

MANAGING PEOPLE
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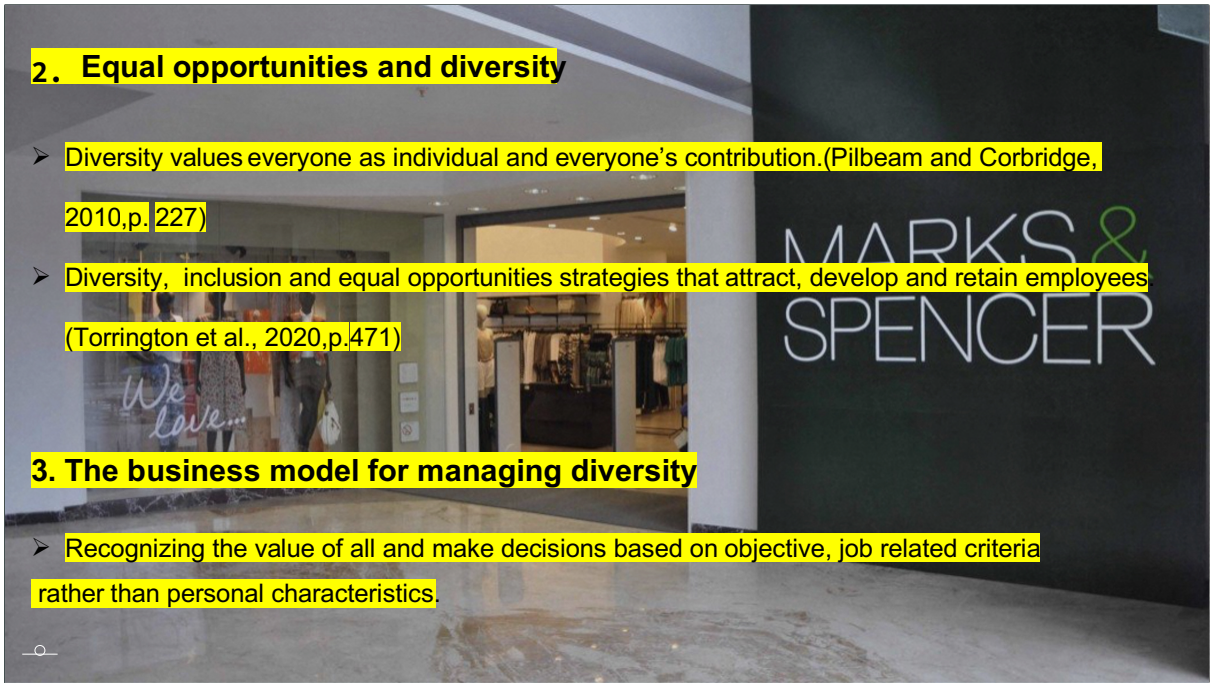
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1. Marks and Spencer is a leading British multinational retailer with strong brand value. It provides high quality products and services and works with approved third-party brands. In line with numerous community engaging projects and charities M&S initiates, it also is an award winning 100% renewable green energy supplier since 2009. About us (Marks and Spencer, 2022) Successful leadership and dedicated employee base of around 65 000 people grew its network to 1,487 stores and 98 websites worldwide, serving 30 million customers a year. Home (Marks and Spencer, 2022)

M&S takes pride in their wearable, contemporary clothing range and high-quality food and homeware. Financial services include credit cards, savings and insurance. About us (Marks and Spencer, 2022)

The company's journey started in 1884, Leads as Penny Bazaar and worked with the government in WW2 providing help with rationing strategy. One of the richest retail history collections in the country, the Archive shows the company's development from Penny Bazaar to international retailer. History (Marks and Spencer, 2022)



2. Diversity values everyone and it's not about seeking protection for individuals with 'protected characteristics' in the discrimination legislation but its rather about inclusion and creating environment where diverse talent flourishes, essential for good HR management. (Pilbeam and Corbridge, 2010, p.227)

Demographic change and globalisation diversify the workforce and now it's more important than ever for companies to develop equal opportunities and diversity policies through inclusion strategies that attract, develop and retain employees. (Torrington et al., 2020, p. 471)

3. Managing diversity means recognising the value of all people and promoting it leads to a number of positive outcomes such as cost- effective employment relations, enhances customer relations, creativity, flexibility and innovations in organisations.

- Positive outcomes of fostering diversity at the workplace. (Pilbeam and Corbridge, 2010, p. 229)



- 3 business inputs that lead to sustainable business case for managing diversity Pilbeam and Corbridge, 2020, p. 230)

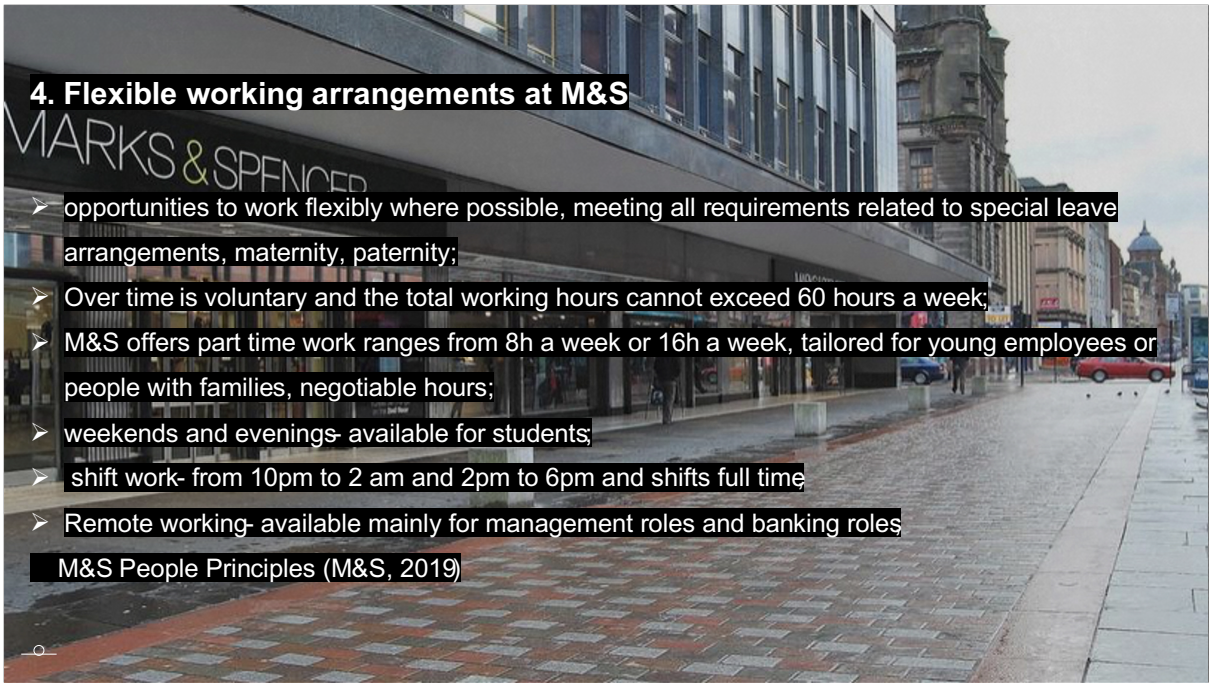
- Customer focus
- Improvements of Business processes
- Learning and innovation

3 main business inputs for managing diversity include:

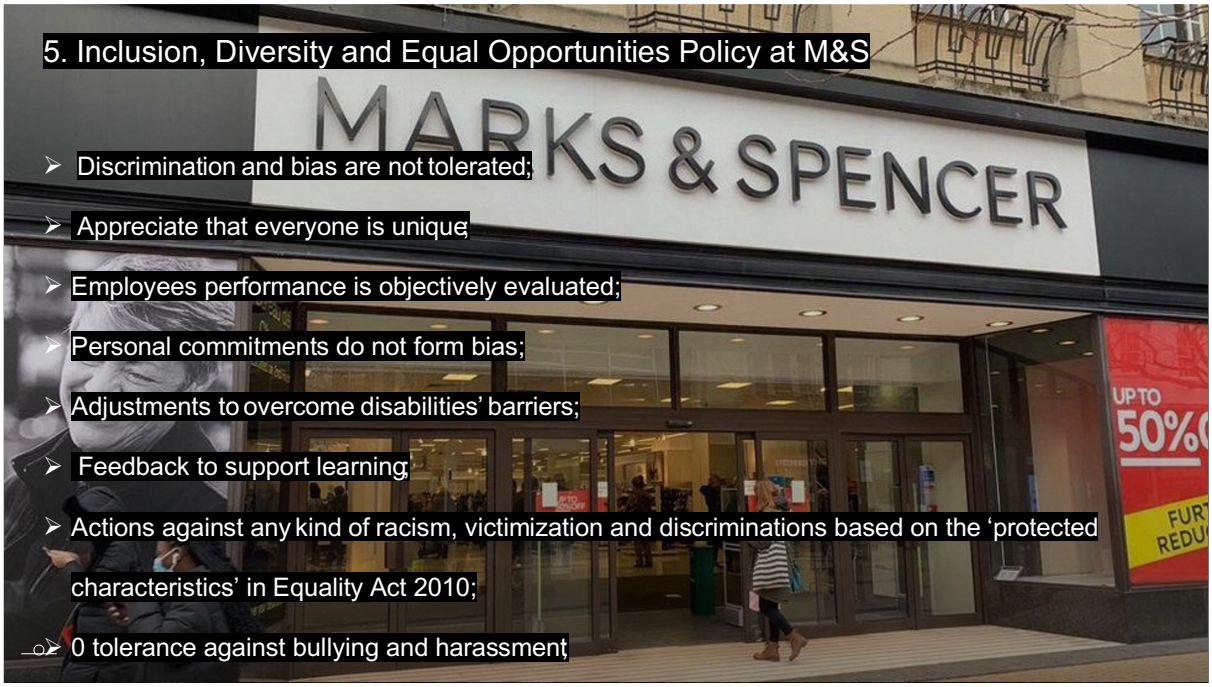
Customer focus- leading to positive perceptions from customers with employing age neutral and disability policies. For example, M&S entered partnership with Disabled Go and employed disabled people, resulting in disability training for employees, improved store access, variety of products which ultimately extended M&S' customer base;

Business process improvements- such as removing age related policies, policies for flexible working and retirement, development opportunities;

Innovation and learning- for example, junior women mentoring senior men or different ethnic background executives teamed together prove helpful for communication and decision-making improvement; (Pilbeam and Corbridge, 2010, p. 229- 230)

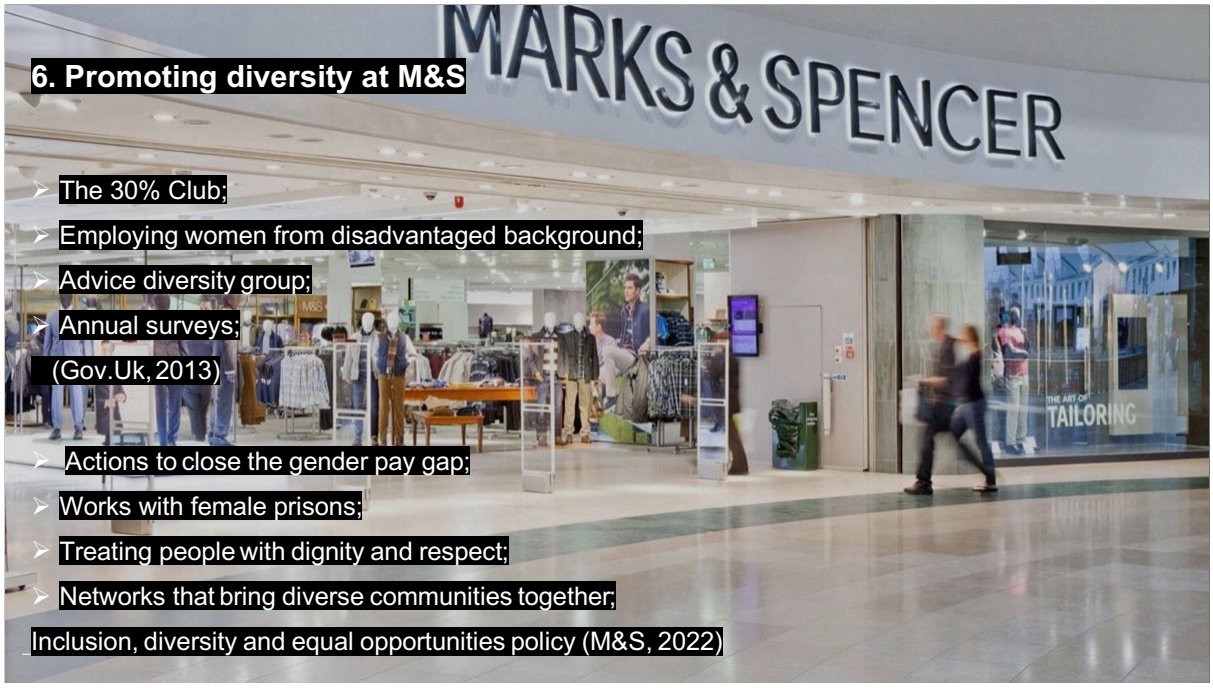


4. Flexible working arrangements encourage diversity and inclusion at M&S. The flexible working policy supports the hours, time and places work is to be done with requests to change them carefully considered. Inclusion, Diversity and Equal Opportunities Policy (M&S, 2022) In order to promote diversity a senior leader's team was formed in 2021 to implement a revised Inclusion and Diversity Strategy across the company.



5. M&S promotes environment free from discrimination, where everyone is treated equally regardless of age, gender, marital status, nationality and ethnicity, disability

or sextual orientation. Supporting healthy working conditions are central for the company as risk assessment, first aid and training regularly reviewed. Disciplinary procedures ensure all the employees are aware of the standards and rewards encourage and recognise individual performance. It promotes inclusivity by supporting disadvantaged people into work. People Principles (M&S, 2019)



6. M&S is committed to the 30% Club, which targets at least 30% women on the company's board, and it was reached in 2012 with 31%. The company employs women from disadvantaged background through Marks and Start and its Employability program. Diversity group is set up for advice purposes which works on different projects including diversity matters DVD, shown to all employees. The company runs annual surveys and results are split by gender to understands responses fully and creates regular opportunities to give feedback. It also works with female ex-offenders promoting employability programs for them.

At M&S people are treated equally and respectfully, unconscious bias removed to sustain inclusive culture. The company encourages equality and inclusivity by working towards closing the gender pay gap. Reasonable adjustments are made to overcome disability barriers. Colleague networks bring diverse communities together such as the buddy network which supports people managing disability of others, culture and heritage network, gender equality network and veterans'

network, all part of M&S inclusion culture. Inclusion, diversity and equal opportunity (M&S, 2022)



7. M&S removed barriers to work for all its employees by introducing flexible working. It supports parents, students and carers by providing opportunities to work flexibly, meeting requirements in relation to maternity, paternity and special leave arrangements. As a result of revised employment policies and flexible working possibilities more people with disabilities and those from underrepresented and disadvantaged background enter employment with M&S. It supports employability in local communities and internationally. (M&S, 2022)

The company removed the retirement age in 2001, giving people a choice to continue working, 10 years before the government legislation, and in 2006 introduced flexible retirement increasing the number of over 65 in employment. (Gov.Uk, 2013)

M&S was one of the first to foster right to request flexible working to all employees, allowing 80% of over 50 to work part time and 73% of female employees. (Gov.Uk, 2013)

By offering flexible working opportunities, the company helped many people especially women stay in key positions and progress in their career. Moreover, it helps

employees achieve work-life balance, giving options to people and foster diversity. (Gov.Uk, 2013)

8. Conclusion

The concept of “employee experience “which refers to how people feel at work has been growing in interest and leading employers to adopt a more integrated approach to people management and focus on the factors that influence that experience. Some of those factors are fair treatment, being listened to and recognised, protection from harassment and bullying and working conditions. They prove vital for the effectiveness of organisations and the culture at the workplace. (Armstrong and Taylor, 2020, p. 541)

M&S company policies are directed towards making all colleagues feel comfortable in themselves, free to speak out in inclusive culture where differences are respected and understood. M&S is an employer committed to diversity and inclusion, giving all its employees equal opportunities. Furthermore, this is emphasised by the companies flexible working arrangements which prove successful for both encouraging diversity and increasing M&S’ customer base.

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