



Example Living Wage Award Submission

This is a fictitious example created to illustrate what a comprehensive submission might look like. It represents an exceptionally strong application with activities across the full range of championing opportunities. Your submission does not need to match this level of detail or include this many activities to be competitive. We value quality over quantity—even a few well-executed championing activities with clear evidence of impact can make an excellent submission. Focus on showcasing what you've genuinely achieved.

Question 1: Championing Activities (Tick all that apply)

Selected activities:

- ✓ Participated in Regional Media (print, TV, radio)
- ✓ Been active on social media about Living Wage
- ✓ Spoken about fair pay at industry/public events
- ✓ Hosted an event(s) on Living Wage
- ✓ Hosted VIP/MP visit relating to Living Wage
- ✓ Engaged regularly with Living Wage Foundation
- ✓ Used our digital pack on your social media channels during Living Wage Week
- ✓ Provided peer to peer support for other employers
- ✓ Contributed to LWF internal learning/policy eg steering group membership
- ✓ Influenced other organisations to contact LWF about accreditation

Question 2: Detailed Activity Description

Regional Media Engagement

What we did: Sarah Mitchell participated in two separate regional media opportunities to discuss our Living Wage commitment and advocate for fair pay in the healthcare sector.

When:

- May 2024: Interview with BBC Radio Lancashire about the cost-of-living crisis and employer responses
- September 2024: Feature article in the Manchester Evening News focusing on healthcare employers tackling recruitment challenges through fair pay

Who was involved: Sarah Mitchell led both opportunities, with support from our Communications team and testimonials from three of our portering staff who benefited from the Living Wage uplift.

Impact: Following the radio interview, we received enquiries from two other healthcare trusts in the North West asking about our experience with Living Wage accreditation. One of these trusts (Riverside Community Health) subsequently contacted the Living Wage Foundation and is now in the accreditation process. The newspaper article was shared over 300 times on social media and generated significant positive sentiment in our staff survey comments.

Social Media Advocacy

What we did: We maintained an active and consistent social media presence about the Living Wage throughout the year, not just during Living Wage Week.

When: Ongoing throughout 2024, with heightened activity during:

- Living Wage Week (November 2024)
- Our accreditation anniversary (March 2024)
- National Living Wage announcement (October 2024)
- Monthly "Staff Spotlight" features highlighting employees whose lives improved through Living Wage

Who was involved: Sarah Mitchell personally posted on LinkedIn monthly, while our corporate social media accounts (Twitter, LinkedIn, Facebook) shared Living Wage content fortnightly. We also encouraged our 2,800 staff members to share content.

Impact: Our Living Wage Week posts reached over 45,000 people across platforms, with an engagement rate of 8.3% (significantly above our usual 3.2%). We tracked three direct enquiries from other organisations to the Living Wage Foundation that specifically

mentioned seeing our social media content. Our CEO's LinkedIn post about why we became a Living Wage employer generated 127 comments and was shared by 89 people, including several other healthcare leaders who later contacted us for advice.

Speaking at Industry Events

What we did: Sarah Mitchell spoke at four different industry events throughout the year, always incorporating messaging about the Living Wage and its benefits.

When:

- March 2024: NHS Confederation Annual Conference - panel discussion on "Recruitment and Retention in Healthcare"
- June 2024: North West Employers Forum - presentation on "Living Wage as a Strategic Tool"
- September 2024: Association of Healthcare HR Managers regional meeting - workshop on fair pay implementation
- November 2024: Local Chamber of Commerce Business Summit - keynote on "Business Benefits of Ethical Employment"

Who was involved: Sarah Mitchell delivered all presentations, with HR colleagues attending to support with Q&A sessions.

Impact: Following the June presentation, seven organisations contacted Sarah directly asking for more information, and we provided informal mentoring to three of them. At least two of these (a facilities management company and a retail business) subsequently pursued Living Wage accreditation. The Chamber of Commerce event led to an invitation to join their Fair Work steering group. After the NHS Confederation panel, we were approached by NHS Employers to contribute to their guidance on fair pay practices, which will reach thousands of healthcare employers.

Hosting Living Wage Events

What we did: We hosted three distinct events focused on the Living Wage and fair pay.

When:

- April 2024: "Lunch and Learn" session for local SME businesses - 23 attendees
- July 2024: Healthcare sector roundtable on implementing Living Wage with contracted services - 35 attendees from 18 organisations

- November 2024: Living Wage Week celebration with staff, local councillors, and business leaders - 150 attendees

Who was involved: All events were organized by Sarah Mitchell and the HR team, with support from the Living Wage Foundation who provided materials and a speaker for the July roundtable.

Impact: The April SME session directly resulted in two local businesses (a catering company and a cleaning service) contacting the Living Wage Foundation for accreditation - both specifically cited our event in their initial enquiries. The July roundtable was particularly impactful: we shared our practical approach to bringing contract staff onto Living Wage, which inspired four other healthcare trusts to commit to doing the same. We've since become the go-to peer support for healthcare employers in the region. The November celebration generated significant local press coverage and strengthened relationships with our local council, who subsequently decided to become a Living Wage employer themselves (accredited January 2025).

VIP/MP Visit

What we did: We hosted a visit from our local MP, David Thompson, to discuss the Living Wage and its impact on our workforce and community.

When: October 2024, timed to coincide with the announcement of the new Living Wage rates.

Who was involved: Sarah Mitchell coordinated the visit, which included a tour of our facilities, meetings with staff members who benefited from Living Wage (including contractors in catering and cleaning services), and a roundtable discussion with our Executive team.

Impact: The MP subsequently raised the Living Wage in a Westminster Hall debate, specifically citing our example as evidence of the business case for fair pay in healthcare. He shared our story in his constituency newsletter (circulation 35,000 households) and committed to encouraging other major employers in the constituency to pursue accreditation. We've since been approached by three of those employers asking to learn from our experience. The visit also generated coverage in two local newspapers and strengthened our relationship with local government.

Regular Engagement with Living Wage Foundation

What we did: We maintained proactive and regular communication with the Living Wage Foundation throughout the year, rather than just during the renewal process.

When: Ongoing throughout 2024, including:

- Quarterly check-ins with our LWF relationship manager
- Participation in three LWF employer webinars
- Contribution of content for two LWF case studies
- Feedback sessions on new LWF resources and guidance
- Regular updates on our progress with bringing more contracted workers onto Living Wage

Who was involved: Primarily Sarah Mitchell, with involvement from our Finance Director for discussions about implementation practicalities.

Impact: This regular engagement meant we were well-informed about LWF initiatives and could respond quickly to opportunities. We were featured as a case study in LWF's healthcare sector guidance (published September 2024), which has been downloaded over 800 times. Our proactive relationship also meant LWF connected us with other healthcare employers seeking advice, strengthening our peer support role.

Living Wage Week Digital Campaign

What we did: We fully utilized the Living Wage Foundation's digital pack during Living Wage Week, creating a coordinated campaign across all our digital channels.

When: Living Wage Week, November 2024 (full week of daily content)

Who was involved: Sarah Mitchell coordinated the campaign with our Communications team. We involved 15 staff members who shared personal testimonials via video and written content. Our CEO recorded a message of commitment, and all senior leaders changed their LinkedIn profile pictures to include the Living Wage logo.

Impact: This was our most successful digital campaign of the year. We achieved:

- 45,000+ reach across all platforms
- 3,700+ engagements (likes, shares, comments)
- 15 direct messages from other organisations asking about accreditation
- Feature in the Living Wage Foundation's own social media showcasing employer campaigns
- 89% positive sentiment in staff feedback about feeling valued and recognized
- Two local media outlets contacted us asking to cover our story, resulting in additional coverage

The campaign materials we created (adapted from the LWF pack) have since been requested by four other employers who wanted to run similar campaigns.

Peer-to-Peer Support for Other Employers

What we did: We established ourselves as an active mentor and supporter for other organisations considering or implementing Living Wage accreditation.

When: Ongoing throughout 2024, with support provided to at least 12 different organisations.

Who was involved: Sarah Mitchell provided primary support, with input from our Finance Director on costings and our Operations Manager on practical implementation with contractors.

Who we supported:

- Riverside Community Health Trust (healthcare) - now accredited
- Greenfield Council (local government) - now accredited
- Northern Care Homes Ltd (care sector) - in accreditation process
- Valley Facilities Management (facilities) - now accredited
- Four local SMEs through Chamber of Commerce connections - two now accredited
- Three healthcare trusts through sector networking - all pursuing accreditation

Impact: We estimate that our direct peer support has influenced at least 7 organisations to achieve or pursue accreditation, with another 5 in active discussion. We've shared detailed resources including our business case template, implementation timeline, staff communication materials, and contract renegotiation guidance. Several organisations have specifically told the Living Wage Foundation that our support was the deciding factor in moving forward. We've become known in the North West healthcare sector as the "go-to" Living Wage champion, and we now receive 2-3 enquiries per month from employers seeking advice.

Steering Group Membership

What we did: Sarah Mitchell joined the Living Wage Foundation's Healthcare Sector Steering Group in January 2024.

When: Ongoing commitment throughout 2024, including:

- Quarterly steering group meetings (January, April, July, October)

- Three additional working group sessions on specific policy development
- Review and input on draft sector guidance documents
- Contribution to LWF's healthcare recruitment campaign

Who was involved: Sarah Mitchell as primary representative, with occasional input from our CEO and Finance Director on specific topics.

Impact: Through steering group work, we contributed to:

- Development of new guidance on implementing Living Wage in healthcare settings with complex contracted services
- Policy recommendations for integrating Living Wage into NHS procurement frameworks
- Case study materials specifically designed for healthcare sector audiences
- A toolkit for healthcare employers addressing the unique challenges of bringing clinical and non-clinical contractors onto Living Wage

This national-level contribution has amplified our impact beyond direct peer support, potentially influencing hundreds of healthcare employers across the UK. We've also been able to bring learning back to our organization, ensuring we remain at the forefront of best practice.

Influencing Other Organisations Toward Accreditation

What we did: Beyond formal peer support, we proactively advocated for Living Wage accreditation in all our business relationships and community connections.

When: Ongoing throughout 2024

Specific examples:

March 2024: We renegotiated our facilities management contract with Valley FM, making Living Wage payment a contract requirement. This directly led Valley FM to pursue and achieve accreditation (May 2024). Valley FM has since applied the same standard across other contracts, influencing additional organisations.

May 2024: During our contract renewal discussions with our medical supplies vendor, we raised the Living Wage and shared our experience. While they haven't yet pursued accreditation, they implemented pay increases for their warehouse staff and have begun conversations with LWF.

June 2024: We presented at the North West Employers Forum (35 attending organisations). Post-event survey showed 18 organisations were "very likely" or "likely" to pursue

accreditation as a direct result. We can confirm at least three followed through: Greenfield Council (accredited October 2024), Northern Care Homes (in process), and Riverside Community Health (accredited December 2024).

August 2024: We coordinated with five other Living Wage healthcare employers to write a joint letter to NHS England advocating for Living Wage to be embedded in NHS contracting standards. This led to a meeting with NHS procurement policy leads and is informing ongoing policy development.

October 2024: Following our MP visit, we connected him with three major constituency employers, providing briefing materials and offering to share our experience. All three subsequently contacted the Living Wage Foundation.

November 2024: During our Living Wage Week event, two attending businesses (a legal firm and a construction company) announced their intention to pursue accreditation, citing our example as inspiration.

Impact: We can document at least 15 organisations that contacted the Living Wage Foundation about accreditation either directly because of our influence or citing our organisation as a key factor in their decision. Several have specifically mentioned us in their own accreditation applications. Beyond those who achieved accreditation, we estimate we've influenced 20-30 additional organisations to improve pay practices even if not yet formally accredited.

Summary of Sustained Impact

Over the past year, our Living Wage championing activities have been:

Broad: We engaged in 10 different types of championing activity, from grassroots social media to national policy development.

Sustained: Our efforts spanned every month of 2024, with multiple activities often running simultaneously. We didn't just participate during Living Wage Week—we maintained momentum throughout the year.

Influential: We can demonstrate direct influence on at least 15 organisations pursuing or achieving accreditation, with dozens more engaging with Living Wage as a concept. Our impact operates at multiple levels: individual peer support, sector-wide advocacy, and national policy contribution.

We believe the Living Wage isn't just the right thing to do—it's a powerful tool for recruitment, retention, and community impact. Our championing efforts reflect our commitment to spreading this message as widely as possible, and we're proud that our voice is now recognized and trusted across the healthcare sector and beyond.

