

10 02 07 0

From: [REDACTED]
Sent: 28 February 2018 15:58
To: [REDACTED]
Subject: FW: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

From: [REDACTED]
Sent: 06 February 2017 13:14
To: [REDACTED]
Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Hi [REDACTED],

That's great thanks - I'll meet you at reception around 12. My colleague [REDACTED] will also join us.

Looking forward to meeting you then.

Thanks,

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@fsb.org.uk]
Sent: 06 February 2017 12:27
To: [REDACTED]
Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Hi [REDACTED],

I think that the meeting will probably be going ahead, so can still come see you about 12?

S

From: [REDACTED]@gov.scot [mailto:[REDACTED]@gov.scot]
Sent: 06 February 2017 10:17
To: [REDACTED]@fsb.org.uk
Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Hi [REDACTED],

That sounds ideal if your meeting is still going ahead. If you just let me know when you can I'll try to find a room for us.

Thanks,

[REDACTED]

From: [redacted] [mailto:[redacted]@fsb.org.uk]

Sent: 03 February 2017 16:35

To: [redacted]

Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

I've potentially got a 10-12 in AQ anyway, so could see you afterwards? Just waiting to hear if that meeting is still on or not.

From: [redacted]@gov.scot [mailto:[redacted]@gov.scot]

Sent: 03 February 2017 14:57

To: [redacted]@fsb.org.uk>

Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Hi [redacted],

Don't worry, I know it's a hectic time of year. I'm starting to pull together the feedback on the Work Plan and develop some actions so next week would be an ideal time for us to get together.

Wednesday would be best for me if that's ok with you? My calendar is clear apart from 11-12 and I need to leave for the day at 3.30. If necessary I can miss the meeting at 11 so just let me know when suits you best. Would you like to meet at Atlantic Quay?

Thanks,

From: [redacted] [mailto:[redacted]@fsb.org.uk]

Sent: 03 February 2017 14:45

To: [redacted]

Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Argh, sorry [redacted] we've still not had that chat. Have you time in Glasgow next week and we could meet to discuss? I've probably got time on Monday, Wednesday and Thursday.

From: [redacted]@gov.scot [mailto:[redacted]@gov.scot]

Sent: 25 January 2017 14:54

To: [redacted]@acas.org.uk; [redacted]@scotland.pnn.police.uk; [redacted]@stuc.org.uk; [redacted]@fsb.org.uk; [redacted]@scotland.pnn.police.uk; [redacted]@equalityhumanrights.com; [redacted]@equalityhumanrights.com; [redacted]@workingfamilies.org.uk; [redacted]@lanarkshire.scot.nhs.uk; [redacted]@carpetright.co.uk; [redacted]@visualise.org.uk; [redacted]@cosla.gov.uk

Cc: [redacted]@gov.scot; [redacted]; [redacted]@ccpscotland.org

Subject: FW: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Good afternoon,

Kind regards,

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Kind regards,

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27/11/2014 14:00
Jill Ann Macdonald

Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadachd a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo le gun fhiosd', bu chòir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh, leig fios chun neach a sgaoil am post-d gun dàil.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: [REDACTED] <[REDACTED]@equalityhumanrights.com>
Sent: 10 November 2016 15:37
To: [REDACTED]
Subject: FW: Working Forward e-news: November

From: Working Forward [mailto:pregnancy=equalityhumanrights.com@mail120.suw11.mcdlv.net] **On Behalf Of** Working Forward
Sent: 08 November 2016 14:02
To: [REDACTED]
Subject: Working Forward e-news: November

November 2016



MAKING **THE BRITISH WORKPLACE** THE BEST
FOR PREGNANT WOMEN AND NEW MOTHERS

Welcome to our first newsletter



I'm delighted to welcome you to Working Forward after the successful launch on 14 September at the Houses of Parliament. We are excited that news of the initiative is travelling fast and, since the event, 70 employers have joined the coalition of

high-profile employers and leading industry bodies, representing over 300,000 employees across the UK. [Read more about the launch.](#)

This month's newsletter looks at **Leadership** and you can expect future editions to explore a different theme. We will offer regular news of how our members have been putting the pledge into action, case studies and updates on gender-related news.

All of this will help you develop forward-thinking policies, programmes and initiatives, and ultimately bring about positive long-term cultural change for your business.

Together we will raise the bar, showing strong leadership and inspiring business of all sizes and from all sectors to join us and ensure that female talent is nurtured and valued.

If you have any feedback or questions, please do get in touch with myself or the team at pregnancy@equalityhumanrights.com.

~~Baroness Williams~~ Chair, the Equality and Human Rights Commission

Member news

In the video below, BT Group explain why they developed a maternity handbook for their line managers to help ensure a smooth maternity leave for their staff.



Insight

4 steps to leading on inclusion by Nicola Paul, John Lewis Partnership team

It takes a combination of activities to make a workplace more inclusive, not just one. In the John Lewis Partnership we have created a framework for driving a more inclusive workplace which highlights the type of activities that make the biggest difference.

[Read about the John Lewis Partnership's framework in full](#)

Leading the cultural change

As one of the four Working Forward pledge areas, leadership is critical to leading the culture change needed to retain new and expectant mothers. Strong leadership from the top down is key to building the right foundation. It ensures that everyone in the company is aware of your policies and commitments and on board with your aims so that supporting pregnant women and new mothers becomes part of the culture.

[View the tips on how to establish leadership for working mothers in your workplace](#)

We talk to Jonathan Bell, lawyer at the Equality and Human Rights Commission about the most frequently asked questions from leaders about maternity leave.

Q: Many organisations are unsure about what they need to do while their employee is on maternity leave. What question are you most frequently asked as a lawyer?

A: I'm often asked about contact – whether that's the type or frequency of contact an organisation should have with their employee or what is a legal obligation and what is good practice.

[View the answers to other frequently asked questions](#)

Gender news roundup

The World Economic Forum (WEF) recently revealed its gender gap report which worryingly showed that women won't be paid the same as men for another 170 years. The authors said they hoped the report "will serve as a call to action for business to prioritise gender equality as a critical talent and moral imperative."

They defined the combined gender gap by a combination of three things: the difference between women and men in participation in the workforce; the salary gap and earning differences for similar work; and the ability to get into skilled professional and leadership roles. Read the full [WEF report](#).

This Thursday 10 November marks [Equal Pay Day](#), the day in the year when women are effectively working for free until the end of the year. Overall, women can expect to earn significantly less than men over their entire careers. We hope that Working Forward addresses a critical reason for this gap by encouraging other employers to create flexible career paths as the norm so that women with children and those who work part-time can continue to develop their careers.

Also this week, CBI's popular [Great Business Debate](#) explores the links between inclusion and employee engagement, inclusion and productivity, the role of leaders in promoting inclusion, what inclusive recruitment and progression practices look like and what an inclusive workplace will look like in the future. Share your opinions and join the debate #bizdebate and find out more.

Events

From April 2017, 8,000 companies will be required to publish their gender pay gap with 4,000 public sector organisations coming under the microscope shortly afterward. Prepare your organisation for this by attending the **Global Equality and Diversity Conference: Embracing transparent, demonstrating impact on the 23 November** in London where other employers will discuss their policies and processes to meet this new requirement. The Equality and Human Rights Commission will also be hosting a workshop offering our own tips and advice.

[Click here to register for the event](#)

Help us to help you

The first step to improving how you manage pregnancy and maternity in the workplace is to know where you are now.

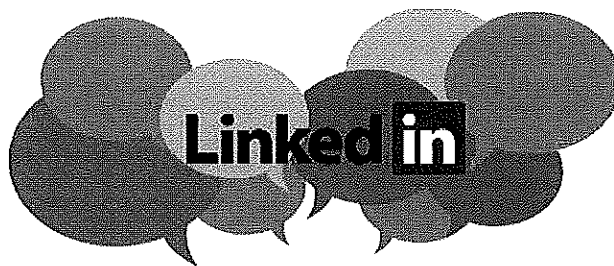
We would like to understand what sort of policies and practices (if any) Members currently have in place so we can measure what progress has been made in a year's time to find out what's changed for the better or where you might need additional support. This survey is completely anonymous and can be accessed using the button below.

Take 5 minutes to complete the survey

Join the conversation

Join the conversation **#WorkingForward**

Be part of the Working Forward community by sharing your latest experiences, tips and wisdom in our member-only LinkedIn Group.



Join our member-only LinkedIn Group



Discover the latest & greatest in the industry. It's all within
the reach of our members.

Discover the latest & greatest in the industry.

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Our vision

We live in a country with a long history of upholding people's rights, valuing diversity and challenging intolerance. The Commission seeks to maintain and strengthen this heritage while identifying and tackling areas where there is still unfair discrimination or where human rights are not being respected.

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From: [REDACTED]@fsb.org.uk>
Sent: 11 November 2016 09:09
To: [REDACTED]
Subject: Pregnancy and Discrimination Working Group

Hi [REDACTED]

Sorry for the delay in getting back to you. I will be able to accept the invitation to sit on the working group and we'll make every effort to attend however it may not always be possible for me to attend every meeting.

The first meeting date is looking a little tricky as I'm supposed to be speaking at a procurement conference in Edinburgh that morning. But I'll get back to you.

[REDACTED]
[REDACTED]
Policy Manager, Scotland
Federation of Small Businesses

T [REDACTED]
M [REDACTED]

www.fsb.scot



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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]@carpetright.co.uk>
Sent: 14 November 2016 13:19
To: [REDACTED]
Cc: Boney A (Andrew)
Subject: RE: Invitation to attend Pregnancy and Maternity Discrimination Working Group

Hi [REDACTED]

That's perfect – thank you. I look forward to seeing you on the 6th

[REDACTED]
 HR Business Partner
 [REDACTED]@carpetright.co.uk

Carpetrigh plc
 Purfleet Bypass, Purfleet, Essex, RM19 1TT
 T: [REDACTED] www.carpetright.co.uk

carpetright. |    

From: [REDACTED]@gov.scot [mailto:[REDACTED]@gov.scot]
Sent: 14 November 2016 12:10
To: [REDACTED]@carpetright.co.uk>
Cc: [REDACTED]@gov.scot
Subject: Invitation to attend Pregnancy and Maternity Discrimination Working Group

Hi [REDACTED]

It was good to talk to you just now and I'm really pleased you're able to attend the first meeting of the working group. With my apologies once again for the oversight regarding your postal address, please find attached a copy of the invitation from Jamie Hepburn MSP.

I'm copying in my colleague [REDACTED] who will be supporting me with the secretariat for the group. We look forward to meeting you on 6th December but please just let us know if you need anything in the meantime. Papers for the meeting will be issued later this month.

Kind regards,

[REDACTED]

From: [REDACTED]
Sent: 09 November 2016 15:54
To: [REDACTED]@carpetright.co.uk'
Subject: FW: SG Work on Supporting Pregnancy and Maternity

Dear [REDACTED]

Thank you for volunteering earlier this year to contribute to the Scottish Government's work around pregnancy and maternity discrimination. I just wanted to check whether you received the letter from Jamie Hepburn MSP dated 26 October? If so, I'd be grateful if you could please

confirm whether you wish to join the Working Group and are able to attend the first meeting on 6 December.

I had hoped to speak with you but unfortunately haven't been able to find a telephone number for you. If you didn't receive the letter or would like some further information about the group please call me on [REDACTED]

Kind regards,

[REDACTED]
Policy Executive
Fair Pay and Workforce Equality Team | Promoting Fair Work Division | Directorate for Fair Work, Employability and Skills | Scottish Government | 6th floor | 5
Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
[REDACTED]@gov.scot
Direct dial: [REDACTED]
Blackberry: [REDACTED]

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From: [REDACTED] [mailto:[REDACTED]@brc.org.uk]
Sent: 12 July 2016 19:59
To: [REDACTED]
Subject: RE: SG Work on Supporting Pregnancy and Maternity

Gavin,

The following HR Manager based in Scotland with Carpetright has also volunteered to contribute:
[REDACTED]@carpetright.co.uk

Kind regards,

[REDACTED]
From: [REDACTED]@gov.scot [mailto:[REDACTED]@gov.scot]
Sent: 17 June 2016 16:34
To: [REDACTED]@brc.org.uk
Subject: SG Work on Supporting Pregnancy and Maternity

[REDACTED],
Part of my team's remit is around workplace equality issues and over the last year or so we have been supporting some work by the Equality and Human Rights Commission which has been looking at issues around support for women through pregnancy and maternity. We put out press release in February this year setting out some of the work we want to take forward:

<http://news.scotland.gov.uk/News/Better-maternity-rights-22db.aspx>

One of the actions was to establish a working group to set out guidelines for employers around good practice in this area. This is likely to be a Ministerial group and we are keen to engage employers in this work. As the retail sector has a high proportion of women in the work-force, we thought this would be an obvious place to look for examples of good practice in these areas.

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TO:

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Would you be able to suggest an employer from your sector who you feel could make a contribution to this work?
Our aim is to get representation from employers in a range of sectors to help advise the Minister on this.

Let me know if you need any more background on this.

Regards,

[REDACTED]

[REDACTED]

[REDACTED] **Promoting Fair Work**

Scottish Government | Fair Work Directorate

Europa Building | 450 Argyle St | Glasgow | G2 8LG | [REDACTED] | [REDACTED]

www.fairworkconvention.scot

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

In scope.

From: [REDACTED]
Sent: 30 November 2016 09:47
To: [REDACTED]@acas.org.uk; [REDACTED]@stuc.org.uk; [REDACTED]
[REDACTED]@fsb.org.uk; [REDACTED]@scotland.pnn.police.uk; [REDACTED]
[REDACTED]@equalityhumanrights.com); [REDACTED]
[REDACTED]@equalityhumanrights.com); [REDACTED] | Working Families
[REDACTED]@workingfamilies.org.uk); [REDACTED]@lanarkshire.scot.nhs.uk;
[REDACTED]@carpetright.co.uk; [REDACTED]@visualise.org.uk); [REDACTED]
[REDACTED]@cosla.gov.uk)
Cc: [REDACTED]@outlook.com; [REDACTED]
[REDACTED]@ccpscotland.org)
Subject: Pregnancy and Maternity Discrimination Working Group - Tuesday 6 December
Attachments: Meeting 1 - 06.12.16 - final agenda.docx; Maternity Handbook.pdf; Maternity Handbook LM Guide.pdf; Meeting 1 - 06.12.16 - Work Plan - DRAFT.docx

Good morning,

Thank you for agreeing to participate in the Pregnancy and Maternity Discrimination Working Group, which will be chaired by Jamie Hepburn, Minister for Employability and Training. The first meeting will take place on Tuesday 6 December at 10.00 – 11.30 am.

Please note that there has been a change in venue since the invitation letters were issued. The meeting will now be hosted by **BT, Alexander Bain House, 150 York Street, Glasgow, G2 8JQ**. The building is next door to the Scottish Government building at Atlantic Quay and a map can be accessed [here](#) if required. [REDACTED] BT's Interim Head of Diversity and Inclusion, will attend the meeting to provide a short overview of BT's pregnancy and maternity policies.

Please find attached papers for the meeting as follows:

1. Agenda *Exemption Section 25*
2. Summary report – EHRC's Key Findings *release*
3. BT's Maternity Handbook *release*
4. BT's Maternity Handbook (Line Manager's Guide) *release*
5. Draft Work Plan (including overview of aim, remit and group membership) – for discussion and consensus *Exemption 25/27*

I look forward to meeting you all next Tuesday. If you have any questions in the meantime please let me know.

Kind regards,

[REDACTED]

Policy Executive
Fair Pay and Workforce Equality Team | Promoting Fair Work Division | Directorate for Fair Work, Employability and Skills | Scottish Government | 6th floor | 5
Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
[REDACTED]@gov.scot
Blackberry [REDACTED]

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[REDACTED]

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Parenting at BT

Pregnancy, maternity and your life back at BT: A handbook

Welcome to this new handbook about all things related to taking maternity leave in BT. We hope it provides you with inspiration and encouragement, and gives you lots of ideas as you navigate through this exciting (but sometimes challenging) time in your career.

First things first:

- **What is this document?** The handbook is intended as a down-to-earth view of what it's like at BT to be pregnant, to go on maternity leave, and to come back to your job – or one that's a bit like it. Clearly everyone's different, every Line Manager is different, BT is an amazingly diverse organisation when it comes to jobs, and lots of what you'll be going through is really personal. But ... this handbook aims to capture insights from other women who have gone through it, to give you hints and tips.
- **Who's this document for?** It's going to be of most interest to women who are either pregnant, off on Maternity or Adoption leave, or those who are back at BT after a spell away looking after children. If you're a man who has taken paternity or Shared Parental Leave (by which we mean something longer than a few weeks paternity leave) and then come back to BT, you may find the return section helpful too. If you've been away from BT for any reason (illness, reservist duty etc), there might also be stuff of interest – but the main focus is on people who have been away, and come back juggling childcare and work.
- **Is this formal HR guidance?** Yes and no! You may have started with the formal HR guidance on maternity leave, which you can find [here – Being a Parent](#). That's your best source of all the policy information you need, plus it gives you the mechanics about who you need to tell what and when, what you'll get paid and when etc. This handbook is a bit more about the whole experience – not the stuff you can expect from BT in terms of support for your health, but also support for your career or continuing your role at BT. It puts all of the policy into context, with handy tips from people who have recently had the same experience.

If you're looking for health-related guidance, this document isn't for you.
Your best bet is the HR Home policy section [Maternity Leave](#).

To get to this handbook, we conducted hundreds of case studies, interviews, Women's Network events and social media discussions – and from those, we have distilled advice and guidance in four key areas:

1. **When you find out you're pregnant and need to tell your manager.** Advice on how to tell your Line Manager, things you might want to think about in the time before leave, and what other people think has worked best for them in terms of keeping in touch while at home on maternity leave.
2. **The period leading up to when you take your maternity leave.** Advice on how to manage ante-natal appointments, winding things down before you leave, things you need to put in place while you're off.
3. **During your maternity leave.** Whether you decide to completely switch off, or you want to keep in touch – whether you're going to come back to your job, or start looking for a completely new one. What to think about as you begin to ramp back up into your working life – how to prepare for your return and make it as smooth as possible. Top tips on how at least to prepare for work-related things when the rest of your life is full of new surprises!
4. **When you are back at BT.** How you manage the first month back from maternity leave. And then as the months and years pass, what other people have found works well in terms of coming back to work and finding a new balance that works for you.

Clearly there are lots of links to other BT policies in all of these areas – for example, agile working may be something new for you when you come back from maternity leave, or you may be thinking about finding a completely new BT role. We have tried to include lots of different case studies to provide food for thought, and links out to formal policy guidance wherever appropriate.

And finally ... we completely recognise that everything about your career choices during and after having children is unique and personal, and that things don't always go to plan. So take this handbook as a springboard, and use it to shape both your own thinking, and also the conversations you have with your Line Manager. They are essential in helping you plan your response your time off, and to ensuring you have a happy return – and we have written a guide for them too, just to doubly underline that point!

By the way, if you are a man who's taken Shared Parental Leave – or its precursor Additional Paternity Leave – or Adoption Leave, we would love to hear from you! There aren't many men in BT who have taken big chunks of time off to look after their children, and learning from your experience would really help us as we continue to build a more inclusive BT ...

A quick word on why we've written this handbook ...

BT has always led the way in terms of maternity benefits, flexible working options and wider policies aimed at making sure people can thrive with us no matter what their background or family situation. Women have been carving out brilliant careers with us for a number of years, and we're proud of that track record. It's particularly fantastic that our return rate for women after maternity leave is 85.9% compared with a national average of 77%.

So we hope that we're doing something right. But we can't get away from the fact that men currently outnumber women at BT, and that sometimes that means women returning from maternity leave feel like pioneers having to break new ground – rather than being supported, and encouraged.

We think that by setting out how others have found the experience of maternity leave and return, we can stop that feeling of being a pioneer, and help you focus instead on getting the most out of your career at BT – whether that's finding the balance in your current role, or aiming for further progression. Our aim is to support all BT women, and to retain the brilliantly diverse talent they bring to the organisation.

Where to find out more

- The Women's Network has lots of discussion groups on their BT Academy site, which you can find here: [Women's Network](#). If you need help, post a question. There's bound to be someone that's had a similar experience!
- There's also the formal HR guidance here: [Maternity Leave](#), and if you have a specific policy question or need some support, you can contact HR Services here: [Contact HR](#).
- We've also written a guide for Line Managers – have a peek and see what we're saying to them about their role.

PS – the interviews for this document were done before EE joined BT, but we will be updating it with more case studies so if you have ideas to share, please get in touch with sally.ward@bt.com. We've also focused on stories from the UK, but if you have a global perspective to share, let us know.

You're pregnant ... starting to think through how that will impact your job

If you're pregnant for the first time – or the first time while working at BT – you might feel a bit daunted about telling your Line Manager. But pregnancy is a fact of life for women in the workplace, so don't let that get in the way of being open and getting the support you need.

"My Line Manager was amazing when I told him. I was sort of apologetic, but he said 'What would the alternative be? If I were women in my team, some of them are going to get pregnant' ... and I guess he had a point!"
General Manager, Openreach

Top tips from the BT women we spoke to included:

- Tell your Line Manager as early as you feel comfortable. If you're in an engineering role, there might be safety implications you need to flag, for example. This will allow your manager to engage with you, carry out the risk assessment which will identify any hazards you may face, and link you in to the range of opportunities which are available during your pregnancy to help you to continue to work. There's some new guidance around the whole process of risk assessments for expectant mothers in the engineering roles. It's focused on the things which you actually do, how you do these things, and importantly, deals with some of the more practical challenges that you'll inevitably have to face at this exciting time.
- You'll find some very useful the guidance here [Maternity - Health & Wellbeing](#) including the link to the new risk assessment (select either engineering role or office/agile worker).
- If there's going to be a restructure in your team, you might want to let them know in advance of that. If your role involves a lot of travel, you need to make adjustments. You can keep it confidential between you for as long as you need, but being open at the beginning can help in the longer term.
- Choose how you want to break the news based on what suits your existing relationship with your Line Manager. You might want to tell them in a 1:1, you might want to catch up for a coffee. Go with what works best for you.
- Go in to that conversation with at least a rough idea of the answers to their likely questions. To be clear – you don't need a final answer at this stage on when you'll go on leave, how long you'll be off, what you want to do when you get back. But your Line Manager will likely be thinking about operational impacts etc, so you might just want to give a rough indication of your timeline.
- This could be the first time your Line Manager has had someone in their team going on Maternity Leave, so you might want to have a look at the guidance for Line Managers, on the Women's Network site [Women's Network](#). If you know what their role is, you can guide them through it.

"I knew my manager would need to find someone else. So I told him quite early on. It's different for everyone, but I thought that would give things a bit of control".

Data Optimisation Manager, Business and Public Sector

"I saw it as a two-way deal with my Line Manager. I was worried she wouldn't give me enough time off. She was worried her projects would suffer while I was away. So I was really honest about what I needed, and expected that same honesty from her in return"

National Account Manager, Consumer

Once it's out in the open, you might want to think through the following things:

- How long you'll want to take off. You don't have to decide straight away, and with the agreement of your Line Manager you can change your period of maternity leave once the baby has been born. There's no right answer, and it will depend on your wider circumstances. The average length of maternity leave in BT is about 10 months, but we have lots of women who take longer and shorter periods off.
- Whether your job will likely be left open for you, or if you'll come back to something different. It's a legal requirement that BT will make sure you can come back to your same job or an equivalent one. But because of our size and complexity as an organisation (and the number of people who work on a project basis), we have an above average number of women who change job when they come back from leave. You might want to finish one job, have a period of maternity leave, and come back to another. Or you might need someone to cover while you are off. You might also consider there could be several people who could take on elements of your role whilst you're away.
- Whether you want to work differently when you come back ... although you don't need to tell other people just yet. Your job might be one that can be done part-time, for example. You might be able to find a job share partner – and there's a database here that can help: [Job Share Database](#)

"Telling my Line Manager was a bit of a disaster. His face fell, and he started talking about the pressure he was under to get stuff done and the impact on the rest of the team. We can laugh about it now, but it wasn't exactly well handled – and I don't think he'd do it that way again".

Business Development Manager, Business and Public Sector

"My manager didn't seem to understand any of the HR processes, which was frustrating. I had to do quite a bit of hand-holding".

Commercial Lawyer, Global Services

There are also practical things to think about in the meantime, including:

- Making sure you have time in your diary for any appointments you need. BT's policy is clear that you must have time off for midwives etc, so don't feel apologetic about booking them in.
- Thinking about any adjustments you might need to the way you're working. For example, lots of BT women said that towards the later stages of their pregnancy they wanted to avoid commuting and work from home – and if that works for you in your role, then great.

"My team were great. They didn't put calls in too early or late in the day, as they recognised that I was quite tired by that stage and my blood sugar could be all over the place! But they didn't treat me with kid gloves either – I wasn't ill, I was just pregnant, and I could still be just as productive".

Senior Commercial Lawyer, Consumer

"There was quite a lot of "oh when I was pregnant, I found this ..." or "when my wife was pregnant, she always did this ...". I found it a bit frustrating, to be honest. Every pregnant person is different, and people will want to do things differently. I just wanted to get on with stuff – I had to prioritise things a bit differently, but that was it".

Finance Manager, Consumer

About to go on leave ... how to leave on the best footing

"I went on leave on a Friday, and there was no-one in the office to say goodbye to! Second time round, I booked a slot with my manager to say goodbye and left midweek!".

Project Manager, Openreach

Lots of the women we spoke to said that preparing for maternity leave from work is just like preparing for a long holiday. Some suggested that if you try to separate out the fact that your life is going to change fundamentally when you have a baby, and just think practically about spending a chunk of time away from work, you might find it easier to plan for!

"I focused on my day job and had a great handover plan. But then I realised that I needed to be up to date on other stuff – in time for a year off. I needed to do my mandatory training, get my company car serviced ... all sorts of stuff. It felt a bit overwhelming, so my advice would be to try and think of that stuff as early as possible ..."

Head of Service, Global Services

"I was worried about the impact going off would have on my career, and tried to get everything done before I left. I was exhausted! Second time round, I just tried to be more measured – things like networking and contacts seemed to be a bit more important than superficial delivery".

Marketing Manager, Wholesale & Ventures

For example:

- Start your handover plan early. Think about what you can finish off, and what needs to be resourced when you're not there. If you're going to need extra help to finish work off before you go on leave, then flag that up front. Keep your manager up to date in case your health changes and you need to go off work more quickly.
- Talk to your Line Manager as soon as you can about how your work might likely be split while you're away (if you're coming back to the same job), and who might be able to shadow you on key pieces of work that are going to need support while you're off.
- Think as well about how you'll handle new pieces of work if they emerge while you're pregnant. Ask your Line Manager how that should be handled – will you start something new and add it to the list of handover things, or is it more likely someone else will pick up new stuff?
- Some people step out of their role a few weeks before they start their maternity leave to make sure there's a solid handover period.

"I picked out three things I could delegate as soon as I was pregnant, and agreed with my Line Manager that they could go to more junior members of the team (initially with my support). It was actually really rewarding to help other members of the team develop".

Senior Operations Manager, Openreach

You also need to do a couple of bits of admin:

1. Around working out the exact timings of your maternity leave – your maternity benefits will depend on your Expected Week of Confinement (EWC), and you'll also want to use up your annual leave. You can find more on the HR website here: [Maternity Entitlements](#)
2. Around working out how you want people keep in touch with you while you are away. This is another area where different women want different things. Some prefer to leave work behind and focus on being at home with the baby; some want to keep track of emails and join in with things like team awaydays. You might not know how you're going to feel, and it might depend in part on whether you're coming back to the same job/team. But try to agree the way forward with your Line Manager so that you've got something in place that will work for you.

"I felt under pressure when I knew I needed to get my MAT1B certificate in to work, but my midwife hadn't actually issued it yet. I thought that might affect my agreed timescales and benefits – it was fine in the end, but a bit of a pain".

Call Centre Adviser, Consumer

"There's not actually that much to do in terms of filling in forms etc. It's actually the human side of things that makes such a difference when your Line Manager takes it seriously".

Customer Service Engineer, Openreach

Sadly, this is also the stage where you might need some contingency arrangements in case things don't go quite to plan. If anything happens to you or to your baby, then you can count on BT to support you:

- You might find our Employee Assistance Programme helpful – and they can be reached via [Employee Assistance Programme](#).
- Depending on where you are in your pregnancy, you might still be eligible for maternity leave – and if not, there is sick pay to support you. There's more HR guidance here: [Other Information](#)
- If you don't want to talk to people in BT, there are sites such as <http://www.miscarriageassociation.org.uk/> that can help.

"My line manager treated me as a human being when it all went wrong. I really appreciated that".

Operations Manager, Openreach

Off on maternity leave ... keeping in touch however works best for you

From all of the conversations we've had, there's no one size fits all for how best to stay in touch while you're off. The trick is probably to agree something up front with your Line Manager before you go, and then just reflect whether it's still working for you as the week's progress. Change is fairly constant at BT, so you might want to prepare for hearing about what's happening while you are away.

"I had all the stuff in place with my Line Manager, but he's a bit formal. So I also fixed for someone in the team to text me if there was any news, and that way I got the inside track. It helped me feel like I could keep in touch with the more informal side of things ...".

TM, Operator and Directory Enquiries, Wholesale & Ventures

"I got back from leave and all my key sponsors had gone! There was a massive restructure, and a couple had left BT. I felt really lost, and wished I had kept in touch with a few more people. A couple of peers were a real help, but it did make me realise how important networking is in BT".

Client Partner, Global Services

Top tips from the BT women we spoke to:

- Keep the communication channels open with your Line Manager as much as you want to. That might be as simple as dropping an email saying "I am still focused at home, so won't be in touch for a while". Or suggesting you meet for a coffee a couple of months before you go back so you can have an informal chat about things.
- Things can change. You might have thought you'd want to keep on top of things, but the baby might need more time from you – or you might just be enjoying being away from BT! That's absolutely fine – just do what works for you, and let your manager know how you're feeling.
- You can have formal Keep In Touch (KIT) days if you need them. There's up to 10 days you can use without affecting your maternity benefits, and some people have found them helpful for attending big team events etc. The official guidance is here: [Maternity Leave – Other Information](#). It's a personal choice, and you don't need to use them. You also don't need to formally register if you just pop in to say hello and find out more about what's happening in your team.
- Think about your network. It's tough when you don't have much time, but just reminding your sponsors and colleagues of what you are up to – particularly as the time to return comes nearer – is usually a helpful thing to do.

"I was so immersed in the baby and my new life that I forgot all about BT. When I came back, I just got back into the swing of things. It felt weird for a while, but I needed to focus on that time at home".

QA Manager, Consumer

"I didn't want to switch off completely. Friends had said they'd found it hard to get their heads back in to work after months of nappies and stuff. So I just checked in on email about once a month, and asked my Line Manager to text me with any top circumstances etc".

Manager, Business and Public Sector

"I wasn't going off for that long, so I decided to check in with my Line Manager in person once a month. I think she thought I was a bit crazy, but I knew it would help me when it was time to come back. I also quite liked the KIT days without the baby!".

Senior Operations Manager, Openreach

We are looking at other ways we can keep in touch with people who are away from BT. Watch this space for more ideas ...

"My manager left BT while I was off, which was a nightmare. He didn't do a great handover, and it felt like everyone had forgotten me. In the end, I contacted my HR Business Partner, and he spoke to my new manager about how unhappy it was making me and sorted it out".

Solution Designer, Openreach

While you're on leave, you'll also need to think about childcare before you come back. From speaking to BT women who've gone through this before:

- Get up to speed with what the current picture is on Childcare Vouchers (which you can find out more on here: <https://hr.bt.com/en-gb/working-at-bt/being-a-parent/childcare-salary-direct>). The Government's policy on these might be changing soon – have a look and see if they'll work for you.
- Don't forget that Beat That has got some good deals with nursery chains. If you're going for the nursery option, there might be something there for you – and if you find a good deal, don't forget to post it on the Women's Network site.

Childcare can be an overwhelming topic, filled with guilt and compromise and admin! The overall rule has to be that it's whatever works for you. (You might want to have a look at a book called "Mothers Work" by Jessica Chivers for some no-nonsense advice).

"I put my baby in a nursery, and had no idea how ill he would then get for weeks and weeks! He had tonsillitis, chicken pox, basically everything he could catch. It meant my return to work was really patchy, and I wish I'd had a few more contingency plans in place".

Head of HR, Openreach

Back at BT ... managing the first weeks and months

"My first day back was brilliant. My Line Manager came to meet me in person even though we're based in different offices, and bought me some chocolates. I'm not saying it was easy from there on in, but it certainly helped make me feel more welcome".

Delivery Director, Openreach

Coming back to work can feel a bit like being thrown into the deep end. Lots of BT women have used their annual leave to create a more phased return to work (working fewer days per week and building up gradually) and that can work well.

But as with lots of the tips in this document, there's no one size fits all – and the answer probably lies with lots of communication with your Line Manager.

"It's a bit weird to go from being a strong performer focused on getting stuff done to then ending up having to have loads of emotional conversations with your Line Manager when your childcare is rubbish or you're struggling on little sleep. But I guess you have to just adjust to that, and telling them how you are feeling is probably quite important".

Programme Manager, Consumer

Top tips from the women we spoke to included:

- Rebuilding your network as soon as you can. You'll likely want to get stuck in and deliver some work so that you can prove you can still do it! But actually diarising some time to get back in touch with people – and remind your sponsors that you're back – will also help.
- Spend some time on your personal development. Again, a tricky one when you are trying to juggle everything. But it's worth just having in the back of your mind what your career map now looks like, and whether you have the right mentors in place to make it work.

- Don't put yourself under too much pressure. It's pretty common to feel that you are stretched across home and work, and that you haven't got the balance right. In fact, lots of people are starting to talk about a "work life blend" rather than balance, reflecting that it's not always a question of being perfectly balanced – it's about doing what you can, and not being too hard on yourself.

"I felt quite conflicted about coming back. My Line Manager gave me easy work to do to get back in gently, which was really thoughtful. But it actually made me feel a bit rubbish as I'd left the baby at home for the sake of low-value work. So in the end, I just asked to get straight back into proper responsibilities".

Field Engineering Controller, Openreach

There are also practical things you'll need help with, and don't be afraid to ask your Line Manager or HR. If you're still breastfeeding, for example, you need access to a fridge – and your manager might not know that. Set out clearly what you need, and if the adjustments aren't being made speak to someone.

Finally, if you're working part-time or job sharing for the first time, you might find the Flexible Working database and homepage a good source of support, and you can find it here: [Flexible Working](#).

What about Dads?

We've focused this handbook on women taking maternity leave – that's the most common situation relating to parenting in BT currently, and that's where there were some gaps in the support offered.

But ... we know that Dads and partners taking paternity leave also need support from their teams, and that some take longer periods of time off work to support their children.

Lots of what's in this handbook can apply to Dads and partners taking longer periods off work to undertake childcare. That's pretty rare at BT at the minute (unfortunately), but is definitely something that we want to see becoming more common.

We did also ask the question at some of our focus groups, though, and these are the tips that were shared:

- It's best to plan not only for the weeks of paternity leave you're going to take, but also the early days and weeks when you are back. In the excitement of being on call to drop everything and head off on paternity leave, you can forget that when you get back you might feel differently about how you've been working.
- The Women's Network isn't just for women! If you're wondering what your life might be like once you've had a child, you can always post on the discussion forums – and there's a growing number of men at BT who are sharing advice and support.

"I only took two weeks off for paternity leave, so didn't do much planning. But I hadn't bargained on how differently I'd feel when I came back! I wanted to reprioritise and be home on time. Plus I was exhausted – our baby wasn't a good sleeper, and I think I was quite vague at work for a while ...".

Centre Manager, Consumer

"I wish I'd taken a bit more time, maybe some shared parental leave or something. I hadn't realised that I would want to balance home and work a bit more once our children arrived. Plus I had a lot more sympathy with the women in my team who'd been on maternity leave!".

Operations Manager, Openreach



Parenting at BT

Pregnancy, maternity and maternity return:
A quick guide for Line Managers

The Women's Network and BT's Diversity & Inclusion team have launched a new handbook for women going on maternity leave in BT. It's based on lots of case studies, focus groups, insights from other industries. It aims to give a human perspective on what it's like to go on maternity leave at BT, and come back to work.

You can read it here: <https://office.bt.com/sites/Diversity/other/Maternity-handbook.pdf>.
And the HR guidance you need is here: [Maternity Leave](#).

But ... there are a few guiding principles for Line Managers that are worth calling out in this [handy checklist](#) – helping you make the experience for all women going on maternity leave a good one.

Please read it, and use it to help plan the support for the person in your team about to go on leave.

Why do we need this document?

BT has always had great policies on diversity. But although we have the right structures in place, they are not yet making the difference we want to see in our workforce.

Only 21% of people in BT are women. Although that's average for our sector, it's not great when compared to the general population. We know that we're missing out on brilliant talent – and that teams that are more diverse are going to help us continue to innovate and grow.

In parts of our business, women fare differently from men when it comes to career progression and retention. Pregnancy and childcare clearly isn't the only reason for that. But it might be one contributing factor. And we've had feedback that the experience of going on maternity leave and (maybe more importantly) coming back to work can feel unnecessarily gruelling.

We want to fix that – not by more formal HR guidance, but something that makes us come across as human beings, in line with our new values as an organisation.

1. **Make it human.** Whether that's in how you take the news, or the support you offer – the thing that was most valued by the women we interviewed was the ability of their Line Manager to empathise. Being there face to face on both their last day of work, and their first day back at work, for example. And if that's not possible, making sure that someone in the team is there to say goodbye and welcome them back. Keeping in touch informally while they are away. Sending a note towards the end of leave saying that you're looking forward to them being back. It doesn't take much to make people feel engaged.
2. **Make it personal.** There's never going to be a one size fits all. Pregnancy isn't an illness for many, but there might be health complications for some. Some women want to be off for a long period, some want to have a quick leave or share it with their partner. There's no right answer, and some of the feedback from the women we spoke to was that they felt pushed in a particular direction. Better to jointly work out what will work for them, and just let them know that they are valued however they want to do it.
3. **Think about a phased return.** Suddenly coming back to work after a period out of touch can be hard. Lots of women use their annual leave allowance to help manage the transition, but the evidence from other organisations shows that if you can proactively suggest or support that, retention rates can improve. There's nothing in the policy to say that you shouldn't just structure the return to suit the individual – it's all about making the person feel valued, and that their return is positively anticipated rather than an admin headache.
4. **Talk about the right level of responsibility.** Some women may want to ease gently back into work with less urgent priorities for a time; some want to do exactly the same as before and prove they are still performing at the same level. Some might come back to the same job, some might want to think about getting engaged in new projects and roles. We heard lots of feedback about the importance of tailoring the return to the individual.
5. **Help with networks.** One of the key themes from the women we spoke to was how important a network is in BT, from career progression and to feeling engaged – particularly during times of change. Help if you can – and that includes agreeing the right strategy for keeping in touch during leave. Although it's important to get back on track with delivery, scheduling time to get back in touch with mentors and sponsors has been really important to many BT women.
6. **Help with practicalities.** It may be awkward for women to discuss emotional things with their managers, or they might feel embarrassed to ask for things that should happen as a matter of course (like privacy and fridges to support breastfeeding, for example). Be prepared with what BT needs to offer, and if you're unsure, ask HR for help.

And finally, it's not just BT women that might need a bit of support ... if someone in your team heads off on paternity leave, adoption leave or shared parental leave, they may not need quite the same level of guidance, but they are certainly experiencing a big life change. Remember that when men or partners in your team return from parental leave, they'll be going through upheaval that might mean they need your help.

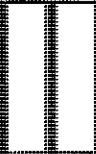


Pregnancy and Maternity Discrimination

Policy Manager, EHRC

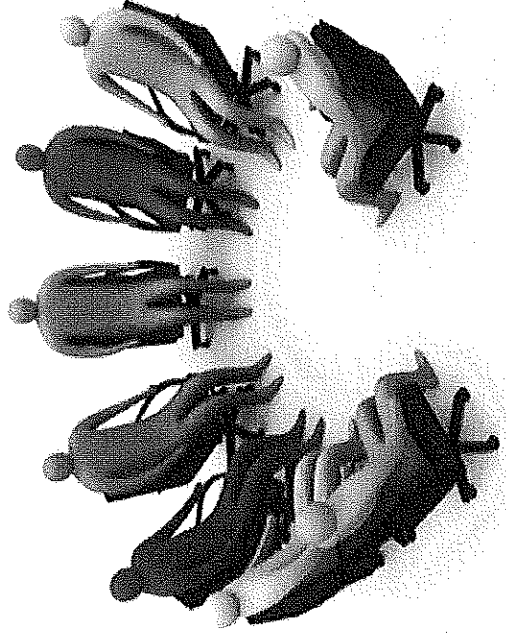
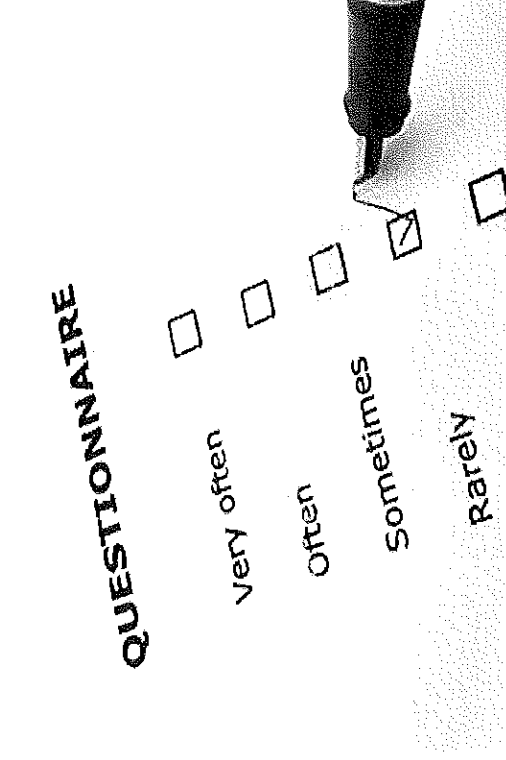
06/02/2010

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Research

- Largest scale research of its kind
- questionnaire and interviews



94%

of Scottish
employers

feel it is in the best interest of
the organisation to support
pregnant women and those
on maternity leave but...



Scotland

73%

of mothers surveyed in
Scotland reported negative
or possibly discriminatory
experiences

46%

of mothers reported a
negative impact on their
career (opportunity, status,
job security)

#worksforme

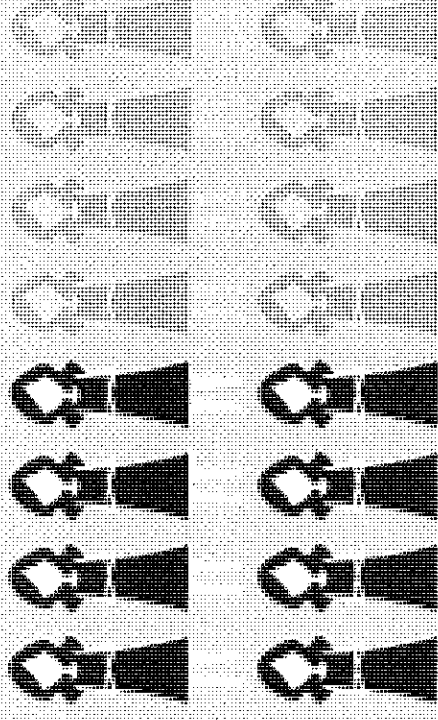
Our research found that in Scotland

- 73% of mothers surveyed reported a negative or discriminatory experience (as many as Scottish 30,000 women per year).
- 66% of Scottish women felt unable to ask for flexible working, 29% of whom because they were worried about their colleagues' reaction.
- Almost 1 in 5 of Scottish employers said they felt it was reasonable to ask prospective employees about their plans to have children at an interview.
- Around 1 in 8 women were dismissed, made redundant or treated so poorly they felt they had to leave.
- Around 1 in 5 experienced verbal harassment.

Half of mothers

who had a flexible working request approved said it resulted in negative consequences.


Yet only 4% of employers had sought guidance on dealing with requests for flexible working requests.



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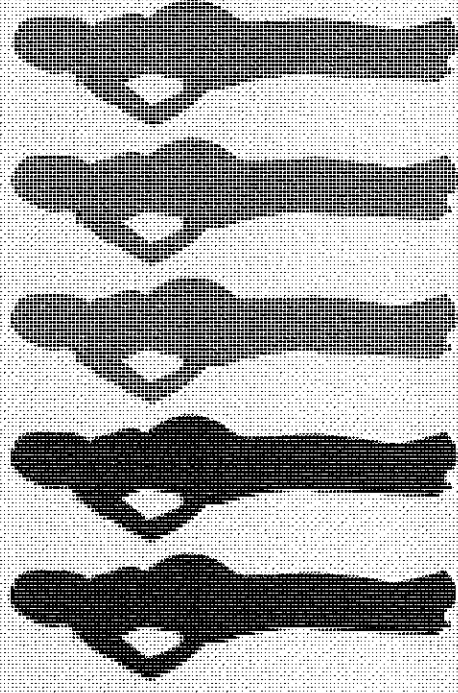
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 @ehrc

Two in five mothers

felt there was a risk to, or impact on, their health or welfare at work.

4% left their jobs due to the risks not being fully tackled (this could be as many as 21,000 mothers)

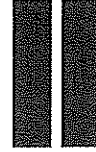



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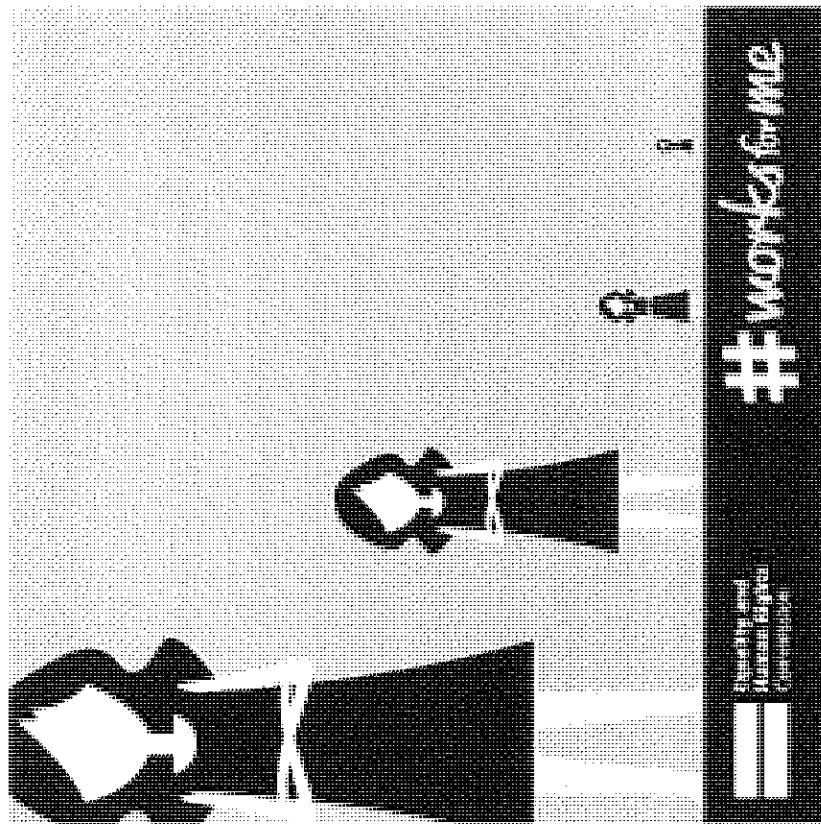


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Recommendations

1. Leadership for change from Government and business leaders.
2. Improving employer practice to promote family-friendly workplaces, effective management and open communication.
3. Improving access to information and advice so that women and employers understand their rights and obligations.
4. Improving health and safety management in the workplace, so that women are not forced to choose between their job and their health or the health of their unborn child.
5. Improving access to justice by removing barriers to women raising complaints.
6. Monitoring progress to track the pace of change towards creating fairer workplaces.

Thank you

Contact: [REDACTED] or [REDACTED]@equalityhumanrights.com



Pregnancy and Maternity- Related Discrimination and Disadvantage:

Summary of key findings

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This report was prepared by IFF Research Ltd on behalf of the Department for Business, Innovation and Skills and the Equality and Human Rights Commission.

About IFF Research

IFF Research Ltd (IFF) is an independent research agency specialising in research in the fields of learning and skills, employment and welfare, equality and diversity, enterprise, and health and wellbeing. Established in 1965, IFF provides research for a range of clients across the public and private sectors.

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Mark Beatson, Visiting Professor at London Metropolitan University and Chief Economist at Chartered Institute of Personnel and Development

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Professor Jill Rubery, Manchester Business School, University of Manchester


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Introduction

The Department for Business, Innovation and Skills (BIS) and the Equality and Human Rights Commission (EHRC) commissioned a programme of research to investigate the prevalence and nature of pregnancy and maternity-related discrimination and disadvantage in the workplace. The results in this report are based on survey interviews with 3,254 mothers and 3,034 employers. The two surveys cover the views and experiences of employers and mothers on a range of issues related to managing pregnancy, maternity leave and mothers returning to work from maternity leave. The survey findings are based on employers' and mothers' perceptions of their experiences. Mothers' experiences do not necessarily fall under the legal definition of discrimination. Only an employment tribunal can determine whether unlawful discrimination or unfair dismissal has occurred. In some cases the survey asked whether mothers felt their treatment was due to their pregnancy and/or maternity leave. However, in other cases, the survey captured whether or not a mother had experienced a particular situation (for example, dismissal) following their pregnancy but did not ask whether the mother believed it was because of their pregnancy. This report summarises the key findings from this research. The full research reports are published separately.

Notes on interpretation

Where a figure is shaded in green  it signifies that it is a statistically significant difference that is better compared to the average, that is particular groups of mothers had a better experience compared to the average experience of mothers who took part in this research or particular groups of employers had more positive practices or attitudes than the average for employers who participated in this research.

Where a figure is shaded in red  it signifies that it is a statistically significant difference that is worse compared to the average, that is particular groups of mothers had a worse experience compared to the average experience of mothers or particular groups of employers had more negative practices or attitudes than the average for employers.

Multivariate analysis was performed to identify the key characteristics determining the likelihood of mothers reporting various experiences. Pages which use this multivariate analysis, as opposed to the type of statistical testing used on the tables shown in this document (t-test at the 95% confidence level) include: key findings by demographics. Multivariate analysis also appears on the key findings by sector page and is marked with a †. This analysis can be interpreted as assessing the effects of predictors (socio-demographic characteristic such as mothers' ethnicity, occupation

or sector) on the Dependent Variable (negative experience) while holding all other predictors equal and taking account of correlations between the predictors.

The term negative or possibly discriminatory experience refers to mothers' responses to a combination of survey questions including: feeling forced to leave their job; financial loss; negative impact on opportunity, status or job security; risk to or impact on health or welfare; harassment/negative comments; negative experience related to breastfeeding; negative experience related to flexible working requests, and any other negative experiences. The term negative impact on opportunity, status or job security refers to mothers' responses to a combination of survey questions including: not being informed about promotion opportunities; being denied training opportunities; removal of duties; being treated with less respect; and threatened with dismissal or put under pressure to hand in their notice or leave.

The industry sectors and occupation groups highlighted have been chosen because their findings differ the most from the norm. This does not mean that other industry sectors or occupation groups do not have significant findings; these are included in the full research reports. Where a protected characteristic has been highlighted, this is because there was a significant finding for this characteristic. Only statistically significant findings are reported on.

Mothers headline findings summary

Overall, three in four mothers (77%) said they had a negative or possibly discriminatory experience during pregnancy, maternity leave, and/or on return from maternity leave.



If scaled up to the general population this could mean as many as 390,000 mothers a year

Around one in nine mothers (11%) reported they felt forced to leave their job. This included those being dismissed (1%); made compulsorily redundant, where others in their workplace were not (1%); or feeling treated so poorly they felt they had to leave their job (9%).



If scaled up to the general population this could mean as many as 54,000 mothers a year

One in five mothers (20%) said they experienced harassment or negative comments related to pregnancy or flexible working from their employer/colleagues.



This could mean as many as 100,000 mothers a year

One in 25 mothers (4%) left their jobs because of risks not being tackled.



This could mean as many as 21,000 mothers a year

One in ten (10%) mothers were discouraged from attending antenatal appointments.



This could mean as many as 53,000 mothers a year

Over two thirds of mothers (68%) submitted a flexible working request and around three in four of these mothers reported that their flexible working request was approved.

Around half of mothers (51%) who had their flexible working request approved said they felt it resulted in negative consequences.



This could mean as many as 150,000 mothers a year

Employers headline findings summary

The majority of employers (84%) reported that it was in their interests to support pregnant women and those on maternity leave. The main reasons for this were because it increased staff retention (58%) and created better morale among employees (20%).

The majority of employers were positive about managing most of the statutory rights relating to pregnancy and maternity (for each statutory right, more than half of employers felt it was reasonable and easy to facilitate). However:



Some employers thought particular statutory rights were unreasonable or difficult to manage: 28% said that enhanced protection from redundancy during Ordinary Maternity Leave (the first 26 weeks of Maternity Leave) was unreasonable and 13% of those this was applicable to, said it was difficult to facilitate



Most employers (70%) said they felt women should declare upfront during recruitment if they are pregnant. A quarter of employers felt it was reasonable during recruitment to ask women about their plans to have children.



The majority of employers felt that pregnant women (80%) and mothers returning from maternity leave (78%) were as committed to work as other employees; however some employers had negative attitudes:

- 27% felt pregnancy put an unreasonable cost burden on the workplace;
- 17% believed that pregnant women and mothers were less interested in career progression and promotion than other employees; and
- 7% did not think mothers returning from maternity leave were as committed as other members of their team.

Mothers' experience by employer size

	All mothers %	Small %	Medium %	Large %
Reported any negative or possibly discriminatory experience	77	75	81	77
Felt forced to leave their job	11	13	11	7
Reported financial loss	20	18	22	23
Reported a negative impact on opportunity, status or job security	50	48	54	52
Reported a risk or impact to their health or welfare	41	42	46	37
Reported harassment or negative comments	20	19	23	21
Reported a negative experience related to breastfeeding	5	4	6	5
Reported a negative experience related to a flexible working request	11	10	12	12

■ Difference is better than average

■ Difference is worse than average

Small employers

- Mothers who worked for small employers (those with fewer than 50 employees) were more likely to say they felt forced to leave their jobs.
- However, they were less likely to say that they experienced financial loss or a negative impact on opportunity, status or job security.

Medium employers

- Mothers who worked for medium-sized employers (those with between 50 and 249 employees) were more likely to report having a negative or possibly discriminatory experience.
- They were more likely to report a negative impact on opportunity, status or job security; or a risk or impact to health or welfare.

Large employers

- Mothers who worked for large employers (those with 250 or more employees) were more likely to report financial loss.
- They were less likely to say they felt forced to leave their job or to have experienced a risk or impact to their health or welfare.

Employer experience by size

	Eligible employers %	Small %	Medium %	Large %
Feel it is in the best interests of their organisation to support pregnant women and those on maternity leave	84	83	93	95
Feel women should declare upfront at recruitment if they are pregnant	70	72	57	37
Said all statutory rights are reasonable	32	31	35	47
Said all statutory rights are easy to facilitate	25	24	26	41
Said pregnancy puts an unreasonable cost burden on workplace	27	28	16	9
Reported low awareness of pregnant women's rights	10	11	6	3

■ Difference is better than average

■ Difference is worse than average

Small employers (under 50 staff)

- Small employers were less likely to feel it was in the interests of their business to support pregnant women and those on maternity leave.
- Small employers were more likely to feel that during recruitment women should declare upfront if they are pregnant, or that pregnancy puts an unreasonable cost burden on their workplace. More small employers had low awareness of pregnant women's rights.

Medium-sized employers (50-249 employees)

- Medium employers were more likely to feel it is in the best interests of their organisation to support pregnant women and those on maternity leave.
- They were less likely to feel that women should declare upfront during recruitment if pregnant, or to say pregnancy puts an unreasonable cost burden on the workplace, or to state they had a low awareness of pregnant women's rights.


Large employers (over 250 staff)

- Large employers were more likely to feel that it is in the best interest of their organisation to support pregnant women and those on maternity leave.
- They were also more likely to state that all statutory rights were reasonable and easy to facilitate.
- They were less likely to feel women should declare upfront during recruitment if pregnant; to say costs of pregnancy puts an unreasonable cost burden on the workplace, or to report low awareness of pregnant women's rights.

Key findings by nation

Mothers

	All mothers %	England %	Scotland %	Wales %
Reported any negative or possibly discriminatory experience	77	78	73	71
Felt forced to leave their job	11	11	9	10
Reported financial loss	20	21	14	15
Reported a negative impact on opportunity, status or job security	50	51	46	46
Reported a risk or impact to their health or welfare	41	42	40	38
Reported harassment or negative comments	20	21	19	14
Reported a negative experience related to breastfeeding	5	5	3	4
Reported a negative experience related to a flexible working request	11	11	8	9

 Difference is better than average

 Difference is worse than average

Mothers

- Mothers in Wales and Scotland were less likely than mothers in England to say they had a negative or possibly discriminatory experience
- Mothers in Wales and Scotland were less likely than mothers in England to report experiencing financial loss
- Mothers in Wales were less likely to say they experienced harassment or negative comments.

Employers

	All employers %	England %	Scotland %	Wales %
Feel it is in the best interests of their organisation to support pregnant women and those on maternity leave	84	83	94	87
Feel women should declare upfront at recruitment if they are pregnant	70	71	59	65
Said all statutory rights are reasonable	32	31	34	36
Said all statutory rights are easy to facilitate	25	26	21	26
Said pregnancy puts an unreasonable cost burden on the workplace	27	27	19	23
Reported low awareness of pregnant women's rights	10	10	11	4

■ Difference is better than average

■ Difference is worse than average

Employers

- Employers in Scotland were most likely to feel it was in the best interests of their organisation to support pregnant women and those on maternity leave and employers in England were least likely
- Employers in Scotland were also less likely to feel women should declare upfront during recruitment if they are pregnant and employers in England were most likely to think this.

Key findings by sector

Sectors where mothers were most likely to report positive experiences



Education

Mothers were less likely to have felt forced to leave their jobs (7% compared to 11% on average); to report harassment or negative comments (14% compared to 20% on average); or to report a negative experience related to a flexible working request (7% compared to 11% on average).



Public administration

Mothers were less likely to have felt forced to leave their jobs (3% compared to 11% on average) and less likely to report a risk or impact to their health or welfare (31% compared to 41% on average).



Real estate and business

Mothers were less likely to report a risk to, or impact on their health or welfare (35% compared to 41% on average).

Sectors where employers were most likely to have positive attitudes or behaviour



Public administration

Employers were less likely to say they had low awareness of pregnant women's rights (3% had low awareness compared to 10% on average); and more likely to feel it is in the best interests of their organisation to support pregnant women and those on maternity leave (97% compared to 84% on average). They were less likely to say pregnancy puts an unreasonable cost burden on the workplace (14% compared to 27% on average); or that women should declare up front during recruitment if they are pregnant (50% compared to 70% on average).



Real estate and business

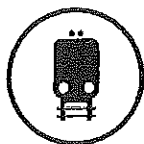
Employers were more likely to say they were aware of pregnant women's rights (6% have low awareness compared to 10% on average) and to think all rights were reasonable (38% compared to 32% on average).

Sectors where mothers were most likely to report negative experiences



Utilities

Mothers were three times as likely as average to feel forced to leave their job and twice as likely to report a financial loss†.



Transport and communications

Mothers were twice as likely as average to report financial loss or report harassment or negative comments†.

Sector was the most **important factor driving flexible working** experiences.

Those in **Arts, Culture and Leisure; Agriculture, Fishing and Mining; Manufacturing; Utilities;** and **Trade** sectors were one and a half to two times as likely as average to report a negative experience†.

Sectors where employers were most likely to have negative attitudes or behaviour



Finance

Employers were more likely to make pregnant women redundant (13% compared to 2% on average). In addition, they were more likely to turn down a flexible working request (43% compared to 14% on average), have negative attitudes around commitment (20% compared to 7% on average), or to have concerns about resentment and workload of the wider team or the value of pregnant women and new mothers†.



Manufacturing, Construction, Agriculture, Fishing and Mining

Employers were less likely to feel supporting pregnant women and those on maternity leave is in the interests of their organisation (74% Manufacturing, 73% Agriculture, Fishing and Mining, and 70% Construction compared to 84% on average). They were more likely to feel women should declare up front during recruitment if pregnant (82% Manufacturing, 84% Agriculture, Fishing and Mining and 87% Construction compared to 70% on average).

Key findings by type of organisation

Mothers

	All mothers %	Public sector %	Private sector %
Reported any negative or possibly discriminatory experience	77	77	77
Felt forced to leave their job	11	8	13
Reported financial loss	20	18	22
Reported a negative impact on opportunity, status or job security	50	50	50
Reported a risk or impact to their health or welfare	41	43	40
Reported harassment or negative comments	20	18	22
Reported a negative experience related to breastfeeding	5	5	4
Reported a negative experience related to a flexible working request	11	8	13

■ Difference is better than average

■ Difference is worse than average

Mothers

- Mothers who worked in the public sector were less likely than those in the private sector to have felt forced to leave their job, report financial loss, or report a negative experience related to a flexible working request.

Employers

	Eligible employers %	Private sector %	Third sector %	Public sector %
Feel it is in the best interests of their organisation to support pregnant women and those on maternity leave	84	82	93	96
Feel women should declare upfront during recruitment if they are pregnant	70	74	58	45
Said all statutory rights are reasonable	32	30	33	42
Said all statutory rights are easy to facilitate	25	25	27	25
Said pregnancy puts an unreasonable cost burden on the workplace	27	28	25	14
Reported low awareness of pregnant women's rights	10	11	9	7

 Difference is better than average

 Difference is worse than average

Employers

- Private sector employers were less likely to feel it is in the best interests of their organisation to support pregnant women and those on maternity leave, or to think all statutory rights are reasonable.
- Private sector employers were more likely to feel women should declare upfront during recruitment if they are pregnant; and that pregnancy puts an unreasonable cost burden on the workplace.
- Both third and public sector employers were more likely to feel it is in the best interests of their organisation to support pregnant women; and less likely to feel women should declare upfront during recruitment if they are pregnant.
- Public sector employers were more likely to say all statutory rights were reasonable and less likely to say pregnancy puts an unreasonable cost burden on the workplace.

Key findings by mothers' occupation

Occupations where mothers were most likely to report positive experiences



Administrative and secretarial

Mothers were less likely to report: negative impact on opportunity, status or job security (44% compared to an average of 50%); risk or impact to their health or welfare (30% compared to an average of 41%); or to have any negative experience overall (72% compared to an average of 77%). They were also more likely to feel their needs were willingly supported during pregnancy (87% compared to an average of 80%).



Professional

Mothers were less likely to report: feeling forced to leave their job (6% compared to an average of 11%); having a negative experience related to a flexible working request (9% compared to an average of 11%); or any other negative experience (56% compared to an average of 60%).

They were also more likely to feel their needs were willingly supported during pregnancy (83% compared to an average of 80%).



Elementary

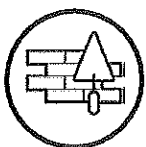
Mothers were less likely to report a negative impact on opportunity, status or job security (37% compared to 50% on average).

Occupations where mothers were most likely to report negative experiences



Caring, leisure and other service

Mothers were most likely to say they felt forced to leave their job (19% compared to an average of 11%); to experience risk or impact to their health (54% compared to an average of 41%); or to report having any negative experience (82% compared to an average of 77%). They were also more likely to say they felt unsupported by their employer during pregnancy (8% compared to an average of 3%).



Skilled trades

Mothers were more likely than average to report feeling forced to leave their job (38% compared to an average of 11% or to report a negative impact on status, opportunity or job security (69% compared to an average of 50%).



Associate, professional and technical

Mothers were more likely to report experiencing financial loss (27% compared to an average of 20%); to say they were not informed about promotion opportunities (14% compared to an average of 9%); or to report disagreement about which job they returned to after maternity leave (9% compared to an average of 6%).



Sales and customer service

Mothers were more likely to report being dismissed from their job (3% compared to an average of 1%), particularly during pregnancy.



Managers and directors

Mothers were more likely to report disagreements with their employer about what job they should return to after maternity leave (11% compared to an average of 6%).

Key findings by mothers' employment contract

	All mothers %	Full time %	Part time %	Permanent contract %	Fixed term contract %	Agency, casual or zero hours %
Reported any negative or possibly discriminatory experience	77	79	74	77	78	76
Felt forced to leave their job	11	10	12	10	12	16
Reported financial loss	20	24	13	21	16	8
Reported a negative impact on opportunity, status or job security	50	53	45	50	49	61
Reported a risk or impact to their health or welfare	41	41	41	41	44	50
Reported harassment or negative comments	20	22	18	20	22	23
Reported a negative experience related to breastfeeding	5	6	3	5	5	4
Reported a negative experience related to a flexible working request	11	12	8	11	12	10

■ Difference is better than average

■ Difference is worse than average

Mothers

- Mothers working full-time were more likely to report any negative or possibly discriminatory experience.
- They were more likely to report financial loss; a negative impact on opportunity, status or job security; or a negative experience related to breastfeeding or a flexible working request.
- Part-time mothers were less likely to report any negative or possible discriminatory experience; report financial loss; report experiencing harassment or negative comments; report a negative impact on opportunity, status or job security; or report a negative experience related to breastfeeding or related to a flexible working request.
- Mothers on a permanent contract were less likely than average to say they felt forced to leave their job; however, they were more likely to report financial loss
- Mothers working on agency, casual or zero hours contracts were less likely to report financial loss; however, they were more likely to report a negative impact on opportunity, status or job security.

Key findings by mothers' pay

	All mothers %	Earning up to £19,999 a year %	Earning £20,000 to £39,999 a year %	Earning £40,000 or more a year %
Reported any negative or possibly discriminatory experience	77	76	79	77
Felt forced to leave their job	11	13	8	7
Reported financial loss	20	17	21	31
Reported a negative impact on opportunity, status or job security	50	48	54	54
Reported a risk or impact to their health or welfare	41	43	41	35
Reported harassment or negative comments	20	20	20	22
Reported a negative experience related to breastfeeding	5	4	6	6
Reported a negative experience related to a flexible working request	11	10	11	16

■ Difference is better than average

■ Difference is worse than average

Mothers

- Mothers earning up to £19,999 a year were more likely to say they felt forced to leave their job; however, they were less likely to report financial loss or negative impact on opportunity, status or job security.
- Mothers earning between £20,000 and £39,999 a year were less likely than average to say they felt forced to leave their job, but more likely to report a negative impact on opportunity, status or job security.
- Mothers earning £40,000 a year or more were also less likely to say they felt forced to leave their job, or to report risk or impact to their health or welfare.
- However, mothers earning £40,000 a year or more were more likely to report financial loss or a negative experience related to a flexible working request.

Key findings by demographics

Mothers most likely to report negative or possible discriminatory experiences



Age: 25 to 29

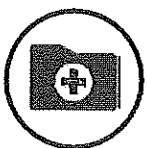
Those aged 25-29 were most likely of all age groups to report they had any negative experience.

They were more likely to report experiencing a risk or impact on their health or welfare, or a negative experience related to a flexible working request. They were almost twice as likely as those aged 40 and over to have 'other' negative experiences (most often feeling they were not supported willingly by their employer).



Age: under 25

Mothers aged under 25 were more likely to say they were not supported willingly by their employers; felt under pressure to resign once they had announced their pregnancy, felt less valued by their employer once they were pregnant, and were more likely to leave the workplace as a result of risks not being tackled. They were also more likely to report financial loss.



Long-term health condition

Those with a long-term physical or mental health condition were more likely to say they felt forced to leave their job, or to report a negative impact on opportunity, status or job security. They were also more likely to report a disagreement with their employer about when to return to work following maternity leave.



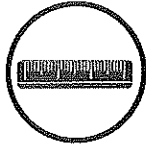
Single mothers

Single mothers were more likely to report financial loss or a negative impact on opportunity, status or job security, than those who were married or living with a partner. They were also more likely to feel: unsupported by their employer (especially on return to work from maternity leave); that their employer was unhappy about them taking maternity leave, or under pressure to resign.



Ethnic minority

Ethnic minority mothers were more likely than White British mothers to report financial loss; a negative impact on opportunity, status or job security; or to have had a negative experience related to breastfeeding.



Length of service

Mothers who had less than a year's service were more likely than average to say they felt forced to leave their job or that they had experienced a risk or impact on their health or welfare. However, those that had worked with their employer for between two and five years were more likely to have said they had experienced a negative or possibly discriminatory impact on opportunity, status or job security, financial loss, or harassment or negative comments.



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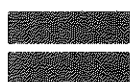
From: [REDACTED] [mailto:[REDACTED]@equalityhumanrights.com]
Sent: 05 December 2016 10:32
To: [REDACTED]
Subject: presentation for tomorrow

Hi [REDACTED]
Hope you are well. Here is my presentation – I will keep it short!
Helen

[REDACTED]
Policy Manager (GB Projects)

DDI: [REDACTED] | Mob: [REDACTED]

EHRC Scotland | 151 West George Street, Glasgow



Equality and
Human Rights
Commission

@ehrc f in

Our vision

We live in a country with a long history of upholding people's rights, valuing diversity and challenging intolerance. The Commission seeks to maintain and strengthen this heritage while identifying and tackling areas where there is still unfair discrimination or where human rights are not being respected.

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Pregnancy and Maternity Discrimination



Policy Manager EHRC

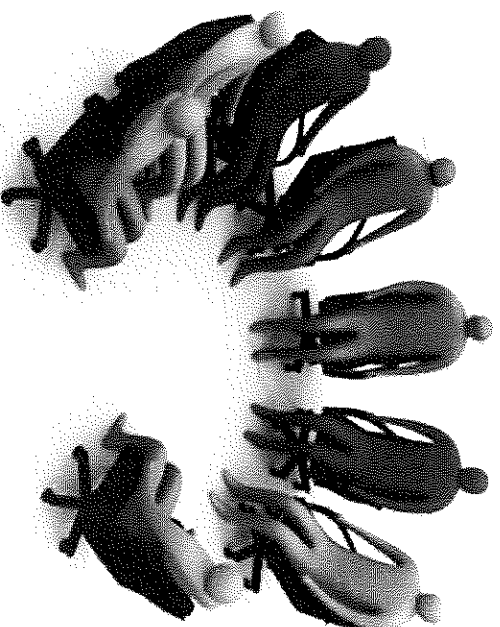
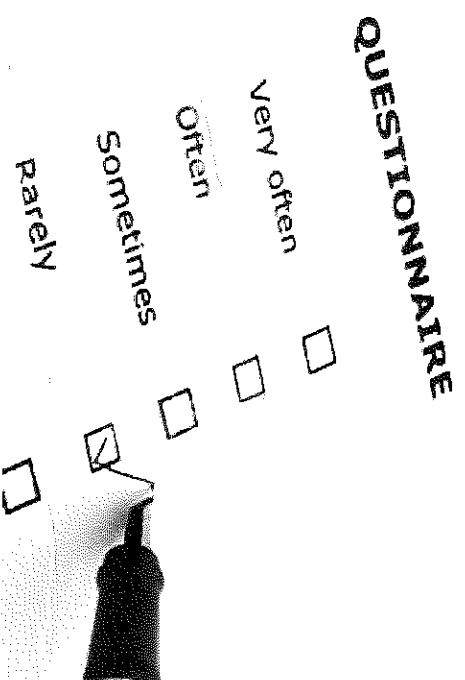


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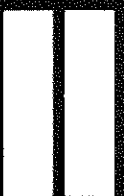
Research

- Largest scale research of its kind
 - questionnaire and interviews



94% of Scottish employers

feel it is in the best interest of
the organisation to support
pregnant women and those
on maternity leave but...



Equality and
Human Rights
Commission

Scotland



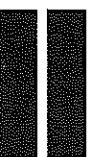
73%

of mothers surveyed in
Scotland reported negative
or possibly discriminatory
experiences

46%

of mothers reported a
negative impact on their
career (opportunity, status,
job security)

#worksforme



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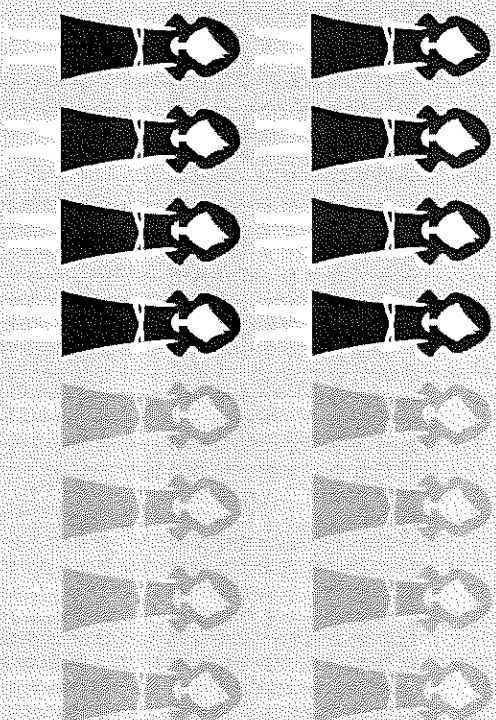
Our research found that in Scotland

- 73% of mothers surveyed reported a negative or discriminatory experience (as many as Scottish 30,000 women per year).
- 66% of Scottish women felt unable to ask for flexible working, 29% of whom because they were worried about their colleagues' reaction.
- Almost 1 in 5 of Scottish employers said they felt it was reasonable to ask prospective employees about their plans to have children at an interview.
- Around 1 in 8 women were dismissed, made redundant or treated so poorly they felt they had to leave.
- Around 1 in 5 experienced verbal harassment.

Half of mothers

who had a flexible working request approved said it resulted in negative consequences.

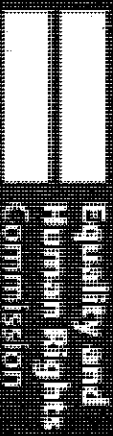
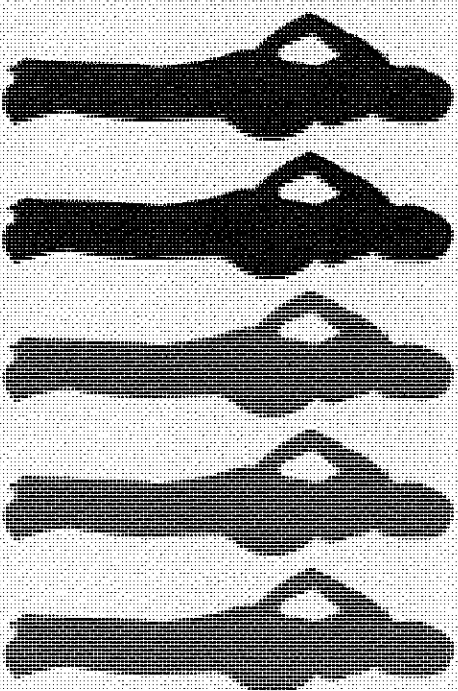
Yet only 4% of employers had sought guidance on dealing with requests for flexible working requests.



Two in five mothers

felt there was a risk to, or impact on,
their health or welfare at work.

4% left their jobs due to the risks
not being fully tackled (this could be as
many as 21,000 mothers)



#worksforme

Pregnancy and Maternity workplace programme



Recommendations

1. Leadership for change from Government and business leaders.
2. Improving employer practice to promote family-friendly workplaces, effective management and open communication.
3. Improving access to information and advice so that women and employers understand their rights and obligations.
4. Improving health and safety management in the workplace, so that women are not forced to choose between their job and their health or the health of their unborn child.
5. Improving access to justice by removing barriers to women raising complaints.
6. Monitoring progress to track the pace of change towards creating fairer workplaces.

Thank you

Contact: [REDACTED]

[REDACTED]@equalityhumanrights.com

In scope
Redact personal info

PREGNANCY AND MATERNITY DISCRIMINATION WORKING GROUP FIRST MEETING 6TH DECEMBER 2016 – TRACKING TABLE FOR MEMBER INVITATIONS

Name	Organisation	Postal address	Email address & phone number	Date invitation sent	Date of reply	Nature of reply			Substitute representative nominated/accepted & email address
						Accept	Decline		
[REDACTED]	Family Friendly	Robertson House	[REDACTED]@workingfamilies.org.uk	27/10/16	03/11/16	X			
	Working Scotland	152 Bath Street Glasgow G2 4TB	t. [REDACTED] m. [REDACTED]						
[REDACTED]	ACAS Scotland	151 West George Street Glasgow G2 2JJ	Tel. [REDACTED] Mob. [REDACTED] [REDACTED]@acas.org.uk	27/10/16	Message left on voicemail at 3 p.m. on 09/11	X			
[REDACTED]	STUC	333 Woodlands Road Glasgow G3 6NG	[REDACTED]@stuc.org.uk Tel. [REDACTED] Mob. [REDACTED]	27/10/16	08/11/16	X			
[REDACTED]	FSB	74 Berkeley Street Glasgow G3 7DS	[REDACTED]@fsb.org.uk Tel. [REDACTED] Mob. [REDACTED]	27/10/16	11/11/16	X			Will be sitting on the Group. May nominate a substitute for first meeting.
[REDACTED]	CBI Scotland	160 West George Street Glasgow G2 2HQ	[REDACTED]@cbi.org.uk Tel. [REDACTED]	27/10/16	10/11/16		X		Does not have staff resource to accept or delegate.

	COSLA	Verity House 19 Haymarket Yards Edinburgh EH12 5BH	Tel: [REDACTED] Mobile: [REDACTED]	[REDACTED]@cosla.gov.uk	27/10/16	31/10/16	X	Manager – Employers Team	
	CCPS (Coalition of Care Providers Scotland)	57 Albion Road Edinburgh EH7 5QY	Tel: [REDACTED]	[REDACTED]@ccpscotland.org	27/10/16			member and Chief Exec of Social Care provider Visualise. Confirmed 22 Nov.	
	Carpetright	Pic, Purfleet Bypass, Purfleet, Essex, RM19 1T	Tel. [REDACTED] Mob: [REDACTED]	[REDACTED]@carpetright.co.uk	27/10/16	Phone acceptance 15/11	X		
	NHS Lanarkshire	Main Street Coatbridge ML5 3BJ	Tel. 01698 858198	[REDACTED]@lanarkshire.scot.nhs	27/10/16	[REDACTED] spoke to [REDACTED] on 09/11 – invitee will delegate to a substitute the Chased 15/11.	X	[REDACTED] has accepted (15/11 by telephone) but may delegate in due course.	
	Police Scotland	2 French Street Dalmarnock	[REDACTED]@scotland.pnn.police. [REDACTED] uk		27/10/16	01/11/16	X	(Chief Inspector) [REDACTED]@scotland.pnn.police. uk	

		Glasgow G40 4EH	m: [REDACTED]					Tel No: [REDACTED] Blackberry [REDACTED]
[REDACTED]	EHRC Scotland	151 West George Street Glasgow G2 2JJ	Tel: [REDACTED]		N/A	X		
[REDACTED]	EHRC Scotland	151 West George Street Glasgow G2 2JJ	Tel: [REDACTED]		N/A	X		
[REDACTED]	Scottish Government	AQ				X		

BT contact: [REDACTED]@bt.com

Inclusion Specialist

Office: [REDACTED]

Mobile: [REDACTED]

[REDACTED] [will speak at second meeting; confirm date and final membership once known]

Director, Maternity Action
52-54 Featherstone Street

London

EC1Y 8RT

Office: [REDACTED]

Mobile: [REDACTED]

PREGNANCY AND MATERNITY DISCRIMINATION WORKING GROUP

MEETING CHECKLIST - 06 December 2016

ACTION	DEADLINE	LEAD	COMPLETED
Papers			
Share draft agenda with [REDACTED] etc	18 Nov	L	23 Nov (LM)
Complete work plan and share with [REDACTED], [REDACTED] etc	18 Nov	L	23 Nov (LM)
Complete draft briefing pack for Minister and share with [REDACTED]	25 Nov	L	25 Nov (LM)
Submit agenda / work plan / briefing to Minister for comment Include list of final group membership	25 Nov	L	28 (LM)
Confirm date of next meeting	25 Nov	L	29 Nov
Hard copies of briefing pack and other papers for [REDACTED]	5 Dec	/	5 Dec
Hard copies of agenda / other papers for Group members/Minister	5 Dec	.	5 Dec
Members			
Confirm Care rep with [REDACTED]	ASAP. Chased 18 Nov		23 November (LM)
Email papers to group: <ul style="list-style-type: none"> Advise of change of venue List of group members Agenda EHRC key findings report Draft Work Plan Map / directions? 	29 Nov		30 November (LM)
Venue (BT)			
Confirm speaker name and role Advise him/her of her time slot in advance	23 Nov		25 Nov 30 Nov
Meeting employees: <ul style="list-style-type: none"> Confirm names / roles of people Minister will meet Schedule 	23 Nov		5 Dec 28 Nov
Order catering; raise invoice (not required)	29 Nov		1 Dec
Cancel SG conference room booking	ASAP		30 Nov LM
Check on provision of Powerpoint hardware (for speaker)	29 Nov		30 Nov LM
<ul style="list-style-type: none"> Email [REDACTED] presentation to [REDACTED] 	5 Dec		5 Dec
Other			
Inform Comms / establish media involvement	30 Nov		LM spoke to [REDACTED] Provan 18 Nov Discussion with Comms & EHRC 24 Nov

Group photo (via Comms / BT)?	6 Dec	LI
Tweets		
Make name plates	By 1 st Dec	
Email final list of attendees (for security passes)	1 Dec	

6 Dec
5 Dec
5 Dec

After the meeting

Send press release to ~~press~~ for e-bulletin

~~Send update to ~~press~~~~

Minutes

Amend work plan and circulate to group for comments / consensus

Progress action points


Minister for Employability and Training
Jamie Hepburn MSP



Scottish Government
Riaghaltas na h-Alba
gov.scot

T: 0300 244 4000
E: scottish.ministers@gov.scot




Interim Head of Diversity & Inclusion

By email @bt.com

December 2016

Thank you so much for hosting the first meeting of the Pregnancy and Maternity Discrimination Working Group on Tuesday 6 December. Your contribution to the meeting itself was well-received and it was very useful to hear about BT's excellent practices in supporting pregnant employees and new mothers - not to mention fathers.

Please also pass on my thanks to your colleagues for taking time out of their day to meet with me. Although they described different experiences of pregnancy and maternity, it was clear that they all shared a sense of loyalty and appreciation towards BT for the support they received. I hope that our new working group can help to cultivate such excellent practice within many other organisations in Scotland.

I wish you continued success in your work in this area and would be interested to hear about your progress. Please keep in touch by emailing @gov.scot or telephoning 

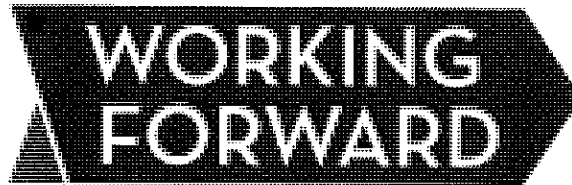
JAMIE HEPBURN

From: [REDACTED]@equalityhumanrights.com>
Sent: 08 December 2016 14:32
To: [REDACTED]
Subject: FW: Making flexible working work for your business

Hello [REDACTED] for your interest.
Best
Helen

From: Working Forward [mailto:pregnancy=equalityhumanrights.com@mail206.suw16.rsgsv.net] **On Behalf Of** Working Forward
Sent: 06 December 2016 15:49
To: [REDACTED]
Subject: Making flexible working work for your business

Newsletter 2: November 2016



MAKING **THE BRITISH WORKPLACE** THE BEST
FOR PREGNANT WOMEN AND NEW MOTHERS

Spotlight on..... flexible working

Each month we will focus on a different area of the Working Forward pledge. Our 82 Working Forward members have indicated that flexible working is the area of the pledge they are most interested in and it is clear to see why. A flexible approach has been shown to increase staff commitment and motivation as well as helping to attract and retain more working parents.

Member updates

In the video below, Emma and Toni at [REDACTED] in how job sharing has enabled them to fast-track their [REDACTED] Mail Group whilst managing their childcare commitments.



"We try to challenge our perceptions of what's possible"

Founding Member Mitie explains how considering each flexible working request carefully and being open to trialling new ways of working can lead to increased productivity and engagement.



Frequently asked questions

Q: How do I consider a request for flexible working?

A: It is good practice to consider each request individually and consider which options would be suitable for your business, such as part-time working, job-sharing, compressed hours, a variation in hours, partial working from home and term-time working.

[View the answers to other flexible working frequently asked questions](#)

Gender news roundup

On 10 November we marked Equal Pay Day, the day in the year when women are effectively working for free until the end of the year. Overall, women can expect to earn significantly less than men over their entire careers. We hope that Working Forward addresses a critical reason for this gap by encouraging other employers to create flexible career paths as the norm so that women with children and those who work part-time can continue to develop their careers.

Official Working Forward Supporter the Chartered Management Institute (CMI) has launched **CMI Women**, a new initiative that aims to achieve gender parity across the UK's management population by 2024, and to help employers unlock more value in the UK's workforce to address our productivity gap. CMI Women aims to address this by helping employers identify the measures they can take to achieve gender balance, such as flexible working policies, line manager skills development, mentoring and balanced recruitment. Visit the [CMI Women network](#) for further information.

Events

All workplaces have risks that may affect the **health and safety** of new and expectant mothers and that of their child. There are specific laws that require employers to protect women from these risks, however there is often confusion

about what steps need to be taken and how far an employer should go. If you have any questions about how to assess risks to new and expectant mothers, and the way you can remove them, join us for a new webinar in conjunction with the Health and Safety Executive.

Please register your interest by emailing
pregnancy@equalityhumanrights.com

Celebrate your membership

Now that you have joined Working Forward along with 81 other members, we are keen that your support is recognised. If you haven't already shared your logo for the Working Forward website, please send your company's high resolution logo in jpeg or png format to pregnancy@equalityhumanrights.com

LinkedIn debates

Thank you for your contribution to this week's lively LinkedIn debate about whether or not flexible working needs a re-brand. The general consensus has been that the term "flexible working" does need a re-brand to win employer and employee support. More constructive terms such as agile working or dynamic working helps businesses think about it strategically as a key business enabler supporting improved productivity, increased engagement and reduced costs.

Be part of the Working Forward community by sharing your latest experiences, tips and wisdom in our member-only LinkedIn Group.

Future debates

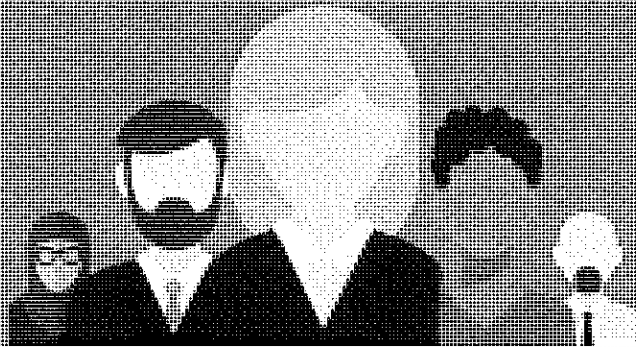
- Thursday 8 December 2016: Do staff buddy schemes and networks help to produce confident employees?
- Thursday 22 December 2016: What do you think are the barriers to productive, two way conversations between line managers and

employees?

- Thursday 5 January 2017: Should new and expectant mothers help shape workplace policies?



Join our member-only LinkedIn Group

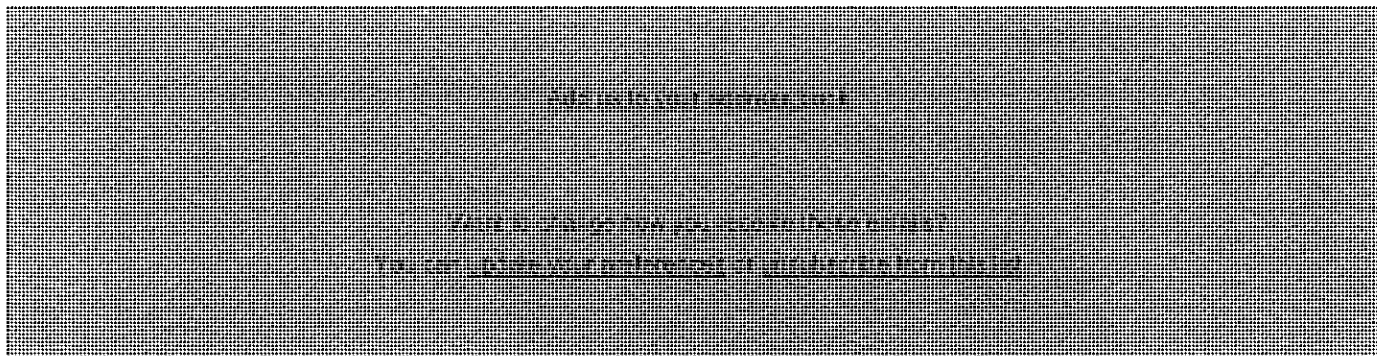


MAKING THE BRITISH WORKPLACE THE BEST
FOR PREGNANT WOMEN AND NEW MOTHERS



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We pledge to you the best of our expertise.

Our mailing address is:
Equality & Human Rights Commission
One Victoria Square
London, EC1A 3DF
United Kingdom



Our vision

We live in a country with a long history of upholding people's rights, valuing diversity and challenging intolerance. The Commission seeks to maintain and strengthen this heritage while identifying and tackling areas where there is still unfair discrimination or where human rights are not being respected.

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From: [REDACTED]
Sent: 22 December 2016 10:43
To: [REDACTED]@acas.org.uk; [REDACTED]@scotland.pnn.police.uk; [REDACTED]
[REDACTED]@stuc.org.uk; [REDACTED]
[REDACTED] | Working Families; [REDACTED]@lanarkshire.scot.nhs.uk;
[REDACTED]@carpetright.co.uk; [REDACTED]
Cc: [REDACTED]n@outlook.com; [REDACTED]
Subject: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan
Attachments: Meeting 1 - 06.12.16 - Minutes - FINAL.docx; Meeting 1 - 06.12.16 - Work Plan - DRAFT - v2#2.docx

Good morning,

Further to the first meeting of the Pregnancy and Maternity Discrimination Working Group on 6 December, please find attached the minutes and updated Work Plan. Mr Hepburn has cleared the minutes but you will of course have the opportunity to raise any corrections at the next meeting on **7 March**. Thanks again to [REDACTED] for volunteering to host this meeting at ACAS, 151 West George Street, Glasgow.

I've updated the Work Plan to reflect the comments and actions discussed at the meeting. As Mr Hepburn is keen for members to lead on the different commitments I've tracked a few suggestions. Please let me know whether you are happy with these and either track any further / alternative suggestions onto the Work Plan or email me separately. If your name is not assigned to any actions please let me know what you would like to volunteer to take forward. I'd be grateful for your responses by **Friday 27 January**.

I hope you have an enjoyable Christmas and New Year and look forward to working with you all in 2017.

Kind regards,

[REDACTED]
[REDACTED]
Policy Executive
Fair Pay and Workforce Equality Team | Promoting Fair Work Division | Directorate for Fair Work, Employability and Skills | Scottish Government | 6th floor | 5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
[REDACTED]@gov.scot
Direct dial: [REDACTED]
Blackberry: [REDACTED]

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In scope

From: [REDACTED]
Sent: 28 February 2018 16:26
To: [REDACTED]
Subject: FW: Update from [REDACTED]
Attachments: Meeting 1 - 06.12.16 - Work Plan - DRAFT - v2#2.docx

From: [REDACTED] [mailto:[REDACTED]@carpetright.co.uk]
Sent: 27 January 2017 07:50
To: [REDACTED]
Subject: Update

H [REDACTED]

Hope you're well and enjoyed your holiday?

I've had a look at the minutes and work plan which all seem to be sensible. I've highlighted the areas on the work plan that I feel I could contribute to.

I will have this type of information available to me as well as supporting the direction of my business to positively recruit more female colleagues on flexible terms.

I hope that all makes sense but please get in touch if you need any clarification.

Many thanks

[REDACTED]
[REDACTED]
HR Business Partner
[REDACTED]@carpetright.co.uk

Carpetright plc
Purfleet Bypass, Purfleet, Essex, RM19 1TT
T: [REDACTED] www.carpetright.co.uk

carpetright. |     

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From: [REDACTED]
Sent: 28 February 2018 15:55
To: [REDACTED]
Subject: FW: Pregnancy discrimination: Government action is long overdue and misses the point

-----Original Message-----

From: [REDACTED]
Sent: 27 January 2017 12:29
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Pregnancy discrimination: Government action is long overdue and misses the point

Hi [REDACTED]

Thanks for this, which I hadn't seen. It's a very interesting read which will be useful to refer to as we're developing the Pregnancy and Maternity Group's work plan during the next few weeks.

[REDACTED] had also seen another article published yesterday on this theme:
<http://www.bbc.co.uk/news/business-38746498>

Pamela - you may be interested in these articles for their reference to the time limits for applying to an employment tribunal.

Thanks,

[REDACTED]
[REDACTED]
Policy Executive
Fair Pay and Workforce Equality Team | Promoting Fair Work Division | Directorate for Fair Work, Employability and Skills | Scottish Government | 6th floor | 5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU | [REDACTED]@gov.scot Direct dial: [REDACTED] ([REDACTED])
Blackberry: [REDACTED]

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-----Original Message-----

From: [REDACTED]
Sent: 26 January 2017 19:29
To: [REDACTED]
Cc: [REDACTED]
Subject: Pregnancy discrimination: Government action is long overdue and misses the point

Hi All

FYI, apologies if you've already seen this -

<http://touchstoneblog.org.uk/2017/01/pregnancy-discrimination-government-action-long-overdue-misses-point/>



From: [REDACTED]
Sent: 28 February 2018 16:26
To: [REDACTED]
Subject: FW: Reply [REDACTED]

From: [REDACTED] [mailto:[REDACTED]@lanarkshire.scot.nhs.uk]

Sent: 30 January 2017 16:29

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

[REDACTED] Apologies for the late response.

I am happy with the Work Plan and am happy to be involved in the first commitment developing employer guidelines etc.

Kind regards,

[REDACTED]
Director of Human Resources
NHS Lanarkshire
Fallside Road, Bothwell G71 8BB

Mobile: 07830 [REDACTED]

From: [REDACTED]@gov.scot [mailto:[REDACTED]@gov.scot]

Sent: 22 December 2016 10:43

To: [REDACTED]@acas.org.uk; [REDACTED]@scotland.pnn.police.uk; [REDACTED]@gov.scot; [REDACTED]@stuc.org.uk;

[REDACTED]@fsb.org.uk; [REDACTED]@scotland.pnn.police.uk; [REDACTED]@equalityhumanrights.com;

[REDACTED]@equalityhumanrights.com; [REDACTED]@workingfamilies.org.uk;

[REDACTED]@lanarkshire.scot.nhs.uk; [REDACTED]@carpetright.co.uk; [REDACTED]@visualise.org.uk;

[REDACTED]@cosla.gov.uk

Cc: [REDACTED]@gov.scot; [REDACTED]@outlook.com; [REDACTED]@ccpscotland.org

Subject: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Good morning,

Further to the first meeting of the Pregnancy and Maternity Discrimination Working Group on 6 December, please find attached the minutes and updated Work Plan. Mr Hepburn has cleared the minutes but you will of course have the opportunity to raise any corrections at the next meeting on **7 March**. Thanks again to [REDACTED] for volunteering to host this meeting at ACAS, 151 West George Street, Glasgow.

I've updated the Work Plan to reflect the comments and actions discussed at the meeting. As Mr Hepburn is keen for members to lead on the different commitments I've tracked a few suggestions. Please let me know whether you are happy with these and either track any further / alternative suggestions onto the Work Plan or email me separately. If your name is not assigned to any actions please let me know what you would like to volunteer to take forward. I'd be grateful for your responses by **Friday 27 January**.

I hope you have an enjoyable Christmas and New Year and look forward to working with you all in 2017.

Kind regards,

Policy Executive
Fair Pay and Workforce Equality Team | Promoting Fair Work Division | Directorate for Fair Work, Employability and Skills | Scottish Government | 6th floor | 5
Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU
@gov.scot
Direct dial: [REDACTED]
Blackberry [REDACTED]

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Tha am post-d seo (agus faidhle neo ceanglan cÀ²mhla ris) dhan neach neo luchd-ainmichte a-mhÀ in. Chan eil e ceadaichte a chleachdadh ann an dÀ²igh sam bith, a' toirt a-steach cÀ²raichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo le gun fhiosd', bu choir cur À s dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh, leig fios chun neach a sgaoil am post-d gun dÀ il.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlÀ radh neo air a sgrÀ²dadh airson dearbhadh gu bheil an siostam ag obair gu h-À²ifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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In scope

From: [REDACTED]
Sent: 11 May 2017 15:06
To: [REDACTED]
Subject: Reply to [REDACTED] - 3 Feb 17

From: [REDACTED]
Sent: 03 February 2017 14:16
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Hello [REDACTED]

That's no problem; thanks for your reply and for volunteering your involvement around the employer guidelines.

I'm planning to contact the Health and Safety Executive and Healthy Working Lives to find out more about the guidance and training that already exists around pregnancy and maternity. As health and safety is a particular issue for pregnant NHS employees, would you be happy to promote this guidance and information through your networks when it is available?

It would also be very helpful if you could please feed into the commitment on improving reporting of pregnancy and maternity under the Scottish Public Sector Equality Duty (PSED). I don't expect this action to kick in until after the next PSED report is available – which I believe is April – but your input would be much appreciated.

I hope this is ok but happy to discuss further if that would be helpful.

Hope you have a good weekend.

Kind regards,

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@lanarkshire.scot.nhs.uk]
Sent: 30 January 2017 16:29
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

[REDACTED] Apologies for the late response.

I am happy with the Work Plan and am happy to be involved in the first commitment developing employer guidelines etc.

Kind regards,

[REDACTED]

[REDACTED]

Director of Human Resources

NHS Lanarkshire
Fallside Road, Bothwell G71 8BB

Mobile: [REDACTED]

From: [REDACTED]@gov.scot [mailto:[REDACTED]@gov.scot]

Sent: 22 December 2016 10:43

To: [REDACTED]@acas.org.uk; [REDACTED]@scotland.pnn.police.uk; [REDACTED]@gov.scot; [REDACTED]@stuc.org.uk;
[REDACTED]@fsb.org.uk; [REDACTED]@scotland.pnn.police.uk; [REDACTED]@equalityhumanrights.com;
[REDACTED]@equalityhumanrights.com; [REDACTED]@workingfamilies.org.uk;
[REDACTED]@lanarkshire.scot.nhs.uk; [REDACTED]@carpetright.co.uk; [REDACTED]@visualise.org.uk;
[REDACTED]@cosla.gov.uk

Cc: [REDACTED]@gov.scot; [REDACTED]@outlook.com; [REDACTED]@ccpscotland.org

Subject: Pregnancy and Maternity Discrimination Working Group - Minutes of 6 December meeting and updated Work Plan

Good morning,

Further to the first meeting of the Pregnancy and Maternity Discrimination Working Group on 6 December, please find attached the minutes and updated Work Plan. Mr Hepburn has cleared the minutes but you will of course have the opportunity to raise any corrections at the next meeting on **7 March**. Thanks again to [REDACTED] for volunteering to host this meeting at ACAS, 151 West George Street, Glasgow.

I've updated the Work Plan to reflect the comments and actions discussed at the meeting. As Mr Hepburn is keen for members to lead on the different commitments I've tracked a few suggestions. Please let me know whether you are happy with these and either track any further / alternative suggestions onto the Work Plan or email me separately. If your name is not assigned to any actions please let me know what you would like to volunteer to take forward. I'd be grateful for your responses by **Friday 27 January**.

I hope you have an enjoyable Christmas and New Year and look forward to working with you all in 2017.

Kind regards,

[REDACTED]
[REDACTED]
Policy Executive
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In scope.

Pregnancy and Maternity Discrimination Working Group

Meeting with [REDACTED]

- Update on first meeting
- Work Plan: any feedback / comments?
- SME focus:
 - EHRC research showed SMEs had the biggest challenges with the issues raised
 - Most of Scotland's businesses are SMEs
 - Kate's point about smaller organisations / charities
 - Some SMEs could link together to achieve results eg 'buddy system' or collective insurance scheme (pooling risks to reduce premium)
- Actions:
 - How can the working group support SMEs to improve pregnancy and maternity practices?
 - How can we communicate the benefits of good practice?
 - Top Tips for SMEs?
 - What should the message be?
 - Change the perceptions of the cost burden
 - Susan to share through networks (test first?)
 - Health and safety advice
 - FSB's H&S Advice Service for members (19,000 members)
 - Does this include preg/mat advice?
 - Any SME survey we can tap into?
 - Small Business Survey not an option (questions already agreed and too long)
- AOB?