



family friendly 
working scotland

Scottish Top Employers
for Working Families

2015 Finalists

2015 Finalists

Best Large Private Sector Employer

Winner: **Centrica**

Commended: Skyscanner

Finalists: Aberdeen Asset
Management

Scottish Power

Best Large Public Sector Employer

Winner: **Scottish Water**

Commended: Scottish Parliament

Finalists: Borders College

West Dunbartonshire
Council

The Fathers Network Scotland Best for all Stages of Fatherhood Award

Winner: **West Dunbartonshire
Council**

Finalists: Age Scotland
SCVO

The Parenting Across Scotland Best for Childcare Award

Winner: **SCVO**

Finalists: West Dunbartonshire
Council

The Carers Scotland Best for Carers and Eldercare Award

Joint Winners: **Centrica**

**Scottish Courts
and Tribunals Service**

Highly Commended: Carers of
West Lothian

Finalists: Intrelate

North Lanarkshire
Carers Together

Voluntary Action Shetland

West Dunbartonshire
Council

Best Small Employer

Winner: **Badenoch and Clark**

Finalists: Age Scotland

Inspiring Scotland

Milnbank Housing

Qube GB

SCVO

Solve

Young Scot

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Welcome

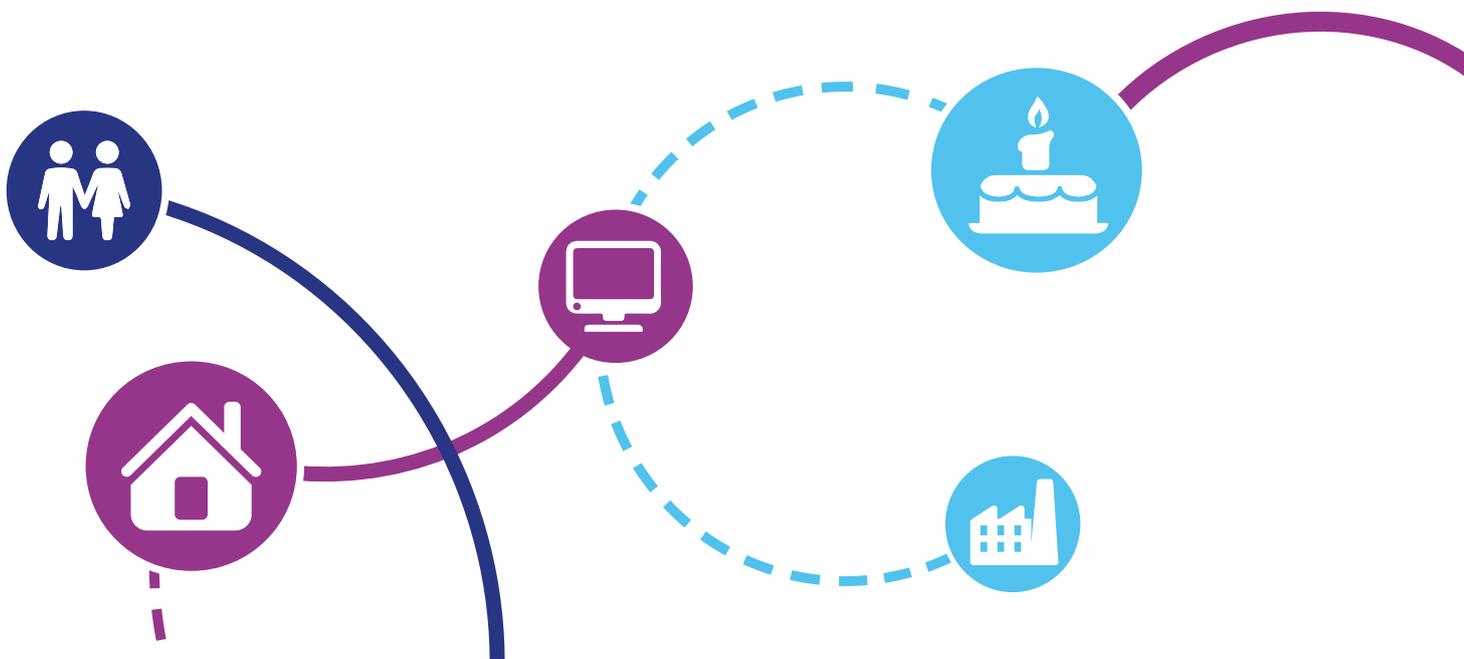
I am delighted to introduce you to the 2015 Scottish Top Employers for Working Families Award finalists. Case studies detailing the excellent practice of all winners, across the six award categories, have been included. I hope you find these case studies informative and inspirational.

The quality of entries was exceptional and it is apparent that organisations of all sizes and sectors across Scotland are wholeheartedly embracing family friendly and flexible working. There is a clear understanding of the benefits this brings to business, family life, society and the economy.

Finalists demonstrated success and impact as a result of implementing a family friendly approach and there was also a deep understanding of the link between flexibility and high performance.

Encouragingly, organisations also show continued momentum by refining policies in response to changing employee and business needs.

Also apparent is the high level of innovation. There is a real commitment to making change happen and finding new ways of doing things, which mutually benefit employees and business. Employers are also clearly getting to grips with the culture change that is necessary to support family friendly and flexible working. It is essential that employers are attuned to how flexibility is played out in their workplace and have an in-depth understanding of employees' experience.



About Us

It was clear from award submissions that organisations embracing family friendly ways of working clearly understand the alignment between how the organisation operates and the way employees want to live and work. The end goal is mutual success in terms of employee performance, wellbeing and work-life fit.

I hope you enjoy reading about how different organisations have embedded family friendly and flexible working in their workplaces and the case studies provoke new ideas about shaping this agenda in your organisation.

**Sarah Jackson OBE,
CEO Working Families**

*Chair of the Scottish Top Employers
for Working Families Judging Panel*

Family Friendly Working Scotland

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



Best Large Private Sector Employer

Sponsored by Maclay Murray & Spens LLP



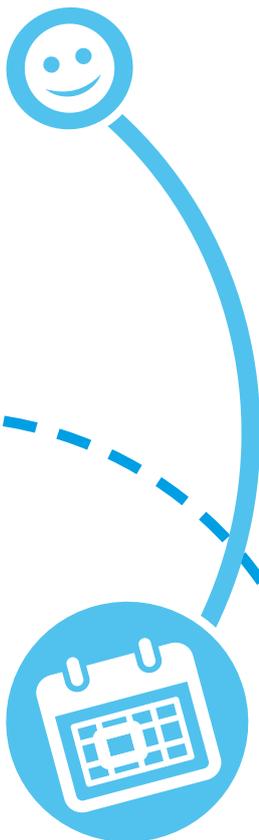
Centrica

At **Centrica** success depends on its people and it knows that family wellbeing really matters. Its robust approach to flexible working enables it to retain skills and expertise because employees find it possible to balance work with personal commitments.

As one employee explains: *“Centrica has supported me to find the right balance for my family and career. The flexibility makes it easy for me to get the most from both my work and family life - and the business gets the best from me in return.”*

Centrica is continuously developing its approach. It recently supported the development of a Centrica Dads' Network which provides a valuable route to connect with working fathers and understand their needs. The right to request flexible working is available from the first day of employment and the business has piloted training for managers to improve the way they respond to requests. Centrica is also broadening its commitment to its diverse workforce by exploring the benefits of enhanced flexibility through agile working.

The organisation provides enhanced pay for maternity, paternity, dependants and adoption leave, as well as paid time-off for fathers/partners attending antenatal appointments. Centrica plans to extend these benefits to surrogacy and foster parents later this year.





Centrica's proactive approach to engaging working parents includes supporting a number of employee-led networks. The new Centrica Dads' Network follows the success of the Centrica Women's Network, which, alongside development and career support for all women, has a specific focus on supporting working mothers.

Improving the 'return to work' experience for parents and carers is another development. A new pilot programme ensures support is available before, during and after maternity and paternity leave. The organisation is also developing a 'Cross-business Returnship Programme' to attract and support skilled people who have been out of work for extended periods of time, such as carers, to facilitate their return to the workplace.

Centrica also actively engages with its current carer employees. The Centrica Carers Network has 1,000 members, just under 3% of the 36,000 strong workforce, keeping the business in touch with the needs of carers. Centrica now provides a range of benefits such as one month matched carers leave per year.

This networked engagement and support is backed by an online portal offering information about services in fields such as childcare and eldercare, webinars to improve knowledge, understanding and confidence and a specific resource for working dads.

Centrica believes that the success of its family friendly culture is evidenced in financial returns. The business claims potential annual benefits in the region of £2.5 million savings in retention and £4.5 million from reduced staff absences as a direct result of this approach.



commended

Skyscanner

Skyscanner strives to ensure that working parents can balance their work and family commitments, recognising that such an approach is vital for staff happiness, engagement and productivity. Policies designed to ensure working parents are not placed at a disadvantage compared to the wider workforce are vital. This is why Skyscanner has created a flexible and supportive working environment where parenthood and career are not in conflict.

Skyscanner has an internal working group which helps drive new developments. This includes its 'Mummy Buddies' scheme. This initiative partners pregnant or new mothers with a volunteer who is also a mother so that the partners can support one another during key moments in the journey through working parenthood – for example settling back into work after maternity leave.

Skyscanner's family friendly approach also supports working parents by offering:

- Flexible working
- Internal working group dedicated to supporting working parents
- Enhanced maternity, paternity and adoption leave
- Option to buy additional annual leave
- Regular blogs to keep employees well-informed of family friendly initiatives
- Travel policy providing business class flights and additional comfort services for pregnant employees
- Managers who are fully trained to support flexible workers

Skyscanner aims to continue its commitment to developing new and exciting initiatives to support working parents and is currently planning the release of its first 'Parenting and Pregnancy Guides'. The guides will contain support and tips for expectant parents, as well as engaging and insightful case studies from Skyscanner staff who are further along in the parenting journey.

Finalists

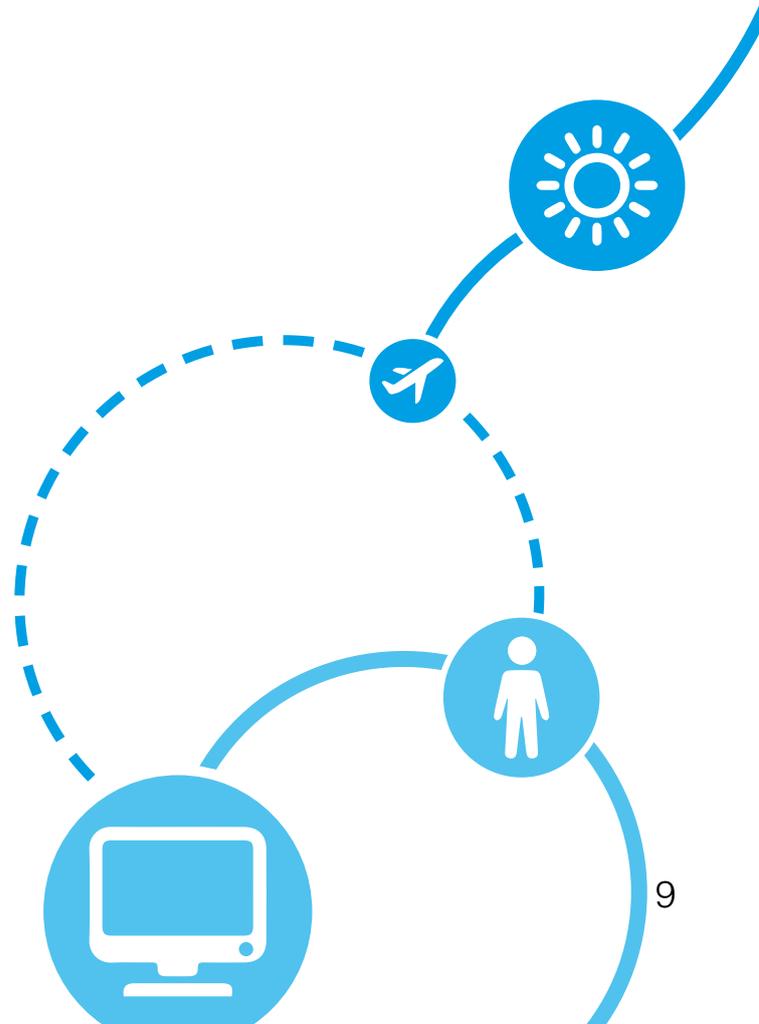


Aberdeen Asset Management

Maternity coaching, which prepares women to go on maternity leave, helps them get ready to return to work and follows up to ensure they are progressing in their career, was the standout element in this finalist's entry. The current return to work rate at Aberdeen Asset Management following parental leave is an impressive 95%.

Scottish Power

A progressive employer recognising flexible working as a key contributor to employee engagement, retention and strong business performance. Flexible and family friendly policies are a valued tool, utilised to help recruit and retain talent in areas of the business experiencing skills shortages.



Best Large Public Sector Employer



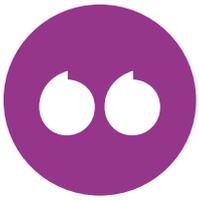
**Scottish
Water**

Scottish Water makes a strong connection between being trusted to care for the water on which Scotland's people depend and trusting and being trusted by its employees. It recognises the multi-generational dimension of today's workforce – caring responsibilities are no longer invisible or limited to young parents. Grandparents in paid work often also provide childcare and eldercare typically becomes a reality for many older workers.

Productivity and trust are the cornerstones of the approach to family friendly working at Scottish Water. Policies are backed by the creation of an agile working environment which gives employees permission to work in ways that suit them best. All of this is supported by a leadership development programme.

Appreciation of these policies is evident from the 83% of people in the most recent Employee Engagement Survey who described Scottish Water as “committed to their personal wellbeing and resilience.”

Chief among recent developments is the introduction of enhanced pay for Shared Parental Leave which matches maternity provision. The organisation also has well-developed maternity, paternity, family care and special leave policies. A wellbeing programme and support for volunteering alongside a variety of tailored flexible working arrangements helps all employees, not just parents, to perform well at work while enjoying a balanced life.



“I am very aware of how lucky I am to have such caring managers and employer, hopefully in the future all workers in Scotland will be extended the same level of support.”

10% of the workforce has caring responsibilities. The organisation’s engagement with Carers Scotland and its recent achievement of the Carer Positive kitemark offer firm evidence of its commitment to these employees. A virtual network of carers is supported and regularly consulted on the organisation’s carer policies and on the way these are being implemented. Partnership with local expert organisations includes regular in-house advice surgeries to provide easy access to good quality advice and support. Employee appreciation is clear. As one carer says: *“I am very aware of how lucky I am to have such caring managers and employer, hopefully in the future all workers in Scotland will be extended the same level of support.”*

Scottish Water also recognises the needs of an ageing workforce. Everyone ends their employment journey one day, but not everyone wants to complete that journey in the same way.

The organisation actively promotes both flexible and early retirement options. One innovative example is that of a working time reduction for an older employee who wanted to spend more time with their grandchildren. This package included linking up with an apprentice to help transfer and therefore retain, technical knowledge. This skills transfer through coupling older and newer employees is developing across the business.

Scottish Water’s agile working environment provides employees with the confidence and tools to explore ways of working where, when and how they choose. This approach and the fact that flexible working is enabled wherever possible and fully supported by confident leaders equipped with the skills required to build resilience and trust within their teams makes Scottish Water stand out in the field of family friendly working.



commended

The Scottish Parliament

The Scottish Parliament is proud to be family friendly. Equality is a key principle and the organisation believes employees should feel valued whatever their circumstances. That is why the Scottish Parliament is committed to providing its employees with the flexibility needed to perform in their roles and achieve a balance between home life and work.

The Scottish Parliament supports its employees with the following family friendly provisions:

- Flexible and home working
- Keep in touch days
- Fully trained managers to support flexible workers
- Long term career breaks
- Family care leave
- Leave for antenatal appointments
- On-site crèche
- Enhanced maternity, paternity and adoption leave
- Maternity Mentoring Scheme
- Childcare vouchers

The Scottish Parliament shows a particularly dynamic approach in supporting flexible workers by establishing a 'Job Share Bank' where staff can connect with others who are looking to job share.

The Scottish Parliament also performs annual equality monitoring to ensure that its flexible working policies continue to work well. These reports have led the organisation to review practices such as appraisal marking to ensure that employees working flexibly or part-time are not placed at a disadvantage.

Research shows the organisation is achieving real success in its supportive approach. 67% of women engage with the maternity mentoring scheme and most return to work in a different working pattern. 94% of staff believe that Scottish Parliament policies create a positive working environment.

The Scottish Parliament's plans for future development in supporting working families include enhanced support for fathers and the launch of a virtual staff network.

Finalists



Borders College

Borders College has developed a family friendly approach in order to retain an engaged and high performing workforce. Tapping into employee demographics, the organisation is responding to the fact that many employees are carers by implementing policies to enable staff to combine work and caring.

West Dunbartonshire Council

Over the last five years the organisation has modernised its approach to work-life balance. A wide range of family friendly policies and practices have been embedded, which benefit employees, their families and the communities they support.

A purple donut chart showing 94% completion. A dashed purple line connects the chart to a bicycle icon at the bottom and another chart on the right.

94%

94% of staff believe that **Scottish Parliament** policies create a positive working environment.

Best for all Stages of Fatherhood Award

Sponsored by Centrica



**West
Dunbartonshire
Council**

West Dunbartonshire Council (WDC) is in the vanguard when it comes to addressing the importance of fathers' roles within the family. WDC has taken a progressive approach to modernising its work-life balance strategy and is fully committed to supporting fathers at every stage of their children's development.

This work is developing in the context of the local authority's Be the Best Strategy. WDC's chief executive and most senior working parent, Joyce White, launched the strategy in 2014. The aim is to enable the council to achieve its key ambitions by enhancing employee performance. Family friendly policies are a key part of creating an environment in which everyone can excel. It believes that by ensuring it has policies and a culture that supports all working parents, it will be able to attract and retain a broad range of high quality and highly motivated employees.

WDC demonstrates its commitment to being a top employer for fathers through a range of father friendly policies and a proactive approach to culture change. Current policies provide enhanced paternity leave, special leave, dependants leave, personal days and flexitime. Expectant partners are also provided with paid time off for antenatal appointments. This is not limited to a set number but adjusted to suit individual needs.



Leadership on work targeting fathers is provided at Executive Director level by Richard Cairns. This working father has taken on the role of Council's Fathers' Champion alongside his post as Executive Director of Housing, Environmental and Economic Development. The fact that Richard heads up a largely male part of the organisation means that his champion role sends a very clear message that flexibility is not just for women.

WDC has paid careful attention both to metrics and to employee feedback in designing and improving its policy and its interventions to make change happen. For example, on discovering that over 75% of childcare voucher take-up was by female employees, WDC launched a campaign targeting men. Pay slip notices, poster and leaflet promotion and reminders in team briefings, especially those attended by mostly men, resulted in a 5% increase in uptake. This approach is now being developed to achieve change in other areas such as take-up of paternity and shared parental leave.

Fathers who want their pattern of work to enable them to spend more time with their families are benefiting greatly from a positive approach to flexible working.

As one employee who has a flexible working arrangement explains:
"To work full-time and still see my children regularly is great. I'm able to spend Fridays with them. I take them to soft play and really enjoy my daddy time. It also means I am more engaged and productive at work."

Finalists



Age Scotland

Showed a clear understanding that things do not always go to plan for working parents. Age Scotland is flexible, open, supportive and quick to accommodate the needs of parents in the workforce, specifically tuning into the needs of fathers.

SCVO

A culture of understanding and support, in which fathers are encouraged to take time to spend with their family, underpins policies and procedures at SCVO. Employees benefit from paid time off to volunteer, with many fathers using this time to support their children's activities for example, at school, football teams and youth groups.



The Parenting Across Scotland Best for Childcare Award



**The Scottish
Council for
Voluntary
Organisations**

The Scottish Council for Voluntary Organisations

(SCVO) recognises that supporting its employees to choose, access and pay for the childcare they need enables them to work with confidence because they know that their children are in safe hands. This link between employee performance and workplace culture drives the core commitment to flexible and family friendly working.

SCVO believes that supporting its employees to balance their home and work lives generates large dividends by improving staff attitudes and motivation at work. Chief Executive Martin Sime describes these mutual benefits as “a win-win for SCVO and our members.”

SCVO provides its employees with a range of childcare support policies, underpinned by a culture of understanding and on-going support. Around 14% of SCVO employees access the organisation’s childcare voucher scheme, which was introduced more than ten years ago, to pay towards nursery and after school care. SCVO also appreciates that childcare arrangements can sometimes break down without prior warning and employees are actively encouraged to leave work to attend to family matters or to bring their children to work in cases of emergency. SCVO has an adverse weather conditions policy which allows parents to work from home if schools are closed.



The organisation also provides time off in lieu and flexitime systems to enable employees to access leave for school events and family occasions. In addition, SCVO accommodates short-term changes to working patterns and offers up to three days' paid leave per year to deal with unexpected matters.

SCVO ensures that staff training and other mandatory events are arranged to fit in with employees' family commitments and pays for additional childcare if employees are required to attend events outside their usual hours. The family friendly environment at SCVO is further enhanced by a series of inclusive events which children and partners are invited to attend.

SCVO ensures that managers are trained and supported to confidently manage flexible working teams, enabling the organisation to continue to deliver its flexible approach to employees with childcare responsibilities.

The organisation is currently developing its childcare support system and is in the process of updating its Shared Parental Leave

policy. SCVO is also developing its induction procedures for new employees and internal communications for existing employees, enabling staff to keep well-informed of all the support available to them.

SCVO's low staff turnover, high uptake of childcare vouchers and positive employee feedback evidences the success of its family friendly culture. When recently asked to share their experiences of family friendly and flexible working at SCVO, employee comments included: *"The childcare voucher scheme has certainly helped our family budget"* and *"If anything happens with my children I know that SCVO will be both flexible and caring."*

Finalists



West Dunbartonshire Council

Great flexibility in working patterns alongside childcare vouchers, a focus on fathers and a wide range of supportive measures for parents helps create a positive balance between home life and work.

The Carers Scotland Best for Carers and Eldercare Award



Centrica

Centrica is committed to providing an inclusive and diverse work environment in which people with caring responsibilities can thrive. Its policies, practices and management training in this area are designed using knowledge gained from actively engaging with carers to better understand the challenges they face.

The Centrica Carers Network, which was established ten years ago, is the engine which drives this approach. It is sponsored at senior level by Ian Peters, Managing Director of British Gas and it now has 1,000 members across 19 locations.

Centrica now offers one month of matched carers leave per year alongside dependants and emergency leave. This helps address unexpected and short-term needs such as caring for terminally ill dependants and is available to those supporting close friends, not just family members. When long-term care needs are the issue options likely to be explored include reduced hours, changing the pattern of hours and supporting home working. Importantly Centrica extends the right to request flexible working to the very start of people's employment.

One employee, whose daughter has disabilities, works flexibly and explains the benefits of this approach: *"Flexible working and carers leave enable me to care for my daughter and deliver on my work activities. Both would suffer without this support."*





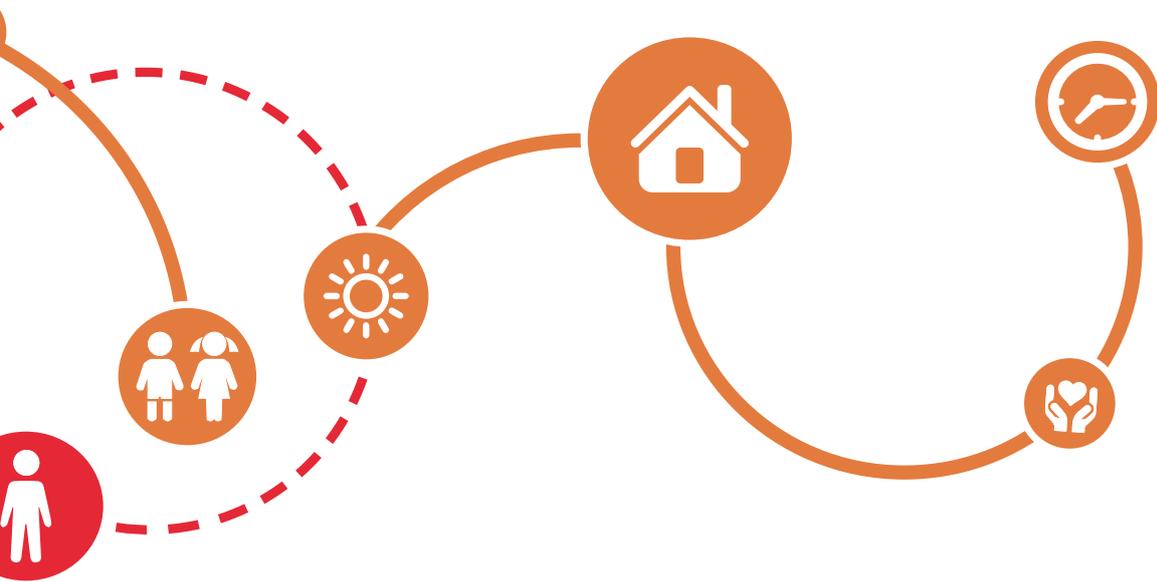
Centrica also understands that stress at home affects people at work. Its 24-hour Employee Assistance Programme is available to all staff, and this support from a team of trained counsellors can be particularly vital benefit to for carers who often face additional challenges.

Centrica provides employees with access to all its carer-friendly services via its free online portal. A pilot training programme to improve managers' skills in respect of team members with caring responsibilities has improved confidence in managers and plans are in place to incorporate the programme into existing training.

Centrica seeks advice from and works closely with expert groups such as Carers UK.

When people leave the paid workforce, often due to the demands of caring, it can be difficult to return. Centrica is broadening its commitment to diversity by developing a 'Cross-business Returnship Programme'. This programme aims to attract and enable skilled people who have been out of work for extended periods of time to return to the workplace.

Centrica's continuing development and innovation in supporting employees to achieve work-life balance is also producing clear financial results. The organisation estimates potential annual benefits of £7m in savings in relation to replacing staff and dealing with absence, evidencing Centrica's belief that creating an inclusive working environment is good for business too.



**The Scottish
Courts and
Tribunals
Service**

The Scottish Courts and Tribunals Service (SCTS)

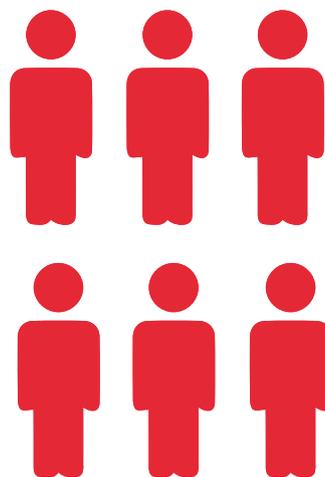
shows drive and innovation by committing to making continual improvements for carers.

Ensuring the right information reaches the right people is key to the way SCTS supports carers in its workforce. A purpose built carers intranet page enables employees to stay well-informed about their entitlements and sources of support available within and outwith the organisation. Every two years SCTS funds a conference for carers and those they care for, to discuss policy improvements and how the SCTS can further assist employees with caring responsibilities.

In January 2015 SCTS was the second employer in Scotland to be awarded a Carer Positive kitemark at 'Established' level. This significant achievement is fuelled by excellent employee engagement and consultation which helps senior managers develop their understanding of what makes a positive difference to the lives of carers.

This started in earnest in 2001 with a working group involving staff with caring responsibilities, management and the trade union and continues through the ongoing Carer Contact team. SCTS continues to actively address the needs of carers by listening to and implementing the team's recommendations.

No employees reported ever having considered leaving the organisation due to caring responsibilities.



This includes establishing a Carers Register and providing employees on the register (currently over 220, around 15% of all employees) with additional benefits such as financial support for respite care and interest-free loans to help pay for specialised equipment.

Staff on the register can access workshops on relevant topics such as managing stress and depression. The dedicated carer contact team serves as a stepping stone between employees and management.

The team consults employees on how well-supported they feel. One example of acting on feedback includes the provision of a free Power of Attorney for all staff which helps reduce anxieties and costs for families during difficult times.

SCTS also provides up to six months paid compassionate care leave to care for terminally ill dependants alongside adjustment leave to adapt to new caring situations.

Carers who work at SCTS also benefit from a range of flexible working options such as reduced hours, home-working and location changes.

Allan Watson, HR Policy Manager, explains that when sudden illness affected a couple employed by SCTS a flexible response ensured both partners' skills were retained for the longer term: *"The couple's daughter was in intensive care. We gave the mother leave to be at her daughter's bedside and transferred the father to a court closer to the hospital. Both parents felt they couldn't have coped or stayed in work without this support."*

A 2014 survey of carer staff evidences the success of SCTS's constant innovation and ongoing commitment. Of the 53 employees who responded, 40 said that they had benefited from flexible working and no employees reported ever having considered leaving the organisation due to caring responsibilities.

Carers of West Lothian (COWL) is a carer support organisation that puts the welfare of carers at the forefront of everything it does.

The organisation takes family friendly working very seriously by offering the following practical support:

- Flexible working
- Paid dependant's leave
- Adjustment leave to adapt to new caring situations
- Support to care for friends and neighbours in addition to family
- Managers who are fully trained to support carers
- Individually tailored support
- Carers champion at senior board level
- Carers network
- Carer support groups and focus groups
- Training for personal development

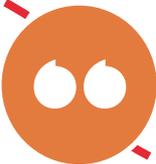
COWL takes an innovative approach to supporting its people and its clients.

It funded mindfulness training for an employee who needed help to deal with the stresses of caring.

This employee went on to gain a relevant teaching qualification. Now she delivers mindfulness sessions bringing benefits inside and outside COWL including improved wellbeing and stress reduction.

This supportive approach to staff wellbeing makes a positive difference to the lives of many people. One employee, whose journey through COWL has taken her from a volunteer role to a 21 hour a week post as her caring responsibilities changed, sums up the experience as follows:

"The organisation have invested time and money, training me, allowing me to develop and become a valued member of staff. Since starting at Carers as a volunteer my confidence and self-esteem have grown tremendously through the support, understanding and encouragement I have received from the organisation."



**"My confidence and self-esteem
have grown tremendously"**

Finalists



Intrelate

Developed the ground-breaking Care Footprint initiative to support employees' caring responsibilities at home and in the wider community. Every month employees are entitled to a paid half day's Care Footprint leave to visit or care for a relative or to volunteer.

North Lanarkshire Carers Together

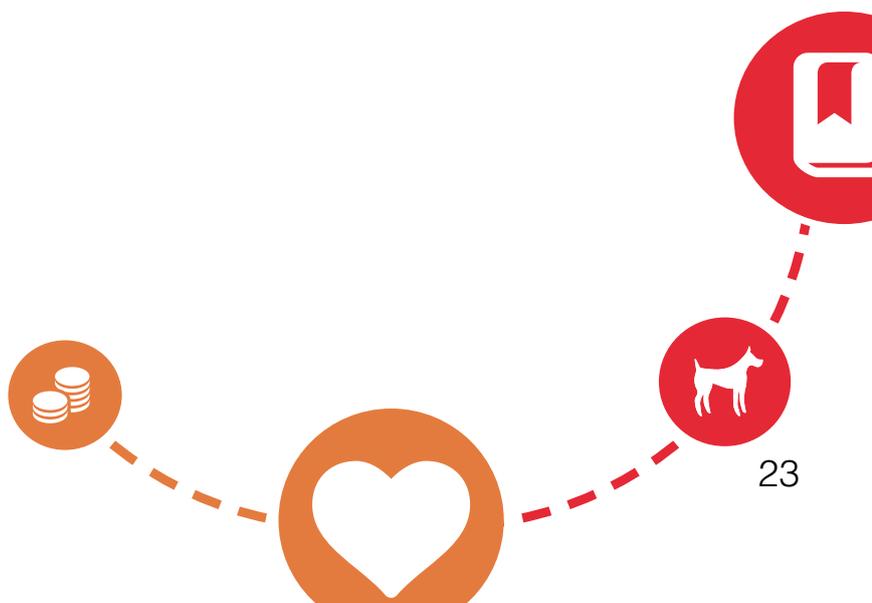
As an organisation that campaigns for a better future for carers, there is a clear strategic vision recognising the benefits of employing carers as employees and volunteers. The organisation is also acutely aware of the need to provide the necessary support to ensure carers can sustain work alongside their caring responsibilities.

Voluntary Action Shetland

VAS was the first organisation in Shetland to be recognised as a Carer Positive employer. Support for carers is high on the agenda and employees are signposted to a carers support worker right from induction stage if required.

West Dunbartonshire Council

Committed to supporting caring employees at every stage of their caring journey, from caring for children and young adults through to eldercare. With a range of practical leave schemes, West Dunbartonshire Council employees are provided with good solutions to meet their caring responsibilities.



Best Small Employer



**Badenoch &
Clark**

The 25 employees at recruitment and professional services specialists **Badenoch & Clark (B&C)** have enjoyed a range of positive, highly flexible working practices over the last ten years as a result of strong leadership at board level in Scotland. *“We have the opportunity to create a culture and develop a business model that suits the clients we serve,”* explains Director Bonnie Clarke, *“Early on in my time with the business it was clear we had the chance to nurture a unique team spirit and culture.”*

That culture is founded on and measured in terms of the business benefits of keeping competent, high performers in the company no matter what life throws at them. B&C recognises each member of its team as an individual and is convinced that it retains productive and committed employees by meeting their unique needs.

Employees refer to the organisation as the ‘B&C family’, reflecting its inclusive environment and family friendly practices. 40% of its Scottish workforce currently works less than a standard full-time week and this possibility is signalled clearly at the recruitment stage because B&C recognises that the quality of a person’s contribution is not determined by the time they spend at work. Everyone is also offered a paid hour a week to use as they please.





B&C's most recent satisfaction survey of all employees achieved a result of 100%.

This innovative approach to employee diversity and wellbeing is attracting new people who were unable to access flexibility in their previous workplace.

One employee who joined B&C following her maternity leave explains: *"My previous employer was going to demote me unless I would work four or five days. At B&C, I can continue my career part-time and still be at home with my children. I've even been promoted."*

The organisation also supports working families with childcare vouchers and flexibility to accommodate school holidays, meetings and events. B&C is aware of the need to engage with fathers so on top of encouraging men to tailor their own paternity leave the business will be offering flexibility for shared parental leave.

Overall the aim is to enable people to achieve work-life balance while progressing in their careers. B&C's strong management team helps facilitate this by ensuring that every employee's contribution is recognised appropriately regardless of their role or hours. Part-time working is no barrier to promotion and targets are tailored to suit each individual's pattern of work. Additional support at difficult times is also part of the package with time away from the business made possible for activities to maintain or improve wellbeing.

B&C's success as a top employer for working families is producing excellent results. For the past four years, B&C has retained every staff member who has a flexible working arrangement and its most recent satisfaction survey of all employees achieved a result of 100%.



Finalists



Age Scotland

Age Scotland has created a family friendly culture for its multi-generational workforce. Senior management believe that this benefits both employees and the organisation by enabling working parents, carers and grandparents to remain a valuable asset in the workplace, while having time to support those who depend on them.

Inspiring Scotland

Flexibility is a key tool used by Inspiring Scotland to retain a high performing team. There is a strong belief from the top down that the organisation will be most effective when staff are empowered to achieve balance in their lives, for family time or to pursue other interests.

Milnbank Housing

An all-encompassing Work-life Balance Policy promotes family friendly working and demonstrates a commitment to flexibility and support, allowing employees to balance home life and work. Employees benefit from a range of initiatives including enhanced maternity, paternity and adoption leave, special leave and a day off when moving home.

Qube GB

A young company with big ambitions to ensure a family friendly culture is embedded in the organisation. Sponsored by senior management, current practices include flexible working, home working and a commitment to creating a supportive working environment.

SCVO

For SCVO, having positive employment policies and practices which support staff is not an optional extra, but a core commitment which makes good business sense. Investing in a family friendly approach generates big dividends for the organisation and helps promote good practice in this field across the third sector.

Solve

An all-round flexible approach is embedded within Solve. All employees are offered flexibility including autonomy to manage working hours, home working, compressed hours and time off to attend family events. The organisation reports benefits including a high level of employee engagement and talent acquisition.

Young Scot

Inspirational and creative in its approach to employee wellbeing, Young Scot's employee-led Staff Wellbeing Group lead on a range of initiatives to engage staff in healthy behaviours and activities within and outside the workplace.



Judging Panel

We asked organisations to describe their policies and practices and to bring the application to life with a case study. Our expert panel of judges, who bring a breadth of knowledge and experience, judged each application anonymously, using an agreed set of criteria.

Sarah Jackson OBE, CEO Working Families

Sarah has led work-life balance campaigning and culture change for over twenty years. She is an acknowledged expert and has worked across the political spectrum to push for positive change, including the right to request flexible working, improved maternity and paternity leave and fathers' rights at work. Sarah works collaboratively with the third sector, trades unions, employers and business leaders to

argue for change. She is regularly called upon for her expertise. In 2010 she was a member of the Family Friendly Hours Task Force. Between 2011 and 2013, Sarah chaired the Promoting Flexible Working: Private Sector Employers Group for the Department for Work and Pensions. Sarah also spearheaded the 'Happy to Talk Flexible Working' strapline campaign, endorsed by CBI and TUC, to encourage greater promotion of flexible working in job advertising.



**John McLeish,
Vice President Human Resources,
Stork**

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

**Sue McLintock,
Senior Policy Officer (Employers
Kitemark) Carers Scotland**

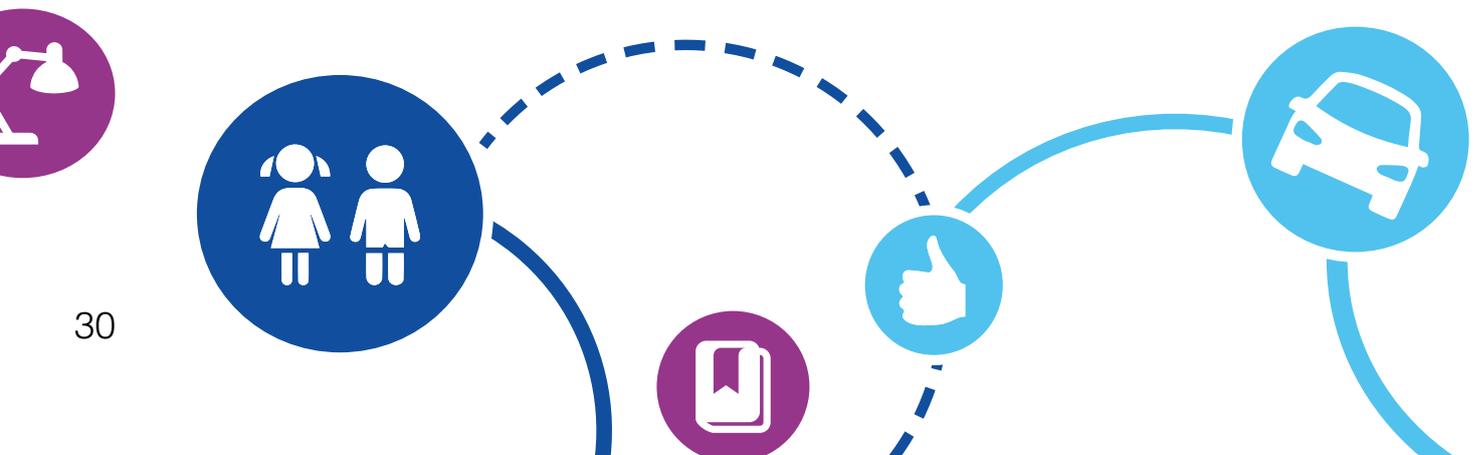
Sue joined Carers Scotland in 2013 as a Senior Policy Officer, to manage the development and delivery of the new Carer Positive kitemark. This has included extensive consultation with employers and partners to develop the kitemark model and progress its implementation. Sue has responsibility for promoting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

**Craig Morris,
Policy Lead,
Scottish Government**

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

**Lauren Paterson,
Senior Policy Executive,
CBI Scotland**

Lauren is responsible for policy development in a number of areas including: education and skills, employment law and infrastructure. Further responsibilities include working with members to ensure that the Scottish Government and its public agencies deliver policies that will create a dynamic and vibrant Scottish economy; and to ensure that their views are fed into the CBI's UK and international policy making and lobbying.



**Sam Pringle,
Co-Chair,
Fathers Network Scotland**

Sam is a Work Family Consultant and Executive Coach. She works with organisations that want to develop a diverse, family friendly culture. She delivers workshops and seminars around the themes of work-family balance, managing maternity and paternity leave, eldercare and leadership programmes for women. She is the co-chair of Fathers Network Scotland (FNS) following her interest in supporting fathers at work. This includes leading the research and employers' strands of work for FNS working in partnership with the Scottish Government Early Years team. She is the founder and chair of ParentSpark, a parents network, and chairs Preston St Primary School outdoor learning committee.

**Clare Simpson,
Project Manager,
Parenting Across Scotland**

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



Get Involved!

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

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

@ffworkscot #ffworkscot

ffws@workingfamilies.org.uk

familyfriendlyworkingscotland.org.uk



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

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