

flexibilityworks›

Recruitment Toolkit

A practical guide to help employers design and advertise roles in ways that widen access to flexible working from day one. It supports fairer recruitment, stronger attraction and better retention

**Key data insights on
flexible working and
recruitment in Scotland**

About our data

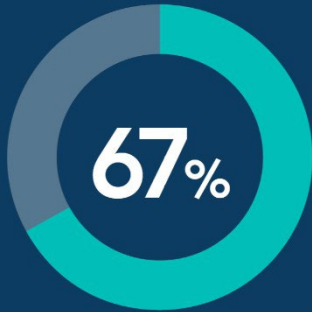
Unless otherwise stated, all data is from our ***Flex for Life 2025*** research with:

- ✓ 1,096 Scottish workers
- ✓ 254 Scottish employers
- ✓ 208 Unemployed Scottish adults looking for work

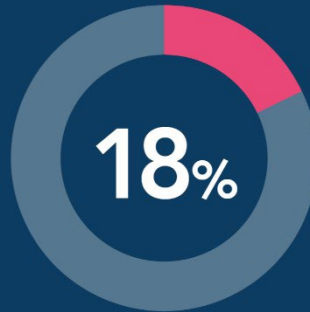
Our sister report ***Flex for Life – Are we nearly there yet?!*** analysed data from:

- ✓ 852 Scottish working parents
- ✓ 318 Unemployed Scottish parents who are looking for work

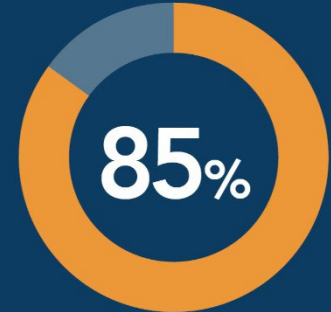
Who's already working flexibly?



of Scottish workers
work flexibly



don't work flexibly
but would like to



have or want flex



Desk workers

Frontline workers

Demand for flex when job hunting

Important factors for Scottish workers considering changing jobs



**27% of Scottish workers say they're considering changing jobs.
Of those, 4 in 10 say flex is important in their job search**

Importance of flex for unemployed adults

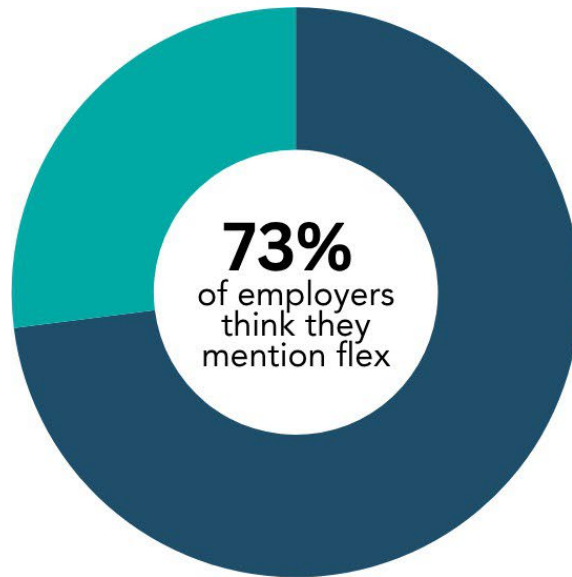
Flex is the single most important factor in my job search

30% All unemployed adults

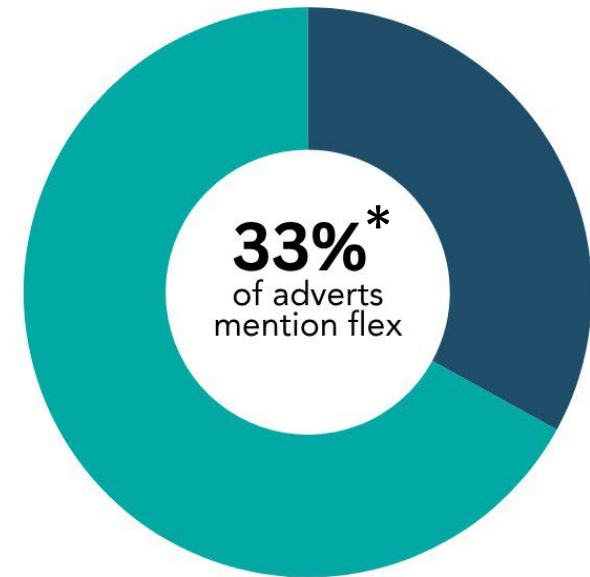
43% Unemployed mothers

Flexible working is crucial for many unemployed adults, especially mothers, to be able to work at all.

Flexible working mentions in Scottish job adverts



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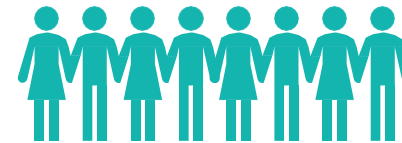
Despite high demand for flexible working, only 1 in 3 job adverts mention flexibility

*Timewise Flexible Jobs Index 2023.

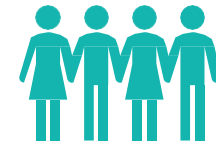
Diminishing talent pools



On-site only



Full time



Rigid sounding culture

Women, carers, workers with a disability and workers from minority ethnic groups are less likely to apply if flexible working is not available – and obvious

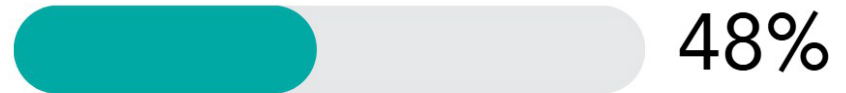
Impact on applications

**“I’ve seen a job but
flex wasn’t mentioned,
so I didn’t apply”**

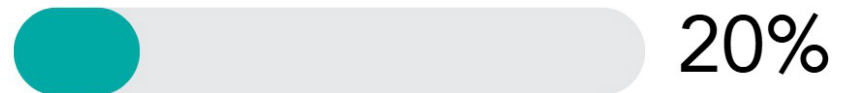
All unemployed mothers



All unemployed adults



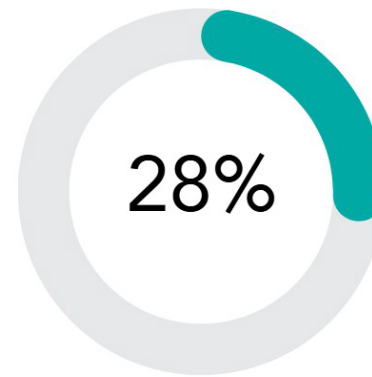
All workers



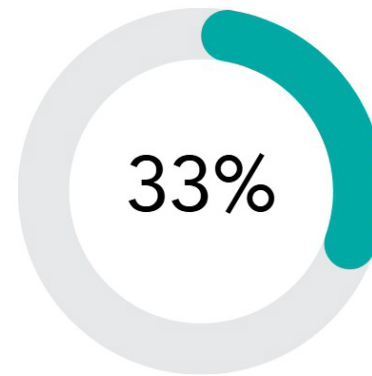
Employers can attract more potential candidates if they offer flexible working and make this clear in job adverts.

Impact on workforce entry

“I've turned down a job offer because the role lacked the flex I needed”



All unemployed adults

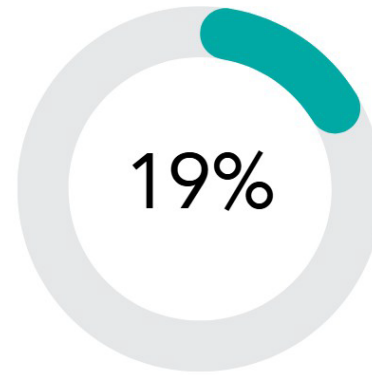


All unemployed parents

Too many people, especially parents, are locked out of work because they can't find the flexible jobs they need.

Impact on career progression

“I feel stuck in a role because I can’t see the flex I need elsewhere to progress”



Women in work



Men in work

A lack of flexible working can stop people progressing if they can’t find the flex they need at higher levels. Mothers and people working part time are most affected by this.

How to leverage flexible working in your recruitment practices

1 Think about flex in job design

2 Build flex into the advert

3 Ensure people handling pre-interview chats are aware of the flex on offer and ready to promote this

4 Tell your recruitment agency

5 Proactively discuss flex at interview

6 Start as you mean to go on by embedding conversations about flex at all stages of the employee life cycle starting from onboarding...

1. Job Analysis:

Planning for flexible working when you have a new vacancy or role

Job analysis – key points:

- ✓ Think about flexible working when you're finding someone new for an existing role, or if you're creating a new position.
- ✓ Be open-minded about what's possible and what's not. Eg. Perhaps a role that's previously had fixed start and finish times could be done with flexible start and finish times.
- ✓ If you're struggling to recruit, think about what flexibility might create more interest from a larger pool of candidates. What flex are competitors offering? Do your shift patterns fit with local public transport timetables?

What to consider when designing flexible jobs

Where

For example:

- On your premises, all or most of the time
- Occasional, regular or permanent homeworking
- On your client's premises
- Mobile: sometimes on your premises, and at other times at home, in a café, at a client

When

For example:

- Varied start and finish times
- Core hours with flexibility around them
- Shift swapping and self-rostering
- Compressed working week
- Term time working or annualised hours

How Long

For example:

- Part-time
- Jobshare



2. Advertising jobs: Including flex in your adverts

Advertising jobs – key points:

- ✓ Remember – if your advert doesn't mention flex, many candidates won't even apply! You could be missing out on top quality candidates who have the skills, knowledge and values that will benefit your business.
- ✓ A simple line mentioning flexibility may be all that's required to attract more candidates. Best practice is to include more specific details, such as the number of days expected in the office, or the types of flex available.
- ✓ Consider offering candidates the opportunity to call you (or a colleague involved in the recruitment process) to find out more about the role before they apply. This provides a great opportunity to show what you can offer in terms of flex.

Advertising jobs – key points:

- ✓ Ensure your website 'working with us' pages clearly references your flexible culture in general.
- ✓ Brief your recruitment company to ensure they openly promote flex to candidates, and talk know the options if handling pre-interview calls.



Example: Zurich Insurance

Zurich added 6 words to job adverts

'flexible, job share and part time options available.'

Including this wording as well as using gender-neutral language in every advert resulted in female part-time hires jump from 23 to 119 in a year.

In the 12 months to January 2023, Zurich hired 45% more women into senior roles compared with the same period in 2019.



Example: West Dunbartonshire Council Social Worker

Working from Home: Hybrid

Position Type: Part-time

‘WDC was voted one of the top ten flexible employers and prides itself in providing flexible working to support work life balance’.



Example: Morton Fraser MacRoberts Paralegal

'Here at Morton Fraser MacRoberts we believe in a positive work life balance and in an inclusive and friendly working environment.

We are proud to be a diverse and inclusive workplace where everyone is welcome. We know that a culture of inclusion drives great results, and we're committed to making sure all our people feel valued and empowered. If you need any adjustments or accommodations during the application process, just let us know in your application. We will support you every step of the way. *If you have a disability and meet the basic requirements for the role, we will guarantee you an interview.*

We operate our business on an agile basis reflecting the needs of our clients and our people to deliver outstanding client service. We will agree a suitable office/homeworking arrangement with all candidates.'

Buzzworks

Example: Buzzworks (hospitality)

Why Work For Us?

‘Working with Buzzworks is all about progression and passion, so we go above and beyond to offer our talented team industry-leading training, a generous 40% discount and a refreshing work-life balance.

From flexible working and four-day weeks to our Buzzworks Wellbeing Hub, we put our people first.’

**Interviewing:
Having the conversation
about flexibility with
candidates**

Interviewing: key points

- ✓ Be ready to discuss flex at the interview, and be clear in advance about what's possible and what's not.
- ✓ Don't wait for the candidate to ask about flex – include the topic when you are talking about the company and the role. Remember an interview is a two-way process with candidates wanting to know what **you can offer them**, as well as talking about what they can do for you!
- ✓ Be open minded if a candidate asks about types of flex you've not used before. Just because no one is currently working that way, doesn't mean it won't work for your business.

Top Tips From Flexible Employers

“Get data rational. Understand what the key metrics are in your business and show how flexible working drives and supports what you’re there to do. Make flexible working a strategic option for your business.”

Martin Glover, Chief People Officer, Morton Fraser MacRoberts

“Focus first and foremost on who is the right person, and then decide how can you fit them in. And open your mind. Go from the perspective that there’s never a daft idea. We’ve had lots of brainstorming sessions about how things could look.”

Nicola Watt, Head of People, Buzzworks Holdings

“If you’re not offering flexibility, you’re really missing out. First you need to think about the ‘why’. Why are you not offering that? What are the reasons behind it, and how can you fix those because until you’re offering flexible working you will be at a disadvantage.”

**Alison McBride, Strategic People & Change Manager,
West Dunbartonshire Council**



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Thank you

We'd love to hear from you



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