

### **Definition of Routines and Rituals**

According to Vierling (2005, pp.67-79), routines that are developed in our lives contribute to a sense of predictability and is a structured, ordered pattern of daily activities in work life. Each week have their own particular routines and pattern. Humans engage in a variety of daily routines such as work schedules, travel and family activities. Vierling (2005, pp.67- 69) states that rituals means a collective act of daily activities which are regular and relative to the workplace. Rites and rituals are regarded as recurring activities (repetition of events) to influence behaviour and to establish boundaries in the workplace between stakeholders (French et al. 2011).

### **Routines and Rituals for Employees**

Lush (Lush, 2019) want their company to be a great place to work for. They embrace their employees learning by experience and challenge them in their job roles in order to develop. Learning through experience enables stimulation of the senses and stretches the learner's intelligence (Beard and Wilson, 2006). All staff are to be respectful of each other and treated equally. Lush provide a working condition better than legislated. Lush have implemented practices such as:

- Wages are the same regardless of nationality, sex, age or religion.
- Employee birthdays which falls on a normal working day, can take the day off, paid.

Lush (Lush, 2019) value the right of equal pay amongst men and women. Women are not held back, and wages are dependent on job role. They do not have 'female' and 'male' roles. Women are represented via a variety of roles such as fork-truck drivers and sitting on their board. This stance will avoid facing claims of discrimination (Delpo and Guerin, 2010) and the advantage of promoting equality creates an environment with high employee morale whereby staff are motivated to openly contribute to the company positively (Johnson, 2017).

### **Workplace Culture at Lush**

Newsbank (2019) and The Daily Echo (2018) state that cosmetics brand Lush has been regarded by its' staff to have the best working culture. Lush came

second overall in a list of the country's 15 best retail business after the nation's favourite John Lewis. The list compiled analysed reviews posted on its site (Indeed) by past and present employees. Lush have been frequently praised for their ethical values. Having a strong ethical value ensures the safeguarding of the business's assets and increases employee pride as the environment holds strong ethics and integrity (LinkedIn, 2015). Staff were expected to work hard especially those who had customer facing roles. Indeed concluded that Lush is a "diverse and supportive" place to work where staff are encouraged to be themselves (show personality).

### **Product Training Leading to Less Disruptions to Routines and Rituals**

At Lush (Lush, 2019) staff should have knowledge and talk about the products from a personal perspective. For this to happen Lush ensure all staff have access to all new products for free and on training sessions they have supplies of products at hand. Staff are given discounts on products for continued use at home, so all have opinions and feedback on products. People rely on predictability and revolve life around the pattern of work life and workplace. When there is uncertainty, a sense of confusion can arise, and people will have a need to return to a normal rhythm (Vierling, 2005). Personal use of products will create a sense of familiarity and avoid misinformation to customers (Lush, 2019). Training sessions increase employee motivation, job satisfaction, morale and efficiency. Staff are more susceptible to adopt to new strategies leading to reduced employee turnover (Management help, 2019).

### **Shop Campaigns and Restoring Routines and Rituals**

Individual Lush stores have the right and autonomy to opt out of a shop window campaign if they have reasons and shop managers are expected to take into consideration the employee's opinions and views and come to a collective democratic decision (Lush, 2019). Norms are a common understanding of acceptable behaviour such as how team members communicate and interact with each other. It is important to formalise unspoken norms as soon as possible by letting members agree to how they want to work together shaping the patterns of how work gets completed. Rituals designed for the workplace should foster a shared picture of interests

and skills which would help identify areas which need support (Sherwin and Sherwin, 2018).

### **Customer Expectations**

Lush (Lush, 2019) believe that the customer is always right and should enjoy effective products which are produced ethically without exploitation of the planet or people. Customers should feel safe in the knowledge that ingredients used are animal testing free and are vegetarian friendly (BBC, 2015). Not testing on animals or producing products with animal ingredients demonstrates Lush's need to protect animals which align with their ethics (Shop ethical, 2019). Other incentives offered by Lush are the offer of a free mud mask in return of five clean Lush black pots to their shops (The Telegraph, 2018). The incentive demonstrates their concern for the environment and productively recycling to combat plastic impacting the world (Independent, 2017). Consultations are also available at Lush so products can be sampled to find what suits the customer best (Lush, 2019). Holding consultations increases customer loyalty as well as increased customer satisfaction while retaining customers too (Greenpeg, 2019).

### **Conclusion**

Lush (Newsbank, 2019) incentives of discounted products available to employees and daily use of products in store and while training (Lush, 2019) encourages a culture whereby employees have a personal connection with the products they sell and can give honest opinions to customers as well as demonstrating that Lush value the views and of their staff. Lush (Lush, 2019) demonstrate they are an ethical organisation through the language and symbols they use. They show this by displaying their logo 'Lush handmade and fresh' which tells their consumer/customers that they are an ethical organisation. They also show this through their packaging and marketing as most of their products are displayed 'naked'. Lush don't offer best prices but their behaviour of being ethical is the selling point for their customers. Lush being an activist for animal right shows strong power within their communities who share the same views. Lush also show their power by making decisions based on ethics and the needs of their organisation and their stakeholders, as they are a very transparent organisation Lush tries to involve the community with campaigns so that both the organisation and the community can bring to light all the important topics and they believe it is important to empower those around them. Lush are passionate about current affairs and will actively

campaign for change and awareness though sometimes these campaigns can have a negative affect where employees are at threat (BBC, 2018; Evans, 2018; Oppenheim, 2018). Lush treat all employees equally and the wage is paid regardless of age, gender and religion (Lush, 2019). When Lush source products/ingredients, take in to account the community and ensure they are benefitted (Lush Times, 2019).

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## Appendix

### Routines and Rituals for Employees

- Lush embrace their employees learning by experience, challenge them in their job role in order to develop
- All staff are to be respectful of each other and treated equally
- Men and women are treated equally – equal pay
- Wages are the same regardless of nationality, sex, age or religion

(Lush, 2019) (Beard and Wilson, 2006) (Delpo and Guerin, 2010) (Johnson, 2017)



### Workplace culture at Lush

- Lush regarded as best working culture by staff
- Praised for their ethical values
- Lush is a "diverse" and "supportive" place to work
- Staff are encouraged to be themselves
- Customer facing staff are expected to work hard

(Newsbank, 2019) (The Echo, 2018) (LinkedIn, 2015)



## Product Training at Lush

- Staff need to have knowledge and talk about products
- Staff have access to all products for free on training sessions
- Discounts on products for continued use at home
- Have personal views on products and can inform customers with opinions

(Lush, 2019) (Vierling, 2005) (Management help, 2019)



## Customer Expectations

- Lush believe that the customer should enjoy effective products which are produced ethically without exploitation of the planet or people.
- Customers should feel safe in the knowledge that ingredients used are animal testing free and are vegetarian friendly
- Incentives offered - a free mud mask in return of five clean Lush black pots to their shops
- Consultations are also available at Lush so products can be sampled to find what suits the customer best

(Lush, 2019) (BBC, 2015) (Shop ethical, 2019) (The Telegraph, 2018) (Independent, 2017) (Greenpeg, 2019)



## Conclusion

- Lush offer incentives of discounted products available to employees and daily use of products in store and while training
- Lush encourages a culture whereby employees have a personal connection with the products they sell and can give honest opinions to customers as well as demonstrating that Lush value the views and of their staff
- Lush demonstrate they are an ethical organisation through the language and symbols they use. They show this by displaying their logo 'Lush handmade and fresh' which tells their consumers/customers that they are an ethical organisation
- Ethical language/symbol - packaging and marketing their products by displaying them 'naked'
- Lush being an activist for animal right shows strong power within their communities who share the same views
- Lush also show their power by making decisions based on ethics and the needs of their organisation and their stakeholders
- Lush are a transparent organisation. Lush tries to involve the community with campaigns so that both the organisation and the community can bring to light all the topics they believe is of importance and believe it is important to empower those around them
- Lush are passionate about current affairs and will actively campaign for change
- Lush treat all employees equally and the wage is paid regardless of age, gender and religion
- Lush source products/ingredients and take in to account the community and ensure they are benefitted

(Newsbank, 2019)(Lush, 2019)(BBC, 2018)(Evans, 2018)(Oppenheim, 2018)(Lush Times, 2019)

## Recommendations

- As each Lush store is run independently by managers, there are inconsistencies store to store. To make sure all stores are run fairly, and managers are trained in the same manner they should take on Argos's approach whereby all colleagues and store managers are all on the same leadership programmes through the Argos Retail Academy. Consistency determines whether the tenet of workplace culture is fleeting, or here to stay so managers demonstrating consistency will shape the company's transparency and underly basic assumptions.
- Though Lush claim to be natural in ingredients, some products did contain dyes and chemicals to preserve items which were deemed harmful. This can create a dishonest image for Lush. Unilever deliver transparency on all ingredients on their products which enhances users to be informed of information on the ingredients allowing customers to make their own decision on purchases.
- Lush have been known to campaign and hold demonstrations over controversial topics and as a result their employees have been put at risk by threats. To minimise such events recurring they should seek advice from Gov.UK website which stipulates guidelines to stay safe. There is also advice on corporate responsibility on the website CORE.

(Lush, 2019)(Glassdoor, 2019)(Argos, 2019)(Forage Sustain, 2018)(Unilever, 2019)(BBC, 2018)(Evans, 2018)(Oppenheim, 2018)(Gov.UK, 2019)(CORE, 2019)(Lew, 2018)).

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