

Successful Maternity/Parental Leave Schemes and Return to Work

5 November 2015

6:00-7:30pm EST



United Nations
Global Compact



Agenda

Welcome & Updates

- Dzana Ferhatbegovic, Women's Empowerment Principles, UN Global Compact
- Carmen Niethammer, Gender Secretariat, IFC
- Elena Bombis, Children's Rights, UN Global Compact

Supporting Working Parents

- Elizabeth Broderick, WEPs Leadership Group Co-Chair and Former Australian Sex Discrimination Commissioner
- Lisa Pusey, Principal Adviser, Sex Discrimination, Australian Human Rights Commission

Promotion of Equality & Diversity in the Workplace

- Adele Badaracco, Manager, Foreign Labour Law, ENI

Career and Family Transition

- Ellen Williams, Assistant Director, Americas Diversity & Inclusiveness Center of Excellence, Ernst&Young

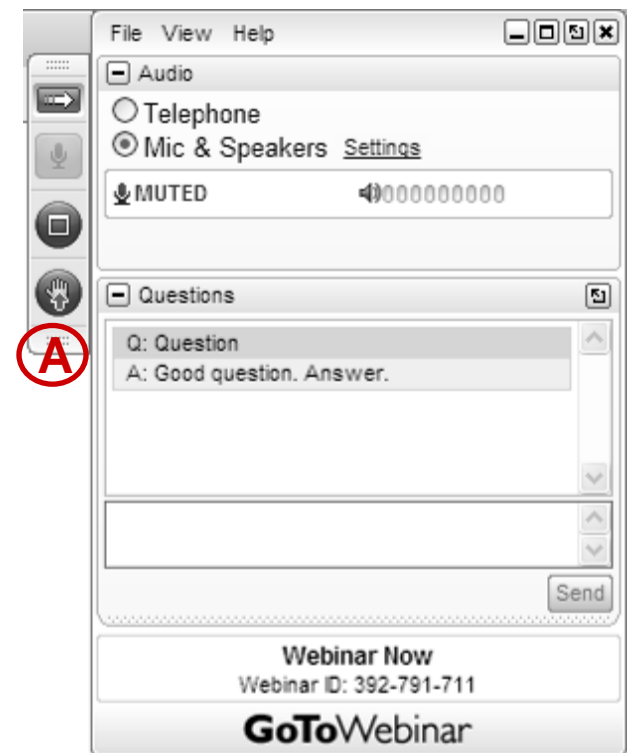
Recruitment Processes Involving Pregnancy

- Andrew Medard, Managing Director, amge+

Q&A

Send questions throughout the webinar via the Questions pane **(A)**. Please specify to whom the question should be directed.

Example: Question for John Doe: What are the Guiding Principles?



Women's Empowerment Principles - Equality Means Business

Joint initiative of the UN Global Compact and UN Women

- Framework for business on how to empower women in the workplace, marketplace and community
- Help companies mainstream gender equality throughout business operations and other areas of corporate sustainability
- Emphasize the business case for corporate action to promote gender equality
- Elaborate the gender dimension of good corporate citizenship, the UN Global Compact, and business' role in sustainable development
- Over 1,060 CEOs have signed the CEO Statement of Support for the WEPs



“When you embrace these Principles, you join a great and gathering movement to unleash the power of women and change the world... By working together based on shared values, we can advance the common good.”

- UN Secretary-General Ban Ki-moon

The Principles

- 1 Leadership Promotes Gender Equality**
- 2 Equal Opportunity, Inclusion and Nondiscrimination**
- 3 Health, Safety and Freedom from Violence**
- 4 Education and Training**
- 5 Enterprise Development, Supply Chain and Marketing Practices**
- 6 Community Leadership and Engagement**
- 7 Transparency, Measuring and Reporting**



Women's Empowerment Principles - Equality Means Business

Joint initiative of the UN Global Compact and UN Women

Resources:

- [Call to Action: Invest in Women's Rights to Health](#)
- [Call to Action: Invest in Women's Employment](#)
- [Call to Action: Tackle Unconscious Bias to Create Inclusive Business Environments](#)
- Free [Implicit Association Tests](#) to help companies uncover unconscious bias

For more tools and resources, visit www.WEPrinciples.org

CHILDREN'S RIGHTS AND BUSINESS PRINCIPLES

- Set of principles to guide companies on a full range of actions they can take in the workplace, marketplace, the community & the environment to respect and support children's rights.
- Co-developed by UNICEF, UN Global Compact and Save the Children
- Principle 3: Provide Decent Work for Young Workers, Parents and Caregivers

www.childrenandbusiness.org

bombis@unglobalcompact.org

The principles can be mapped for action in:





**Australian
Human Rights
Commission**



**SUPPORTING
WORKING
PARENTS**

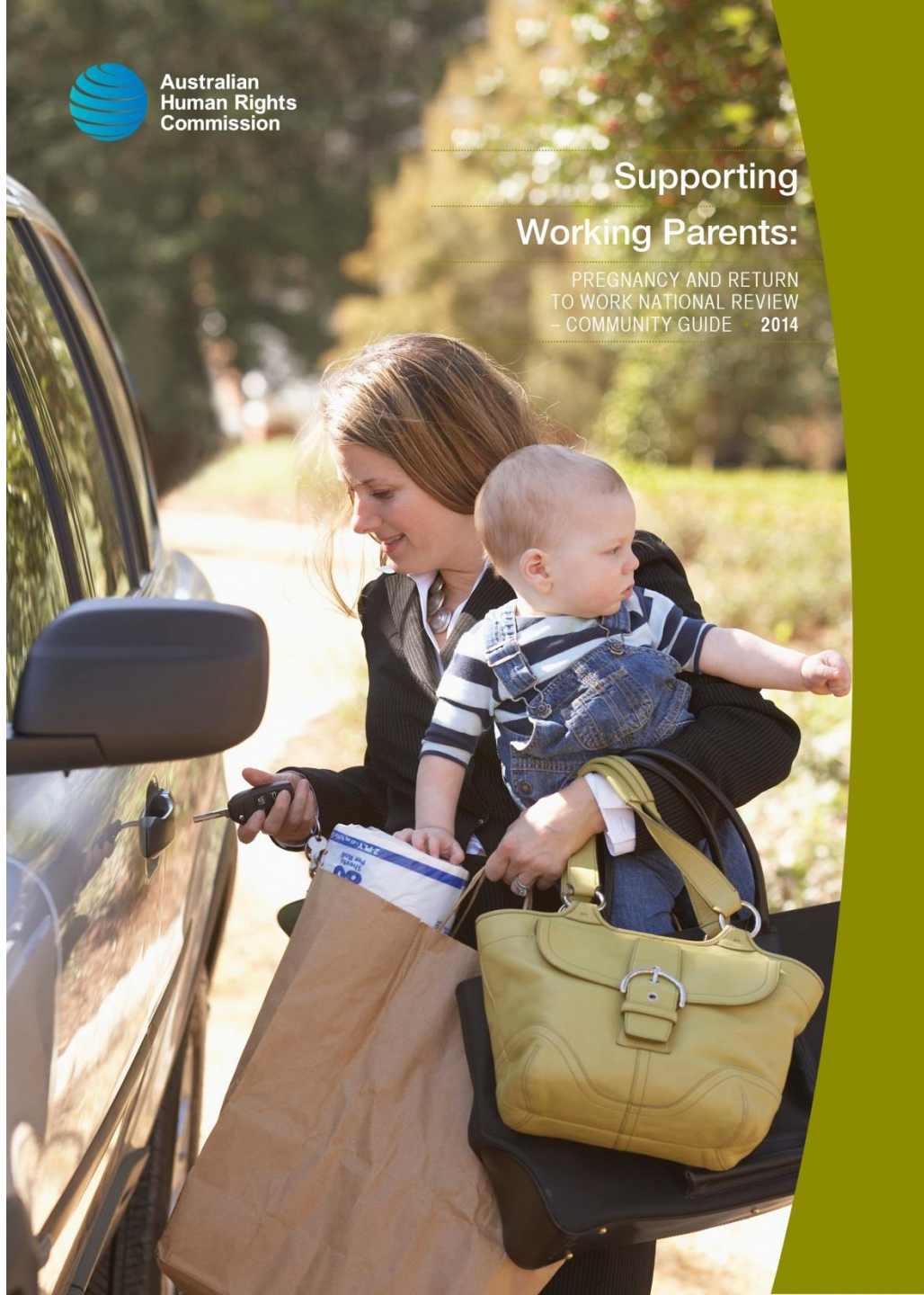
Supporting Working Parents

Key findings of the National Review into discrimination in the workplace related to pregnancy, parental leave and return to work

www.supportingworkingparents.gov.au

Supporting Working Parents:

PREGNANCY AND RETURN
TO WORK NATIONAL REVIEW
- COMMUNITY GUIDE 2014



1 in 2

**mothers reported experiencing
discrimination in the workplace at
some point during pregnancy,
parental leave or on return to work**



27% of the fathers and partners surveyed reported experiencing **discrimination** during parental leave or when they returned to work



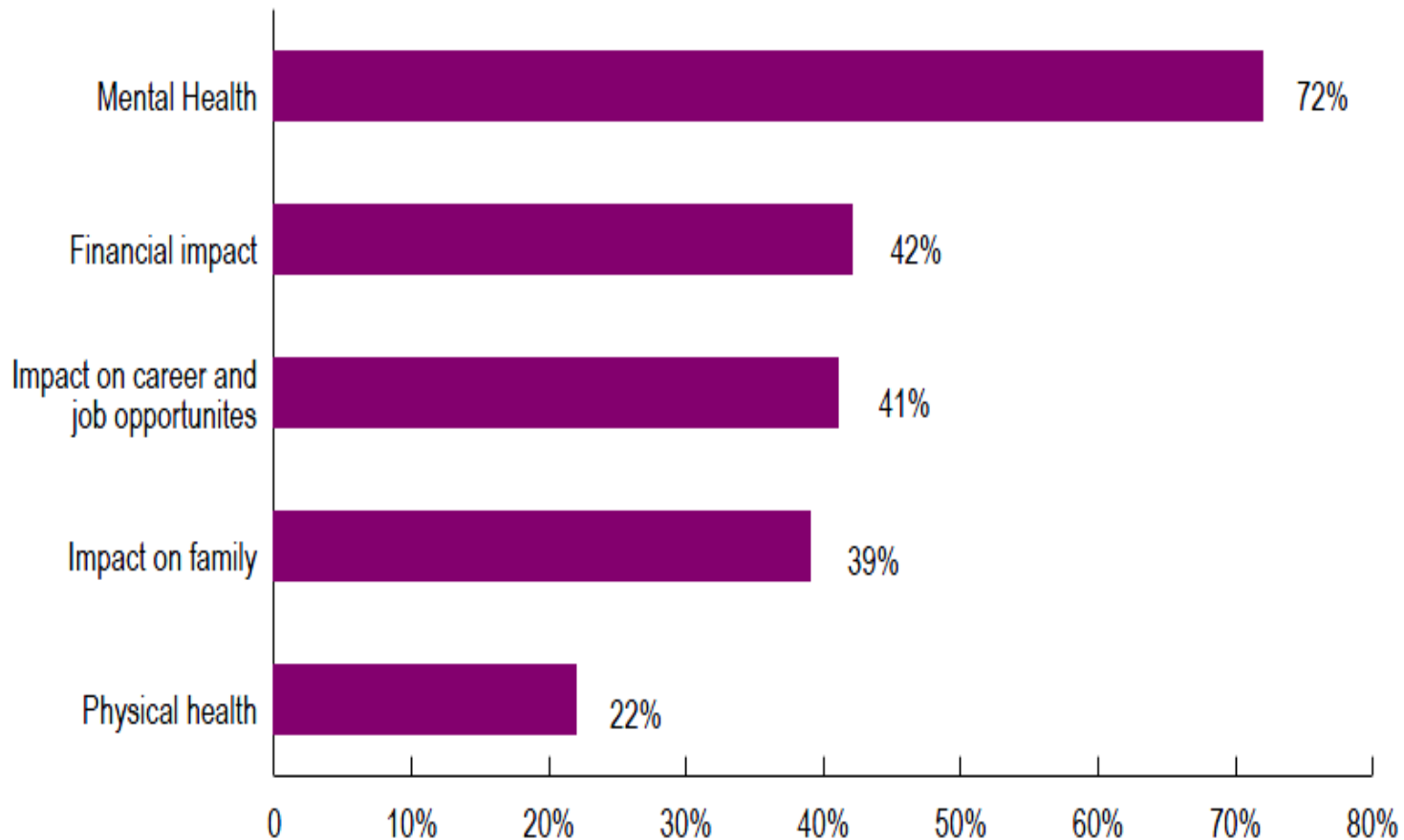
Many different forms of discrimination

From negative attitudes and comments....
to...
redundancy and dismissal.

No worker or workplace is immune

- Cut across all industries, sectors, occupations and size businesses
- Some groups of workers were particularly vulnerable

84% of mothers who experienced discrimination on at least one occasion, reported a negative impact



Discrimination has a negative impact on women's engagement in the workforce and their attachment to their workplace

- 22% of the mothers that experienced discrimination in the workplace during pregnancy did not return to the workforce
- 32% of mothers who were discriminated against at some point went to look for another job or resigned
- 18% of mothers indicated they were made redundant/restructured, dismissed or that their contract was not renewed at some point during their pregnancy, when they requested or took parental leave, or when they returned to work

It is a deeply hidden issue....

**Only 9% of mothers that
experienced discrimination
made a complaint**

Reasons for not taking action

- 27% felt that the discrimination was not serious enough, it didn't bother them or that they sorted it out
- 24% felt it was too hard, stressful or embarrassing for them to take action
- 22% felt that they would not be believed or nothing would change if they took action in response to the discrimination they experienced.

I would describe my experiences during pregnancy, whilst on parental leave and on returning to work as harrowing, disappointing and probably the worst experience of my life. I spent much of my pregnancy feeling anxious (and sometimes in tears), despite being thrilled about the pregnancy and being physically well. I felt powerless, vulnerable and fearful about my job security and couldn't understand why I was being treated so badly, especially given my unquestionable commitment to the organisation over the previous seven years.

- Affected individual

Challenges for employers

- Lack of access to concise information on rights and obligations
- Competing demands of managing business with the needs of pregnant employees
- The management skills gap
- Finding and training replacement employees (“backfill”)
- Operating in an environment of uncertainty

The first thing is that you try to be very excited on behalf of the person who's telling you [that they are pregnant]. Secretly what you're [thinking] is how the hell am I going to replace this person for the next year? With the best intentions in the world not to discriminate in any way, how can you avoid being concerned: how am I going to run this company and meet my objectives in the next year or two?

- Employer

Leading practices and strategies

- Many organisations are implementing innovative strategies to address these issues in the workplace

Summary of Key Findings

Discrimination in the workplace related to pregnancy, parental leave and return to work:

- is pervasive
- is deeply hidden
- can derail the best policies and practices
- Takes strong and bold leadership to address within the organisation

Principles for Reform

1. Understanding rights and obligations is the starting point
2. Dismantling harmful stereotypes, practices and behaviours about pregnant women and working parents is critical to eliminating discrimination
3. Strong standards and improved implementation drives change
4. Ongoing monitoring, evaluation and research will help to shape effective action.



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WORKING
PARENTS

FOR EMPLOYERS
What if my employee is not entitled to unpaid parental leave?
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FOR EMPLOYERS
WHAT'S IN THIS SECTION? >

FOR EMPLOYEES
WHAT'S IN THIS SECTION? >

<https://supportingworkingparents.gov.au>

Using the website



Quick Guide for Employers

Understanding the legal framework

Pregnant employees

Employees and leave

Employees returning to work from leave

Commencing and ending employment

Tools

FIND OUT MORE 



A QUICK EMPLOYER GUIDE TO SUPPORTING WORKING PARENTS

Supporting pregnant employees and working parents makes good business sense

This guide is up to date as of 1 July 2015

→ PREGNANT EMPLOYEES

Discrimination issues: Some women experience a variety of physical effects such as tiredness and nausea during certain stages of pregnancy. In most cases, this does not prevent them from performing their work. It may, however, require some changes to their duties or work environment. You are encouraged to accommodate the needs of pregnant employees in the workplace to avoid discriminating on the basis of pregnancy under, for example, the Sex Discrimination Act.

Under anti-discrimination laws, employees who may be (or are) pregnant must not be treated less favourably than other employees when it comes to, for example, promotions, pay reviews and other workplace opportunities. As being pregnant in and of itself, is not technically an illness under the Fair Work Act, use of personal/carer's leave depends on individual circumstances.

If you allow employees to access paid or unpaid leave for other purposes, to meet your obligations under anti-discrimination laws, you should afford pregnant employees the same flexibility in regard to attending prenatal medical appointments.

any changes you might need to make to keep her and her unborn child safe at work. Changes could include varying the work environment or hours of work, or a temporary transfer to another work area or an appropriate safe job. Conducting a risk assessment will be necessary if new issues (involving risks to health or safety) arise that you haven't planned for. You must follow through by implementing reasonably practicable measures to address the risks and should contact your local work health and safety authority if you are unsure about what needs to be done.

Fair Work Act issues: Under the Fair Work Act, regardless of an employee's status or length of service, if an employee

This quick guide promotes understanding of the laws relating to pregnant employees, employees on parental leave and working parents. These laws include the Sex Discrimination Act 1984 (Cth), state and territory anti-discrimination legislation, the Fair Work Act 2009 (Cth) and federal, state or territory work, health and safety legislation. These laws apply to most workplaces in Australia.

The Employer Toolkit on Supporting Working Parents provides you with more detailed information on your obligations. It also has contact details for organisations that can help you meet your legal obligations and build a safe and fair workplace for everyone.

WHAT TO DO WHEN AN EMPLOYEE INFORMS YOU THAT SHE IS PREGNANT:

- Offer congratulations and discuss work health and safety issues.
- Avoid making assumptions about what your employee can or can't do – discuss with your employee any changes that need to be made so she can work safely during her pregnancy.
- In consultation with the employee, make reasonably practicable changes to her job, such as providing regular breaks or providing an appropriate safe job.

provides you with evidence that she is fit for work (e.g. a medical certificate) but that it is inadvisable for her to continue in her present position because of illness or risks arising out of her pregnancy or hazards connected with her job and there is an appropriate safe job available,

she is entitled to be transferred to the appropriate safe job.

An appropriate safe job means a safe job that has the same ordinary hours of work as the employee's present position or a different number of ordinary hours agreed to by the employee. You must pay the employee at the employee's full rate of pay (i.e. the same rate as she was paid before the transfer) for the hours that she works in the appropriate safe job.

If an appropriate safe job is not available, the Fair Work Act provides that an employee can take 'no safe job' leave. This leave is:

- Paid if the employee is entitled to unpaid parental leave under the Fair Work Act or
- Unpaid if the employee is not entitled to unpaid parental leave under the Fair Work Act.

→ Relevant laws

ANTI-DISCRIMINATION LAWS

Federal, state and territory anti-discrimination laws make it unlawful for an employer to discriminate against an employee on various grounds including sex, pregnancy, potential pregnancy, breastfeeding and family responsibilities. This applies to most employment relationships and across all

stages of the employment relationship, from recruitment through to termination.

FAIR WORK ACT

The Fair Work Act sets out specific standards for employment, including in relation to pregnant employees, unpaid parental leave and the right to request flexible work arrangements. It makes discrimination on the basis of sex, pregnancy and family and carer's responsibilities unlawful, subject to certain

exceptions, and protects employees who have workplace rights, like the right to take unpaid parental leave.

WORK, HEALTH AND SAFETY LAW

These laws set out employers' obligations to ensure, for example, so far as is reasonably practicable, that the workplace is safe for all workers including employees and contractors and others at the workplace.



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Supporting Working Parents

A Toolkit for Employers

2015



**INSIDE
THIS
TOOLKIT**

- 1 Understanding the legal framework
- 2 Pregnant employees
- 3 Employees and leave
- 4 Employees returning to work from leave
- 5 Commencing and ending employment

INCLUDES TOOLS & GLOSSARY

2. Pregnant employees

2.1 Key points

TOP TIP

Accommodate change

Offer congratulations and don't make assumptions about what your employee can or can't do – discuss any concern you may have with your employee about her ability to perform the requirements of the role. Discuss with your employee any changes that need to be made so she can continue to work safely during her pregnancy.

Common ways to accommodate pregnant employees include more breaks, different start and finish times, provision of a car space, ensuring employees can have toilet breaks as needed and a chair to sit on if the job usually involves standing up for long periods of time.

- In order to meet your obligations under anti-discrimination laws, ensure that pregnant employees are not subjected to negative comments, remarks and jokes about their pregnancy.
- So far as is reasonably practicable, you must put systems in place to ensure the health and safety of all your workers, not just employees, while at work.
- You should discuss with your pregnant employee any changes that need to be made so she can continue to work safely during her pregnancy.
- As being pregnant in and of itself, is not technically an illness under the Fair Work Act, use of personal/carer's leave depends on individual circumstances.
- If you allow employees to access paid or unpaid leave for other purposes, to meet your obligations under anti-discrimination laws, you should afford pregnant employees the same flexibility in regard to attending prenatal medical appointments.

2.2 Can I ask an employee if she is pregnant?

Even if you suspect an employee is pregnant, perhaps because she is showing signs of morning sickness, or has taken some personal/carer's leave, you should generally not ask and should wait for the employee to notify you of her pregnancy.

If, however, you suspect that an employee is pregnant and there are genuine work health and safety concerns, you should ask her in a confidential and sensitive manner and make reasonably practicable adjustments to her current role.

It is very important that managers respect an employee's request for confidentiality regarding

their pregnancy and when and how their pregnancy should be disclosed to others in the workplace.

If managers need to speak to Human Resources or a colleague responsible for work health and safety about an employee's pregnancy, this should be done in consultation with the pregnant employee.

Under anti-discrimination laws, employees who may be (or are) pregnant must not be disadvantaged or treated less favourably than other employees when it comes to, for example, promotions, pay reviews and other workplace opportunities.

SEE TOOL 2

Responding
to pregnancy
announcements



FOR EMPLOYEES

WHAT'S IN THIS SECTION?



Quick Guide for Employees

Understanding the law

Working while pregnant (or potentially pregnant)

Employees and leave

Returning to work from leave

Commencing and ending employment

Assistance and making a complaint

FIND OUT MORE 



WORKING PARENTS: A QUICK GUIDE TO YOUR RIGHTS

This guide is up to date as of 1 July 2015

You have rights under the Sex Discrimination Act 1984 (Cth), state and territory anti-discrimination legislation, the Fair Work Act 2009 (Cth) and federal, state or territory work, health and safety legislation.

Effective communication between you and your manager about these rights and obligations will enable you to keep working safely.

The Employee Guide titled **Pregnancy, parental leave and return to work: know your rights** provides you with more detailed information on your rights. It also has contact details for organisations that can help you, for example, to resolve disputes and make a complaint.

→ WORKING WHILE PREGNANT (OR POTENTIALLY PREGNANT)

Being pregnant does not mean that you cannot continue to make a valuable contribution to the organisation. It is against the law to discriminate against you because you are pregnant.

Notice: While employees do not generally have to notify their employer that they are pregnant, there may be health and safety reasons to do so. Also, you need to notify your employer to access certain employee entitlements. For example, if you have worked for your employer for at least 12 months before the date of birth or expected date of birth of your child and you are planning on taking unpaid parental leave under the Fair Work Act, you must, if practicable, tell your employer at least 10 weeks before you intend to start this leave.

Physical effects of pregnancy:

You may experience physical effects such as tiredness and nausea during certain stages of your pregnancy. While this is unlikely to prevent you from performing your work, you may require some changes to your job or work environment.

You should have a conversation with your employer about the changes that can

finish times. If your employer does not provide reasonable accommodations, this may be discrimination. Under work health and safety laws, businesses must do what is reasonably practicable to ensure the health and safety of their workers - including those who are pregnant. Employers must be prepared to consult on possible options to find appropriate solutions.

If you are fit to work but it is inadvisable to do your usual job because you are pregnant, you are entitled to be transferred to an appropriate safe job under the Fair Work Act. If there is no appropriate safe job for you, provided that you are eligible for unpaid parental leave under the Fair Work Act, you can take "no safe job" leave at the usual rate of pay until unpaid parental leave under the Fair Work Act

starts. You will need to provide evidence by way of a medical certificate, if your employer requests it. If you are not eligible for unpaid parental leave under the Fair Work Act, you are still entitled to unpaid no safe job leave under the Fair Work Act.

Prenatal medical appointments: As being pregnant in and of itself, is not technically an illness under the Fair Work Act, use of personal/carer's leave depends on individual circumstances. If your employer allows access to paid or unpaid leave for other purposes, to meet their obligations under anti-discrimination laws, they should afford the same flexibility in regard to attending prenatal medical appointments.

Pregnancy related illness:

Under the Fair Work Act, you may take personal/carer's leave if the leave is taken because you are not fit for work, because of personal illness or injury. You may also take personal/carer's leave to provide care or support to a member of your immediate family (e.g. your child) or household who, due to personal illness, injury or an unexpected emergency, requires care or support.

You may access personal/carer's leave because of a pregnancy-related illness e.g. gestational diabetes, pre-eclampsia, back pain resulting from pregnancy. In addition to this, the Fair Work Act provides for unpaid special maternity leave for pregnant employees who are eligible for unpaid parental leave under the Fair Work Act and have a pregnancy-related illness.

→ Relevant laws

ANTI-DISCRIMINATION LAWS

Federal, state and territory anti-discrimination laws make it unlawful for an employer to discriminate against an employee on various grounds including sex, pregnancy, potential pregnancy, breastfeeding and family responsibilities. This applies to most employment relationships and across all

stages of the employment relationship, from recruitment through to termination.

FAIR WORK ACT

The Fair Work Act sets out specific standards for employment, including in relation to pregnant employees, unpaid parental leave and the right to request flexible work arrangements. It makes discrimination on the basis of sex, pregnancy, and family and carer's responsibilities unlawful, subject to certain exceptions, and protects employees

who have workplace rights, like the right to take unpaid parental leave.

WORK, HEALTH AND SAFETY LAW

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Supporting Working Parents

A Guide for Employees

2015



**INSIDE
THIS
GUIDE**

- 1 Understanding the law
- 2 Working while pregnant (or potentially pregnant)
- 3 Employees and leave
- 4 Returning to work from leave
- 5 Commencing and ending employment

**INCLUDES INFORMATION
ON ASSISTANCE AND MAKING
A COMPLAINT & GLOSSARY**

4. Returning to work from leave

4.1 Key points

TOP TIP

Flexible work can take many forms – it is not just working part-time. It can involve job-share, compressed working weeks or nine-day fortnights, reduced hours, working from home, changed start and finish times, different places of work, extended leave or a combination of all these.

- If you are entitled to unpaid parental leave under the Fair Work Act, you have the right at the end of that leave to return to your pre-parental leave position. This is known as the return to work guarantee. If you have taken a negotiated period of leave over the birth of your child, outside of the Fair Work Act entitlements, it may be discriminatory if your employer refuses to allow you to return to your pre-leave position or to allow flexible working arrangements.
- If your job no longer exists, you have a right to an available position for which you are qualified and suited, nearest in pay and status to your pre-parental leave position.
- Under the Fair Work Act, an employee who has responsibility for the care of a child who is of school age or younger may request a flexible working arrangement if they have completed at least 12 months of continuous service with their employer immediately before making the request.
- While an employer can refuse a request for flexible work under the Fair Work Act, employers should also be mindful of obligations under the Sex Discrimination Act and other state or territory anti-discrimination laws.
- Under the Fair Work Act, you may take personal/carer's leave if the leave is taken because you are not fit for work, because of personal illness or injury. You may also take personal/carer's leave to provide care or support to a member of your immediate family (e.g. your child) or household who, due to personal illness, injury or an unexpected emergency, requires care or support.

4.2 What role am I entitled to when I return to work?

During leave you should have been in contact with your employer and you should have a specific discussion with your manager as your return date becomes closer.

It is helpful in this discussion to remember that if you were entitled to unpaid parental leave under the Fair Work Act, you are entitled to your pre-leave job back and if that job no longer exists, you are entitled to an available position for which you are qualified and suited nearest in pay and status to your pre-leave job.

If you are pregnant and are employed on a fixed term contract and your contract will end while you are on leave, you are not entitled to return to the same job at the end of the negotiated leave (unless your contract or other documentation states otherwise). If however, the contract ends after you return from the leave, you are entitled to the same job to complete your work under the fixed-term contract.

Forthcoming....

- A Guide to Leading Practices and Strategies



**SUPPORTING
WORKING
PARENTS**

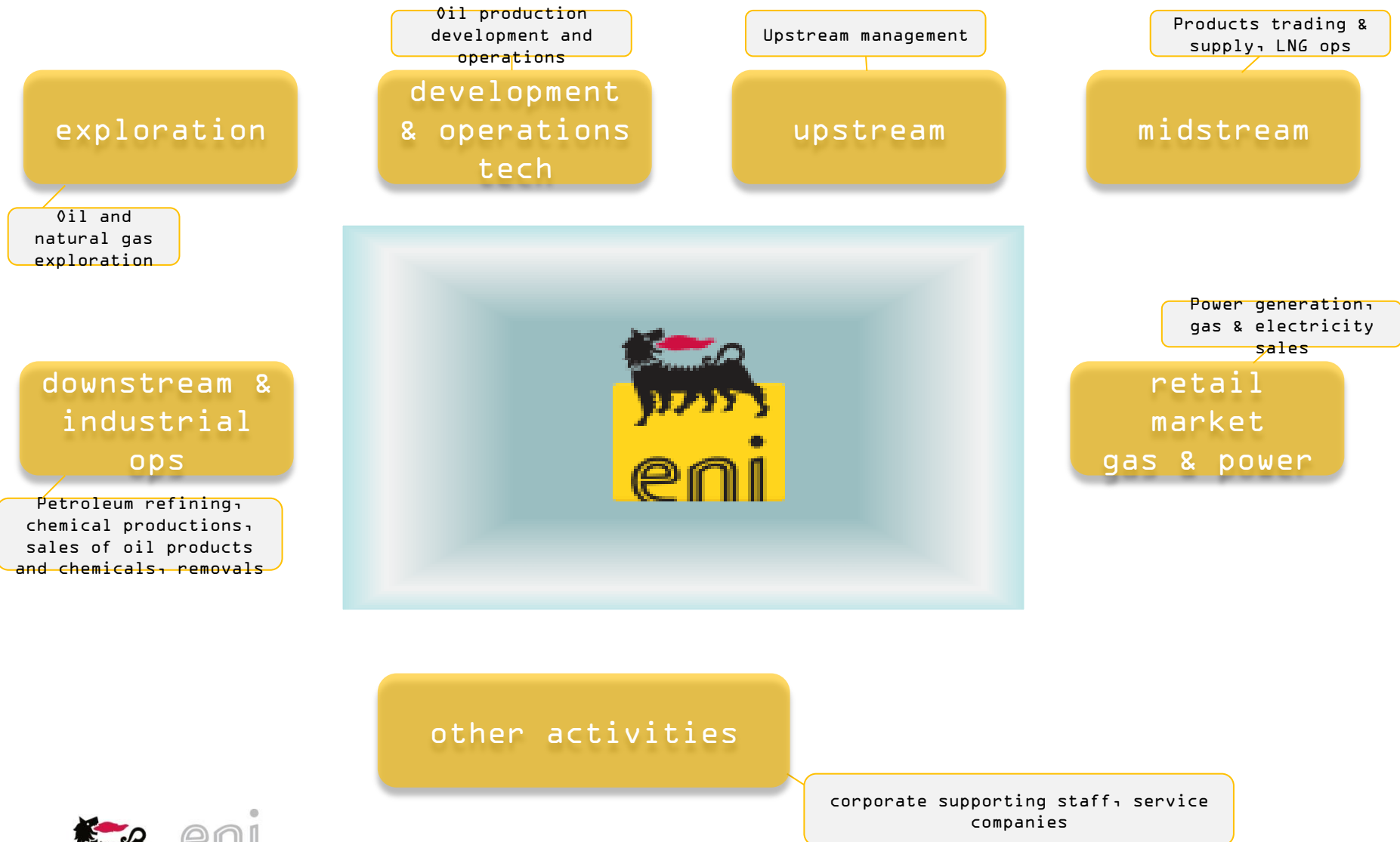
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eni



Promotion of equality and diversity
in the workplace

eni today: who are we?

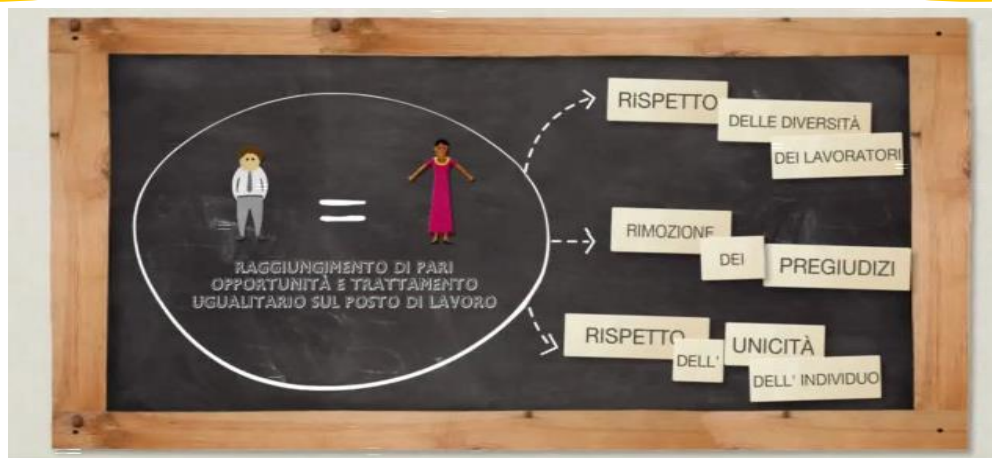


eni initiatives in favour of equal opportunities in the workplace

The eni initiatives launched on non-discrimination and equal opportunities include

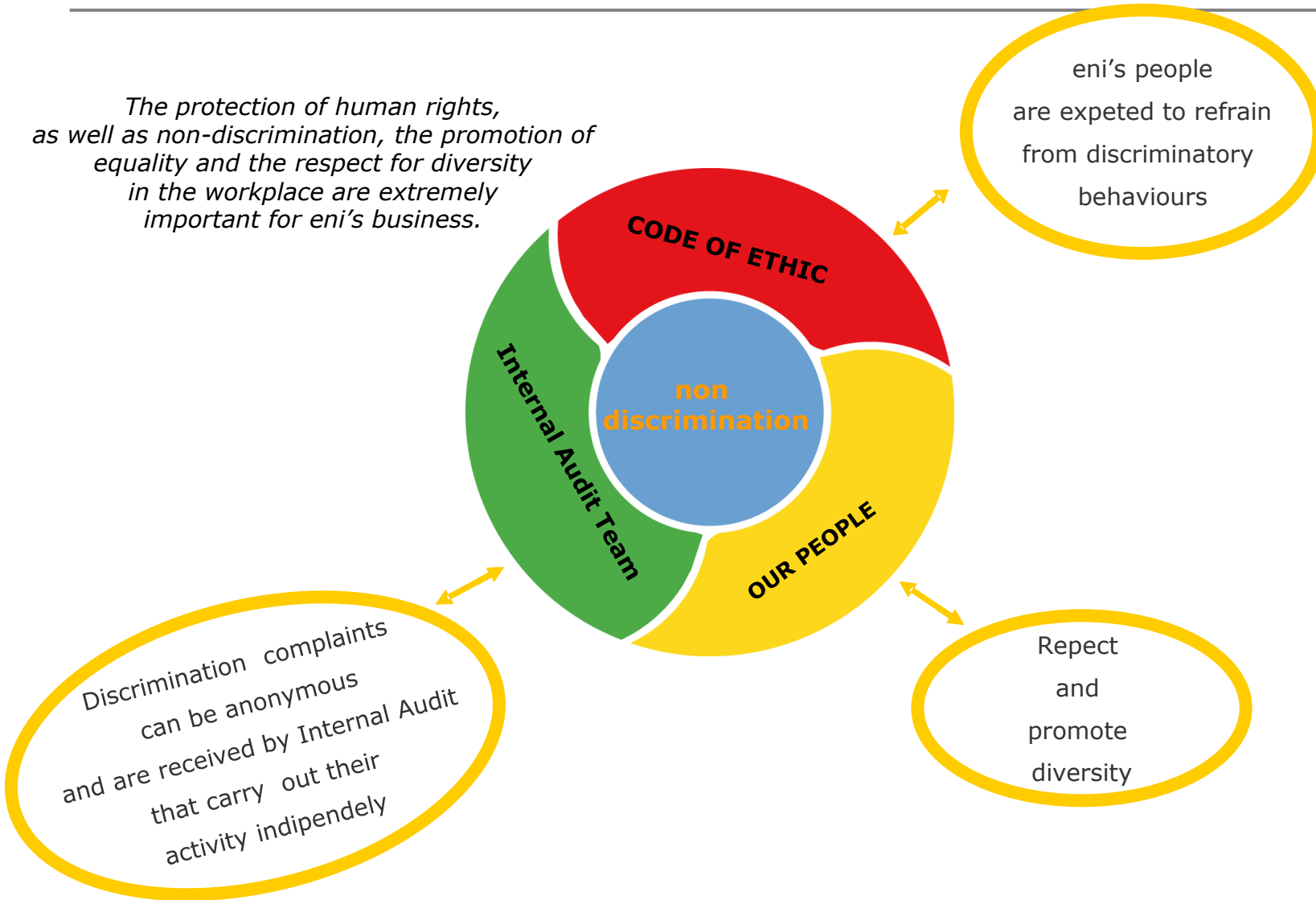
Training
on "non discrimination"
in employment

Maternity Protection



Eni antidiscrimination model

The protection of human rights, as well as non-discrimination, the promotion of equality and the respect for diversity in the workplace are extremely important for eni's business.



Maternity protection



- ✓ Maternity protection is a fundamental value for eni, in order to safeguard the health and safety of the mother and child and for the equality of all women in the workforce.
- ✓ Maternity protection is also a tool to retain and motivate employees, aimed at protecting women's jobs and providing temporary financial support to families in a way that is sustainable for the company.
- ✓ Comparison with the provisions of the ILO Convention on maternity protection (no. 183/2000) with specific reference to periods of leave (time) and maternity benefits (remuneration paid).
- ✓ Simulation and estimate - for countries in which the treatment guaranteed (company policies and law) is less than that envisaged by the ILO standard - of the additional cost necessary to align minimum treatments.

Maternity protection: countries below the ILO standard

OPI in force from 1 May 2015 guarantees minimum treatment in all countries in which eni operates

ILO standard
14 weeks of leave
2/3 of remuneration

EUROPE
Belgium, United Kingdom, Slovakia

AFRICA
Nigeria, Angola, Egypt, Mozambique, Tunisia, Ghana

NORTH AMERICA
USA

SOUTH AMERICA
Ecuador, Argentina

ASIA
Iran, India, Iraq, Timor-Leste, United Arab Emirates, Myanmar

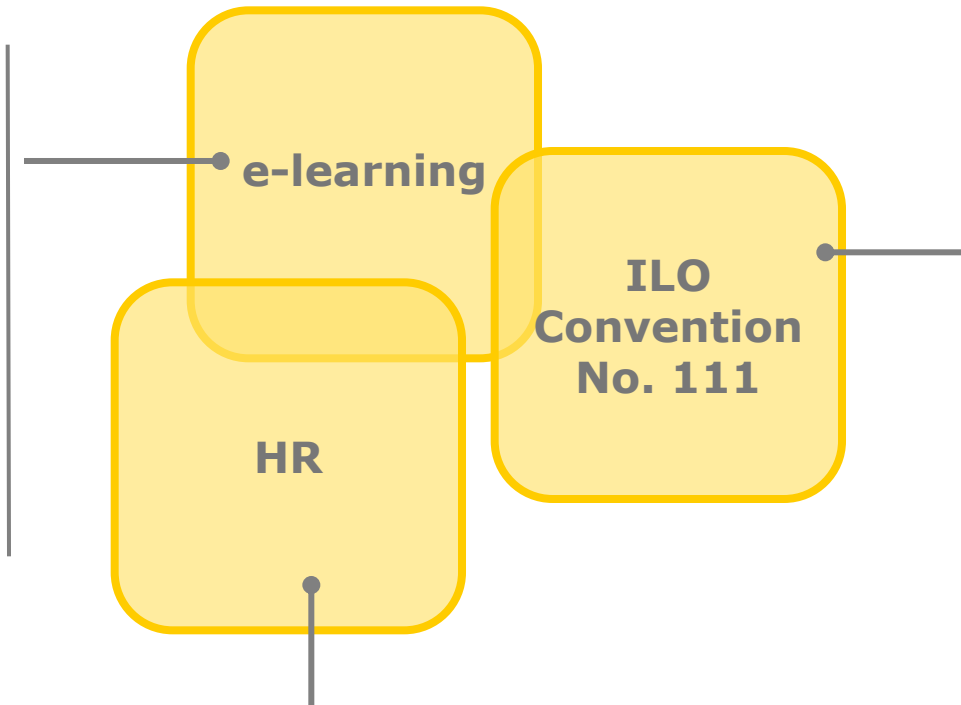
OCEANIA
Australia



eni

Discrimination e-learning

In order to inform and make its people aware of the important issue of sustainability, eni's labour law HR function, in collaboration with the training center International Labour Organization (ILO), has developed a on-line course which will go over the ILO Convention 111.



ILO Convention N. 111 about employment and occupation, helps us understand when differential treatment is discrimination and when it is a justified management practice. This definition comprises three fundamental components:

- An act of making a **distinction**, excluding somebody or giving somebody else a preference
- A **difference** between workers, which gave rise to this act (gender, ethnicity as a "ground" of discrimination etc.)
- An outcome that has a **negative impact** on certain group of workers

If all three components can be identified, the person who is negatively impacted has been discriminated against.

The active prevention of discrimination and the promotion of equality among workers can bring benefits only if it is done with a systemic approach, throughout the cycle of HR management, and with the support of company level measures to sustain it.

The first basic step for diversity management is the capacity to prevent, detect and address possible discrimination in human resource management practice, in other words the ability to use fair, unbiased and transparent criteria in:

- Recruitment, namely in advertising, selecting, hiring and orienting new staff
- In Retention: for example in managing, training, promoting staff
- And finally in termination and retirement are concerned



Adele Badaracco
Foreign Labour Law manager
e-mail:adele.badaracco@eni.com



Career and Family Transitions

Ellen Williams

EY Americas Diversity and Inclusiveness Center of
Excellence

November 5, 2015



Building a better
working world

Career and Family Transitions Maternity and Paternity Coaching Program

- ▶ EY's commitment to working parents
- ▶ Robust programs and benefits
- ▶ Identification of potential gaps

Business case

- Help our women and men navigate this critical transition
- Focus on aligning client and team expectations
- Enable ongoing career conversations with counselors, sponsors, mentors, leaders and teams

Benefits

Firm:

- Retention
- Competitive advantage
- Significant savings
- Reduction in the impact on the firm, clients, teams and line managers

Individual:

- Proactive planning and transparency around transition
- Setting and managing realistic goals and expectations
- Greater ability to manage positive relationships
- More confident return to work

Coaching model

- Internal Executive Coaching Team and D&I Team Partnership
- US and Canada
- One-on-one coaching sessions
- Self-reflection guides

Three stages of coaching – before, during and after leave

Pre-maternity

- ▶ Announcing pregnancy
- ▶ Managing a positive handoff of work
- ▶ Minimizing impact on the engagement/clients
- ▶ Ensuring the support of the extended team
- ▶ Preparing for the journey ahead
- ▶ Dealing with anxieties
- ▶ Communicating while on leave
- ▶ Staying plugged in/connected

Maternity leave and re-integration

- ▶ Preparing for a confident return
- ▶ Looking at changes in identity
- ▶ Ensuring authenticity
- ▶ Considering day-to-day flexibility and/or flexible work arrangements (FWAs)
- ▶ Managing expectations
- ▶ Setting boundaries
- ▶ Managing stakeholder interests
- ▶ Thinking through childcare options
- ▶ Re-engaging with clients

The return to work

- ▶ Finding ways to succeed personally and professionally
- ▶ Managing positive relationships
- ▶ Drawing boundaries and setting expectations
- ▶ Managing anxieties in a positive way
- ▶ Defining and communicating future career aspirations, including career momentum
- ▶ Handling illness and leave
- ▶ Managing dual careers

What our new moms are experiencing

How will I manage stakeholder interests and expectations?

Will people think I am less committed if I:

- ▶ Need more flexibility
- ▶ Go on an FWA
- ▶ Want to travel less
- ▶ Leave work for childcare pick up
- ▶ Work at home more frequently to gain time lost in the commute

I can do this.
I am starting to figure this out and feeling good.

How do other moms do it?!

How do I draw boundaries and say no when I just can't take it all on?

How do I define and communicate future career aspirations, including career momentum?

How has Career and Family Transitions helped participants?

- ▶ Progress in their career
- ▶ Set boundaries and clarify expectations
- ▶ Increase resilience (ability to deal with stress and challenges)
- ▶ Accelerate transition and find fit
- ▶ Create higher-performing teams
- ▶ Understand and leverage unique talents
- ▶ Increase engagement at the firm
- ▶ Use coaching approach with others
- ▶ Develop leadership skills, presence and confidence
- ▶ Identify and strengthen key relationships

About EY

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Introduction – Andrew Medard



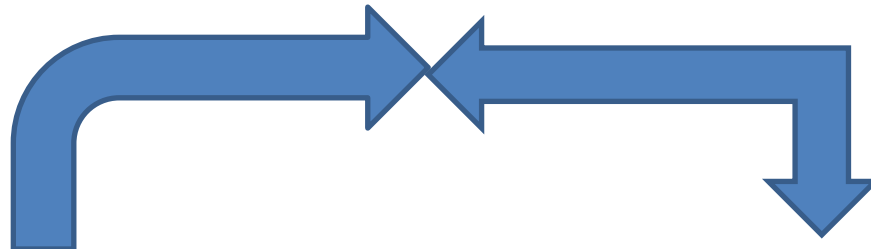
- 11 years recruitment in Australia servicing Finance & Accounting function across all industries and levels
- 5 years with a global, listed recruitment firm
- 6 years owner / operator of amge+, a boutique recruitment firm.
- Andrew now managing the business remotely from Laos.
- Team of 6 – coincidentally all female

External recruitment processes
involving an unexpected pregnancy
“2009 versus 2015”

2 large employers; 2 vastly different
outcomes

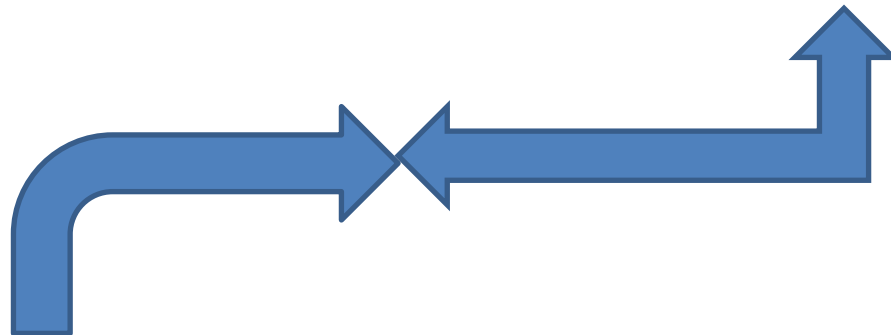
2009

1. Job Offer Withdrawn
2. Candidate stays with existing employer, and eventually leaves post parental leave for an inferior role
3. Career Trajectory – Flat to Falling



2015

1. Job Offer Extended
2. Candidate joins new company with a solution focussed parental leave clause included
3. Career Trajectory – maintained and growing





Personal Experience

- Promotion and mobility remain relevant
- Communication is critical
- Pro-activity, creativity, influence and responsibility must be exercised by all
- Policy - One size doesn't fit all; agility and flexibility wins
- Planning
- “Value over vulnerability” : Moment in time



amge+ Trends and Challenges

- A father's changing needs and wants
- Part-time, shared and flexible arrangements
- Balanced short-lists
- Traditional thinking consciously challenged
- Big Business
- Small business



The role of the recruitment industry

- Mentoring / Best practise advice
- Staffing parental leave
- Building pipeline of talent
- Education and awareness of responsibilities and benefits
- Gender-balanced sourcing and short-listing
- Behaviour and values based testing for gender balanced leadership

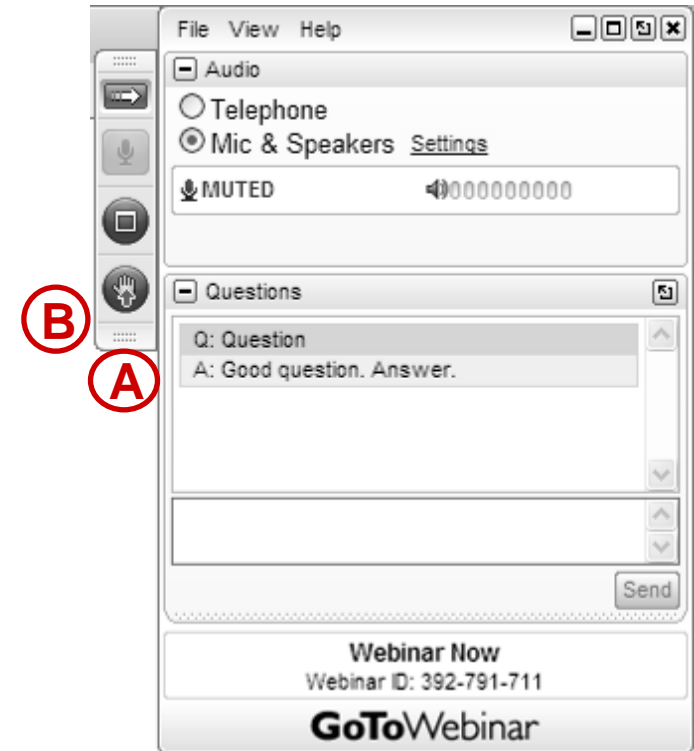
Questions & Answers

We warmly welcome your questions and comments

Raise your hand **(B)** to make a comment or pose a question by using the Questions pane **(A)**.

Please specify to whom the question should be directed.

Example: *Question for John Doe: What are the Guiding Principles?*



Thank you for joining us today!

For further questions, please contact the
Women's Empowerment Principles (WEPs) team:

WEPs@unglobalcompact.org

