

Edinburgh Living Wage City – Action Plan

October 2021

Contents

| | |
|---|----|
| Executive Summary | 2 |
| 1. Introduction | 3 |
| 2. Setting the context | 6 |
| 3. Targets | 10 |
| 4. Edinburgh Living Wage City Action Plan | 12 |

Executive Summary

In September 2020 the Edinburgh Poverty Commission called on employers and institutions across the city to come together and radically increase the number of Real Living Wage accredited businesses in the city. This action was needed, it said, in order to reduce the number of people in the city for whom work is not enough to keep their families out of poverty.

Building on existing commitments by the City of Edinburgh Council and other partners, this plan is a key step towards delivering on that challenge. It has been developed by the **Edinburgh Living Wage Action Group**, a collaboration of employers, public sector bodies, trade unions, social enterprises, and business organisations, all committed to the promotion of fair work.

The group aims to:

- Encourage more Edinburgh employers to become Real Living Wage accredited businesses,
- Reduce the number of Edinburgh workers earning below the living wage, and increase the number who experience fair work, and
- Make a critical contribution to the city's goal to End Poverty by 2030.

The context

Low pay in Edinburgh is real and widespread. Some 37,000 workers in Edinburgh earn less than the Real Living Wage of £9.50 per hour and 27% of Edinburgh workers are in jobs that do not provide 'satisfactory' pay, contracts, or hours. Such low paid and insecure work is a key driver of poverty in the city. Even pre-pandemic, data showed that 65% of all people in poverty in Edinburgh were in working households.

Edinburgh remains a city where work is not always the secure pathway it needs to be. This plan recognises that meaningful actions are needed to ensure that jobs in Edinburgh pay enough for families to live on.

At the same, the city is at an early and uncertain stage in its economic recovery from pandemic. Edinburgh businesses in 2021 carry an estimated

£0.5bn of additional debt as a result of Covid, 36% are worried about how they will make debt repayments, and 53% are worried about trading conditions in the city.

This context makes it a challenging time for many businesses to commit to taking on additional costs in the form of higher wages. As such, this plan will make sure that any action to encourage or promote Living Wage Accreditation among employers in Edinburgh is carried out with full understanding of the pressures businesses face, and rooted in real engagement with employers from key target sectors.

The plan

With this context in mind, this plan sets out the tasks the Edinburgh Living Wage Action Group will take over the next five years. It includes actions designed to:

- **Learn**, research and further understand the Living Wage landscape in Edinburgh, and the support needed to encourage growth in take up.
- **Promote and encourage** real Living Wage accreditation in the city, towards delivering a radical increase in the number of Living Wage employers in Edinburgh, and
- **Celebrate** those employers who commit to the Living Wage, and the city's successes building a the real Living Wage movement.

The targets

Through the actions in this plan, over the next five years the group aim to:

- Support an additional 500 Edinburgh businesses to become living wage accredited employers
- Provide Living Wage provision for up to 40,000 employees, with a specific target to ensure that at least 10,000 employees benefit from an immediate pay uplift as a result of accreditation, and

- Ensure that growth in Real Living Wage take up is focused on those sectors where low pay and insecure work in the city is most prevalent.

1. Introduction

This report provides an action plan to support Edinburgh’s commitment to become a Living Wage City.

The plan has been developed by the **Edinburgh Living Wage City Action Group** and has the full support of key city anchor institutions including the **City of Edinburgh Council** and the **Edinburgh Partnership**.

The commitment to becoming a Living Wage City arises from the calls to action made by the **Edinburgh Poverty Commission**, and its conclusion that:

“Edinburgh has a thriving local economy with high rates of employment and high average pay, but even here work is not always the secure pathway out of poverty that it needs to be.

We call on Edinburgh’s employers, Trades Unions, social enterprises, and public sector bodies to come together in a new alliance to make Edinburgh a Living Wage City in 2021”

In response to this call to action, the City of Edinburgh Council Business Plan, published in February 2021, built on existing pledges to promote fair work in the city by committing the Council *“to achieve accreditation for Edinburgh as a living wage city and promote the use of living wage and fair work practices throughout the city economy”*.

In taking forward this commitment, the plan forms part of a number of actions connecting the city’s End Poverty Edinburgh Delivery Plan, Edinburgh Economy Strategy, and Local Outcome Improvement Plan with ongoing work



on youth employability and the Edinburgh Guarantee all of which share core objectives to promote fair work as part of a route to **End Poverty in Edinburgh by 2030**.

The Real Living Wage and Living Wage Places

The Real Living Wage is an independently calculated rate based on the cost of living and is paid voluntarily by employers. For 2021 The rate is currently £9.50 and is calculated each year in November by The Resolution Foundation on an analysis of the wage that employees need to earn in order to afford the basket of ‘goods’ required for a decent standard of living. This basket of goods includes housing, childcare, transport and heating costs.

This rate is significantly higher than the statutory minimum and living wage rates set by the UK Government. Adults working for employers who pay a minimum of the Real Living Wage receive at least 6.6% more per hour than the equivalent worker receiving the statutory minimum.

| | The UK Minimum Wage <i>Government set minimum wage for under 23 year olds</i> | The National Living Wage <i>Government set minimum wage for over 23 year olds</i> | The Real Living Wage <i>The only wage rate based on what people need to get by.</i> |
|-------------------------------|---|---|---|
| What is it? (per hour) | Ranges from £8.36 for 21-22 year olds to £4.30 for Apprentices | £8.91 for over 23 year olds | £9.50 for anyone over 18 years old |
| Is it the Law? | Yes, this is a statutory minimum. | Yes, this is a statutory minimum. | No, this is a voluntary standard. |
| How is it set? | A negotiated settlement between Government, Trade Unions and employers. | A % of median earnings, aiming to reach 66% of median earnings by 2024. | An annual calculation based on the cost of living in the UK. |

Living Wage Scotland was launched in April 2014 with the aim of increasing the number of employers in Scotland who are recognised for paying their staff the Real Living Wage. Established by The Poverty Alliance, Living Wage Scotland works in partnership with the Living Wage Foundation and is funded by the Scottish Government. Businesses which commit to paying the Real Living Wage to all their staff, and who have a plan to pay living wage to all contractors can become an **accredited Living Wage Employer** as part of the scheme administered by Living Wage Scotland.

In the past five years, the campaign has seen local authorities, health boards and private sector companies across all sectors and industries commit to paying their staff a decent wage. During 2021 Living Wage Scotland celebrated reaching the milestone of 2,000 living wage accredited employers in Scotland, meaning over 45,600 workers every year receive a pay rise that genuinely reflects increases in the cost of living.

Making Living Wage Places

As part of its campaign work, the Living Wage Foundation established a new scheme to formally recognise place-based approaches to promoting Living Wage accreditation: **Making Living Wage Places**.

The Making Living Wage Places programme seeks to recognise the places that are leading the way on the real Living Wage. It is designed as an opportunity to encourage collaboration between key local institutions and harness place identity as a motivator for more employers to join the Living Wage movement.

The scheme builds on findings of research conducted by the Smith Institute which analysed the ripple effects, on wages, productivity, and local spending, that occur when clusters of employers in a city region commit to paying the real living wage.

In recent years, towns and cities such as Dundee, Glenrothes, Cardiff, Salford and others have established themselves as Living Wage Places, with the aim of making local actions to encourage such ripple effects. Evidence to date

points to the effectiveness of these approaches in significantly increasing the number of local employers committed to paying at least a Real Living Wage to all their workers.

Edinburgh Living Wage City Action Group

The Edinburgh Living Wage City Action Group is a collaboration of Edinburgh based employers working together to:

- Achieve and maintain accreditation for Edinburgh as a 'Living Wage City' as a part of the Making Living Wage Places scheme.
- Agree and help implement a local action plan designed to:
 - **Research** and understand the living wage landscape in Edinburgh, and the support/actions needed to encourage growth in take up
 - **Celebrate** employers working together locally to promote the real Living Wage and accreditation take up
 - Design and deliver events and actions to **encourage** and support more Edinburgh businesses to become living wage employers, particularly in key target sectors
 - **Promote** and encourage adoption of 'Fair Work' business practices in all sectors and types of business in Edinburgh

In doing so, the group aims to:

- reduce the number of Edinburgh workers earning below the living wage
- increase the number who benefit from 'Fair work', and
- make a critical contribution to the city's goal to End Poverty by 2030

Terms of reference note that:

- the group is comprised of 10-12 members appointed by invitation of the chair(s)

- all members are Edinburgh based and either current Living Wage Accredited employers, or actively seeking Living Wage accreditation at the point of joining the group
- membership should be representative of key employment sectors in the city, and key sectors for targeting increases in living wage accreditation
- the group will meet at least quarterly in formal session, with further meetings arranged as required to meet agreed actions
- Secretariat support will be provided by City of Edinburgh Council, Policy and Insight team.

At launch, the group will be led by a City of Edinburgh Council chair – this position will be held by the Convener of the Council’s Housing, Homelessness, and Fair Work Committee. As a priority in year one, in consultation with the group, a representative from business will be appointed to co-chair.

Membership

At the time of drafting this plan, the group comprises ten members covering key sectors including:

- Local Authority
- Anchor institutions such as Universities and Chambers of Commerce
- Financial Services
- Tourism and visitor economy
- Hospitality and culture
- Independent retail
- Trades Unions
- Community and third sector

In future development, the group has committed to continued review of membership with new members invited to join to address any identified gaps or priority programmes. In particular, the group has identified an intention

to seek members or support from key target areas including the Hospitality, Construction, and Care sectors.

| Name | Position | Organisation | LW status |
|--------------------------------------|--|-------------------------------|------------|
| Cllr Kate Campbell (co-chair) | Convener, Housing Homelessness and Fair Work Committee | City of Edinburgh Council | Accredited |
| Helene van der Ploeg | Business Manager | Space & Broomhouse Hub | Accredited |
| Joanne Davidson | Director of Policy | Edinburgh Chamber of Commerce | Accredited |
| Abrdn representative | TBC | abrdn | Accredited |
| Dougie Cameron | Chief Operating Officer | Centre of the Moving Image | Accredited |
| Michael Apter | Managing Director | Paper Tiger | Accredited |
| Louise Kidd | HR Partner Reward | University of Edinburgh | Accredited |
| Sandy MacDonald | Director, Public Policy and Communications | Scottish Financial Enterprise | Accredited |
| Kat Brogan | Managing Director | Mercat Tours | Accredited |
| Lindsay Fyffe-Jardine | Chief Executive | Edinburgh Dog and Cat Home | Accredited |

Geographical Focus

The work of the group is to focus on influencing employers within Edinburgh City, as defined by local authority boundaries.

In doing so, the group recognises that the city operates within a wider regional economic geography and that partners across the city region are committed to actions designed to promote fair work and living wage accreditation. As such, a priority of the group will be to engage and build

links with regional partners to build knowledge, share best practice and maximise available opportunities to build the living wage movement across the region.

2. Setting the context

City of Edinburgh Profile



The recovery from pandemic represents the biggest challenge Edinburgh's economy has faced for a generation. The city remains the most successful economy in Scotland, but over the next decade the extent to which the city can thrive will depend upon the building of a fair and sustainable recovery from the economic storm brought over the past two years.

Evidence tells us that over the next few years:

- **Real recovery will be slow...** While recent upturns in activity are welcome, projections show that it may be 2026 before Scotland's economy recovers all the output lost during the pandemic.

- **...with a continuing risk of insolvency for many Edinburgh businesses...** The experience of pandemic for many businesses has involved an increase in debt burdens. Analysis by the Federation of Small Businesses show that Edinburgh firms now carry £0.5bn of additional debt as a result of Covid. 36% of firms are worried about how they are going to make debt repayments.
- **...particularly in key sectors such as Retail, Hospitality and Tourism...** Visitors to Edinburgh fell significantly during 2020 severely impacting on sectors such as retail, hospitality and tourism - hotel occupancy rates in the city were down by over 80% at times during 2020. While relaxation of covid measures has benefitted these sectors recently, latest data suggests that spend in the city centre is still at least 20% below its pre-pandemic level.
- **Unemployment has risen, but will be slow to fall...** By Spring 2021 over 18,000 people in Edinburgh were claiming unemployment related benefits, more than three times the level recorded pre-pandemic. The lesson from previous recessions is that unemployment rates are slower to return to normal than other economic indicators, and it may be several years before the labour market returns to the conditions that held pre-pandemic.
- **Inequality is on the increase...** Edinburgh has long been marked by deep inequalities, with the gap between rich and poor larger in this city than anywhere else in Scotland. The impact of pandemic has been to widen these gaps.
- **...with people on low pay jobs most likely to have lost income...** While a substantial proportion of Edinburgh's economy has been able to transition and continue operating through working at home during lockdowns, those in the lowest wage sectors have been most impacted by lost hours, redundancy, or by having to continue to work in difficult conditions
- **...meaning women, young people, people with disabilities, those with caring responsibilities, are all likely to be hardest hit.** These are the groups most likely to work in sectors most affected by pandemic effects. Data shows, for instance, that job numbers

among people under 24 are falling twice as fast as the workforce as a whole in Edinburgh.

“The wages of average jobs do not keep up with the cost of living...This means working becomes only a means to survival and not prospering.”

Edinburgh Poverty Commission contributor

These challenges act to exacerbate the pre-pandemic challenges Edinburgh’s economy faced with regard to fair work and poverty. Evidence gathered by the Edinburgh Poverty Commission showed, for instance, that:

- Pre Covid the majority (65%) of people in poverty in Edinburgh were in working households
- Around one in ten (9%) of all jobs were casual, temporary or non-contract.
- In a survey of citizens ‘work does not pay enough’ was the single factor most commonly raised as a cause of poverty in Edinburgh – cited by 83% of all respondents.
- 27% of Edinburgh jobs do not provide workers with ‘satisfactory’ pay, contracts, or hours, and
- Approximately 37,000 Edinburgh workers are paid less than £9.50 ph, the current threshold set by the Living Wage Foundation.

Who is affected by low pay in Edinburgh?

Relatively little firm data is available on the 37,000 people in Edinburgh who work below living wage levels, but much information can be derived from analysis on Scottish datasets and research.

New research published by the Living Wage Foundation, for instance, shows that 11% of workers across Scotland as a whole are affected by low paid, insecure work. Overall, the research shows that:

- 13% of BAME workers are affected by low paid insecure work, as are
- 17% of workers under 25 and 15% of disable workers

- ‘Worst’ performing nationwide sectors with high employment base in Edinburgh include:
 - Wholesale and Retail – 14% of workers
 - Health and social work – 10% of workers
 - Construction – 19% of workers
 - Hospitality and catering – 22% of workers
 - Arts and culture – 22% of workers
 - Admin and support services – 19% of workers

A July 2021 report by Skills Development Scotland highlights that low pay sectors are likely to be major sources of jobs growth in the Edinburgh and South East Scotland City Region in the near future.

Over 60,500 new job openings are expected to be created by employers in Retail, Health, Construction, Hospitality, Arts, and Admin services in the region during 2021-24.

These account for 65% of the total forecast jobs requirement of the whole regional economy.

Further analysis shows that workers who are low paid are also likely to be affected by other aspects of insecure work with:

- 12% receiving less than 24 hours notice for changes to working hours
- 90% get shifts cancelled without full pay, and 42% have experienced unexpected cancellation of shifts
- 35% said short notice periods for shifts had a negative impact on their household finances
- 23-25% said they had had to pay higher transport or childcare costs due to short notice periods for shifts or work schedules.

Overall the connection between these findings and increased poverty is clear. 66% of working adults living in poverty are low paid. In addition to the characteristics cited above, such adults are more likely than average to be women and more likely not to have educational or professional qualifications.

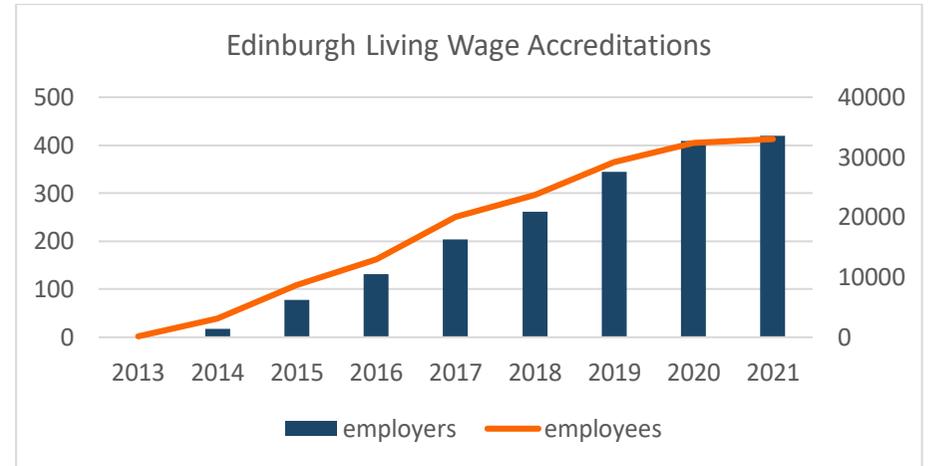
Living Wage Accreditations in Edinburgh

Latest data shows that over 420 businesses in Edinburgh are accredited Living Wage employers. Excluding very large employers (such as City of Edinburgh Council and University of Edinburgh) these businesses employ an estimated 33,000 jobs in the city, or an average of 79 jobs per accredited business.

In recent years the growth of living wage accreditation in the city has been notable, expanding by an average of 65 new accreditations per annum, or some 4,800 additional covered employees.

Overall, Living Wage accredited businesses account for some 2% of the total business base (20,715 enterprises), but over 10% of total employees in the city.

| | |
|--|-----------------------------|
| 420 Living Wage Accredited Businesses in Edinburgh | 2% of all employers |
| More than 33,000 people work for Living Wage Employers in Edinburgh | 10% of all employees |



Analysis by sector shows that living wage accreditation take up is highest among charitable sector, financial sector, public sector and other service sector businesses. These four sectors account for almost 60% of all accredited businesses.

By contrast, take up rates are lower in many of the sectors which have been identified as high employers in the city, as well as those which are identified as accounting for high numbers of low paid workers.

For instance:

- Only 23 Wholesale and Retail businesses in the city are accredited, representing only 1% of the 2,425 such employers in Edinburgh
- Only 22 Catering and hospitality businesses are accredited, representing only 1% of the 1,840 such employers in Edinburgh
- Only 19 Health and Care businesses are accredited, despite the sector being one of the largest employers in the city, and
- Only 19 Construction businesses are accredited, representing only 1% of the 1,615 such employers in Edinburgh
- Only 19 Health and care businesses are accredited, representing 1.8%



Further analysis of accredited businesses in the city identify other areas where improvements may be targeted. For instance:

- Although public sector and charitable sector accreditations are high, there remain significant numbers of notable national and local institutions based in the city which are not currently accredited
- Although accreditation rates in the financial sector are high, there remain significant globally recognised employers based in the city which are not currently accredited
- Not all of the city's major higher and further education institutions are currently accredited

In addition to these, Edinburgh's capital city status offers opportunities to expand the living wage movement into new and influential areas of civic society. Edinburgh is home to sporting, cultural, religious and other institutions with significant influence beyond the boundaries of the city.

As with other sectors, analysis of living wage take up highlights notable target organisations for the Action Group to engage with and promote the benefits and impacts of accreditation.

Conclusions

Taken together, these findings suggest that:

- Edinburgh's economy remains at a fragile point in its recovery from pandemic.
- The combination of additional debt and slow recovery in turnover make it a challenging time for any businesses to consider committing to taking on additional costs in the form of higher wages.
- Any action to encourage or promote Living Wage Accreditation among employers in Edinburgh needs to be carried out with full understanding of the pressures businesses face, and to be rooted in real engagement with employers from key target sectors.
- At the same time, the city's commitment to eradicating poverty can only be achieved by improving working conditions and moving the city's population of 37,000 low paid workers into real living wage employment
- This will require at least 470 new Living Wage Accredited employers in the city, and
- These new accreditations need to include significant increases in targeted key sectors including Retail, Hospitality, Construction, and Health and Care.

On current trends it would take over 7 years to reach that number of new accreditations, with no guarantee that the level of take up would sufficiently penetrate into the sectors needed for a real improvement in the experience of the lowest paid workers. This suggests that additional, focused activity is needed in the city to promote, engage, and celebrate the living wage movement.

As well as targeted key sectors, however, data also suggests that a strong strategic approach should focus on influencing accreditation and take up in the large number of major employers and nationally important public,

private and third sector institutions in the city which are not yet accredited living wage employers. While most of these employers are likely to be paying above living wage for most of their staff already, significant impacts can be made by such employers committing to accreditation, through:

- Improving and expanding living wage accreditation throughout their supply chains, and
- Providing a strong market signal to all employers and workers that Edinburgh is a city where all workers can expect to be paid at least a real living wage.

The analysis also highlights a number of areas where information available to date is limited and where more learning and research is required. More work is needed, for instance, to better understand:

- What barriers there are to accreditation among employers in the key sectors highlighted?
 - What incentives or support would be most effective in encouraging employers to pursue accreditation?
 - What are the most persuasive arguments for businesses considering a commitment to accreditation?
 - What examples can we show of the business benefits of accreditation in practice in Edinburgh?
 - What evidence can we gather on the impact of living wage accreditation and fair work for workers experiencing poverty in Edinburgh?
 - How can we better understand the Gig Economy in Edinburgh, and what actions can we take to support workers in these sectors?
3. How can we better understand underrepresented groups with barriers to accessing fair work and living wage jobs (e.g. care experienced, disabled, homelessness, young people, ex-offenders, refugees)?

3. Targets

The Edinburgh Poverty Commission set a challenge to End Poverty in the city by 2030. As a key part of this, the commission challenged the city to take

37,000 workers out of low pay, and into secure jobs which pay a minimum of a real living wage.

The analysis above, and this challenge, suggests a number of targets for the Edinburgh Living Wage Action Group to work towards. They suggest that over a five year period, the group should aim to:

- Support an additional 500 Edinburgh businesses over the next five years to become living wage accredited employers
- Assuming an average of 79 employees per accredited business, this provides Living Wage provision for up to 40,000 employees, with a specific target to ensure that at least 10,000 employees benefit from an immediate pay uplift as a result of accreditation.
- This implies an overall target of at least 900 living wage accredited businesses in Edinburgh by 2026, or 4% of the current business base.
- This would represent an additional 200 accreditations (or 40 per year) above the recent recorded annual rate of growth.
- This should include targets to ensure that
 - All Edinburgh Partnership Board members are accredited (including NHS Lothian)
 - All Edinburgh Higher and Further Education Institutions are accredited
 - All public sector institutions located in the city are accredited
 - A key target list of other major employers and institutions is agreed by the action group
- In addition to these, targets should aim to ensure at least a double of take up rates in specific key sectors. This includes ensuring an increase in accreditation rates from 1% to 4% in the following sectors such that:
 - An additional 75 accreditations in the Wholesale and Retail sector
 - An additional 50 accreditations in the Hospitality and Catering sector, and
 - An additional 50 accreditations in the Construction sector, and

- An additional 20 accreditations in the Health and Social Care sector.

All these targets, it is proposed are profiled over five years on a straight line basis, with the recognition that rates of progress will vary around this trend over time.

These targets should be reviewed by the Action Group on an annual basis in light of progress and new challenges.

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | Total |
|--|------|-------|-------|-------|-------|-------|---------------|
| All Sectors | | | | | | | |
| New accreditations per annum | | 100 | 100 | 100 | 100 | 100 | 500 |
| New employees covered by accreditations | | 7,900 | 7,900 | 7,900 | 7,900 | 7,900 | 39,500 |
| Number of employees benefitting from immediate Living Wage pay uplift | | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 10,000 |
| Total Accreditations | 419 | 519 | 619 | 719 | 819 | 919 | |
| Target sectors | | | | | | | |
| New Retail/Wholesale accreditations | | 15 | 15 | 15 | 15 | 15 | 75 |
| New Hospitality/Catering accreditations | | 10 | 10 | 10 | 10 | 10 | 50 |
| New Construction accreditations | | 10 | 10 | 10 | 10 | 10 | 50 |
| New Health and Social Care accreditations | | 4 | 4 | 4 | 4 | 4 | 20 |

4. Edinburgh Living Wage City Action Plan

This section sets out key actions for partners to commit to towards meeting the targets outlined above.

Progress against these actions will be reviewed on a quarterly basis by the Action Group, with revisions and additions agreed at least annually.

| Edinburgh Living Wage City Action Plan 2021-26 | | | | | |
|---|---|--------------------------------|-------------|-------------|---------------|
| 1 | Demonstrate Leadership | Lead Partner/Group | Yr 1 | Yr 2 | Yr 3-5 |
| 1.1 | Identify a business co-chair to provide credible leadership and influence across the business community | Edinburgh LW City Action Group | ✓ | | |
| 1.2 | Maintain members' commitment to living wage accreditation and the living wage movement | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 1.3 | Further encourage accreditation through supply chains of member organisations | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 1.4 | Promote the real Living Wage on member Websites | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 1.5 | Recruit major accredited companies to Edinburgh LW City Action Group where capacity is required | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 1.6 | Review resourcing requirements and seek opportunities for funding to promote living wage city action plan delivery | Edinburgh LW City Action Group | ✓ | | |
| 1.7 | Present Living Wage Action Plan to the Edinburgh Partnership Board to seek the commitment of all members to the plan and encourage all members (including NHS Lothian) to become Living Wage Employers. | Edinburgh LW City Action Group | ✓ | | |
| 1.8 | Agree a refreshed Edinburgh Economy Strategy that puts fair work at the core of the city's economic recovery from pandemic | City of Edinburgh Council | ✓ | | |
| 1.9 | Agree a new City of Edinburgh Council Fair Work Action Plan to set out and drive council actions to promote fair work among employees and businesses in Edinburgh | City of Edinburgh Council | ✓ | | |
| 1.10 | Identify and agree individual group members to lead on specific appropriate actions in this plan | Edinburgh LW City Action Group | ✓ | | |
| 2 Learn | | | | | |
| 2 | Learn | Lead Partner/Group | Yr 1 | Yr 2 | Yr 3-5 |
| 2.1 | Arrange meetings with senior members of key target sectors to capture insight into sector and opportunities for influence and engagement <ul style="list-style-type: none"> Retail, Hospitality and catering, Construction, Care | Edinburgh LW City Action Group | ✓ | ✓ | |
| 2.2 | Produce a mapping exercise to identify the number of employers within each key target sector (Retail, Hospitality and catering, Construction, Care) and compile a list for | Edinburgh LW City Action Group | ✓ | ✓ | |

| | | | | | |
|----------|---|--------------------------------|-------------|-------------|---------------|
| | sector specific action group leads to engage key employers in the accreditation process. | | | | |
| 2.3 | Hold target sector focused events with businesses to understand barriers to take up and what incentives or support would be most effective in encouraging employers to pursue accreditation | Edinburgh LW City Action Group | ✓ | ✓ | |
| 2.4 | Hold a series of discussion sessions with End Poverty Edinburgh to explore and articulate the importance of fair work on people living in poverty | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 2.5 | Hold workshops with sample employees from member organisations to explore the experience of workers in living wage organisations | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 2.6 | Establish a short-term Gig Economy Forum to understand the real experiences of, and to explore actions that could improve working conditions, rights and quality of employment for workers in the gig economy | City of Edinburgh Council | ✓ | | |
| 2.7 | Engage with underrepresented groups to understand the barriers to accessing fair work and develop an outreach approach of mitigation (e.g. care experienced, disabled, homelessness, young people, ex-offenders, refugees). | City of Edinburgh Council | ✓ | ✓ | |
| 2.8 | Hold workshops with existing living wage employers in Edinburgh to understand and gather case studies on the business benefits of fair work and living wage accreditation | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 2.9 | Explore the potential for use or development of existing schemes (including Fair Fringe Charter, Construction Charter, Living Hours campaign and others) to promote living wage take up and wider fair work goals | Edinburgh LW City Action Group | ✓ | ✓ | |
| 2.10 | Engage with national funding bodies to explore ways of embedding living wage and fair work goals within funding agreements for key target sectors | Edinburgh LW City Action Group | ✓ | ✓ | |
| 2.11 | Engage and work with action groups from other UK Living Wage Places to learn from experiences and identify best practice for implementation in Edinburgh | Edinburgh LW City Action Group | ✓ | ✓ | |
| | | | | | |
| 3 | Promote | Lead Partner/Group | Yr 1 | Yr 2 | Yr 3-5 |
| 3.1 | Launch Edinburgh's accreditation as Living Wage City in LW Week November 2021 | Edinburgh LW City Action Group | ✓ | | |
| 3.2 | Develop and deliver a Communications Strategy to maximise awareness and understanding of the Real Living Wage and this action plan | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 3.3 | Develop and launch a project website and social media presence | Edinburgh LW City Action Group | ✓ | | |
| 3.4 | Promote Living Wage at annual business events, business breakfasts (or others) | Edinburgh Chamber of Commerce | ✓ | ✓ | ✓ |
| 3.5 | Promote the value of LW accreditation to employers and use research data to support such benefits e.g. increased productivity, lower staff turnover etc. | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 3.6 | Assist local applications for UK Living Wage Awards | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |

| | | | | | |
|----------|---|--|-------------|-------------|---------------|
| 3.7 | Hold sector focused events to raise profile and interest with contributions from advocates/role models from their sector | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 3.8 | Arrange introductory meetings with priority target organisations identified by the Action Group | Edinburgh LW City Action Group | ✓ | ✓ | |
| 3.9 | Arrange an ongoing programme of media content highlighting current LW employers in partnership with City of Edinburgh Council Communications Team | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 3.10 | Publicise key milestones and opportunities through the chair(s) with communications support from City of Edinburgh Council Communications Team | Edinburgh LW City Action Group & City of Edinburgh Council | ✓ | ✓ | ✓ |
| | | | | | |
| 4 | Celebrate | Lead Partner/Group | Yr 1 | Yr 2 | Yr 3-5 |
| 4.1 | Invite all accredited companies to annual LW week celebration & hold bespoke event | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 4.2 | Prepare and publish a suite of case studies of local accredited employers and employees | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 4.3 | Organise an annual Fair Work event to celebrate all Edinburgh's Fair Work Employers | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 4.4 | Arrange for the co-chairs of the Action Group to write in welcome to each new accreditation and support with press release | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 4.5 | Work with local news media to celebrate key milestones achieved towards the action plan's five year target | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| | | | | | |
| 5 | Monitor | Lead Partner/Group | Yr 1 | Yr 2 | Yr 3 |
| 5.1 | Nominate LW City lead implementation officer | Edinburgh LW City Action Group | ✓ | | |
| 5.2 | Publish annual public report in living wage week each year showing progress towards delivery of action plan | Edinburgh LW City Action Group | ✓ | ✓ | ✓ |
| 5.3 | Report on impact of procurement, community benefits and LW commitments to relevant City of Edinburgh Council Committees | City of Edinburgh Council | ✓ | ✓ | ✓ |

If you would like to find out more information, contact the secretariat of the Edinburgh Living Wage City Action Group – policyandinsight@edinburgh.gov.uk