



Family Friendly Workplaces™

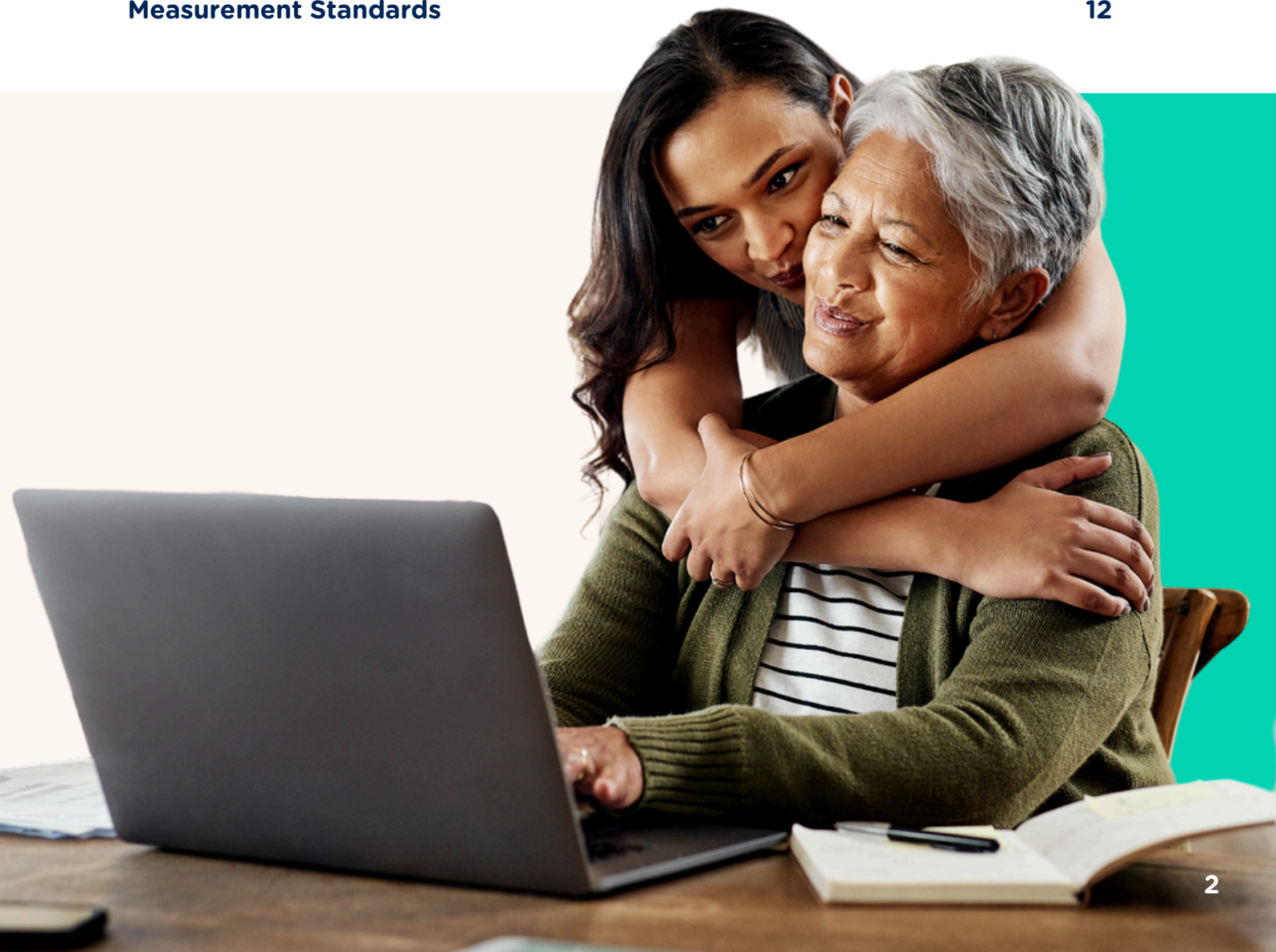
Global Work + Family Standards



**The Future of Work
is Family-Friendly**

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The Importance of Family Friendly Workplaces™

Family-friendly workplaces are critical to the wellbeing of employees and their families, and they play a vital role in promoting societal and economic prosperity for all. Family-friendly policies contribute to better health and wellbeing for families and developmental outcomes for children.

Evidence shows that such policies improve workforce productivity and enhance an organisation's ability to attract, motivate, and retain employees. Family-friendly policies also play a crucial role in reducing gender inequality.

The absence of such policies disproportionately affects women, who often bear the greater burden of caregiving responsibilities, undermining their career progression and economic empowerment. By investing in these policies, organisations can support progress towards achieving gender equality while creating environments where employees can thrive professionally and personally.

The Creation of Family Friendly Workplaces

The development of family-friendly workplace policies requires a collaborative approach, integrating efforts from governments, the private sector, and civil society. This collaboration ensures that policies and provisions support a workplace culture that is inclusive, evidence-based, and aligned with global standards on best practice.

But progress is too slow. Greater investment in workplace family-friendly policies are urgently needed. The **Family Friendly Workplaces™** certification programme has been developed to accelerate progress, create real change and recognise a commitment to family-inclusive ways of working.

“Family-friendly policies contribute to healthier, better-educated children, greater gender equality and sustainable growth. They are also linked to better workforce productivity and the ability to attract, motivate and retain employees.”

UNICEF



About the Global Work + Family Standards

The Global Work + Family Standards have been developed in line with a social impact framework, to support organisations in measuring and communicating the social value of their provisions and encouraging commitment to continuous improvement. They are designed to:

- Educate employers on the importance of embracing family-friendly policies and practices
- Certify employers that meet minimum standards and recognise those that go above and beyond
- Provide a framework and guidelines to employers to foster an inclusive workplace culture
- Share evidence-based best practice from around the world
- Support policymakers in formulating improved policies and practices

How does it work?

Used as a framework, organisations can build and evolve a family-friendly working environment by adopting or enhancing policies and practices across six areas: flexible work, parental leave, leadership culture, family care, family wellbeing, and measurement.

Organisations that want to become certified as a Family Inclusive Workplace™ undertake an accreditation process to assess progress against each of the standards.

A set of criteria has been developed to identify areas of strength and potential improvement to help organisations create a plan of action.

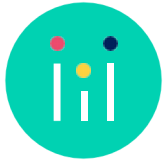




Flexible Work Standards

Embedded support for flexible work practices to enable employees to combine work with caring responsibilities.

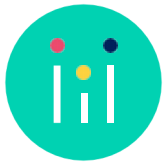
| Standards | Best Practice |
|--|---|
| <p>1. A flexible work policy/strategy/framework is available in the organisation.</p> | <ul style="list-style-type: none"> • A formalised flexible work policy, strategy or framework exists and is inclusive of all employees. • The policy encompasses provisions for flexibility in how, when and where work is performed. • Job structure is flexible (i.e. job sharing). • There is a range of flexible work arrangements offered allowing employees to facilitate, combine, and achieve work and family life commitments. • The policy is reviewed at a minimum of every 2 years. |
| <p>2. Flexible work is promoted and practiced, and there are examples of diverse flexible work types at every level in the organisation.</p> | <ul style="list-style-type: none"> • The organisation uses varied communication methods to actively promote the uptake of flexible working practices within the organisation. • There are diverse examples of flexible work arrangements showcased via employee stories at every level of the organisation. |
| <p>3. Technology and tools are provided to enable different types of flexible work.</p> | <ul style="list-style-type: none"> • Flexible work is enabled by providing employees with the relevant technology and/or tools necessary to perform their work flexibly. • Employees have access to resources and training to facilitate flexible work. |
| <p>4. Leaders are provided with the educational resources to support a flexible workplace and workforce.</p> | <ul style="list-style-type: none"> • The organisation provides leaders with a framework, training and guidelines on how to effectively facilitate flexible work considering individuals, teams and other stakeholders. • Leaders are encouraged to facilitate flexibility and hybrid ways of working consistent with the organisation's policy, strategy or framework. • Leaders understand where they can seek support in structuring jobs to enable flexible work approaches. • Leaders promote and normalise flexible work as 'business as usual'. |
| <p>5. Leaders role model flexible work.</p> | <ul style="list-style-type: none"> • Leaders promote and practise a range of flexible work types. • Leaders normalise flexible working practices, contributing to a culture of belonging across every level of the organisation. |



Parental Leave Standards (1/2)

Embedded support for parental leave transition that is both gender-inclusive and family-inclusive.

| Standards | Best Practice |
|--|--|
| <p>1. A paid parental leave policy/strategy/ framework exists in the organisation.</p> | <ul style="list-style-type: none"> • A formalised paid parental leave policy, strategy or framework exists and is accessible to all employees, regardless of gender, and is inclusive of all ways a child may join a family including same-sex families and single-parent families. • The policy may include provisions for retirement savings/pension on unpaid parental leave and may be accessed flexibly. • The policy is reviewed at a minimum of every 2 years. |
| <p>2. Parental leave and support are communicated and promoted at every level of the organisation.</p> | <ul style="list-style-type: none"> • The organisation uses varied communication methods to create awareness of and access to parental leave for all employees. • Diverse genders and families are showcased via employee stories to promote inclusion. • Flexible and varied ways of taking leave are showcased that accommodate different needs and circumstances. |
| <p>3. Parental leave provisions are in place for pregnancy loss, perinatal and post-natal anxiety, and depression.</p> | <ul style="list-style-type: none"> • The organisation has provisions in place for instances of pregnancy loss including stillbirth, miscarriage and early pregnancy loss, perinatal and post-natal anxiety and depression for all employees. • Employees are provided with information on how to access support-based referral services. |
| <p>4. Processes exist to support employees prior to, during and returning from parental leave.</p> | <ul style="list-style-type: none"> • A documented organisational process (including educational resources) exists to support parental leave transition, including prior to, during and on return from parental leave. • Process includes preferred communication and engagement whilst on leave including paid 'keeping in touch' days. • Return to work transition process and support is actively promoted and provided to enable combining of work and family commitments. • The organisational culture values the unique knowledge and skills employees develop during a period of parental leave. |



Parental Leave Standards (2/2)

Embedded support for parental leave transition that is both gender-inclusive and family-inclusive.

| Standards | Best Practice |
|--|--|
| 5. Leaders are enabled to support parental leave requests and facilitate the return to work. | <ul style="list-style-type: none">• The organisation provides leaders with a parental leave policy and clear written guidelines on how to effectively support parental leave transition in their team.• Leaders are required to facilitate parental leave return to work transition, consistent with the organisation's policy or framework.• Leaders are provided with tools and/or training to reduce the likelihood of pregnancy, parenting, and gendered discrimination.• Leaders understand where they can seek support to assist employees with parental leave and return to work provisions. |
| 6. Policy supports are in place for fertility and pre-natal care. | <ul style="list-style-type: none">• The organisation has supports in place to recognise and accommodate fertility and pre-natal care.• Policy may include leave provisions and workplace accommodations for assisted reproductive technologies and treatments. |



Leadership Culture Standards

Leaders of the organisation are enabled to embed a family-friendly workplace culture.

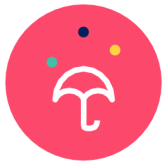
| Standards | Best Practice |
|---|---|
| 1. Leaders are enabled to implement family-friendly workplace policies and practices. | <ul style="list-style-type: none">• Leaders have access to toolkits, development, or resources to enable them to make decisions that reflect the organisation's family-friendly workplace policies and practices.• Leaders are made aware of the strategic importance of administering the organisation's policies and practices consistently and equitably across family structures and caring arrangements.• Through ongoing workplace training and education, leaders are empowered to identify risk factors for discrimination and/or harassment related to pregnancy, parenting, gender, and caring. |
| 2. Leaders proactively foster a family-friendly workplace culture. | <ul style="list-style-type: none">• Leaders are expected to support and implement the organisation's family-friendly workplace policies and practices consistently.• Leaders build an organisational culture of inclusion across a diverse range of work structures and family arrangements as part of an ongoing programme to seek feedback on employees' experiences of family-friendly workplace culture.• Leaders understand where they can seek support in managing family-friendly workplace outcomes. |
| 3. Leaders enact practices that role model a family-friendly workplace culture. | <ul style="list-style-type: none">• Leaders are expected to role model family-inclusive values and behaviours that promote a workplace that values employee work-life wellbeing across all levels of the organisation.• Leaders empower and enable all employees to engage in family-friendly practices. |



Family Care Standards

Embedded support for employees when caring for their families.

| Standards | Best Practice |
|--|---|
| <p>1. A carers policy/strategy/framework is available in the organisation.</p> | <ul style="list-style-type: none"> • A formalised carers policy, strategy or framework is accessible to all employees. • The policy supports employees caring for children, dependants, a family member or a kinship relationship with a disability, a mental or chronic illness, or who are aged/elderly. • The policy features paid and unpaid provisions. • The policy is reviewed at a minimum of every 2 years. |
| <p>2. Caring provisions are promoted and supported, there are examples of caring support at every level of the organisation.</p> | <ul style="list-style-type: none"> • The organisation utilises varied communication methods to promote support for carers within the organisation. • Diverse gender and family caring situations are showcased via employee stories to destigmatise and normalise caring responsibilities and promote inclusion. |
| <p>3. Employees are supported in caring situations (inc. foreseen/unforeseen).</p> | <ul style="list-style-type: none"> • The organisation supports employees when caring situations arise including the provision of support that may include access to short notice leave, increased flexibility, or referral to backup care. |
| <p>4. Provisions for child feeding are in place and broadly communicated and promoted.</p> | <ul style="list-style-type: none"> • Parents are provided paid breaks with access to an appropriate, comfortable, private space for breastfeeding and expressing breast milk and storage, and diverse ways of child feeding that promote inclusivity across genders. • The organisation creates a supportive environment that enables families to meet their child's/children's feeding needs. |
| <p>5. Leaders are enabled to support employees with caring responsibilities.</p> | <ul style="list-style-type: none"> • The organisation provides leaders with a carers framework and guidelines outlining how they are expected to support employees with caring commitments in their team. • Leaders are required to facilitate carers leave within the organisation's policy or framework. • Leaders are provided with tools and/or training to increase carer support. • Leaders understand where they can seek support in managing carer needs. |



Family Wellbeing Standards (1/2)

Embedded support to promote wellbeing of employees and their families.

| Standards | Best Practice |
|--|--|
| <p>1. A mental health and wellbeing policy/framework exists in the organisation.</p> | <ul style="list-style-type: none"> • The organisation formally recognises the importance of mental health, physical, psychosocial and financial wellbeing in the workplace as part of their diversity, inclusion, health and safety policy or framework, and is accessible to all employees. • The policy features paid and/or unpaid leave provisions. • The policy is reviewed at a minimum of every 2 years. |
| <p>2. Employees and their families have access to wellbeing support from the organisation.</p> | <ul style="list-style-type: none"> • All employees and their families are provided with information on how to access support-based referral services for mental health, physical, and financial wellbeing support. • The organisation provides written guidelines, access to training, and toolkits to support the wellbeing of all employees. |
| <p>3. Mental health, physical and financial wellbeing support is promoted and practiced, there are examples of wellbeing support at every level of the organisation.</p> | <ul style="list-style-type: none"> • The organisation uses varied communication methods to promote mental health, physical, and financial wellbeing support for all employees and their families within the organisation. • There are examples of family wellbeing support having a positive impact on employees via employee stories. |
| <p>4. A family and domestic abuse and violence policy/framework is produced in the organisation.</p> | <ul style="list-style-type: none"> • Organisational policies and support are in place, including paid and unpaid leave provisions, for employees who may be experiencing family and domestic abuse or violence. • The policy is reviewed at a minimum of every 2 years. |
| <p>5. Support is promoted and practiced to assist in instances of Family and Domestic Abuse and Violence.</p> | <ul style="list-style-type: none"> • The organisation actively promotes awareness of the policy and the support made available to all employees. • The organisation demonstrates zero tolerance by creating a workplace culture that supports employees experiencing violence and by acting on all forms of family and domestic abuse and violence that may occur in the workplace. • Support includes confidential communication channels and records management, paid leave, referral services and access to Employee Assistance Programme/Psychology services. |



Family Wellbeing Standards (2/2)

Embedded support to promote wellbeing of employees and their families.

| Standards | Best Practice |
|---|--|
| 6. A sexual harassment, bullying, and violence at work policy/framework is produced in the organisation. | <ul style="list-style-type: none">• Organisational policies and support are in place for all employees experiencing workplace bullying, harassment, and violence.• The policy is reviewed at a minimum of every 2 years. |
| 7. Support is promoted and practiced to assist in instances of workplace Sexual Harassment, Bullying, and Violence. | <ul style="list-style-type: none">• The organisation actively promotes a safe workplace for all employees, and demonstrates zero tolerance by creating a workplace culture that supports employees and acts on all forms of workplace harassment, bullying, and violence.• Support includes training, written guidelines, conflict resolution, mediation, support for victims, and consequences for perpetrators.• To demonstrate commitment to action, anonymised examples of conflict resolution are showcased. |
| 8. Leaders are enabled to support and embed policies and practices that support family wellbeing. | <ul style="list-style-type: none">• The organisation provides leaders with a framework and guidelines outlining how to manage and support employees with their wellbeing.• Leaders are required to facilitate and foster workplace practices that support employee wellbeing.• Leaders are provided with tools and/or training to respond to family wellbeing issues, and cases of family and domestic abuse/violence and sexual harassment, bullying and violence.• Leaders understand where they can seek support in managing wellbeing requirements. |



Measurement Standards

Measurement enables assessment and amendment of organisational strategy, policies and practices to sustain this workplace culture.

| Standards | Best Practice |
|--|--|
| <p>1. The organisation has a mechanism to listen to employees and their ability to combine work and family life commitments.</p> | <ul style="list-style-type: none"> • The organisation seeks feedback from employees on the effectiveness of policies, practices and wider enablement in providing the ability for them to combine their work and family commitments. • Employee feedback is sought on work-life conflict and the role the organisation can play in promoting work-life balance. • The organisation has measures in place to prevent gender, carer and parenting bias within remuneration review, career progression and hiring processes. |
| <p>2. The organisation has processes in place to measure the outcomes of family-friendly workplace policies and practices.</p> | <ul style="list-style-type: none"> • The organisation measures the impact of family-friendly policies and practices on employee retention, absenteeism, productivity, mental health and wellbeing, and engagement. |
| <p>3. The organisation has processes in place to produce policy and practice changes based on the outcomes of their evaluations.</p> | <ul style="list-style-type: none"> • The organisation has a process in place to act on the feedback received from employees and their own internal measures of the effectiveness of the family-friendly policies and practices. • The process is committed to and occurs regularly (ie. bi-annually, annually or six monthly). • A plan is in place to implement, monitor and evaluate the changes. |



Find Out More

The Global Work + Family Standards have been developed in line with best practice research with input from strategic partners, and experts on diversity and inclusion, family wellbeing and other policy areas.

Find out more about the standards and certification programme at www.familyfriendlyworkplaces.com