

The Charter Options

The Labour Relations Agency and the Department for the Economy will work alongside a Charter co-design group to develop a local Good Jobs Charter.

To assist with comparison with good jobs/work charters elsewhere, we have adopted the standards set out by the [Carnegie 7 Job Quality Measures: Measuring Job Quality Working Group](#). We now wish to engage with local stakeholders to shape our approach.

The use of a Charter needs careful consideration in terms of what is being asked of businesses or organisations. For example, should our Charter be structured as a commitment, an aspiration, or an evidenced-guarantee, supported by employee testimony?

At one end of the spectrum there could be a light touch, good employment LRA practice guide and at the other there could be a fully-fledged (and funded) accreditation programme linked to public policy conditions, funding and procurement rules.

We would like to consult upon and establish a wide range of views to help better inform the Department for the Economy's final policy position of this key part of the good jobs agenda.

What follows is a short description of three Charter options under initial consideration. You now have the opportunity to give us your initial views on what you consider to be the factors in a good job and what Charter structure could be in place to help increase the number of good jobs in the economy.

Option 1: A Labour Relations Agency light-touch, best practice guide to Good Jobs

There are 7 characteristics that the Carnegie UK Trust uses to define good work. For example, a higher salary does not always equate to a good or better job. It may be less good in other aspects. Alternatively, a well-designed job with lots of autonomy and work-life balance might be valued, even with a lower salary.

The LRA could produce a simple guide to 'good' jobs. The simple guide for employees and employers could identify a list of indicators of 'good' employment factors, where employers offering several of those elements could legitimately identify the job as 'good'.

Alternatively, the LRA could produce a simple guide for employers and employees, where 'good' jobs will have to have a complete absence of 'bad' elements and a number of positive indicators under each of the Carnegie characteristics.

Option 2: A Specific Code of Practice for Good Jobs

Codes of Practice do not have the weight of legislation but can be taken into account by tribunals as a potential indicator of acceptable or unacceptable behaviour, so they are more important than a light-touch guide.

A Code of Practice would be an important document. Employers challenged before tribunals could have the Code cited as showing examples of poor practice that constitute a breach of the Code and give inference of good or bad jobs. Would the additional weight of a Code mean that more employers would be more likely to follow 'good jobs' guidance? Or might it lead to unnecessary additional administrative and financial burdens on employers, particularly on SMEs?

Option 3: A Formally Assessed Good Jobs Charter

There are a number of more formal charter schemes focused on good jobs. One of the most impressive is run by Greater Manchester Combined Authority (GMCA). GMCA has set a condition of defined good jobs, for example, as those paying the Real Living Wage. This condition is built into procurement processes. Organisations that win a GMCA contract for services must prove that they pay the RLW by the end of the first year of their contract or they will forfeit the contract.

GMCA also provides full Charter assessment services, has a separate board and expert assessors, holds information and networking meetings, and hosts award ceremonies. The Assessment process seems to work well - GMCA have seen the number of 'good' jobs massively increase in their area and there is a waiting list of employers who wish to join and be assessed.

Cereal giants Kellogg's, global accounting firm KPMG and national TV network ITV are amongst the first supporters of the Charter. Local Greater Manchester businesses also signed up, with a number of public sector and voluntary organisations also becoming supporters.

The GMCA Charter is strongly supported by both the TUC and the local Chamber of Commerce. However, a formal assessment charter process comes at a cost, currently around £650k per annum for GMCA. A similar fully assessed Charter process here might not cost £650k but it would require a considerable investment from Government, both to create and for ongoing administration.

About you and your initial preferred Charter choice

Providing your personal information will help with our analysis of responses and response types. However, it is entirely optional whether you wish to provide this information or not. You are welcome to complete this consultation and survey without providing personal information.

A Charter co-design group will use this initial consultation and survey to help shape a Good Jobs Charter and a final consultation will take place at a later date.

1. What is your name?

Name

2. What is your email address?

Email

3. If you are responding on behalf of an organisation, please provide the name of your organisation.

Organisation

4. Do any of the following apply to you? (Select all that apply)

- I am an employer
- I am a trade union member
- I am a trade union representative
- I am a member of an employment related professional body
- I work in an employment related profession e.g. HR, employment law

5. What sector do you work in, if any? (Select all that apply)

- Private
- Public
- Third/Charity
- None of the above

6. Please select your preferred choice for a Good Jobs Charter from the three options set out below. You will be taken to your choice and will have the opportunity to share your opinion about that choice. You will then progress to the survey section.

(Required)

- A Labour Relations Agency light touch, best practice guide to Good Jobs
- A Specific Code of Practice for Good Jobs
- A Formally Assessed Good Jobs Charter

Option 2: A Specific Code of Practice for Good Jobs

10. Thinking about the option you've chosen, what positive impacts do you believe it could have for employers, employees, and the wider economy? Please give examples where you can.

(Required)

11. Are there any potential downsides, risks, or practical challenges with your chosen option that you think we should be aware of? How might these be addressed?

(Required)

12. Before moving to the survey section, is there anything else you feel is important for us to consider in shaping a good jobs charter - either generally or specific to your own sector or experience?

(Required)

- Yes
- No

Survey

The following examples of Good Job indicators are not prescriptive, nor are they exhaustive – they are simply suggested examples of good practice that have been shown to improve job quality.

They have been drawn from a number of sources across the world, including the final report of the Measuring Job Quality Working Group from Carnegie Trust UK and RSA, and the Good Employment Charter of Greater Manchester Combined Authority. These examples also correspond with the Department for the Economy's economic vision of creating good jobs, improving productivity and promoting regional balance.

You will be asked to select any example that you consider helps to create a good job. You will also be given the opportunity to suggest other examples not shown that you consider helps create a good job.

There are 7 sections – one for each of the indicators of good jobs set out by the Job Quality Working Group from Carnegie Trust UK and RSA.

Carnegie indicator 1 - Terms of employment, including Job security; Minimum guaranteed hours; Underemployment

Under Carnegie Indicator 1, it would be expected that the employment contract between an employer and employee is clear, fair, and dependable. People know their hours and earnings in advance, contracts reflect the reality of the work from the outset, and any changes are discussed well ahead of time. Agency or temporary staff can see a clear route to longer-term opportunities, and employees are able to plan their lives outside work with a degree of certainty.

16. Initiative or Term of Employment – Select any example you consider helps to create a good job

(Required)

- Employment Contract reflecting actual contracted hours to be worked issued prior to the employee start date
- Regular review of actual hours worked
- 12 weeks/6-month review scheduling calendar
- Regular reviews of job descriptions and job adverts
- No use of exploitative zero-hours contracts
- Clauses within the employee contract detailing the 4 weeks' notice requirement of change to...
- Instruction to payroll to pay hours of work despite cancellation of those hours by the employer
- Review meetings scheduled after 12 weeks / 6 months for agency workers
- Notes from meetings kept and shared with employees
- Formalised system within the recruitment policy to confirm that agency/temporary staff will be considered for permanent positions, where the temporary need for those agency or temporary employees ceases
- Rotas are worked out and published well in advance
- A policy of annualised hours or other flexible system that allows staff to plan their lives outside of work in a better way is available

17. Additional Comments: Do you have any other initiatives or terms of employment that you consider could be indicators of a good job under this category?

(Required)

- Yes
- No

Carnegie indicator 2 – Pay and benefits, including Pay (actual); and Satisfaction with pay

Under Carnegie Indicator 2, employers will, where possible, provide wages at least equal to the real living wage. Employees should expect a reasonable standard of living outside the workplace.

18. Which of the following do you consider could be deemed as sound indicators of a good job? (Select all that apply)

(Required)

- Membership of the Living Wage Foundation (LWF) or payment of Real Living Wage (RLW) to all employees
- Payment of Subcontractors at RLW rates or confirmed plan to meet this within 12 months (in line with LWF criteria)
- Ensure that all staff have an entitlement to sick pay, with a provision in place for any staff who do not meet the earnings threshold for statutory sick pay
- Provide sick pay from day one of absence
- Pay staff who are off sick a replacement income of 100% of their usual earnings for as long as possible
- Develop an appropriate income replacement policy for staff who are required to spend time away from work to care for a sick dependent or close relative
- A guaranteed minimum of 16 hours a week (unless the worker requests otherwise)
- Introduce NMW+ payments, such as bonuses or performance commission
- Agree a policy for shared tips and gratuities
- Promote a profit share scheme
- Pay reviews are held annually and the employer tries, wherever possible, to implement a pay rise at least in line with inflation
- Develop staff and family discounts on purchases or other policies that enhance employee income or benefits
- Workers' regular paid hours do not normally exceed their contractual hours
- There is a process in place to review workers' contracted hours after 12 weeks of employment and every six months subsequently, in case more contractual hours can be offered
- Any contractors must apply similar conditions to any employees or agency staff

19. Do you have any other initiatives or terms of employment that you consider could be indicators of a good job under this category?

(Required)

- Yes
- No

Carnegie indicator 3 – Health, safety and psychosocial wellbeing, including Physical injury; and Mental health

Under Carnegie Indicator 3, employers will support everyone to be a productive employee (accepting that all staff are individuals with differing needs).

20. Which of the following do you consider could be deemed as sound indicators of a good job? (Select all that apply)

(Required)

- The existence of a Health and Wellbeing policy which is updated periodically
- Reductions in staff absence/sickness can be shown
- Improved employee retention rates can be shown
- An Employee Assistance Programme scheme may be in place and trends are monitored
- Staff surveys incorporate questions relating to health and well-being
- Team meetings and 1-2-1 agendas include time to talk about health and well-being issues
- Reasonable adjustments (which are regularly reviewed), where necessary, have been made for employees with disability
- Duties/working hours may have been adjusted/adapted to reflect changing circumstances
- Managers signpost employees to organisations that can provide additional support
- Discussion relating to different life stages is encouraged
- A no judgement culture is apparent
- Health and wellbeing champions are appointed and encouraged to promote initiatives in health & wellbeing
- Mental health training support is provided
- Mental health first aiders are appointed and encouraged to promote initiatives around good mental health
- Inclusive wellbeing activities may be planned across the organisation or specific sections of the workforce
- Managers have received training to enable them to initiate conversations relating to health and well-being
- Managers have time built into job descriptions to facilitate time to talk to employees about health and well-being
- Specific reference to a health and wellbeing target may be built into all manager objectives
- Action plans may be in place to ensure ongoing support and reviews of impact

21. Do you have any other initiatives or terms of employment that you consider could be indicators of a good job under this category? If Yes, please explain.

(Required)

- Yes
- No

Good Jobs Charter initial Consultation and Survey (Closes 31 July 2026)

Carnegie indicator 4 – Job design and nature of work, including Use of skills; Control; Opportunities for progression; and Sense of purpose

Under Carnegie Indicator 4, employers will attempt to recruit on merit a diverse workforce, drawing on the talents of all communities. Good employment means the employer will take actions and show a commitment to equality, diversity and employee inclusion in the workplace. Good employment means that employers will support policies, actions and a commitment to dispute prevention and resolution in the workplace. Good Employment means that employers view social and sustainability issues as important to the continued future of the organisation, through reducing costs and waste and reflective of staff and public concerns regarding these issues.

22. Which of the following do you consider could be deemed as sound indicators of a good job? (Select all that apply)

(Required)

- An overarching recruitment policy exists which sets out expectations to ensure the process is fair and inclusive – in line with LRA and Equality Commission NI guidance
- An anonymised application format is used
- Adverts are communicated in clear, appropriate language – no jargon or reference to systems that might preclude a candidate when not necessary
- Job adverts that clearly state that flexible working is supported, where appropriate
- Expected hours of work are clearly stated
- Support available to facilitate flexible work is referenced – e.g. homeworking equipment and technology
- Where and how jobs are advertised such as LinkedIn, via networks, newspapers, recruitment agencies
- What methods are used and are these reviewed to ensure they will attract a wider pool of candidates
- Where groups are under-represented, these have been identified, and an action plan exists to address the issues
- The organisation monitors EDI and has set targets to improve diversity
- A confidential survey on staff needs in relation to disabilities, hidden or otherwise, may have been sent and acted upon
- Progressive, inclusive policies to assist working parents may have been adopted
- Incentives for new parents to return to work may have been considered or implemented
- EDI messages are regular and from the top of the organisation
- Some staff training on EDI matters may have been arranged
- Different staff groups on important EDI issues are established to assist with achieving targets and report to management and inform staff of progress. E.g. Menopause support, carers' support groups, women's group, LGBT+ forum etc.
- Employers may have included the option of mediation within their dispute procedures
- Voluntary recognition of a trade union may be in place and/or the employer actively consults with staff on possible changes to employment matters
- A staff engagement forum to inform and consult may have been established
- The employer may have adopted other similar policies in relation to dispute prevention and resolution, such as working towards just or restorative practices
- There may be an option for 3rd party intervention (coaching, mentoring, conflict coaching, mediation or ADR) available
- Managers may be trained in coaching and dispute prevention and resolution techniques
- Managers may actively engage with staff or trade union representatives on possible changes to employment matters at regular meetings and informally in between
- Recycling policies to reduce waste and save costs may have been implemented
- The employer may have adopted other similar policies in relation to good practice in the areas of social and sustainability issues, such as cycle to work incentives or volunteering options
- Social and sustainability issues may be regularly discussed in relation to any workplace or staff developments

23. Do you have any other initiatives or terms of employment that you consider could be indicators of a good job under this category? If Yes, please explain.

(Required)

- Yes
- No

N/A

Good Jobs Charter initial Consultation and Survey (Closes 31 July 2026)

Carnegie indicator 5 – Social support and cohesion, including Peer support; and Line manager relationship

Under Carnegie Indicator 5, employers will have in place strong people management policies to ensure fairness and recognition.

24. Which of the following do you consider could be deemed as sound indicators of a good job? (Select all that apply)

(Required)

- Organisation values are set out and visible within the organisation
- Understanding by staff members of the values and expected behaviours
- High staff retention rates
- Regular review of social media references
- Performance review documentation resulting in employees being clear about their contribution to organisational success are in place
- Staff recognition awards may take place
- 1-2-1 meetings take place between managers and direct reports and may be recorded
- Development plans are available for staff if performance needs to be managed
- There is a dedicated staff training budget and on-going professional development is encouraged
- Changes may take place in job roles as a result of training and development – e.g. additional responsibilities such as becoming a mental health first aider
- An organisation-wide training plan exists which addresses outcomes from 1-2-1 conversations, reviews, and staff surveys
- Succession plans may be in place
- Examples of job changes as a result of progression, promotion etc. can be provided and shared with staff to encourage growth
- Newsletters/internal communications that recognise employee skills and experience
- Implementation of mentoring opportunities, where staff skills and experience are used to support others to develop
- Staff meetings take place
- Employee engagement mechanisms exist
- Team meetings occur regularly
- Staff talk positively about their role and the organisation
- External reputation is positive
- Time is allowed for work-related study
- Role profiles clearly recognise and facilitate time for managers to carry out people management duties
- An induction plan exists that is communicated to a new employee at the start of their employment
- The induction process is reviewed and signed off by the employee and manager to ensure the employee has gained an understanding of the organisation and queries are addressed
- Policies and procedures exist and are communicated to all employees
- A whistleblowing / raising concerns policy exists
- No or few grievance cases relating to bullying and harassment are raised
- No or few active grievance processes ongoing
- No issues are raised by Trade Unions relating to bullying and harassment by managers
- Require managers to train in coaching methods and adopt an open style of management
- Regular all-staff or all-section meetings are held, where management and staff share information and suggestions
- Regular updates are held on standards and values, or other policies are implemented that have improved staff relations
- Clear organisational values and expected behaviours are understood across the organisation
- Clear programmes for leadership investment are embedded in performance management frameworks
- Staff pulse surveys are regular, with feedback acted upon

25. Do you have any other initiatives or terms of employment that you consider could be indicators of a good job under this category? If Yes, please explain.

(Required)

- Yes
- No

N/A

Carnegie indicator 6 – Voice and Representation, including Trade union membership; Employee information; and Employee involvement

Under Carnegie Indicator 6, an employer's engagement and voice policies will develop a confident, empowered workforce, creating an effective relationship between individuals, workforce, and management, where opinions can be safely heard and shared.

26. Which of the following do you consider could be deemed as sound indicators of a good job? (Select all that apply)

(Required)

- Employers' policies that place as much emphasis on listening as talking
- Managers are trained in coaching and low-level dispute resolution skills
- How employers actively seek views, taking account of what they hear from employees, and communicating regularly about employees' contribution to driving the organisation forward
- Management behaviours, at all levels, are demonstrably committed to employees having a voice
- How the employer genuinely considers employees' views before decisions are taken
- How the employer regularly communicates and consults with employees
- Review of impact following action taken in response to employee feedback
- Implementation of non-statutory requirements, such as regular 1-2-1 meetings between managers and staff
- Develop staff feedback or consultative groups
- Promote suggestion boxes and recognition schemes
- Hold regular meetings with staff or union representatives
- Hold regular monthly team meetings at which managers keep employees informed about big developments
- Current processes for involving employees in decision-making and managing change are set out openly and are well recognised by employees
- A monthly newsletter or equivalent is sent that informs all staff of big developments
- Staff receive regular updates on important financial information
- Intranet and other information processes are well developed and there is an employee forum set up to share information and hear employee views about change
- Important board decisions and information about the organisation are shared with staff
- An open and positive attitude to engaging with Trades Unions which would:
 - Allow engagement with the workplace by trade union organisers
 - Make new staff aware of potential trade union membership
 - Voluntarily recognising a trade union(s)
 - Provide adequate facilities and time off for trade union duties, training and activities
 - Not seek to derecognise a trade union(s) or dismantle collective bargaining machinery
 - Implement collectively agreed terms and conditions
 - Take part in collective bargaining arrangements where they exist
 - Implement collectively agreed norms in the sector where possible

27. Do you have any other initiatives or terms of employment that you consider could be indicators of a good job under this category? If Yes, please explain.

(Required)

- Yes
- No

Carnegie indicator 7 – Work-life balance, including Over-employment; and Overtime (paid and unpaid)

Under Carnegie Indicator 7, employers will, where possible, provide a variety of flexible working initiatives or alternatives, enabling a more flexible workforce which allows employees to access a broad diversity of skills and talent.

28. Which of the following do you consider could be deemed as sound indicators of a good job? (Select all that apply)

(Required)

- Where people work (working from home; across different offices; mobile working, hybrid working)
- When people work (flexible start or finish times; annualised flexibility; compressed hours; project-based work; shift work)
- How much people work (part-time; job sharing or job splitting; unpaid leave)
- Equipping people with the tools that will enable them to perform effectively when working flexibly
- How the employer actively encourages flexible working where appropriate and reasonable and senior staff lead by example
- How the employer undertakes regular reviews of flexible working arrangements
- How job design can be developed in consultation with employees
- How the employer gives every individual the opportunity regardless of circumstances to request and be considered for flexible working arrangements and for requests to be answered within 28 days. If a decision is delayed, this is with the knowledge and consent of the member of staff, and are they regularly updated on progress
- How the employer undertakes regular reviews of job adverts to ensure, where appropriate, that reference to flexible working is included

29. Do you have any other initiatives or terms of employment that you consider could be indicators of a good job under this category? If Yes, please explain.

(Required)

- Yes
- No