

THE HEART OF THE GUIDE

The 8 commitments at the core of this guide are a refreshed, foundational set of principles which employers can use to improve employee engagement by innovating and improving their employees' experience.

- As well as highlighting 8 core commitments, we also draw out why each is important. We give examples of measures employers can take to demonstrate tangible progress against each of the eight.
- To make implementing change as smooth and simple as possible, the accompanying resource guide includes 12 key action areas. They cover both internal and external factors relevant to implementing the 8 commitments.
- This guide is not intended to replace any existing values or vision statements, but to act as a foundation which employers can use to drive a culture of better inclusivity, fairness and opportunity across their organisations.

Why these 8 commitments.

We selected the 8 commitments following extensive research of available thought leadership and best practice. We have drawn on the expertise of our board members and our sponsors, Deloitte's Human Capital practice. We have also received valuable help and advice from our other contributors.

The 8 commitments and resource guide have been collated through assessing a host of sources, of which a full list is also provided.

A summary of some of the legal considerations is also included, though we recommend always seeking advice from employment specialists and legal representatives. By way of example, we include a link to the Acas guidance which outlines practical tips and legal considerations on how to implement hybrid working.

<https://acas.frontify.com/d/9XEi1YzDsXxS/n-a#/campaigns/hybrid-working>

THE 8 COMMITMENTS

The 8 commitments can and should be applied to every employee in the UK no matter the size of your organisation. Although smaller employers may need to adapt implementation in a manner appropriate to their scale, the key challenge is to apply the underlying principles to all workers; and to do so irrespective of the location in which they perform their work activities.

	1: EMPOWERMENT & CHOICE 	2: DIVERSITY, EQUITY & INCLUSION 	3: GROWTH & DEVELOPMENT 	4: COMMITMENT & ENGAGEMENT 
TANGIBLE OUTCOME	Employees feel empowered in their roles, and given the opportunity to make contributions to the organisation's success. They are provided with choices and opportunities to grow and to participate.	Employees know that their leaders and co-workers fundamentally respect them, their backgrounds, and their opinions, no matter their role or status in the organisation.	Employees are supported in developing their skills and career through performance and development planning, career paths, and internal and external training opportunities that span the entire organisation.	The fact that employers are clearly committed to their employees, and the communities in which they operate is reflected in HR policies and the overall business strategy. Information is shared on what it takes to be a successful employee. They know they will be taken seriously if they raise an idea or concern.
WHY IT IS IMPORTANT	Employee empowerment and choice is predictive of key organisational outcomes like employee job satisfaction and loyalty – outcomes that in turn are linked with better customer experience and increased customer loyalty.	Equitable employers outperform the market by respecting the unique potential, perspectives and requirements of all employees. As a result, diverse and inclusive workplaces earn deeper trust and more commitment from their employees.	Providing opportunities to learn and grow reinforces a continuous improvement culture, enhances the employee experience and acts as a key retention tool. Development also reduces the risk of failures and is a key avenue to improve customer satisfaction.	Engaged and committed employees carry the company's message and demonstrate the company's values during every day actions. They act as ambassadors both inside and outside the organisation – the more engaged and the more committed they are – the greater the impact.
EXAMPLE MEASURES	<i>As part of an annual employee survey, consider asking questions on the degree to which employees believe that they have the authority to act independently to explore, develop and suggest resolutions to issues that affect their roles.</i>	<i>A broad set of measures should be considered beyond just workforce composition, pay and benefits; examples will include new ideas in Retention, Recruitment, Promotion and Development - to ensure that they encourage better diversity and inclusion.</i>	<i>When measuring learning and growth it is important to think beyond traditional metrics such as training spend per employee and to focus on the range of opportunities that are available and the associated employee satisfaction.</i>	<i>Recognising and celebrating your employees who demonstrate these values, is one step towards creating a culture of engagement.</i>

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	5: PARTICIPATION IN DECISIONS 	6: WORK LIFE BALANCE 	7: FAIRNESS 	8: RECOGNITION & REWARD 
TANGIBLE OUTCOME	Employees have the opportunity to be involved, make suggestions, think up new products or service innovations and have input on processes that affect their jobs.	Employees are helped to balance family, life events and needs occurring outside the workplace. Stress is minimised to help them deal with life's challenges while working.	Employers treat each employee with the same regard and consideration, and make workplace guidelines clear and enforceable across the board.	For every employee, recognition should be regular and used to reinforce positive, desired behaviours. Reward is fair for the work performed.
WHY IT IS IMPORTANT	There is a strong link between performance and employees who feel empowered. Such companies tend to enjoy stronger staff loyalty which feeds through into the customer experience.	The ability to switch off and recharge creates energy and engagement for both work and life outside work. Successful organisations build loyalty and morale by having clear policies and fair practices in place when it comes to leave entitlement and flexible working.	Fairness in the workplace contributes to employees feeling safe and engaged with the world of work. A productive environment for employees is created in which the organisation compensates them fairly and appreciates the hard work of each employee.	Rewarding and recognising employees leads to better employee engagement. Incorporating a rewards and recognition programme helps increase employee engagement, leading to many benefits for the company, like increased productivity and retention.
EXAMPLE MEASURES	<i>From online suggestion boxes, to active forums that encourage broader involvement in important moves, there are a host of active and implementable actions that can be taken.</i>	<i>Employers can institute policies, procedures, and crucially, expectations that enable employees to pursue more balanced lives, including flexible working schedules and responsibly paced time and communication expectations.</i>	<i>There are effective measures across the employee lifecycle - from treating new recruits fairly during interviews and the whole recruitment process, through to fair pay and exit criteria.</i>	<i>Alongside retention statistics for key staff and all other types of employee, it is important to regularly review external reward benchmarks of your typical roles to ensure your organisation remains competitive in its reward for work.</i>