

## Fair Work First Statement

The R&A is fully committed to the Scottish Government's Fair Work First policy.

Fair Work First is the Scottish Government's flagship policy for driving high quality and fair work across the labour market in Scotland by applying fair work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so. Through this approach, the Scottish Government is asking employers to adopt fair working practices.

### **We have appropriate channels for effective worker voice**

The R&A hears from its workforce via regular engagement surveys which provide rating scales and open free text options for providing feedback.

The R&A delivers collective group consultations with departments/teams in the form of workshops and listening sessions where the survey results for each team are presented to them and they are discussed as a group in open dialogue. The data and information collected in these sessions are used to inform future decision making.

In addition, The R&A has various employee groups and committees where employee feedback is discussed and provided to management.

This includes working groups which developed an organisational Equity, Diversity and Inclusion strategy and reviewed and updated all organisational policies, including people policies. In addition, we set up a change network consisting of Change Champions and Business Unit Sponsors drawn from a diverse group of employees at different levels and departments within the organisation who have been tasked with promoting and implementing change within the organisation. We continue to review how employee engagement and voice mechanisms can be strengthened moving forward.

The R&A encourages regular 1:1's between employees and line managers and requires objectives to be set regularly and for regular performance assessment reviews to be undertaken. The R&A deploys a technology solution to facilitate such activity and collect data.

We have policies and procedures in place to provide employees with ways to raise workplace concerns or issues. These include our Whistleblowing policy and our Grievance procedure. We implement measures to support employees in the workplace and have a zero tolerance of bullying and other forms of abuse and harassment.

### **We invest in workforce development**

The R&A invests significantly in people development. We provide specialist learning to support functional skills growth, professional development, as well as extensive leadership development to improve the way in which our diverse and talented workforce achieve their full potential.

Learning is offered in a blended approach both formally and informally, face to face and online to build capability organisational wide. All teams are expected to complete essential training that spans many topics from health and safety to diversity and inclusion.

### **We do not use zero-hours contracts inappropriately**

The R&A has no inappropriate use of contracts. Almost all of the teams are engaged on fixed term or permanent contracts which dictate regular hours on a regular frequency. We have a small number of people who are contracted to work around the seasonal needs of our championships.

### **We address workplace inequalities, including pay and employment gaps for disabled people, racialised minorities, women and workers over 50**

- The R&A monitors workforce data to identify recruitment, promotion, retention and pay gaps

## Fair Work First Statement

- The R&A monitors the gender pay gap and has taken positive action to close this gap. We have a pay structure where roles are paid fairly regardless of the gender of the post holder.
- We review recruitment practices to remove barriers and improve representation
- We provide reasonable adjustments and accessible workplaces for disabled employees
- The R&A offers flexible and broad-minded family friendly working practices and policies for all our people to support a fair and balanced work life balance as well as supporting diversity and inclusion organisation wide. This includes both hybrid and flexible working policies as well as other supportive at work policies which encourage flexible and family-friendly working practices.
- We take positive action to improve representation of under-represented groups, where lawful
- We train all staff on inclusion and accessibility and have plans to develop this training further
- We are establishing mentoring, development and progression opportunities for underrepresented groups

### **We commit to paying at least the real living wage**

All Employees of R&A Group Services Limited are paid at least the Real Living Wage.

### **We offer flexible and family friendly working practice for all workers from day one of employment**

- The R&A offers flexible and broad-minded family friendly working practices and policies for all our people to support a fair and balanced work life balance as well as supporting diversity and inclusion organisation wide. This includes both hybrid and flexible working policies as well as other supportive at work policies which encourage flexible and family-friendly working practices.

These policies include:

- Part-time and term-time working arrangements
- Carers Policy
- Parental Leave
- Paternity Leave
- Shared Parental Leave
- Maternity Leave
- Adoption Leave
- Time off for Dependents
- Parental Bereavement Leave (including those who have a miscarriage and partners)
- Compassionate Leave
- Work life balance, and flexible working

### **We oppose the use of fire and rehire practice**

The R&A opposes the use of fire and rehire practices and effectively uses formal processes when there is a need to make structural changes. Coaching and development is offered to support our teams if such a position arises.