

Shared parental leave (SPL): update

Progress in the last year

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Purpose of this morning

- A very brief reminder about SPL
- An update on what organisations have been doing in the last year
- Some examples of good practice
- An opportunity to talk and get perspectives from each other

SPL: A reminder

- SPL and ShPP are available for working parents whose **baby is due on or after 5 April 2015**, or who adopt a child on or after that date
- Statutory maternity leave and pay; ordinary paternity leave; adoption leave and pay; and unpaid parental leave, will continue as before and run alongside SPL
- SPL must be **taken after the birth** of the child and **completed by the child's first birthday**. Any leave and pay not taken will be lost and **cannot be carried over**
- Employees can return to work between periods of SPL: **it can be stopped and started**
- Fathers can start SPL while the mother is still on maternity leave or both parents can be on SPL at the same time, so that it would be possible for both parents to be at home together for 25 weeks if they so wished. Or they could stagger their leave so that one parent is always at home during the first year

SPL: A reminder

- Mums can end their maternity leave after 2 weeks, and split up to 50 weeks, any way they like, for example:



Shared Parental Pay (ShPP)

- ShPP is paid at the **flat rate throughout** (£139.58 per week from 5 April 2015) even if the mother ends her maternity pay period before taking all of her 6-week enhancement, she **cannot transfer the enhancement** to the father or her partner
- There is no entitlement to enhanced pay unless the employer offers an occupational SPL/ShPP scheme

Findings from recent research

- Recent research on uptake and progress by Working Families and My Family Care
- Between 0.5 and 2% of eligible fathers/partners have made use of the new provision so far
- 7 out of 10 employers expect take up to increase
- One third of employers are reporting the level of take up they expected
- 14% reporting lower take up than expected
- 11% reporting higher take up than expected
- 39% of organisations no take up at all
- Take up levels not linked to pay or enhanced ShPP

Take up patterns

- Employees are more likely to request a single block or time off: 4 in 5 or 82% of employees are taking a single leave block
- Where pay is matched to enhanced maternity 4 in 5 are offering the same number of weeks enhanced pay to a mother taking maternity
- 40% who are matching are linking this to the period of higher pay offered to mothers following birth or adoption

Pay

SPL Configuration

We are cutting back our enhanced maternity to fund enhanced SPL entitlements 1%

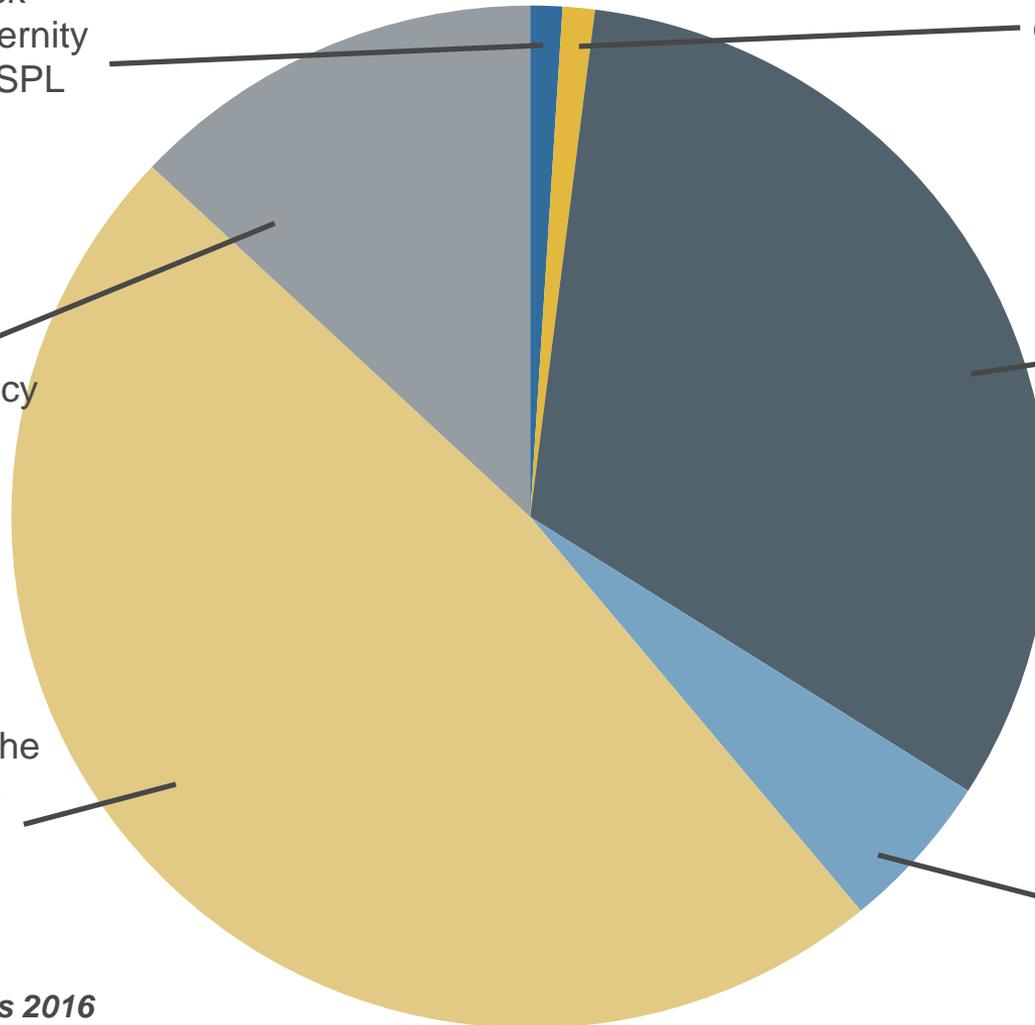
We have implemented a different scheme 1%

We have not yet formalised our policy and are taking a 'wait and see' approach 13%

We are matching SPL to existing enhanced maternity provisions 32%

We are providing the statutory minimum 48%

We are enhancing some blocks of SPL but not completely matching enhanced maternity leave 5%



Pay

- My Family Care found similar levels: 45% enhancing ShPP
- Of these 90% were matching maternity
- 80% of organisations were enhancing maternity

Reasons for approaches taken

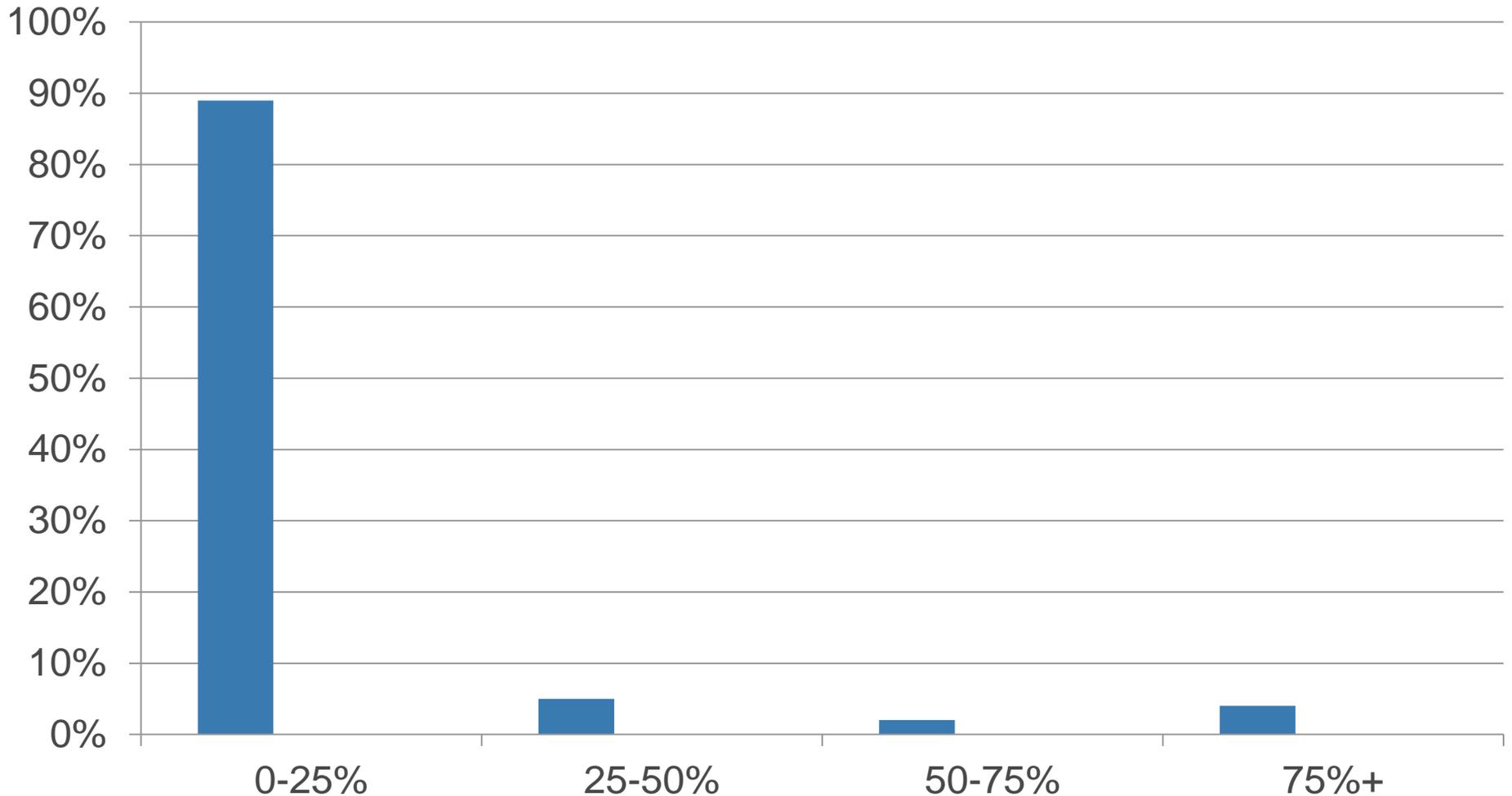
- Wanting to support choice for parents to retain employees and support progression for women
- Wanting to lead in the field and develop the employee brand
- The cost of enhancing benefits is prohibitive
- It was a good opportunity to review maternity and paternity and related benefits
- We wanted to wait and see if anyone was interested and/or we have a lot of male employees and we are still considering the business impact

Challenges

- Line manager support (the organisation seen as more supportive than line managers; WF 68% of managers are neutral or unsupportive)
- Costs
- Concerns about complexity
- Communication
- Managing workload
- Cultural issues ('we cannot have fathers taking six months off as well as mothers')
- Women not wanting to share the leave

Line manager training

What percentage of line managers have you trained in SPL?



Cultural readiness (1)

- Are flexible workers less likely to do well in performance management?
- Do your board/managers make similar disparaging comments?
- Do your managers know how to have a conversation about SPL and time off?
- Do you have an understanding of who might take SPL and when?

Cultural readiness (2)

- If you are not matching enhanced maternity are you culturally ready?
- If you are matching enhanced maternity are you influencing the pattern of time off?

SPL winners: Accenture

- 32 weeks full pay to mothers and fathers (incl. 2 weeks protected pay/paternity pay)
- Aim is to support a more equal parenting approach and improve gender balance
- A big focus on unconscious bias
- Extensive modelling and focus group work suggests 11% of employees become fathers in any year and 12% of fathers will take the full 32 weeks on offer which may manifest as more men taking fewer weeks
- Data suggests parents want to take more than 12 but less than 18 weeks
- The desire is that parents take at least 12 weeks for business continuity and to achieve gender change ambitions
- 'We want our fathers/partners to take a significant amount of time out to fully understand the role of the primary carer and the challenges that this can bring so managers and future managers empathise with and support employees that take time out from their careers'

SPL winners: AIG

- 13 weeks full and 13 week half pay for maternity and ShPP
- Extensive communication including webinars, social media and intranet
- Extensive training for managers and staff both on the policy and focused on upskilling with an emphasis on shifting attitudes towards caring responsibilities (ie good for business)
- While most enquiries/requests have been weighted towards continuous leave blocks, AIG are leaving this up to staff and managers to decide what is best for them and for the team

SPL winners: Addleshaw Goddard

- Pay enhanced to 20 weeks full pay, available to all employees regardless of what has been taken by the other parent
- SPL must be taken within the first 52 weeks of a child's life but enhanced pay can be taken in any 20 weeks of this 52
- Communication includes networking lunches
- Aim is to be very flexible so enhanced pay can be taken in discontinuous blocks

SPL winners: Barclays

- Maternity pay is enhanced to 26 weeks full pay
- SPL is enhanced for 6 weeks full pay, reduced by any paternity pay received

SPL winners: Citi

- 26 weeks full pay for maternity and ShPP; ShPP is not reduced by the mother's leave, unless she also works for Citi
- Focus on communications; dedicated inbox for queries which is analysed for patterns; messages about SPL included in all maternity briefings since January 2015; a mandatory 'Parent Project' for managers of all staff taking parent leave; a 'new dads' blog to showcase and 'normalise' men taking leave and expressing feelings
- Lots of work on the cultural piece, coming from the top
- Expecting parents to request continuous blocks of leave and so far these have ranged from 8 to 26 weeks

SPL winners: Deloitte

- 16 weeks full pay followed by 10 weeks half pay for maternity and SPL
- Expect at least 10% of new fathers to take SPL particularly in the first 16 weeks
- Parents network indicated that majority of fathers indicated that they would like to take some leave especially tagged onto paternity leave
- While some mothers have indicated they do not wish to relinquish any leave, many thought they might give up the last month in order to have their partner with them in the early few weeks; ShPP is not reduced by what has been taken by the mother

SPL winners: DLA Piper

- 22 weeks at full pay for maternity and SPL
- Keen to be an 'early adopter' and happy to share approach with competitors
- Found that half employees who took paternity leave also took holiday in the first 8 weeks; from this expect some partners to take SPL within the first 2 to 3 months; also anticipate that fathers will want to take a block towards the end of the first year when the mother returns to work; maternity leave averages 9.5 months

SPL winners: EY

- Have removed the usual titles to offer family/parenting leave; 6 weeks full pay followed by 33 weeks half pay
- This is offered regardless of the leave the other parent intends to take
- Offer 6 weeks full pay as this seems like a timeframe 'manageable' to fathers and may incentive as least some of them to take more time off
- This is all part of agile working/business as usual challenge, same as secondments etc.

SPL winners: Linklaters

- 26 weeks full pay for enhanced maternity and SPL
- Available to employees regardless of the maternity pay taken by the mother (whether they are a Linklaters employee or not)
- Discontinuous blocks are allowed by enhanced pay is only available as it mirrors maternity pay ie taken in one block of up to 26 weeks
- Worked hard to affect the cultural change that 'individuals are committed, engaged and fully able to fulfil their work obligations, even if they are not physically at their desk'
- Expectations are that mothers will take 6 months maternity leave, converted to SPL to enable it to be shared with partner; fathers will take one block either following on from paternity leave or at a later date; this is expected to be 8 to 12 weeks max

SPL winners: The LSE

- 18 weeks on full pay for maternity and SPL
- Any academic who is absent for 18 weeks or more is offered a teaching and administration free term on return

SPL winners: UBS

- 26 weeks full pay for maternity and SPL
- Focus on communication – 121 paternity coaching for fathers taking up SPL; fathers' group sessions to discuss SPL; line manager groups sessions and 121 coaching for those with senior staff on SPL; ensuring all fathers are reminded of SPL and informed of the support portal

Discussion

- What does your approach to SPL look like
- Does it implicitly reinforce gender roles or genuinely promote equality
- What would you like to change about your approach
- What works really well in your approach
- Have you had take up
- Are you monitoring

For more information?

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Thank you

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