



Building a Quality Part Time Jobs Market

A transformative approach for families



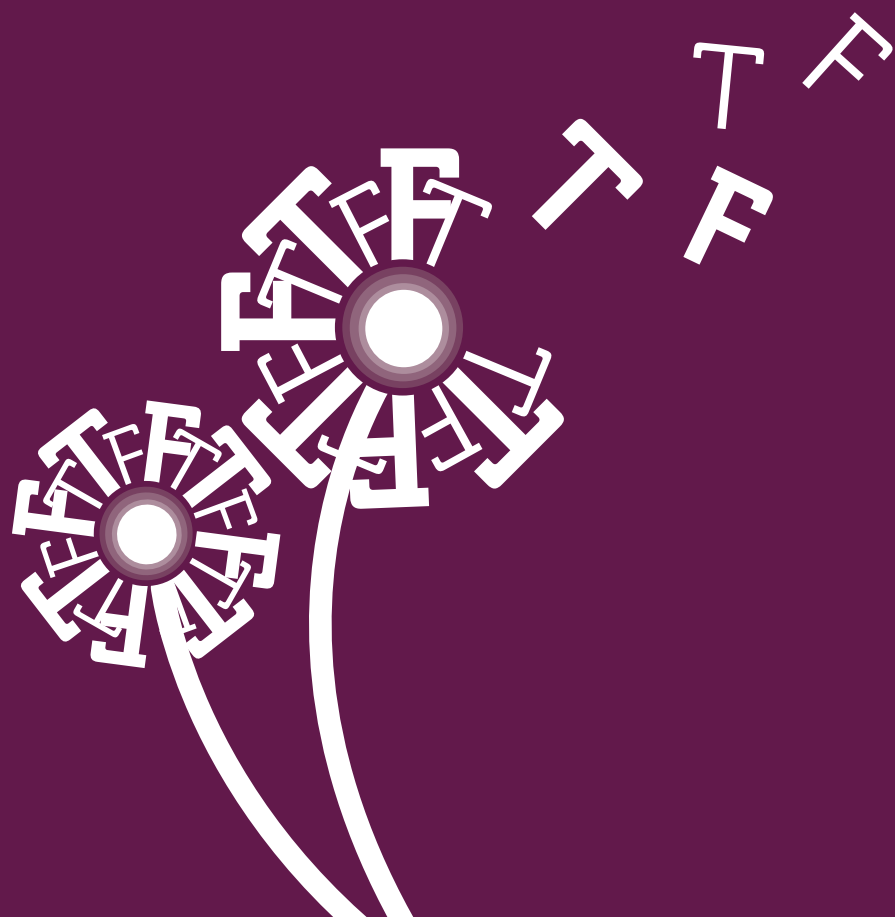
A Social Impact Report
by the Timewise Foundation

In partnership with the consultancy arm
of nef (the new economics foundation)

Kindly supported by KPMG

www.timewisefoundation.org.uk
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Foreword



↘ I am delighted to launch the first social impact report from the Timewise Foundation.

Stimulating the growth of a quality part time jobs market is the single most important action required in increasing maternal employment, reducing gender inequality and raising family living standards in the UK. There is an opportunity to shape a new recruitment marketplace, where employers can extend the flexibility they offer in their employment practices into their recruitment practices. This can be achieved through scaling up a social business model that does not rely on huge state investment, but instead presents a clearly articulated business case to employers of the social and economic value of part time and flexible work.

Eight years ago, I found myself unexpectedly out of work for the first time in my life. Despite fifteen years in continuous employment, I found that there was no place for me any more in the world of work. It wasn't because I lacked skills or experience, but because I was now a mother and could no longer work full time. And I was just one of many.

Millions of people face significant levels of social disadvantage and deprivation in the UK as they struggle to find work that they can fit around their family lives.

The big challenge to increase women's employment rates in the long run will be to encourage employers to advertise new vacancies as part time friendly roles rather than simply offering flexibility as a retention tool.

COMMISSION FOR
LIVING STANDARDS
RESOLUTION
FOUNDATION

Timewise represents thousands of people who have years of skill and experience under their belts, who want and need to work part time for all kinds of reasons. Until now, this hidden pool of talent has had no representation. Employers have wanted to tap into it, but haven't known where to go. Timewise will change all that.

**DAMON BUFFINI,
FOUNDING
PARTNER OF
PERMIRA AND
CHAIR OF THE
SOCIAL BUSINESS
TRUST**

Over the past eight years, I have discovered that finding a quality part time job was not just a problem for me alone but at the heart of solving a whole range of societal problems, namely tackling:

- **Gender inequality:** experienced by millions of part time women who earn 39%¹ less on an hourly rate than their full time male counterparts.
- **Maternal worklessness:** experienced by hundreds of thousands² of people who remain out of work because they cannot find a job to fit around family responsibilities.
- **Raising family living standards:** needed for tens of thousands³ of families whose struggle to find a quality part time job is the difference between living in or out of poverty.
- **Skills utilisation:** needed to aid the economy, which is missing out on the skills and experience on offer, and to the state, which is all too often paying for them.

I co-founded the Timewise Foundation which is dedicated to tackling these inequalities and economic hardship. Focused on promoting the social and business benefits of part time working, we aim to achieve high levels of sustained social and economic impact for families and the state.

We achieve our impact through a combination of practical interventions. We run two recruitment businesses to stimulate the growth of quality part time jobs (Timewise Jobs and Timewise Recruitment), and we run an advice and support service for parents and carers looking for part time work (Women Like Us).

Over the past eight years, we have reached out to more than 40,000 jobseekers, provided dedicated support to over 5,300 and helped more than 2,000 into jobs. We have received huge amounts of interest from across the public, voluntary and commercial sectors, and what always strikes me is how the issue of quality part time jobs cuts across so many different areas of society. In this past year alone, we have influenced the Greater London Authority's economic strategy, received nationwide interest from businesses in our search for the UK's first Power Part Time list, and published research with the Joseph Rowntree Foundation that said 20,000 families could be lifted out of poverty in London if a robust quality part time jobs market existed.⁴

Stimulating more quality part time jobs in the economy has the potential to create significant social and economic impact – an important step towards building a resilient and sustainable society. We recognise the need to articulate and measure that impact – and this report sets out two key steps to encourage further investment in this aim:

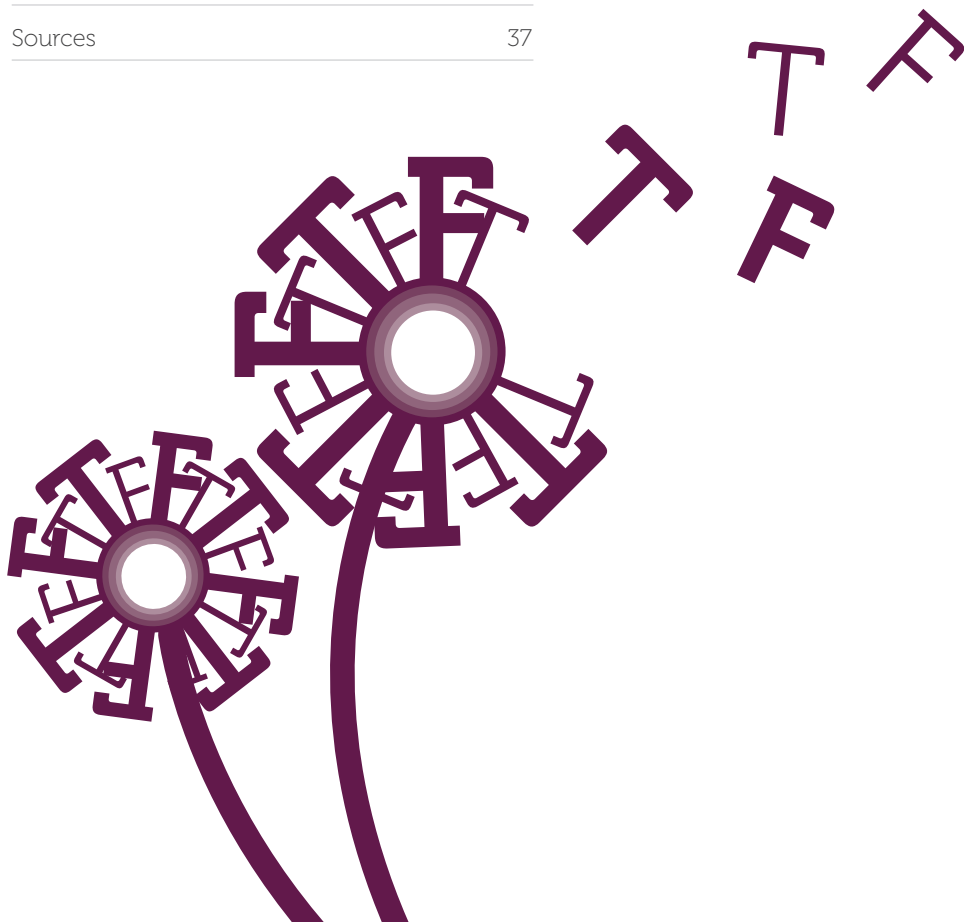
- We set out our social impact model which builds on our eight years of experience in the employability and recruitment market.
- We take an initial look into our impact over the past year, providing evidence for our model of change.

This report is a start from which we will build. We are grateful to nef consulting for their advice and support in helping us put it together. Providing quality work for families is a complex area, and by no means does this report provide all the answers. But I hope its findings will be of interest to you, and that it will provoke thought and inspire ideas for change.

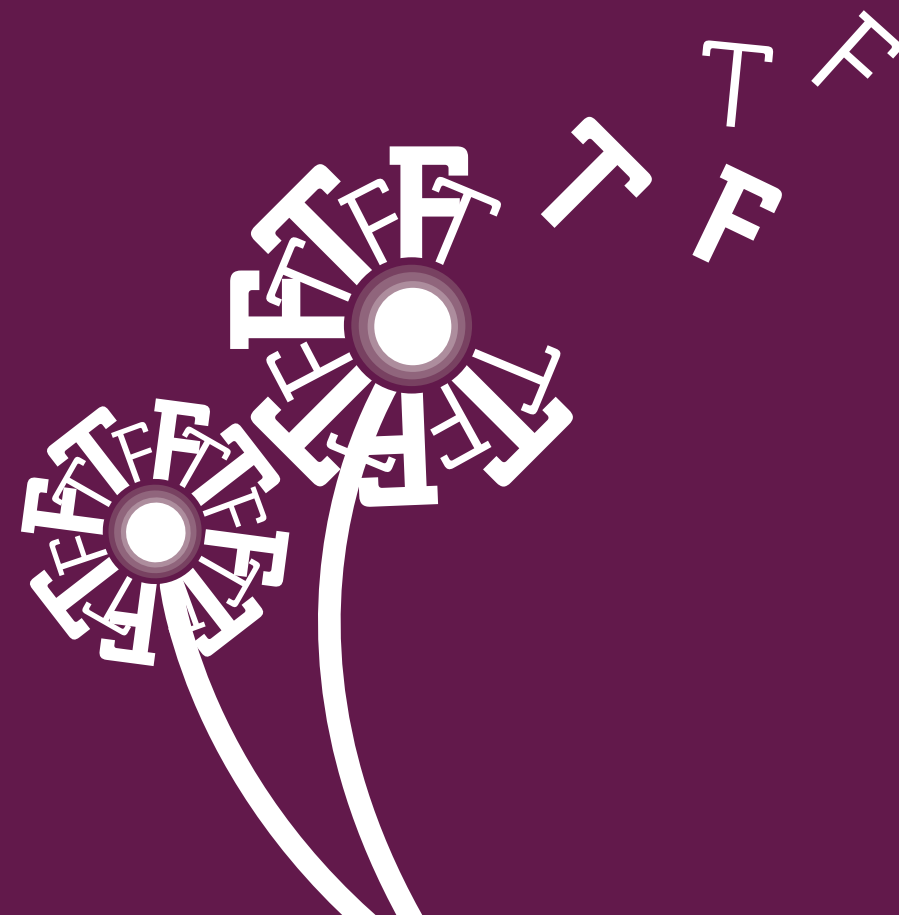
**Emma Stewart MBE,
Co-Founder and Director of the Timewise Foundation**

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Section 1 The Social Context



The Timewise Foundation's vision is for everyone to find the flexibility they need in their careers without reducing their value in the workplace. As a business with both social and commercial outcomes, we combine for-profit and grant-funded services as a means to achieving social impact in a sustainable way.

To end child poverty it will require a step change on four fronts: improving childcare, revisiting benefits, increasing parents' skills and working with employers to increase the availability of good quality part time and flexible jobs.

JULIA UNWIN,
CHIEF EXECUTIVE,
JOSEPH ROWNTREE
FOUNDATION

Our social impact model explains the connection between our activities and desired outcomes, and how those outcomes contribute to produce long-term social impact – namely a reduction in maternal worklessness, child poverty and gender inequality in the workplace.

Essentially, it is the story of how the Timewise Foundation creates change and makes a difference. In this section we outline the current context within which we create the opportunity for social impact, the challenges within the existing market and finally how we achieve change.

↘ **Current context: family living standards are going backwards**

The second half of the twentieth century saw families' living standards rise. This period also saw a rise in women's participation in the labour market.⁵ It is therefore reasonable to assume that women's increasing work rate has historically been one of the main drivers for increasing family living standards.

Yet low and middle income families' household budgets have been falling over the past decade.⁶ And it is not a coincidence that women's participation in the labour market has stalled. The UK now lags behind other Organisation for Economic Co-operation and Development countries in female employment rates, and this is having a major impact on low and middle income families' ability to raise their living standards. Indeed, family earnings are now forecast to fall 15% in real terms by 2020⁷, as the cost of living continues to increase.

For many low and middle income families, one wage is no longer enough.

Research has shown that **61% of families living in economic poverty already have at least one parent in work.**⁸ There is therefore a pressing need to enable second earners, usually women, to find work. This is highlighted by Joseph Rowntree Foundation's research into minimum income standards, which shows that a family with two children now needs to earn a third more than it did pre-recession just to make ends meet.⁹ Similarly, a significant number of lone parents need to earn more from the hours they have available to work.

However, with shrinking tax credits and rising childcare costs, the additional income earned for each hour worked is falling. This then forces families to work even longer hours, which leaves them increasingly **stretched both for income and time.** Quite simply, forced into a choice between earning enough to look after the family or spending the time to care for them, it is at best a stretch and at worst a spiral into poverty.

Beyond the financial impact, the knock-on effects are significant. The impact of parents NOT being able to balance work with nurturing children can have a detrimental effect on family wellbeing.

I know we're always going to be in the red. We are budgeting on the food and the heating, we try to heat only one room. I need to find work to lift us out of that.

MOTHER NOT WORKING

Sometimes they complain, Mummy, you're not spending time with us, but that's life. I have to work for us to have a good life, you know? If I don't work, I don't have money. If I don't have money, I can't afford anything for them, they understand that.

MOTHER WORKING FULL TIME

↘ **THE SOCIAL CONTEXT**
OUR SOCIAL IMPACT MODEL
ANALYSIS OF SOCIAL
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Maybe there are just too many people chasing too few part time jobs, which is why it has been impossible for me to get one.

COUPLED MOTHER NOT WORKING

↘ The challenge: the labour market system is failing families

Employment is key to raising household income but work simply isn't sustainable for thousands of households across the UK. Women with children in particular face a set of untenable options, as families struggle with the rising cost of living.

Mothers currently have two options to improve their families' living standards: either work more hours or find a better-paid part time job. Significant financial barriers exist for many families wanting to pursue either option:

↘ Work more hours?

For many families, the option for second earners to move into full time work simply doesn't pay, due to the rising cost of childcare and the reductions in work subsidies they can receive through tax credits.

Analysis from the Resolution Foundation shows that a coupled woman in a median income household **only takes home an extra £20 a week by moving from part time to full time work**, due to lost benefits and childcare costs.¹⁰ With both parents in work, time with the children is squeezed, for negligible additional income.

For families on a low income, this scenario is even worse. Barnardo's recent analysis suggests that a lone parent with average childcare costs on minimum wage would actually lose 70 pence per hour worked above 15 hours.¹¹

Welfare reforms such as Universal Credit are attempting to increase incentives for people to work more hours by tapering the withdrawal of benefits. However, analysis by a number of organisations,¹² has already highlighted that it will in fact increase disincentives for second earners to work more hours.

Working full time is naturally assumed to be the best way to raise living standards, but things are not so simple for low and middle income families. Many of these families are reliant on tax credits to supplement low wages, which are further reduced by needing to pay for childcare. For women in particular, whether single or coupled, **working full time simply does not pay enough to justify the compromise made on family time.**

↘ Earn better wages?

The second choice available to parents is to earn better wages within the hours they are able to work. What are the options here?

The obvious answer is to improve skills and qualifications among those in low-skilled, low-value roles. Yet three-fifths of all families in poverty already have above entry-level qualifications.¹³

Investing heavily in up-skilling, both for those out of work and in work, cannot be the sole answer.

Training and education are expensive and cannot alone guarantee a path to a well-paid job. Those provisions that are available need to be wisely targeted. Jobseekers out of the labour market for some time also need to build the soft employability skills that employers value. Yet the squeeze on skills and employment funding has resulted in the removal of almost all employability help for those who are not on active benefits.

If there are decent part time jobs out there, I can't find them. I would give anything to be working part time and be there for the children more.

SINGLE MOTHER NOT WORKING

↘ THE SOCIAL CONTEXT

OUR SOCIAL IMPACT MODEL
ANALYSIS OF SOCIAL
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My work isn't stimulating and it's poorly paid compared to the job I had before children. I do the Piccadilly line hell to sit at my computer in silence all day long, racing the clock to meet deadlines.

SINGLE MOTHER WORKING IN LOW PAID PART TIME JOB

If not by up-skilling, then how else can women earn more?

Women on average earn 20% less than men. But the biggest contributing factor is not gender per se but the fact that more women than men choose to work part time. But choosing part time means selecting from a pool of largely low-paid jobs. As a result the gender pay gap between men working full time and women working part time is 39%.¹⁴

Figure 1: Part time jobs are lower paid and dominated by women

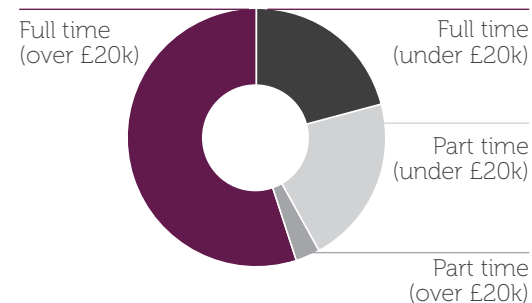


Source: ONS, Annual Survey of Hours and Earnings 2012

This gender pay gap is in fact driven by the part time pay gap, which has significant consequences for women's ability to earn better wages. And this part time penalty is even starker in the recruitment market.

The UK experiences the highest part time pay penalty in the European Union.¹⁵ Employers are overwhelmed by a range of measures focused on legislative change to increase the take-up of flexible working among existing employees. However, there has been little policy focus or innovation to effect behavioural change in employers' hiring practices and drive the supply of higher quality part time and flexible roles. Recent research conducted by Timewise identified that only 3% of new vacancies in the London labour market are for part time roles, paying salaries at £20,000 full time equivalent or more. This is eighteen times lower than the proportion of full time vacancies at this salary level.¹⁶

Figure 2: The part time vacancy market



Source: Stewart, E, Curtis, D et al. Building a sustainable quality part time recruitment market, Joseph Rowntree Foundation, 2012

In conclusion, earning better wages while working less than full time hours clearly is a considerable challenge for families, largely because **women face a considerable pay penalty when they choose to work part time.** This represents both a significant waste of talent and a significant barrier to raising the living standards of thousands of families.

➤ The opportunity: growing a high-volume, quality part time jobs market

Working full time or earning average part time pay are not viable options for parents to raise their living standards.

The greatest opportunity for change is to grow a **quality part time jobs market**, so that parents can earn more, making it financially viable to work, while also caring for their families. This solution has the potential to significantly improve family living standards and, crucially, does not require additional public spending, by driving social change through a sustainable commercial market.

I believe it's essential that leading companies foster and encourage flexible working from the shop-floor through to the boardroom. People opt to work part time for all kinds of reasons and the best, most innovative companies recognise this.

BELINDA EARL, STYLE DIRECTOR, MARKS & SPENCER WORKS 3 DAYS/WK

I find that what I give in terms of flexibility, I get back tenfold. I think part time recruitment is most valuable when it comes to senior-level roles – it allows a small or growing business to access the talents and skills of someone, one or two days a week, who it probably couldn't otherwise afford.

JOHN DAWSON,
DIRECTOR,
MARKETINGQED

To make this opportunity a reality there is a need to build on how employers have used quality part time working to **retain** staff to influence how employers **recruit** staff. For the purposes of this analysis, a quality part time job is defined by a minimum earnings threshold of £20,000 full time equivalent salary, as used by the Government Equalities Office. Our research found that when a part time employee leaves a position paying over £20,000 full time equivalent, an employer is more likely to replace them with a full time employee than to recruit another part timer.¹⁷ And overall, while part time represents 16% of the positions paying over £20,000 in the employment market, it represents less than 5% in the recruitment market.

Figure 3: Potential for quality part time recruitment market growth



Source: ONS: Annual Survey of Hours and Earnings, 2012 and Stewart, E, Curtis, D et al. Building a sustainable quality part time recruitment market, Joseph Rowntree Foundation, 2012

There is strong evidence of the viability of this **opportunity**. Employers have already recognised the need to adapt their businesses to embrace flexible working, be it flexibility on hours, on location or by the nature of the work such as interim and contract-based employment. Over 96% of businesses now offer some form of flexible working and nearly three-quarters feel that this has boosted staff retention, motivation and engagement.¹⁸

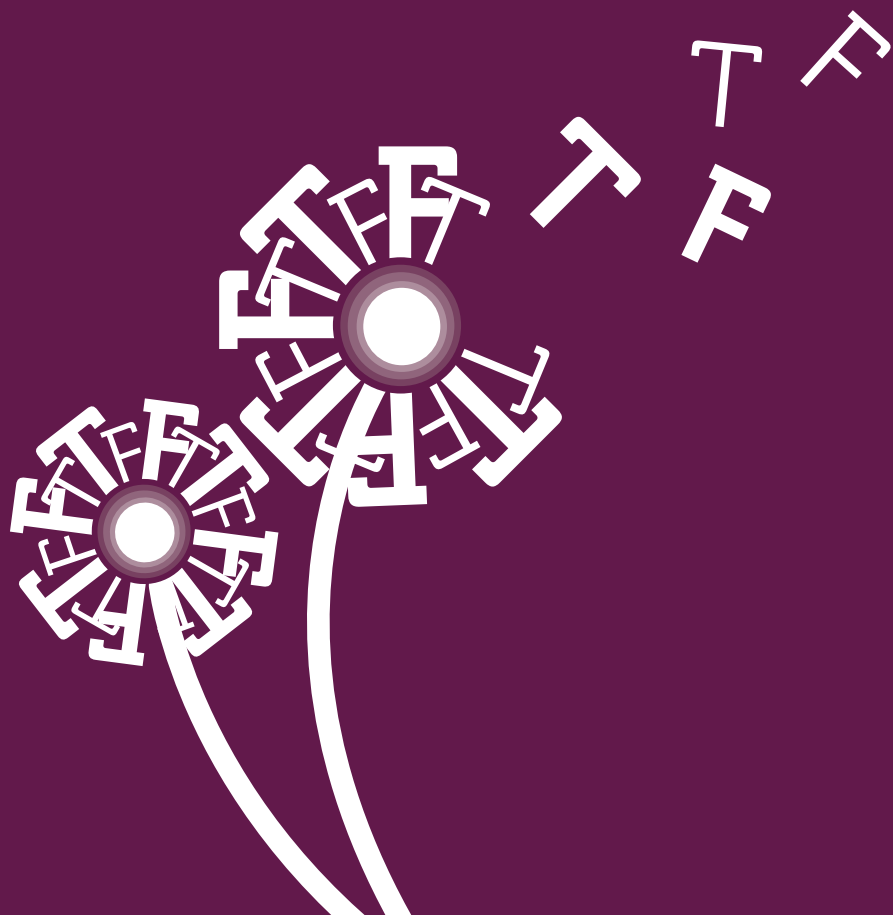
The most common form of flexible working is part time with 27%¹⁹ of the workforce employed on part time hours, and 82%¹⁹ of part timers actively choosing these hours.²⁰ The business case for flexibility has been well documented, yet most individual workers are not clear what flexibility is possible or achievable in practice. The modern workplace is evolving and flexible working patterns are now seen as key in enabling businesses to build efficiencies, increase productivity and retain talent.

Stimulating businesses to introduce the flexibility they have already adopted in their employment practices into their recruitment processes will transform the recruitment market. This will help to build more efficient and productive workplaces, and effect significant impact for families and the economy.

Flexible working has clear business benefits: employers who set out to hire part time candidates for roles with more responsibility give themselves the edge, opening themselves up to some of the best and most cost-effective talent on the market. Our flexible labour market has long been acknowledged as a significant competitive advantage and a driver of investment and growth in this country – it's time we made best use of it.

DAVID FROST,
FORMER DIRECTOR
GENERAL OF THE
BRITISH CHAMBERS
OF COMMERCE

Section 2 Our Social Impact Model



The Timewise Foundation was established because we believe quality part time working is an answer to a range of social problems.

Our vision is to help anyone to find work that they can fit around their family lives without reducing their value in the workplace.

Our current focus is on achieving social impact for women with children, but we recognise that access to quality part time jobs also benefits anyone needing to fit work with caring commitments and at different life stages. We focus on three main activities:

1. Through the Timewise Foundation: to share our learning with policymakers, intermediaries, the business community and key stakeholders to influence the development of public services and the recruitment market to better service families.
2. Through Timewise Jobs and Timewise Recruitment: to run a jobsite and a recruitment agency specialising in quality part time and flexible vacancies.
3. Through Women Like Us: to provide careers advice and support to low-income mothers who want to find quality work they can fit around their caring responsibilities.

Businesses lose far too many brilliant women once they've had children and need to embrace more flexible working ideas.

SIR RICHARD BRANSON,
FOUNDER,
VIRGIN GROUP

Figure 4:



- THE SOCIAL CONTEXT
- ▶ OUR SOCIAL IMPACT MODEL
- ANALYSIS OF SOCIAL AND ECONOMIC IMPACT
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Workplace flexibility... is a key business tool that enables us to meet the evolving needs of our customers as well as our colleagues.

SIR WIN BISCHOFF,
CHAIRMAN OF
LLOYDS BANKING
GROUP

There is a significant role for recruiters to play in promoting flexible working ... by providing sound advice on how to review job design so that employers can tap into new sources of talent.

KEVIN GREEN,
CHIEF EXECUTIVE,
RECRUITMENT
& EMPLOYMENT
CONFEDERATION

Timewise Jobs and Timewise Recruitment

We launched Timewise Jobs in 2012 as the UK's first jobsite specialising in roles for part time and flexible vacancies for people with skills and experience. We encourage and attract employers and recruitment agencies to advertise jobs on a part time basis – replicating the flexibility that exists in the employment market for those already in work. Core components of our demand-led approach include employer engagement activities to drive behavioural change by championing practical examples of senior-level part time working, offering services on job design, and access to a visible skilled candidate pool.

We also launched Timewise Recruitment, a recruitment agency with a particular specialism in part time and flexible jobs. Its successful track record proves this is a model that works.

Women Like Us

Established in 2005, Women Like Us is the leading specialist for women with children who want to return to work in London. We provide career coaching and support on job-searching and IT skills, through a bursary scheme for parents and carers in low-income households. And we offer a paying service for those who do not meet the means-testing threshold. Our services ensure that women needing part time work have the job-searching skills to access the positions that match their skills and experience.

The combination of these divisions within the Timewise Foundation is critical in ensuring that the vacancies generated through both Timewise Jobs and Timewise

Recruitment will be accessible to parents and carers who need them. Timewise Jobs and Timewise Recruitment can then be scaled commercially, sustained through employer revenue, rather than state subsidies, which is key in a time of such fiscal constraint.

To measure the extent to which these activities help us to achieve our overall aim we have determined to measure our impact using three core indicators:

Maternal worklessness

Women's employment is critical to raising family living standards, so we will measure our impact specifically on the extent to which we can increase the employment of women with children.

Child and family poverty

Tackling parental worklessness is critical to raising family living standards but job quality and hours matter too, both for those out of work and those in low-paid work. So we will also measure the extent to which finding better-quality part time work raises household incomes.

Gender inequality

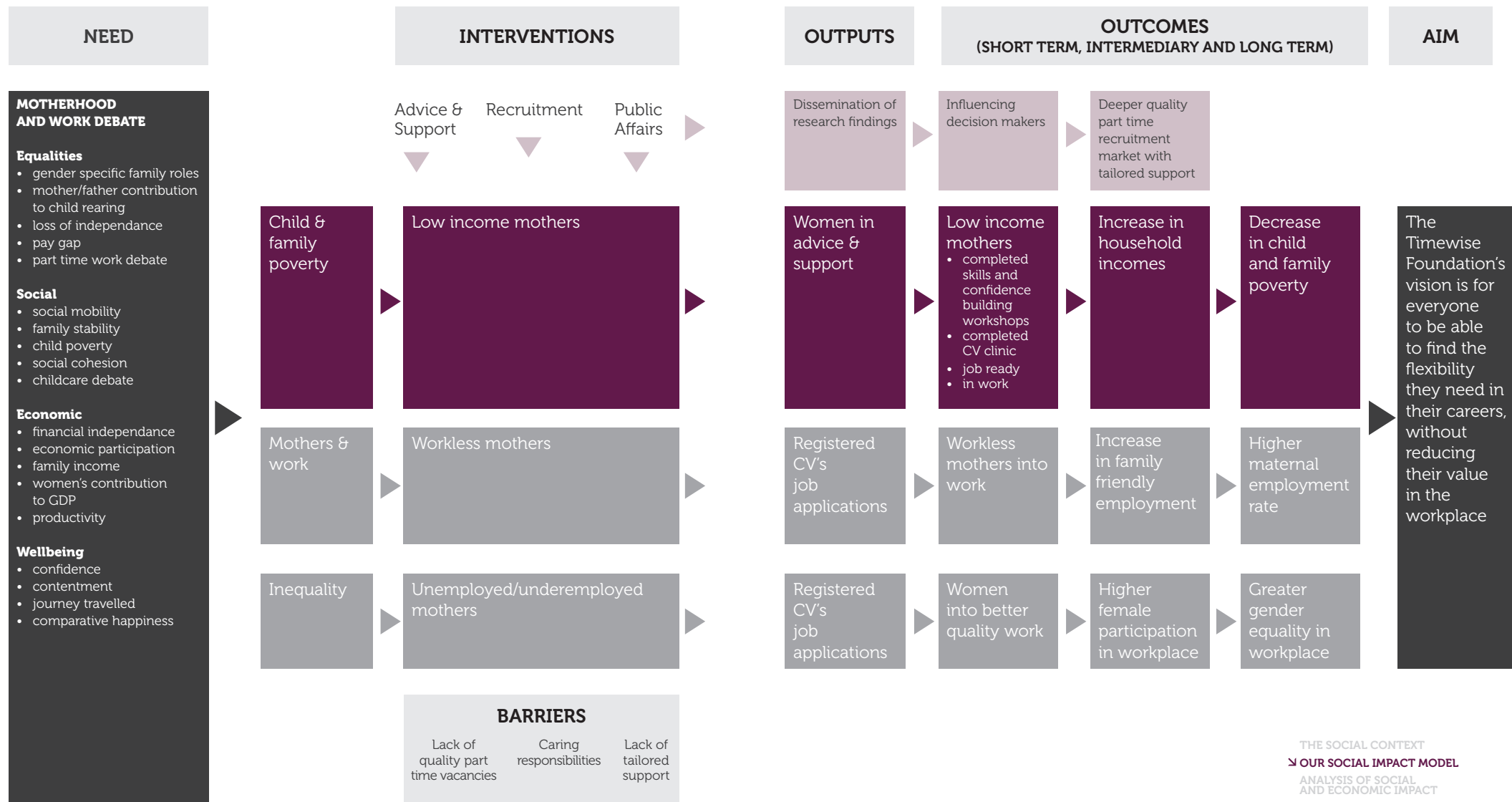
Women face disproportionate barriers to optimising their earnings within the hours they are able to work, due to the part time pay penalty. We will in future measure the extent to which we move women into better quality part time roles, although the scope of our analysis this year did not cover in detail our impact on gender inequality,

By measuring all these indicators, the Timewise Foundation tracks how our interventions ensure change happens (referred to as our theory of change), which leads to our social aim (see pages 20 & 21).

If we fully used the skills and qualifications of women who are currently out of work, it could deliver economic benefits of fifteen to twenty-one billion pounds per year.

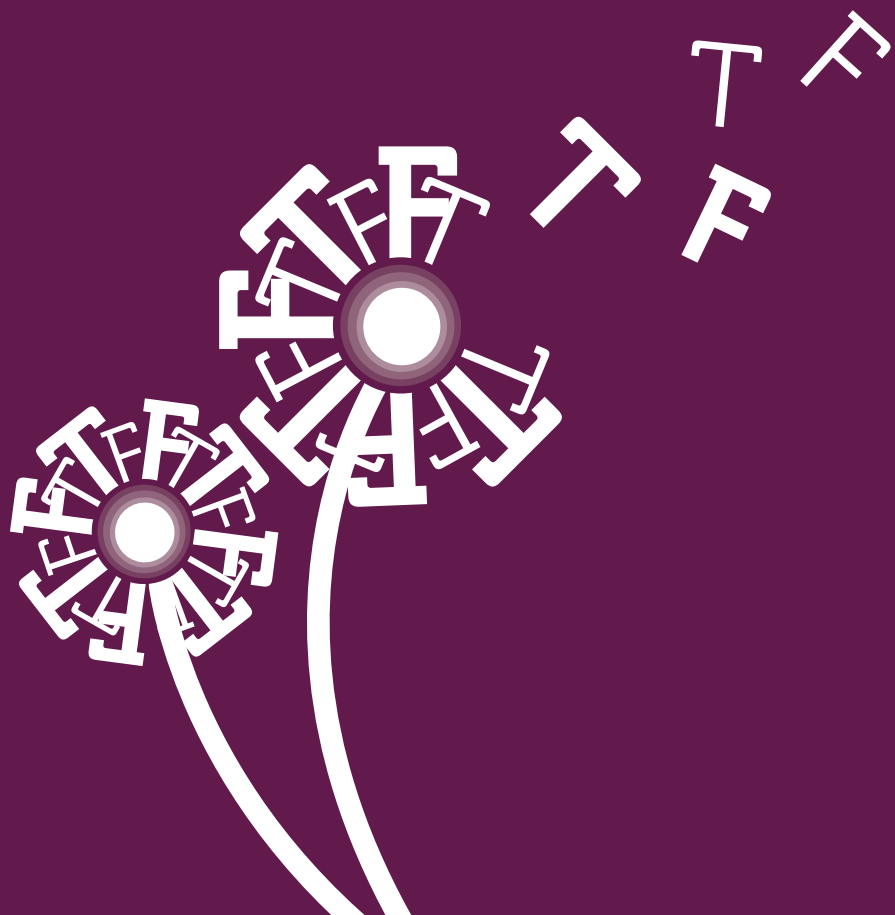
THERESA MAY,
HOME SECRETARY
AND MINISTER FOR
EQUALITIES

Figure 5 presents our social impact model, or theory of change, and how our interventions lead to the desired outcomes and social aims.



Section 3

Analysis of Social and Economic Impact



The Timewise Foundation, through its divisions, now has over 40,000 candidates registered, with over 2,500 jobs advertised each year. We support a wide range of people looking for quality part time and flexible roles but for the purposes of this report, we sought to analyse a specific sub group of job-seekers, namely women with children out of work and those in low income households.

We worked with nef consulting to develop a social impact analysis framework through which we could assess the impact we had on this group. We then calculated the economic value of moving women into work, off benefits and out of poverty. In 2011/12 we found that our work was directly responsible for over £500,000 of economic impact, broken down by the following stakeholders:

- **£270,000 of net economic impact to the state**
- **£260,000 net impact to families**

And in realising this economic value for this specific subset of all our jobseekers, we helped 304 women who were out of work to find employment, 76 women off benefits and 25 families out of poverty. We achieved this through a combination of our recruitment and advice and support services.

We should help parents stay in work by promoting meaningful part time roles, including at senior levels.

JO SWINSON,
MINISTER FOR
EMPLOYMENT
RELATIONS AND
MINISTER FOR
WOMEN AND
EQUALITIES

The days of fixed working patterns are rapidly changing... [Flexible working enables employers to] get access to a wider talent pool, see improved employee productivity and morale and they will ultimately be better placed to retain staff.

VINCE CABLE,
SECRETARY OF
STATE, DEPARTMENT
OF BUSINESS
INNOVATION
AND SKILLS

It is important to note that this analysis is a snapshot of our impact over just one year, conducted before the launch of Timewise Jobs and Timewise Recruitment, and does not take into consideration any sustained impact through women staying in employment. In future impact assessments, we will look to extend this work and analyse a full net present value through sustained employment.

In order not to exaggerate our claim, we estimated how much of the value we can take credit for by factoring in what would have happened anyway (deadweight or counterfactual), how much of the change is down to us (contribution) and whether we are creating a net benefit or simply moving change (displacement).

As highlighted in our Social Impact Model, part time jobs are far more sustainable for many parents and carers than the full time alternative, due to their commitments outside work. Results from previous programmes suggest that parents are eight times more likely to stay in work through dedicated part time support programmes than through mainstream programmes. So there is a chance that this figure is under-claiming.

➤ Economic Impact - Net Benefit to the State

The net benefit to the state was calculated as a combination of additional tax income raised and savings from a reduction in out-of-work benefits.

To calculate our social impact, we analysed two main streams of activity:

- those finding employment through jobs advertised on our recruitment services (either jobsboard or recruitment agency); and
- those who found a job through other networks following support from our bursary scheme (this provided free advice and support to those living in low-income households).

On average, we helped jobseekers into part time jobs paying £28,000 per year, working 22 hours per week. Our findings indicate that in 2011/12 we created just over £270,000 of additional tax income for the state, which equated to £780 per person.

While the scope of our analysis this year did not cover our impact on gender inequality, **the average part time wage we secured for jobseekers was 51% higher than the market average part time pay of £18,500.**

➤ Economic Impact - Net Benefit to Families Living in Poverty

The net benefit to families who were lifted out of poverty through employment was calculated by a detailed individual analysis of changes in their household income.

Under our bursary scheme, we are able to capture more information about household income than under our recruitment service. We have therefore been able to analyse the increase in household income for those moving out of poverty. As a proxy for poverty, we have used a £16,000 household income level.²¹

Our bursary scheme was launched in September 2011 and we helped 25 families move out of poverty during the six-month period from October 2011 to March 2012. The total annual economic value created was just above £260,000, **equivalent to an additional £5,300 of income to the family.** Evidently, this does not capture the social outcomes of moving families from below to above the poverty line.

It is important to note that this only captures information through our bursary service and does not capture any information relating to jobseekers finding jobs purely through our recruitment service.

I'm very passionate about the business case for change on flexible working. It helps to attract and retain the best and brightest; our employees, clients and customers demand it; and it can lead to competitive advantage.

STEVE VARLEY,
UK CHAIRMAN
& MANAGING
PARTNER,
ERNST & YOUNG

I am delighted to be able to demonstrate that if you are committed, you can reach your goals while working part time.

NICOLA RABSON,
PARTNER,
EMPLOYMENT
AND INCENTIVES,
LINKLATERS LLP
WORKS 4 DAYS/WK

Influencing the Mainstream Market

Fundamental to our theory of change is that our recruitment business is focused on attracting demand from employers, and the social impact we have achieved is all driven by employers' recruitment decisions.

It is clear from our analysis that women using our services are willing to forego income to spend time with their families to the tune of £5.7 million (the additional amount that they would have earned if they had worked full time, rather than part time). Employers' recruitment decisions have directly affected women's ability to make this trade between earnings and family time, by offering higher value part time roles.

Moreover, the Timewise Foundation has effected significant change in the mainstream recruitment market beyond our own business. We have led the debate among policymakers, commercial businesses, welfare to work providers and the recruitment industry about the need to drive employer demand for quality part time work, and the business case for flexibility. The breadth and impact of this debate can be reflected in the following broader outcomes:

- The **Greater London Authority** acted upon our recommendation that part time should be one of its leading priorities to drive employment rates in London, and, following a mayoral manifesto pledge, has now set a business target to generate 20,000 new part time jobs over the current mayoral term.

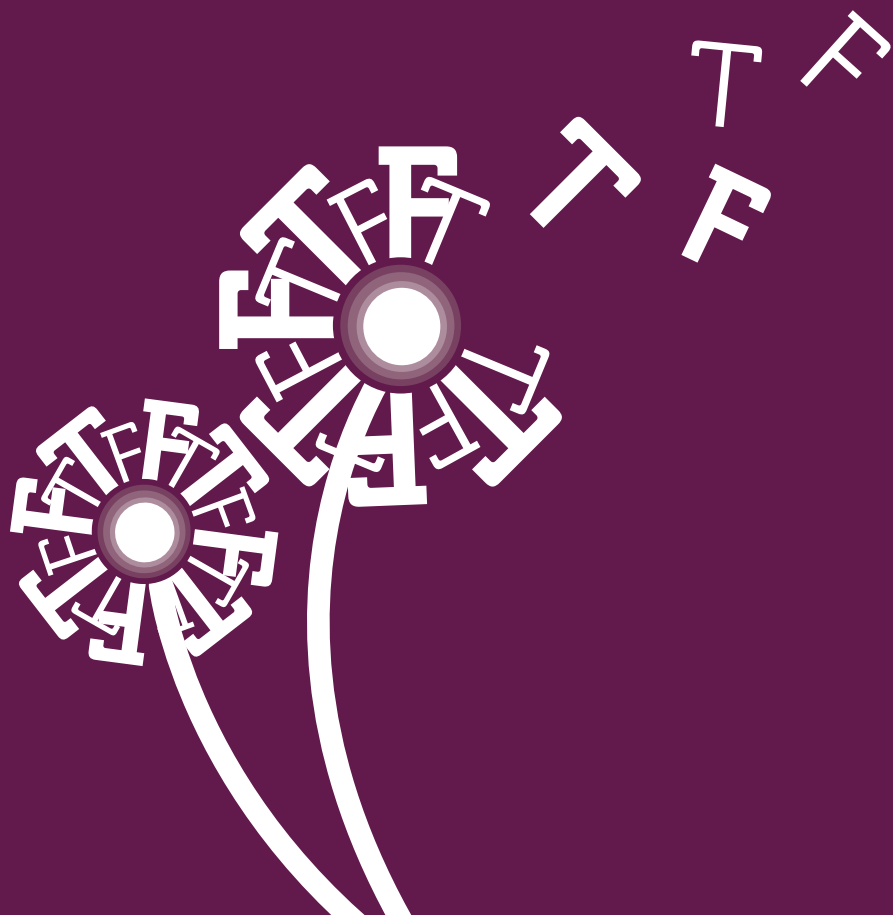
- The **Recruitment and Employment Confederation** has recommended to its 3,700-plus members that they champion the business benefits of part time work to employers, and this message is now one of its core policy statements, as a result of our membership of the REC's Flexible Working Commission.
- The **UK's first ever Power Part Time list** was launched by Timewise Jobs in 2012 showcasing people working at or near the top of their companies, less than five days per week. The list has influenced the national conversation about flexible working away from what is not possible to what is possible, and has attracted national interest from a wide array of corporate businesses and the media. It challenges the stigma that exists around part time working and the fact that too often those in senior positions working part time do so 'under the radar'. The list, which included the CEO of Dixons Retail (4 days/wk), the Style Director of Marks and Spencer (3 days/wk), and the Head of the Inflation Report and Bulletin Division at the Bank of England (3.5 days/wk), demonstrates clearly that not only can senior roles be done on a part time basis, they are being done...and in some of the UK's best known companies. It highlights a new type of business role model to those lower down the career ladder, to prove that combining work and home in a meaningful way is possible.

The Timewise Foundation is driving and leading change through innovation, shaping a new recruitment market by working in partnership across industries and sectors, and by sharing our learning with business, government and with thought leaders.

The contribution made by part time workers is no longer viewed as somehow less significant than from those working 'regular' full time hours... I am judged on results, not on the hours I work.

KATE ROGERS,
DIRECTOR OF
GLOBAL FINANCE
PARTNERING
CAPABILITIES,
GLAXOSMITHKLINE
WORKS 3.25 DAYS/WK

Section 4 Conclusion



The Timewise Foundation has identified an opportunity to build a new social business model to stimulate the supply of quality part time jobs. Our research has highlighted the potential this has to create significant social and economic impact, and over the past eight years we have begun to achieve real social change.

During this time we have engaged with over 5,000 businesses and attracted 40,000 candidates to use our services. It is clear evidence that both supply and demand for quality part time jobs exist.

To understand whether this model can achieve genuine transformational change we needed to measure the impact it has on families, women and the state. This initial analysis of our work highlights that the Timewise approach does in fact have real potential to achieve tangible social impact:

- for women, who through our jobsite and agency have been able to access part time roles, averaging £28,000 full time equivalent, a 51% increase on current market average of £18,500 full time equivalent;
- for low-income families, who are now collectively £260,000 better off through access to quality part time jobs, averaging £5,300 per family;
- and for the state, to which we have contributed £270,000 of economic impact through tax and benefit savings.

We undertook this analysis before the official launch of Timewise Jobs in 2012. Since then demand has already significantly increased. In the nine months since launch 200,000 people have visited Timewise Jobs, which in that time has carried 1,500 vacancies.

Timewise Jobs' Power Part Time List has focused national employer interest on the part time recruitment market.

By being creative with recruitment, you can in effect 'double your money'. The biggest benefit for me is that I have been able to access someone who has the experience without having to pay the full time salary, and for any growing business that's a real advantage.

GARETH KNIGHT,
MANAGING
DIRECTOR,
TECHNOVATED

THE SOCIAL CONTEXT
OUR SOCIAL IMPACT MODEL
ANALYSIS OF SOCIAL
AND ECONOMIC IMPACT

CONCLUSION
APPENDIX
SOURCES

The world of work is evolving at such a fast-paced rate. 'Success' in the twenty-first century no longer has one model. It doesn't always look like a man in a suit, chained to his desk 24/7.

KATIE BICKERSTAFFE,
CEO UK & IRELAND,
DIXONS RETAIL PLC
WORKS 4 DAYS/WK

All indicators are that the Timewise model has genuine potential for scalability.

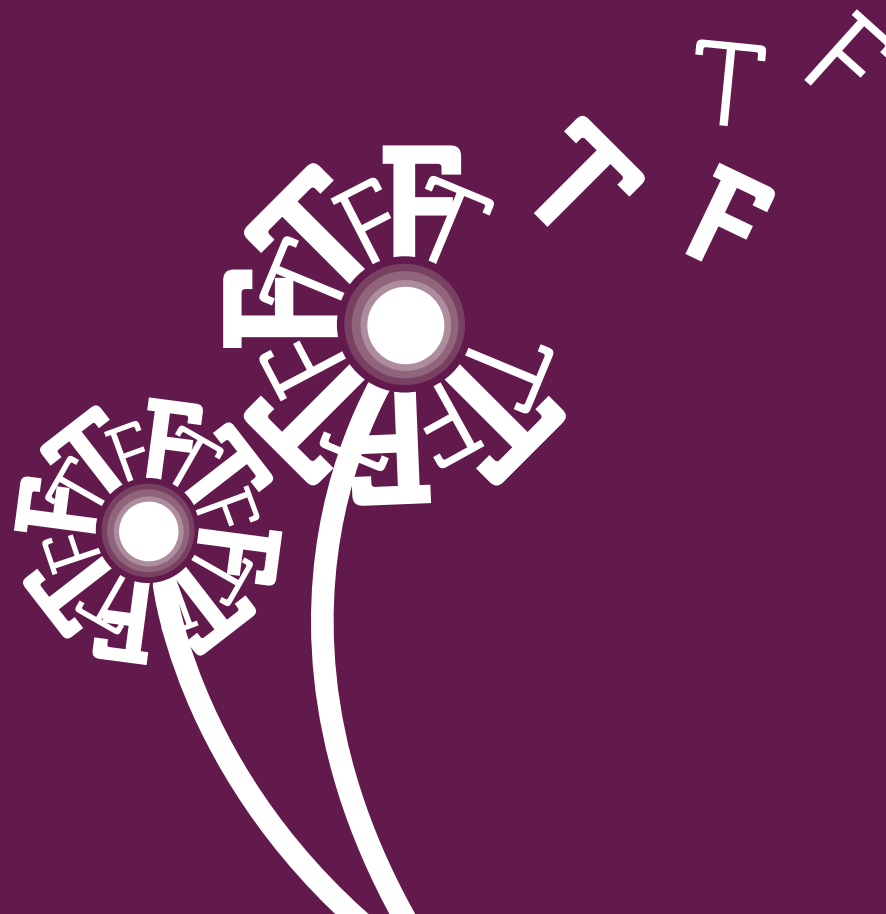
But to achieve both social and economic impact at scale such a recruitment model needs a social enterprise approach. This relies on growing an effective business model, but also ensuring that it is delivered by intermediaries committed to driving social change and shaping a new marketplace that works for both businesses and families.

Its success will be dependent on a clearly articulated business case being communicated to employers of the social and economic value of part time. And nowhere is the social return greater than for families themselves. A national quality part time jobs market will mean that mothers no longer have to face impossible choices, businesses can access talent currently locked out of the labour market, and families can break the no-pay/low-pay cycle that fails to improve their living standards.

The Timewise Foundation is excited by the potential our model has to help make change happen, and to contribute to economic growth. Our key challenge now is to continue to position the business case for part time and flexible working to employers across the UK, to drive up the supply of jobs. And to communicate to both policy makers and employer intermediaries the potential that a quality part time recruitment market can make in transforming families' lives.

Section 5

Appendix – workings for quantifying impact of the Timewise Foundation



The financial value of social impact created was calculated in two areas:

- Economic value to the state created through increase in income tax and reduction in benefits from helping people back into work.
- Economic value to families living in poverty through increased household income.

↙ The economic value to the state was calculated as £270,000 on an annualised basis.

The impact was assessed both on people who gained work and came off benefits as a result of our recruitment service, as well as those who received advice and support through our bursary service and were supported to find work through the wider job network (and not through our recruitment service so as to avoid double-counting).

Output / Indicator	# People gaining employment through recruitment service	# People gaining employment through bursary service	# People coming off benefits through recruitment service	# People coming off benefits through bursary service
Number of people	258 ¹	46	26	50
Tax income / benefit savings	£3,213 ²	£2,061 ⁶	£3,380 ⁹	£3,380 ⁹
Deadweight	70% ³	70% ³	70% ³	70% ³
Attribution	49% ⁴	50% ⁷	49% ⁴	50% ⁷
Displacement	55% ⁵	55% ⁵	55% ⁵	55% ⁵
Value created	£156,677	£18,247	£16,579	£32,533
Annualised value created	£156,677	£36,494 ⁸	£16,579	£65,065 ⁸
Total value created £274,814				

Notes

1. 359 people found work through our recruitment services, 72% of whom were not in work at the point of applying.
2. Average actual salary of employment was £16,700 (full time equivalent average was £28,800); average net tax income assumed to be 19.2% based on 2011/12 tax rates – source: www.tax-calculators.co.uk
3. Deadweight based on workings in the ITT for Work Programme which stated that up to 30% of JSA 25+ would have found work without any intervention
4. Based on assumption that there was 25% attribution to Timewise for those who had been looking for less than six months, 50% attribution for those who had been looking 7-12 months, 75% attribution for those looking 13-24 months and 100% attribution (ie they would not have found a job at that time without our intervention) for those who had been out of work for over two years. A weighted average was then calculated based on the number of people in each group
5. Department for Work and Pensions assessment of the relative costs and benefits of employment programmes says that the short-run substitution (displacement) effect can be assumed to have a reasonable upper bound of 60% and a lower bound of 30%. Taking this into consideration we suggest a median of 45% displacement be applied (ie the balance, 55% of the value should be calculated), noting that single parents and women are less likely to be displaced.
6. Average actual salary of employment was £13,100 (full time equivalent average was £28,800); average net tax income assumed to be 15.8% based on 2011/12 tax rates – source: www.tax-calculators.co.uk
7. 50% attribution was assumed to allow for value to be associated to the intermediary through which the job was advertised
8. The bursary programme was launched in September 2011 and therefore only ran for six months in this financial year. The value created was annualised for comparison purposes
9. Estimated average of out-of-work benefits of client group

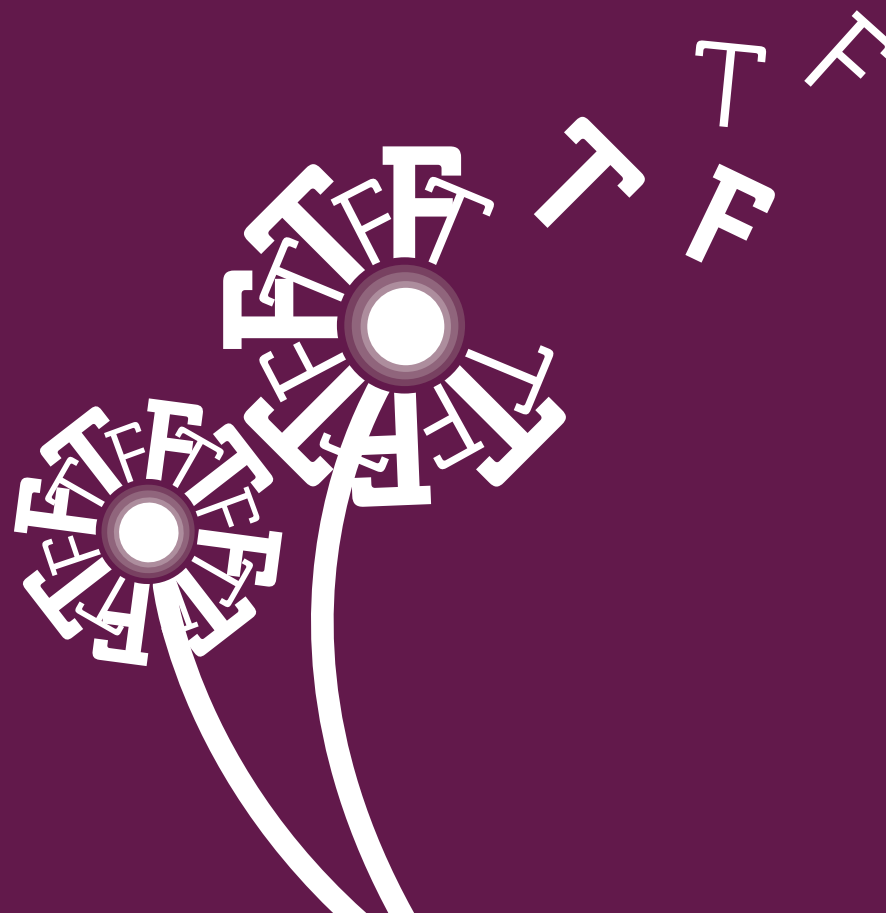
➤ The economic value to families living in poverty¹ was calculated as £260,000 on an annualised basis.

Output / Indicator	# families moving out of poverty
Number of women moving from below to above £16,000 household income	25 ²
Increase in household income	£7,273 ³
Deadweight	100% ⁴
Attribution	100% ⁵
Displacement	73% ⁶
Value created	£131,596
Annualised value created	£263,192 ⁷

Notes

1. £16,000 household income was used as a threshold for families living in poverty. As poverty levels are currently assessed on median income levels this does not provide an actual income figure. We have therefore used the income threshold used by the Department for Education for free school meal eligibility as a proxy, which cites parents' need to have an annual gross income of no more than £16,190, as assessed by Her Majesty's Revenue and Customs.
2. 46 people found work after being supported on our bursary programme (which is available to parents and carers living in households with less than £20,000 household income per year). We were able to collect "Better Off In Work" data for 69% of those. 60% of those parents and carers had an household income of less than £16,000 when joining the programme, and 81% of those moved above the £16,000 threshold after finding employment. It was therefore calculated that $51 \times 60\% \times 81\% = 25$ families had moved above the £16,000 household income.
3. Average "better off in work" value based on Ferret calculations.
4. No evidence was available of any positive or negative deadweight (ie whether families would have found work without intervention, or whether families would fall further into poverty if they could not maintain their income / benefits without support), and therefore a deadweight of 100% was assumed.
5. People were only supported on the bursary programme if they were not receiving support through the Work Programme and therefore 100% attribution was assumed.
6. Department for Work and Pensions assessment of the relative costs and benefits of employment programmes says that the short-run substitution (displacement) effect can be assumed to have a reasonable upper bound of 60% and a lower bound of 30%. Taking this into consideration we suggest a median of 45% displacement be applied (ie the balance, 55% of the value should be calculated), noting that single parents and women are less likely to be displaced. As the group focused on here was those with below £16,000 household income (which was assumed as 60% as per note 2 above), the displacement was calculated as the balance of $45\% \times 60\%$, ie $1 - 45\% \times 60\% = 73\%$.
7. The bursary programme was launched in September 2011 and therefore only ran for six months in the financial year. The value created was annualised for comparison purposes.

Section 6 Sources



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18. Navigating Choppy Waters: CBI/Harvey Nash, Employment Trends Survey, 2011
19. Office for National Statistics, Labour Market Statistics, December 2012
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21. As poverty levels are currently assessed on median income levels this does not provide an actual income figure. We have therefore used the income threshold used by Department for Education for free school meal eligibility as a proxy.

About the Timewise Foundation

The Timewise Foundation's vision is for everyone to be able to find the flexibility they need in their careers, without reducing their value in the workplace.

We work to achieve this by stimulating the growth of a quality part time and flexible job market; providing careers advice and support to women who need to fit work around their family; and raising public awareness of the social and business benefits of part time working.



www.timewisefoundation.org.uk 0207 633 4552