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FAIR WORK FOR ALL?

A review of employment practices in the Scottish hospitality industry

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EXECUTIVE SUMMARY

This report highlights the findings and implications of research conducted in the Scottish hospitality sector during the Covid-19 pandemic. It focuses on workers experiences in the industry, using the Fair Work Principles.

The survey was conducted between June and October 2020 and generated 293 responses from workers in the Scottish hospitality sector. The respondents varied in gender, age, nationality, role within the sector, contract type and length of service.

Based on the five key Fair Work Principles, the Scottish hospitality sector fails to ensure that all workers in the industry are experiencing fair work. For fair contracts, although most respondents were on full-time contracts, a number of workers on precarious contracts. Additionally, some participants either had not signed a contract or had not been given their terms of employment prior to starting work. The findings related to fair pay highlighted serious concerns in the industry. Most seriously, some participants stated they were not even paid the national minimum wage. Even if they were paid the minimum wage many stated there was little to no scope for pay rises. Additionally, employees reported working beyond their contracted hours with no overtime pay, not receiving payslips from employers, unsociable hours with no extra remuneration, no holiday pay entitlement, and regularly working through the breaks they are entitled to.

Many of the worst failures highlighted in the Scottish hospitality sector related to fair conditions, especially in the context of Covid-19. On their return to work after lockdown measures such as furlough, participants reported fears for their safety arising from having to ensure customers respected social distancing measures. Respondents also detailed shocking experiences of abuse within the Scottish hospitality sector. The vast majority of respondents reported witnessing or experiencing verbal/psychological abuse, physical abuse, racial/ethnic abuse, sexual abuse/harassment and bullying, whilst working in the sector. The majority of this abuse came from customers; however, an alarming number of respondents also highlighted the perpetrators of the abuse to be owners, managers/supervisors and colleagues. Nearly 60% of respondents stated that although they had witnessed and/or experienced abuse, they did not report it, with the majority stating this was because they felt that abuse should be 'accepted' by workers in the hospitality sector.

Fair representation was another key issue noted in the findings, with fewer than 6% of respondents being trade union members. Problems with attaining fair representation were highlighted by respondents stating that they did not think their management would approve of them joining a trade union. Whilst there were issues with managers and supervisors highlighted in the questions surrounding abuse in the sector, there were further findings related to fair management. Around a third of respondents stated that they did not feel they were treated with respect at work, and the same number reported receiving little to no supportive feedback from management. Training was also highlighted by the respondents as an area that could be improved. Whilst respondents were generally positive about the training that they received, many felt there was a lack of training, or insufficient time to complete it.

Ultimately, the findings highlight key areas that need to change to improve working conditions in the Scottish hospitality sector:
- **Employment standards: such as contracts, pay and benefits**
- **Cultural changes: such as society's negative perception of hospitality workers**
- **Management of staff: such as empowering staff with greater autonomy to make decisions at work and focusing on worker mental health**

INTRODUCTION

Before the start of the Covid-19 pandemic, the Scottish hospitality sector employed 285,000 people, and contributed £6billion annually to the Scottish economy (UKhospitality.org, 2022). In 2020, at the start of the Covid-19 pandemic, the hospitality industry was one of the most severely impacted by lockdown measures (ONS, 2021), with bars, restaurants, hotels, and theatres closed due to social distancing measures. Furthermore, as workers in the sector were no longer able to attend work, the vast majority were placed on the UK government's 'Job Retention' furlough scheme (Gov.uk, 2021), entitling them to receive 80% of their usual wages throughout the nationwide lockdown. Following the first national lockdown, in July 2020, hospitality venues were able to reopen, though only if following strict, government imposed, social distancing measures. During this time, staff in hospitality work were faced with not only working in potentially unsafe conditions due to the virus but also having to manage customers following the social distancing rules. This research was conducted between June and October 2020, in the months following the beginning of the pandemic and first national lockdown. The report addresses key issues experienced by workers in the Scottish hospitality sector during the pandemic, highlighting the impact these have on the attainment of 'fair work'.

BACKGROUND

The Fair Work Principles were originally designed for fairness in the employment standards for gig workers (Fair.Work, 2022; Fredman et al.,2020). However, the universality of these principles means they can be used to analyse the experiences of Scottish hospitality workers during the pandemic. The five principles are:

FAIR PAY
is concerned with the ability of workers to earn a decent income.

FAIR CONDITIONS
relates to workers having their health and safety protected.

FAIR CONTRACTS
are about ensuring that terms and conditions for workers are transparent.

FAIR MANAGEMENT
refers to communication and decision-making.

FAIR REPRESENTATION
is concerned with worker voice.

Whilst these principles were originally designed for gig-work, there are a number of issues that directly relate to each of these principles visible in the hospitality sector, which the Scottish government has recently placed focus upon.

Elements of these principles are also seen in The Far Work Convention's Framework for Fair Work. Inspired by the Scottish government as a means towards providing fair working conditions in Scotland the Framework highlights five key areas for creating fair work; respect, opportunity, fulfilment, security, and effective voice. Using the benchmark of the Fair Work Principles and Framework for Fair Work, many studies suggest that for those working in the hospitality sector the attainment of fair work remains elusive.

For hospitality workers, the links between a number of the key features of the sector and negative mental wellbeing are well established. Working in the hospitality sector generally means working in a trilateral employment relationship, not only managing a relationship between themselves and their employer, but also managing often challenging relationships with customers. In this way, hospitality workers often exert emotional labour in their management of customer relations, a concept that has been tied to subsequent negative outcomes for mental wellbeing. One key feature of the hospitality sector is the widespread use of precarious work contracts. Research highlights the issues with insecure contractual arrangements,

such as zero hours contracts, for the wellbeing and work-life balance of workers. Not only are work contracts in the sector often precarious, but so too is the nature of employment, with very high staff turnover rates. Such turnover is not necessarily viewed as problematic by management considering the usually large number of potential candidates in the labour market to replace employees who leave.

Hospitality workers are often required to work differently from the standard 9-5. Employees are expected to work unsociable hours to meet demand, potentially leading to burnout. Research has found that working unsociable hours, with little sleep and often around alcohol, can lead workers in the hospitality sector towards drug and alcohol misuse. Workers in the hospitality sector are also often viewed as 'low-skilled' and their pay is objectively very low, with reports highlighting the plight of some workers in the sector receiving less than the National Minimum Wage.

During the pandemic, concerns around the extent to which employees in the sector had fair work were further heightened, with hospitality closures, furloughed staff, and subsequent wage reductions due to lockdown measures. This research, therefore, explores the experiences of workers in the Scottish hospitality sector during the Covid-19 pandemic, uncovering many instances of unfair working practices.

METHODS

The research was conducted using a survey assessing the quality of work, experiences of employment, and perceptions of fair work of employees working in the Scottish hospitality sector. The survey was distributed via social media between June and October of 2020, a crucial time for hospitality workers in Scotland considering the impact of the government enforced lockdown measures on their employment. A total of 293 usable responses were gathered.

DEMOGRAPHICS

Reflective of the hospitality sector more broadly most respondents were **under 35**, with the most common age range for participants being **16-25.**

AGE OF PARTICIPANTS (Figure 1)
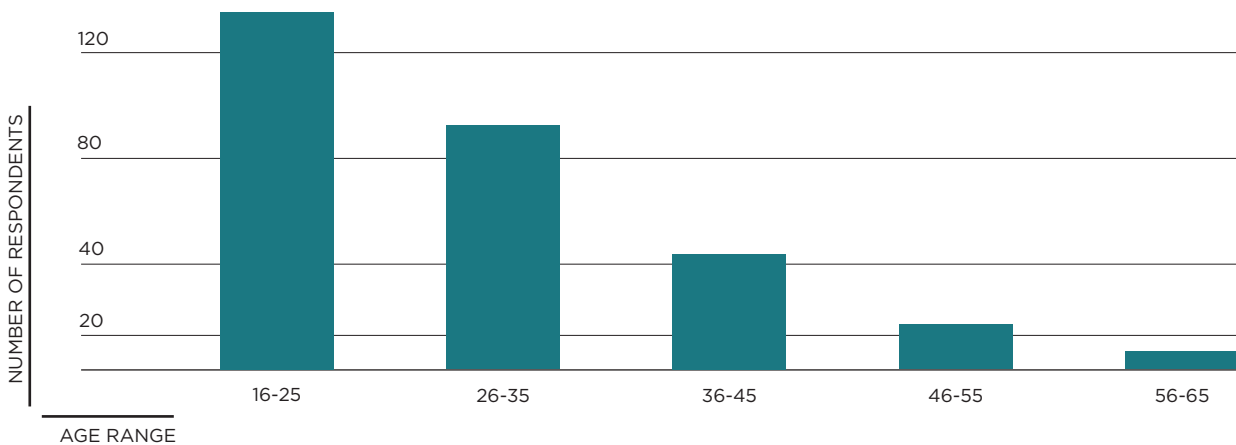
The gender split between the participants indicates a much higher percentage of female participants in the study, with just over **70% of participants** selecting female as their gender, which is indicative of the sector.

## PARTICIPANTS' GENDER (Figure 2)

71%

28%

1%
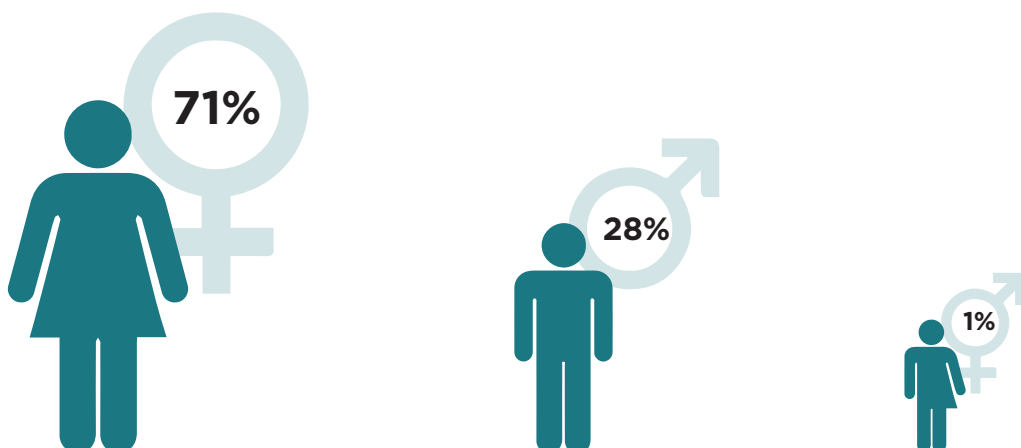
The vast majority of respondents identified their nationality as being 'White Scottish' or 'White British', with one participant selecting 'Black British'. The other respondents' nationalities varied greatly and were generally split between a small number of participants with nationalities from outside the UK, including Polish, Hungarian, Irish and Indian.

LENGTH OF SERVICE

As noted in Figure 3, nearly half of respondents reported having worked for 3-10 years in the Scottish hospitality sector, with a smaller number working less than 3 or more than 10 years.

LENGTH OF SERVICE (Figure 3)

<3 years	3-10 years	10-20 years	20+ years
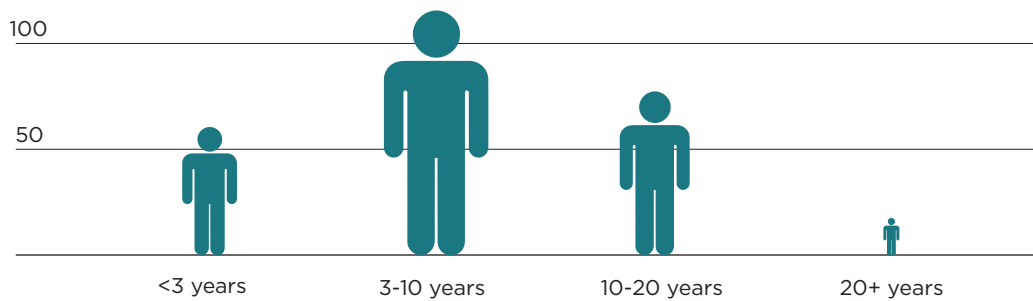
TYPE OF WORK

The majority of respondents were front-of-house staff, or in management roles, with a small number in kitchen and cleaning services. Reflecting the often-transient nature of the hospitality industry a number of the responses to this question indicated that individuals had held various roles in the hospitality industry over the years they had been working in the sector.

FAIR WORK PRINCIPLES

Fair Pay

Fair Conditions

Fair Contracts

Fair Management

Fair Representation

FAIR PAY

The first Fair Work Principle is that of fair pay. The research found that:

18 participants reported not receiving at least the National Minimum Wage for their work, with a further 8 participants unsure if they received at least the NMW.

32 participants reported not receiving holiday pay as part of their employment.

11% of the respondents reported not receiving regular payslips with information relevant to their hourly pay and deductions on it.

A key feature of the hospitality industry is that often the busiest times of the year coincide with public holidays.

Furthermore, half of the participants highlighted that they were often unable to take the rest breaks they were legally entitled to during the working day.

Participants were asked whether they had any opportunities in their workplace for pay rises or promotions and further issues with fair pay were highlighted:

43 did not have any scope for receiving a pay rise or promotion at work.

One participant had received confirmation that their pay would rise 6 months prior to completing the survey, however, they had never received this rise.

One participant stated that they would only receive a pay rise "if the government increases the minimum wage."

Whilst **53** participants stated that they did have opportunities for pay rises or promotions, **15** of these responses still highlighted negative outcomes for workers, such as:

■ The opportunities for pay rises and promotions appeared to be becoming scarcer due to the pandemic.

■ One participant highlighted that they had received a promotion and pay rise, but in the process had been put onto salaried pay, resulting in the hours they were expected to work rising to over 90 hours per week, leaving them earning less per hour "than the apprentice rate."
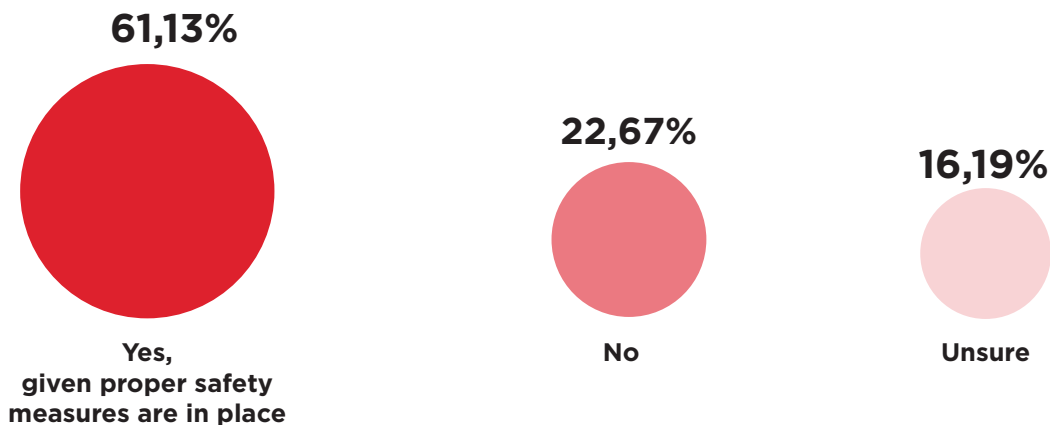
FAIR CONDITIONS

The second Fair Work Principle targets fair working conditions for individuals. This is one of the biggest areas in which our findings highlight the failings of the Scottish hospitality sector in providing fair work for individuals.

When asked about their current work situation, responses varied considerably with many respondents stating that they have been through various stages of work/ non-work during the pandemic:

153 participants reported that they had been placed on the furlough, Job Retention Scheme, during the pandemic.

A small number of participants had been retrenched/laid off as a result of the pandemic, most of whom were in the 16–25-year age bracket.

DO YOU FEEL SAFE TO RETURN TO WORK? (Figure 4)

61,13%

22,67%

16,19%

Yes,
given proper safety
measures are in place

No

Unsure

Another key factor in relation to fair working conditions during the pandemic was the safety of workers to return to their workplace after lockdown was eased (See Figure 4):

61% of respondents felt safe to return to work provided that the "proper safety measures" were in place, whilst **23%** of participants did not feel safe to return to work during the pandemic.

The majority of participants stated that the change that would make them feel most safe during the pandemic is limiting the number of customers allowed in the premises, followed by daily disinfecting of the workplace, and social distancing.
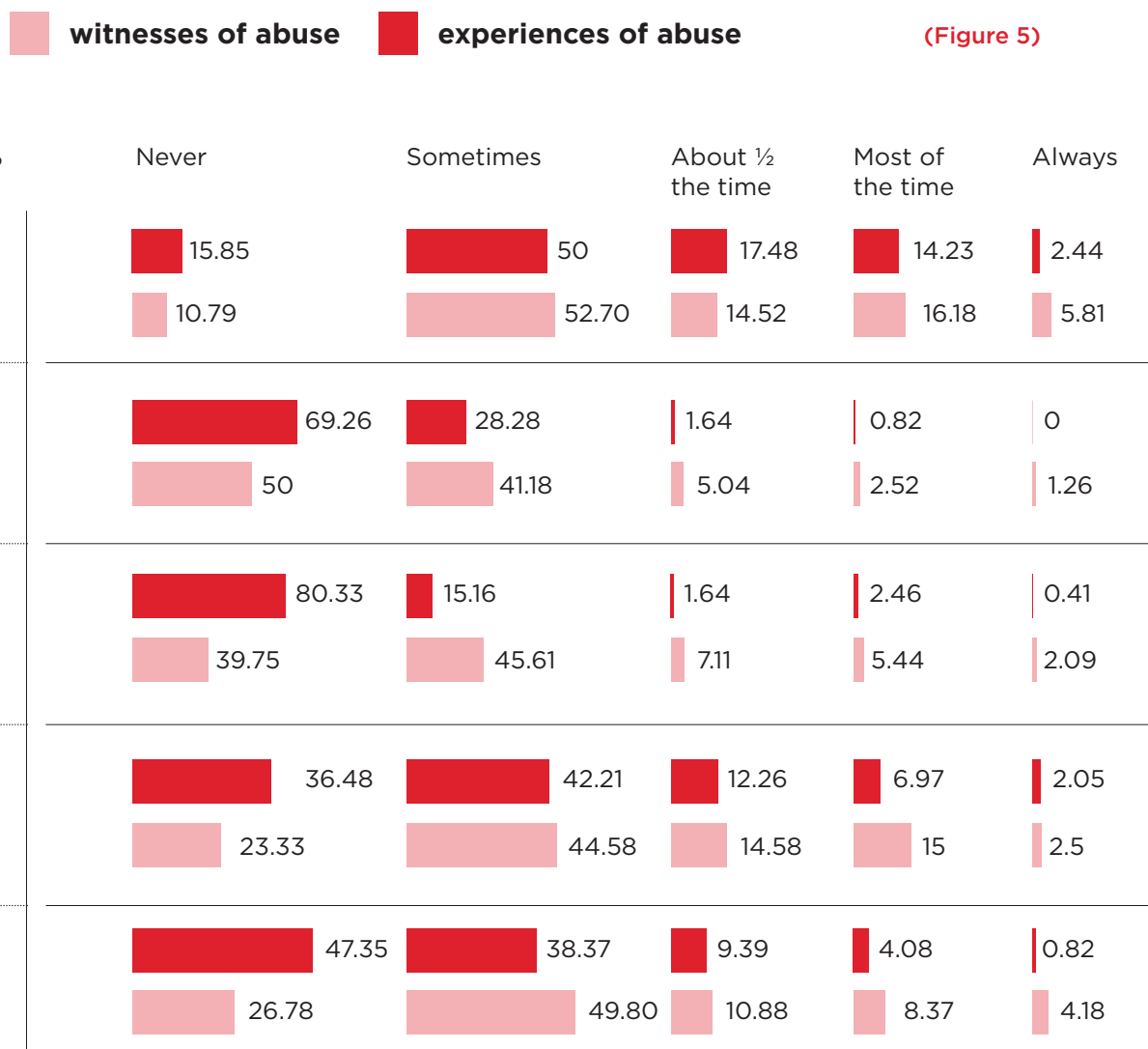
Distrust of customers with regards to respecting social distancing measures was a key finding, with **78%** of participants reporting they did not believe customers would respect these rules

FAIR CONDITIONS AND WORKPLACE HARASSMENT/ABUSE

The most shocking findings to come out of the research with regards to working conditions, was the high levels of workplace abuse and harassment that had been experienced and/or witnessed by the vast majority of the participants (See Figure 5).

> Around **95%** of respondents reported either experiencing or witnessing, verbal/psychological abuse, physical abuse, racial/ethnic abuse, sexual abuse/harassment, and bullying in the workplace.

The most widely reported form of abuse that was experienced was verbal/psychological abuse with only **39** respondents stating that they had never experienced this form of abuse

witnesses of abuse   **experiences of abuse**   (Figure 5)

| data in %	Never	Sometimes	About ½ the time	Most of the time	Always
Verbal psychological abuse (experiences)	15.85	50	17.48	14.23	2.44
Verbal psychological abuse (witnesses)	10.79	52.70	14.52	16.18	5.81
Physical abuse (experiences)	69.26	28.28	1.64	0.82	0
Physical abuse (witnesses)	50	41.18	5.04	2.52	1.26
Racial ethnic abuse (experiences)	80.33	15.16	1.64	2.46	0.41
Racial ethnic abuse (witnesses)	39.75	45.61	7.11	5.44	2.09
Sexual abuse harassment (experiences)	36.48	42.21	12.26	6.97	2.05
Sexual abuse harassment (witnesses)	23.33	44.58	14.58	15	2.5
Bullying (experiences)	47.35	38.37	9.39	4.08	0.82
Bullying (witnesses)	26.78	49.80	10.88	8.37	4.18

Participants were asked to indicate who the main perpetrators of the abuse they experienced were (See Figure 6):

- Over **75%** of respondents stated that customers were the perpetrators of the abuse they witnessed/experienced in the sector, making this the most common respo nse.

- An alarming number of respondents reported abuse from co-workers (36%), managers (41%), or owners (17%)

PERPETRATORS OF THE ABUSE EXPERIENCED OR WITNESSED
(Figure 6)
Percentage of total responces

45%	**24%**	**21%**	**10%**
customers	supervisor menager	collegue co-workers	owner
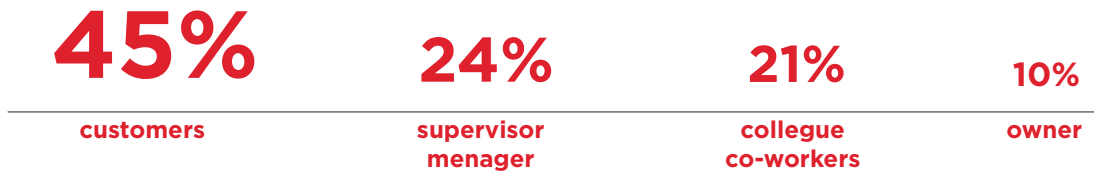
ABUSE FROM CUSTOMERS

Respondents detailed a number of different experiences of customer abuse. One participant highlighted physical abuse from a customer

"I was held up against a wall and another time someone threatened to stab me"

"I was constantly being groped when I was clearing tables, I had a guy try to give £50 to my manager to get "alone time" with me."

Sexual harassment and abuse from customers was commonplace, particularly for women in the industry.

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The impact of race and abuse based on racial perceptions of staff was also highlighted by a number of the participants. One stated that "I've been told to go back to my country many times when cutting off drunk people etc." Whilst another highlighted that they believed this was due to racist stereotypes, and that they believed, "ethnic groups can frequently be looked at as less or incapable by customers."

The impact of both alcohol and the pandemic were highlighted as being key reasons the respondents believed customers felt they could abuse staff. One participant stated that they were "screamed at on a weekly basis for asking customers to social distance", highlighting the issues that were faced by staff during the nationwide lockdowns.

Alcohol brings out the worst in people, we take abuse from drinkers daily. Drinkers don't like following sets of rules and trying to enforce them in the future will be a struggle.

"Customers feel they have the right to speak to staff however they like. Especially when they are intoxicated, it makes the situation worse."

A manager who responded to the survey highlights the commonplace nature of customer abuse, and the many forms it takes

I don't think you can work in hospitality without experiencing customer abuse, it kind of comes with the job.

"Rowdy customers thinking its ok to verbally/physically abuse my staff male or female from sex to racial."
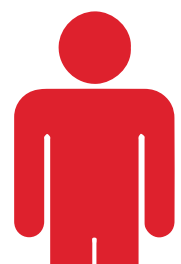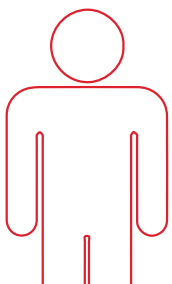
ABUSE FROM OWNER/MANAGEMENT

Participants also highlighted the abuse that they received from within the organisation in a top-down manner, from management and/or owners

"My boss grabbed my shirt and started shouting at me as he thought I made a mistake."

One of the most common reasons for top-down abuse was related to employees requesting time off from their managers:

- "My boss bullied me on a daily basis he would shout at me in front of customers and put me down regularly. I have been put on sertraline by my doctor I was unable to take time off as my boss would treat me even worse when I returned to work even when I explained I was depressed and was struggling."

- "I have seen managers of the workplace try to intimidate the employees because some may have been in dire need of the job."

Participants also noted management bullying employees they did not like or using employees lack of employment security against them:

- One employee said that it was "not uncommon for managers to pick on staff they don't like."

- "Managers/supervisors pressuring staff into working longer hours or not giving them any hours if they don't like them for whatever reason one week."

A number of participants highlighted that sexist and racist abuse was often coming from those in management positions.

- A participant highlighted the racism they had experienced as their boss purposefully "forgets [their] Hungarian name, saying a similar sounding English name instead" and introducing them as being another nationality completely.

- Another participant stated that their manager had "called [them] a bitch" and said they must "just be on [their] time of the month and need to get laid".

The experience of workers being sexually harassed by those in management positions was highlighted by a number of participants, with one noting that they had experienced: "management individuals taking advantage of new young staff sexually".

Further instances of abuse were reported between colleagues, with a particular focus on those working in kitchens:

"I'm gay and chefs usually make comments, but you just deal with it.

"On very rare occasions the kitchen staff became violent with each other, or threw things, or punched tables."

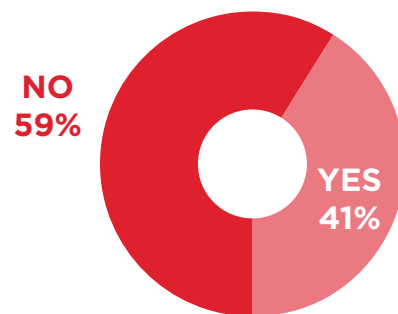"Kitchens tend to be very male dominated. I have had sexual or gendered "jokes" made, touching that was inappropriate but played off as accidental."
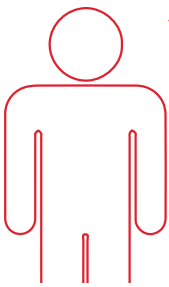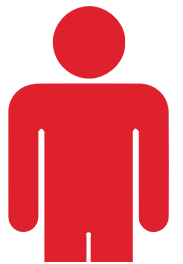
DID YOU REPORT THE ABUSE YOU EXPEIRENCED/WITNESSED?
(Figure 7)

**NO
59%**

**YES
41%**

When asked whether or not the incidents they had experienced or witnessed in the Scottish hospitality sector were reported to anyone, around 59% of participants stated they did not report the abuse to anyone (Figure 7). When asked their reasons for not reporting the incidences of abuse, responseshighlighted serious failings in the sector, with answers falling into one of **four categories:**

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1 NOT REPORTING DUE TO A FEAR OF REPERCUSSIONS

" Occasionally felt like there was no proof, and by reporting things, can make you a target or bring you unwanted attention. "

" People who need jobs don't complain. "

2 NOT REPORTING DUE TO A CULTURE OF FEELING THAT ABUSE IN THE SECTOR SHOULD BE ACCEPTED BY STAFF

" If people are being rude but are not intoxicated there's not really much we can do…[managers] wouldn't do anything about it… because management see it as part of the industry, is part of your job…it's almost like 'suck it up' type of attitude. "

" General sense that 'it is part of the job' dealing with rude and abusive customers. "

3 NOT REPORTING DUE TO ISSUES WITH THE PROCESS

" No real HR department doing anything to help the employees… There is barley any support in this industry. "

" The HR process of reporting inappropriate comments is too long and sometimes painful and not successful. "

" I didn't know whom to report to. "

4 NOT REPORTING DUE TO A FEELING THAT NOTHING WOULD BE DONE ABOUT THE ISSUE

" Verbal abuse, harassment happens so much it's not worth reporting. "

" Who cares? "

" I did once before, it got brushed under the carpet so chose not to again. "

" No manager/owner has ever taken these reports seriously. "

FAIR CONTRACTS

The findings of our research highlight some key issues with regards to fair contracts for workers in the Scottish hospitality industry. Firstly, there were a number of individuals who reported finding themselves in insecure contracts (see Figure 8):

- A quarter of the participants were not on permanent, standard working cotracts.

- Just under **20%** of these individuals reported being on zero-hours contracts.

- Over **37%** of respondents stated that they were not given the terms of their employment prior to starting their current or most recent job in the Scottish hospitality sector.

- Over **33%** of respondents stated that they were not asked to sign a contract prior to starting their most recent or current jobs in the industry.

## PARTICIPANTS' EMPLOYMENT CONTRACTS (Figure 8)
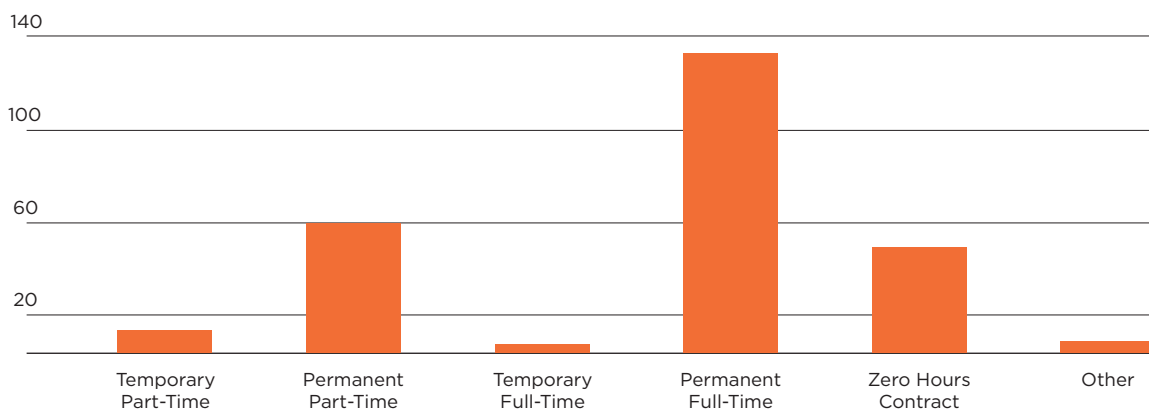
FAIR MANAGEMENT

The majority of participants reported they felt respected in the workplace, with **67%** of employees stating they were treated with respect in their current or most recent job. However, around a third of participants stated that they did not feel as though they were treated with respect at work.

DO YOU FEEL YOU ARE TREATED WITH RESPECT AT WORK?
(Figure 9)
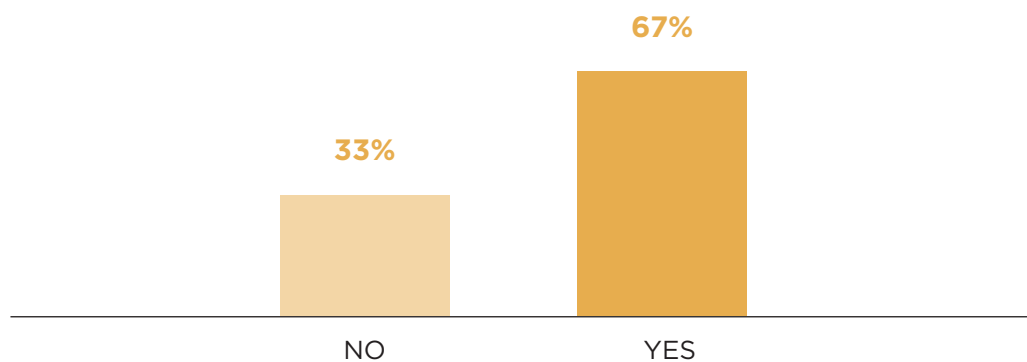
Of those who said they felt respected at work, a total of **75** respondents gave further details on this question:

- One participant stated that they believed "everyone was treated very fairly" at their workplace and that "emphasis was put on employee welfare."
- Another participant stated that the respect they felt they were given at work was related to feeling "part of the team" and being "included in decision making."
- This was echoed by a participant who believed that they were given "adequate responsibility for [their] pay grade" which helped them feel respected in the workplace.

For respondents who did not feel respected at work, a number gave further details on the reasons for feeling this way:

- One participant claimed that they believe the cultural view of hospitality workers was to blame, since people think of them as someone who has "failed at education and that's why [they're] in the hospitality industry."
- It was also suggested that due to "constant underpayment" and the "owner's constant negative, condescending attitude" it was easy to feel disrespected.
- The balance between feeling a lack of respect from both customers and employers appeared to be shared by a number of participants with one stating that "long hours, low pay, abusive customers [and] wildly varying shifts" were some of the reasons they felt a lack of respect at work.
- Another participant summed the lack of employer and customer respect they felt in stating:

"respect is something we don't get from customers, let alone our employers."

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MANAGERIAL SUPPORT AND FEEDBACK

On the question of supportive feedback from management, the majority of participants stated they did receive supportive feedback. Furthermore, some participants highlighted that they did receive informal feedback, such as getting "a wee thanks most days" and other forms of verbal appreciation for the work they put in. However, **35%** of the participants reported that they did not feel that they received supportive feedback from their managers or supervisors

DO YOU RECEIVE SUPPORTIVE FEEDBACK FROM YOUR MANAGER?
(Figure 11)

65%

35%

NO   YES
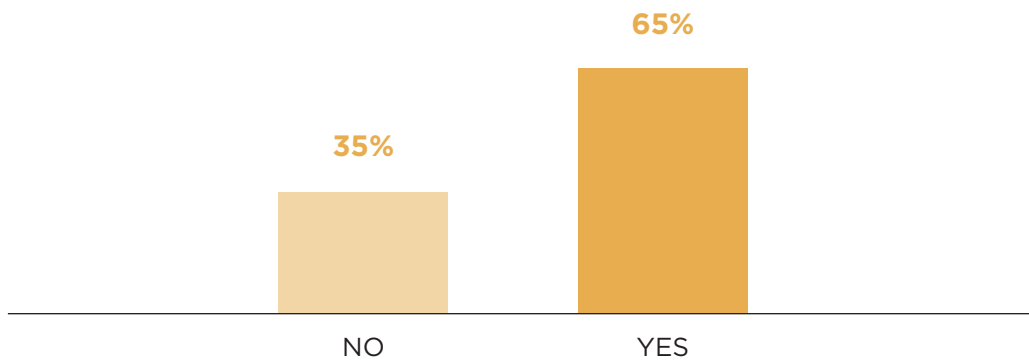
Of the participants who detailed a lack of supportive feedback on their work, responses tended to state that only negatives were picked up on by management. One participant highlighted the reason they believed they did not receive supportive feedback in stating that the view at their place of work was that a "good work ethic" was "expected not rewarded."

Despite the earlier reported findings on customer abuse, one participant reported that the majority of their feedback came directly from customers and that they received "little recognition from managers."

OPPORTUNITIES FOR DEVELOPMENT FROM MANAGEMENT

The majority of the participants stated that they had received more training than was necessary for their job roles. This training generally came in either on-the-job training (OJT) for roles within the workplace, professional certifications or online training courses offered to staff:

- One participant listed a number of training courses that they had received through their organisation, "licensing, first aid, food safety, fire, health and safety, leadership and management" further stating that all of the courses were "accredited by real training bodies and providers."
- Another participant pointed to the fact that through their employer they were doing an external diploma, something that could be useful to their career more broadly.

However, not all the responses relating to being provided various forms of training were positive. A participant highlighted that whilst their organisation "has an online training portal that regularly adds new modules for things like GDPR and drink specs" the time taken to complete these courses was not factored into their working hours. Instead, the participant stated that they "are generally expected to do them at home without pay" and therefore felt they could "not to do them unless told they are mandatory, in which case I will sit in the kitchen on my phone during my shift to do the training to ensure I get paid for it."

However, a number of participants stated that they did not feel as though they received enough, if any, training with relation to their work in the Scottish hospitality sector:

- One participant stated that they received "virtually none beyond day-to-day requirements for my role," whilst another determined that other than being shown where the bar and kitchen were, they were given no further training.
- One stated that whilst they "received part of the training [they] need for [their] new role" they were "mainly ignored and told to get on with it."
- Another respondent echoed this sentiment in stating that they were "trained possibly one or two hours then left to work."
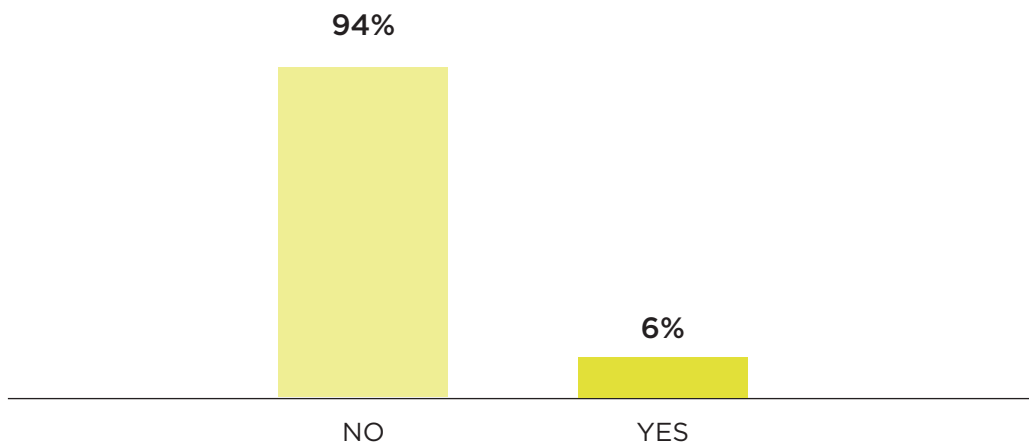
FAIR REPRESENTATION

Trade Union density in the hospitality sector is notoriously low and the results from this study further exemplify this with **94%** of participants stating they were **not** members of a union

ARE YOU A TRADE UNION MEMBER?
(Figure 10)

94%

6%

NO   YES

Those who were not union members were asked whether or not they would consider joining a trade union. For those who stated that they did not wish to join a trade union, reported reasons for this answer varied. Highlighting the failings of fair representation in the Scottish hospitality sector, some respondents stated they would not join a union due to the potential issues it may cause them with their employer.

- One participant stated that if they were to join a union, they believed it "would be frowned upon by [their] employer."
- Another stated that since "staff are seen as disposable" they didn't want to give their employer the ability to "manufacture plausible reasons to get rid of [them] and easily replace them."

The impact of the pandemic on hospitality workers was noted as a potential reason for joining a union. One participant stated that they now would consider joining a trade union due to the "COVID situation" indicating that the pandemic has caused them to consider this as an option, when prior to the pandemic they did not think it was as necessary.

VOICES FROM THE FRONTLINE: ENCOURAGING FAIR WORK

Participants were asked what changes they thought could be made to make the Scottish hospitality sector a better place to work. The responses generally related to changes to employment standards and contractual arrangements, changes to the perception of hospitality work and changes to the ways in which employees are managed.

Participants suggested changes to the sector that could be classed as changes to employment standards. These suggestions included criticism of the current use of zero-hour contracts, with one participant stating that this form of working arrangement was "unpredictable if the only source of income" for individuals. Some participants stated that they thought the sector would benefit if there were "more options to make it a career" as the hospitality sector appeared to be more common for young individuals in part-time work, as opposed to having options for long-term career paths.

Another participant suggested that the pay that workers in the sector receive should be: "equivalent to the mental and physical impact of working nights and having to maintain a cheerful and welcoming facade for eight hours to people who see themselves as far superior because they work 'important' jobs."
One of the most common changes that were suggested was in relation to the view society has of hospitality workers, and their lack of understanding of the work and experiences of staff. One participant stated that they believed "every single human being" should be trained "to respect those behind bars, cafes and restaurants" with another suggesting that they believed the industry would be improved "if bar work was seen as a good job." This highlights the view of many respondents that customers often treat them as "lesser individuals" due to their job role, and that the pay they receive in exchange for their labour does not take this treatment and the related stress it can cause into account.

There were also links made between employee mental health and the abuse they so often faced at work. Participants suggested that "mental health assessments yearly" or at least "every so often" could really improve the general experience of working in the sector. Highlighting the link between abuse and subsequent health risks, one participant stated: "Zero tolerance for customer abuse and better consideration to the mental and physical health (and risks) of hospitality work" was necessary to make impactful change. This quote also highlights the impact of regularly exerting emotional labour whilst at work and interacting with customers, and the potential negative effects of this on employee mental wellbeing. It was further suggested that "more flexibility about breaks and holidays", "better notice for rota", and "more protection for staff against drunk or abusive customers" were also necessary for the industry.

A number of participants focused on the culture in hospitality and service sector work more broadly of "the customer is always right." One respondent stated what they believe to be the issue with this cultural attitude in the sector, in stating that the view must be removed, particularly considering "customers are usually drunk" and are therefore often not "right" as their view of a situation may be clouded by alcohol consumption. Other participants believed workers should be allowed more autonomy over decision making, particularly in relation to "removing/silencing patrons." Similarly, another participant stated that they not only believed that they should be allowed the power to determine who should be removed from the premises, though also that staff should not have to fear "backlash when telling a customer, they are wrong."
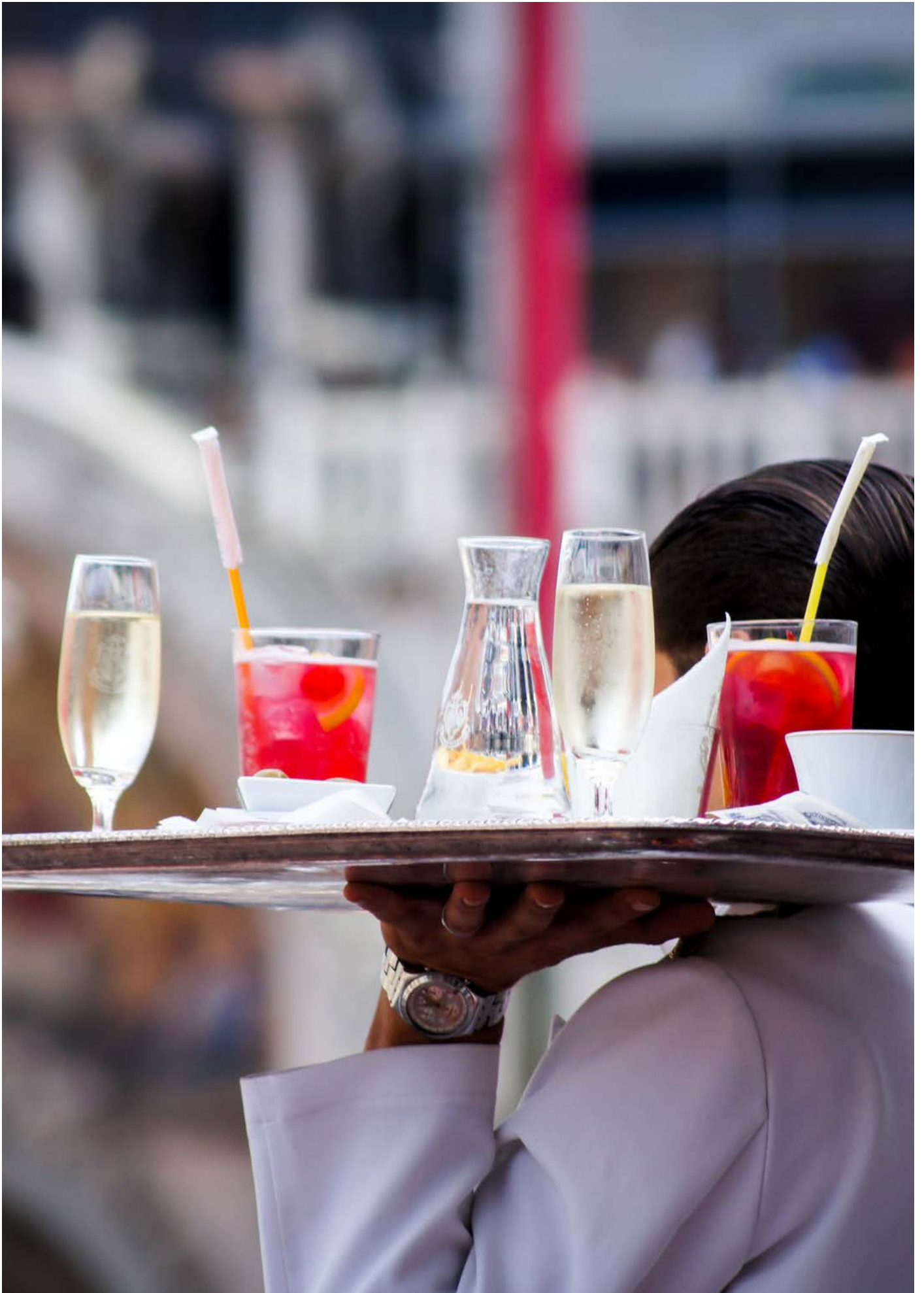
CONCLUSIONS AND RECOMMENDATIONS

The Scottish Government's Fair Work Framework (2016) envisions that 'By 2025 people in Scotland will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and for society'. Fair work is defined as one that offers effective voice, opportunity, security, fulfilment, and respect and generates benefits for individuals, organisations and society (FWC, 2016). This survey, sadly, shows that we still have a long way to go to realise this vision, particularly for workers in the Scottish hospitality industry. Despite its economic importance, being a major contributor to the Scottish Economy employing 172,000 workers and accounting for around 6.8 per cent of all jobs in Scotland (Fair Work Convension , 2022), the Scottish hospitality sector is characterised by norms of unfair work. As this report shows, these include low pay and unpaid overtime work, barriers to development and progression, little or no job security, failures to provide a safe working environment, a culture within which workplace violence, abuse and harassment are normalised and tolerated, little or no voice and lack of support and/or respect by management.

These employment problems, and unfair work standards, although are long standing in the sector were exacerbated by the pandemic (Baum et al., 2020), which leads to a further challenge to reach and develop a 'Fair Work' approach in the sector. Utilizing the 'Fair Work Principles' framework this report provides recommendations on addressing some persistent issues in hospitality employment and promote fair work amongst employers and employees in the hospitality sector.

Fair pay: Workers should be paid for all work completed, should be paid at least the National Minimum Wage, receive holiday pay and payslips, and take rest breaks according to existing employment legislation. The Government should closely monitor the enforcement of employment law and minimum employment rights, penalising employers that do not follow the law. Policy makers should further promote the Real Living Wage by providing accreditation and recognition of 'Living Wage Employers' and enforce regulation for organisations to develop systems to provide pay rises, in line with the increasing cost of living.

Fair conditions: Organisations need to provide workers a safe working environment, addressing the continuing prevalence of abuse and harassment in the sector. Organisations should be socially responsible in prioritising employee well-being and have a clear duty of care for their staff. This requires managers and human resource professionals to create organisational cultures that foster physical and psychological safety to discourage deviant workplace behaviours. Protocols or policies for dealing with difficult or uncivil customers should be developed for managers to address this issue. It is important, however, that these policies are applied on the front-line in order to be effective. Therefore, organizations will need to develop management training programmes regarding customer abuse and harassment, as well as harassment by managers or colleagues, and ensure that front-line managers implement such policies. Furthermore, greater support is required for victims of abuse and/or harassment. This support will include managers ensuring that the incidents are recognised and not ignored, and then that individuals get the mental health, trauma counselling or other psychological interventions they might need. The help of experts will be required, and managers will need to deal with such situations with the appropriate duty of care and sensitivity it deserves. Finally, new legislation and regulations are required to protect service workers from third party abuse and harassment.

Fair contracts: The Government should closely monitor the enforcement of employment law and the minimum requirement for employers to issue an employment contract to be signed by employees, which outlines the terms and conditions of employment. Employees should be provided with a copy of the signed contract and the terms and conditions prior to starting work. Government bodies, as well as other sectoral bodies, should ensure that this process is followed and penalise employers who do not follow the minimum legal requirements. Job security and the provision of full-time work is encouraged, whilst organisations should consult with prospective employees on their employment and their flexibility needs and provide contracts that are suitable for both parties.

Fair management: Management should adopt a transformative approach in managing people. This should include a more horizontal approach in communication and enhancement of motivation, morale, and job performance of individuals. The focus should be on individual development, respect, and dignity at work, achieved via a supportive and responsible approach in managing human resources in the sector. Organisations should provide managerial training to line managers focused on the development of a working environment within which employees are supported and encouraged to communicate employment issues with management.

Fair representation: Partnership agreements between employers and employee representatives are advised. Organisations and sectoral bodies need to work closely with trade unions to improve the employment conditions in sector for a Fair Hospitality Work framework. Embracing a culture of collectivism and joining forces via partnerships with different stakeholders, including Trade Unions, will enhance Fair work allowing employees to raise their concerns within the workplace and jointly find solutions.

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NOTES:

The findings highlight the issues faced by workers in this industry, with regards to Fair Work. An international group of colleagues have distributed the same survey in a number of other countries, with many similar findings to those from Scotland. Therefore, it is argued that the findings of this research and similar research, highlight the poor working conditions experienced by workers in the hospitality sector and the need for policy change to combat these issues.

An international group of colleagues involved in a wider network, Global Hospitality Research Alliance (GHRA), have distributed the same survey in Ireland, Australia, Greece and New Zealand. These international findings have highlighted similarities in the issues faced by hospitality workers across the world. Thus, the research shows that the poor working conditions experienced by workers in the hospitality sector are seen beyond Scotland and addressing such issues via policy change in the sector is vital.

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