FORWARD INSTITUTE

The Health Foundation

COVID-19, INEQUALITIES & RESPONSIBLE LEADERSHIP

A study of the extent to which addressing inequalities is being taken into account in leaders' decision-making during the crisis

AUTUMN 2020

Marie Permingeat, Georgina Fekete, Ruth Turner

Forward Institute

CONTENTS

PREFACE

INTRODUCTION

PART 1:
Principles: Responsible leadership during the pandemic and beyond

Full and authentic engagement

- > Develop a comprehensive and authentic system for engaging staff in decisions
- > Collect and use relevant data, disaggregated by key factors, in order to monitor the impact of decisions on employees
- > Ensure the well-being of employees become a strategic priority for organisations
- > Allow greater empowerment and flexible working conditions where possible, to bring out the best in employees
- > Review and refresh performance assessment frameworks so that they better reflect the reality of work in 2020 and beyond

PART 2:
People: Inequalities at work and COVID-19

- > Women
- > Carer Status
- > Racial equity
- > Disability
- > Age

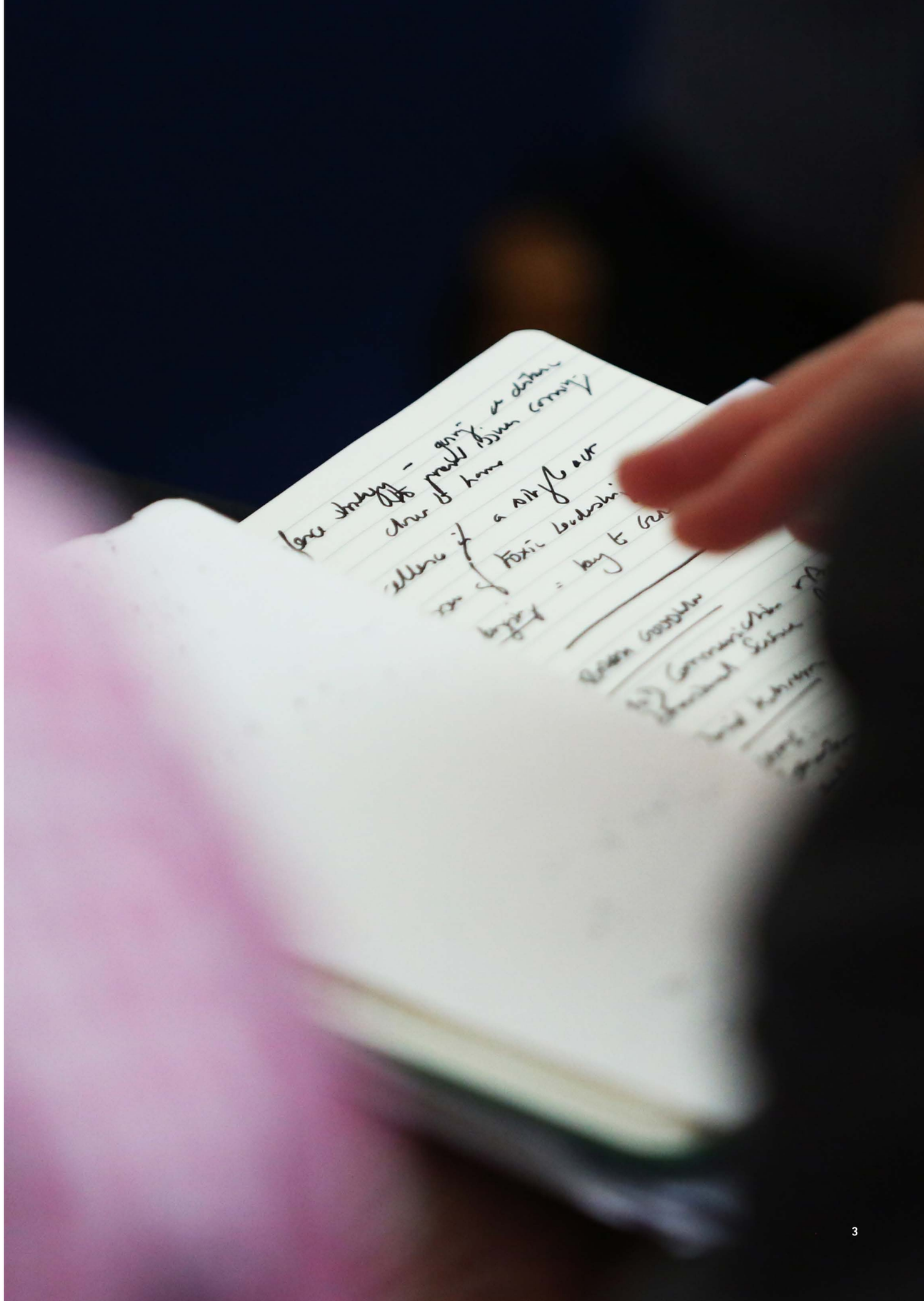
Conclusion

Methodology

Thanks & acknowledgements

Appendix

References & further reading



Copyright 2020 Matthew Writtle

PREFACE

Until March 2020, the knowledge that the NHS was there when we became ill may have been enough to feel that our health was in safe hands. Since March, the pandemic has shown that protecting our health depends on much more than this. It depends on having somewhere to live and work that can reduce the chance of being exposed to the spread of the virus. Having enough money coming in to continue to pay the rent or mortgage, put food on the table and give our children what they need to learn and grow. For most of us this is dependent on being able to find good quality work – and keep it.

As the economic consequences of the pandemic unfold – with job losses and housing insecurity rising – employers will be making choices that determine the long term health of their employees and those dependent on them. Not just in the face of the virus but in the face of other avoidable disease such as many cancers, heart disease and respiratory conditions. The Marmot Review Ten Years On, published a month before lockdown, was a timely reminder that people's health is shaped by their social and economic circumstances.

This report provides insights into what employers can do to help the country emerge from the pandemic with the foundations for better health. It amply illustrates that good health ultimately depends on so much more than our health care system.

JO BIBBY

Director of Health The Health Foundation

INTRODUCTION

The context

In February 2020 the Marmot Review 'Ten Years On' was released. It showed that people can expect to spend more of their life in poor health, life expectancy hadn't improved, and location was a strong determinant of your health and future life expectancy. One month later we were in lockdown due to Covid-19 and health was front and centre of our lives with much suffering and death around us.

Just before the UK went into lockdown, the Forward Institute spoke with our Fellows (leaders one or two levels below CEO) from some of the UK's largest organisations. It was evident that leaders were taking decisions at speed, often without a precedent and with far reaching implications for their staff, families and other stakeholders. Clearly the social and economic shocks caused by the pandemic will have long-term consequences for all of our lives, with the vulnerable most affected. How businesses and organisations respond to the pandemic will either help to reduce or exacerbate inequalities.

THE QUESTION TO EXPLORE

With generous support from the HEALTH FOUNDATION, we set out to explore whether organisational decisions taken with respect to Covid-19 have exacerbated or mitigated inequalities. The thirty-five interviews we undertook between June and August within seven UK-based organisations aimed to capture and analyse how leaders in a number of large organisations (private and public sectors) faced choices, took decisions (including trade-offs) and dealt with the challenges of Covid-19 and their impact on inequality.

WIDENING INEQUALITIES

All interviewees noted exacerbated inequalities during this period. Differences were stark between those who do not have the comfort to work from home and those who do; between those who have caring responsibilities and those who do not; between those who work in a knowledge economy and those who work on the ground; between junior and senior staff who have different learning and coaching needs; and even between introverts and extroverts.

Organisations who do not only work in a knowledge economy have noted the danger of the widening gap between blue-collar and white-collar staff. Blue-collar staff were facing much greater physical risks, and were also becoming more economically precarious than ever. In a world where white collar staff work at home and become invisible, some of them were struggling with visible leadership, and engaging remotely. Each organisation adopted its own measures to deal with those inequalities as they started to become evident, but we encourage them to share good practice.

RISING TO THE CHALLENGE

At the start of the crisis, many leaders consciously put safety, wellbeing and morals at the heart of their decision-making. Managers connected with their teams in an unprecedented way, showing human concern for the individuals they felt responsible for, and developing a greater appreciation for their whole life circumstances and the context in which work needed to be achieved. They showed great flexibility and focussed on priorities not presenteeism.

Many organisations have worked much harder and have gone further than most people expected: to protect their people, continue to serve their customers, and to rediscover a sense of purpose beyond the short-term, transactional, or purely financial. Under huge pressures and continued uncertainty, many organisations reported people going above and beyond what was expected, and we heard many stories of individual humanity, compassion, generosity and also of organisations using their assets to support people in practical and creative ways. Engagement scores and pride in organisations often went up to unprecedented levels.

INEQUALITY IS ALL OUR BUSINESS: A NEW FOCUS?

However, despite there being increasing evidence that some groups would be disproportionately impacted by either the health or economic consequences, organisations have been slow to systematically analyse the impact of their decisions on more vulnerable groups (or haven't done this at all). Moreover, few if any organisations are yet collecting relevant and disaggregated data on impact that would allow them to do so in future.

For some people we spoke to, the suggestion that they should take protected characteristics into account when making decisions about people's welfare was strongly resisted: there is a strong sense that decisions are made fairly because they ignore factors such as race or gender. So the issue is a deeper one. But the reality is that being gender- or race-'blind' means decisions will not land on a level playing field. During this period the issue of racial justice was raised in an unprecedented way, sparked initially by protests against police brutality in the USA but tapping into a more long-standing and deeper realisation that in the UK too, multi-faceted racial discrimination and injustices prevail.

This added an additional level of stress to many black employees who were already facing the pressure of heightened risk to the virus itself. Some organisations initiated dialogue with their black colleagues about how they could better tackle racism at work together; but where they were hesitant to do so, this added to the multiple pressures that many black people felt at work.

Despite widespread and growing focus on equal opportunities particularly in recruitment and progression policies, large organisations do not routinely consider inequality, and do not yet have the language or mindset to discuss their role in exacerbating or reducing inequalities in society, or even the workplace. We need this debate to be a live one in senior leadership teams.

LISTENING TO OTHERS AND WORKING GENEROUSLY

Although this is a time when we are required by new laws and regulations to close down, it needs to be a period in which responsible leaders open up as widely as possible to new ideas and to others. There is optimism amongst our interviewees that the forced disruption of the crisis will enable old assumptions to be challenged, and many organisations have good reasons to be proud of the flexibility, innovation and resilience they have shown during this period. The question will be whether individual leaders and organisations as a whole have the time, energy and capacity to make the most of these opportunities given health pressures are continuing and economic pressures intensifying. Sharing good practice and offering support across organisations will be one way to help. The crisis has reminded us of our interdependency and shared vulnerabilities; a collective recovery will be sooner and stronger if leaders are generous with their assets and insights.

RECOVERING TOGETHER, DECIDING TOGETHER

We heard of significant shifts in how organisations made decisions. Initially, appropriately, there was a centralising tendency whilst organisations entered crisis mode. Simultaneously, organisations had to relinquish direct supervision and in some cases control as large proportions of workforces dispersed. There are further shifts – in both directions – as the crisis lengthens and unfolds. These relationships continue to be recast just as tough decisions need to be faced. The questions of who decides, and on what basis, will continue to be of central importance. If public and employee concern about equality grows it will become increasingly important for responsible leaders to justify the legitimacy of how they reached decisions.

As Adam Grodecki, CEO of the Forward Institute said: "The profound social and economic consequences of the pandemic are leaving leaders in almost every sector with invidious decisions, as they have to wrestle with dilemmas and trade-offs that have profound short- and long-term implications for their employees, supply chain, customers, communities and the public.

"The likely result is that pre-crisis issues of public and employee trust in leaders and major organisations will only grow. For thoughtful leaders then the question is not just what the 'optimal' choices are, but how to determine them, so that the majority of people feel they are legitimate decisions. That is they have been reached in the right way, and can be broadly understood and accepted by all."

ADAM GRODECKI

Chief Executive at The Forward Institute

We look more closely at this issue of engagement and legitimacy in Chapter 1.

WIDER RESPONSIBILITY

It will also be important for leaders to consider their responsibilities beyond their direct employees. Forward Institute faculty member Margaret Heffernan talks about "the ecosystem of responsibility", in which leaders consider the responsibilities they hold for all those involved in their organisation's success.

With some exceptions, organisations initially focussed on those they directly employed, with limited inclination, bandwidth or capacity to consider wider responsibilities to freelancers, contractors, and supply chains. Where organisations did develop a strategy to support suppliers through the crisis, they believe this has strengthened relationships and the prospect of their survival beyond the immediate crisis.

This topic was not a major focus of discussion in the interviews we undertook, but we would like to see it considered seriously by leadership teams in the coming months.

PRESENTING THE INSIGHTS

Through this report we highlight insights and recommendations for future periods of major disruption and hope to raise awareness of considerations that leaders need to take into account in the transition and post-recovery phase of COVID-19.

In Part 1, PRINCIPLES, we look at some of the general principles for good leadership and a strong culture through disruption: focussing particularly on engagement, responsible use of data, well-being, flexibility at work, and performance management.

In Part 2, PEOPLE, we focus on some of the groups of people most impacted directly by Covid-19 or those whose existing inequality at work is most likely to be exacerbated by the pandemic or the response to it.

In each part, we outline the key issues at stake and some of the current or potential problems to be conscious of; we suggest some key considerations for employers who wish to reduce rather than exacerbate inequalities in these circumstances; and highlight some examples of emerging good practice by leaders in each area.

PART 1: PRINCIPLES

Responsible decision-making during the pandemic and beyond

During our interviews we identified five areas of crucial importance: enhancing employee engagement; a renewed focus on well-being; unprecedented flexibility at work; a coherent and fair approach to collecting and using employee data; and the need for a fresh look at performance management. Responsible leadership in these areas will lead to a strong culture, in which all employees are able to thrive equally.

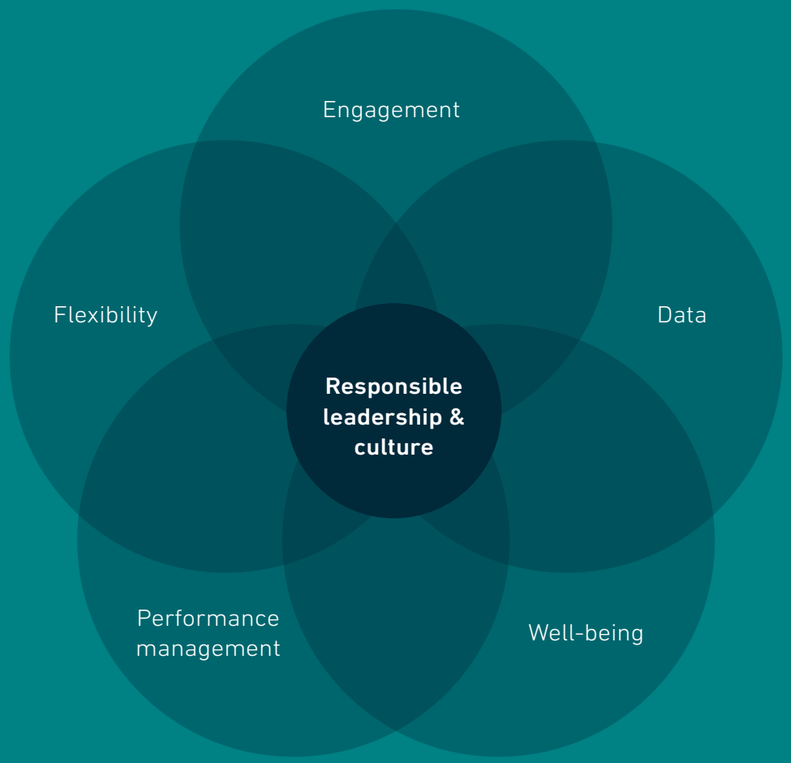


Figure 1: Responsible leadership and culture

PRINCIPLE 1

Develop a comprehensive and authentic system for engaging staff in decisions

WHAT'S THE ISSUE?

Most organisations we interviewed reverted swiftly to command and control structures at the beginning of the crisis, and emergency approaches were implemented. Staff consultation significantly decreased, and management decision-making was centralised.

Most organisations automatically adopted pre-existing gold, silver and bronze systems, where decisions were taken at the top of the organisation, by a gold team composed of 9-10 people in most cases, rather than by local teams. In some cases, and when technical input was needed, external contributions to those committees were solicited. This decision-making framework was prompted by practical considerations and existing hierarchies.

"In a turnaround, you do not debate 'Should we do this? Should we do that', you just do what you're told. It was a command and control there's no doubt for that period. But it worked well for us."
Partner - Client Relationships

"Most of the decision making has been at a very senior level. We were asked our opinions; I don't think much of that has been used in the overall decision. I think it's been quite a closed group to be honest."
Operations lead

This is not surprising – or inappropriate – in a crisis, and already many organisations have shifted to a different mode.

But in organisations in which staff engagement has historically been inconsistent, a sense of disconnection becomes heightened when staff are physically dispersed in their homes or working in limited on-site bubbles.

We also noted that most organisations have not put in place a formal way to collect input from employees on how they see the future of their organisation. One organisation is outsourcing this, others are relying on anonymous opinions collected in well-being surveys. The focus of well-being surveys is how well employees are coping with decisions taken by others about their organisation and their own working conditions; they are not a method for consulting on major decisions.

Involving employees more in the decisions that are being taken can improve the quality of those decisions, strengthen employee commitment, and increase an organisation's resilience. As Professor Veronica Hope Hailey has written: "high levels of trust within an organisation increase knowledge sharing, problem solving, empowerment and engagement as well as commitment to change" – all factors which are crucial to surviving a crisis.

None of this is easy, or quick. For some organisations, genuine involvement of employees in advance of major decisions being taken will be a big departure. But the issue of workplace engagement is increasingly important. A number of interviewees spoke about the difference between communicating to employees, and listening to them. Having asked open questions such as "what's on your mind?", they became aware of issues they hadn't previously considered, and were able to use what they heard to help set priorities and shape decisions.

Beyond individual managers' concerns for those they directly engage with, what infrastructure do organisations have in place for all this? Internal forums, discussion platforms and staff networks can all provide practical methods. For those who haven't yet put systems in place, advice and good practice is available from organisations such as Engage for Success (www.engageforsuccess.org) and others.

WHAT CAN WE DO?

To ensure employees are fully engaged in decision-making leaders and organisations need to ask:

How do they achieve ambitious programmes of engagement which involve all staff as fully and authentically as possible?

Can they extend those they engage with to include suppliers and contractors as well as direct employees?

"Most of us in the leadership team are in our 40s or 50s. We all have reasonable sized houses with space. Not all of us have the same experience as a married couple or young family all being in a one bedroom flat with no garden space. Many people aren't thinking about everybody's circumstances, they're only forming views based on their own circumstances.

Once we realised we didn't understand the full picture, we decided to move to a shadow board. We're going to create representatives from junior levels in the organisation. Each board member will have a representative from somewhere else in the organisation to be their shadow, and the shadow board will meet itself. We will also come together as a main board and the shadow board to exchange views."

PROGRAMME DIRECTOR

"We took the approach that we wanted to communicate directly with the suppliers, face to face. We went slow to go fast. We took two weeks to really get our ducks in a row and then spent literally a week having 135 conversations over Teams. It's really important to look people in the whites of their eyes and have the conversation with the actual supplier on the ground. If we had not had those supplier face to face meetings, would we have taken a different view? If I only had my hard commercial hat on? Maybe. But we need them to be there when this is all over."

PEOPLE DIRECTOR

PRINCIPLE 2

Collect and use relevant data, disaggregated by key factors, in order to monitor the impact of decisions on employees

WHAT'S THE ISSUE?

There has been a fundamental shift in what employers know, and need to know, about their employees' personal circumstances. At a managerial level, all organisations we interviewed noted widening gaps between those who have or do not have opportunities to work comfortably from home; have or do not have caring responsibilities and blue collar/white collar workers. However, at a corporate level few of them had collected data systematically to assess the impact of decisions on different groups within the workforce. One organisation had purposefully chosen not to disaggregate this data because, since it is gathered as part of staff surveys, and self-definition is voluntary, it would be inherently unreliable. If organisations do not collect and disaggregate information by sex, race, age, disability, caring responsibilities etc. then they will not know if they're having a disproportionate impact on different groups of their employees (see Chapter 2).

We have not come across an organisation that knew their staff's home-working conditions or had a framework to record these prior to the crisis. This meant the first crucial decisions were taken in the absence of any knowledge of whether people could work from home, had the means, space etc. This is not surprising. Firstly, this is an unprecedented crisis – prior to March 2020, requests to work from home have been individual, and generally instigated by employees rather than employers.

Secondly, before homes became workplaces it is likely that widespread enquiries from employers about home and family circumstances would have been regarded as an unwarranted intrusion into employees' private lives.

This raises questions about the future that are not easy for employers to resolve if widespread working from home (mandated or advised by government) and school closures continue. How much should employers know about their employees' personal lives and home-setups? Is there a difference between what employees are prepared to share with managers, and what they would like recorded officially by their employer? To what degree does the duty of care extend, for example in providing office equipment at home to avoid muscular-skeletal problems? Who pays for broadband when it is used both for work and for leisure, including by those who live in the same household but do not work for the same organisation? Is it fair for parents of school-age children impacted by regular or extended closures to work fewer hours without pay being impacted? Employers will need to consider developing policy in these areas, with extensive employee consultation .

There is a difference between short-term mitigation and the approach taken by employers if long term adaptations are required. None of the interviewees said their organisations had yet developed policy to cover these areas beyond the short term.

WHAT CAN WE DO?

To ensure data is used to responsibly inform decisions, organisations and leaders need to:

> Collect data on the impact of the crisis and of your decisions on your workforce, and disaggregate it, to consider the possible disproportionate impacts of our decisions on different groups and to check for patterns of unintended discrimination.

> Link this information to your organisation's strategy and key decisions.

> Ensure there is enough trust and sufficient explanation and that guarantees are given in terms of how the data is to be used.

> Engage with employees to determine where as an organisation you want to draw the line regarding information kept about personal circumstances.

> Monitor the different risks and consequences for employees who need to continue to come into their workplace, and those who are working from home.

> Ensure appropriate safeguards and oversight, so that data collection does not become unwarranted surveillance of employees.

"I worry a bit about some of the things you're not told. Even though you're seeing people in their own environments, you do not know it all. We don't want to step too much into people's personal lives, but giving managers the tools to be able to ask the right questions to get some insight has enabled us to really help them. It's been amazing that they trusted us enough to tell us about difficult circumstances at home: with health issues, or where they feel vulnerable themselves on their own or with another partner at home. Then we've been able to react better to try and help them."

HUMAN RESOURCES DIRECTOR

"We've been really focusing on getting our employee resource groups up and supported. If we don't, we don't know what we don't know. If I'm not aware of what it feels like to be a disabled employee, then I'm probably not doing the right things as a line manager in terms of supporting and asking the right questions. So, we're putting a lot of focus into that to make everybody a bit more aware of how we could do better."

GOVERNANCE DIRECTOR

"Early on, we put in place just a simple tool: Agile Working Tracker. So everybody's performance leader in the firm, would check in on a weekly basis just to make sure how they were doing: any mental wellbeing concerns, what was their best estimate of their availability for work in the coming week, etc. No questions asked. If they had issues it was more of 'what can work for you next week and what days do you think you'll be able to do? Anything we need to know?'"

HEAD OF PEOPLE

PRINCIPLE 3

Ensure the well-being of employees becomes a strategic priority for organisations

WHAT'S THE ISSUE?

We have seen an unprecedented focus on the well-being of employees. A number of organisations have even extended this concern and practical support to their suppliers. All organisations cited people's safety as being the main driver in decision-making early on in the crisis when closing offices and deciding new working patterns. This included both employee and customer wellbeing. Interviewees asserted that this contributed to establishing trust and reduced anxieties in employee and customer populations. When employees were deemed safe, working from home or in safe conditions, the focus switched in all cases to people's wellbeing.

As the pandemic-related disruption continues into the second half of the year and beyond, exacerbated by new periods of great stress and financial strain, the issue of well-being risks slipping down the agenda again. By this stage, managers and leaders as well as employees are also tired. Responsible organisations will be expected to continue with the empathetic and flexible management deployed during the first six months, even as situations tighten.

WHAT CAN WE DO?

We need to develop a positive definition of well-being, that connects to the core purpose of the organisation. Health and well-being need to become a strategic priority for the organisation if they regard their people as their most important asset. Organisations and leaders need to ask:

> How do we ensure that as the crisis continues, employee well-being still matters?

> How can managers be better supported as they take more responsibility for the wellbeing as well as the performance of their teams, under difficult circumstances?

"I've done a lot more than I would ordinarily do in this space. It's encouraging people to talk more about what they're struggling with, by explaining that I'm also struggling with certain things, and reminding people that everyone struggles in different ways. For some, working from home was logistically very difficult with children. In staff surveys, people feel like other people don't understand how difficult that is. So, I've tried to bring across in my communication that everyone is going to struggle with different things, to respect that other people might be in a very different position."

TRANSFORMATION DIRECTOR

"I found a list of principles that the Canadian government put forward for their employees, rules to live by as an employee during the crisis. It's very profound. I used that in a video blog that I did and received a phenomenal feedback that it was really good and asked for the principles. They are as follows:

1. You are not "working from home", you are "at your home during a crisis trying to work"
2. Your personal, physical, mental and emotional health is far more important than anything else right now.
3. You should not try to compensate for lost productivity by working longer hours.
4. You will be kind to yourself and not judge how you are coping based on how you see others coping.
5. You will be kind to others and not judge how they are coping based on how you are coping.
6. Your team's success will not be measured the same way it was when things were normal."

As an example, one of the organisations we spoke to had decided to extend this concern for well-being to their contractors and supply chain:

"Whereas we are a large organisation, our contractors are typically small organisations. We have seen a relatively large furlough rate in that community. We've been asking to what extent can we help support that community through this time? Partly because they look after our customers, as we do. But they themselves are going through a difficult time as well.

We have also extended some of our mental health programmes, to be available on an open basis, so that contractors can also participate in them. It's important to remember that there are small businesses connected to your business who might actually find this a very difficult time."

TRANSFORMATION DIRECTOR

A number of the organisations have had to keep many of their staff working, for operational reasons. One of them saw the connection between the health and safety of their frontline workers and infection levels in the local community:

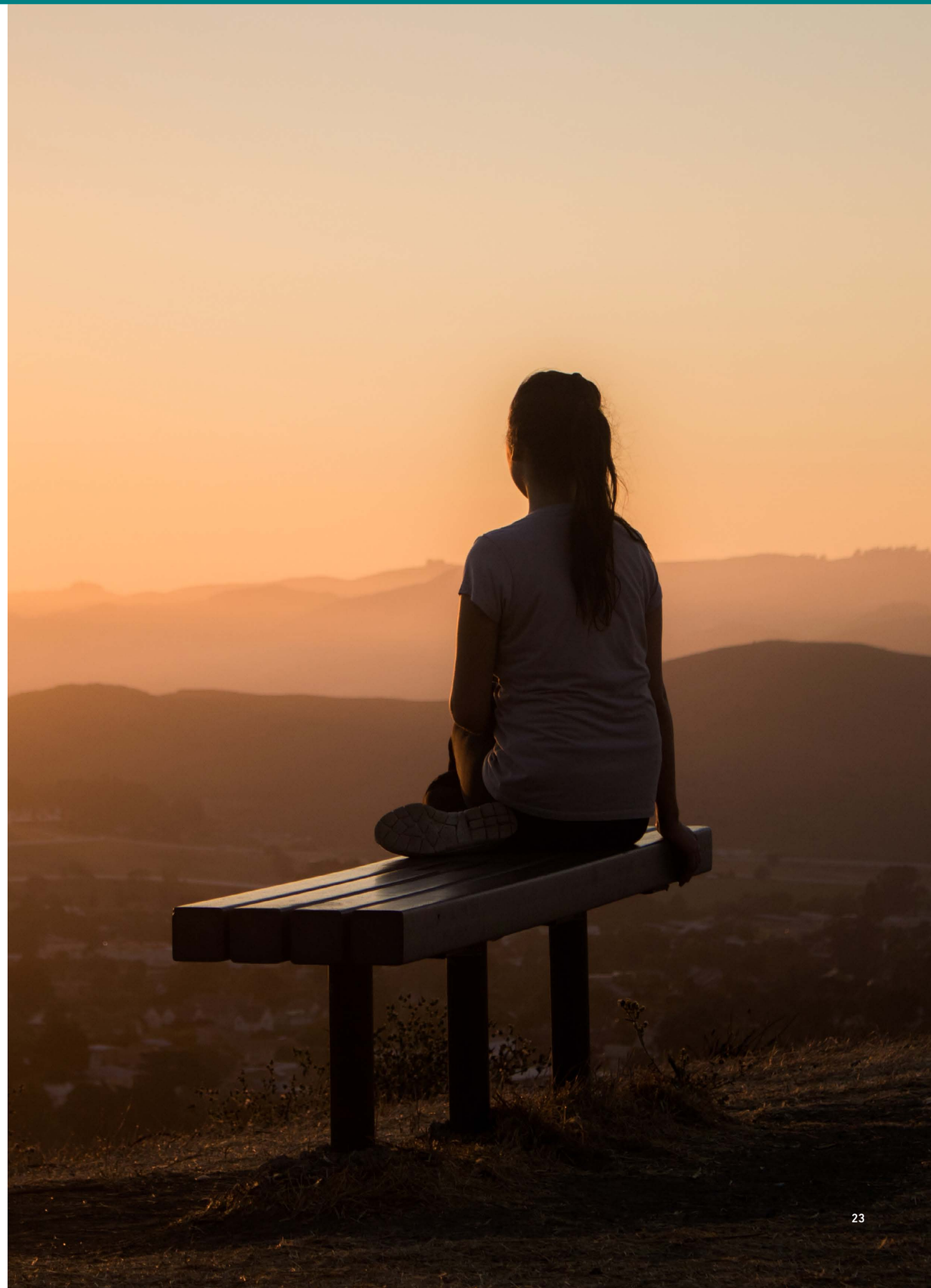
"We have introduced a very, very rigorous COVID testing regime at the site. All employees that are on site have to repeat a COVID test every two weeks on a rolling basis. And they are subject to random spot checks at any point in time. So the objective is to keep the whole site a COVID free environment. It keeps all of employees and the local population safer because of a very, very rigorous testing regime that's constantly applied."

TECHNOLOGY DIRECTOR

Others had extended their responsibilities to some of their contractors, but felt there was more they could do:

"Everything we're doing for staff applies to suppliers in our building as well in terms of protecting their wellbeing. We've really reduced the number of contractors we're using. We know our canteen staff were furloughed, so they were safe but I don't know what's happening now to the suppliers' staff. We have plenty of late nights – we know the names of the cleaners on our floor! It hasn't come up, but I need to ask."

PEOPLE DIRECTOR



PRINCIPLE 4

Allow greater empowerment and flexible working conditions where possible, to bring out the best in employees

WHAT'S THE ISSUE?

Women's groups, parents' groups and others have long argued for greater flexibility in working hours and locations, but the implementation by organisations has generally been small-scale, slow and conditional. Since March 2020, many organisations have found that their fears about performance and commitment with flexible work have not been realised. This year much work has had to be delegated to people working remotely and large proportions of most workforces showed they could be trusted to work independently from home -demonstrating that historical resistance to flexible working arrangements could be overcome rapidly and largely without problems.

Over the last six months or so, managers have connected with their teams in an unprecedented way, showing human concern for the individuals they felt responsible for, and developing a greater appreciation for their whole life circumstances and the context in which work needed to be achieved. They have shown great flexibility and focussed on priorities not presenteeism.

Most organisations found that the pace of decision-making and innovation in the crisis had been the one they had been trying to reach for long periods of time. Most are worried that they will revert to old ways once the crisis is over.

Other flexibilities have been celebrated. Several interviewees observed that the switch to widespread remote working had been a way to flatten hierarchies: when you're on a video call, hierarchy disappears. There is no-one behind a big desk, everyone's screen is the same size, structure disappears, and everybody is expected to speak up. It is also easier to drop a message to people and have access to them, since senior people will not be travelling anymore. On the other hand, junior employees won't have the opportunity to bump into senior colleagues, unless they are explicitly invited to join remote meetings, so more conscious efforts will be needed to ensure they are included in opportunities to widen their networks and work alongside others.

Of course, different home circumstances lead to very different home working environments, which was noted by almost all our interviewees. Employees who are paid less will find that existing disparities are magnified if each individual is responsible for providing their own working environment/work resources.

WHAT CAN WE DO?

As the situation moves from short-term mitigation to medium – or longer-term adaptations to working practices, organisations will need to:

- Consider how flexibilities in modes of working can be extended beyond the pandemic, where they've been shown to benefit both employees and the organisation
- Develop policy, through consultation, on what employers have a responsibility for when people are working remotely.
- Ensure that managers are working hard to include junior colleagues in opportunities to widen their networks and work alongside others

"It's an interesting executive conversation because we cannot destroy what we just did with the support of our people. If this is to accelerate the change around inclusion and diversity, let's not fail now. We need to role model it: it will give us a better insight as to how people can work from home and that people can do different hours, rather than have presenteeism from nine to five as an expectation. As long as you know what people are doing and when, you know when to contact them and when not to, so you're not disturbing the time that they want to be having with who they care for at home. Respect is two-way."

HUMAN RESOURCES DIRECTOR

"One individual thought he might leave the organisation because he realised it's really lovely to be at home. But we found him a posting elsewhere, which meets his personal circumstances so he's going to remain in the organisation. It's a win all round. It's forced someone into thinking in a way they wouldn't have done in the first instance."

TEAM LEADER

"Through the redundancy process, we've created alternate work times and schemes that we've never had before. We're trying to fix our seasonal business at the same time as we are trying to reduce our headcount. I could offer you a contract that says you work all summer and you're off all winter, or you work half summer and half winter; or you're part-time all year round. We've got eight different schemes now. Some already existed, some didn't, that we've come up with and offered our people and it's really interesting. I get daily reports on the preferences being submitted in the redundancy process. They have selected lifestyle options that they could never get before. They care about their colleagues. What we're almost by mistake creating is what we should have been doing before, which is better lifestyle options for staff who were complaining about burnout."

HEAD OF OPERATIONS

PRINCIPLE 5

Review and refresh performance assessment frameworks so that they better reflect the reality of work in 2020 and beyond

WHAT'S THE ISSUE?

All of those interviewed shared a concern about performance management this year, and how to reward groups of employees that have stepped up during the crisis. Most feel that they need to adapt their ordinary performance management system to a more comprehensive and empathetic approach. However, most seem to struggle with finding the right balance to recognise exceptional work and acknowledging difficult personal circumstances.

Whilst management attitudes to approaching work have changed rapidly away from presenteeism towards priorities, most organisations have not yet comprehensively reviewed performance assessment frameworks to reflect that. In those circumstances, there is a risk that employees who were told "just do what is possible" by understanding managers whilst juggling work and home-schooling will still be judged against prior expectations when it comes to official annual assessments.

Some organisations have opted for a discretionary model, based on outputs and line-manager guidance. Others have moved to regular check-ins rather than an annual performance rating, which focuses more on what output is needed, how the employee is feeling, and how they are performing with the circumstances in mind. Along with this, some have opted for more recognition of the hard work provided in the crisis in exceptional circumstances: they have increased the number of little attentions for those working on the ground (meal vouchers, free snacks, hampers, extra days off etc.).

WHAT CAN WE DO?

Organisations will need to:

> Review performance evaluation frameworks – have they changed to become compatible with the flexibility and empathy expressed by managers during the crisis?

> Think about how they recognise their staff's work in these unprecedented times

"There is a potential opportunity or a potential risk of the special situations of particular people not being taken into account. On the one hand, it would be hugely unfair to say to somebody they're not getting as good a rating this year because they didn't perform as well, if they've been struggling with a whole bunch of things. But it's equally not right to say to them that we will take that into account and give them a strong rating anyway, and then they get the same rating as someone else's who's worked their socks off. It's a difficult one to navigate. Rather than putting hard guidelines down we created awareness with managers to be on the lookout for exceptional circumstances and to use their discretion, to consider doing a more informal conversation that includes how they've been able to cope during the crisis to date, where they want to go next, what the next six months might look like, etc."

TRANSFORMATION DIRECTOR

"We said the first half is just completely different, so we're going to be focusing on the back half. We re-budgeted everything, and we're holding people to account based on those signed off objectives which are in line with what we always do. It's condensed six months as opposed to the twelve."

PEOPLE DIRECTOR

"We ended up doing recognition for people who we feel have gone above and beyond across the group. We've got a suite of tools: days off, restaurant meals, vouchers, etc."

PEOPLE DIRECTOR

PART 2: PEOPLE

Inequalities at work and COVID-19

The Equality and Human Rights Commission defines equality as "ensuring that every individual has an equal opportunity to make the most of their lives and talents". However, we know that some groups of individuals have greater needs than others, and this has been shown starkly during the Covid-19 crisis.

Research undertaken by various organisations shows the impact of Covid-19 on different population groups which has a bearing on the way we take decisions in our organisations. This forms the context to our recommendations, and a summary of these sources is listed in Appendix 1.

The Marmot Review considered seven inequalities - health, income, employment status, sex, race, age, location. When considering the impact of decisions taken by large employers in the context of Covid-19, we focussed on a slightly different set of factors because of their particular relevance: sex, race, disability, age and carer status.

Recognising and responding to the needs of specific groups of individuals is important for an organisation's productivity, motivation and social purpose. "Giving more to those who need it, which is proportionate to their own circumstances, in order to ensure that everyone has the same opportunities", it is the way to achieve equality (Social Change UK, 2019). Therefore our conceptual framework is to explore:

EQUITY: how can organisations and their leaders consider those with the greatest needs during COVID-19 and,

FAIRNESS: how can organisations ensure that decisions are taken fairly i.e. without favouritism or discrimination?

By considering equity and fairness organisations can consider how they enable their employees and stakeholders to have equal opportunities during COVID-19.

None of the organisations we interviewed looked systematically at the seven inequalities as described in the Marmot review - health, income, employment status, sex, race, age, location. Nevertheless, understanding employee circumstances was core in reacting to the unfolding crisis. Each organisation and person interviewed showed an outstanding degree of empathy and quickly identified populations that would become the source of worry for them, and the focus of specific attentions. This section aims at highlighting those and putting forward creative and innovative ways to respond to the needs of the specific populations identified. If you have group champions (disability, gender, age...) in your organisation, have they been consulted to understand potential new specific needs?

"We absolutely have to take into account everybody's different needs and be tolerant that not everybody can lock themselves in a room like I can, and work 12 hours non-stop. Lots of people have many different demands as a consequence of Covid-19. We just have to work our way through all that and learn patience."

PROGRAMME DIRECTOR

WOMEN AT WORK

(Numbers refer to the data shown in Appendix 1)

WHAT'S THE POTENTIAL IMPACT?

Covid-19 has exacerbated gender inequity which was already notable with the majority of people living in poverty being women, who are often in insecure and low-paid employment (1 & 2). The virus has had a disproportionate impact on women who occupy 77% of 'high-risk' roles during the pandemic (3) and who shouldered much of the burden of caring responsibilities (4). These 'high risk' roles are often in the companies contracted to supply service functions like cleaning.

There was also a notable increase in incidents of domestic abuse during the first lockdown period (5).

Organisations will need to consider how opportunities shift for men and women as further adjustments towards a return to the office happen in the coming months. Women have been more likely to ask for flexible working and it's been extended in an unprecedented way. As restrictions ease, if women continue to work from home in large numbers whereas men return to the office at the earliest opportunity, will this present consequences for future progression? How much will visibility in the office impact on promotion and other opportunities for advancement?

WHAT CAN WE DO?

To ensure women's needs are addressed during the pandemic, organisations and leaders need to think about:

- How do they monitor the burden and risk for women in high risk roles, who earn less than median wages, and those who have childcare responsibilities?
- How can companies pay more attention to what is going on in their supply chains and contracted services, and the potential impact on women's risk and employment?
- How do they make sure that line managers are able to detect signs of domestic abuse?

On gender (im)balance when it comes to task distribution:

"I'm very well aware that some of the decisions that people make at home around who does what are decisions for partners to make rather than us. What we can do usefully is encourage the sharing of experience, to produce ideas. But there's a bit of a line where people need to have that discussion at home and figure it out."

HEAD OF CORPORATE OPERATIONS

"I am concerned for women returning from maternity leave. It's really hard because we all feel a bit like we're dab hands at dealing with the monotony and the hamster wheel, but someone came back from maternity and she's only just starting now. On the one hand it's been good for her because she's right there with her baby so she can juggle a bit more, but on the other hand, she's going back into an office environment after timeout, which is already a difficult thing to do, in this weird, strange world. There is potentially something around looking at reintegration policies and the extent to which those policies at a very practical level, have different dimensions now in this situation".

TRANSFORMATION DIRECTOR

CARER STATUS

WHAT'S THE POTENTIAL IMPACT?

Given the additional vulnerability of older people, especially those with underlying health conditions, and the closure of schools between April and September, caring responsibilities have become a significant factor in how employees have been able to respond to work during this period.

As the majority of caring falls to women, carer status has a major and disproportionate impact on gender inequalities, though it is not synonymous with it.

WHAT CAN WE DO?

To ensure that carers' needs are addressed during the pandemic organisations and leaders need to think about:

- How do they monitor the burden on those who have childcare responsibilities or who are caring for elderly or vulnerable relatives?
- How do they re-assess the performance of parents of school-age children in light of forced disruption to work when schools are closed?

"I was very keen particularly for those who have child duties etc., to take on additional responsibilities at home in the knowledge that they were still being paid. We could buy out their role here with somebody else, as opposed to their other half losing a job or having to do the childcaring. I took the decision that we could afford for our people to step up in that space."

TEAM LEADER

"When it was clear that all the schools were closing and all nurseries were closing for the foreseeable future, every working parent panicked. So we made a special leave code. We said, we trust you, we're expecting everybody to do their best to work their contracted hours at any point during the working week. You don't have to do between nine and five and if you're not able to work your contracted hours for whatever reason, you attach your time in full to a special leave code. That really worked for us. The take up was an emotive response. People felt relieved, and it's not been abused."

HEAD OF PEOPLE

"As an organisation, we took the decision to not furlough anyone, but also to say to people that their health and wellbeing is the most important thing to us in this time. Schools closing or you being at home with your parents or protecting yourself is no one's fault. We are hopeful that other people in the organisation will put themselves forward to say 'Look, I don't have those responsibilities at home, and therefore I've probably got some capacity to help those who might have to do something else."

HUMAN RESOURCES FOR BUSINESS

"A survey went out to a few thousand frontline colleagues every single day for the first four or five weeks. Our first policy was anyone who was caring for anyone that was clinically extremely vulnerable would get 10 weeks compassionate leave and should use two weeks holiday allowance. That was also the case for clinically vulnerable colleagues. As guidelines changed, we've changed our policies. We now have a matrix in place for managers to go through to understand the circumstances. For example, could the person that's extremely vulnerable shield themselves from the person coming to work?"

HUMAN RESOURCES DIRECTOR

RACIAL EQUALITY

(Numbers refer to the data shown in Appendix 1)

WHAT'S THE POTENTIAL IMPACT?

Per-capita Covid-19 hospital deaths are highest among the black Caribbean population, being three times those of the white British majority (6). More than two in ten black African women of working age are employed in health and social care roles, and Indian men are 150% more likely to work in health or social care roles than their white British counterparts (7). The highest proportion of those who lost their jobs while in furlough were 18-24-year-olds, Black, Asian and minority ethnic workers, and the low paid (8).

The context of a difficult year overall for black employees can not be understated. Many felt the weight of all the news, issues and negativities that followed the murder of George Floyd and the strident emergence of Black Lives Matter protests. This added a heavy burden of fear and frustration in the midst of the immediate COVID health impacts. Although there were some good examples, not enough employers genuinely initiated helpful conversations on the multiple impacts, which meant that the opportunity to even discuss Covid-19 impacts was hugely reduced.

WHAT CAN WE DO?

Whether they are in the health care sector or not, there is a responsibility for all leaders and organisations to ask themselves:

- How are the risks of different roles assessed so that the disproportional health risks and exposure for diverse racial groups is properly considered?
- If many of the higher risk roles are contracted out, how can they engage with contractors and suppliers to ensure that these employees are properly protected?
- How do they ensure that decisions about furlough and job cuts are not having a disproportionate impact on those of any particular race or ethnic background?
- How are black employees supported to deal with the emotional consequences of having to raise issues of racial discrimination either directly at work or in wider society?

"The driving factor has been George Floyd's death. We have been forced into having diversity and inclusion discussions that we would have liked to think we were having, but probably weren't as uncomfortable as they should have been. And that has now been the catalyst to widen the conversation. Some of the responses and behaviours that have been seen on the back of that are not as positive as we might have expected as an organisation. And so suddenly, our senior staff have realised, maybe there is still something we need to understand and go after more than we might have expected. We're starting to look back at what has the Covid-19 experience taught us, which cohorts have been affected differently?"

TEAM LEADER

"They're setting new targets of actually hitting diversity in gender and BAME.

Looking at different styles of how we report, how we do job selection, the conscious and unconscious bias elements of it, adjusting some of the training that we're going to be delivering to our people. They're going after behaviours: what is and isn't deemed acceptable. They've done a campaign plan of key targets, with immediate term ones that are in the next few months, a middle section, which is in the next two years, and then beyond that."

TEAM LEADER

"We've been doing more training around it. We built some talking circles and people were saying how worried they felt in Covid-19 because they are in that minority: am I going to get it and then not be able to survive it? Some people have been in a really difficult position, but we're only just hearing that now. In one of the talking circles, one of our ethnic minority individuals has been pulling together the community to talk about how they are feeling about this being part of the agenda, what do they want to see changed, being very open and encouraging people to talk about their own stories. They feel empowered to go and say 'This is how it's been. But we're going to make it change, like we want you to understand and everyone to understand what difference it could make if we were all working together.'"

HUMAN RESOURCES FOR BUSINESS

"I ran a session for some black colleagues after the George Floyd event. And one of the biggest pieces of negative feedback was from a black colleague saying: 'my line manager didn't call me to ask me how I'm feeling about it'. We're now doing a load of training for line managers, because they were not quite sure how to bring it up and what to say."

DIRECTOR

DISABILITY

(Numbers refer to the data shown in Appendix 1)

WHAT'S THE POTENTIAL IMPACT?

Covid-19 has meant that disabled people are more likely to emerge from the pandemic in debt (9) and many who have pre-existing conditions are more vulnerable to the virus and its potential long-term effects (10). A third of disabled women found they did not know where to turn during the coronavirus outbreak (11). Employees with a disability are more likely to talk about mental health concerns, loneliness, and problems with access to care.

It was notable that the issue of disabled employees rarely came up without prompting during our interviews. A number of organisations became aware of previously undeclared disabilities and long-term health conditions amongst their staff because of the need to shield from the virus; and acted quickly to ensure that supportive arrangements were in place.

"We were particularly concerned about colleagues who had to isolate for a long time. We sent them a monthly letter and they were phoned by local managers. We also partnered with Silver Cloud and Headspace. It was important to send personal letters so all long-term isolation colleagues knew they hadn't been forgotten."

HUMAN RESOURCES DIRECTOR

But the enforced disruption of working arrangements for large proportions of employees could provide a positive opportunity to better engage with disabled staff and disability networks; many of whom have had to argue on an individual basis for flexibility and adaptations necessary to perform their work that suddenly became widespread practice. We'd urge organisations to use this as an opportunity to give a higher priority to the concerns of disabled employees (and prospective employees).

WHAT CAN WE DO?

To ensure the heightened needs of disabled people are taken into account in decision-making, organisations and leaders need to think about:

- What measures have they put in place to help disabled people know the physical and financial support they can access?
- Setting up (if it doesn't exist) or reactivating Employee Resource Groups for employees with a disability; with an executive sponsor to get more information and engage these employees more.
- Bringing in experts to advise; joining Purple Space to provide development opportunities for staff disability network leaders; and becoming active in initiatives such as Valuable 500 to increase the organisation's focus on disability inclusion.

"Disability is a factor that we would be considering on an individual basis if people needed extra provisions whether that's more mental health care or whether it's practical tactical office equipment etc. We would be considerate of that as and when raised by individuals".

HUMAN RESOURCES

AGE

WHAT'S THE POTENTIAL IMPACT?

Whilst older people (particularly those over 70) are more likely to face greater health risks from Covid-19, of those who are working age it is young people most likely to be adversely affected. Young people have reported that their wellbeing has been affected by the pandemic: symptoms of loneliness (51%) and boredom (76%) are higher than those in the age bracket of 30-59 years, and there are increasingly reports of anxiety and depression as a result of loneliness. We also know anecdotally that workers at the start of their career are worried that their career progression and professional development is being hampered by lack of contact with colleagues.

WHAT CAN WE DO?

To ensure that young people in our organisations are not socially isolated and have the same career opportunities, organisations and leaders need to think about:

- How are they making sure that learning continues for younger workers at the start of their career?
- The eldest part of your workforce might feel increased levels of isolation – how are you making sure that they do not feel isolated?

"There's been feedback from junior staff being worried that their personal development, and career development is going to suffer during this difficult period. When you're in the office, you can overhear somebody with grey hair talking to a client and you learn from it by listening. That's gone. We've been working on how we can make sure that colleagues feel that they're still developing in a virtual environment. I have been making recognition calls to partly deal with that issue. Most were surprised their boss called, they've got back off the chair. Also, previously we had to think quite carefully about how many people attended a client meeting: you do not want to outnumber the client. In a virtual environment, it's less of an issue, so we've been talking about getting junior colleagues on those client meeting discussions, more regularly so that that learning process can continue."

HEAD OF CORPORATE OPERATIONS

"I'm doing fireside chats with my most junior colleagues and various others. It's drop-in sessions. I'm physically making myself available in a completely neutral space. They know it's happening and it's up to them to turn up. I might have one person, or 100 people. The sort of questions I ask them are: what has it been like to go home? Did you want to come back to work? If you didn't, what was it that made you feel apprehensive?"

TEAM LEADER

"We've really considered our student population, because that's a double whammy: to take a qualification away from somebody as well as their job. We're not planning any job cuts in that population. It was very carefully managed, that's been our core focus."

PARTNER – CLIENT RELATIONSHIPS

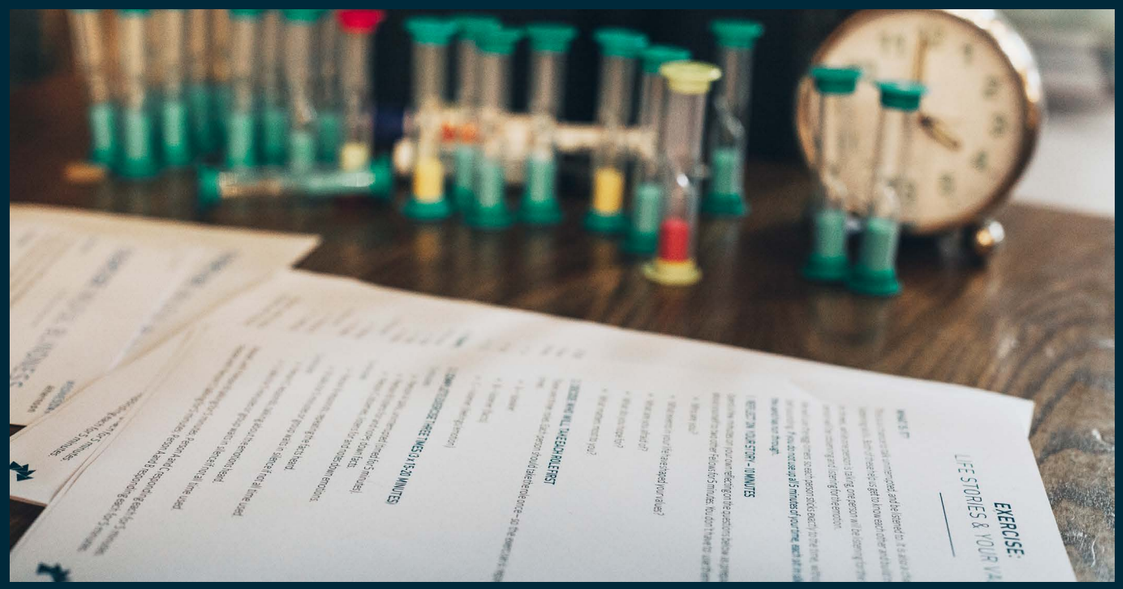
CONCLUSION

We didn't all come into the pandemic equally, and we have not had equal experiences of it. This is as true of the economic impact as it is for the risk of illness and death from the virus itself.

No organisation wants to exacerbate inequality, and those we interviewed showed a particular concern for how they could treat their employees fairly and equitably. But existing inequalities risk being considerably widened without:

> an understanding of how existing inequalities within wider society manifest within our organisations, and

> a systemic way of accounting for the differential impacts of organisation-wide decisions on different sectors of the workforce.



Some of those most adversely impacted by Coid-19 and its fallout are those less visible to leaders – both employees inside and contractors outside their organisations. Many of those in the lowest paid, most physically exposed and most economically precarious roles are those who have least voice internally. Or through contracting out they are put at arms length; relied-upon but not always taken full responsibility for. They also disproportionately happen to be women, black or Asian or from other ethnic minorities, young.

If reducing inequality doesn't become a priority for leaders, it will become worse. But this could be a great opportunity, if we can translate the huge outpouring of human concern into some structural changes in favour of those who haven't yet had it fair enough.

Perhaps some of the engagement that we argue for in Part 1 can include conversations within organisations about the insights and recommendations in this report. How does inequality – current and potential – feature in your organisation? Who should be involved in considering how to reduce it?

There is significant learning from within organisations as to how to do so. Sharing some of these stories and ideas is one contribution. Let's take the disruption we are all facing; the new-found appreciation for frontline workers; and the sincere commitment from leaders to the safety and wellbeing of all those they are responsible for.

Let's turn all this into demonstrable improvements for those who have so far been least well served, and recast our organisations for the better.

Ruth Turner, Georgina Fekete, Marie Permingeat

METHODOLOGY

To test the hypothesis that organisational decision-making had an impact on widening or reducing inequality and fairness during the 2020 Covid-19 crisis, seven case studies were investigated. The research aimed at exploring how and why decisions were taken, and the extent to which inequalities was a factor in these decisions.

DATA COLLECTION

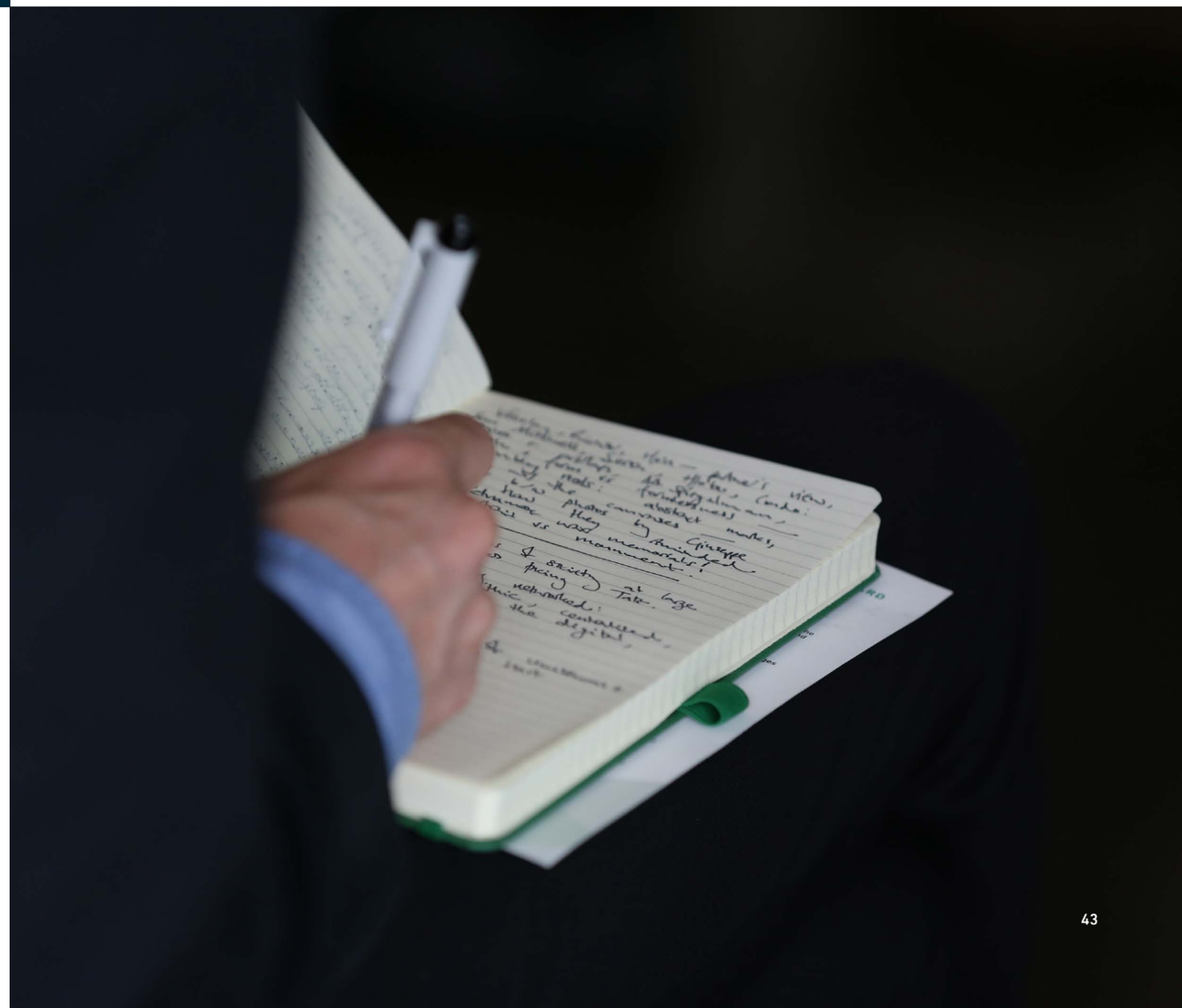
As our research was undertaken while the crisis was unfolding, datasets would have to be qualitative in nature, as there had been no time for organisations to develop quantitative data on their employee base. Hence, we opted for semi-structured interviews as the main methodology. Those lasted an hour each and were conducted in two phases. Each participant was interviewed twice in each of those phases: mid-June, looking at the first few weeks of lockdown, and early August, when lockdown measures were lifted. This enabled us to get "hot insights" close to initial decisions, and different insights the second time around, on which interviewees had reflected, prompted by our questions in the first interview.

Each participant had to fill in a short questionnaire prior to their interview, as a way to prompt reflection. This questionnaire aimed at identifying the key decisions in which each participant had been involved in, and which factors were taken into consideration when making the decision in question.

The semi-structured interview protocol for the first round of interviews consisted of eight questions that acted as a thread but would leave space to adapt to each type of stakeholder. Questions focused on the factors taken into consideration when taking decisions, how those decisions felt for the participant, concern over certain groups of employees and employee participation in building the future of their organisation. The second round of interviews focused on progress on initial decisions and areas we had identified as gaps or for further investigation after analysing the first wave of interviews.

PARTICIPATING ORGANISATIONS & INTERVIEWEES

The research focused on seven organisations. Initially, nine organisations were approached but two declined because of time commitment issues. The organisations were chosen because they had difficult choices to make regarding their workforce because of the crisis. We aimed at covering different sectors: financial (Barclays, Quilter), retail (Tesco), business-to-business (BAE Systems), travel industry (easyJet), professional services (KPMG), and public (the British Army). This research is therefore not pretending to be fully representative of all UK organisations, but rather focus on a varied sample of organisations that are partners of the Forward Institute.



THANKS AND ACKNOWLEDGEMENTS

The report authors and project managers – Ruth Turner, Marie Permingeat, and Georgina Fekete - would like to offer their sincere thanks to all those involved in producing this report:

JO BIBBY, DIRECTOR OF HEALTH, and her colleagues at the Health Foundation, for instigating and funding the research.

ALL THE INTERVIEWEES, who gave generously of their time and who were so open in describing their experiences at a time of extreme uncertainty and pressure.

THE ORGANISATIONS that gave permission to share documents and information on their policies, processes and decision-making frameworks so that others may benefit from their experiences

CLEO SHEEHAN AND JANE DRABBLE, for conducting the interviews and bringing their valuable insights to the research.

THE STEERING COMMITTEE, for their wisdom, challenge and support – guiding the research throughout, advising on approach, commenting on drafts, and helping us think through the implications for organisations and leadership:

CHIKA AGHADIUNO, GROUP ENTERPRISE RISK DIRECTOR, AVIVA

JO BIBBY, DIRECTOR OF HEALTH, HEALTH FOUNDATION

DAME LOUISE CASEY, CHAIR OF THE INSTITUTE OF GLOBAL HOMELESSNESS, AND CHAIR OF THE COVID COMMUNITY CAMPAIGN

ADAM GRODECKI, CEO, FORWARD INSTITUTE

LORD MICHAEL HASTINGS OF SCARISBRICK CBE, HOUSE OF LORDS

ADELE LOMAX, HR DIRECTOR, BOSTON CONSULTING GROUP

PROFESSOR SALLY SHEARD, HEAD OF DEPARTMENT OF PUBLIC HEALTH, POLICY AND SYSTEMS, UNIVERSITY OF LIVERPOOL

EMMAJANE VARLEY, FORMER HSBC/ NON-EXEC DIRECTOR, FORWARD INSTITUTE

APPENDIX

Data on inequalities during COVID-19

WOMEN

(1) Women are the majority of people living in poverty and female-headed households are more likely to be poor (Women Budget Group 2018). For example, 45% of lone parents (90% of whom are women) are living in poverty (Women Budget Group, 2019).

(2) Women are more likely to be low paid and in insecure employment (Women Budget Group, 2020) 74% of those in part-time employment are women. 54% of those on zero hours contracts are women (ibid)

(3) Of the 3,200, 000 workers in 'high risk' roles during Covid-19, 77% are women (Autonomy, 2020). Over a million of these workers are paid below 60% median wages.

(4) Lockdown has meant additional (child)care and home-schooling responsibilities for parents, much of which was not being shared equally with the largest burden falling on women (Collins et al., 2020).

(5) Women are more likely to experience domestic and sexual violence and abuse. 20% of women and 4% of men have suffered sexual assault, including attempts, since age 16, equivalent to an estimated 3.4 million women and 631,000 men (ONS, 2018). There has been a 9% increase in recorded incidents of domestic abuse compared to this time last year. The Met. Police made 100 arrests/day for these offences. Calls to the National Domestic Abuse hotline (by Refuge) are 25% above average (Sue Williams, 2020, personal communication).

RACE

(6) Per-capita COVID-19 hospital deaths were highest among the black Caribbean population and three times those of the white British majority. (Institute for Fiscal Studies 2020)

(7) Occupational exposure may partially explain disproportionate deaths for some groups. Key workers are at higher risk of infection through the jobs they do. More than two in ten black African women of working age are employed in health and social care roles. Indian men are 150% more likely to work in health or social care roles than their white British counterparts. While the Indian ethnic group makes up 3% of the working-age population of England and Wales, they account for 14% of doctors. (Institute for Fiscal Studies, 2020)

(8) A survey led by the Resolution Foundation of 6,000 working-age adults found that 9% of those who had been furloughed during lockdown had lost their jobs, and that this rate was highest for 18-24-year-olds, Black, Asian and minority ethnic workers, and the low paid (Resolution Foundation, 2020)

DISABILITY

(9) Disabled people were most likely to say that they will come out of the coronavirus outbreak in more debt. (Fawcett Society, 2020).

(10) Pre-existing conditions. Also long-term illness or disability rising from the virus itself. 83% of disabilities are acquired, and most of them in their 50s, so when they are in work (DWP, 2016). There is much we do not know yet about COVID but it seems that people with pre-existing conditions are more severely affected by the virus, and being infected also seems to result in long-term consequences for the most severely affected such as the chronic fatigue syndrome (Michael Marshall, 2020).

(11) A third (32.3%) of disabled women said they were not sure where to turn to for help as a result of the coronavirus outbreak (Fawcett Society, 2020).

AGE

(12) Young people who reported that their well-being was being affected were much more likely to report being bored (76%) and lonely (51%) than either those aged 30 to 59 years or those aged 60 years and over (ONS, 2020)

(13) Young people and children are increasingly reporting symptoms of anxiety and depression, due to loneliness after disasters such as pandemics, (Sprang & Silman, 2013).

REFERENCES AND FURTHER READING

Autonomy (24 March 2020), The Jobs at Risk Index (JARI) Available here.

Carers Trust (2020). "Steep decline in mental health of young carers and young adult carers following Coronavirus outbreak", Available here.

Collins, Landivar, Ruppanner, Scarborough (2020). "Covid-19 and the gender gap in work hours", in Gender, Work and Organization, Available here.

DWP (2016). Disability Confident employer scheme and guidance. Available here.

Fawcett Society (2020). "Disabled Women and Covid-19 – Research Evidence". Available here.

House of Commons & House of Lords Joint Committee on Human Rights: "Black People, Rascism and Human Rights". Available here.

Institute for Fiscal Studies (2020) (1). "Sector shutdowns during the coronavirus crisis: which workers are most exposed?" Available here.

Institute for Fiscal Studies (2020) (2), "Are Some Ethnic groups more vulnerable to COVID-19 than others?", Available here.

Professor Sir Michael Marmot: "Health Equity in England: the Marmot Review 10 Years On". Available here.

Michael Marshall (2020). "The lasting misery of coronavirus long-haulers", Nature. Available here.

ONS (2018). "Sexual offences in England and Wales: year ending March 2017". Available here.

ONS (Oct 2019) EMP01 SA: Full-time, part-time and temporary workers (seasonally adjusted)" Available here.

ONS (2020). "Coronavirus and anxiety, Great Britain: 3 April 2020 to 10 May 2020". Available here.

Resolution Foundation (2020). "Jobs, jobs, jobs - Evaluating the effects of the current economic crisis on the UK labour market", 80p. Available here.

Social Change UK (2019). Equality and Equity - definition. Available here.

Sprang G, Silman M. (2013). "Posttraumatic stress disorder in parents and youth after health-related disasters". Disaster Med Public Health Prep. 7(1):105–10. Available here.

Women Budget Group (2018). "The female face of poverty". Available here.

Women Budget Group (2019). "DWP data reveals: women and children continue to be worst affected by poverty". Available here.

Women Budget Group (2020). "Women, employment and earnings". Available here.

FORWARD INSTITUTE

The Health Foundation

ABOUT THE FORWARD INSTITUTE

The Forward Institute launched in 2015 to build a movement for responsible leadership. We work closely with leaders from many of the UK's most significant organisations. Our focus is on cross-sector learning, creating space for challenging conversations, and exploring the very real dilemmas leaders face. We know that innovation and moral leadership come from connection with other worlds, not staying in your own bubble.

MARIE PERMINGEAT
Fellowship Officer, Forward Institute
Email: marie.permingeat@forward.institute

GERGINA FEKETE
Fellowship Director, Forward Institute
Email: georgina.fekete@forward.institute

RUTH TURNER
Senior Director, Forward Institute
Email: ruth.turner@forward.institute

12a Charterhouse Square, London EC1M 6AX

www.forward.institute