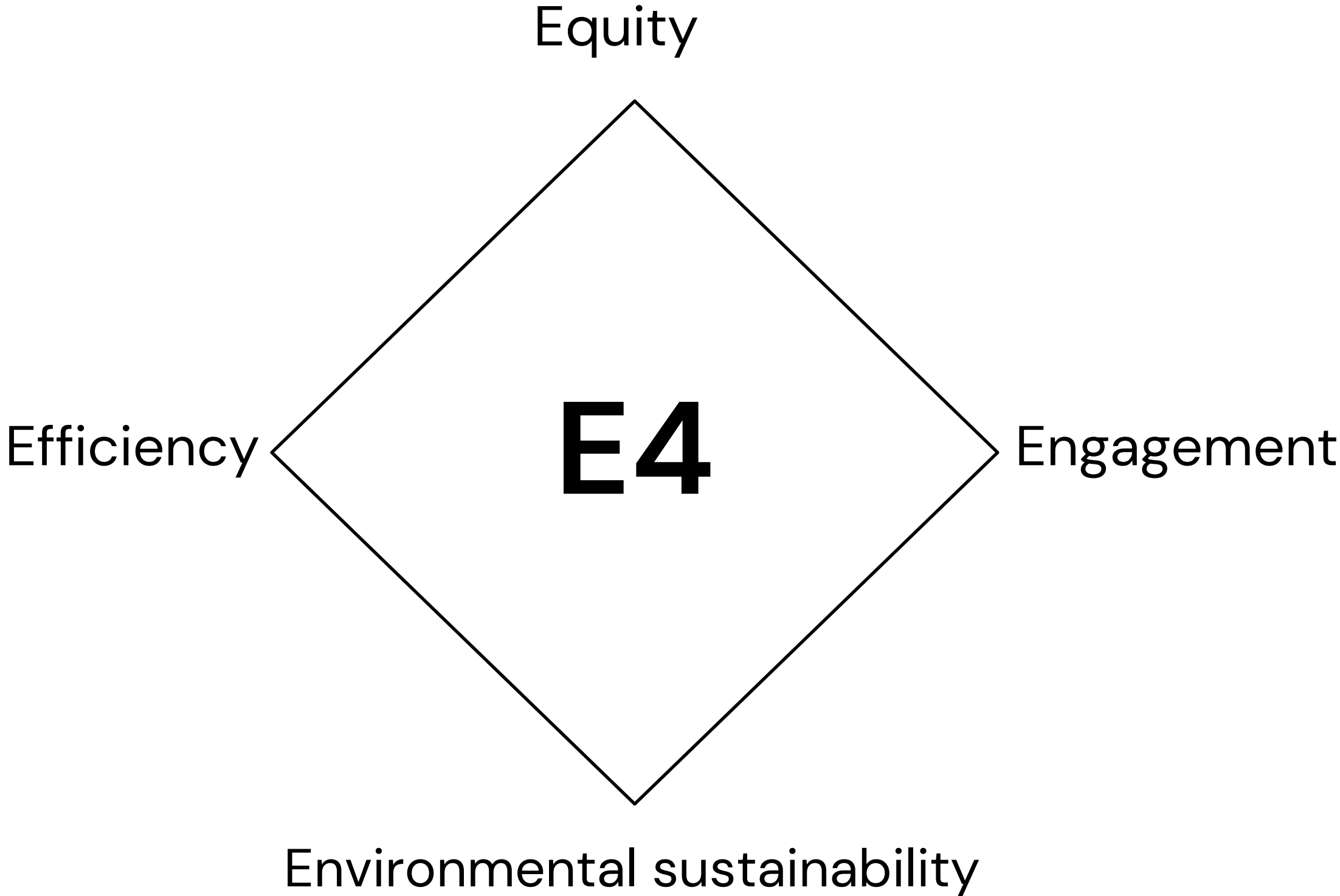




# Framework for understanding sustainable workplaces

<b>Drivers</b>	<b>Key stakeholders</b>	<b>Processes</b>	<b>Outcomes</b>
<p>Competitive advantage &amp; public awareness</p> <p>Regulation and industry standards</p> <p>Policy &amp; targets</p> <p>Senior leadership support</p> <p>Organisational culture</p>	<p>Management</p> <p>Employees</p> <p>Trade unions</p> <p>Suppliers</p> <p>Community</p> <p>Government</p>	<p>Employee voice</p> <p>Communications &amp; leadership</p> <p>Training &amp; development</p> <p>Corporate governance</p> <p>Systems &amp; technology</p>	<p>Performance &amp; branding</p> <p>Energy efficiency &amp; lower costs</p> <p>Waste reduction &amp; recycling</p> <p>Improved employee well-being</p> <p>Skills &amp; job satisfaction</p>

# Framework for understanding sustainable employment relationships



# Framework for understanding sustainable employment relationships

- **Efficiency**
  - Economic performance – the effective use of scarce resources (competitiveness, productivity, quality, economic prosperity)
- **Equity**
  - Fair employment standards for outcomes and treatment (social justice, fair pay, job security, diversity and inclusion)
- **Engagement**
  - Meaningful input into decisions (free speech, voice, autonomy, job design, commitment, job satisfaction)
- **Environmental sustainability**
  - Living within the regenerative capacity of the biosphere (reduce workplace emissions, pro-environmental behaviours, low-carbon jobs)

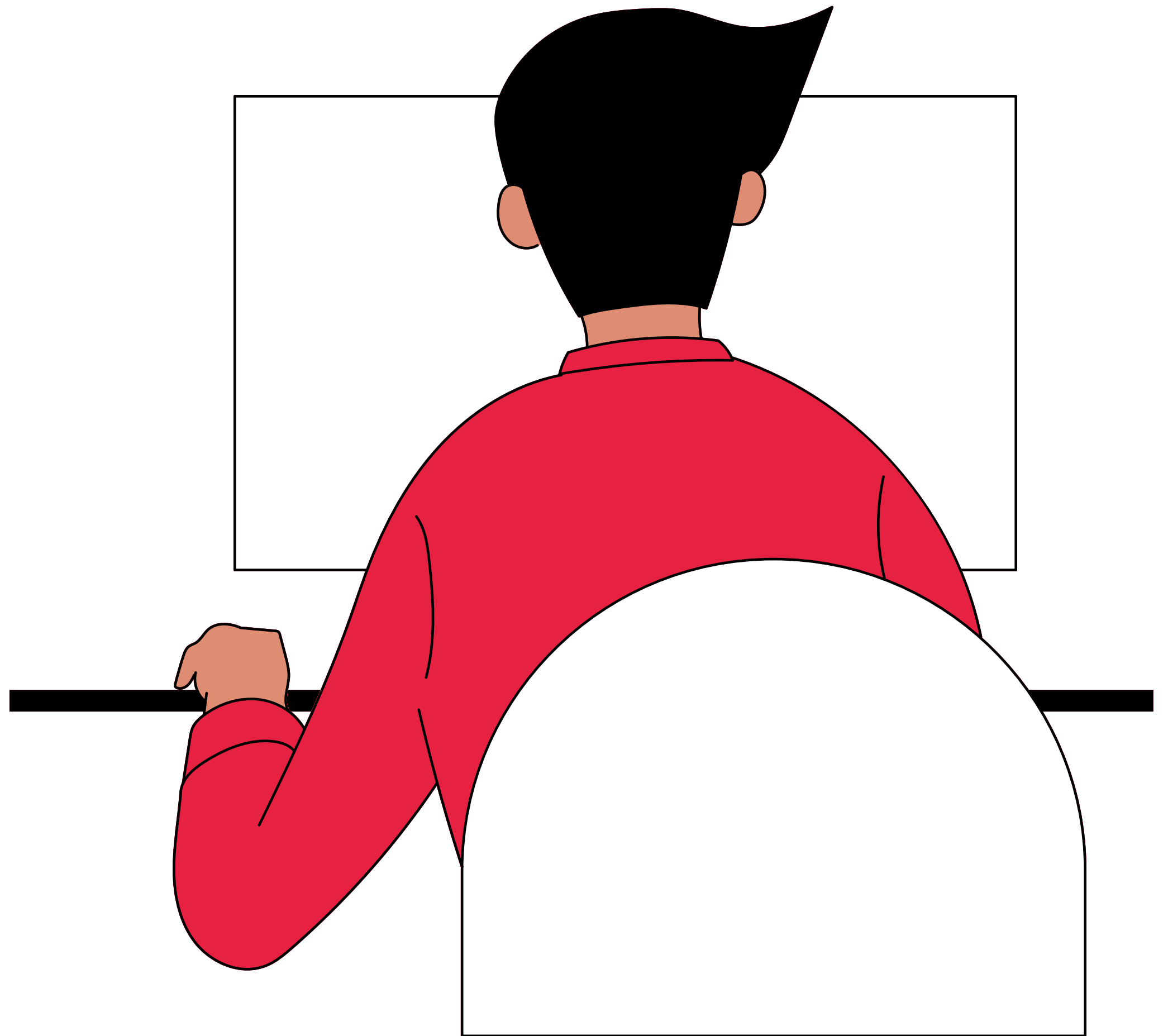
# Case Study: CSR Engagement and Remote Working

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Dr. Kelsy Hejjas

Dr. Andrew Bratton

Dr. Magdalena Gilek



# Do you work from home?

Remote work, or homeworking, refers to work which is flexible in location and where technology is used to connect with others (Wang et al., 2021)

# Hybrid working grew in Great Britain even as Covid rules eased, data shows

More than four in five workers want to continue flexible model despite government push for return to office



The ONS found improved work-life balance was reported to be the main benefit of working from home for at least some of the week. Photograph: wera Rodsawang/Getty Images

Special report | Home working

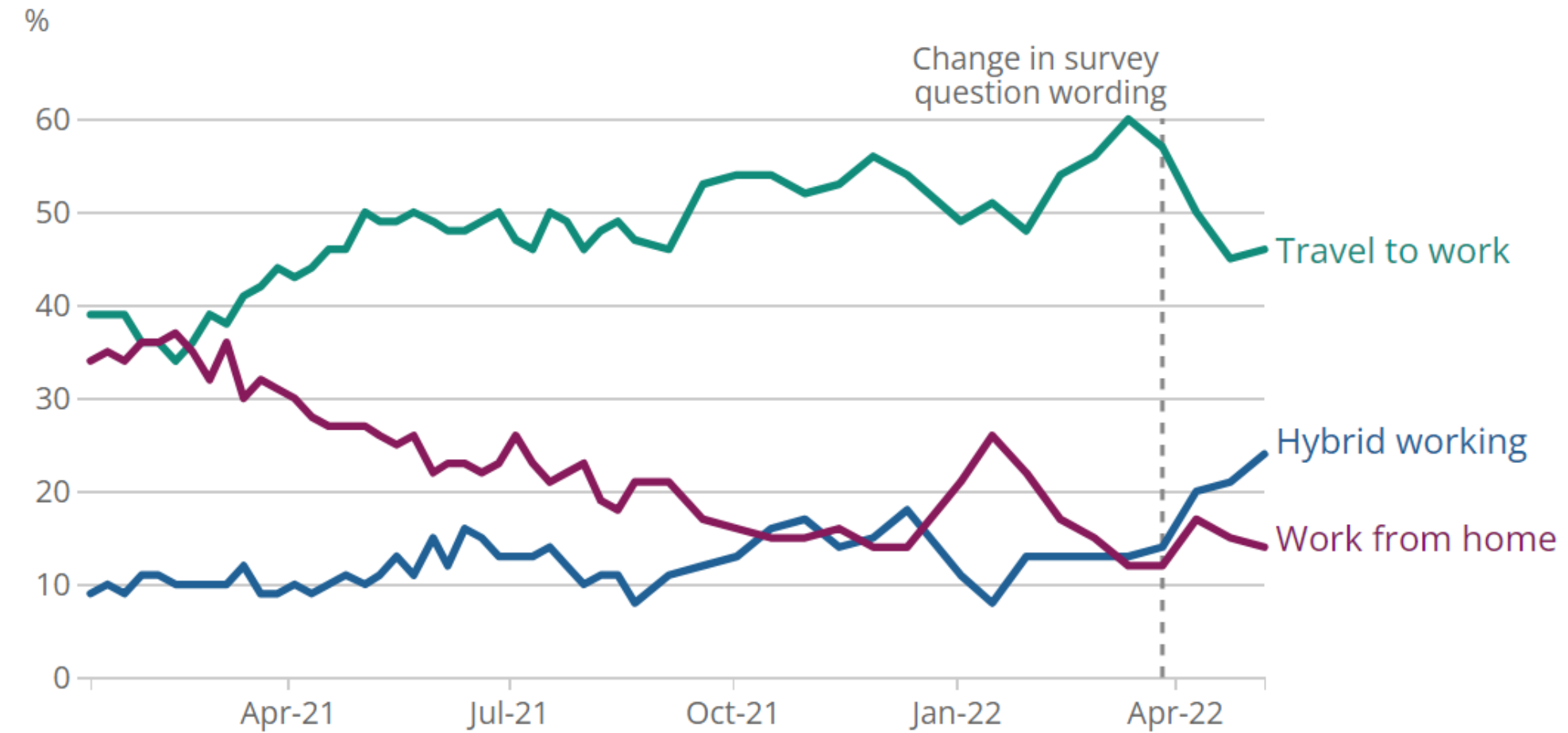
## The rise of working from home

The shift to a hybrid world of work will have a big impact on managers



# The proportion of workers hybrid working has risen slightly during spring 2022

Percentage of working adults travelling to work, Great Britain, January 2021 to May 2022



Source: Office for National Statistics – Opinions and Lifestyle Survey

# Switch to more home working after Covid 'will make gender inequality worse'

Men are more likely to be in the office after the pandemic while women become less visible to employers

- [Coronavirus - latest updates](#)
- [See all our coronavirus coverage](#)





# What do(n't) we know?

- Homeworking is increasing (CIPD 2021; Office for National Statistics, 2022)
- Benefits of home working:
  - Increased flexibility
  - Save on travel time and costs
  - Potential to improve work-life balance
  - Fewer distractions
  - Improved wellbeing

(Adisa et al., 2021; de Menezes and Kelliher, 2011; Felstead and Henseke 2017)





# What do(n't) we know?

- Challenges of homeworking:
  - Feelings of isolation and disconnect
  - Balancing homeworking and parenting responsibilities
  - Increased distractions
  - Reduced communication
  - Less motivation
  - Less collaboration
  - Increase gender inequality
  - Age discrimination

(Chi et al., 2021; CIPD, 2021; Collins et al., 2016; Cooper and Kurland, 2002; Golden and Gajendran, 2019; Mallett et al., 2020; Pattnaik and Jena, 2020)

**How can we  
manage the new  
normal?**





# Corporate Social Responsibility



- Research by the CIPD (2021) suggests that one solution to employee (dis)engagement during homeworking is creating a common purpose across the organisation.
- Positive employee and organisational outcomes from CSR participation include improved:
  - Organisational commitment and work performance
  - Collaboration and innovative behaviour
  - Quality of work life and employee wellbeing
  - Retention

We propose that CSR may be a potential way for organisations to better manage homeworking

**The aim:**

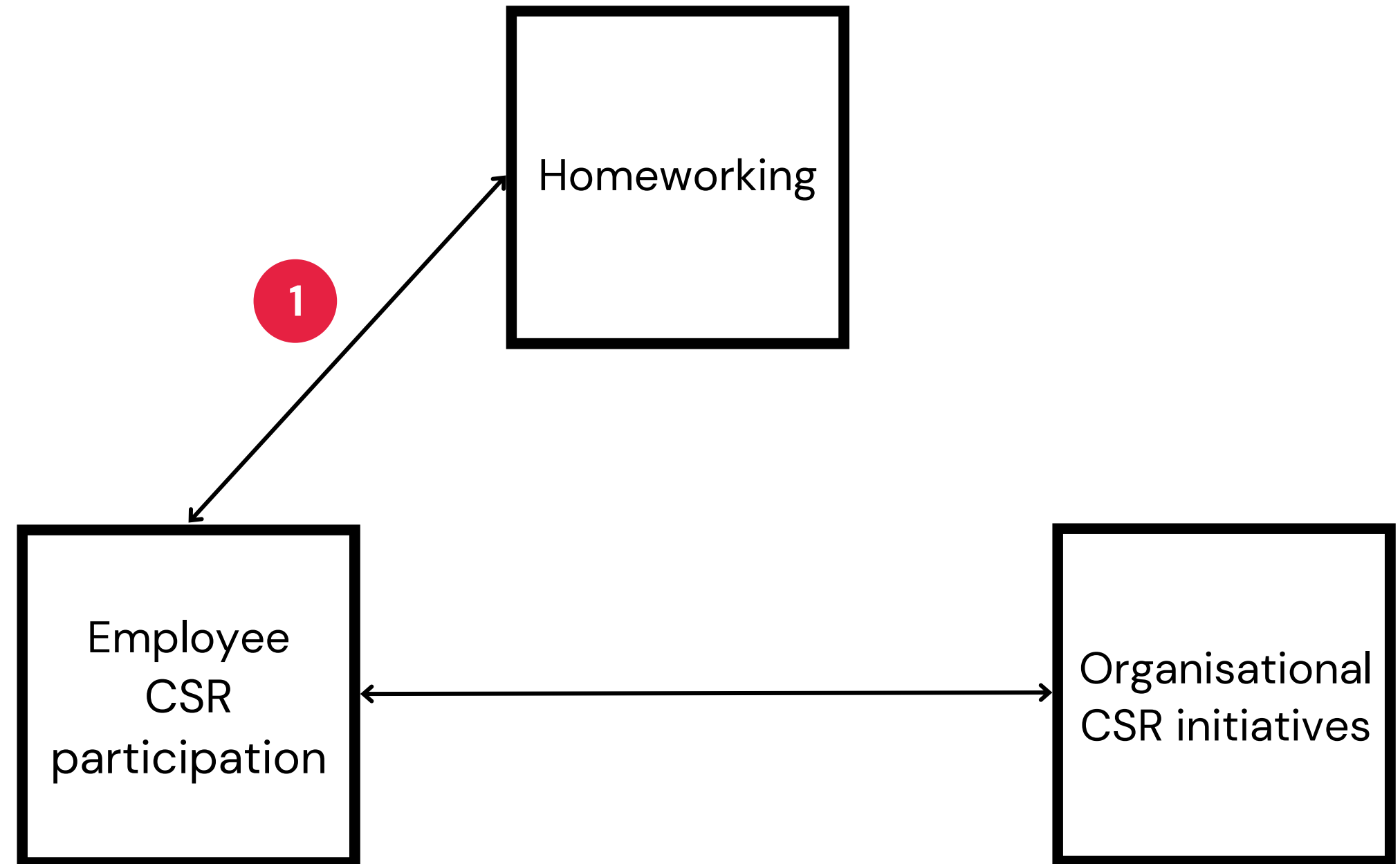
To critically analyse the relationship between CSR and homeworking



# Conceptual Model

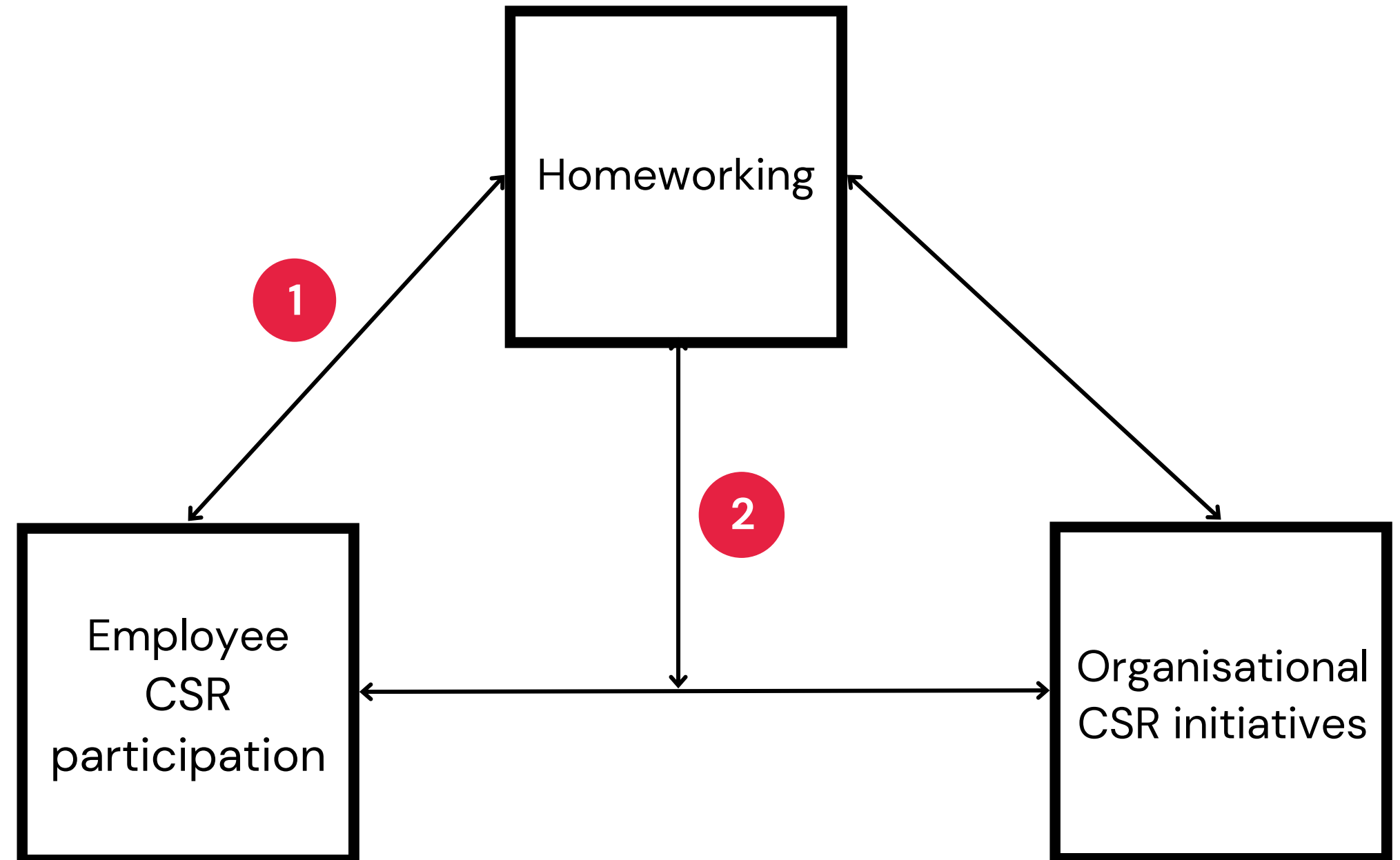
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How does CSR participation affect homeworking?



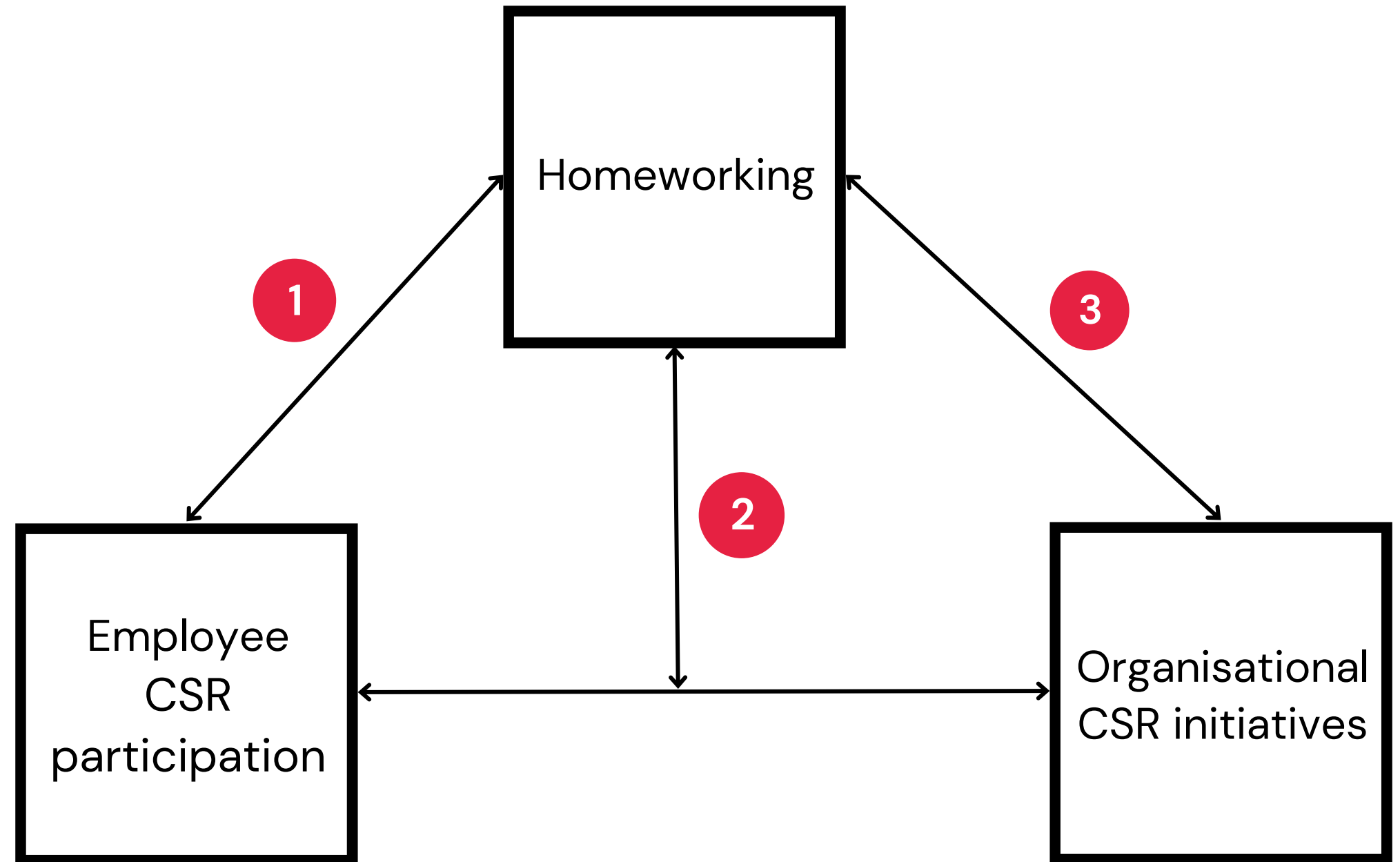
# Conceptual Model

- 1 How does CSR participation affect homeworking?
- 2 How do employees participate in CSR while working from home?

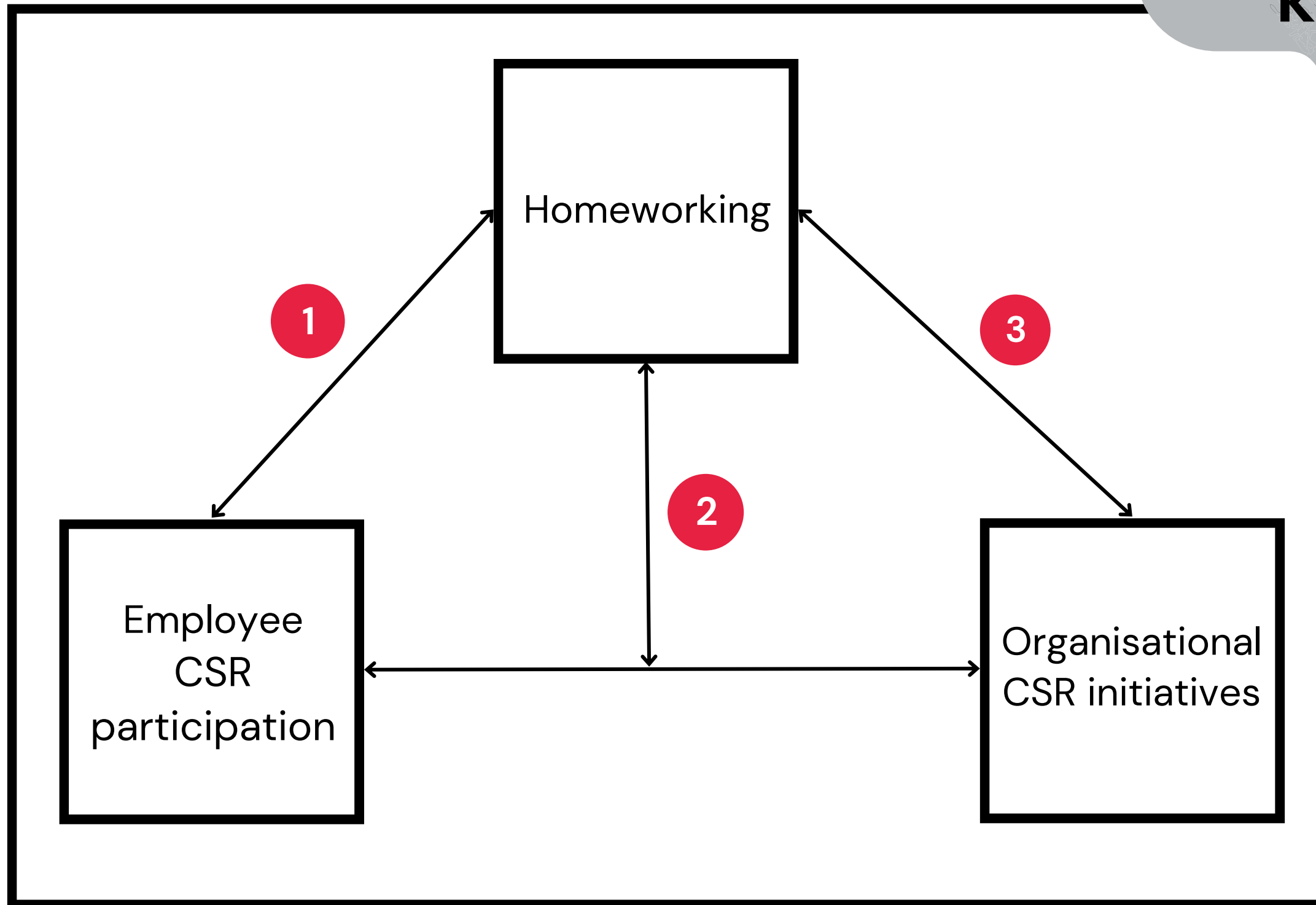


# Conceptual Model

- 1 How does CSR participation affect homeworking?
- 2 How do employees participate in CSR while working from home?
- 3 How does homeworking affect organisational CSR initiatives?

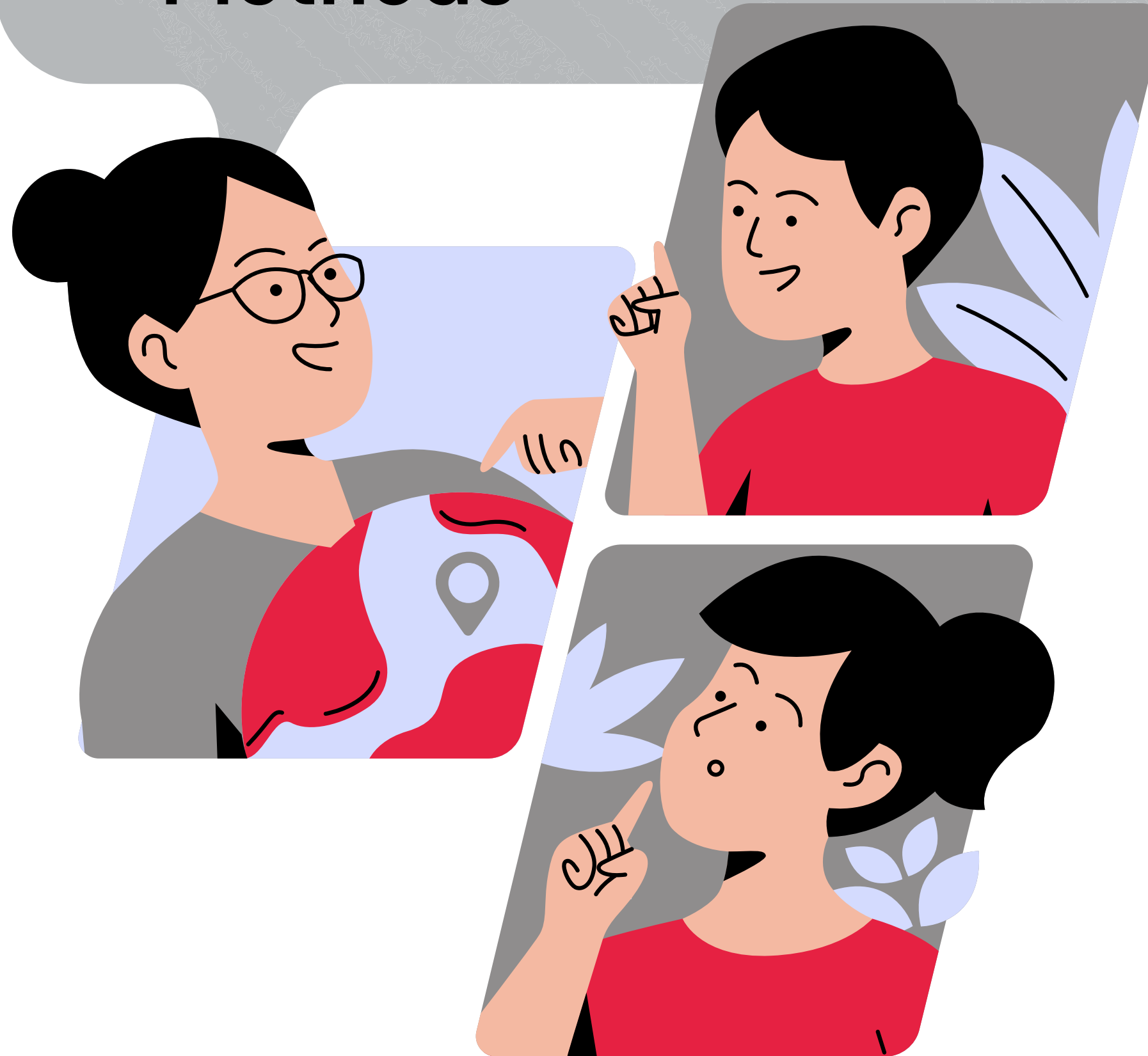


# What do(n't) we know?



- Employee engagement (MacLeod and Clarke, 2009)
- Leadership & followership
  - Shown to impact critical outcomes, including engagement (Caulfield and Senger, 2017)
- Job design and job quality
  - Affected by homeworking
  - Impact on CSR participation (Buckingham, 2021)

# Methods



■ 1 organisation, 5 brands

■ 30 semi-structured interviews

- **Managers:** Regarding changes to the wider work environment and organisational CSR strategy and leadership
- **CSR Champions:** Regarding opportunities and barriers to CSR leadership particularly around remote working
- **Employees:** Regarding their experiences with CSR, CSR leadership, and homeworking



# Practical Implications



# Initial Findings

1 Sustainability, CSR and ESG not clearly defined

2 Leadership and employee voice key to CSR implementation

- Senior leaders communicate vision
- Appoint sustainability champions
- Teamworking and collaboration
- Transformational change involving all employees





# Initial Findings

- 3 Implications for sustainable HR practices
  - Improve recruitment, retention & D&I
  - Learning and development
  - Appraisal and performance management
  
- 4 CSR participation can positively affect homeworking
  - Homeworking specific initiatives
  - Making work more meaningful
  - Improving employee wellbeing





# Q&A

Questions for me

Questions for *you*

-

Clarity of conceptual  
model



# Let's talk about menopause: How can employers support women and what can women do to manage their menopause symptoms

**Kristina Potočnik (she/ her)**  
**University of Edinburgh**  
[Kristina.Potocnik@ed.ac.uk](mailto:Kristina.Potocnik@ed.ac.uk)

**Managing people for performance and wellbeing: Towards a sustainable practice action research community for evidence-based HRM in Scotland**

This talk is underpinned by collaborative research with Dr Belinda Steffan (University of Edinburgh).



# Background



## MENOPAUSE in numbers

**13**  
million

women in the UK  
are going through  
or have reached the  
menopause



that's one in every  
three women

**1 in 4**

say their  
menopause  
symptoms affect  
their quality of life



the risk of cardiovascular  
disease doubles with  
early menopause

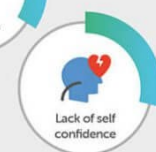
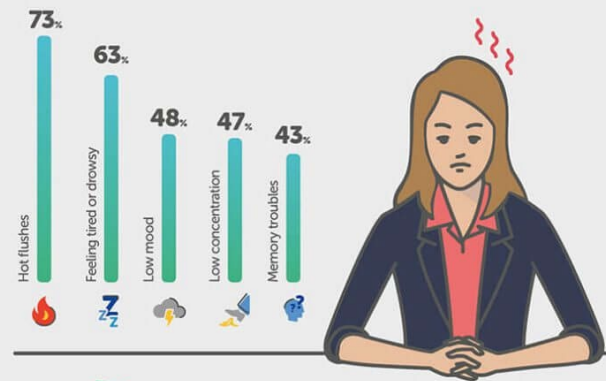


the number of women  
and girls under 40 in  
menopause is rising



of women still have  
problematic  
symptoms after 15  
years

## Menopause Symptoms at Work



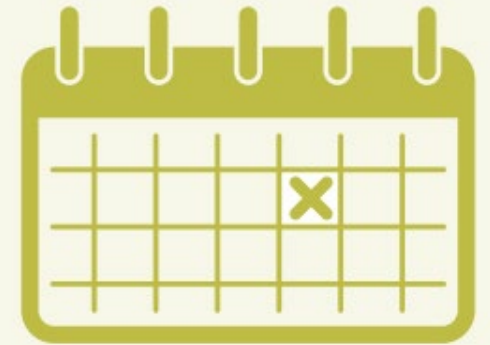
34% had developed  
depression and anxiety,  
while 29% significantly lost  
self confidence at work

**FORTH**  
TEST | TRACK | OPTIMISE

## Work can be a struggle

**45%**

of women say they feel their  
menopause symptoms have  
had a negative impact  
on their work



**47%**

who have needed to take  
a day off work due to  
menopause symptoms  
say they wouldn't tell their  
employer the real reason

# Background

- For many women, menopause remains a ‘taboo topic’ at work (see Atkinson et al., 2020; Grandey et al., 2020; Jack et al., 2019; Steffan & Potočnik, 2022);
- Menopause can create a lot of difficulties at work for cisgender women as well as transgender, non-binary and intersex employees:
  - Menopause is difficult to diagnose as symptoms vary in terms of type and strength;
  - Menopause can make the existing health conditions worse;
  - Hormone replacement therapy (HRT) is not suitable for everyone;
  - Symptoms might not be taken seriously due to stigma and prejudice.

# Background

- Most common menopause symptoms include hot flushes, mood changes, night sweats, sleep problems, brain fog, vaginal dryness, loss of interest in sex, headaches, and different aches and pains.
- These symptoms can be managed by means of HRT and getting enough sleep, eating well, taking regular exercise and practising yoga, meditation...
  - **But what can the employers do to help?**
  - **And what can employees experiencing menopause do to cope with their work demands (other than doing self-care)?**

**In our research, we aim to explore how women\* manage their menopause symptoms at work and how workplace support can help offset negative impact of symptoms on work-related attitudes and outcomes.**

\*All participants in our samples identified as women.



# Key Research Findings

- **We have conducted three studies so far:**

1. Study 1: qualitative, open-ended interviews with 21 women who were 47+ years old and were in paid professional employment in the UK.
2. Study 2: quantitative survey, completed by 142 women (average age 51.15 years; 59.2% in full-time employment).
3. Study 3: mixed-methods, a 3-wave longitudinal study:
  - Wave 1 and 2: quantitative survey completed by 679 women working in the UK (average age 50.39 years; average working hours per week 30.15);
  - Wave 3: qualitative, open-ended interviews with 53 women (age range from 40 - 66 years), who completed the quantitative surveys.



# Study 1 – Key Findings

- Theme 1 – Coping with menopause symptoms at work

- Women were struggling to cope with menopause symptoms at work;
- Very few sought assistance from external sources;
- A clear acknowledgement of a detrimental impact of a range of **physical** and **psychological** menopause symptoms on work performance and retention.

*“I’m seriously struggling with the menopause .... the fatigue and everything that’s impacting on everything.” (Ursula, 50, secretary)*

*“...you are working all day in a very demanding job, physically... everything is timed (long pause) an awful lot of energy required for that... I’m an older woman, I’m into my 50’s, peri-menopausal, I’m not able for a lot of that.” (Laura, 50, teacher)*





# Study 1 – Key Findings

- Theme 2 – The variability of support at work
  - Importance of effective and appropriate supervisory support to help women cope with menopause symptoms was acknowledged yet the support from organisations was largely non-existent;
  - Concern over male managers' ability or inclination to manage menopause symptoms, which created a barrier to workplace supervisory support relationships;
  - Desire to 'legitimise' the effect of menopause symptoms at work as a genuine workplace health issue.

*“It's quite an individual thing, but it needs to be somehow legitimised, so if I say legitimately that I suffer from age-related fatigue... it's an actual medical fact that didn't affect me 2-3 years ago...but it's a critical 6 years, between your early mid-40s and your early 50s, there's a phenomenal change.” (Laura, 50, teacher)*



# Study 1 – Implications



Women experience a range of different symptoms that can be classified as physical and psychological health-related.



Menopause is a workplace issue – women take personal responsibility to manage their symptoms, but they also seek external sources of support.



Supervisory support deemed particularly important, but oftentimes women felt uncomfortable asking for help (particularly if their supervisors were male).



# Study 2 – Key findings

- Women who suffered from more **severe physical and psychological symptoms** reported **poorer job performance and retention**.
- **Female peer social support and supervisory social support** were found useful to protect women's **performance** when suffering from **severe psychological symptoms**.
- **The use of agentic behaviours** – e.g., prioritising goals (SELECTION), obtaining specific resources to meet their goals (OPTIMIZATION), and using alternative resource to compensate for menopause-related difficulties (COMPENSATION) - was useful to protect women's **performance** when suffering from **severe physical symptoms**.



# Study 2 - Implications



Menopause symptoms negatively affect women's perceptions of their performance and make them more likely to quit their jobs.



Support from line managers and other women in the workplace is important for women to effectively cope with their psychological symptoms.



Taking individual responsibility by engaging in agentic behaviours helps to effectively manage physical symptoms.



# Study 3 – Key findings

- As the experience of **physical and psychological symptoms** intensified over 6 months, women experienced a significant **increase in burnout**.
- Despite the **physical symptoms** getting worse, women who **used flexible working arrangements more**, showed an **improvement in their job performance**, whereas women who used **flexible working arrangements less**, showed a **decline in performance**.
- Qualitative data revealed some **paradoxical views around the increased awareness** of menopause:

*“I have always thought this is just because I’m getting older, nothing to do with the menopause. But obviously there is such a lot of publicity about it now, everybody seems to be talking about it. So you're thinking, hold on a minute maybe that is what I've be going through.”* (Sarah, 54, Teaching Assistant)

*“And now we’re talking about menopause and being able to accommodate women in the workplace going through menopause. And I have a real big concern that we are making women unemployable .... I love the fact that we're being more supportive ... [but] I have a concern that this is going to backfire.”* (Eliza, 55, HR Director)





# Study 3 – Implications



As menopause symptoms become more severe over time, women suffer from higher burnout.



As the physical symptoms become worse, women can protect their job performance by using flexible working arrangements.



Some women welcome the increased debate around menopause, but some worry that talking about menopause can be detrimental for women's employment.

# Overall implications

- There is a need to increase the awareness of how menopause might be affecting women at work and to reduce the taboo nature of menopause:
  - The introduction of menopause policy
  - EDI training that talks about gendered health issues

# Overall implications

- Women experiencing menopause would benefit from seeking support through:
  - Informal workplace support systems:
    - Facilitate peer support groups, menopause cafes, etc.
  - Supervisory support:
    - Training for line managers → increase the awareness and educate about the impact of menopause symptoms at work and how to support their staff.



# Overall implications

- Workplace adjustments might help women manage their menopause symptoms:
  - Proactively offer flexible work arrangements;
  - Proactively offer micro, individualised accommodations;
  - Offer different training programmes to foster the use of selection, optimization, and compensation (SOC) strategies:
    - These strategies have been found useful as employees experience different age-related changes;
    - Your workforce regardless of their gender could benefit from using these strategies.



# Let's talk about menopause: How can employers support women and what can women do to manage their menopause symptoms

**THANK YOU!**

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