

A Working Families publication



Top Employers for Working Families **Special Awards 2016**

Top Employers for Working Families Special Awards 2016

Contents

Introduction	3
The Judging Panel	4-5
Finalists' Case Studies:	
The American Express Best Flexible Working Initiative Award	6
The Carers UK Best for Carers and Eldercare Award	9
The Centrica Best for Modern Families Award	11
The Cityparents Best for All Stages of Motherhood Award	14
The Direct Line Group Best for Embedded Flexibility Award	18
The Innovation Award	20
The Best for Flexible Recruitment Award	27
Support for Employers	28

Lead sponsor 2016 Benchmark and Awards



In partnership with



Awards sponsored by





Introduction

Sarah Jackson OBE Chief Executive, Working Families

Welcome to the 2016 Top Employers for Working Families Awards case studies. The awards celebrate those employers who are committed to our mission of changing the way we live and work. Showcased here are the organisations who made it through as finalists, and who caught the eye of the judges with their flexible and family-friendly working policies, innovations and practices.

The standard of entries this year was very high, and in some categories competition was fierce: the line of good practice is moving ever-upwards and organisations are really striving to create policies that differentiate them from their peers. This is all-important when competing for top talent, of course, but the judges were pleased to note that many entrants were explicit about their commitment to make their policies available to all employees, not just a chosen, highly valued few. It is this kind of thinking that will deliver the crucial culture change we want to see in the UK's workplaces.

Cultural change will only become established and embedded where opportunities for flexibility are equally distributed: restricting it to certain groups, either explicitly through policy, or implicitly through practice, will ensure barriers remain in place. Encouragingly, many of our finalists are really getting to grips with this challenge, and the case studies show a renewed focus on manager training and organisation-wide communications that are such crucial elements of creating a truly flexible workplace.

What trends can we see in 2016? Firstly, metrics and measurements are playing an increasingly prominent role in both the creation of new family-friendly ideas, and in refining and improving existing policies. Understanding how family-friendly schemes are playing out, and whether they are working in a way that complements organisational goals and strategy requires systematic examination. The case studies show us that remaining compliant or trying to match competitor peers is not a sufficient basis for implementing family-friendly working if it isn't underpinned by an understanding of what the issues are, what change will look like, how it will be measured, and how it will be sustained.

Secondly, organisations are thinking about flexibility as a culture change activity rather than one which sits within HR. With flexibility very much in the mainstream now, new ideas and practices are part of a continuum of a new way of everyday working that is flexible, family-friendly and in tune with the needs of individuals and of their organisations. What the entries to the awards show is that it isn't the responsibility of the HR team to make them work, and that flexibility isn't just about parents but about work being organised with the grain of people's lives. In these organisations flexibility has matured into a way of approaching work that is supported by, and supportive of, the wider organisation.

The Judging Panel



Professor Sir Cary Cooper CBE Professor of Organisational Psychology and Health, Manchester Business School, University of Manchester

Cary Cooper is the 50th Anniversary Professor of Organisational Psychology and Health at Manchester Business School. He is a founding President of the British Academy of Management, a Companion of the Chartered Management Institute and a UK Fellow of the (American) Academy of Management, President of the Chartered Institute of Personnel and Development (CIPD), President of RELATE, President of the British Academy of Management and President of the Institute of Welfare. He was the Founding Editor of the Journal

of Organizational Behavior, and is the Editor-in-Chief of the Wiley-Blackwell Encyclopaedia of Management.

Cary was awarded a CBE in 2001 and in 2014 was awarded a Knighthood for his contribution to the social sciences.



Carole Edmond Founder & CEO, Glass Moon Strategies

Carole Edmond is the Founder and CEO of Glass Moon Strategies and is currently completing a Doctoral programme on 'Female Attainment'. Carole plans to combine the research findings with her passion for supporting women's advancement in business and leadership and helping career-parents attain flexible & fulfilling working lives.

Carole was the former MD of Bright Horizons which, under her leadership, reached number 7 as a Great Place to Work in 2015. She has dedicated her career to building businesses which deliver high-quality childcare, early education and work-life services.

Carole is a long-term advocate of making the UK more family-friendly, supporting the Working Families' Modern Families Index as well as being a member of the Department of Health and Employers for Carers Task & Finish Group.



Sarah Jackson OBE Chief Executive, Working Families

Sarah Jackson is the Chief Executive of Working Families and has led work-life balance campaigning and culture change for over twenty years. Sarah has worked across the political spectrum to push for positive change including the right to request flexible working, maternity and paternity leave and fathers' rights at work. In 2010 Sarah was a member of the Family Friendly Hours Task Force and between 2011 and 2013 she chaired the Promoting Flexible Working: Private Sector Employers' Group for the Department for Work and Pensions. Sarah spearheaded the introduction of the 'Happy To Talk Flexible

Working' strapline which is endorsed by the CBI, TUC and the Scottish Government.

In 2007 Sarah was awarded an OBE for services to Quality of Life Issues.



Katie Jacobs Editor, HR magazine

Katie Jacobs is Editor of HR magazine. She joined the magazine as Features Editor in September 2012, being promoted to Deputy Editor in March 2014. She was promoted to Editor in February 2015.

Before joining HR magazine, Katie worked across a range of titles at Haymarket Media Group. She has an MA in magazine journalism from London's City University. In 2014, she won HR Trade Journalist of the Year and Employee Engagement Journalist of the Year at the Towers Watson Media Awards, which celebrate excellence in HR and management journalism.

Her areas of particular interest include sustainable and responsible business, culture and organisational values, leadership, OD, diversity and inclusion, HR analytics and metrics and corporate reporting.



Mary Mercer

Associate Principal Consultant, Institute for Employment Studies

Mary Mercer is an Associate Principal Consultant at the IES and is experienced in operational delivery, project management and project direction. Key skill areas include human resource and organisation development consulting, including flexible working, performance improvement, business process redesign and operational research. Mary has led the IES consultancy work on both flexible working and performance management and has delivered consultancy support within Local Government, Central Government, the Health Service and the Private Sector.

Mary's philosophy is to deliver support that has a pragmatic and lasting impact, and she has a range of examples of how HR improvements can have a measurable business impact. She is an experienced designer and facilitator of training and development, and runs HR development programmes.



Jonathan Swan Head of Research, Working Families

Jonathan is Head of Research at Working Families. He has researched and written on a wide range of work-life integration issues, including: fathers and work, flexible working in senior roles, productivity and performance, organisational culture and active ageing.

He is responsible for the annual Top Employers for Working Families benchmark for organisations and the Modern Families Index series of reports. He is currently part of the ESRC funded research consortium that is examining

work-life balance and the effects of austerity.

For more details on the judging panel, go to the Special Awards section of www.topemployersforworkingfamilies.org.uk

WINNER

Cisco
Sector: **Private / Technology**



Rachel Gray
Director Sales Operations & Lead for Inclusion & Diversity, Cisco UK

Cisco is leveraging their latest internet-based technology to enable employees to do their job from anywhere, at any time, empowering them to make the right choices for their work/life balance. Communication takes flexible working into account through ‘employee all hands’ meetings which are typically broadcast live. These meetings leverage Cisco’s collaboration technology including IP TV, Web and Video Conferencing, to enable employees to join and actively participate from any location. Employees can submit questions live or in advance and the meeting can also be accessed on replay for those not working at the time of the live meeting. Cisco leaders are encouraged to drive open discussion following meetings of this type, and are provided with a ‘Meeting in a Box’ slide deck to ensure consistent messaging.

Technology is enabling three new initiatives around flexibility in the work people do: JobSwap, TimeSwap and Stretch Assignment Marketplace (SAM). JobSwap, offered online, enables people to swap jobs either temporarily or permanently - to develop new skills and to extend their careers at Cisco. TimeSwap presents people with the opportunity to swap 20 per cent of their time with a colleague. For example, field managers might swap with global sales managers, giving each a better understanding of the other’s job and ultimately ensuring a better sales function overall.

SAM is an online marketplace where any manager, anywhere in the world, can advertise a piece of work or project for which anyone in Cisco can apply. This enables people to try out different specialisms, gain new skills and work with new people, for a couple of hours a week. These new initiatives are seen by Cisco as the cornerstone of their future flexibility, employee engagement and loyalty.

Cisco is measuring both formal and informal take-up of flexibility and reports that a recent employee survey showed that 81 per cent believe flexibility is driving positive experiences for Cisco employees and that 95 per cent are proud to work for Cisco. The survey also showed that by providing the technology to enable flexible working, Cisco has significant corporate and employee advantages. For example, employees work from home on average 1.1 days per week; give back 60 per cent of reduced commute time to Cisco; and personally save approximately £700 per year on commuting costs. Those who work flexibly are 22 per cent more likely to be highly engaged employees and have are 30 per cent less likely to leave voluntarily than their colleagues who do not work in this way.

Future plans for Cisco are to increase the number of women in technology, drive adoption of their Shared Parental Leave programme and become more proactive in publicising flexibility around retirement.

Cisco is leveraging their latest technology to drive employee mobility and flexibility in the company.

Employees who work flexibly give back 60 per cent of reduced commute time to Cisco; employees personally save approximately £700 per year on commuting costs.

Flexible workers are 22 per cent more likely to be highly engaged employees.

Three specific initiatives: TimeSwap; JobSwap and Stretch Assignment Marketplace, give people online opportunities to swap their whole job, part of their job or to take on new projects and assignments.

HIGHLY
COMMEDED

Royal Air Force
Sector: **Public / Armed Forces**



Group Captain Clive Montellier
MoD New Employment Model Terms of
Service & Integration Lead

Implementation of flexible working has been a real challenge for the armed forces to develop. Required to deploy anywhere in the world, for six months or more and at times with minimal notice, service personnel cannot always take their leave in a pattern that suits them. The Ministry of Defence recognised the need for additional and more flexible leave policies to enable Service personnel to balance work demands with quality time with friends and family. New policies must also be agreed by all three services which increases complexity.

Under direction of MoD HR policy staff the Royal Navy, Army and Royal Air Force developed a range of additional leave options that give personnel the ability to choose what works best for them at their particular stage of career and family life.

Four new types of leave were introduced in October 2015:

- Transfer of annual leave between serving spouses allows personnel to share up to 10 days' leave (15 days if they have been deployed within that leave year) with their serving spouse (no matter if they were serving in the Army, Navy or RAF). This allows the couple flexibility for care of children or for other family members, or to take some valuable time off together.
- Bring Forward of Leave allows 10 days of the following year's allocation to be brought into the current leave year.
- Enhanced Leave allows a service person, after 15 years of service, to access an additional 20 days' paid leave to supplement their entitlement of 30 days of annual leave, allowing them to take a period of 50 days in one block (10 weeks of continuous leave).
- Career Intermissions allow Service personnel to be released from active duty for a specified period. Service personnel can now apply to take a Career Intermission ranging from three months to three years in length.

In supporting the introduction of the new leave types, the RAF developed a bespoke and proactive communications plan to encourage take up. This has borne fruit as the RAF has had the greatest take up with 218 personnel, out of the 496 across all three services taking advantage of the new leave types. Numbers are expected to increase in the new leave year as the cultural barriers of flexible leave and working are further eroded.

The MoD is monitoring the uptake of new leave requests on a monthly basis in order to identify trends such as the most popular types, age groups and ranks and also any applications rejected and the reasons why. This will enable the leave types to be refined over time as needed. For the armed forces, these new types of leave show a real commitment in the search for workable flexibility which underpins long, successful careers.

New leave options that demonstrate a real commitment to flexibility in the armed forces, traditionally a difficult environment for flexibility to work.

Introduction of the ability to swap, enhance or bring forward leave, enabling personnel to take their leave in a pattern that suits them and their family.

To date 496 service personnel have accessed the new leave types.

The Ministry of Defence continues to monitor applications to enable the policy to be refined in the future.

FINALIST

Allen & Overy LLP
Sector: **Private / Legal**



Sasha Hardman
Global HR Director, Allen & Overy

Allen and Overy (A&O) understand that to have the most engaged and productive employees, work needs to adapt to integrate with other areas of people's lives. The firm has had formal flexible working for many years but, with two more recent flexible working initiatives, A&O has now gone further to offer the broader range of flexibility that people are looking for.

Firstly, they introduced the A&O iFlex initiative in June 2015. iFlex allows anyone to work at home or from another location. iFlex is underpinned by guidelines which amount to less than one side of A4. These guidelines make clear that: there is no minimum or maximum number of days per week or per month that people can work remotely; people do not need to ask permission; and people should use their own judgement. Trust is seen as the single most important factor to make this work.

A&O did not pilot iFlex but rather launched it to all of their UK workforce on the same day, to ensure that - in areas of the business where there may be more resistance - people felt they had permission to take advantage of ad hoc flexibility.

A&O does not measure uptake but hopes to see a year-on-year improvement in the scores relating to flexibility in their employee engagement survey. Since launching iFlex A&O's staff engagement scores on the question of the extent to which staff are able to work flexibly have improved significantly. In particular the 2015 survey showed that 91 per cent of lawyers are satisfied with the ability to work flexibly, an increase from 78 per cent in 2014.

A&O has also introduced Peerpoint, their global flexible resourcing business established to give lawyers a way to contract on legal placements working within A&O and with A&O's clients. It offers a career choice to those wanting to continue to work at a senior level in the legal profession but have more control over the work that they do. Peerpoint consultants work in a variety of ways, whether this is on full time placements with clients, part-time working with A&O practice groups or undertaking short term contracts.

Peerpoint satisfies a real business need. Within A&O, over 62 per cent of UK partners have now used the resource for work that needed a particular specialism, or to staff large deals, or to increase capacity during busy periods.

Peerpoint initially operated in London, and now operates in Hong Kong, Australia and Singapore. In just over two years, A&O has grown the global panel to 131 lawyers globally. Of these lawyers, 46 per cent are A&O alumni and 35 per cent of the panel working part-time. 64 per cent of the panel are women.

A step beyond formal flexible working to a way of working that reflects a real flexible culture.

iFlex enables anyone to work from home on an ad hoc basis and it is possible without seeking permission.

Peerpoint is a global flexible resourcing for lawyers who want to work on shorter term contracts.

91 per cent of the firm's lawyers feel that they are able to work flexibly, an increase from 78 per cent in 2014.

WINNER

West Dunbartonshire Council

Sector: **Public**



Vicki Rogers

Head of People and Technology,
West Dunbartonshire Council

West Dunbartonshire Council’s ‘We Care that You Care’ strategy has been developed to address a real need. West Dunbartonshire has life expectancy rates that are significantly worse than the Scottish average and there are high levels of poor health. With 85 per cent of employees living and working in West Dunbartonshire, the impact of these estimates is immense. The challenge was to identify carers and to support them, within the context of the Council’s key strategic priority, which is to significantly reduce absence levels across the organisation.

The We Care that You Care strategy is a pioneering programme of support, which launched in February 2015. It includes a Carers’ Leave Scheme and an Employee Carers’ Support Network. The benefits have been reduced absence levels and increased employee engagement and retention, with limited financial impact upon the Council.

The Council found that some carers just could not continue to work due to their caring demands. It developed the Carers’ Leave Scheme, the first project within the We Care that You Care strategy. The scheme allows employees to spread the cost of unpaid leave across a long period, thus minimising financial impact on the employee. It also allows employment to be continuous and protects the employee accordingly. The leave scheme has also assisted managers and employees in approaching discussions in an open and honest way and has given managers the tools to adopt a flexible approach to support the employee.

The second strand of the strategy has been the Employee Carers’ Support Network. With the support of external agencies, the network meets monthly to allow employee carers to meet, chat and liaise with other employee carers and external agencies over a cup of tea in an informal setting. The monthly meetings are facilitated by HR and attended by Carers of West Dunbartonshire, Macmillan and the Money and Welfare Advice Service. This allows access to practical and financial information and provides the means of making contact with these groups during the working day. This is a great support for many of the carers whose caring responsibilities begin as soon as work is over, leaving little or no time for themselves. The network continues to grow in membership as word of mouth communication spreads to complement the more formal approach to communication.

Following the success of the Employee Carers’ Support Network, the Council decided to further develop and empower the group by asking them to help shape Council policy going forward. They now have a Carer Consultation Network in place which has had a consultative role in the development of relevant organisational policies, ensuring employees with caring responsibilities have a direct voice on employment matters that affect them.

A strategy born out of a need to support the high number of carers employed by the Council while also retaining them and increasing their engagement.

A pioneering leave scheme enabling unpaid leave to be spread across a long period of time to minimise financial impact and preserve continuous employment.

The development of a carers’ network, which is supported by agencies including Macmillan and the Money Advice Service.

The carers’ network now has a consultation role in policy development.

HIGHLY
COMMEDED

Ministry of Justice

Sector: **Public**



Luigi Strinati HMCTS Wales Delivery Director. One of the two MoJ Carers Champions, Ministry of Justice

A wide ranging set of initiatives to make being a carer compatible with a career in the Ministry of Justice and the wider Civil Service.

Asking carers to identify themselves has enabled the Ministry of Justice to track the performance outcomes, career development and engagement of those with caring responsibilities, ensuring staff are not disadvantaged.

A new carers' network has quickly developed an excellent and proactive reputation.

The Ministry's approach to carers includes information sharing amongst all staff so that carers feel more understood and less isolated.

The Ministry of Justice (MoJ) has introduced an excellent range of policies to support all staff, and particularly carers. Their definition of carer goes beyond the statutory one: the amount of care provided may vary; carers do not have to live with the person they are caring for; they include pre and school aged children and teenagers; they include eldercare, caring for a relative, partner or friend with a disability; and caring for a relative, partner or friend with a physical or mental illness.

The MoJ's approach is also comprehensive and wide ranging. Support for carers is really embedded into the organisational culture with a focus on fairness for carers.

For example, staff can choose to identify themselves as carers on the staff IT system, enabling the MoJ to monitor the experience of carers in the workforce, specifically looking at performance outcomes, career progression, promotion and engagement. Up to five days' special leave are paid, but more can be agreed at a manager's discretion.

Within the MoJ, carers can work a series of different working patterns: reduced hours, remote working and home working and this can be a temporary change or a permanent change in contract. Information and guidance is available via the intranet for all staff and their managers, signposting to policies and internal sources of help.

Support for carers is led from the top with two Senior Civil Service carers' champions helping to raise awareness of issues that affect carers. These champions have their own intranet page so staff know who they are and how to contact them and they have held lunches and information sessions.

The MoJ launched a volunteer-run carers network in June 2015 which aims to support all staff with caring responsibilities. An information pack was developed to provide staff with information about caring responsibilities, how the network can help and the support available within MoJ. This is available to all staff, not just those with caring responsibilities. Providing information to all staff aims to reduce the feelings of isolation carers have and ensures all staff have a greater understanding of a carer's needs. The network has quickly developed a reputation across government for its work and profile.

Regular reminders encourage staff to take advantage of the carer's passport initiative introduced by the Charity for Civil Servants, which records a person's caring responsibilities so that they can move from post to post without having to re-explain their situation. The MoJ and other government departments regularly share information on best practice in the support of carers which also enables the movement of carers between departments should their careers take them on that path.

WINNER

Pinsent Masons LLPSector: **Private / Legal****Kate Fergusson****Head of Responsible Business,
Pinsent Masons**

Pinsent Masons' approach to modern families is practical, collaborative and has an impressive community focus. From the outset, recruitment messages reflect the company's aim of encouraging applications from all backgrounds and recruitment suppliers have been told of Pinsent Masons' diversity and inclusion expectations. There are gender balanced shortlists for senior roles, adverts are placed in specialist diversity publications and there is an annual review of the diversity of applicants.

Everyone can make a flexible working request and the organisation offers a variety of formats for different needs, for example working from home, flexibility across days and school holidays and job-sharing. One in four of the workforce works flexibly.

Through the intranet, Pinsent Masons also offers access to Ageing Works, which provides information and resources about caring for elderly relatives with the aim of saving families time, cost and unnecessary stress.

In 2015, the company launched PM@PM (Parents Matter at Pinsent Masons), a web 'coaching' portal for anyone taking family leave, including specific guidance to support people and their line managers. The portal is inclusive of parents in same-sex relationships and parents in their LGBT network were included in the consultation group. The company has issued over 400 licences to PM@PM to parents and line managers since its introduction.

In 2013, Pinsent Masons established Project Sky to address the gender imbalance within senior levels of the firm. They found that women fear they risk falling behind in their career when they take family leave. The company is now de-stigmatising working less than standard hours by promoting the concept that flexible working can be for everyone.

The focus on performance and delivery has raised awareness of new ways of working and improved technology has enabled the company to move away from traditional 'office hours' to a more flexible trust-based working relationship. A 'core hours' programme was introduced into Pinsent Masons' corporate team to give lawyers the flexibility to come into the office from 10am and leave from 4pm provided client expectations are met. Staff turnover changed from 30.2 per cent upon introduction in April 2014 to 17.5 per cent by June 2015. Allowing more flexibility in the working day has significantly helped to increase retention.

As part of Pinsent Masons' commitment to providing an inclusive working environment they have run events to increase understanding of modern families. The LGBT Network and Family Support Network worked together to screen the Stonewall film 'FREE' and to host a webinar 'Living with the Three of Us'.

In 2015, Pinsent Masons became sponsors of Stonewall's education programme. Members of their LGBT Network received 'Role Model' training and now visit schools around the UK to talk about being LGBT and share their personal journey to break down stereotypes and help eradicate bullying.

All employees are able to access family support and work-life policies and 24 per cent of the workforce works flexibly.

Flexibility has significantly increased retention – turnover in the corporate team reduced from 30.2 per cent to 17.5 per cent.

Project Sky addresses gender imbalance at senior levels – de-stigmatising working less than standard hours, removing a culture of presenteeism and promoting flexible working for all.

A community focus with Pinsent Masons becoming a sponsor of Stonewall's education programme.

FINALIST

J.P. MorganSector: **Private / Financial Services**

Diversity & Inclusion team at J.P. Morgan

At J.P. Morgan the approach to recruiting and retaining people with modern family lives is comprehensive and wide-ranging. It starts with recruitment where a varied range of strategies are used to ensure recruitment is from the widest pool of talent possible. This includes targeted advertising through Stonewall, Timewise and EmployAbility and through universities known for their part-time courses and high proportion of mature students. All J.P. Morgan advertisements use inclusive imagery, particularly demonstrating support for LGBT equality, disability equality and support for older candidates. J.P. Morgan is also careful to ensure that gender-neutral language is used and promotes the fact that it is an inclusive employer widely.

A particular feature of J.P. Morgan's approach is the collaboration with expert bodies to ensure staff get the most informed support. For example, working with Stonewall, Europe's largest LGBT charity, J.P. Morgan's well-funded working families employee network, together with PRIDE, the network for LGBT staff, ran two workshops in 2015 to support employees who wish to navigate the field of adoption and surrogacy. Other workshops have tackled issues specific to parenting LGBT youth, including a workshop titled 'So you think your child is gay...'. These workshops have provided employees with a source of peer-to-peer support and guidance around issues relating to sexual orientation and gender identity.

J.P. Morgan employs approximately 240,000 employees globally in more than 40 countries. Consequently, they have an extensive network of employees. They have a dedicated team that handles employee relocation from start to finish, providing guidance on local cultural norms and customs so that the employee can easily adapt. Where relocation of the family isn't possible (such as when LGBT staff relocate to the Middle East) every effort is taken to ensure that an employee gets regular contact with their family. In cases where an employee turns down an overseas assignment due to personal reasons, the firm makes every effort to ensure the employee does not suffer career detriment by identifying a suitable alternative posting.

J.P. Morgan provides faith rooms at every location that can be used by people of any faith. During the month of Ramadan, the company provides transport for Muslim employees to the nearest mosque to observe prayers during the working day.

Fundamental to J.P. Morgan's approach is monitoring to track the various protected characteristics, including gender, ethnicity, sexual orientation and gender identity. This enables the company to identify if there are specific challenges faced by any of these groups in recruitment, appointment, development, promotion or retention – and to devise appropriate strategies to address any identified issues.

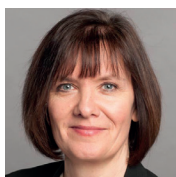
A wide ranging approach to diversity covering recruitment, employee networks, provision of faith rooms and support for those on global assignments.

Investment in modern families, providing private medical insurance that subsidises fertility treatment as well as investing in staff networks.

Staff networks are taken seriously and respected with nearly 40 per cent of EMEA staff belonging to at least one.

Monitoring of protected characteristics to identify and respond to challenges people face throughout their careers with the company.

FINALIST

SantanderSector: **Private / Financial Services****Vicky Wallis**

HR Director, Santander UK

At Santander, the latest innovation in the area of family leave and flexible working, with a specific focus on modern families, is the introduction of a grandparent extension to Shared Parental Leave (SPL). This scheme is designed for employees who are expecting or adopting a child and wish to share their parental leave with their parents who must also work at Santander UK.

Improvements in healthcare are leading to longer working lives and this, combined with Santander's culture and heritage as a family-based organisation, means that Santander is seeing multi-generational working, including more generations of the same family working at the company. This scheme comes before the government extension of SPL to include grandparents. Santander believes it will enable their employees to exercise a greater degree of choice and control over their parental leave and childcare arrangements.

Alongside this greater flexibility, Santander is also introducing an enhancement to their maternity pay that will entitle employees taking maternity leave to 16 weeks of full pay. This provision will be matched for grandparents and partners who take SPL.

Santander suggest they have always encouraged individuals to talk to their managers about flexible and agile working, to support their caring responsibilities, appointments, religious and faith events and community commitments. By introducing the grandparent extension to SPL, the company aims to give employees even greater flexibility, freedom and choice both professionally and financially. They believe this initiative reflects the needs of modern families, where multiple generations are in work and responsibility for childcare is more likely to be shared.

Santander is proud to be an employer that their employees would recommend to their families as a good place to work, and evidence of the inclusive philosophy is seen in the demand from new parents who would like to split parental leave with family members who are also bank employees. This philosophy is seen throughout the company, in the major offices and in the 857 local branches.

Although the grandparent extension to SPL only launched in January 2016, the company is already in discussions with several employees who have expressed interest. The company is keen to be instigating the UK's first case of a new mother sharing her maternity leave with a grandparent.

As with all their flexible working requests, Santander is monitoring how many requests are being made and how line managers are responding. This will enable them to ensure managers are being supported and that requests are being treated consistently. In the 2015 Global Engagement Survey 82 per cent of people at Santander UK said that 'their immediate line manager provides flexibility in the team'. They will also promote positive examples of where flexible working is mutually beneficial for the individual and the business.

Santander has introduced an early extension of Shared Parental Leave (SPL) to grandparents, a scheme that is widely believed to be the first of its kind in the UK.

Grandparents will now receive the same benefits as women on maternity leave and partners taking SPL, with 16 weeks of full pay provided.

Santander is a family-based organisation with generations of family members working at the company, making them well placed to implement grandparental SPL.

Although only recently launched, several families have expressed interest in this new scheme.

**JOINT
WINNER**

Deloitte LLP

Sector: **Private / Professional Services**



Emma Codd

Managing Partner for Talent, Deloitte

Deloitte aims for all of its working mothers or primary carers to be able to build a successful career without compromising family life. To enable this they have built a combination of an inclusive culture, a modern and agile working environment and deliberate, programmed actions such as coaching support during the parental leave period. The focus is not just on the new parent but also their manager and those around them; making the approach to attracting and retaining people at Deloitte holistic and comprehensive.

When a woman announces her pregnancy, both the mother-to-be and her manager join the Deloitte Working Parents Transitions Programme (WPTP) to enable a smooth transition to and from maternity leave. Delivered by external coaches, pre-maternity sessions build peer support networks, provide an opportunity to share experiences and explain the support offered by the company. At the midway point of the first year of the WPTP over 70 per cent of pregnant women had joined the programme before going on leave.

Managers attend separate sessions to understand best practice support they can provide before, during and after maternity leave. Deloitte mandates that all managers, with an expectant mother or primary carer in their team, attend training with the objective to reduce the percentage of those leaving within 18 months of return. The approach is working; the number of new mothers leaving within 18 months of returning from maternity leave has dropped from 19.4 per cent to 8.3 per cent in the last two years. The feedback from mothers and their managers has been very positive.

Deloitte wants new mothers and primary carers to stay feeling connected. Shortly before return each mother or primary carer has a one-to-one with an external coach to further plan their return. On return, those at manager level and above join a five-month programme of monthly face-to-face group coaching sessions. These focus on building confidence and skills to manage home and work responsibilities and ensure new working patterns are working efficiently. Deloitte also offers emergency backup childcare to all parents five times a year, which is funded by the firm.

Deloitte's Time Out policy, which offers four weeks' unpaid leave each year to all employees, has been increasingly popular with parents during school holidays and enables them to enjoy extended time with their children.

The objective at Deloitte is to increase the proportion of women in their workforce and enable these women to develop their careers while enjoying family life. They aim to reach a target of 25 per cent female partners by 2020 and 30 per cent by 2030.

Deloitte has introduced the Working Parents Transitions Programme for new parents and their managers to ensure they receive the best support prior to, during and after leave.

The programme has attracted over 70 per cent of new mothers and seen the number of mothers leaving within 18 months of return from maternity leave drop from 19.4 per cent to 8.3 per cent.

Focusing on new parents, managers ensure that actions are embedded, transitions are smooth and that there is understanding and support.

In addition, employees are offered four weeks' unpaid leave every year as part of the firm's Time Out policy.

**JOINT
WINNER**

Sacker & Partners LLP

Sector: **Private / Legal**



Julia Perrin
Director of HR,
Sacker & Partners LLP

Sackers is competing well in the legal sector with its provision for mothers and its programme is impressive. Lawyers have access to maternity coaching and the firm has an internal maternity mentoring system to supplement the coaching sessions. The mentoring system offers bespoke support from mothers who have experienced the transition to working parent themselves and understand the culture at Sackers. Maternity mentors are all operating at partner level within the business. The mentors are volunteers who were given orientation at the start of the programme on what Sackers were seeking to achieve, how it would work, and what their role was. They were also provided with a resource pack to help them and they provide support to each other in doing this important role. Each maternity mentor only has one mentee at a time to ensure they are not overloaded. A matching process ensures that people are allocated a mentor with whom they will 'gel' and be able to talk openly about issues.

Sackers offers generous maternity leave and benefits and equality in flexible working. All staff can log in from home, which gives people greater flexibility.

Sackers puts on webinars for working parents on topics such as choosing childcare and overcoming your working parent guilt. Activities have focused on early years support since the majority of staff have younger children, but Sackers has also provided support for those with older children, such as webinars on keeping your children safe on the Internet and choosing secondary schools.

Sackers' grade gender balance really highlights how impressive their approach to supporting mothers is – 60 per cent of Sackers' partners are female and the majority are working parents. The firm's deputy managing partner is a working mother working part-time hours. Two other members of the managing group (one male and one female) have flexible working arrangements in place and overall, 32 per cent of staff work flexibly, with 40 per cent of partners, 30 per cent of associates and 29 per cent of business services staff in a flexible working arrangement.

Key to flexible working take up is that it does not damage career development. Sackers promotes individuals based upon merit and this includes staff working flexibly. For example, six female lawyers working flexibly have been promoted in the last five years.

The firm aims to retain the majority of staff following maternity leave. By offering flexible working and achievable career progression, mothers choose to return to Sackers following maternity leave. One hundred per cent of lawyers at Sackers who have been on maternity leave in the last five years have returned to work.

Mothers benefit from a personal one to one mentoring scheme where they are carefully matched with their mentor to ensure they get the best support.

Senior grade gender balance is impressive with 60 per cent of partners being female and the majority of these are mothers.

Flexible working is widespread, including at senior levels. Measures are put in place to ensure flexible working does not damage career development.

One hundred per cent of lawyers who have taken maternity leave in the last five years have returned to work.

FINALIST

Civil Service

Sector: **Public**



Simon Claydon

Director of the Workforce Strategy and Inclusion Team, Civil Service

The programmes around motherhood, implemented by the Civil Service, are all designed to promote the value that every talented individual has, giving them the opportunity to progress. Improving the support offered to employees who are mothers is a vital strand in enabling women to achieve this career progression. In September 2014, the Civil Service published ‘Talent Action Plan: Removing the barriers to success’, which was refreshed in March 2016. This commits the whole organisation to co-ordinated action to address barriers and bring together best practice.

Women are offered support before, during and on return from maternity leave. For example, keep in touch days can be used flexibly during maternity leave by offering the opportunity to take forward short term, strategic projects in line with career interests. On return to work, women are matched with a buddy to help them re-establish connections across their department. Development and mentoring programmes are also offered including: The Positive Action Pathway – a structured one-year development programme targeting under-represented groups, including women; mentoring facilitated by employee networks and the Civil Service Coaching and Mentoring Digital Database. Networks have been created to span the whole Civil Service, including the Cross-Government Women’s Network which represents over 30 departmental women’s, gender and parenting networks. A key feature of the network is that it shares best practice across government so that all women, from any background in the Civil Service, can access a range of support at different stages of their career and parenthood.

The overall aim is to maximise schemes and networks to support women at key transition points during their career, especially when returning from maternity leave.

In March 2015 the Civil Service Job Share Finder was launched. This online tool to facilitate job share partner matching is accompanied by job share guidance, which provides advice to employees and managers on setting up a partnership, recruiting and managing a job share partnership along with real-life case studies.

A toolkit for managers and employees was launched to coincide with the introduction of Shared Parental Leave in 2015. The intention is for managers and employees to work through the toolkit together.

In June 2016 the Civil Service intends to launch a new product which will help improve line managers’ soft skills including dealing with complex and sensitive issues.

The Civil Service has recognised that a range of tools and support, shared across all its departments and agencies, is the best way to support women at every step of motherhood. Women then have the best possible chance of reaching senior levels unhindered by career breaks and flexible working. These programmes have ensured that the Civil Service is clearly working towards its aim of becoming the most inclusive employer in the UK.

A range of programmes and tools to deliver one overall aim of enabling mothers to achieve their career progression potential.

Shared best practice across a large organisation with different departments and agencies ensures ease of movement between those departments and fairness across the whole organisation.

The programmes and tools address the softer skills managers need to support their employees who are mothers, as well as giving practical help and advice.

Networks ensure that employees who are mothers are able to connect across the whole Civil Service.

FINALIST

J.P. Morgan

Sector: **Private / Financial Services**



Diversity & Inclusion team at J.P. Morgan

Comprehensive support for mothers from all grades and from day one of employment.

Paid-for emergency childcare support.

Training for managers to ensure they are equipped to support women as they approach maternity leave and return from it.

An 18 week returners programme to support women who have had extended leave from the financial services sector.

Return from maternity leave rates tracked and reported at senior levels.

J.P. Morgan takes a comprehensive approach to supporting mothers at all stages of motherhood from maternity coaching to the provision of emergency childcare. Their support is offered to women of all grades and from the first day of employment.

Every employee who takes maternity leave is offered maternity coaching sessions run by an external coach. Sessions cover subjects that include the challenges of effectively managing work responsibilities alongside the demands of pregnancy and motherhood. In addition, J.P. Morgan provides a ‘maternity buddy’ who provides experienced colleague support as women approach, undertake and return from maternity leave. This is supplemented, every quarter, by a returners’ lunch attended by senior Managing Directors to reaffirm the company’s support.

Throughout the year, the company’s employee networks for women and families run a series of workshops to support mothers and fathers on topics relevant to parenting. These are employee-led and funded by the organisation. Topics covered during these events include supporting children through school examinations; managing adolescence; choosing the right university and dealing with homework.

All J.P. Morgan’s UK sites provide dedicated mothers’ lounges. The mothers’ lounge is open to all maternity returners and those who are on-site for keeping in touch days.

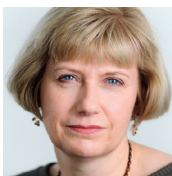
J.P. Morgan’s UK employees have access to an emergency childcare programme providing back-up childcare to help cover those days when usual childcare arrangements are unavailable. The first 20 days per year are free and employees will pay a nominal fee for the next 10 days.

Key to the experience that all new and returning mothers have is the support of their line manager. At J.P. Morgan, they run a 1.5 hour ‘just in time’ workshop, attended by managers when they have a pregnancy in their team. This is led by a HR Business Partner along with an experienced manager. These sessions enable knowledge sharing on policies and support, with guidance on best practice. Managers who are unable to attend or who have complex cases are offered one-on-one training with their HR Business Partner.

For mothers who have taken an extended break, J.P. Morgan run an 18-week programme specifically for women who have been out of the workforce for two or more years and have previous experience within the financial services sector. The programme has been very successful and has resulted in the entire cohort receiving permanent positions at the end of their 18-week placements.

The comprehensive programme of support for mothers has resulted in a tangible increase in the retention rates of maternity returners. This, coupled with initiatives to support working parents, has resulted in J.P. Morgan being named a Times Top 50 Employer for Women in 2016.

WINNER **Barclays**
Sector: **Private / Financial Services**



Wendy Papworth
Director, Global Diversity and Inclusion, Group HR, Barclays

Barclays' Dynamic Working Campaign (DWC) has changed the culture in the company, with manager and colleague mindsets moving to one where flexibility is a cultural norm. Staff understand that working dynamically is how the organisation achieves its business, professional and personal goals.

The DWC was born from a multigenerational listening group, where Barclays' colleagues met to discuss common diversity and inclusion interests. Inconsistent flexible working practices were found across the bank, and so the group launched the DWC through identifying and rolling out best practice, bank-wide. The project was launched in the UK in November 2014, followed by a global roll out in June 2015.

While flexible working has long been embedded into Barclays' employee proposition (for all colleagues, from day one of employment), the DWC provides a 'holistic wrapper' to lift mindsets and change paradigms, normalising workplace agility. The campaign has refreshed the topic internally, and means line managers see it as something 'for me' rather than 'for them'. The DWC strapline 'how do you work your life?' opens up the dialogue for colleagues at all levels.

The DWC campaign includes a dedicated portal and community chat site for colleagues to raise issues, share stories and access useful material. There are also line manager clinics run by senior managers, face-to-face and virtually. The company has created Dynamic Working Champions who are volunteers providing mentoring and guidance to managers and colleagues. There are events hosted by employee diversity network groups, case studies depicting different Dynamic Working patterns, a job share register; and support for whole teams to develop Dynamic Working together.

The progress of the DWC is monitored against key milestones, as part of Barclays' wider community engagement measurement. Metrics illustrate that Barclays is moving in the right direction. There has been an improvement in employee engagement on Dynamic Working, currently 74 per cent in the UK, compared to 70 per cent globally. There has been continuous engagement in the campaign with over 20,000 portal hits over the lifetime of the campaign and membership of the community site currently 100. Over 5,000 colleagues have attended Dynamic Working events and 2,500 managers have attended Dynamic Working clinics. At present, 7.8 per cent of staff have formal flexible working arrangements but the aim is to encourage all colleagues to define their own Dynamic Working pattern, the majority of which will be informal arrangements. Maternity returners retained after 12 months was 91.5 per cent at the end of 2015 which was up from 80.6 per cent the previous year. Shared Parental Leave has been taken up by 35 employees since April 2015.

For the future, Barclays plans to expand the number of Dynamic Working champions to 500. They also plan to develop more special listening groups, for example, a maternity returners' listening group. They plan to include Dynamic Working in the new Women@Barclays portal, an online resource aimed at raising awareness of the unconscious biases women face. And run a line manager accreditation workshop 'Modern Ways of Working' a two hour session incorporating Dynamic Working.

Thoroughly embedded flexibility born out of listening to staff and colleagues.

Barclays has moved from a point where flexibility was available to everyone for personal reasons to a point where dynamic working is how Barclays achieves its business.

Support is available for whole teams to develop dynamic working together.

In the future, Barclays is planning to accredit trained managers in running dynamic working.

FINALIST

ScottishPower
Sector: **Private / Utilities**



Hamish Watson
UK Human Resources Director,
ScottishPower

ScottishPower has worked hard to ensure that flexibility is business as usual for their employees. However, the company is still working towards new initiatives and does not consider the journey to be over. ScottishPower receives feedback from employees via a number of routes including an employment engagement survey. The company consistently receives a positive score on flexible working from both employees and managers. Respondents to last year’s employee engagement survey indicated that they felt the organisation “offers a range of diverse opportunities,” “promoted good practices within the workplace for the well-being of employees” and that “managers are supportive and flexible”.

ScottishPower trains managers in managing flexible working arrangements, which is key to embedding flexible working as part of working culture. The company receives high quality feedback from managers with regard to the training on managing flexible working requests. In 2015, 94 per cent of formal requests for flexible working were agreed without change while an additional three per cent were changed and agreed in negotiation with the employee. Only three per cent were not agreed.

During 2015, ScottishPower extended awareness and understanding by establishing a dedicated diversity area on its employee portal, allowing heightened visibility of policies and practices. They have collaborated with employees via focus groups and employee surveys to ensure change is meaningful, and keep managers abreast of policy and process changes through dedicated ‘Manager Direct Live’ sessions. These include webinar and regular email updates and telephone support. Enhanced performance through the use of technology and social media has improved project delivery, productivity and collaboration between employees, regardless of their location.

ScottishPower is currently working to develop flexible working arrangements by implementing smart working which allows employees to agree ad hoc working arrangements within their teams. This allows a form of flexibility which can be implemented without the restraints of a formal arrangement. For example, an employee may take some time out during their working day to attend a personal appointment. The ethos behind this is to recognise that work and personal time can be blended to suit individual preferences.

Key activities and targets during 2016 include the introduction of flexible benefits. A new online employee benefit portal ‘Your ScottishPower Benefits’ has been launched with an expanded range of benefits for employees and their families. This is a web-based portal and provides employees a new way to access, review and change their benefit offerings. It also offers greater flexibility in the choice of benefits available and can be accessed from home and work.

ScottishPower’s objectives are to transition to a working culture which supports modern working families and takes account of the different needs of all generations.

A ‘business as usual’ approach to flexible working while still implementing new ideas to embed flexibility further.

Managers are trained in managing flexible working and in 2015 over 90 per cent of requests for flexible working were agreed.

ScottishPower is implementing ‘smart working’ to enable employees to adopt less formal flexible working to blend work and personal time.

Plans for 2016 include the introduction of flexible benefits to meet the needs of all modern families.

WINNER

Civil Service

Sector: **Public**



Brian Stanislas
Product Manager,
Civil Service Resourcing

A truly innovative approach to achieving effective job sharing.

Benefits already realised include the retention of women, support for carers and people with disabilities and job sharing for those who wish to ease in to retirement.

Ten senior managers have already found job share partners.

Recruitment savings of £75,000 compared to operating costs of £50,000 in year one.

One of the challenges to being in an effective job share is finding an appropriate partner. Often organisations leave the search up to individuals. Others create registers to collect names which can be rudimentary and paper based. Innovation in the job share arena was badly needed. The Civil Service has created that innovative approach: the Civil Service job share finder tool to allow all civil servants to identify and contact each other when looking for a job share partnership. The site has had 1,226 registrants since its launch in 2015.

The creation of the site was originally driven by the need to address the missed opportunity of retaining female talent in senior management roles because of the lack of take up of flexible working practices within the Civil Service. Potential benefits have been expanded to include job sharing to support older workers who wish to reduce hours during pre-retirement working, supporting people with disabilities who may wish to job share as part of reasonable adjustments processes and also supporting carers who may wish to job share to facilitate the time management of their caring responsibilities.

The Job Share Finder Tool is already reaping measurable benefits. Site survey results have shown that 80 per cent of people found the site easy to use and, in the first year of operation, ten senior managers at Grade 7 and Director grades have found job share partners with whom they subsequently took up new posts. A cost benefit analysis has shown that staff retention through job sharing was equivalent to a recruitment cost saving of £75,000 within the first year of operation compared to yearly running cost of £50,000 for the tool. These savings are only expected to increase in the years to come.

There are additional benefits to the tool. It has a group email function which has been used to great effect to organise job share networking events and progress site surveys. The tool also generates data that has been used to identify areas where the site could be promoted more effectively.

The tool has received much attention and praise from within the Civil Service with the Head of the Civil Service, Sir Jeremy Heywood, praising the site as 'one of five reasons for the Civil Service to cheer' at the Talent Action Plan event in 2015. Outside the Civil Service, private sector companies are seeking out the development and implementation team to review the tool and learn from it.

The work completed on progressing the service has resulted in several award nominations where the site achieved being a finalist including the Civil Service Diversity and Inclusion awards 2015.

HIGHLY
COMMEDED

Citi

Sector: **Private / Financial Services**



Xanic Jones

Senior Diversity & Inclusion Specialist,
EMEA, Citi

Citi's approach to the implementation of Shared Parental Leave (SPL) demonstrates an innovative and rigorous approach to policy implementation. Eighteen months ahead of SPL legislation, Citi started developing how it was going to structure and implement its SPL policy. Deciding to match the maternity offering, the innovation lies in the partnerships formed, the communications made and the support engendered in senior management.

Citi developed a 'thought partnership' with a peer team at Accenture to share ideas and resources in a way that they had not done before. Accenture were able to share societal data on how similar leave legislation had been received in the Nordic countries; in return, Citi were able to share their internal data on the number of parents working for them and their leave and return rates. Through this pooling of data, and open and collaborative approach to knowledge sharing, both companies were able to build a better technical profile of who was likely to take the leave and how; and both firms were able to use this data to build a business case for the new policy.

In addition, Citi profiled their employee parent base, running a survey with all male and female employees who had taken parental leave during the previous three years, which helped them to understand what the appetite might be for taking SPL.

All this research helped Citi to produce a set of projections which they were then able to take to senior leaders in order to get support for the policy. The SPL team spent many months presenting to various leadership teams and, in so doing, had a by-product of some constructive conversations around equality, the changing family structure, same-sex families, career progression and manager support during long-term leave.

Once the policy was ready, Citi launched an internal communications campaign to reach all UK employees and the policy was published on the internal employee website just before Christmas 2014. This meant there was plenty of time for employees to be able to digest it, before the scheme became available in April 2015.

Citi created a dedicated email mailbox for employees to send enquiries to and this was manned by a dedicated resource who was able to answer those questions. Citi has kept track of, and analysed, all enquiries into this mailbox.

The number of SPL enquiries and the number of formal applications speak to the success of Citi's policy development and implementation. They have had 28 formal applications for SPL, ranging from two weeks up to 26 weeks SPL, from staff at all levels of seniority and spread across their UK locations. The company believes that it is starting to normalise periods of long leave for new parents – both male and female.

For the introduction of the right to take Shared Parental Leave Citi formed partnerships, gathered and analysed data, communicated extensively and ensured senior management buy in was informed and genuine.

Profiling their employee parent base helped Citi understand what appetite there might be for SPL and from this make accurate projections.

A dedicated employee SPL enquiry email address, which was staffed by a dedicated resource, ensured enquiries were dealt with quickly.

By April 2016, 28 parents had applied to take up SPL.

FINALIST

Deloitte LLP

Sector: **Private / Professional Services**



Emma Codd

Managing Partner for Talent,
Deloitte

Deloitte wanted to engage talented women, who were ready to return to work after a career break but potentially lacked confidence, to transition back into the workplace. This led to the development of the Deloitte Return-to-Work programme targeting women with relevant experience who had been out of the workforce for over two years and who were looking to return without taking a step back in their career.

In spring 2015 Deloitte set out to offer up to 12 women at senior manager level a paid 12-week London-based 'internship' with the view to securing a permanent or contract role at the end of the programme. Potential candidates were approached through alumni and other networks and invited to attend 'Insight' days. Eight successful candidates were selected to join the pilot programme in September 2015 (after the school year had begun). Participants joined on a four-days-a-week basis, with the October half-term week off as paid leave. Each participant received group coaching, networking opportunities and individual mentoring. As the programme progressed, both the firm and the individual evaluated their performance and experience with the expectation that at least 80 per cent of participants would take a longer-term role with Deloitte.

The initiative is a collaborative project requiring real commitment. The programme had visible, senior buy-in and service line leaders, talent partners, HR Directors and the participants' line managers were all accountable for ensuring the success of the programme. The participants received IT refresher training and external specialists provided three group transition coaching sessions. The participants also attended a session on personal impact.

The programme manager had weekly check-ins with the eight participants and monthly catch-ups with their line managers, buddies and mentors, to ensure a 360 degree approach to monitoring progress. Deloitte also asked participants for detailed feedback on the recruitment and induction process. Feedback has been positive. One participant said:

"It's been a great start to the programme, and we feel so privileged to be a part of it. I do hope that if I were to continue on here after, I can be a champion of this programme in some shape or form, for this truly is such a unique way in engaging with the women out there."

The positive feedback from participants, the business and the market has given Deloitte confidence to run an expanded programme in 2016 offering 20 participants a 20-week placement. Deloitte is the first organisation in its sector in the UK to launch a programme for women returners.

Deloitte designed a returners programme with the purpose of reconnecting the firm with senior, talented women who have had time away from their professional careers – for parenthood, family care or other reasons.

A collaborative project with visible senior buy-in.

Agile working was a cornerstone of the programme, making the return to work as smooth as possible.

Initial 'Insight' days helped the returners start to rebuild their skills and prepared them for what was ahead.

FINALIST

Lloyds Banking Group Sector: Private / Financial Services



Fiona Cannon
Group Director of Inclusion & Diversity,
Lloyds Banking Group

As a founder member of the Agile Future Forum, Lloyds Banking Group has been looking closely at ways to become more agile over the past 18 months. In September 2015, Lloyds launched a new agile working programme 'Getting Smart about Agile Working' to help staff and their managers think more creatively about how, when and where they work to deliver the best outcomes. The campaign has helped to embed agile working into the company culture.

The campaign has five pillars: agile culture, agile workforce, agile tools and technology, agile property and agile travel. Under each of these, Lloyds has activity in place and a newly developed website provides support and tools for each. The website also provides case studies demonstrating how agile working benefits both the business and staff and showing examples of different agile working practices.

Lloyds has launched a new agile working policy which is much broader than flexible working, allowing agile working to be business driven as well as colleague initiated, focused on delivering mutual benefit and creating opportunities for a wider range of agile working practices to be used. Lloyds has formal tracking in place which shows that the company is receiving around 100 agile working applications per month, of which more than 90 per cent are approved. To support this, mandatory training on agile working was rolled out in 2015 for all Lloyds staff.

In addition, under 'Getting Smart about Agile Working', Lloyds has changed the way it words its job adverts to ensure they are more inclusive for people who want to work in an agile way. They have added new agile working questions into the bi-annual staff survey to assess the issues and challenges people face and to measure the engagement of staff who work reduced hours. They are also analysing performance management data for part-time versus full-time workers.

Agile working value assessments have been conducted in key business areas to evaluate the specific needs in those areas and implement the most suitable initiatives. A travel reduction initiative has been introduced which has resulted in colleagues spending less time travelling to face-to-face meetings. And the company has launched a new job share microsite.

These initiatives are reaping results. In Lloyds' Asset Finance business, a home working initiative has increased productivity and resulted in a 10 per cent uplift in answered calls. In Retail Telephony Banking a multi skilling initiative was adopted which resulted in a productivity increase from eight calls per 1,000 to 20 calls per 1,000. Lloyds' 'No Travel Week' has reduced business travel costs by over 25 per cent and delivered an 18.5 per cent reduction in CO2 since 2010.

Lloyds Banking Group has sought to really embed flexibility across the organisation by taking an innovative approach to agile working.

The Getting Smart about Agile Working campaign reaches across the business from more inclusive job advertising to agile working assessments for business areas to reducing travel initiatives.

The company is receiving more than 100 agile working applications a month, of which more than 90 per cent are approved.

Lloyds is already reaping cost and productivity benefits.

FINALIST

Ministry of Justice

Sector: **Public**



Chanelle Gray

Head of Operations Group Engagement Strategy,
Ministry of Justice

Taking flexible and smart working a step further to overtly demonstrate a link with physical and mental wellbeing.

Two well-publicised and supported events to focus on the impact of smart working and to help people develop skills and tools to manage their own health and wellbeing.

98 per cent of those who took part found the sessions useful and 97 per cent would recommend them.

Wellbeing sessions have continued and are becoming routine parts of office life.

The Ministry of Justice (MoJ), like all government departments, continues to go through change and staff reduction which can lead to employee uncertainty and stress. The MoJ has sought to help staff to cope with their personal and work related levels of stress with a focus on wellbeing. For the MoJ the focus on wellbeing comes from the understanding that a healthier workforce leads to a more efficient workforce. In other words, if staff are not at their best, they cannot provide their best work and service for the customer.

In October 2015, the MoJ relaunched the department's wellbeing strategy. It followed the work that had started on Transforming the Way We Work (TW3), a departmental programme, and Smart Working, a behavioural culture strand linked to TW3, through which the MoJ had made changes to furniture, technology and working arrangements to allow staff to work more flexibly. While this was seen as a benefit to some staff, the link between Smart Working and wellbeing had not been overtly made. The MoJ wanted to engage more staff in how Smart Working changes could benefit their personal health and wellbeing.

Two events that linked Smart Working and wellbeing were developed. Both were made up of a series of seminars, workshops, exercise classes and wellness activities, all aimed at celebrating and embedding Smart Working practices across the MoJ. The aim was to empower staff to change their behaviours, focus on their own wellbeing and understand how to achieve a real work-life balance.

The two events were Smart Working Week (12th - 15th October 2015) and Love Yourself, Love Wellbeing Week (8th - 12th February 2016). There were strong publicity campaigns for both events, blogs, intranet articles, newsletters, posters, social media, calendar invites, and banners were all used in the lead up to both events to encourage high attendance.

Smart Working Week recognised and centred around the MoJ's TW3 activity. This had a focus on the newly launched commuter hubs, which gave staff the option to work a little closer to home, cutting out an often long commute. It gave tips and tutorials on how small changes in the way we work can cut wasted time, therefore cutting down stress and overtime, allowing staff more time at home.

Love Yourself Week had a focus on wellbeing and health specifically. It helped give staff the tools to maintain their own health both inside and outside of the office.

The evaluation results were positive. 98 per cent of staff found their sessions useful and 97 per cent would recommend the sessions to others. The absence day rate in MoJ Head Quarters has reduced from 6.2 per cent to 5.3 per cent and wellbeing sessions have continued beyond the events, to become regular features in the MoJ.

FINALIST

Royal Air Force

Sector: **Public / Armed Forces**



Group Captain Paul McSherry
Head of RAF HR Strategy

A series of maternity consultation events, run with servicewomen spanning all stages of motherhood, demonstrated to the Royal Air Force (RAF) that both Service personnel and their managers were having difficulty navigating through the complexity of all the parenting leave policy. This was perceived by personnel as a lack of support from their managers, hampering regular dialogue.

The solution the RAF has created is the New Parent Pack: an initiative to ensure all new parents and their line managers are given policy and welfare information to assist both sides with planning the parents time away from the workplace, providing support whilst on leave right through to the transition back to work. Both the focus on leave and the communication of the New Parent Pack have been truly innovative for the RAF.

With employees around the world, the RAF had to find a way to communicate important information to new parents and their line managers, to facilitate informed decision making. Unlike many other workplaces, Service personnel can sometimes be required to start a new job at a new location on return from a long period of parenting leave. Thus, information-sharing could not be restricted to the Ministry of Defence intranet, as access to this system would be limited whilst on leave. Additionally, the information could not be time zone dependant. Success for the RAF is ensuring that every service person and line manager has access to the information that they need, anywhere in the world, at any time of day. Therefore, it was determined that publishing both electronic and paper documents would meet the need.

The information provided in the pack is tailored to each family so, for example, those personnel who were adopting did not have to read through all of the maternity information and vice versa. To enable this bespoke approach, the New Parent Pack was made up of a series of individual leaflets rather than one large policy document.

The leaflets do not just include policy; they also include guidance on childcare vouchers, RAF uniform, accessing housing and childcare and returning to work. To enhance the pack, units are encouraged to include any specific local information such as activities and groups.

So far, anecdotal evidence suggests that the packs are meeting the aim of giving personnel easy access to the information they need at a time when they are making important life decisions. Feedback indicates that the documents are highly regarded and well used resulting in the Army and Royal Navy showing an interest in adopting the New Parent Pack as best practice. In addition, the number of parenting leave questions received by both unit HR clerks and the RAF Employment Policy team has reduced significantly since the launch of the packs.

The New Parent Pack enables Royal Air Force personnel to access the information they need from anywhere in the world at any time.

Information is provided in individual leaflets on each parenting type and includes welfare and support information as well as policy targeted to information need, rather than in one large policy document.

The New Parent Pack can be tailored with local information.

The New Parent Pack has become the go-to source of information, reducing the queries received by HR.

FINALIST

West Midlands Police

Sector: **Public / Police**



Michelle Painter
Forensic Service Investigation
and Major Crime Manager,
West Midlands Police

A good example of an individual employee taking the initiative to reform flexible working for their team to ensure a workable service while meeting staff needs.

Proper consultation with the staff involved to restore trust and to discuss their preferred ways of working in detail.

The development of an approach for the whole team after years of piecemeal flexibility that was hard to manage.

The scheme has had excellent feedback and the expectation is that other departments will replicate the approach.

West Midlands Police is experiencing significant change as objectives are reviewed, demand assessed and the organisation plans resourcing to provide the best possible service for the public they serve. The force is finding ways to balance this imperative with the needs and preferences of employees.

The Forensic Services Manager understood from the start the value of allowing employees to work as flexibly as possible, with everyone having an equal opportunity, supported by a manager who is fair and transparent. She reviewed flexible working for the whole team, with everyone submitting their preferences at the same time. Her objective was to refresh and design a shift pattern that served the business need but did not create issues for staff in respect of impact on their personal lives.

The Forensic Services Manager reported five drivers for change. The first of these drivers was an operational requirement: the old pattern did not allow service provision that met Forensic Scene Investigator demand in the early evening. Secondly, there were too few investigators on duty each weekend. Thirdly, there were gaps in the pattern where investigators had left and not been replaced. The fourth driver was a requirement to reduce the number of Forensic Scene Investigators from 53 to 48. And the fifth driver was that many of the investigators disliked the old shift pattern, in particular the run of three consecutive nights.

Initially the Forensic Services Manager met with groups that had volunteered to review their shift pattern. She considered all requests for flexible working, reduction in hours, increase in hours, compressed hours, change in start and finish times and different length shifts. Due to the number of changes imposed upon investigators over the past ten years, there was very little trust in the relationship. The Forensic Services Manager knew she had to evidence her commitment to flexible working in order for the staff to believe in her approach. She developed a preferencing form asking investigators to detail the changes they might need in their work pattern.

Once she received all preferencing forms, the Forensic Services Manager looked at allocating times to suit each individual's requirements. When looking at approving flexible working, she did this for each day requested and ensured that there were still enough investigators on duty to allow 30 per cent of resource to still book annual leave without taking them below minimum staffing. Any days that she felt unable to accommodate, she went back to the individual concerned and worked out something that suited them both.

Engagement from the Forensic Scene Investigators was 'fantastic' and exceeded the team leader's expectations. As she understood personal circumstances, she was able to overcome barriers, ultimately finding she was able to accommodate every request that came through and received lots of positive feedback. It is hoped that other managers and departments will now go on to adopt a similar approach.

WINNER

EY

Sector: **Private / Professional Services**



Lynn Rattigan

Chief Operating Officer, EY

EY has a recruitment drive to double the size of the business in the next four years and flexible working is being used to attract and retain the best talent.

A communications campaign called 'The Future is Flexible' has seen applications to EY increase by 27 per cent.

Partners and hiring managers have been trained in how to discuss flexible working opportunities.

72 per cent of staff take advantage of informal flexible working in a culture that focuses on outputs and outcomes rather than 'presenteeism'.

EY has ambitious targets to double the size of the business by 2020. This means they need to increase recruitment to create more high performing teams. EY's flexible working strategy has become part of the strategy to attract and retain the best talent from diverse backgrounds and they know this can only be achieved by really demonstrating a flexible working mindset. All jobs advertised internally and externally at EY are advertised as available for flexible working, unless there is a business reason why this can't happen.

In June 2015 EY launched a campaign entitled 'The Future is Flexible', which aimed for the company to become recognised, both internally and externally, for their genuine commitment to flexible working. The campaign reinforced the EY employer brand and promoted diverse hires and retaining diverse talent. At the heart of the campaign was the production of an e-guide and animation to give inspiration, insight and advice on the topic of flexible working. Three out of five case studies included were non-EY, allowing the guide to be authentic, and more relatable to the target audience.

EY used their partnership with Timewise to secure credible endorsement, greater visibility, more commentary opportunities and to help develop their position as a flexible employer. EY also used digital advertising in order to reach the biggest audience possible. A comprehensive social media calendar was created to schedule content to build commentary discussion via Twitter, LinkedIn and Google. The campaign generated: an estimated 1,869,000 social media impressions; over 20,000 microsite page views; 3,569 downloads of the e-Guide and 7,315,793 ad impressions and a 27 per cent increase in applications

The campaign was combined with a comprehensive training programme to educate partners and hiring managers on how to facilitate conversations around flexible working both within their teams and with candidates in the hiring process. The flexibility publicised in the recruitment campaign is truly reflected in operations on the ground.

Externally, EY continues to promote the outputs of the campaign through their digital and social media channels, during both the attraction and engagement stages of the recruitment process. This includes sharing content on Twitter and LinkedIn, and sending monthly e-newsletters to prospective candidates.

EY's commitment to flexible working has seen a cultural shift from 'presenteeism' to one where people are measured on their outputs. This is being driven from the top, with their Chief Operating Officer Lynn Rattigan – a flexible worker herself – advocating the case for flexible working both internally and externally. The company has also invested in state of the art video and web conferencing facilities enabling staff to work remotely. As a result staff retention has improved by 15 per cent, 72 per cent of staff take advantage of informal flexible working arrangements; productivity has improved by four per cent and employee travel costs have reduced by 15 per cent.

Support for Employers

For nearly four decades, Working Families has been working with employers interested in how supporting employees through the various life stages, and leveraging flexible working, can increase organisational performance.

We've got a unique combination of working on practical, real-world problems with three key groups: employees, government and employers. This has given us an unrivalled understanding of the complex interactions between organisational performance, individual motivation, team and project working, and parental and flexible working legislation.

Through employer membership, benchmarking and consultancy, we help employers develop an inclusive, flexible, engaged and high performing workforce, fit for the future.

"Working Families' thought leadership has been critical to the evolution of both our practice and our strategy and they understand the commercial world and the challenges and opportunities it can bring in achieving these goals." American Express

"Membership of Working Families has proven to be one of the best diversity budget spends to date. Not only do they provide a wealth of experience and solid evidence based support for our internal diversity programmes of work, Working Families also provides our employees with expert advice on all aspects of being a working parent and carer." E-ON UK

To find out how we can support you, please contact:

Kirstie Axtens
Head of Employer Services and WF Consulting
kirstie.axtens@workingfamilies.org.uk
DD: 07342 888173

Stella Sutcliffe
Relationship Manager
stella.sutcliffe@workingfamilies.org.uk
DD: 07715 651512

Jo Waterworth
Relationship Manager
joanne.waterworth@workingfamilies.org.uk
DD: 07494 520879

A Working Families publication
ISBN 978-1-870878-50-0

Working Families
Cambridge House, 1 Addington Square, London, SE5 0HF
Tel: 020 7253 7243
Email: office@workingfamilies.org.uk