



MANAGING PEOPLE

REVIEWS OF “FIRE AND REHIRE” TACTICS WITHIN THE

UK LABOUR MARKET

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Abstract

Hire and rehire strategies helps to change the environment of an organisation and this study helps to find out the importance of the hiring process for an organisation. This study is based on the company British gas and their important strategies for enhancing the performance of an organisation. Second chapter of this study helps to identify the importance of the hiring process of an organisation as well as discusses the importance of Firing and Rehiring tactics. Third chapter of this study helps to find out the role of employment law for the wellbeing of the employees as well as discuss the importance of employment contracts for the company British gas.

The employee engagement has been a significant factor that determines the satisfaction and productivity in a workplace. There has always been a lack regarding agreed definition of the purpose based on better understanding of measurement or improvement of leaders in companies. The engagement of employees has been considered as a positive and fulfilling state of emotion that has been characterized by dedication, vigour and absorption. The topic has been justified with the association of some theoretical framework. The HRM practices in this regard have helped the organisation to adapt some changes in the aftermath of pandemic that will help the organisation to adapt an innovative transformation, especially for British Gas. The changing and complicated era of business has its impact on the employees and departments of human resources that are thoroughly evaluated with some recommendations.

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1. Introduction

This study helps to introduce the hiring processes of each organisation and also discuss the importance of the hiring rehiring process. Most of the organisation process has used various strategies for rehiring old employees well as it attracts the employees towards organisation. The Organisations of the UK have adopted various firing and rehiring tactics and employment law has maintained in an organised manner. Rehiring of the employees plays a crucial role for organisational development. Companies rehired the employees such as it helps to boost company morality as well as saves recruitment cost. Rehired employees need less training as well as the adoption power of the new employees improves the work ethics of the employees.

This study is based on the home service and gas provider company British gas and their cost managing tactics. This company faces long term problems due to changing terms and conditions of their employment. Therefore, for mitigating such issues the company has adopted hire-rehire strategy and this study helps to address these strategies in an organised manner. HR of the organisation plays an important role for implementing these strategies in an accurate manner as well as the Human resource management (HRM) team acts like a tool for improving the relation of the employees with the organisation. HR of an organisation helps to manage an accurate hiring process for an organisation and it helps to enhance the performance of an organisation. This study helps to describe resolving and managing processes as well as the effect of implication also stated in this study.

Therefore, most of the UK including British gas has adopted various strategies for enhancing their hiring process (Gilch and Sieweke, 2021). Organisation is concerned about the hiring process and with the help of the HR management company can find out the proper way of hiring. Firing and rehire process has been adopted by most of the organisation of the UK as well as British gas. Therefore, this study helps to evaluate the importance of this process and states the challenges faced by British gas based on the new contractual agreement of employment. Most of the organisations in the UK have adopted these strategies for enhancing the performance of an. organisation

2.1 Importance of hiring process in Organisations

Hiring process of an organisation plays an important role for the growth of an organisation. An organisation identifies the way of hiring new employees and hires the right candidates among various applications (Dencik and Stevens, 2021). Hiring process helps to find out the potential employees and select them from a variety of sources. Correct hiring process can increase productivity in an organisation as well as it helps to enhance their reputation. This process encourages people for jobs as well as it is a crucial part of an organisation (Mousa and Othman, 2020). Hiring process of an organisation analyses the present and future needs of an organisation. Number of needed staff has been identified with the help of the correct process and it helps to elevate the operation of the company. Smooth hiring process indicates the smooth running of daily activities. Organisation has provided various HR based on their job positions and HR of an organisation has provided a smooth recruitment process as well as they can analyse the variety of backgrounds.

Eligible and potential employees help to elevate the performance of the employees well as it enhances the performance of an organisation too. Hiring process selects the eligible candidates among the wider talent pool. Big groups of the individual employees have attracted the company and encourage employees to apply. Systematic hiring processes have reduced the total cost of an organisation and with the help of such processes employees can hire a large number of employees (Luțăș *et al.* 2020). Therefore, it has been a cost effective solution. Authentic and effective hiring process helps to increase the fame of an organisation and with the help of new job openings companies ensure its professionalism as well as indicate its authenticity. Human resources of an organisation take a vital part in the hiring process and they help to find out an accurate step of hiring. Correct way of hiring helps to increase the morality of an organisation and nurture the culture of a company.

Business organisations can invest their time and effort to find out the skilled employees with the help of correct hiring processes as well as it has increased the level of employee satisfaction (Sánchez-Monedero *et al.* 2020). Production of an organisation has increased with the help of skilled employees and it is only possible with the help of the correct hiring process. Supportive resources help to enhance the performance of an organisation as well as it has increased the scope of new opportunities. A Motivated and productive environment helps to nurture the positive work culture of a workforce. Business growth of an organisation has increased and skilled employees have expanded their brand across the world. Brand loyalty has increased with the help of high-quality employees. Hiring skilled employees

indicates the success and failure between success and failure. Most of the business organisations can adopt various strategies for attracting the best talent. Therefore, companies find out the best recruitment process for hiring the right people for the company.

The main aim of the hiring process helps to fill the vacant position in a clear manner. Strong hiring strategies have increased the quality of work and help to find suitable candidates for increased productivity (Rosenblatt, 2021). Accurate hiring process helps to retain the productive employees and extract their talent for an organisational success. Workplace culture has been enhanced with the help of the hiring process and it includes help and beliefs by motivating the employees. Workplace culture can improve the employee's satisfaction and creates an inclusive environment (Harrison *et al.* 2022). Day-by-day hiring process has changed according to the situation; therefore, the hiring process has modified their process and tried to adopt the changes. It helps to bring new skilled employees with new thoughts and helps to adopt the changes of business. Turnover has reduced with the help of the correct hiring process and right job description helps to attract the employees of the company. Potential employees are attracted with the better idea of employment and it helps to match the correct skilled employees.

Therefore, with the help of such a proper hiring process, organisations can hire skilled employees. Skilled employees have increased the revenue of an organisation as well as it helps to attract the performance of an organisation.

2.2 Firing and rehiring tactics in the U.K. Organisations

Firing and hiring process of an organisation plays a crucial role for an organisational success and it helps to enhance the performance of an organisation. Therefore, most of the organisations in the UK follow this hire rehire strategies for improving their performance (Gooberman *et al.* 2020). Therefore, organisations must set a deadline in a form of written agreement and employees can agree with the same. Organisation can consider all alternatives as well as compromises for finding a chance of retention. Therefore, after considering all the compromises, the fire and rehire process has been started. Fire rehire is a controversial practice that helps the organisation for firing their current employees and immediately arranges the new one. Rehire process is beneficial for the organisations in the UK and it reduces the cost of an organisation as well as it helps to hire skilled employees (Chowdhury *et al.* 2022) Companies can use hire and rehire strategies for reducing the salaries as well as it impacts on the working patterns of the employees.

Main aim of the hire and rehire process is to boost the morale of the company and hire new skilled employees for an organisation. HR plays an important role for conducting such hire and rehire processes and it helps to conduct proper hiring processes. The HR department can review personal experiences as well as provide reports of the employees and decide the list of rehire candidates. Hiring managers can discover the qualified candidates as well as it help to reduce the performance of the employees. Employee engagement has some terms and conditions and most of the organisations in the UK follow such rules. Therefore, in the UK fire and rehire process indicates the employees are first fired by the employers and then hired in terms of a new contract (Clarke and Scurry, 2020). Unfavourable conditions have included this practice and most of the organisation has been used negotiating tactics to increase the performance of the employees. Therefore, most of the employees can agree with this strategy and no negotiation is allowed.

British gas is energy and service Provider Company of the UK and the company faces various challenges among boiler engineers based on their new employment conditions. This dispute has lasted almost 9 months and continues by engineers of British gas. Engineers have asked to sign a new contract and in this contract that has included long working hours and no additional pay (Badi *et al.* 2021). Therefore, most of the engineers are denied to sign this new contract and created a haphazard situation. The Outcome of this outcome organisation has adopted the fire and rehires strategy for forcing the employees to sign the new contract. The fire and rehire strategy of the UK has offered a fair dismissal process and it has enhanced the growth of an organisation's success. Employees get a notice before firing and allow appeals for employees. Therefore, after adopting this strategy the company has chosen the new contractual terms in a term of fairness and dismissed the misconception appearance.

Therefore, with the help of such a strategy most of the engineers have accepted the new employment contracts and ensured the negotiation tactics (Koument and Williams, 2019). Cost management of an organisation is a constant factor and it is a vital factor of an organisational growth. Fire and rehire strategies help to retain their position in the market and it helps to enhance the performance of an organisation. Cost management strategies help to reduce the overall cost of an organisation and it helps to determine the budget as well. Employees cost the crucial factors and with reducing this factor organisation can pay the wages to the employees. The main aim of the lower wages is to compensate employees in an accurate manner (Macaulay, 2020). Efficiency of the employees has been increased with the help of cost management and it helps to improve the efficiency. Most of the organisation

want to reduce the staff management cost as well as it takes various steps for evaluating the strategies.

Organisation in the UK also takes various strategies for reducing the cost hence, among all these strategies organisation can adopt fire and rehire strategy. Therefore, firing and rehiring tactics has been taken by the organisation of UK as well as British gas also adopt these strategies for managing the staff cost.

3. Discussion on Employment law, contract and legal importance of contractual term

This chapter helps to discuss the employment laws of the UK and discuss their benefits. Most organisations in the UK follow employment law for maintaining the employee's well-being (Howard *et al.* 2019). Therefore, most of the employees can be attracted with the employment law as well as this chapter also discusses the importance of legal changes in contractual terms. Crucial legal changes have been adopted by an organisation and states about the impact of such changes on the company.

3.1 Employment Law of the organisation

Employment law plays an important factor for an organisation and it provides proper guidelines as well as regulations for employers as well as employees. Proper execution of employment law protects the benefits of the employees as well as provides basic foundation of the ecosystem. These laws help to give value to the society as well as it prefers equality. Most of the employment law in the UK comes from the Parliament through various legislative processes (Roehrich *et al.* 2020). Moreover, the legislative process indicates the permission of courts and it helps to enhance the performance of the employees. Employment law introduced the legislation process as well as it helps to review the employment law. Employment law gives an easier route for employees to prevent any unlawful activity and run a smoother process. Main aim of the employment laws is to protect the employees as well as employers.

These laws help to reduce the discrimination in the workplace and protect the rights of the workers. It helps to guard the interest of the employees and keep a strong relationship with employees and employers (Ferreira, 2021). Employment legislation helps to set guidelines for the employees including disciplinary rules, notice periods, holiday entitlement and many more. Most of the organisations in the UK can follow the National Minimum Wage and that determines the wages of an employee based on their ages, number of members and many

more. UK organisations can follow the equality act for reducing the discrimination in the workplace. Discrimination in the workplaces based on age, gender and race has impacted negatively on the performance of the employees (Georgiadou, 2019). Therefore, with the help of such laws employees can be aware about their rights and discrimination among employees has reduced. Employment law is a vast segment of the legislative system and contains various factors. Employment relationship has improved with the help of these laws and it covers some common fields such as employment contracts, holiday entitlement, working hours, disciplinary procedures, maternity and paternity leave and many more.

Employment contract is a written agreement between the employees and employers and it helps to create a strong bond between them. All of the terms and conditions have been mentioned in this agreement and based on such contracts employees can know about their responsibilities, duties, working hours as well as working environment. Some of the factors are excluded from this contract such as overtime should provide vehicle wages as well as employees should raise any query without hesitation. Therefore, with the help of such employment law the company has maintained the performance and gives an organised structure (Hamledari and Fischer, 2021). Employment tribunals include the judgement on contractual and statutory claims and it faces various challenges depending on discrimination, redundancy, unfair dismissal and many more. HR plays an important role for an organisation's success as they help to protect the employment law as well as reduce the discrimination process. Workplace safety has been increased with the help of employment law and rules of hiring and firing also described in the employment law. Therefore, most of the organisation follows various employment laws and makes a strong relationship between employees and trade unions.

3.2 Employment contract

Employment contract is an agreement that helps to specify the terms of hiring as well as defines the legal relationship between employees and employers (Koumenta and Williams, 2019). This agreement contains the rights and responsibilities of the employees and it indicates the duties of the employee as well. Employment contracts focused on various factors and different statutory terms have been included in this contract such as the equal Rights Act, employment Rights Act and many more.

Legal implications of changing contractual aspects

Employment contracts are contained in the rights, regulations as well as duties of the employees. Therefore, rights of the employees have been maintained in this agreement and

most of the contracts have been changed depending on some factors such as discrimination, legal claims and strikes. Contractual changes either it become a reason for improvement of the workplace or has it become a reason for damaging the workplace. A contract amendment has allowed me to change the previous contract due to some reason (Tassinari and Maccarrone, 2020). Most of the organisation has preferred the contractual workers hence, the nature of workforce can be implicit and explicit in nature. This study helps to identify the advantages of the employment contract and both the employees as well as employees are getting benefits with the help of such contracts. Most of the organisation can change the contractual aspects and according to this study there has been 3 options depends on changing contractual aspects such as-

Fire and rehire strategy has been introduced in the company British gas and with the help of such strategies the company has offered less beneficial conditions for the employees. Among 3 options, another one is employees can agree to sign the new contract after consultation with the company. Most of the employees can influence the new agreement and it helps to increase the performance of the employees. Last one associating concept is most of the employees can disagree with the new contract and breach the new contract in terms of strike. Moreover, employees can understand the unfair discrimination behind the new contracts. Therefore, such 3 options are the main cause of changing the contractual terms. Such changes can implicate the workforce of the employees and impact them in a deep manner. These causes increase the scope of employment tribunals and it helps to examine the reason for change. Laws of unfair dismissal have been decreased with the help of employment engagement and obligation of the employees has increased.

Employment protection has been increased with the help of the firing and rehiring process and offers proper guidance for employees (Wainwright *et al.* 2019). Therefore, most of the employees utilise the data depends on firing and rehiring process and helps to access the government findings. Therefore, with the help of such changes the company has reduced the discrimination among the employees and the fire and rehire process can help to change the objective of the employees. Government of the UK has managed the cost of employees to manage the high risk as well as it helps to damage the reputation. This can also affect the employees wellbeing with adopting the firing and rehiring strategy. Most of the organisation can adopt the firing and rehiring strategy for decreasing the reputational risk and it helps to get new skilled employees for an organisation. Such strategy helps to elevate the performance of the employees as well as enhance the balancing power of the workplace. Number of employee protections helps to reform employee protection and helps to reduce the

cost of the company. Employment contract plays an important role for an organisational success and changes of employment contract depend on various factors.

4. Employee engagement

The impact of employee engagement has been extensively utilized in the recent years by HRM practitioners as it combines the perception of employee motivation, satisfaction and commitment. The employee engagement concentrates on the emotional, cognitive and physical expression of people (Sun and Bunchapattanasakda, 2019). It has been further explained as a state of psychology that is experienced generally by an employee. The subject has been pivotal regarding the success and growth of any firm. The interrelatedness of the satisfaction regarding the basic needs of employees have been acknowledged directly for connecting the feeling of being valued by employers as per the dedication and engagement in work (Shan and Tang, 2023). The engaged employees consist of the emotional attachment in their job that generates greater energy and proves to be beneficiary for both employers and employees.

The survival in the corporate industries has been dependent on the enhancements of their profits based on their abilities as well as regulation and consistent transformation in the near future (Kwon and Kim, 2020). The leaders of respective organizations need to be effective to engage their employees in bolstering up profitability. Leaders in organization, however, may struggle with the adaptability and response to transformation if their concentration shifts from their processes and products that are existential in nature (Lee *et al.* 2020). There relies an understanding to manage the equilibrium between augmenting, profits of short-term, embracing innovation and engagement and relation of employees for safeguarding a commendable future for firms.

The Deloitte Model

This model of employee engagement identifies five essential elements as the main pillars of engagement that include hands-on management, meaningful work, environment that provides positive work-culture, trust in leadership and opportunity for growth (Ali *et al.* 2019). The model signifies four key actions and strategies that make up several factors regarding the engagement of employees within the organizations.

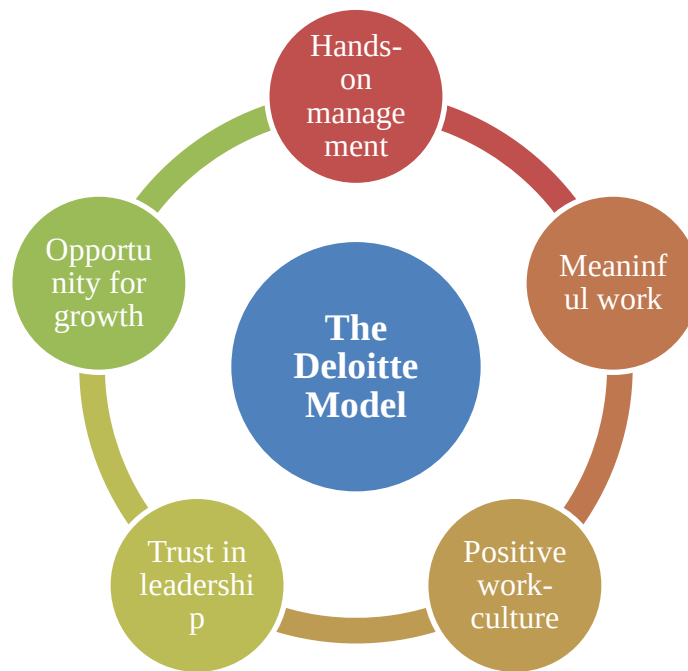


Figure: The Deloitte Model

(Source: Ali *et al.* 2019)

The application of the Deloitte model in any organisation concentrates on the creation of a culture that makes people excited in working. The model provides a place that incorporates middle management, top leadership and policies of the company for supporting employees.

4.1 Impact of transformation on employee engagement

There has been a connection between employee engagement and organizational change. It has been considered that workers having the ability of adapting to changes in firms feel engaged at work. There are many who agree that companies that are successful normally adapt for changing better than the organizations that are unsuccessful (Goestjahjanti *et al.* 2020). The main reason behind this factor lies in the behaviour of engaged and positive employees that are associated with a positive culture of organization. Employers, for the improvement of employee engagement, need to create a psychologically safe atmosphere for their workers because it enhances a feeling of satisfaction and enthusiasm in the activities that are work-related (De Clercq *et al.* 2019). The training programs that concentrate on skills need to be enhanced and introduced for influencing the engagement and performance of employees. The change in organisation works as a catalyst to increase the motivation and engagement of employees. Employees feel more motivated to see their organization evolving and improving.

The British Gas that has become embroiled regarding the dispute based on the tactics of “fire and rehire”, applied by the organisation upon their boiler engineers. The dispute has been

regarded as one among the biggest cases of dispute during the years of pandemic of Covid 19 in the UK. It has been also marketed as the largest dispute that hit the industry of gas for several decades (Bogg and Brodie, 2023). The changes based on the imposition of employment contracts have indulged prolonged hours of working without any additional payment that led to thousands of engineers giving a refusal for signing the new contract. It has resulted in the gas company deploying the tactics of “fire and rehire” (Nolan, 2021). It can, although, be said that Centrica that owns British Gas, has given the explanation that the changes made in the contracts of engineers has been not only required, but also unavoidable for the sake of the future that relies on the decorum of the company. The decision of cutting down on remunerations and staff, according to Centrica, is made for the protection of the company and in enabling the company for providing customers with efficient service.

The effect and impact of the decision that has been taken by British Gas of firing and rehiring its employees proves to have a negative and adverse effect over a lot of workers that are engaged in the action of strike (Bernstein, 2022). It has been reported that one of the employees of the company named Miles Hobson who worked as an engineer in the company for 38 years, has gone through bullying by the firm. The main reason of bullying includes working for prolonged hours without any increase in pay scale and losing the amount of quality time for spending with his family during this process. Reports have also shown that other employees of British Gas also felt betrayed and used and fail to trust their employer no longer despite having several years of work experience with the company (Correa, 2022). These kinds of behaviour towards the employees by British Gas have been reported to be detrimental thereby to their morale that has resulted in making the employees disengaged towards their organisation.

The former challenges faced by the organization due to their implementation of the tactics of “fire and rehire” shows that organisational change is denoted as a challenging procedure. It is, however, overcome by the implementation of some effective practices. It is important for each staff of an organisation in the involvement of suitable communication, irrespective of their designation whenever there has been a major shift witnessed in a business. It makes an employee understand the reasons regarding the transformation and feel more free and confident based on the decision-making of an organisation. This tactic represents the engagement of employees that generates confidence and trust in the organisation. Engaged employees, additionally, will be helpful as well as respect their co-workers, and get prepared for exceeding the expectations of an organisation.

The AON-Hewitt Model

The model concentrates on the outcomes of business as a sole result and driver to ensure good employee engagement. It aims in understanding that employees that are engaged directly make an impact on the profit and satisfaction of customers. The model unites six essential elements that represent the dimension of employee engagement (Saxena and Saxena, 2023). The basics include benefits of safety and security of job. The practices of company include diversity, inclusion, communication and infrastructure.

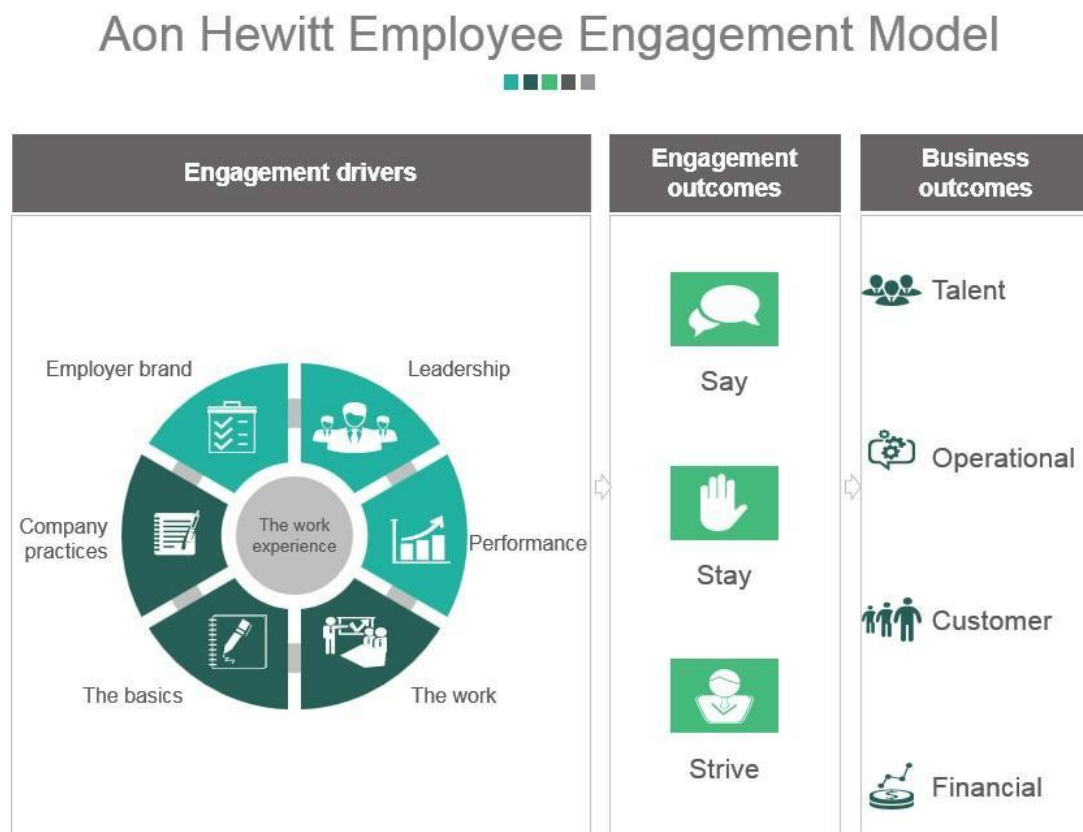


Figure: The AON-Hewitt Model

(Source: Saxena and Saxena, 2023)

The rest of the components include the work, leadership, performance and brand that incorporate the characteristics of employee engagement. The components culminate in the characteristics of “Say, Stay and Strive” that makes the workers saying positive things regarding their companies, staying in the organisation as they feel the loyalty regarding their workplace and striving in performing well.

5. The impact of human resource department in the process of fire and rehire

Human resources have played a significant role in the procedure based on the termination of employees. Most organizations, however, prefer the avoidance to terminate the employees, sudden circumstances make it unavoidable. The recent pandemic that has disrupted the entire world within a span of two years, additionally caused issues of mental health, losing of jobs and financial recession (Bernstein, 2022). The damages have caused several organisations adopting the resurgence of the tactics of “firing and rehiring” in the organisations of the UK. HR departments, thus in an organisation, need to embrace the new policies, regulations and purposes. HR has struggled historically with purpose, identity and influence of essential decisions of business with an approach that is people-centric in nature (Ngoc Su *et al.* 2021). The department has been recently known as “People Profession”. The module now has been represented as a multidisciplinary community that includes learning and development, recruitment, organisational change, talent management, compensation, rewards and management systems of human resources.

5.1. Traditional models based on HRM in managing relations of contemporary employment

The enabling of a more holistic role based on the activities of HR during the dealing with the issues of both employees and employers. The devolvment of some activities of HR may perhaps help the professionals of HR in focusing on the strategic issues faced by the organisations. This is, however, has been argued that some managers may be not trained or skilled effectively or has less time for implementing effectively these activities of HR. The new option of strategy points out that the leaders of HR need the encouragement and facilitation of more fluid and agile organisation.

Research comes up with HRM models that help in understanding the organisational role of human resources. The best-known models of traditional HR have been Ulrich model, the “Value Chain Model”, the “Standard Casual Model”, the 8-box model, the “Guest Model of HRM”, 5P’s Model, the AMO model and the Warwick Model. It has been believed that not only a particular model fits all. The professionals of HR, therefore, are advised for learning and applying some of the previous theories regarding the purpose to find the suitable one for the company.

Warwick Model of HRM

The model of Warwick emphasises the significance of HRM to achieve organisational goals and suggest the function of HR to be integrated into an overall strategy of business. This model has been divided into inner context, outer context, HRM context, business strategy context and HRM content. The inner context denotes the internal organisational environment that includes structure, culture and leadership that are the determinant factor of HRM (Al-Fraihat, 2019). The outer context denotes the broader environment that is external in nature and includes labour, economy, market, regulations of government etc that influences HRM.

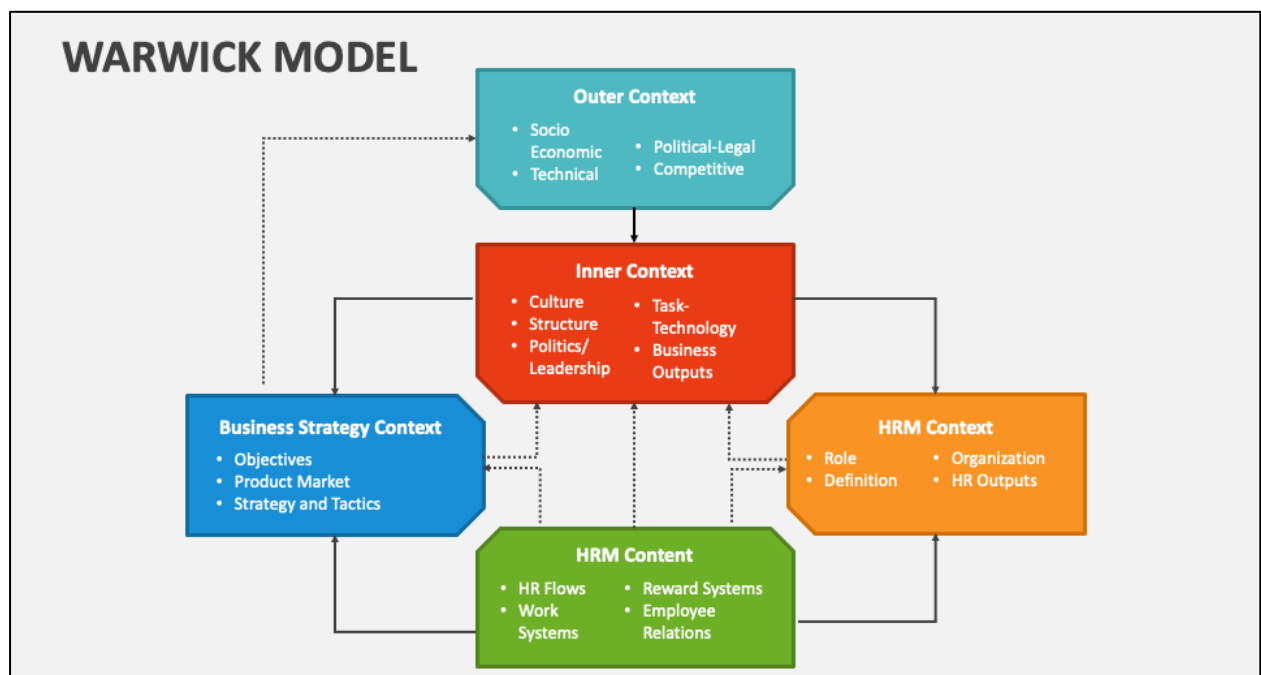


Figure 5.1: The Warwick Model

(Source: Al-Fraihat, 2019)

Context of business strategy has an influence on HRM that includes components such as positioning of market, competitive advantage and service offerings. The context of HRM engages factors like selection and recruitment, development and training and management of performance. The underlying values and principles are the part of HRM content that determines the values and mission of an organisation. The factors of this model provide a comprehensive and useful framework to understand HRM within the context of different organisations.

6. Recommendations and conclusion

The recommendations regarding this subject have been advised below:

- Government should take crucial steps to force employers for negotiating transformation in contracts with workers and their unions.
- The governing bodies should work towards the changing of the constitution and law for making the tactics of fire and rehire harder for deploying.
- Employers need the undertaking of collective consultations with the union as well as the employers rather than taking unilateral decisions of firing and rehiring (Rivaldo, 2021).
- Employers should allow time for the sake of employees as well as their union for formulating a strong, incorporative response.
- Employers need to work with employees and not against them.
- Leaders as well as employers need to pay concentration to the transformational needs of the employers with the proper understanding of their priorities, working out strategies for attracting talents back into the organisation, developing data-driven plan of action and integrating and addressing the innovative needs of women, minority community and LGBTQ employees.

Scholars have gone through several researches for finding solutions regarding the tactics of “fire and rehire” that has been already gaining momentum because the preferred activities taken by the few of the employers, wanting to cut costs for keeping their business profitable or in a survival phase, since the advent of global pandemic of Covid-19. Most of the organizations utilise SOSR as the sole reason of firing and rehiring. Employers must have felt the consequences that are legal and change the contractual agreement of the employees, their union and general public as these tactics represent a negative impact on the engagement of employees as well as at the workplace. It is perceived subsequently that the utilisation of the models of traditional HRM can be effective to manage contemporary employment, sight some recommendations to manage the relationship of employer and employee.

An urgent problem that reverberates throughout the UK labor scene is highlighted by the analysis of "fire and rehire" strategies in the context of British Gas. The British Gas case serves as an illustration of how business strategies, worker rights, and broader public debate surrounding employment practices interact in complex ways.

The studies and analyses of British Gas's use of "fire and rehire" strategies highlight how crucial it is to strike a careful balance between organizational agility and worker wellbeing. The company's use of such strategies has created a heated public debate as well as concerns about the moral implications of managerial choices. It is obvious that companies must maintain their ethical commitments to their personnel while working to optimize their operations.

There is a clear need for a more considered approach to labour management, as the discussions and recommendations outlined in this evaluation show. Reforms to the law are essential in preventing the use of "fire and rehire" strategies in the future. To negotiate complex work situations while maintaining trust and coherence, open lines of communication, transparent decision-making, and mediation processes are essential.

We are compelled to consider the broader cultural narrative in light of the British Gas case. It emphasizes how important it is to protect worker dignity and adhere to the rules of fair employment. Businesses like British Gas must understand the long-term effects of their activities on both their employees and their business brand if they want to secure a positive and prosperous future. The discussion that this case sparked

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