



ATYPICAL WORKING

A guide to successfully
implementing atypical
work in your organisation



The CIPD is the professional body for HR and people development. The not-for-profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

Guide

Atypical working: a guide to successfully implementing atypical work in your organisation

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1 Introduction

In recent years, increasing attention has been paid to the people occupying jobs that don't fit the traditional model of permanent, regular-hours employment, and there's clearly an appetite for well-managed atypical working arrangements from both employers and individuals. This guide aims to help organisations manage atypical workforces responsibly, and sets out the practical things managers can do to improve the quality of work so that atypical working benefits both individual and organisation. The recommendations are based on the CIPD's review of current practice across a range of organisations to identify routes to good practice in this area, details of which can be found in the accompanying atypical working case studies: [cipd.co.uk/atypical-working-casestudies](https://www.cipd.co.uk/atypical-working-casestudies). These case studies provide useful insights into the practical ways employers can ensure, as much as possible, that flexibility is not one-sided, but works for both parties.

This guide is not intended to provide legal guidance, though organisations will of course need to take account of their legal obligations – including new legislation aimed at promoting 'good work'.¹ For more information on these legal obligations, visit the [employment law pages on the CIPD website](#).

2 What is atypical work?

People who undertake paid work can currently have one of three employment statuses. They may be:

- employed
- self-employed
- have an intermediate status of 'worker'.

However, employment status does not determine whether an individual is classified as 'atypical'. The definition of atypical workers is also wider than that of 'contingent' workers.²

The main forms of atypical (or non-standard) employment arrangements are zero-hours contract workers, agency workers, self-employed contractors, and people employed on short-term contracts. Those in the 'atypical' workforce can be defined as those in employment relationships that do not conform to the standard, or typical, model of full-time, regular, open-ended employment with a single employer over a long time span.³

This means that the 'atypical workers' category includes:

- **'limb (b) workers'**⁴ with limited statutory rights (to minimum holidays and pay, for example), and who are often employed on a temporary and flexible basis (for example, on a zero-hours contract)
- workers who don't have a contract of indefinite duration but are employed for a **fixed term**
- some atypical workers who are **self-employed**, working for several organisations, or for a single organisation for a limited period
- those who are **'agency'** workers, assigned to an employer on a temporary basis by an employment agency, but not employed by that employer
- people on **zero, or variable, hours** contracts who are employees with full statutory protections, but don't have minimum, guaranteed or regular hours.

Atypical working is not new, but it's attracted more attention in recent years as a result of the growth of the digitally enabled 'gig' economy and a government-commissioned review of modern working practices.⁵ Employers have always looked to meet short-term fluctuations in demand by engaging temporary agency workers, or casuals, but this new focus on employment status has raised questions about the use of atypical working and its effect on employees.

The atypical workforce accounts for about 20% of employment in the UK, a proportion that's remained broadly stable for the last two decades. However, the make-up of this non-standard workforce has changed somewhat over the period, with an increased share of people working on their own as self-employed without employees, and a falling share of people working as temporary employees, unpaid family members or on government employment schemes.⁶

Should employers use atypical workers?

The recent increased focus on atypical working has led to a polarised debate about its impact on the quality of work. For example, the use of zero-hours contracts has attracted criticism because of the concern that the flexibility they offer is one-sided in favour of the employer. The issue of false self-employment, where people are wrongly categorised as self-employed (meaning they miss out on statutory employment rights), has also been highlighted through several recent employment tribunal cases.⁷

For more information, see the CIPD's [member-only case law on employment status](#).

Criticisms – and benefits – of atypical working

Criticisms over atypical working practices include the following:

- The misuse of atypical working arrangements can create unpredictability, insecurity of income and a reluctance by workers to assert basic employment rights.
- Flexibility can be one-sided; for example, individuals may feel unable to turn down work when it's offered or be subjected to short-term changes in working patterns.
- People may not have enough hours to provide financial security, and may be uncertain over the hours they'll receive each week or month.
- Individuals working atypically may have difficulty knowing what their employment rights are.
- Individuals are wrongly categorised as self-employed when, in reality, they are workers, eligible for certain statutory employment rights.

On the other hand, research has shown that atypical working can have significant benefits for both employers and workers:

- Employers need flexibility to manage fluctuations in demand for their products or services.
- Atypical work provides opportunities for people to access the labour market when they might otherwise have difficulty doing so.
- Many individuals prefer atypical work because of the flexibility it gives them, allowing them to manage work around their other commitments.

The Taylor review of modern working practices⁸ acknowledged '*the UK's successful record in creating jobs, including flexible jobs which open up work to people with different needs and priorities and at different stages of life*'. While making a number of recommendations to the Government for changes in legislation and, in particular, to improve awareness of employment status and rights for atypical workers, Taylor concluded that '*employers have a major role to play in improving outcomes for workers through good workplace practice*'.

How do atypical workers feel about their work?

CIPD research exploring the attitudes of zero-hours contract workers found that the majority of individuals engaged in different forms of atypical working practices actively choose to work in this way, and are broadly satisfied with their work and working arrangements.

Zero-hours contracts

The CIPD's 2015 research report, *Zero-hours and short-hours contracts in the UK: Employer and employee perspectives*, found that workers on zero-hours contracts were slightly more likely to report they were satisfied with their job (65%) than regular employees (63%).

They're also less likely to feel that they're overloaded and under excessive pressure, on average reporting higher levels of satisfaction with their work-life balance than employees. However, as a whole, they're less likely to feel involved at work, seeing fewer opportunities to develop and improve their skills than employees.

Self-employment

CIPD megatrends research into self-employment (*More Selfies? A picture of self-employment in the UK*), highlights that a very significant majority of self-employed people actively choose to work in this way. The research also cites data showing that self-employed people report higher levels of job satisfaction and greater satisfaction with working conditions than employees.

The digital gig economy

The CIPD's research report, *To gig or not to gig? Stories from the modern economy*, found that just 14% of respondents said they did gig work because they could not find alternative employment. The most common reason for taking on gig work was to boost income (32%). Overall, gig economy workers are about as likely to be satisfied with their work as other workers, but more satisfied on measures such as flexibility and the levels of physical and mental well-being experienced through work. Gig workers are marginally less likely to be satisfied with the hours they work than other workers.

3 Identifying and implementing good atypical working practices

If managed effectively, atypical working offers potential advantages for employers and workers. Though no single 'good practice' formula emerged from the organisations we studied, employers need to adapt their approach to their specific circumstances, such as the business model and workforce demography.

This section of the guide focuses on the key aspects underpinning good, responsible management practices when it comes to atypical working; understanding these can help you successfully implement atypical working in the workplace.

3.1 Workforce planning

Atypical working arrangements of different types lend themselves to situations where the workload is irregular, there is not a constant need for staff, or staff needs are driven by external factors outside the employer's control.

The decision to use atypical workers, including people working in different types of non-standard employment, needs to be taken after considering all options. Management guru Dave Ulrich uses a 'build, buy, borrow' approach to resourcing, depending on whether an organisation prefers to develop skills internally ('build'), recruit from outside the organisation ('buy'), or use contingent labour ('borrow').

Employers need to determine the level of resource required to meet forecast business volumes, including likely fluctuations in demands for goods and services. Consequently, employers need to:

- offer permanent employment contracts to meet the baseline minimum demand
- consider what types of workforce flexibility would help meet the organisation's needs for fluctuations in demands for goods or services.

As part of this, employers should look to maximise their use of flexible working arrangements among their **permanent workforce**. This will enhance their ability to design work that meets both the needs of the business and the individual, while reducing dependence on an atypical workforce. Employers should consider:

- whether atypical working arrangements are appropriate for their business
- if there are alternative means of providing flexibility for the organisation by, for example, using annualised hours or other flexible working options.

Workforce planning can also help to reduce an organisation's reliance on atypical work. By improving job design and forecasting of service demand, employers can help eliminate some of the uncertainty around future demand for services. If fluctuations in business are built into work schedules, this will limit the degree of flexibility needed to be built into employment contracts.

How the University of Glasgow uses workforce data

Organisations should start by collecting and analysing workforce data. Employers can reduce the need for atypical workers to cope with peaks in demand if they consider their resourcing options carefully. The process doesn't need to be complicated, but it does need to take into account the organisation's strategy for the future. At the University of Glasgow, for example, the Extended Workforce Policy reads:

'Where there is a sufficiently meaningful and predictable level of regular work over a given period the University will typically offer an employment contract which may be fixed term or permanent/open ended, full or part-time and will provide as much security of employment as possible.'

Workforce planning tips for employers:

- Consider the organisation's business strategy, the requirement to deliver goods/services, the type of workforce flexibility needed, and the extent to which flexibility is needed.
- Collect and analyse data on the organisation's permanent and contingent workforce.
- Think carefully about resourcing options, and how best to achieve the appropriate balance between direct and contingent workers.
- Consider how the different options will impact on the organisation's ability to address skills shortages and recruit, motivate and retain people, and any impact on the employer brand and reputation.
- Consider demographic trends, national and local labour market conditions, the type of employment offer, and the conditions required to attract and retain staff.
- If the work is relatively predictable, consider if casual or temporary work can be consolidated into a permanent job.
- Seek to use atypical working arrangements only if the flexibility suits both the organisation and the individual.

Further information

- Explore the guide and factsheet on the CIPD's [Organisational Design and Development topic page](#).
- Download the CIPD's [member-only workforce planning guide](#).

3.2 Motivating workers

Relationships between organisation and worker, and between worker and customer, are fundamental to an organisation's ability to deliver, and meeting service/delivery standards is critical to performance. Employers need to take care to ensure that atypical workers understand what their job involves, are properly trained, and perform to the required standard. In other words, good HR practice is equally as important when it comes to atypical workers as it is with typical employees. It cannot be assumed that simply specifying within the contract the work to be done will be enough to focus – and motivate – agency workers or contractors.

Good employers set out to motivate and engage their atypical workforce in similar ways to the approach they adopt towards typical employees. Where technology plays a central role in communications between an organisation and individuals – as in some parts of the gig economy – there may be less emphasis on the role of line management. However, to maintain an open organisational culture, all organisations should establish and communicate positive values and behaviours. It's particularly important to adopt mechanisms for listening to the workforce and take on board any concerns; voice and representation will need careful attention.

How Hermes motivates atypical workers

Hermes has a field school where managers are taught how to motivate and manage couriers while being taught skills in leadership and performance management. The company also sets expectations of behaviour throughout their workforce by means of a code of conduct and a clear set of values. You can read more about Hermes, and the other organisations referenced in this guide, by exploring our case studies on atypical working: cipd.co.uk/atypical-working-casestudies

Tips for motivating atypical workers:

- Clarify the rights and responsibilities of both the organisation and any atypical workers to make sure there's a shared awareness and understanding of the basis of the relationship. The Government has announced it will legislate to make it a requirement for employers to provide a written statement of the key terms and conditions of employment to all workers from day one of employment.
- Recognise that engagement is key to managing **any** workforce, including atypical workers.
- Establish and maintain trust-based relationships; for example, by clarifying managers' and workers' expectations of behaviour.
- Use the same broad approach to managing contractors and other atypical workers as you would when managing a directly employed workforce. This means ensuring the person responsible for supervising the individual engaged in the work provides clear objectives and communicates regularly and clearly; for example, through constructive feedback.

Further information

- Listen to the [CIPD podcast on trust in the workplace](#).
- Explore resources on employee engagement and motivation (including factsheets and guides) on the [CIPD's Employee Engagement topic page](#).

3.3 Choice of working patterns

Flexible working patterns can benefit both organisation and worker, producing a genuine 'win-win' scenario. But to achieve this, individuals need to have some choice over when and how they are going to work.

All of the case study organisations offer individuals a degree of choice as to their working arrangements, with some allowing individuals to choose their employment status (for example, whether to be a zero-hours contractor or an agency worker).

There's an increasing expectation that workers will be able to influence their working hours and other arrangements, and employers need to consider that individuals have differing circumstances and preferences when it comes to balancing flexibility and security in the employment relationship. Failing to offer people choice may simply reflect a lack of knowledge when it comes to how employers design jobs and arrange work scheduling.

UK to introduce right for workers to switch to more predictable work patterns

The Government has announced it is to legislate to introduce [a right for workers to shift to a more predictable work pattern](#). It is also consulting on introducing a right for workers to have a reasonable notice of work schedules and compensation for shifts cancelled without reasonable notice.

How McDonald's gives its workers choice

The primary objective of McDonald's is to offer their crew choice and flexibility. This is particularly the case when it comes to offering them either a fixed or flexible hours contract. It's not a case of simply shifting people onto a fixed-hours contract; the individual can choose what works for them and ultimately what's in their best interests. HR Operations Manager Ruth Walsh says: *'The vast majority of our employees are happy to be on flexible contracts, but some have told us that more fixed hours would help them get better access to some financial products.'*

There's no difference in the conditions and pay between flexible hours contracts and minimum hours contracts. The majority of employees have chosen to stay on flexible hours contracts, despite the offer of minimum hours; the current number who've opted for fixed contracts is 11,000, or 9% of the workforce.

Explore our case studies for more details on McDonald's: cipd.co.uk/atypical-working-casestudies

Working patterns tips for employers:

- Give individuals as much choice as possible over the number of hours they work.
- Where appropriate, accept requests from atypical workers to regularise hours or move to a permanent contract.
- Provide managers with clear guidance on how to treat atypical workers. Don't make it a requirement for atypical workers to accept work, or penalise them for refusing an offer.
- Use effective work scheduling processes to balance both the organisation's and individual's needs.

Further information

- Read about the types of flexible working (including case studies) on the CIPD's [Flexible Working topic page](#).
- Learn about the changes to employment legislation through the CIPD's [recent and forthcoming legislation timetable](#).

3.4 Clarity on employment status

The Taylor report highlighted that complex legal tests of employment status have contributed to a lack of clarity faced by individuals and organisations. This ambiguity is a problem for atypical workers in establishing whether they're entitled to earn at least the national minimum wage, or what holiday pay they may be entitled to.

Forthcoming legislation

The Government is legislating to tackle areas of poor practice in relation to atypical work by requiring employers to provide a written statement of employment particulars to workers and employees. The Government's also introducing legislation to require employment businesses to provide agency workers with a 'Key Facts Page' to help them make informed choices about the work they accept. Both changes will come into force in April 2020. You can keep up to date with changes to legislation by visiting the [recent and forthcoming legislation timetable](#) on the CIPD website.

It's important that both parties understand the basis upon which the arrangements of atypical workers are designed to operate so that there's clarity over employment status and associated rights. Both organisation and individual need to establish a basis of trust by being clear about their expectations. Organisations should set out in the contract the employment status of those engaged on non-standard contracts, and regularly review (at least once a year) the working arrangements in practice to ensure that the reality of the employment relationship reflects what's outlined in the contract. Reviews should include conversations with line managers and atypical workers.

What proportion of Uber drivers would choose to be self-employed?

Four fifths of Uber drivers want to remain as independent contractors, while a fifth would rather be employees, according to a survey exploring the views of Uber drivers. The research, [Uber Happy? Work and wellbeing in the gig economy](#), also shows that 82% of Uber drivers surveyed agreed with the statement, *'Being able to choose my own hours is more important than having holiday pay and a guaranteed minimum wage.'*

Employment status tips for employers:

- Set out in the contract the employment status of those engaged on non-standard employment contracts.
- Regularly review (at least once a year) the working arrangements in practice to ensure that the reality of the employment relationship reflects what's set out in the contract.
- Give all workers – not just employees – a written copy of their terms and conditions.
- Set out in atypical workers' contracts the notice required by either organisation or individual if they're unable to meet their contracted commitments.

Further information

- Access factsheets, Q&As and case law on employment status and different types of employees by visiting the CIPD's [Employees and Workers topic page](#).

3.5 Opportunities for training and progression

Many atypical workers are eligible for their organisation's training and development activities. This is part of encouraging workers to identify with the organisation and feel fairly treated. However, many workers have fairly negative views on the extent to which their organisation helps them learn and grow. CIPD research⁹ shows that atypical workers generally fare less well than standard workers in terms of the opportunities they receive to develop their skills and careers. This may be the result of employers regarding atypical workers as not 'part' of the organisation, and therefore not its responsibility.

Do atypical workers get development opportunities?

Comparing different contract types, standard permanent employees fare better in both skills development and career development than those on temporary or zero-hours contracts:

- In terms of skills, a net 17% of regular employees agree that 'My job offers good opportunities to develop my skills' compared with a net 0% of those on temporary or zero-hours contracts.

- In response to the question of whether ‘My job offers good prospects for career advancement’, the scores for both groups are more negative, but those for temporary and zero-hours workers are significantly less positive than those for standard workers (-32% compared with -14%).
- The picture appears especially polarised for the self-employed; their jobs tend to be very good at helping them develop skills (+35%), but very poor at helping them advance their careers (-24%).

These figures highlight the risk of atypical workers becoming trapped in unskilled and casual work.

(Data taken from the 2018 *UK Working Lives: The CIPD Job Quality Index*.¹⁰)

Tips for managing atypical workers’ performance:

- Clearly define goals and service standards for atypical workers, and provide detailed guidance on what’s required in a range of situations.
- Hold regular service-review meetings at least every six months to review individual workers’ performance against key measures. These can also be used to establish any development needs.
- Use feedback from customers to monitor whether standards are being met, and identify any failings in service delivery. Give workers visibility of customer feedback.
- Carry out ad hoc reviews where a particular service issue has been identified (for example, one arising from customer complaints). Provide constructive feedback to the individuals involved to address any issues.
- Incentivise good performance by offering additional payments to workers on top of their basic rate.
- Where workers are self-employed, field managers should perform many of the functions typically undertaken by line managers in relation to employees, including the provision of support for workers who have performance issues.
- If a worker has an employment contract, make sure any performance management arrangements mirror those of standard employees.
- If performance is measured online, routinely collect service data on all key areas of performance.

Tips for training and progressing atypical workers:

- Ensure that atypical workers are eligible for their organisation’s training and development activities.
- Provide an induction programme to ensure that atypical workers are fully aware of regulations, working rules and practices. Induction ensures that recent recruits understand what’s expected of them and what support is available. In the same way as it would be offered to permanent employees, induction should be incorporated into the ‘on-boarding’ process typically used by gig economy organisations to recruit and induct workers.
- Set up performance management processes and give atypical workers regular feedback.

Further information

- Access resources on training and development (regardless of employment status) by visiting the CIPD's [Developing Your People topic page](#).
- Read more about performance management by exploring our dedicated [topic page on performance management](#).

3.6 Voice

When organisations fail to account for employee 'voice', they risk building ineffective working relationships or missing information that may be fundamental to business performance. When it comes to atypical workers, voice emerged from the case studies as a key element of good practice.

Historically, the representation of employee voice has been undertaken largely through trade unions. With union membership now at historically low levels, organisations need to make effective alternative arrangements to ensure that workers feel confident their views and concerns can be made known to management and taken into account. This could be through informal chats with managers, employee representative groups or online feedback systems.

Employee voice at McDonald's, Uber and Hermes

At **McDonald's**, staff have opportunities to feed comments and suggestions back to the employer, including six-monthly 'How is it going?' chats with their manager, while business managers also work on the front line ('walk the floor').

Uber has set up advisory groups, which give drivers the chance to tell the company what they think could make their experience of working at the company better.

At **Hermes**, an online forum offers self-employed couriers a valuable mechanism to discuss topics with the organisation before they become grievances, while the company has also concluded an agreement with the GMB trade union to support the rights of couriers.

Explore our case studies for more details on McDonald's, Uber and Hermes: cipd.co.uk/atypical-working-casestudies

Tips for fostering employee voice:

- Ensure that all staff, both permanent and atypical, know how to feed back comments and suggestions, either face-to-face or online.
- Promote regular, direct communication between managers and atypical workers through manager training and/or guidance.
- Establish representative forums for atypical workers as a way of ensuring they've an effective voice and can communicate their ideas, views and concerns to managers.

Further information

- Access our [factsheet on employee voice](#) and read up on the [future of employee voice](#) to learn how to effectively consider employee feedback and opinions.

3.7 Fairness

Where atypical workers work alongside regular workers, good employers seek to treat them equally. In order to support fairness and trust in the workplace, it's good practice to ensure that there are comparable rates of pay for people doing the same job regardless of their differences in employment status. Almost two-thirds of employers using zero-hours workers report that hourly rates for these staff are about the same as employees performing the same roles on permanent contracts.

Fairness in practice: Glasgow University

Glasgow University has made it clear to all employees that, where a fixed-hours contract is not possible, every effort will be made to give the individual early warning of changes to their working pattern.

Explore our case studies for more details on Glasgow University: cipd.co.uk/atypical-working-casestudies

Employers should provide zero-hours workers with reasonable compensation if pre-arranged work is cancelled without notice – an area in which the Department for Business, Energy and Industrial Strategy (BEIS) is likely to be producing early guidance. In these circumstances, it's reasonable for employers to cover the minimum amount of any travel expenses incurred and at least an hour's pay.

As part of their general duty of care, employers should also have regular conversations with non-standard workers about how many hours they're working in any second job to ensure that they're:

- not working excessive hours
- still capable of performing their duties safely and competently.

Compensation for cancelled shifts

In 2016, the New Zealand Government¹¹ introduced legislation requiring employers to compensate workers whose shifts are cancelled without reasonable notice. Guidance emphasises that cancelling a shift or sending someone home early affects their ability to earn a living; employees need some certainty that the shifts they're asked to work will happen so that they can plan their lives and finances. The legislation provides that:

- employers must give workers reasonable notice of any cancelled shifts
- if employers don't give enough notice, they must pay the worker reasonable compensation
- details of the period of notice and compensation rate must go into workers' written employment agreements
- both must be reasonable
- if employers cancel work at the start of a shift or cut it short, workers are entitled to their full pay (including holiday pay accrual)
- employees can't be asked to agree to anything less than this.

Tips for ensuring fairness:

- Be sure to offer atypical workers comparable pay and conditions with those of other workers.
- Minimise unexpected fluctuations in hours and earnings.
- Provide atypical workers with reasonable compensation if pre-arranged work is cancelled with little or no notice.¹²
- Communicate pay practices clearly to provide clarity over what – and why – people are paid.
- Ensure that atypical workers know they're free to work for other employers if there's no work available.
- Maximise advance notice and work schedules to help people plan any arrangements they need to make, such as childcare.

3.8 Support for managers

Policies need to be implemented by local managers, who should be trained and supported in their role. Atypical workers are less likely than the average employee to have a manager or supervisor they report to, and less likely to be satisfied with their line manager when they do have one.

Organisations should therefore provide training or guidance for line managers to ensure they're managing and enabling atypical workers in line with their roles and functions.

Manager support at Hermes and De Montfort University

Hermes has developed guidance for field managers on the kind of behaviour expected when, for example, delivery rounds must be covered at short notice or improvement notices issued. There's an emphasis on strengthening both engagement with couriers, and the support provided by field teams to couriers.

De Montfort University, meanwhile, publishes guidelines for managers on engaging and managing agency workers. These guidelines are supported by checklists, and reinforced by briefings for managers. The managers' induction checklists remind them to ensure that agency workers have an initial induction from their immediate supervisor to cover the necessary housekeeping, operational, and health and safety matters either before they commence their duties or as soon as possible thereafter. Managers are also encouraged to ensure that agency workers are given basic minimum and/or statutory training to fulfil legal requirements, and to ensure that the agency worker is effective in their role. For example, it may be necessary to train agency workers on in-house/bespoke IT systems to ensure they're able to carry out their role with the university effectively.

Explore our case studies for more details on Hermes and De Montfort University: cipd.co.uk/atypical-working-casestudies

Tips for supporting managers:

- Communicate policies to local managers and see that they are understood and applied.
- Ensure that line managers are given training or guidance on how to manage atypical workers in line with what's set out in the contract.
- Regularly review the contracts of atypical workers to ensure that they reflect the reality of the relationship.

Further information

- Listen to the [CIPD podcast on training line managers](#), and read the [factsheet on the role of line managers in HR and L&D](#).

4 Conclusion

The issue of atypical working has attracted much debate in recent years, with often-polarised views on the benefits and disadvantages for workers. **Overall, the evidence suggests that atypical working arrangements, where they suit both the individual and the employer, can have benefits for both parties.**

The advice we've provided in this guide sets out how employers can achieve this 'win-win' proposition. The starting point is for organisations to consider carefully the business requirements for workforce flexibility and the different ways of achieving this. If atypical working arrangements are regarded as one of the appropriate ways of providing the flexibility required, the next step is to consider carefully how to implement and manage these arrangements fairly and effectively.

Key considerations include ensuring that both parties have complete clarity over the type of contract and associated employment rights, underpinned by a clear statement of employment particulars from day one – something that will become a legislative requirement from April 2020.

Employers then need to ensure that atypical workers are treated fairly, understand what their job involves, and receive training (where required) to enable them to perform to the necessary standard. This will require organisations to make sure managers and supervisors manage atypical workers in a way that reflects their employment contract and status. Managers also need to provide atypical workers with well-defined objectives and communicate regularly and clearly by, for example, providing constructive feedback.

The guide also highlights the importance of atypical workers being able to exercise their own voice and raise any issues or concerns they have via staff forums or councils, or through union representation.

Another important issue is choice, and the extent to which individuals working atypically can choose the working pattern that suits them. McDonald's is a good example of an employer that maximises choice, providing people with the opportunity to work on zero-hours contracts while enjoying full employee status, or to opt for fixed hours instead.

At the heart of managing atypical workers in an ethical manner is fairness. This means employers need to ensure that, for example, where atypical workers work alongside regular employees, employers treat them equally, providing comparable rates of pay or appropriate compensation if shifts are cancelled with little or no notice.

The core principles of good practice when managing an atypical workforce are not only important for the job satisfaction and well-being of individuals working in this way, but also to increase their motivation and customer service quality, and reduce staff turnover and recruitment costs.

5 Appendix

Correct at time of print; please note that these rights associated with employment status may change as a result of the Government's [Good Work Plan](#).

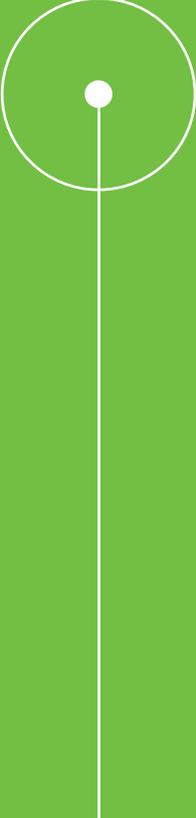
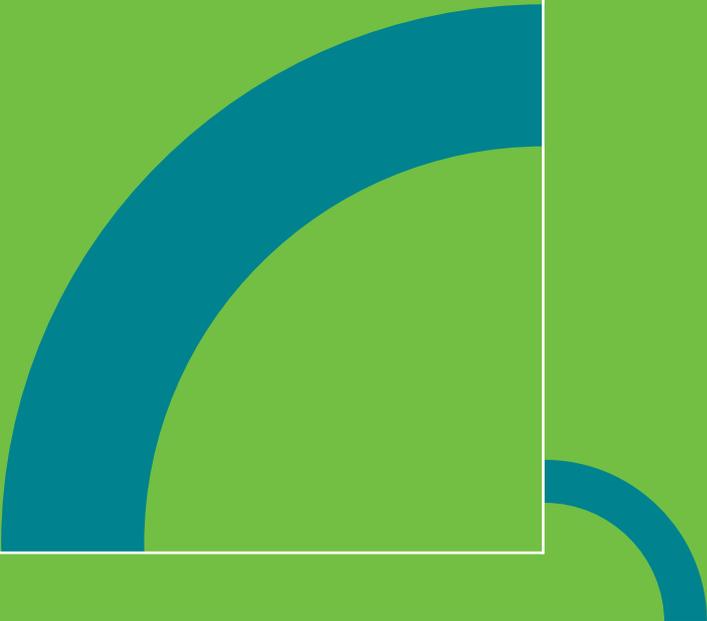
Table outlining employment status and associated rights

Employment right	Employee	Worker	Self-employed
Guaranteed pay	✓	✗	✗
Protection from unfair dismissal	✓	✗	✗
Redundancy payments	✓	✗	✗
Right to notice and time off	✓	✗	✗
Protection under TUPE regulations	✓	✗	✗
Indemnity from their employers on the basis of vicarious liability	✓	✗	✗
Protection of wages in the event of the insolvency of the employer	✓	✗	✗
Protection of earnings	✓	✓	✗
Right to be accompanied at a grievance or disciplinary hearing and not to suffer a detriment for exercising that right	✓	✓	✗
Right to breaks at work on a daily and weekly basis and paid holidays	✓	✓	✗
Right to be paid no less than the national minimum wage	✓	✓	✗
Key protections under health and safety legislation	✓	✓	✓
Protection under equality law	✓	✓	✓ (in some cases)
Whistleblowing protection	✓	✓	✗
Rights in respect of trade unions	✓	✓	✓

6 Notes

- 1 BEIS. (2018) *Good work plan*. London: Department for Business, Energy and Industrial Strategy. Available at: www.gov.uk/government/publications/good-work-plan
- 2 A contingent worker is one whose contract with an organisation is based on a short-term need, including temporary, casual and seasonal workers.
- 3 CIPD. (2013) *Zero-hours contracts: myth and reality*. Research report. London: Chartered Institute of Personnel and Development. Available at: www.cipd.co.uk/knowledge/fundamentals/emp-law/terms-conditions/zero-hours-reality-report
- 4 So-called 'limb (b)' workers are entitled to certain employment rights, including the national minimum wage and holiday rights.

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- 7 Butler, S. (2018) Uber loses appeal over driver employment rights. *Guardian*. 20 December. Available at: www.theguardian.com/technology/2018/dec/19/uber-loses-appeal-over-driver-employment-rights
- 8 Taylor (2017) (see note 5).
- 9 CIPD. (2018) *UK working lives: the CIPD Job Quality Index*. London: Chartered Institute of Personnel and Development. Available at: www.cipd.co.uk/Images/UK-working-lives-2_tcm18-40225.pdf
- 10 Ibid.
- 11 Section 67G, Employment Relations Act 2000 (NZ), inserted 1 April 2016.
- 12 New rules passed by the European Parliament will guarantee additional minimum rights at work for those in the on-demand economy, including gig workers and those on zero-hours contracts. The rights include an entitlement to compensation when work is cancelled. Assuming the rules are endorsed by EU ministers, the implications for UK organisations will depend on the terms of our future relationship with the EU.



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