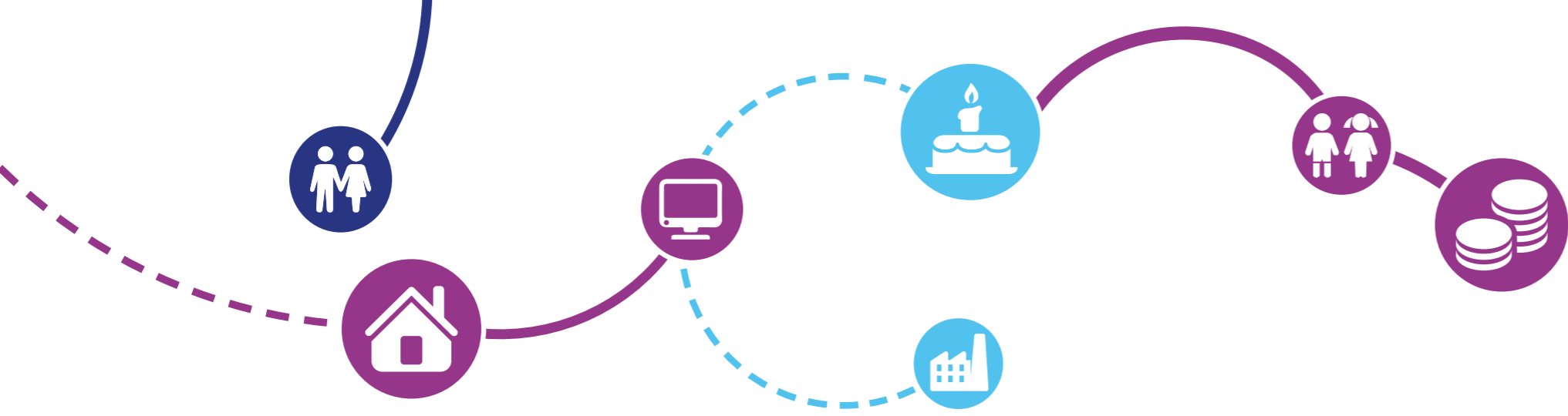


*Scottish Top Employers  
for Working Families*

# *2016 Finalists Case Studies*





# 2016 Finalists

Best Large Private Sector Employer	
Winner	Scottish Power
Highly Commended	BAE
Finalist	Barclays
Finalist	emtec
Finalist	KPMG
Finalist	Maclay Murray & Spens LLP
Finalist	RICS (Scotland)

Best Large Public Sector Employer	
Winner	Highlands And Islands Enterprise
Highly Commended	North Ayrshire Council
Finalist	Hanover Housing Association
Finalist	Scottish Water

The Parenting Across Scotland Best for Childcare Award	
Winner	Milnbank Housing Association

The Carers Scotland Best for Carers and Eldercare Award	
Winner	West Dunbartonshire Council
Highly Commended	Standard Life

Best Small Employer	
Winner	Quorum Network Resources
Finalist	Ceteris (Scotland) Ltd.
Finalist	Flexiworkforce
Finalist	Milnbank Housing Association
Finalist	Provista Uk Ltd

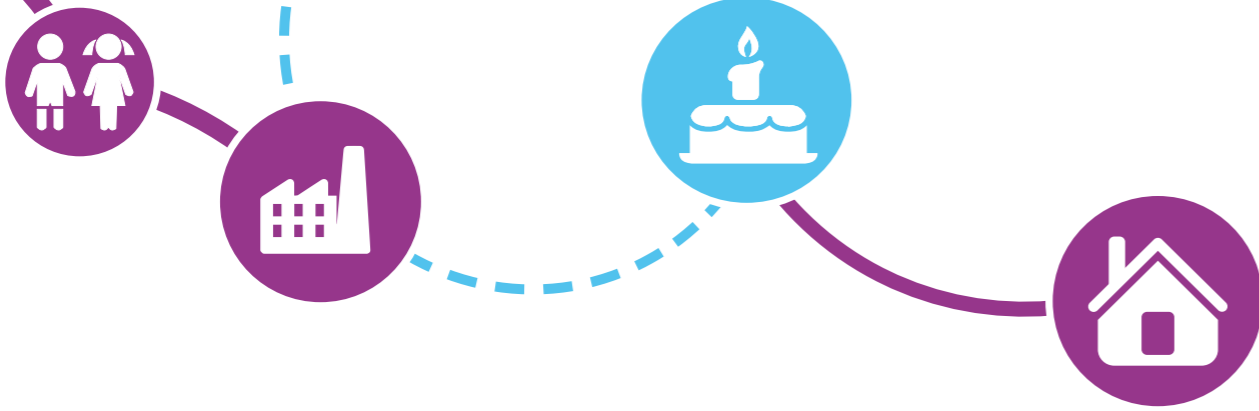
The Fathers Network Scotland Best for All Stages of Fatherhood Award	
Winner	Barclays
Highly Commended	Scottish Parliament
Finalist	Scottish Water

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*Thank you to all our sponsors!*





# Welcome

*It is my great pleasure to introduce the winners and finalists in the 2016 Scottish Top Employers for Working Families Awards.*

Case studies about each award winner are included to give you the opportunity to find out more about the excellent and innovative practices and policies of Scotland's most family friendly employers.

This year's award entries are of an incredibly high standard and show a real commitment by organisations of all sizes and sectors to truly embrace and harness the benefits of family friendly working. This year's finalists have shared their experiences of changing working practices and the positive impact this has on their people and their business.

It is apparent that employers are clearly recognising the link between family friendly working and improved business performance. There was also a dominant theme coming through this year's entries that employers are keen to get to the heart of the employee experience, tapping into this to develop employee-led policies.

The world of work is changing with both employees and employers seeking new and smarter ways of working. This, compounded by changing demographics, technology and a global economy, suggests change is inevitable and it is great to see many of Scotland's employers ahead of the curve.

I am sure you will enjoy reading more about Scotland's Top Employers for Working Families 2016.

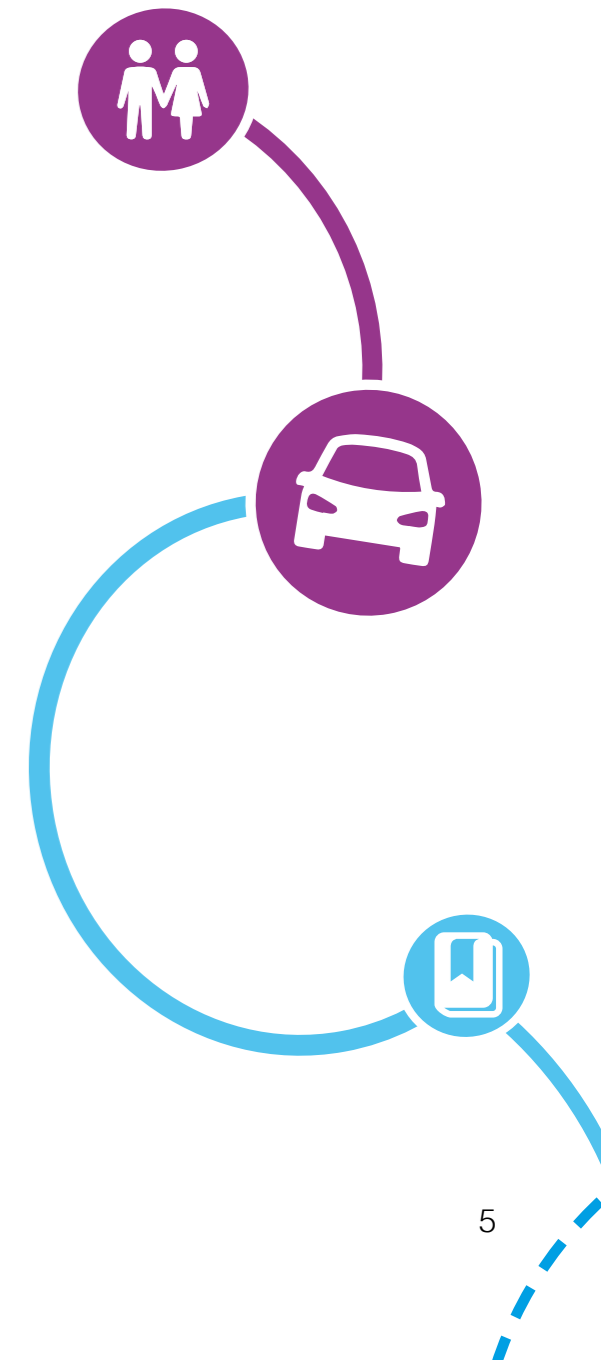
**Sarah Jackson OBE**

CEO Working Families and Chair of the Scottish Top Employers for Working Families Awards.

# About Us

*FFWS – Scottish Top Employers for Working Families Awards*

The Scottish Top Employers for Working Families Awards are coordinated by the Family Friendly Working Scotland (FFWS) programme, which supports and promotes the development of family friendly workplaces across Scotland. Our ambition is to make Scotland a beacon of excellence in family friendly working practices, bringing huge benefits to employers, employees and wider society. FFWS was established in 2014 with Scottish Government funding and support. It is a collaborative partnership between Fathers Network Scotland, Parenting Across Scotland, the Scottish Government and Working Families.



# ScottishPower

Utilities company ScottishPower has made significant strides in its quest to embed diversity and inclusion in the workplace.

## Winner

A 2014 review of equality, diversity and inclusion commissioned in conjunction with Employers Network for Equality and Inclusion underpinned ScottishPower's principle that flexibility is a key contributor to employee engagement, retention and strong business performance.

The company has pledged to deliver improvements to working families by building understanding, taking positive steps to developing family friendly initiatives, and collecting and analysing data about the value of those offerings to the business and employees.

During 2015, ScottishPower has built awareness and understanding by establishing a dedicated diversity area on its employee portal, allowing heightened visibility of policies and practices. In addition, it has collaborated with employees to ensure change is meaningful, and managers are kept abreast of policy and process changes. 'Manager Direct Live' sessions are delivered in a range of topics, including the positively received 'How to Manage a Flexible Working Request' and 'Shared Parental Leave.'

Other positive steps include enhanced provision for maternity, paternity, adoption, fertility treatment and childcare vouchers. Flexible working patterns include part-time, term-time working and working from home.

A positive step for ScottishPower has been the development of a bespoke shared parental leave and pay planner to assist employees.



Technology and social media are used to improve project delivery, productivity and collaboration between employees, regardless of their base.

This year, the company is relocating 1600 employees to a Glasgow city centre base, giving it further opportunity to support a more agile form of working without the traditional limitations.

Respondents to last year's employee engagement survey, 'The Loop', indicated that staff felt the organisation "offers a range of diverse opportunities," "promoted good practices within the workplace for the wellbeing of employees" and that "managers are supportive and flexible."

Last year, ScottishPower – which has a 6500-strong workforce – launched its policy on shared parental leave, which offers matching enhanced terms to those of its maternity provisions.

A positive step for ScottishPower has been the development of a bespoke

shared parental leave and pay planner to assist employees. An employee who reported finding previous policy and legislation confusing, had a positive response to the policy and planner, which presents options in a visual way.

He commented: "Overall, I am very grateful the organisation has introduced such a policy and have found everyone from HR to my line manager very supportive of my decision to take shared parental leave."

A Unison full-time official added: "Scottish Powers recognised Trade Unions appreciate the efforts and commitment to add Shared Parental Leave to the suite of family friendly offerings. It is significant that as a male dominant employer they are at the forefront of implementing this significant and generous provision which affords all staff the opportunity to achieve a balanced family life."

# BAE Systems Naval Ships

Highly Commended

BAE Systems Naval Ships division introduced 'Smart Working' options for production teams, professionals and managers in 2013 – and during the following year the employees benefitted from more than 60,000 hours of flexitime with the business netting a £500k saving through the resulting reductions in overtime payments.

Adopting carefully crafted principles – which include a commitment to fairness and consistency – the company also recorded a drop in absenteeism and paid medical appointments through use of popular 'pop-outs', allowing staff to leave to attend personal appointments with the bank, doctor or dentist.

Staff also say the opportunity to balance work and personal commitments allows them avoid rush hour traffic, exercise at convenient times and spend time with family.

In a move to further expand their flexible working offering, the company undertook a home working feasibility study last year, with participating employees reporting: reduced pressure to be seen in the office; a marked improvement in

team working and communication; an easier transition to work after maternity leave; and greater control in managing life's daily responsibilities.

This increased flexibility means that valued employees like Justine Nicholson, who works four days a week as a Project Engineer in Govan, can organise her working week to make best use of her time. When she works at home, she can start before her children are up, see them off to school and resume working mid-morning. And she avoids the morning traffic congestion!

Justine explains: "In the afternoon, when I finish work, I can go straight into 'mummy mode'. Feeling valued as an employee is great motivation to continually be as productive as possible – and I hope that lots of other employees will be able to benefit as I have."

Justine is just one of Naval Ships' 3650 employees whose families' lives are enriched by the company's progressive approach to flexible, family friendly working.

## Finalists

### KPMG

KPMG aims to create an inclusive workplace where people have choice and control of their working pattern. Its Glasgow-based UK Tax Centre of Excellence offers a range of 'Intelligent Working' options including remote working, which has been made possible due to investment in technology and management support.

### Barclays

Barclays 'Dynamic Working' campaign encourages managers and colleagues to be vocal about the importance of their families and flexible working. It recognises that people have many roles throughout each life stage and need time, flexibility and energy to undertake them all through working dynamically. The company engages colleagues to challenge perceptions and cultural norms in order to shape dramatic changes in work and life integration.

### emtec

Aiming to be the employer of choice now and in the future, construction company emtec has been included in the London Stock Exchange's Top 100 Companies for the past two years. The first major contractor in Scotland to adopt the Living Wage, its robust flexible working, training and development policies encourage a family-orientated approach to ensure employees achieve a balance between work and family commitments.

### RICS (Scotland)

Royal Institute of chartered Surveyors (RICS) has a strategic goal to be recognised as a leader in responsible business practices, with an operational objective to build high levels of staff engagement. Managers are encouraged to facilitate flexible working requests. With 700 employees worldwide, half of its Edinburgh-based staff members are on flexible working arrangements. The organisation is committed to a global approach to work and home life balance that adheres to local legislation but goes beyond compliance.

### Maclay Murray & Spens LLP

With the quality of its people pivotal to its continued success, the UK-wide legal firm recognises that agile working and family friendly arrangements are of increasing importance to the 'millennial generation.' The firm adopted the 'Happy to Talk Flexible Working' strapline within its recruitment campaigns. Last year, more than 40% of those promoted to senior fee-earning roles were already working on an agile basis.



Best Small Employer sponsored by  
Standard Life

Standard Life

## Quorum Network Resources

*IT specialist Quorum Network Resources is a dynamic small business whose 53 employees enjoy a friendly, open environment, encouraging a sense of team spirit across all sites.*

### Winner

The Edinburgh-based agile employer is responsive to individual employee needs in relation to work-life integration within a culture that recognises that one size doesn't fit all.

The firm acknowledges the importance of employee wellbeing, both professionally and personally, through a flexible approach. This includes part-time hours to accommodate childcare arrangements, allowing time for personal appointments during the working day and extended lunch breaks to fit in external commitments.

This approach – which removes the stress of fitting non-work activities around work schedules and using precious holiday entitlement – inspires commitment and dedication in employees and demonstrates the company's trust in them.

Quorum insists employees are the lifeblood of the company, and the firm wants them to know this.

Quorum encourages employees to be on-site, while allowing them the freedom of versatility with remote access to technology and infrastructure in order to facilitate home working.

Providing services to organisations ranging from Britain's biggest banks to one of Scotland's most innovative clothing companies, Quorum takes great pride in engaging customers and building long-term relationships with them.

It is committed to staying abreast of the newest products and technologies, and actively promotes continuous learning.

*With 50% of its Board comprised of working mothers, Quorum is participating in the '50/50 by 2020' initiative in partnership with the Scottish Government.*



The company invests in regular training opportunities which complement employees' continued development and feeds their hunger for knowledge and an expanded skill-set.

It continuously seeks ways to develop and innovate working practices to refine work-life balance within the organisation, including promoting a healthy lifestyle, and operating a 'Bike to Work' scheme. With 50% of its Board comprised of working mothers, Quorum is participating in the '50/50 by 2020' initiative in partnership with the Scottish Government.

A progressive employer operating in an inclusive culture, Quorum views employees' families as an extension of the employees themselves.

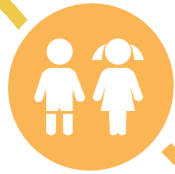
Childcare vouchers have been available to qualifying employees for over a decade, and the company hosts an annual family social event, allowing employees and their families to get to know one another.

Quorum has always paid above the minimum wage and has signed the Scottish business charter, pledging to pay in excess of the Living Wage. Its next step is to become an accredited Living Wage employer.

Indicative of the company's approach to flexible working is the relocation of developer Dave Mateer.

Three years ago, he moved to Edinburgh from New Zealand and joined Quorum – but wanted to support his partner in a career opportunity with the University of Sussex. With long-standing clients in London, the firm agreed to establish a satellite office to enable valued team member Dave to work remotely from an office in Brighton. His team has a daily video conferencing meeting, which assists with maintaining relationships with colleagues and ensuring vital sharing of knowledge.

Dave says the company has supported him both personally and professionally – and Quorum is appreciative of retaining a valued employee.



Finalists

**Ceteris (Scotland)**

Ceteris is a non-profit organisation based in Clackmannanshire, providing affordable business space and Business Gateway services, to help foster economic regeneration within the local area. The organisation believe in supporting working families to have a good work-life balance and that fair working conditions also benefit the company. 81% of employees work part-time and have flexible working hours, including the Chief Executive who works compressed hours. The Board of 8 Directors is 50% female.

**Flexiworkforce**

Flexiworkforce's mantra is that it focuses on the work produced by employees – not just the number of hours spent in the office. Its remote working policy ensures a day's work is not lost when situations prevent an employee from getting to the office. Flexi-time is standard, and the company's culture is: 'Get the job done well, not where.'

**Provista**

Since its inception in 2006, the IT company has supported employees by offering flexible working. The firm has made the 'Scottish Business Pledge' and is reinvesting a percentage of profits to recruit, train and develop staff, thus benefiting the local economy.

**Milnbank Housing Association**

Milnbank Housing Association built and manages the flagship, affordable and sustainable Carbon Footprints Nursery, and all employees whose children attend are offered a discount. The nursery, located close to the Association's office, also offers discounted rates to employees whose children attend its after school and summer clubs, allowing staff to combine work and childcare arrangements.



*“Juggling work and family commitments can be difficult and we want more organisations to embrace flexible working arrangements. It benefits both employers and employees as it can boost productivity and performance, improve morale and wellbeing, as well as enhancing staff retention and recruitment.”*

*Aileen Campbell MSP,  
Minister for Children and Young People*

# Highlands and Islands Enterprise

Operating across half of Scotland, Highlands and Islands Enterprise (HIE) employs a dispersed workforce of approximately 300 staff from Shetland in the north to Argyll in the south.

## Winner

HIE's unique integration of economic and community development is central to its mission to generate sustainable economic growth in every part of the Highlands and Islands, including remote areas where many employees live and work.

HIE encourages a family friendly, flexible approach and seeks to employ people with different ideas, styles and skill sets, each able to contribute in unique ways. This diversity engenders a richer, more creative environment where HIE's staff develop and their clients are better served.

The results from regular staff surveys underpin the organisation's family friendly culture and enduring support for flexible working. This allows staff to accommodate changing caring responsibilities they may have over the course of their employment, such as childcare, eldercare and foster care.

HIE's support for adoptive parents, carers and flexible working can accommodate a range of flexible working arrangements as well as special leave provisions for times of short-term urgent or unforeseen need. Staff are also able to take advantage of support for volunteering e.g. contributing to voluntary, charity and community organisations. Staff on maternity or adoption leave have access to ten paid 'keeping in touch' days to maintain contact with the organisation and their work teams.

Following extensive consultation, the organisation's 'Carers Policy', introduced in June 2015, covers all staff and a 'Carers Champion', based within HR, provides a central point of contact and ensures

*"I have found HIE's positive culture in promoting gender equality, delivered through many employee policies, extremely empowering, enabling and motivating."*



fair and consistent application. Anyone with a significant caring responsibility is considered, not just those caring for a close family member.

Highlands and Islands Enterprise is also establishing a 'Carers Passport' scheme to document needs at work and help identify solutions, navigating the carer through their time with their line manager and HR team in a confidential manner.

The organisation's flexible working policy includes a variety of options, such as compressed hours, and the ability to work from various locations.

This has been enhanced recently with the introduction of MS Lync, similar to Skype, which has revolutionised the ability to communicate across all office locations coupled with the ability for staff to access all office systems remotely wherever they are, at any time.

Between April and October last year, a total of 456 colleagues participated in knowledge-sharing events, 71% of those doing so via Lync, meaning that staff who

are based in remote locations, are better able to participate and engage more fully with colleagues across the whole organisation without the requirement to always travel.

Island-living Senior Development Manager Donnie, who has recently experienced personal and family health issues, said: "I cannot stress too strongly how much having the flexibility to continue working throughout my treatment has helped me through a difficult time.

"Having the flexibility of working hours meant I didn't feel under pressure at any time. Flexible working options included home working/remote working, working from the Inverness office – and adjusting workloads."

Senior Manager Rachel said: "I have found HIE's positive culture in promoting gender equality, delivered through many employee policies, extremely empowering, enabling and motivating. HIE has enabled me to develop a very fulfilling career and break through that proverbial glass ceiling that exists for many women in Scotland."





# North Ayrshire Council

Highly Commended

Facing financial challenges and increased demand for services, North Ayrshire Council is tackling adversity by transforming the way in which it engages its people.

The Council endeavours to be an employer of choice – and core to this is supporting employees to balance work and personal lives. Since 2000, all employees have had a right to request flexible working and working culture focuses on service delivery and outputs, not simply the hours people work. North Ayrshire Council recognises the direct link between employee engagement and good service delivery.

A multi-million pound ICT investment has ensured flexible working technology meets employees' aspirations, without compromising service delivery. To ensure the successful transition to agile ways of working, training is provided for staff and managers.

North Ayrshire Council has also made significant investment in employee health, safety and wellbeing by offering various initiatives. Absence rates fell by 1.3 days per FTE between 2013/14 and 2014/15 and work-related stress

has also significantly reduced employee engagement levels have risen from 65.3% in 2014 to 69.6% in 2015.

Leadership role models are important to the council and many Chief Officers work on a flexible basis. Generous support arrangements are available around maternity, adoption, paternity and shared parental leave, while paid leave is provided for antenatal care, bereavement, and marriage/civil partnership.

Campaigns are used to promote employee benefits such as highlighting nursery vouchers to new fathers.

Regeneration Manager Alasdair Laurensen works one day per week from home.

He explains: "Home working has allowed me to make a contribution to childcare, and also has a number of work-related benefits. It gives me the comfort that I have some opportunity to catch up, and the sense that at the end of the week I have made progress.

"My team know that I work this pattern and that I can easily be contacted on Sametime, email or phone."



North Ayrshire Council has also made significant investment in employee health, safety and wellbeing by offering various initiatives. Absence rates fell significantly and work related stress reduced.

Finalists

## Scottish Water

Through its agile working strategy, Scottish Water recognises that work styles should be flexible and adaptive. Offering paid time off for planned health care and emergency situations for dependants, the organisation's 'Family, Carer and Special Leave Policy' helps its people to deal with the times when family must take priority.

## Hanover (Scotland) Housing Association

Hanover (Scotland) Housing Association offers its employees a range of flexible, family friendly policies and benefits, including job sharing, compressed hours, home working and career breaks. Benefits also include childcare vouchers, a 'Cycle to Work' scheme, purchase of additional annual leave, enhanced maternity pay and generous special leave entitlements for family emergencies.



*The Fathers Network Scotland Best for All Stages of Fatherhood Award sponsored by Maclay Murray & Spens LLP*



# Barclays

*In challenging perceptions and traditional workplace models, Barclays has made significant strides in realising its long-term vision to create a cultural sea change in the workplace, particularly for fathers and families.*

## Winner

The organisation clearly recognises that families of today are dynamic and come in all shapes and sizes.

Barclays continuously reviews policies and practices to ensure they are fit for the workforce of the future and the 'Working Families Network' is helping the organisation change its culture organically through events and activities aimed at all family members, no matter their gender or role.

Barclays' 'Dynamic Working' campaign recognises home and work roles, and acknowledges the need for time, flexibility and energy to undertake them all. It allows colleagues to structure work around what matters to them, whether it be daily eldercare requirements, working pattern changes for new parents or pursuing personal interests. Also taken into account are milestone occasions such as a child's first day at school.

Barclays' aim is to enhance gender equality, challenge the perception that primary care in the home comes predominately from mothers, and afford fathers greater diversity and inclusion benefits.

Events are run regularly focusing on different challenges faced by carers and parents, including a 'Working Father Group', to encourage take up of the many employee benefits.

This recognised network of working fathers in Scotland gives colleagues an opportunity to consider the challenges that working fathers face and dispel perceptions and myths.

*Barclays' 'Dynamic Working' campaign takes into account milestone occasions such as a child's first day at school.*



By focussing on working fathers, the organisation recognises the benefits both for working mothers and fathers in the workplace and at home.

The organisation's expectant fathers are entitled to two weeks' paternity leave, and can apply for shared parental leave. The organisation supports same-sex couples, single parents, and adoptive parents, and offers support during adoption, surrogacy or fertility treatment.

The organisation also has plans to extend events focussed on its working fathers. Craig Richardson, Resilience Partner, explained, "After the birth of my son in 2012, I requested three months' additional paternity leave. I would recommend this to any new father. It was a life-changing experience, which allowed me much needed time to establish a strong bond with my son. The company were fully supportive throughout the process and have a wealth of supporting documentation online to help with your decision."



*The Fathers Network Scotland Best  
for All Stages of Fatherhood Award  
sponsored by Maclay Murray & Spens LLP*



## Scottish Parliament

*Highly Commended*

In this, the Year of the Dad, the Scottish Parliament has demonstrated a clear commitment to embracing change in parenting, believing society can make parenting an equal partnership if employers contribute to how they promote policies on maternity, paternity and adoption, and ensure these are truly inclusive of men and women.

The Parliament recognises the importance of fathers at all stages – from before the arrival of a new baby, when they return to work following parental leave and as they go through each life stage.

The Scottish Parliament's 'Shared Parental Leave Policy' mirrors its maternity provision, offering up to six months leave on full pay. Fathers are entitled to attend antenatal appointments, they can use the in-house crèche and parenting room and make use of childcare vouchers. In addition, they are supported to have a phased return to work to help them settle back in gradually after the birth of a child.

The Parliament was proud to be one of the first organisations in Scotland to embrace a pioneering maternity mentoring scheme, open to men who

wish to take extended leave. This has been re-launched as a parenting network and as part of Year of the Dad employment workshops will be held for new fathers.

The Scottish Parliament supports employees to adopt flexible working patterns, such as compressed hours and home working. In addition, employees can take 18 weeks unpaid carers leave.

The organisation has many senior role models including the Chief Executive, a father who works flexibly to integrate family commitments.

Crucially, it was the motivation of a working father that sparked the creation of a virtual, part-time network, owned by staff and supported by HR, giving fathers like him the chance to sway policies that may affect him and other parents.

The organisation's approach has also had an impact on shared caring responsibilities, with women returning to work and adopting different working patterns.

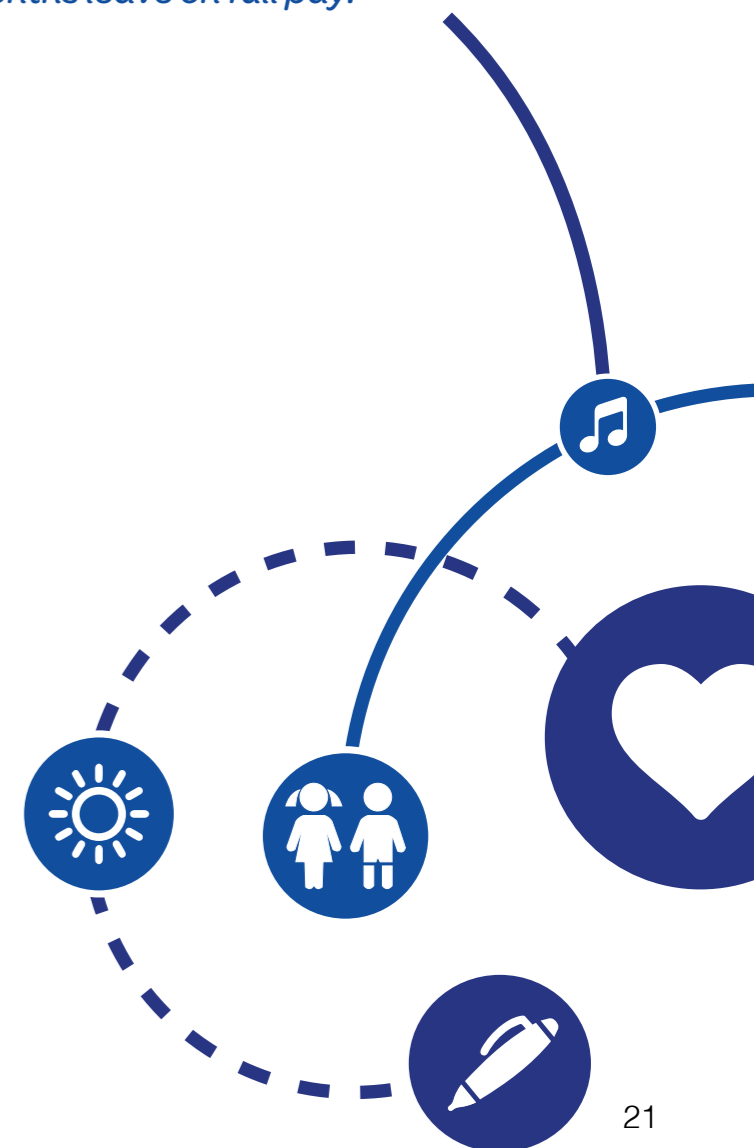


*The Scottish Parliament's 'Shared Parental Leave Policy' mirrors its maternity provision, offering up to six months leave on full pay.*

*Finalist*

## Scottish Water

Scottish Water's flexible working choices, ranging from 7am to 7pm, mean family and carer responsibilities can be integrated into the working day. Through agile technologies, employees can work from convenient locations, such as local hubs or at home. Within an inclusive culture, Scottish Water offers enhanced pay for shared parental leave, and its wellbeing programme encourages a rounded approach to work and home balance.



The Carers Scotland Best for Carers and Eldercare Award sponsored by Centrica



# West Dunbartonshire Council

West Dunbartonshire Council's 'We Care that You Care' strategy is a pioneering, comprehensive programme of support which includes a carers leave scheme and an employee carers support network for people who have caring responsibilities.

## Winner

Launched in early 2015, the Council has taken a lead role in collaboration with partners – the Carers of West Dunbartonshire, MacMillan Cancer Support, Alzheimer Scotland, and its own welfare and money advice service – in a quest to advance a progressive approach to employee support.

The organisation has since benefited from reduced absenteeism, increased employee engagement and retention.

West Dunbartonshire has relatively poor levels of health, resulting in a significant number of employees dealing with the demands of caring and handling emergency situations.

In partnership with trade unions, West Dunbartonshire Council conducted research into the reasons employees are absent. The exercise revealed that a significant number of workers needed time away from the workplace to care for someone.

In light of the organisation's desire to reduce absenteeism and retain high quality, skilled workers in an increasingly competitive job market, West Dunbartonshire Council recognised the need to think creatively to support this group of employees, some of whom were faced with the difficult decision to leave paid employment.

This knowledge led to the 'We Care that You Care' strategy, which also comprises a 'Carers Consultation Network' and a knowledge-sharing e-learning programme.

West Dunbartonshire Council elected to prioritise the 'Carers Leave Scheme'. This gives an alternative to absence, which

There has been a significant fall in absence, by an average of 30%, since February 2015 within the Council's Corporate Services department.



30%

could reduce resignations and retain skills and knowledge. The scheme allows employees to spread the cost of unpaid leave across long periods, minimising financial impact.

It also allows for continuity of employment and – in conjunction with other flexible working and special leave options already in place – it provides sensible solutions to meet employees' caring responsibilities. In addition, it provides a tool to assist managers and employees to engage in open and honest discussion.

In partnership with charity the Carers of West Dunbartonshire, the Council launched the employee 'Carers Support Network', whose monthly meetings allow employee carers to gather and chat in an informal setting.

Following the network's success, the Council developed a 'Carer Consultation Network' to empower the group and encourage its members to shape future policy.

The local authority is the first in Scotland to implement a strategy of this nature.

Since the inaugural meeting of the support network in April 2015, the organisation's register of carers has risen. There has been a significant fall in absence, by an average of 30%, since February 2015 within the Council's Corporate Services department, from which membership of the Employee Carers Support Network is most predominant.

A recent survey of network members highlighted the true and meaningful impact of the organisation's activities on employees with caring responsibilities. Comments include: "Therapeutic, makes you appreciate you are not the only one in this position"; "Gives me confidence dealing with my personal circumstances, understanding of other people's situations"; and "Helps knowing there is someone to talk to that understands."

While the Council acknowledges that the 'We Care that You Care' strategy is in its infancy, early results are positive, and it remains confident that it will help the organisation to meet head-on the challenge of employment within an ageing population.



*The Carers Scotland Best for Carers and Eldercare Award sponsored by Centrica*

**centrica**

## Standard Life

*Highly Commended*

Standard Life raised the bar in 2014 by enhancing its long established support of working families by embracing the needs of working carers.

As a first stage, it introduced five days paid carers leave, and last year the organisation launched a carers' network, offering peer support and information sharing, with a programme of communication for employees who have caring responsibilities.

Recent improvements to measures to support working carers include: phone or face-to-face support for employees and their families; access to private telephones/computers in quiet areas in the workplace; ability to apply for changes to working patterns; and flexible benefits such as buying additional holidays.

The organisation aims to understand the extent of its working carer population, discover more about the challenges

they face, make further supportive changes, and meet its related goal in its gender diversity action plan to support those senior women who were finding it increasingly difficult to balance work with their caring responsibilities.

The company has received a positive response to carers leave, which has been taken by around 150 people. And of those who have utilised carers leave, 75% reported that they rate this more favourably than any other benefit the company provides.

Standard Life has also received excellent feedback in response to its advice and guidance around financial planning for carers, such as its power of attorney offering.

Within months, its 'Carers Network', launched in September 2015, had attracted 45 members.

The company also received 'engaged' level accreditation as a 'Carer

*150 people have utilised carers leave. 75% reported that they rate this more favourably than any other benefit the company provides.*



Positive Employer' in Scotland. Its desire to provide increasing structure and consistency around the support it affords working carers led it to draft a group-wide 'Carers Strategy', exploring packages of additional leave arrangements.

This year saw the launch of information portal 'Ageing Works' – a resource that provides support for carers, employees who live away from ageing parents, employees who need help with ageing loved ones or those older employees who may have their own later life concerns. Topics include care-planning, living arrangement alternatives, working carers tips, dementia, carer guilt, personal resilience and dealing with 'the big conversation' when family members become vulnerable.

More than four years ago, Standard Life employee Linda Black became carer for her parents-in-law and her parents who lived 20 miles away.

Facing legal, emotional and financial pressures, Linda said: "Having paid carers leave made it much easier for me to take the time I needed. It was a huge relief to know I had the support of the organisation. To say I was overwhelmed was an understatement.

"I'm really pleased the organisation are continuing to review support for carers and involve us in the process, and I'm delighted to be part of the process. The 'Carers Network' is a great support system for colleagues who are holding down jobs and caring. When I've had a bad day, it's been recognised. Being really open and honest with my manager helped us both understand what I needed."



*The Parenting Across Scotland Best for  
Childcare Award sponsored by ScottishPower*



## Milnbank Housing Association

*Milnbank Housing Association is committed to supporting the childcare needs of its employees as well as the local community and is proud of its sustainable nursery, Carbon Footprints, which opened in 2012 with Big Lottery funding.*

### Winner

Employees of Milnbank Housing Association receive a discount for the nursery, making childcare costs more affordable. The nursery is located close to the Association's office, giving parents great peace of mind.

An Investors in People employer, Milnbank Housing Association always strives to support its employees to enable them to combine work and childcare where possible.

As well as offering up to 75 full-time equivalent affordable nursery places, Carbon Footprint – which is managed by Milnbank Housing Association – also operates after-school and summer clubs. The clubs are also offered to employees at a discounted rate.

The organisation endeavours to support its employees to access other childcare providers, in whichever way it can. That includes altering employee start/finish times to accommodate nursery places.

Employees are able to work from home, and the organisation goes the extra mile where it can, for example special leave with full pay was granted to an employee during his child's hospital stay. The Association has also reviewed and increased an employee's salary to help cover nursery costs.

Senior Child Development officer Brenda was among Carbon Footprint Nursery's first recruits, and her young son attended the nursery on a part-time basis.

*Milnbank Housing Association offers up to 75 full-time equivalent affordable nursery places and operates after-school and summer clubs at discounted rates for employees.*



When Brenda took maternity leave in February 2014, she used her ten 'keeping in touch days' to give talks on promoting breastfeeding to mothers with children at Carbon Footprints Nursery.

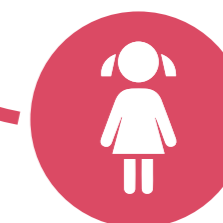
During these visits, Brenda's baby girl joined the nursery's baby room. While on maternity leave, Brenda continued to use her staff discounted places at the nursery and was paid for attending training events. She is contracted to work 35 hours per week, and has flexible start and finish times.

Another Milnbank Housing Association employee, Lorraine, has a five-year-old daughter who is on the autistic spectrum and attends a school for children with additional support needs. Her daughter attended the 2015 summer club under her staff discount benefit.

Lorraine commented that her daughter really enjoyed her time at Carbon Footprints Nursery, and looked forward to going each day.

Lorraine, who has booked a summer holiday place for this year highlighted that: "It was a huge relief as I could go to work knowing that she was being well looked after."

Carbon Footprints Nursery – whose name reflects its commitment to environmentally friendly practices and low energy consumption – also supports the local economy through home-grown employment opportunities.



## Judging Panel

*Award entrants are asked to describe their policies and practices in relation to family friendly working. Entries are anonymised before being judged by our expert panel.*

### **Sarah Jackson, OBE** *CEO Working Families*

Sarah has led work-life balance campaigning and culture change for over 20 years. She is an acknowledged expert and has worked across the political spectrum to push for positive change, including the right to request flexible working, improved maternity and paternity leave and fathers' rights at work. Sarah works collaboratively with the third sector, trades unions, employers and business leaders to argue for change. She is regularly called upon for her expertise. In 2010 she was a member of the Family Friendly Hours Task Force. Between 2011 and 2013, Sarah chaired the Promoting Flexible Working: Private Sector Employers Group for the Department for Work and Pensions. Sarah also spearheaded the 'Happy to Talk Flexible Working' strapline campaign, endorsed by CBI and TUC, to encourage greater promotion of flexible working in job advertising.

### **John McLeish** *Senior Human Resources Expert and Chairman of the Scottish Tartans Authority*

With a business career spanning a wide range of industry sectors, John's CV includes well known names such as TSB, Andersen and FirstGroup. John qualified as a banker before specialising in HR. He was Head of Human Resources at Lloyds TSB Scotland and more recently was Vice President Human Resources at Stork, provider of asset integrity management services to the oil and gas industry. John was one of the founding Trustees at Working Families and is a former Council Member at The Chartered Institute of Bankers in Scotland where he was awarded a Fellowship aged 32. A Fellow of The Chartered Institute of Personnel and Development and The Chartered Management Institute, John is currently Chairman of The Scottish Tartans Authority.

### **Ann Henderson** *Assistant Secretary, STUC*

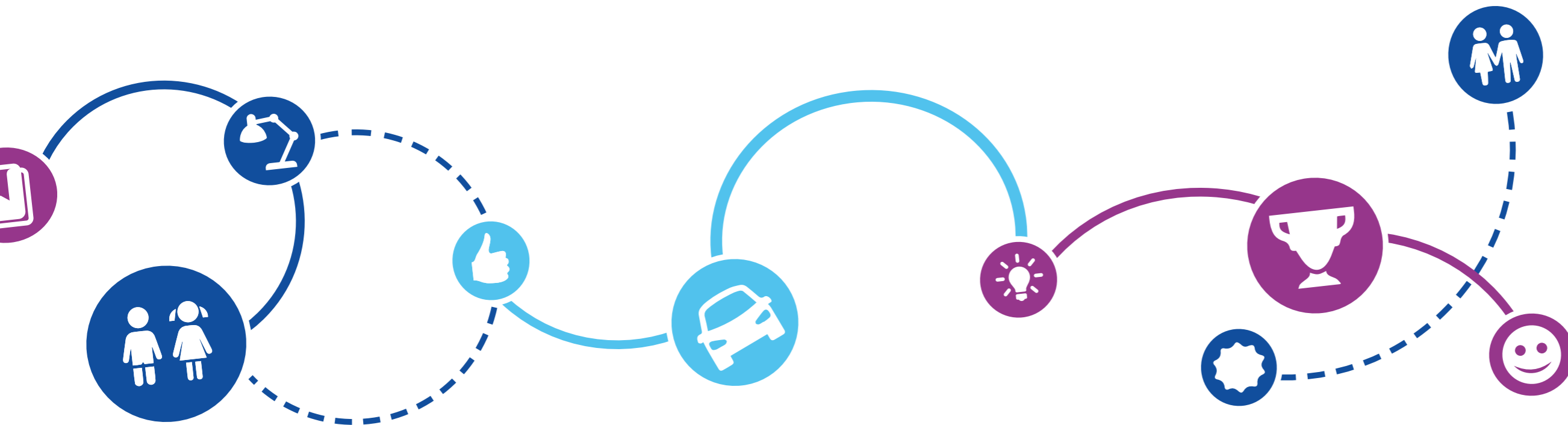
Ann is an Assistant Secretary at the STUC (Scottish Trades Union Congress). Her responsibilities include government and parliamentary liaison, and Secretary to the STUC Women's Committee. Ann is currently a member of the Scottish Government Ministerial Advisory Group on Women and Work. Prior to joining the STUC in 2007, Ann worked as a Parliamentary Researcher in the Scottish Parliament from 1999, and has a background in the railway industry and the women's movement. Ann worked for British Rail in Glasgow for nearly 15 years, initially as station staff, and latterly as train crew, including as a train driver. The experience of working in a shift industry, including in the role of a trade union rep, and experience of policy development across a number of areas in Parliament, contributes to Ann's present role at the STUC. Ann was the Scotland Commissioner on the Women's National Commission prior to its closure in December 2010, gaining experience of public appointments, and also the benefits of working across the devolved nations in sharing policy and practice.

*Meet our team of judges!*



### **Lauren Paterson** *Employer Engagement Adviser, Skills Development Scotland*

Lauren has very recently joined Skills Development Scotland. Prior to this role she was a Senior Policy Executive with CBI Scotland where she was responsible for policy development in a number of areas including: education and skills, employment law and infrastructure. Further responsibilities included working with CBI Scotland members to ensure that the Scottish Government and its public agencies deliver policies that will create a dynamic and vibrant Scottish economy; and to ensure that their views are fed into the CBI's UK and international policy making and lobbying.



### **Craig Morris**

*Policy Lead, Scottish Government*

Craig is policy lead for Family Friendly and Flexible Working within the Scottish Government Early Years Team. He also leads on policy on fathers and separated families. He is a pro-active member of the FFWS collaboration and is working on a project to roll out location neutral working in the Scottish Government. Craig previously worked in the Scottish Government's Learning Directorate, developing and delivering policy for school-age children. Prior to this he was a management and organisation development consultant working in various people development roles. He has a Business Studies degree from the University of Edinburgh.

### **Sam Pringle**

*Interim CEO, Fathers Network Scotland*

Sam is a Work Family Consultant and Executive Coach. She works with organisations that want to develop a diverse, family friendly culture. She delivers workshops and seminars around the themes of work-family balance, managing maternity and paternity leave, eldercare and leadership programmes for women. She has taken on a number of roles for Fathers Network Scotland (FNS) following her interest in supporting fathers at work. This includes leading the research and Fathers Charter for Year of The Dad in partnership with the Scottish Government Early Years Team.

### **Clare Simpson**

*Project Manager, Parenting Across Scotland*

Clare is Project Manager at Parenting Across Scotland (PAS). PAS is a partnership of third sector organisations working together to provide a focus on issues affecting parents and families. PAS advocates for good quality, affordable childcare and recognises that a healthy work-life balance is essential for enabling a nurturing family environment. Clare promoted the extension of childcare throughout the passage of the Children and Young People (Scotland) Act, and sat on the Scottish Government group which developed the statutory guidance on childcare. Clare was on the parenting sub-group of the Early Years Taskforce, and contributed to the development of the National Parenting Strategy.

### **Sue McLintock**

*Senior Policy Officer (Employer Award), Carers Scotland*

Sue joined Carers Scotland in 2013 as a Senior Policy Officer, to manage the development and delivery of the new Carer Positive initiative. This has included extensive consultation with employers and partners to develop the Carer Positive award and progress its implementation. Sue has responsibility for promoting and operating Carer Positive across Scotland and engages with a wide range of public, private and voluntary sector employers to raise awareness of the business case for supporting carers in the workplace. Sue was previously an independent consultant and researcher, working mainly in the field of employability, involving extensive employer engagement. Prior to that, she worked in economic and social policy for South Lanarkshire Council and Strathclyde Regional Council.

# Get Involved!


Employers can get involved in the Family Friendly Working Scotland programme in a number of ways. Events run throughout the year bringing together employers of all sizes and sectors to share best practice, ideas and innovation in the field of family friendly and flexible working. Stakeholders help drive the family friendly working agenda forward in Scotland and FFWS Champions help raise the profile of family friendly and flexible working.

Family Friendly Working Scotland can support employers to use the national 'Happy to Talk Flexible Working' recruitment strapline, to improve recruitment and position your organisation as an employer of choice.

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## Family Friendly Working Scotland

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Tweet us @ffworkscot #ffworkscot or

Find us on Facebook / FamilyFriendlyWorkingScotland

[familyfriendlyworkingscotland.org.uk](http://familyfriendlyworkingscotland.org.uk)



*Family Friendly Working Scotland is a collaborative programme between the above partners.*

*Working Families is a registered charity in England and Wales (no 1099808) and Scotland (SCO45339)*

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