



An International Guide to
**INCLUSIVE
PARENTHOOD**

2024

*Towards a better world with
GEEIS labelled companies*



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PREFACE



DELPHINE ●

French Ambassador and Secretary General
of the Generation Equality Forum

According to the latest study by the Organisation du travail entitled "New data shed light on gender inequalities in the labour market", published in March 2023, professional gender inequalities in access to employment and working conditions are even greater than previously thought. The study estimates that 15% of women of working age worldwide are unemployed, compared to 10.5% of men. Even more worryingly, this figure seems to have remained stable since 2005, a flagrant lack of progress in almost two decades. The UN agency's study notes that the assumption of unpaid care work by women, which is referred to as "unpaid care work", largely contributes to this glaring inequality, since these responsibilities block not only their employability, but also their ability to actively look for a job. In particular, having and raising children remains "a major factor that reduces women's participation in the global labour market" according to the report, which highlights a 42.6% gap in labour market participation between women and men aged 25-54 with at least one child under the age of 6 (53.1% for women, 95.7% for men).

Work-life balance is a central parameter of gender equality policies in the world of work. To enable women to work when and where they want, with a level of remuneration equivalent to that of men and proportional to their skills, in ways that allow them to ensure this balance, it is necessary and urgent to act on three levels: at the individual level, on mentalities; at the political level, on public policies to combat discrimination, access to employment and support for early childhood; at the level of society, on the policies put in place by employers, public or private.

In the most economically and socially developed countries, where the law has long prohibited discrimination against women (related to hiring, access to positions of responsibility, salary, pregnancy and maternity) and puts in place the theoretical conditions necessary for professional equality, how can these persistent gaps be explained between women and men? The perception of roles within the couple and the family, between the "mothering" mother and the father who

bears the responsibility – willingly or unwillingly – of earning as much as possible to provide for the material needs of the family, is unfortunately still firmly anchored in all societies, even when the level of education is high. There are few countries, such as some Scandinavian countries, where taking long-term paternity leave is not considered a weakness, but on the contrary is socially valued. Similarly, the modulation of the pace of work to adapt to the needs of family life – teleworking, reduction of weekly hours, short-term contracts, etc. – is accepted, even encouraged for women, while it is viewed with suspicion for men, both by employers and by the social circle. However, studies, articles and public positions have been multiplying for decades to show both the deleterious impact of these representations on women's employability, but also on the bond between fathers and children, while a growing number of young fathers would like to invest more in their children's education.

In France, less than 1% of fathers take parental leave – which allows both parents to extend maternity/paternity leave until the child is 3 years old, compared to 14% of women, according to the OFCE (French Office for Economic Conditions). Despite the extension of paternity leave to 28 days, in force since July 1, 2021, the difference with maternity leave of 16 weeks remains major. The recent announcement by the Minister Delegate for Equality between Women and Men of better remuneration for parental leave, for which the current level of compensation (429 euros per month) is obviously insufficient, is welcome, but it should be substantial, in proportion to past salary, and not be to the detriment of duration.

Finally, while parenthood and family life remain discriminating factors between women and men, which perpetuate inequalities, it is up to employers to invent new forms of work organization. This is the whole point of this parenting guide offered by Arborus, which has been campaigning and investing for years for gender equality in the professional world, thanks to the GEEIS label. Examples of companies that have implemented proactive work-life balance and parenting facilitation policies exist, and demonstrate that it is possible for an employer to reconcile these policies with a performance objective. These "good students" play an important role as a driving force for other employers, can also encourage public authorities to go further in legislation, and last but not least, contribute to the well-being of their employees at work and at home. The range of mechanisms available to companies is diverse and increasingly well-known: coverage of longer paternity leave, support for childcare, implementation of leave for sick children and for caregivers, organization of working time, etc.

Reading this Arborus parenting guide, with its many examples of good practices, should be a source of inspiration for everyone!

INTRODUCTORY REMARKS



CRISTINA LUNGHI

Doctor of European law
founder of Arborus and the GEEIS label

I have been working for almost 30 years to implement equality between women and men on the ground, in France, in Europe and around the world.

This equality, which is so difficult to achieve, must not only be a utopia or a direction towards which we must strive, it must become a concrete reality because it has become the major challenge of our century in which we must face so many dangers.

It is indeed the first time in history that our humanity is confronted with its finiteness, a consequence of the dramatic challenges of global warming and which raises the crucial question of the future of our children and future generations.

I am convinced that equality between women and men is not a problem but on the contrary the solution to rectify the trajectory towards a sustainable and therefore liveable world.

Indeed, it is inequalities that are the source of the dysfunctions that lead to our downfall, and the most glaring inequalities are those between the two poles of humanity.¹

For almost a century, feminist movements, governments and companies have been shaking up, legislating and implementing actions to promote this equality.

But it is struggling to assert itself.

The rules put in place by patriarchal systems are difficult to abolish, the models are so powerful that women themselves have adopted them and are struggling to extricate themselves from them.

To achieve equality, we must change the system!

1. See [UN WOMEN studies](#).

To tackle this real revolution, the entire organizational structure must be moved, but gently so as not to implode it.

This is the project of Arborus and the GEEIS label, launched in 2010 at the European Economic and Social Council.

This label, based on a solid reference framework, allows companies to structure, manage and measure their equality, diversity and inclusion policies, in line with the United Nations Sustainable Development Goals.

It is through a subtle intellectual process that the reference framework leads the company to modify its organizational systems. Starting from the general policy, through the methods of raising awareness among all its human resources, then through the adaptation of its processes, the reconciliation between professional and family life can then be approached from the angle of equality, i.e. parenthood.

Parenthood is still considered to be the major differentiating factor between women and men; and it is time for it to become one of the major keys to equality.

The organizational path proposed by companies today makes it possible to act on the diversity of professions and therefore professional sectors, on the management of careers and therefore salaries, on glass ceilings and therefore on governance, but not yet to erase the traditional difference in treatment that assigns to women the care of children and more generally of family life. With the well-known consequences on the obstacles to the development of their careers and its train of stereotypes.

Part-time work, parental leave (taken almost exclusively by mothers), the stereotypical vision of the lack of availability or motivation, etc., have been and still are major obstacles that are added to that of women's professional sectors, which are often less likely to move into the spheres of power and money.

But society is changing, family structures are also changing and the post-covid world as well as the new generations who have arrived at positions of responsibility (women and men with children) are finally shaking up the situation and allowing new forms of work organization that tend towards equality in effective working time.

Teleworking makes it possible to no longer stigmatize or guilt mothers who asked for it in order to be able to better reconcile their professional and family life, not by working while taking care of their toddlers, something that every parent knows to be perfectly incompatible, but by modulating their working time without the various constraints of being present on site (transport, river meetings, judgments made on arrival and departure times, etc.)

Thus, many of the traditional codes are being erased in favour of an evaluation based on results and no longer on time spent and the ability to network, which is more favourable to men.

But if these codes have been broken, others have emerged; in particular those relating to the role of parent, which has evolved a lot in the last 20 years.

The very form of the family has evolved: single-parent family, co-parenting, homosexual family, so many new statuses that make it possible to change the way we look at things and no longer gender the parental role.

The very approach to parenting has changed, and especially, in my experience, among dads.

In order to better appreciate these developments, I engaged in a very instructive and sympathetic exercise: interviewing a dozen couples with young children and with equivalent levels of responsibility (senior executive).

The father and mother separately and in several European countries: Italy, Denmark, Spain, England, France and binational couples: Franco-English, Spanish-Danish, etc.

What was my surprise to have the feeling that the couples interviewed had such different visions that I did not have the impression that they lived under the same roof and had had the same child!

In all cases, the mothers felt that they had too much mental load, that their spouse was not present enough, that they had had to take on the search for the nanny alone, in short, a fairly traditional vision of the couple, even if they admitted that their spouse fully assumed his role as a father but without getting up as many times at night as she did, etc...

It was on the side of the dads that I almost received a shock! An emotional shock first of all because I felt all their love for their family, their commitment but also and this impressed me a lot, a very violent feeling of imposture.

Their feeling was most of the time very strong: that the mother did not leave them enough room, sometimes even some fathers spoke of the maternal overinvestment which put them aside and did not allow them to take their place as they would have liked.

A very strong feeling of injustice in the face of the #Metoo phenomenon where they had the feeling of being dirty, of being presumed guilty of sexism and that it was difficult to live with.

Among fathers, more than mothers, a desire to have more time for the couple, to find each other, to keep the flame alive.

A need to be supported, coached, psychologically helped in the face of changes in their lives: changing their wife's body, managing lack of sleep and the consequences on mood, instructions for dealing with a baby, etc...

I admit that I often came out of these interviews very moved and very humble in front of these young men, so human, so vulnerable and so filled with love for their wife and their baby(s)...

It was a unique experience and I thank these young couples for having played the game, for not having revealed to each other, between two interviews, the questionnaire I had prepared, to preserve all the spontaneity of the answers and reflections.

Out of all the couples I met, only one couple (DK) told me that they were perfectly equal.

These testimonies are of great strength and inspired me to conduct interviews with the companies that participated in this international benchmark on the modalities of implementing parenthood.

These parents, who answered with sincerity, demonstrate how much the subject of parenthood deserves to be treated with care.

INTRODUCTION

This guide is not the umpteenth guide to good practices on parenting.

The aim of this guide is to offer concrete examples, carried out by pioneering companies committed to equality policies between women and men around the world, in order to demonstrate how, the actions implemented act on the modification of stereotypes related to maternity or paternity and how they impact the modes of organization to achieve a more balanced world, fair, better.

Already in 2018, Arborus launched the first global barometer on parenthood with OpinionWay², because despite the fact that parenthood is an important step in collective life and in the life of an individual, parenthood is a field that is very little explored in opinion polls and few private or public studies list the real effects of parenthood on the career path of employees.

In the 10 main findings of this international survey, the main obstacle to career development is being a parent.

And almost 1 in 2 women considered having children to have a negative impact on their journey. It should be noted that women who lived in countries with a low female employment rate felt the weight of the family on their working lives even more. This observation only reinforces the importance of professional equality policies carried out by international companies in countries where they contribute to raising local standards.

This guide highlights the measures put in place by companies holding the GEEIS (Gender Equality European and International Standard) label³: CARREFOUR, DANONE, EDF, INDITEX, KEOLIS, LEGRAND, L'OREAL, ORANGE, SAFRAN, SODEXO, SONEPAR.

2. Link to [OpinionWay](#).

3. Link to [GEEIS](#)



PART ONE

PARENTHOOD, A KEY TO EQUALITY



In doing so, the companies involved in the GEEIS label have entered into a dual dynamic which leads them to define a real strategy and thus to set up new social standards.

Companies are required to design a real strategy that must lead to equality between women and men (understood in their diversity) and to do so to adopt a global policy.

At the heart of this equality policy, parenthood holds a primordial place: in fact, it is around this subject that society has been built with its share of limiting and stereotypical beliefs.

In order to deconstruct this ultra-gendered vision, companies are implementing actions that aim to redefine the rules of the game.

It is a question of no longer penalizing young women according to a presumption of possible motherhood or secondly, mothers on the pretext that they would be less available or even less committed to their professional project.

This deconstruction does not happen by asking women to give up their maternal role (as in Germany, for example, until recently) or by organizing their working time through part-time work (as in the Netherlands, for example, which was a reference in Europe in the 1990s and 2000s), but on the contrary, by allowing them to fully assume this essential and unique role in a life.

Why sacrifice this wonderful period of life, which lasts only a few years, when the length of life at work is only getting longer with our life expectancies!

Parents and children alike need to build together role models and the rules of family life. It is in this way, by example, that new schemes can emerge. A child who grows up with the presence of parents, without differentiation in the exercise of daily tasks, will be a child who will be able to transmit this new model of sharing and respect for the other.

But this deconstruction can only be total and fair with the full and complete participation of the fathers.

To do this, you need to have their buy-in at all levels and in all cultures.

It is this ambitious project that this guide proposes to show.

By putting parenthood at the heart of the system for changing organizational structures, companies are enacting new social rules: coverage of maternity and paternity leave, co-parenting, consideration of the role of the caregiver, implementation of childcare assistance systems, consideration of breastfeeding, leave for sick children, school support or parental coaching...without forgetting of course the difficult and sometimes painful situation of single-parent families, which must be remembered are on average in the world made up of more than 80% women raising their child(ren) alone and all the new forms of family organization.

In doing so, companies in most of the countries where they work go beyond and sometimes well beyond what the legal framework proposes. In this way, GEEIS-labelled companies participate in the increase of local social standards in the countries where they are located.

For example, we can note, among others:

- In Italy: Companies with the GEEIS label offer subsidies for childcare costs, partnerships with daycare centers or on-site childcare services. However, it should be noted that this is not a legal requirement for all companies.
- In the United Arab Emirates: In the United Arab Emirates, companies are required to comply with federal laws regarding maternity and paternity leave. According to the UAE's Federal Labour Law, women are entitled to 45 days of paid maternity leave, which can be extended up to 100 days in case of medical complications. Men are entitled to three days' paternity leave.

GEEIS-labelled companies in the UAE offer additional benefits for maternity and paternity leave, such as longer paid leave, maternity bonuses or subsidies for newborn healthcare.

- In France, companies can offer benefits for single-parent families or same-sex families as part of their human resources policy and commitment to diversity and inclusion. This is the case of EDF, LEGRAND, L'OREAL, ORANGE in particular.

Here are some examples of benefits that companies can offer:

1. Parental leave: Companies can offer additional parental leave to single parents or same-sex parents, to allow them to spend more time with their child.
2. Childcare: Businesses can offer on-site childcare or subsidies for childcare fees, which can be especially helpful for single-parent families or same-sex families who don't have access to an extensive family network.
3. Psychological support: Companies can offer psychological support to employees who are facing particular challenges as single parents or same-sex parents.
4. Work flexibility: Companies can offer flexible work schedules or the ability to work from home, which can help parents balance work and family life.

THE EUROPEAN AND INTERNATIONAL LEGAL FRAMEWORKS PROVIDE FOR MEASURES IN FAVOUR OF PARENTS.

At the level of the European Union, several directives in the areas of equality between women and men in working conditions have addressed over the years subjects that affect work-life balance.

The explanatory memorandum of the 2010 Directive is very clear on the issues at stake and the provisions to be implemented.

Here are some excerpts that demonstrate the EU's desire to make parenthood a tool for equality and a bond with the child from an early age, but also for full employment for Europe and economic competitiveness.

"... In order to encourage a more equal sharing of family responsibilities between women and men and to ensure that a bond between fathers and children is formed at an early age, a right to paternity leave should be introduced for fathers or, where applicable, for persons recognised as equivalent second parents by national legislation. Such paternity leave should be taken around the date of the child's birth and be clearly linked to the birth, with the aim of caring for the child. Member States are also entitled to grant paternity leave in the event of the arrival of a stillborn child. It is for the Member States to determine whether paternity leave may be taken in part before the birth of the child or whether it may be taken only after, to set the period within which it must be taken and to determine whether it may be taken on a part-time basis, in alternating periods, for example for a certain number of consecutive days of leave separated by periods of work, or any other flexible solution, and under what conditions. Member States may specify whether paternity leave is expressed in working days, weeks or other units of time, it being understood that ten working days correspond to two calendar weeks. In order to take account of the differences between Member States, the right to paternity leave should be granted irrespective of marital or family status, as defined by national legislation.

... As most fathers do not make use of their right to parental leave or transfer a significant part of their rights to mothers, this Directive increases from one to two months the minimum duration of parental leave that cannot be transferred from one parent to the other, in order to encourage fathers to take parental leave while maintaining the right of each parent to take leave for a minimum period of four months as provided for in Directive 2010/18/EU. The aim is to encourage fathers to make use of their right to parental leave by ensuring that at least two months of parental leave is available exclusively to each parent and not transferable to the other parent. In addition, it promotes and facilitates the reintegration of mothers into the labour market after a period of maternity and parental leave.

... The period during which workers should be entitled to parental leave should depend on the age of the child. That age should be set in such a way as to allow both parents to fully and effectively exercise their right to parental leave under this directive.

To facilitate the return to work following a period of parental leave, workers and employers are encouraged to stay in touch voluntarily during the period of leave and may provide appropriate measures to facilitate reintegration into the workplace. The parties concerned decide together on these contacts and measures, in accordance with national law, collective agreements or practice. Workers should be informed of promotion procedures and internal vacancy announcements and should be able to take part in these procedures and apply for these vacancies.

Studies show that Member States that offer fathers a significant share of parental leave and pay the worker on parental leave a relatively high replacement rate find that fathers use parental leave more often, as well as a positive trend in the employment rate of mothers. It is therefore appropriate to allow such schemes to continue, provided that they meet certain minimum criteria, rather than providing for remuneration or an allowance for paternity leave, as provided for in this directive.

In order to give men and women with care responsibilities more opportunities to remain in the labour force, every worker should be entitled to five working days of carers' leave per year. Member States may decide that such leave may be taken in periods of one working day or more per occurrence. In order to take account of the differences between national systems, Member States should be able to grant carers' leave on the basis of a reference period other than the year, by reference to the person in need of care or support, or by event. A continuous increase in the need for care is expected, as a result of the ageing of the population and, consequently, the concomitant increase in the prevalence of age-related disabilities. The increase in care needs should be taken into account by Member States when developing their policies in this area, including on carers' leave. Member States are encouraged to make the right to carers' leave available in relation to other family members, such as grandparents or siblings. Member States may require a prior medical certificate attesting to a significant need for care or assistance for serious medical reasons.

In addition to the right to carers' leave provided for in this Directive, all workers should retain their right to be absent from work, without losing their acquired or pending employment rights, for reasons of force majeure related to urgent and unforeseen family reasons, as provided for in Directive 2010/18/EU, in accordance with the conditions laid down by the Member States.

In order to provide further incentives for workers who are parents, in particular men, to take the periods of leave provided for in this Directive, provision should be made for giving them the right to an adequate allowance during their leave.

Member States should therefore set a level of remuneration or allowance for the minimum period of paternity leave that is at least equivalent to the level of sickness benefit at national level. Given that the granting of the right to paternity leave and maternity leave pursues a similar objective, namely to create a bond between parent and child, Member States are encouraged to provide for remuneration or allowance for paternity leave that is equal to that provided for maternity leave at national level.

Member States should set the remuneration or allowance for the minimum non-transferable period of parental leave guaranteed by this Directive at an adequate level. When setting the level of remuneration or allowance for the minimum non-transferable period of parental leave,

Member States should take into account the fact that taking parental leave often entails a loss of income for the family and that the parent who earns the main income of the family is only able to exercise his or her right to parental leave if it is sufficiently well paid to allow for a decent standard of living.

Although Member States are free to decide whether to provide remuneration or an allowance for carers' leave, they are encouraged to introduce such remuneration or allowance in order to ensure the effective use of this right by carers, in particular by men.

In order to encourage workers who are parents and carers to remain in the workforce, these workers should be able to adapt their working hours to their personal needs and preferences. To this end, and in order to meet the needs of workers, they have the right to request flexible working arrangements in order to adjust their working arrangements, including, as far as possible, through the use of remote working, flexible working hours or a reduction in working hours, with the aim of caring for their loved ones.

In order to meet the needs of both workers and employers, Member States should have the option to limit the duration of flexible working arrangements, including any reduction in working hours or remote work. Although part-time work has been shown to be useful for some women by allowing them to remain in the labour market after having children or by caring for family members in need of care or assistance, long periods of reduced working time can lead to lower social security contributions and, consequently, of pension rights surrendered or non-existent."

In very concrete terms, Spain and Finland are the countries with the longest paternity leave in the EU, granting 84 calendar days and 54 working days respectively.

In many countries, paternity rights are included in long-term parental leave that can be shared between the mother and the father. As in Canada (35 weeks) or Sweden, which since 1974 has offered a 16-month parental leave common to both parents and usable until the child is 8 years old. The United Kingdom offers a two-week paternity leave at 90% of salary, while across the Channel, France offers only eleven days, barely more than Hungary (7 days).⁴

At the international level, the ILO is not to be outdone: Convention No. 183 provides for fourteen weeks of maternity leave for women with cash benefits to ensure that they are able to support themselves and their child(ren)

It is provided that the amount of these benefits must not be less than two-thirds of the previous earnings or an amount of the same order of magnitude.

The Convention also calls on ratifying States to adopt the necessary measures to ensure that women are not forced to perform work that has been deemed harmful to their health or that of their child(ren), as well as measures to ensure that maternity does not constitute a source of discrimination. It also prohibits employers from dismissing a woman during pregnancy or maternity leave, or for a period after her return to work, except for reasons unrelated to pregnancy, birth and its aftermath or breastfeeding. Women must be ensured, when they return to work, that they will return to the same or equivalent position at the same rate. The agreement also provides for the right to one or more breaks per day or a reduction in the daily working time in the event of breastfeeding.

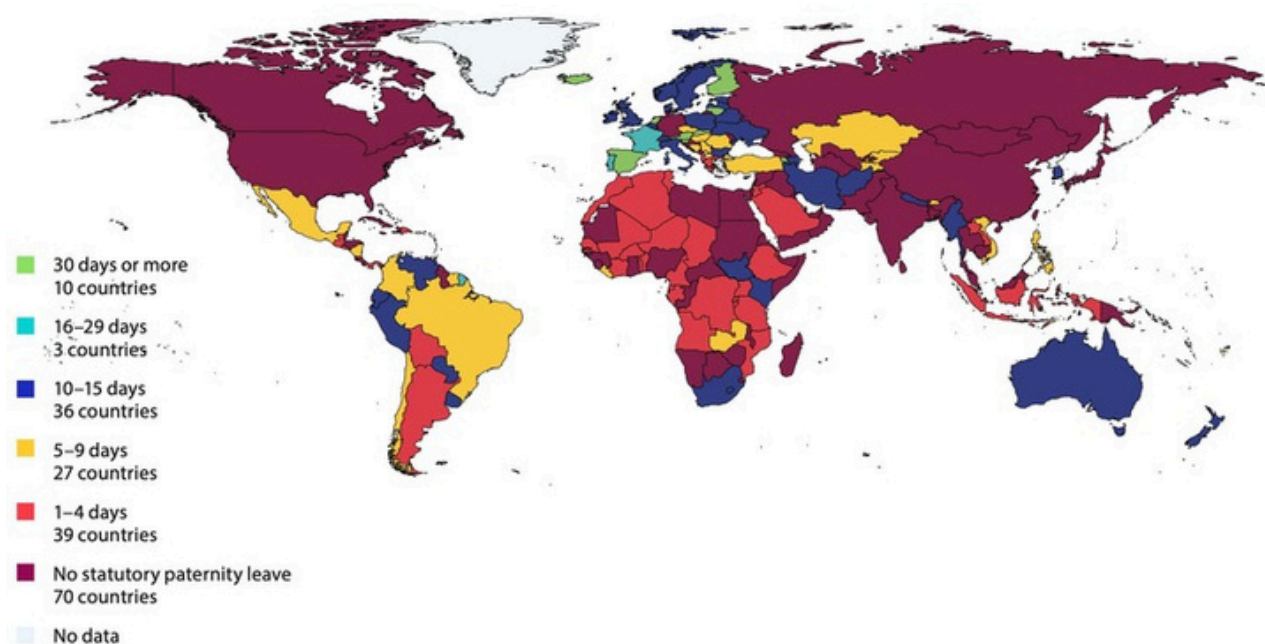
4. See Appendix: comparative table of European countries in terms of maternity and paternity leave. Source: STATISTIC

Region/income group	No statutory maternity leave	Statutory maternity leave	Less than 12 weeks	12–13 weeks (meets Convention Nos 3, 102, and 103)	14–17 weeks (meets Convention No. 183)	18 weeks or more (meets Recommendation No. 191)	Average duration of maternity leave in all countries (weeks)
World	1	184	20	44	68	52	17.6
Africa	–	54	7	16	29	2	13.2
Americas	–	34	–	18	11	5	14.4
Arab States	–	11	8	–	1	2	12.3
Asia and the Pacific	1	32	5	10	11	6	19.0
Europe and Central Asia	–	53	–	–	16	37	21.8

Source ILO⁵:

In everyday reality, in 2021, the duration of maternity leave is at least 14 weeks in 120 countries. In addition, 52 countries meet or exceed the 18-week standard set by the ILO⁶."

Regarding paternity leave, or co-parent's leave, 2/3 of them live in a country where this right does not exist, as shown on this map, and when it does exist it is on average 9 days according to the same report.



Source: ILO, 2022, Report Care at Work, Maternity Leave Around the World

5. Link to [ILO](#), as well as [the text of the convention](#)

6. ILO Report, 2022, "Care at Work"

THE EQUALITY STRATEGY FOR GEEIS LABELLED COMPANIES AROUND THE WORLD

Such strategy makes it possible to address the subject of parenthood in a global way and to apply, according to the companies, standards that are better than those applicable locally, in all the countries where they are present.

One of the most innovative aspects and impacting, even more on men than on women, is the desire to put an end to the fear of announcing a pregnancy or going on maternity leave by removing any feeling of guilt.

Too often, women dreaded the moment when they were going to announce that they were expecting a baby. Too many testimonies of women in this situation reported disrespectful or even insulting remarks from managers at this announcement. Too often, they were blamed for the burden of the work they were not going to be able to do because of their leave and the burden that this would represent on the teams. This is totally unfair because maternity leave is prepared and anticipated, unlike a life accident or a long illness, for example. Not to mention the benefits for the nation, as French President Emmanuel Macron has underlined by calling for "demographic rearmament".

Of course, these reproaches and guilt unfortunately still exist in many countries and companies, but in those that have entered the GEEIS label process, equality strategies banish this type of situation.

The initiatives taken range from the conception of the child, offering support in cases of fertility treatment, then during pregnancy, but also at the time of the arrival of one or more children.

Parental transition programs are also offered and are requested by female and male employees, which is recent.

Breastfeeding is one of the measures offered during early childhood and measures that accelerate the inclusion of daily life without making a mother feel guilty.

Aid for childcare, sick child leave, etc., is also provided for early childhood.

Schemes for carers and the consideration of dependent children are part of the actions planned by companies in their company agreements.

All GEEIS-labelled companies are committed to the subject of parenthood and provide practical guides for their employees to inform them of their rights and procedures throughout the life cycle of their child(ren). These commitments to employee parents are increasingly reflected in group agreements related to Quality of Life at Work, and thus make it possible to raise social standards in all the countries where they are present.

These guides generally include:

- The legal framework existing in the country(ies) in which they operate.
- Administrative procedures to be carried out in order to comply with social services and in order to benefit from existing social assistance according to the different stages and needs in parenthood.
- The additional benefits offered by the company.
- Finally, some advice, tools and services available to parents.

They are often presented when the pregnancy is announced or when the parents are discharged.

In all companies holding the GEEIS label, global measures are implemented.

This is the case for CARREFOUR, DANONE, EDF, INDITEX, KEOLIS, LEGRAND, L'OREAL, ORANGE, SAFRAN, SODEXO, SONEPAR.



With more than 330,000 employees across the globe, the Carrefour Group makes it a point of honor to support its employees in their parental role. Aware of the importance of a balance between professional and personal life, Carrefour is committed to creating a harmonious working environment that is conducive to family fulfillment.

Our commitments to a better work-life balance

A favorable working environment:

Carrefour promotes a management culture that enables each employee to find a balance between their professional and personal responsibilities. Flexible working hours, remote working and special leave arrangements are put in place to meet individual needs.

Equal opportunities for all:

We guarantee the principle of non-discrimination in the career development of our parent-employees. Everyone has the same opportunities for advancement, without parental responsibilities being a barrier to career advancement. We ensure that every parent feels supported and valued in their career development.

Support for parenthood in all its forms:

Carrefour is committed to supporting parenthood in all its diversity. We set up initiatives to support future parents, adoptive parents and single-parent families. Our programmes aim to change perceptions of parenthood and promote an inclusive and modern vision of the family.

Carrefour, an employer committed to family well-being

At Carrefour, we believe that employees who are fulfilled in their family life are more motivated and productive. That's why we have introduced programmes and policies that support our employees in their role as parents. Parental leave, childcare assistance and parenting workshops are just some of the initiatives we have developed for our teams.



Historically, Danone's mission is to bring "Health through Food to as many people as possible". In 1972 in Marseille, Danone's CEO, Antoine Riboud, set out a vision of the company in which economic and social objectives would be interdependent. It was visionary thinking, ahead of its time. Called 'Double Project', this thinking is the cornerstone of Danone's mission as a company. In 2020, it gave rise to the status of "Company with a mission".

As a "Mission-Driven Company", this ambition is supported by one of the flagship measures of its "Diversity, Equity and Inclusion" policy through its Global Parenting Policy (PPG) where common bases have been established to support parents in their choice, regardless of their gender, throughout the first 1,000 days of a baby's life.

This policy aims to protect the health and well-being of working parents and their babies, by helping its employees adjust to their new lives and responsibilities.

In addition to offering paid time off, the policy also offers counseling during pregnancy, return-to-work programs, flexible work schedules, and other benefits for parents-to-be.

A fundamental principle of Danone's Global Parenting Policy is to protect its employees from discrimination at any time during their period of employment, so the PPG is fully implemented in all countries in which Danone operates.

Danone supports the World Health Organization's global public recommendation recommending exclusive breastfeeding during the first 6 months of life.

As early childhood nutrition is at the heart of Danone's business, it is positioned in a unique position to provide precise and relevant advice to its employees.

For more than 50 years, Danone has been conducting research on the science of breast milk and breastfeeding, as well as its benefits for the health of mother and child. In this way, the company protects, promotes and supports breastfeeding mothers by providing them with adequate information and lactation rooms that are located in 42 countries.

[Link to the Danone Guide](#)



At EDF, 8 out of 10 employees are parents.

Thus, the company considers parenthood and work-life balance to be a major concern for its employees.

The company's family policy has been designed with the dual objective of contributing to well-being at work and contributing directly to overall performance.

It brings together all the measures put in place by the company to support parenthood and promote the reconciliation of professional and family life. But for it to be effective, the company considers that the family policy must be shared and supported by management, in a facilitated and healthy dialogue with employees.

To support this dynamic, EDF has published a document which is the result of joint work (co-constructed between management representatives and staff representatives). It has been designed to help every manager implement family rights, adopting best practices in inclusion, parenting support and life balance.

The objective of this document is to give managers and HR courses of action to best support the different moments of the life of the parent employee (with a wide spectrum of parenthood which ranges from the announcement of motherhood to the specificities related to family caregivers. It offers good practice sheets and scenarios that illustrate key moments in the lives of employees, and complements the parenting guide, which aims to highlight the family rights of employees.

INDITEX

INDITEX is committed to professional equality for all employees, whether non-binary, female or male, through initiatives to raise awareness and promote work-life balance. INDITEX promotes parenthood by supporting leave: paternity, maternity, adoption and parental leave for all forms of family throughout the world.

KEOLIS

At Keolis, ensuring a balance between professional and personal life is at the heart of our parenting policy. The well-being of our employees has always been a priority for us, and in response to changing family structures, we have stepped up initiatives to improve this balance, particularly for our drivers (60% of our workforce are drivers).

legrand®

The Legrand Group, which is very committed to a policy of equality and professional diversity, is aware of the challenges related to the reconciliation of life times, all over the world.

Thus, Legrand has set up a vast global program to promote a better work-life balance for all its employees at all times of their lives in the company.

This program, entitled "Serenity On", sums up the spirit in which it was designed: it aims to guarantee Legrand employees a minimum level of social protection in all the countries where the Group operates. The scheme covers three areas: parenthood, health and welfare

To promote a better work-life balance, and in line with the International Labour Organization's (ILO) recommendations, "Serenity On" sets a minimum standard for maternity and second parent leave in terms of duration and compensation in all countries.

L'ORÉAL®

L'Oréal's commitments to parenthood are part of a long-term perspective. Since the end of the 1960s, L'Oréal has paid particular attention to its future employees or employees who have become parents, in particular with the creation of the "Schueller month" (4 additional weeks of maternity/first parent leave paid at 100%), and over time has adapted its parenthood policy according to emerging societal changes and the new needs of employees. It is in this spirit that L'Oréal co-founded in France in 2008, in collaboration with the SOS Préma association, the Charter of Parenthood in the Company, and the same year, granted the benefit of paid paternity leave, which has been increased since March 2022 to 8 weeks, or has been a pioneer in the development of private nurseries (since 2001 in Canada, followed by a wider deployment within our subsidiaries, particularly in France since 2006 with more than 220 cots now available). Since 2013, the parenting policy has been supported by our global SHARE&CARE program, which guarantees employees of all our subsidiaries the best practices in terms of social protection and well-being at work. Organized around 4 pillars: PROTECT – HEALTH – BALANCE – WORKPLACE, the program has enabled significant progress in terms of parenthood, in particular by introducing in 2013 a minimum maternity leave of 14 weeks paid at 100% but also, a minimum paternity/co-parent leave of 6 weeks paid at 100% or more recently 3 paid days for caregiver employees.



For many years, Orange has been pursuing a proactive policy on gender equality in the workplace, supported at the level of the Group's Executive Committee and reinforced by the signing of a global agreement with UNI Global Union in 2019. One of the axes of this policy, which also represents a chapter of the international agreement for professional equality, concerns work-life balance (teleworking, adjustment of working hours, right to disconnect, support for employee-caregivers, parenthood, etc.).

With regard to parenthood, the Orange Group encourages, for example, the organisation of working hours for pregnant women, the implementation of pre- and post-maternity/adoption/parenthood leave, a system allowing the resumption of professional activity after an absence related to parenthood, the development of paternity leave as well as other leave specific to parenthood in all countries where Orange operates.



The Safran Group is committed to an equality policy that aims in particular to promote the work-life balance of its employees.

It is on the basis of social dialogue and a national agreement that the conditions for supporting employees in their parenthood in all its forms have been concluded.

This agreement aims to offer a framework adapted to social realities and the evolution of families , including, for example, a harmonization of salary supplements for maternity, adoption, paternity and childcare leave without any condition of seniority, provisions for the second parent during pregnancy and in a medically assisted procreation (ART) process, a salary increase on return from parental leave, assisted part-time work on return from maternity, adoption, paternity and childcare leave for a gradual return to work and support in the event of spontaneous termination of pregnancy.

In addition, depending on the company and establishment, employees can have access to childcare assistance, concierge services and choose to work part-time. Other agreements complement this system and help support parenthood, such as the QWLC agreements for example. A reflection is underway at the level of the main countries to define the actions to be implemented to respond to local laws and local cultures.



The Sodexo Group has set up a global program (in 45 countries) called "VITA by SODEXO".

This program introduces a common foundation for benefits with its "Vita by Sodexo" program, which provides all eligible employees worldwide with a minimum benefits package including parental and caregiver leave, death coverage, and a helpline.

In line with Sodexo's ambition to "Create a better everyday for everyone to build a better life for all", the launch of Vita by Sodexo demonstrates the Group's commitment to contributing to the personal, financial and family well-being of all its employees, regardless of the country in which they work or the Group entity in which they are employed.

This global benefits program, "Vita by Sodexo", sets minimum standards in all countries where Sodexo operates for the following three core benefits:

- Parental and Care Leave offering the opportunity to take leave to care for children and/or dependents when they need it most. More specifically, Sodexo is committed to providing a minimum of 12 weeks of paid leave for the first parent, with the ambition to reach 14 weeks in most countries, 2 weeks of paid leave for the second parent and 5 days of paid caregiver leave.
- Life Insurance Benefit, which gives employees peace of mind that their family's financial well-being is protected in the event of the unexpected. Sodexo wants to ensure that employees' dependents receive the equivalent of one year's base salary in the event of the employee's death.
- A 24/7 Employee Assistance program that supports employees and/or their immediate family members by providing personalized access to psychological support and/or practical advice from experts. This support is in line with the measures implemented since 2015 and in particular since the Covid-19 pandemic. They can then use it in their role as parents, for example, or caregivers, etc.

Vita by Sodexo will be phased in in most of the countries where Sodexo operates, with the timing of the rollout may vary from country to country. By the end of 2024, at least 60% of all countries will benefit from Vita by Sodexo.

These benefits must be made available in all Sodexo Group entities in compliance with local legislation and the obligation, where applicable, to exchange with trade unions and social partners. The terms and conditions of these benefits will be provided in the official plan and policy documents that will be adopted in each country and employing entity.

With "Vita by Sodexo", the Group supports its ambition to be and remain an employer of choice.



The Sonepar group wanted to have a proactive and humane policy for parenthood, recognizing the need for parents to prioritize their families in the first months of a child's life. To do this, Sonepar USA, for example, has set up two types of childcare leave. One for the people who gave birth to the child, so that they can take the time to recover after childbirth, and the other, for the co-parent or both parents in the context of an adoption, in order to create a bond with the child when it arrives in the family. Depending on the needs and the country, Sonepar implements various measures to promote better local social standards.

SPECIFIC MEASURES ARE ALSO PROVIDED FOR THROUGHOUT THE PARENTHOOD CYCLE: FROM THE DESIRE TO HAVE A CHILD UNTIL HIS FIRST YEARS.

I. DESIGN SUPPORT

Today, more and more companies are supporting their employees' efforts from the moment they want to have a child, in ART processes, including psychological support, but also in the event of miscarriages or pathological pregnancies.

For example, at L'Oréal, since 2023, the company has been supporting female employees affected by a miscarriage by taking a paid absence of up to 3 days. In 2024, these 3 days are extended to the benefit of any employee whose spouse has suffered a miscarriage.

At Safran, the France parenthood agreement concluded in 2023 provides for the spouse of a woman engaged in an assisted reproduction program to authorize paid absences for 7 examinations or medical procedures. In addition, 5 days of specific leave with 100% pay are granted to any employee affected by a spontaneous termination of late pregnancy or by an IMG (woman who was pregnant or the salaried spouse of a woman who was pregnant), upon presentation of medical proof or a sworn statement.

2. SUPPORT FOR THE ARRIVAL OF A CHILD

The arrival of one or more children is a key step.

It can be experienced in a very varied way depending on whether it is a biological birth, an adopted birth, a multiple birth, or a child with a disability.

Because it is essential to support employees from the moment a child arrives, L'Oréal introduced guaranteed minimum parental leave in 2013 and encourages countries to be among the best employers in their local market by going beyond the common framework, whenever local practices go beyond it.

Thus, in 2023, the US subsidiary is offering all new parents (1st and 2nd parent) 16 weeks of paid parental leave to which 8 additional unpaid weeks can be added.

In France, paternity and childcare leave of 8 weeks of paid leave is adjusted to take into account exceptional situations, in particular those involving travelling abroad to welcome a child. Thus, to allow the future parent/co-parent to be by his/her side upon arrival, the employee may benefit from one week of childcare leave taken in advance from the additional 4 weeks of childcare leave granted by L'Oréal.

At Safran, a "young parents" part-time program offers the possibility for the young parent to work part-time at 80% for 1 or 2 continuous months, during the 1st year following the birth or adoption of the child, with a 10% increase in the gross salary and the company will pay the Social Security and supplementary pension contributions calculated on a full-time salary if the employees so wish.

3. SUPPORT FOR THE RESUMPTION OF EMPLOYMENT

The return of an employee after the arrival of a child is an important step to support for both the employer and the employee. More and more practices exist to make this resumption an opportunity and guarantee equality with other employees, so that parenthood is no longer experienced as a constraint at the professional level.

Thus, managerial practices are adapted, the implementation of measures relating to breastfeeding, the supervision of parental leave and the continuity of the training or career guidance system are made possible.

For example, at Chez Safran, in accordance with the legal and contractual provisions, employees on maternity or adoption leave benefit from the same salary increases granted to their colleagues during their leave. For any parental leave of at least 1 year, an automatic salary increase is applied when employees return (catch-up equal to the general increases and/or the average of the individual increases received during the leave by employees in the same professional category).

4. WORK-LIFE BALANCE SUPPORT

Work-life balance must be rethought when an employee returns to work.

Companies are offering more and more devices to facilitate this balance.

Whether it is the flexibility of the organisation of working time, the amplification of the right to disconnect, reduced professional mobility, the adaptation of workstations during the duration of educational leave.

Through its global SHARE & CARE program, L'Oréal is developing an ambitious Remote policy that is accessible to as many people as possible for a better work-life balance, taking into account new ways of working and family needs. Thus, each subsidiary is encouraged to develop a local policy, including up to two days of remote work per week on a voluntary basis, in agreement with the direct manager and in line with the team organization.

Activities for families are also offered such as "summer camps", days for families, visits to workplaces by in-laws to promote the acceptance of work by young mothers (INDIA)

Finally, proposals for psychological support such as the Health Assistance for Pregnant Women at Orange in IVORY COAST or the organization of the Mothers' Club at Orange in MAURITIUS

The "Sodexo supports me" is a psychological support accompanied by "peer-to-peer" support spaces for coaching new parents in France.

5. SPECIAL CASES

Specific assistance is also intended to support parents in particular situations: children with disabilities, assistance for single-parent families, actions to prevent or treat domestic violence, assistance for caregivers and the care of ascendants. Special arrangements in the event of the death of a child or parent.



PART TWO

A WORLD TOUR OF INSPIRING PRACTICES THAT PROMOTE EQUALITY IN PARENTING



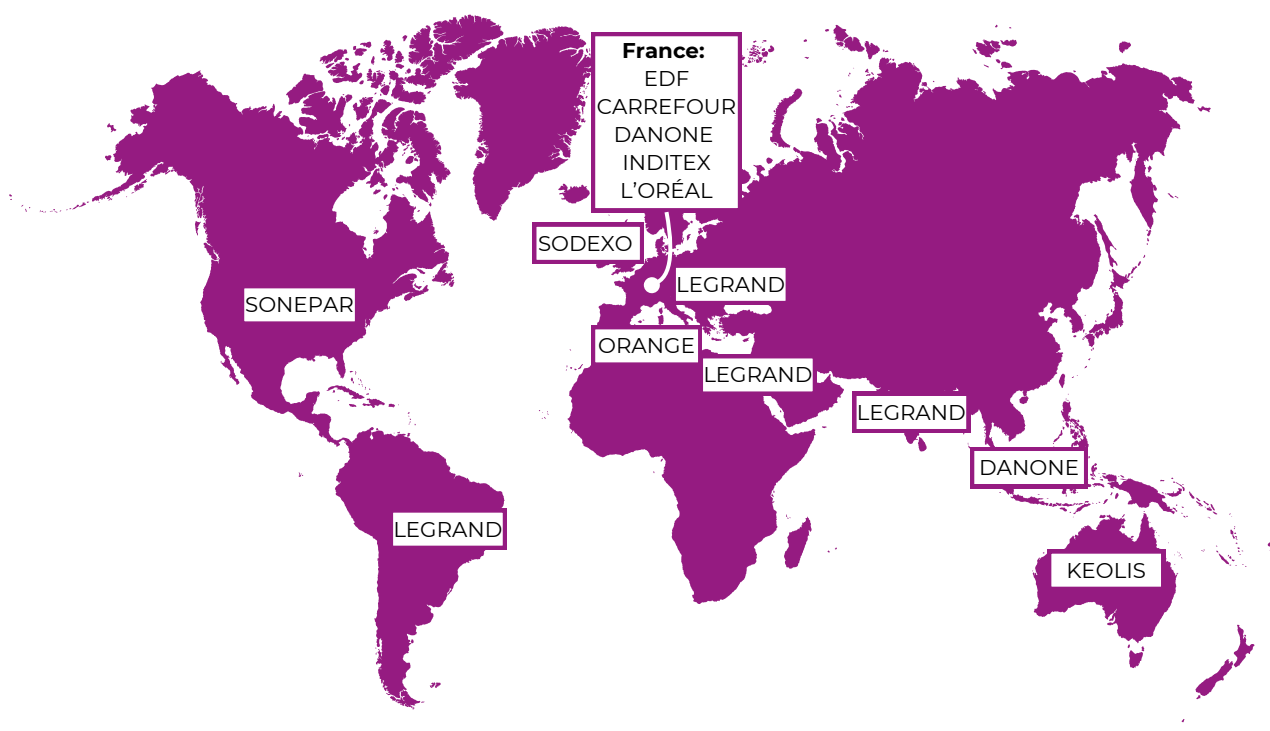
All around the world, some of the companies involved in the GEEIS label offer to share practices in favor of parenthood in order to move the lines of equality and inclusion.

Each with its own purpose and social purpose provides innovative solutions from which everyone can draw inspiration in their own company to contribute to a more liveable, more sustainable, better world.

This benchmark is presented by geographical area

This table allows you to quickly find the stock or country you are looking for.

COMPANY	THEME	PROJECT NAME	COUNTRY	PAGE
EDF	Management	Managerial Support for Parenthood	FRANCE	42
CARREFOUR	Leave	Everyone's Chance#IWANTICAN	FRANCE	37
DANONE	Career Management	Integration of Parenthood in Career Management	SINGAPORE	53
DANONE	Gender	A Non-Gendered Parental Policy	FRANCE	40
KEOLIS	Work Organization	Part-Time Work	AUSTRALIA	67
LEGRAND	Birth	Lactation Room	BRAZIL	59
LEGRAND	Childcare	Pre-School Program	EGYPT	29
LEGRAND	Childcare	Vacation Camp	HUNGARY	47
LEGRAND	Childcare	Childcare Support	INDIA	63
L'OREAL	Culture	New Parenthood and Surrogacy	France and World	44
ORANGE	Childcare	Summer Club for Employees' Children	TUNISIA	33
SODEXO	Culture	Awareness for In-Laws	UK & IRLAND	49
SONEPAR	Leave	Maternity/Parenthood	USA	56





EGYPT

When it comes to the parenting policy in Egypt, here are some key things:

- Maternity leave: Pregnant women are entitled to 90 days of paid maternity leave, which can be extended in the event of medical complications. During maternity leave, women receive an allowance equal to 100% of their salary, which is covered by the Egyptian Social Insurance.
- Paternity leave: Fathers are not entitled to paid paternity leave in Egypt.
- Birth Allowance: Families are entitled to a birth allowance for each child born alive and viable, provided that the child is enrolled in a public health program. The amount of the birth allowance varies according to family income.
- Parental leave: Parents are not entitled to paid parental leave in Egypt.
- Child care arrangements: Parents have access to different forms of child care for their children, such as nurseries, kindergartens, daycares, etc. However, childcare places are often limited and childcare costs can be a significant financial burden for families.
- Financial assistance: Families with children can receive financial assistance in the form of social assistance programs, such as the Takaful and Karama program, which provides financial assistance to low-income families with children.

It should be noted that the parenting policy in Egypt varies among employers, and many workers do not have access to paid parental leave or maternity or paternity benefits.

Sources: *Egyptian Ministry of Labour and Immigration, General Authority for Social Insurance (FATF), Takaful and Karama Program.*



PRACTICE NAME

PRE-SCHOOL PROGRAM

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

The Legrand group, which is very committed to its policy of professional equality at the global level, has set up a specific action in Egypt to promote the retention of mothers in employment. Women thus retain the possibility of continuing their professional career in the company, thanks to the parenting policy adapted to the Egyptian context.

CONTEXT

Egyptian schooling is free from the age of seven. From birth to the age of six, children can attend nursery and kindergarten. However, these child care and early learning services come at a cost. Parents, who cannot afford it, can carry out their children's preschool education at home, with their own resources.

In Egypt, women's employment is not encouraged. Social pressure dictates that women's main "job" is to be a housewife and take care of their children. It is not socially acceptable for women to go to work during the first years of their children and pay for a child care system instead. These responsibilities prevent women, especially mothers, from actively participating in economic, social and even political activities and opportunities.⁷

For employed women, given the cost of childcare, they are often unable to return to work after the birth of the child and generally tend to take a two-year unpaid leave to care for their newborn. They are thus putting their careers on hold.

WHY IMPLEMENT THIS ACTION?

Egyptian law provides for the reimbursement of pre-school fees by companies, for each site that employs more than 50 women. In order to support female staff who wish to pursue their career aspirations, Legrand Egypt set up a "preschool program" in 2020. Under this program, regardless of the number of female employees per location, the company provides all of its female staff with full coverage of childcare and school costs during working hours.

7. [wcms_859020.pdf \(ilo.org\)](#)

DESCRIPTION OF THE PRACTICE

The programme covers the costs of childcare during the pre-school period (nursery, kindergarten, day-care centre) for the children of female staff, up to the age of 6. Since its inception in 2020, 25 women have been able to take advantage of the program.

Every month, all employees and mothers of children under the age of 6 submit childcare expenses and are reimbursed in full by the company.

The company has also been able to adapt to certain employee requests. For example, Legrand also pays for daycare during the summer school holidays and overtime daycare, since a day at kindergarten ends earlier than a day's work. The company can also cover some costs related to early childhood education, such as uniforms.

IMPACT

Impact on company performance: Such an initiative shows that the company is committed to and supports its employees in their role as mothers, while giving them the opportunity to pursue their career aspirations. This is a great advantage in attracting and retaining female talent, especially young women who are looking to start a family. By understanding that the company cares about their stability and career progression, female employees are more engaged and successful, which benefits the company. The tools used to measure the impact are the turnover rate of female staff and women's unpaid leave after childbirth.

3 GOOD HEALTH AND WELL-BEING



Impact on life-time balance: The preschool program allows women to return to work with confidence, knowing that their child is being cared for in a nurturing environment. Child care provides structured opportunities for learning and socialization, helping children develop important skills and preparing them for the world of tomorrow. While qualified people take care of their children, employees can pursue their careers and professional goals with peace of mind and without stress.

5 GENDER EQUALITY



Impact on women's empowerment: By offering childcare assistance to employed mothers, the Legrand Group reduces barriers to their participation in the labour market. This promotes gender equality by enabling women to balance work and private life, and to advance in their careers. Thanks to this preschool program, some employees have been able to focus better on their work, without any pressure. Some of them were also able to benefit from a promotion in the year following their delivery.

10 REDUCED
INEQUALITIES

Impact on low-income families: All employed mothers have full coverage of nursery or preschool fees for their children under 6 years of age. This program addresses the needs of employees with family responsibilities, particularly those facing financial constraints. This eases the burden on low-income settings, helping to reduce economic inequality.

TESTIMONY: Azza Ibrahim - HR Specialist

"About a year ago, I was on maternity leave, because I was blessed with a little girl. This is my first child and I'm still trying to learn a lot about parenting. Now I can have her looked after at the nursery while I'm at work, and I'm reassured to know that she's learning, that she's safe and that she's having a good time!"



TUNISIA

In Tunisia, parenthood policy is governed by the Labour Code and the Social Security Code, as well as by specific legal provisions. Here are some key elements of the parenting policy in Tunisia:

- Maternity leave: Pregnant women are entitled to 14 weeks of maternity leave, of which 6 weeks are mandatory after childbirth. During maternity leave, women receive a daily allowance equal to 100% of their salary, which is paid for by the National Social Security Fund (CNSS).
- Paternity leave: Fathers are entitled to paternity leave of 3 working days, to be taken within 15 days of the birth of the child. During paternity leave, fathers receive a daily allowance equal to 100% of their salary, which is covered by the CNSS.
- Birth grant: Parents are entitled to a birth allowance for each child born alive and viable, provided that the child is registered with the civil registry within 30 days of birth. The amount of the birth allowance varies according to the number of dependent children.
- Parental leave: Parents are entitled to unpaid child-raising leave, for up to 3 years, to care for their child until the age of 3. Parental leave can be taken by the father or the mother, or shared between the two parents. During parental leave, the employment contract is suspended and the employee benefits from protection against dismissal.
- Company crèches: Companies with more than 50 employees are required to set up a company crèche or to participate in the financing of an inter-company crèche. Company crèches are accessible to the children of employees under the age of 4.

It should be noted that parenting policy in Tunisia evolves regularly according to legislative and regulatory reforms.

Sources: *Tunisian Labour Code, Tunisian Social Security Code, National Social Security Fund (CNSS).*



PRACTICE NAME

SUMMER CLUBS FOR THE CHILDREN OF EMPLOYEES

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

Taking care of children during the summer holiday period is an action that helps to lighten the mental load of mothers in particular. They can thus work with peace of mind while their children enjoy their holidays.

This action has a more general impact on the distribution of roles between parents, who are in fact put on an equal footing on this subject. This is one of the many subjects to be dealt with that should make it possible to infuse other facets of child care.

WHY IMPLEMENT THIS ACTION?

The organisation of a Summer Club for the children of employees by Orange Tunisia is a response to a well-known problem: that of childcare during the summer period, when kindergartens and daycares are closed.

This initiative not only solves the dilemma of "where to leave my child?", it also provides a valuable opportunity for children to flourish through enriching cultural and sporting activities.

In addition, Orange Tunisia subsidizes up to 50% of the costs of other summer clubs for the children of employees.

HOW DOES IT WORK?

The organization of a Summer Club over a month.

Activities on offer: ice rink, cinema, X-ray laser, trampoline, amusement park, visit to the zoo, horse riding, Olympics...

NUMBER OF PEOPLE CONCERNED (W/M)

2023 edition:

- Number of children: 143
- Age Range: 4 to 14 years old
- Redress by gender: 63% Girls, 37% Boys

EVOLUTION OVER TIME

About a hundred children have benefited from the summer club every year since 2016, with the suspension of the activity only in 2020 and 2021 because of Covid (88 in 2018, 112 in 2019, 112 in 2022...).

SUSTAINABILITY

Created in 2016, a one-month club every year (except 2020 and 2021).

IMPACT

Observed benefits:

- To make life easier for parents by offering a childcare solution with sports and cultural activities. Concrete action to boost the work-life balance policy
- An employee who entrusts his or her children to the company is an employee who trusts the company
- The bonds that unite the children during the Club's organizational periods allow them to forge links between employees

TESTIMONY

"I wanted to take a moment to express my deep gratitude to you as a parent for all the exceptional work you have done during the summer club.

Your dedication, creativity, and commitment to providing an enriching experience for children has been remarkable!

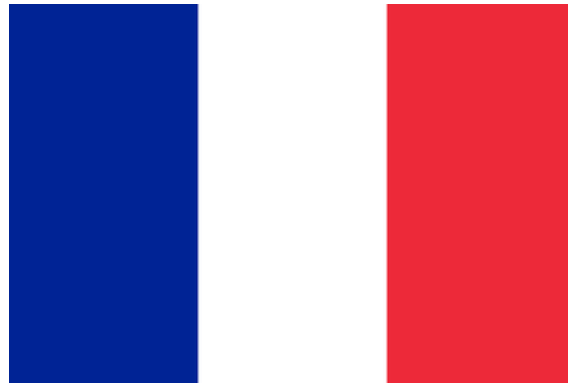
You have created lasting memories and contributed to the personal development of children.

Your positive influence is felt well beyond the summer 😊"





EUROPE

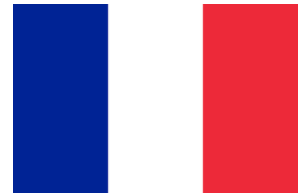


FRANCE

In France, parenting policy is very developed and aims to promote a balance between professional and family life. Here are some key elements of the parenting policy in France

- Maternity leave: Pregnant women are entitled to 16 weeks of maternity leave, of which 6 weeks are mandatory before giving birth and 10 weeks after. During maternity leave, women receive a daily allowance equal to 100% of their salary, which is covered by Social Security.
- Paternity leave: Fathers are entitled to paternity leave of 25 calendar days (or 32 days in the case of multiple births), to be taken within 6 months of the child's birth. During paternity leave, fathers receive a daily allowance equal to 100% of their salary, which is covered by Social Security.
- Birth grant: Parents are entitled to a birth allowance for each child born alive and viable, provided that the child is registered with the civil registry within 30 days of birth. The amount of the birth allowance varies according to the number of dependent children.
- Parental leave: Parents are entitled to child-raising leave, for a maximum of 3 years, to care for their child until the age of 3. Parental leave can be taken by the father or the mother, or shared between the two parents. During parental leave, the employment contract is suspended and the employee receives an allowance paid by the Family Allowances Fund (CAF).
- Childcare: Parents have access to different types of childcare for their children, such as collective crèches, childminders, home childcare, etc. Companies can also set up company crèches or participate in the financing of crèche places.
- Part-time work: Employees have the right to request part-time work to take care of their child, under certain conditions. Part-time work can be requested until the child is 3 years old, renewable until he or she enters nursery school.

Sources: French Labour Code, French Social Security Code, Family Allowances Fund (CAF).



PRACTICE NAME

CHACUN SA CHANCE #JEVEUXJEPEUX

BREAKING DOWN PARENTING STEREOTYPES

A COMMUNICATION CAMPAIGN FOR EQUALITY BETWEEN WOMEN AND MEN

DESCRIPTION OF THE ACTION

At the beginning of 2022, a major communication campaign was launched to highlight all the HR measures that contribute to equal opportunities at Carrefour.

It is embodied by committed and active employees who talk about their career paths and the HR measures they have been able to take advantage of.

The aim of this series of posters and videos is to promote equal opportunities at Carrefour. They focus on 5 main themes: gender equality in the workplace, disabilities, profiles from underprivileged areas, the LGBT+ community and education.

One of the stereotypes that has the greatest impact on women's careers concerns the parental role of mothers. So the parenting aspect has been given special attention in this campaign, with the 'MÊME PAS PEUR' ('NOT EVEN SCARED') campaign:

"MÊME PAS PEUR de demander un congé d'accueil de l'enfant." (not scared to take my paternity leave)

To get dads involved, the campaign was embodied by one of the Group's Supply Chain Directors.

Spearheaded by the France's Director of Human Resources and accompanied by a webinar and a 360° parenting guide, this scheme is a strong signal from management, encouraging fathers or second parents to take time off for the arrival of their child.

WHY IMPLEMENT THIS ACTION?

Equal opportunities are a key commitment for Carrefour, which is why since 2022 the company has deployed a wide-ranging communication campaign to erase gender stereotypes.

The aim of this campaign is to promote a fair and inclusive corporate culture. One of the major strands of the campaign focuses on parenthood

Promoting the role of fathers in the organization of families is crucial for professional equality, as it enables the responsibilities often assumed by women to be redistributed fairly. Not only does this enable women to invest fully in their careers, it also encourages men to fulfill their potential by valuing their parental role. By encouraging a balanced division between work and family life, we create a fairer, more inclusive and productive working environment for all our employees.

In addition to economic factors, men face a number of obstacles when it comes to taking paternity leave at work. Firstly, gender stereotypes play an important role, as they often fear being perceived as less dedicated to their careers. In addition, professional pressure leads them to think that taking time off could hold back their career advancement. Lack of awareness is also an obstacle, as many are not sufficiently informed about their rights and the benefits of paternity leave.



THE PROCESS

The campaign was built around an engaging promise and a direct tone:

“Everyone has a chance #JeVeuxJePeux”: A common thread that allowed people to express themselves each month on one or more actions in favour of equal opportunities (such as gender equality and parenthood).

#JeVeuxJePeux: A proactive, engaging and clear #JeVeuxJePeux (I am able to do what I want) claim in line with our objective: to inform employees about the opportunities available to them and encourage them to take advantage of them.

“Même pas peur”: a straightforward punchline that attracts attention and has a familiar ring to it.

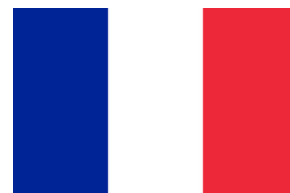
The campaign is based on true stories. Commitments embodied by employees who are active in their careers and who have applied for the scheme highlighted on the posters.

The campaign consists of 14 posters and videos highlighting HR schemes that employees can and are encouraged to use. The campaign was spearheaded by France’s Director of Human Resources and ran for one year between January and December 2022.

The posters and videos were sent to all employees with an HR role, managers, shop directors or executive directors (i.e. over 12,000 people) within Carrefour France by monthly mailing. They were instructed to download, display and distribute the videos to as many people as possible.

IMPACT

The theoretical target of this campaign is all Carrefour France employees.



PRACTICE NAME

A GENDER-NEUTRAL PARENTING POLICY

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

Equality between women and men requires a new, gender-neutral look at responsibilities, whether they are in the company or outside.

Being a woman or a man should not lead to a career or specific arrangements. Thus, Danone, in its equality agreement signed in 2021, decided to decouple its employees from gender. In doing so, the company is part of a fully inclusive vision. This of course concerns the role of parents.

WHY IMPLEMENT THIS ACTION?

Danone in France makes gender equality, diversity and inclusion a priority on the ground. Its commitment through its parental policy aims to create a leading corporate culture in terms of family policy in order to support its parent employees at all stages of their career. In addition to the provisions stipulated in the overall parental policy, Danone France signed an agreement with the social partners in 2021 on additional measures that apply uncorrelated with the gender of employees since they are based on the principle of first/second parent.

HOW DOES THE ACTION WORK?

This commitment to parenthood is reflected in:

- An extension of 14 calendar days of maternity, paternity or adoption leave compared to the legal duration. Danone France adds the supplement to maintain the salary at 100% during parental leave
- A support programme "Laboratoire Gallia & Vous": information on the first 1000 days, training, advice, preparation for leave and return from leave
- The possibility of transforming a 13th month or a bonus into days off to facilitate childcare (up to a maximum of 22 days per year)
- Support for parents of children with disabilities: 3 days per year of additional leave, up to 3 teleworking addresses and €300/year in Emploi-Service vouchers.
- Support for parents with RQTA status (Recognition of the quality of caregiver): 2 days of paid authorised absences, 3 teleworking addresses, transformation of the 13th month and the bonus into additional leave, family solidarity leave or leave donations.

NUMBER OF PEOPLE CONCERNED (M/W)

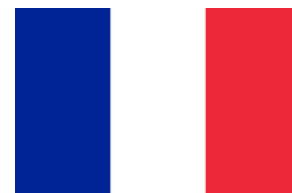
All employees on permanent contracts (number of employees in France – approx. 8,500)

SUSTAINABILITY

Future-proof and will be adapted if legislation changes

POSSIBLE LINK WITH SDG





PRACTICE NAME

MANAGERIAL SUPPORT FOR PARENTHOOD (BEHAVIOURAL GUIDE FOR MANAGERS)

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

At EDF, family policy is an integral part of the professional equality policy. It brings together all the measures put in place by the employer to support parenthood and promote the reconciliation of professional and family life. And to be effective, this policy must be embodied. Managers are the crucial vectors of company policy and consequently of family policy. However, it is not easy to respond to all the scenarios that can arise on a daily basis for managers and supporting parenthood does not only mean "supporting mothers" but also all employees who have family responsibilities. It is to show everyone, with kindness, that we are interested in what he/she is experiencing, outside the professional sphere. It is the way to guarantee equal opportunities between women and men and the inclusion of everyone, regardless of the form of their family. This meets the ambitions of professional equality of the company, which has thus erased wage inequalities, which in companies not committed to these subjects are widening by 7 to 25% (INSEE study 2019)

WHY IMPLEMENT THIS ACTION?

This action responds to the company's challenges in terms of sustainable development. Indeed, for example, well-being at work is synonymous with individual and collective performance: 1 happy employee is half as sick, 6 times less absent, 9 times more loyal.

The managers, the keystone of this system, must be supported. Thus, a guide provides them with the methodology to adopt the right posture in order to be able to inform employees and transmit the needs they have expressed.

HOW DOES THE PRACTICE WORK?

The guide proposes managerial postures for reconciling lives through trust, inclusion, concern and positivity.

8 inclusive practices in favor of parenthood are proposed and described in a simple and educational way.

These 8 behavioral practices are as follows

- Understanding the fields of parenthood and the needs of employees
- Communicating about parenthood
- Accompanying birth leave or the arrival of a child

- Giving time and flexibility to your daily life
- Setting an example, politics in action!
- Contributing to the balance of the employee's life
- Valuing parenthood at work
- Preventing and combating parental discrimination

The following measures are particularly noteworthy:

Setting the conditions for flexibility

It is not enough to "authorize" flexibility, it is also necessary to put in place the means (individual and collective) to ensure that it is truly lived.

Taking into account the specificities and constraints related to each job, the role of the manager is precisely to guarantee, as far as possible, maximum flexibility and autonomy. It is essential that he sets the framework and defines the rites and rhythms of his team in order to maintain a good functioning and cohesion.

Managing as a "role model" or how to work to change mentalities

The manager must embody the family policy of his company by showing that life balance is possible at all levels. A manager who takes care of his own life balance without feeling guilty, who openly assumes to take time for his family, sets an example and allows his employees. to feel authorized to do so as well.

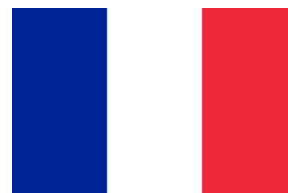
Encourage the sharing of household chores:

- Encourage the use of paternity leave
- Enforce zero tolerance for sexist behaviour ("Don't you have a wife to pick them up from school?")
- Promote access to part-time work for all male employees.
- Valuing men in their role as fathers
- Encourage men to take their sick child/school days



Valuing parenting skills:

These skills benefit from being explained and valued, especially by managers, who have the power to convey a positive view of parenthood and the advantages it brings to the professional sphere (diversity of skills and talents).

L'ORÉAL®

PRACTICE NAME

INCLUSIVE PATERNITY/CO-PARENTAL LEAVE

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

L'Oréal believes in a world where everyone has the opportunity to express themselves and be proactive, holding the conviction that a policy favoring Diversity and Inclusion allows everyone, regardless of their culture, background, or social origin, to learn from others and work together to create ever more inclusive communities and companies. The arrival of a child is a special event for every family. That is why L'Oréal offers a truly global parental policy aimed at enabling everyone to fully assume their parental role without putting their career on hold.

CONTEXT

L'Oréal's parental policy is organized to ensure that, at a minimum, parents can benefit from the same advantages worldwide. In countries where the legal framework allows, L'Oréal positions itself as a leading company by supporting various emerging forms of parenthood.

WHY IMPLEMENT THIS ACTION?

Over time, L'Oréal has adapted its parental policy in line with emerging societal changes and the new needs of employees. It is in this spirit that L'Oréal has sought to address the variety of situations surrounding the arrival of a child in a household.

The common thread in all the changes made so far is the child's needs upon arrival in the home, regardless of the parents' living situations.

Thus, in France, since 2010, L'Oréal has recognized the benefit of family event leave for employees regardless of their household situation (blended families, direct lineage, PACS, and cohabitation).

Continuing this spirit of inclusion, L'Oréal created "the leave for the arrival of a child in the home" in 2013, extending the benefit of paternity leave to the employee partner, whether male or female, of a same-sex couple.

Meanwhile, in the United Kingdom, the L'Oréal subsidiary grants the benefit of 4 weeks of fully paid paternity leave in the case of surrogacy, leading L'Oréal UKI to be regarded as one of the best employers for family-related benefits.

DESCRIPTION OF THE PRACTICE

In response to the emergence of requests from employees seeking company support (before and after birth) in various countries where the practice is legally recognized, L'OREAL is engaging in reflection, convinced of the need to listen to these requests and address them in accordance with local laws, applying the L'OREAL SPIRIT whenever possible.

Within the Share&Care program, which has been promoting the parental policy since 2013, the benefit of paternity leave is now explicitly extended to the co-parent or second parent according to locally accepted terminology. In 2023, the US subsidiary offers every new parent (first and second parent) a 16-week paid parental leave, with an additional 8 weeks of unpaid leave available. In France, through a collective company agreement, the 8-week paid paternity and child welcome leave is adjusted to account for exceptional situations, notably those involving travel abroad to welcome a child (such as through surrogacy or Kafala). Thus, to allow the future parent/co-parent to be present at the child's arrival, the employee can benefit, in advance, from one week of child welcome leave taken from the 4 additional weeks of child welcome leave granted by L'Oréal.

IMPACT

These various developments have significantly encouraged employees to speak out and enabled L'OREAL to meet the demand for support during the significant life event of a child's arrival.

TESTIMONY

"I am contacting you because I am currently undergoing a surrogacy process in the United States with my husband. I would like to better understand the group's support policy, particularly regarding paternity leave in this specific case, if I am recognized as the father in France or if I am the second parent."

"We have an employee who is going to have twins through surrogacy. His husband lives in Belgium, and he would like to take 2 months of telecommuting, but mainly we wanted to know if he is entitled to parental leave and/or the Schueller month.

Are there any group-level policies for this situation?"

"I am reaching out regarding an employee whose child will be born via a surrogacy process abroad at the beginning of April. Does the group provide any special arrangements in this case (notably telecommuting)?

His request is as follows:

- Birth leave and paternity leave for 1.5 months
- L'Oréal child welcome leave for 1 month
- Part-time parental leave + telecommuting for 2 months

What can we consider?"



HUNGARY

When it comes to parenting policy in Hungary, here are some key takeaways:

- **Maternity leave:** Pregnant women are entitled to 24 weeks of paid maternity leave, which can be extended in the event of medical complications. During maternity leave, women receive an allowance equal to 70% of their salary, which is covered by the Hungarian Health Insurance.
- **Paternity leave:** Fathers are entitled to 5 days of paid paternity leave, which can be extended in the event of adoption or multiple births. During paternity leave, fathers receive an allowance equal to 70% of their salary, which is covered by the Hungarian Health Insurance.
- **Birth Allowance:** Families are entitled to a birth allowance for each child born alive and viable, provided that the child is enrolled in a public health program. The amount of the birth allowance varies according to the number of dependent children.
- **Parental leave:** Parents are entitled to 3 years of paid parental leave, which can be extended until the child is 8 years old. Parental leave can be taken by the father or the mother, or shared between the two parents. During parental leave, parents receive an allowance equal to 70% of their salary, paid for by the State.
- **Child care arrangements:** Parents have access to different forms of child care for their children, such as nurseries, kindergartens, daycares, etc. However, childcare places are often limited and childcare costs can be a significant financial burden for families.
- **Financial assistance:** Families with children can receive financial assistance in the form of social assistance programs, such as the CSOK program, which provides financial assistance to families for the purchase of a house or apartment.

It should be noted that the parenting policy in Hungary is very family-friendly and encourages the birth rate. However, many workers do not have access to paid parental leave or maternity or paternity benefits.

Sources: Hungarian Ministry of Family, National Institute of Health Insurance (OEP), CSOK Programme.



PRACTICE NAME

SUMMER CAMP

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

According to the OECD, in Hungary, women's lack of work-life balance is detrimental to their career prospects⁸.

As in many countries, and many companies, the time of the school holidays is a major obstacle to the work of women who are generally responsible for taking care of children.

Thus, the Legrand group, which wishes to offer the same professional development opportunities to women and men, finances holiday camps for children during the school holidays.

WHY IMPLEMENT THIS ACTION?

As an employer, it is essential for Legrand to offer the same opportunities to women and men. Following a workshop held within the company, it was highlighted that the main concern of employees is to find a good work-life balance. In addition, parents indicated that it would be very useful to organize a summer camp for their children during the ten weeks of summer vacation.

DESCRIPTION OF THE PRACTICE

The first holiday camp was organised from 25 to 29 June 2018, exclusively for the children of Legrand employees. The camp welcomes children from the third grade of kindergarten to the fifth grade of elementary school. It takes place during the parents' working hours. A bus transports the children from the company site to the camp site and then back in the evening. Since 2018, the summer camp has welcomed 40 to 50 children for a week.

The holiday camp offers children many experiences, through various activities: music, dance, games of skill, quizzes, excursions, kites, fishing, paddle boats, handicrafts, number war (a Hungarian strategic game), treasure hunt, sports games, etc. This practice is very popular with employees. The company must establish a partnership with a host organization or a holiday center.

For the Hungarian subsidiary, it was essential that this provision could benefit everyone, regardless of their position or financial situation. That's why more than 80% of the camp's budget is financed by the company.

8. Synthesis of the OECD's Economic Survey of Hungary, July 2021.

IMPACT

3 GOOD HEALTH AND WELL-BEING



On well-being at work: The summer camp allows parents to go to work with a free mind, while offering a great fun activity to their children.

5 GENDER EQUALITY



On women's employment: Women are subject to possible pressures or stereotypes regarding their role as mothers. Women's lack of work-life balance can affect their career prospects. This is why such a practice allows employee mothers not to put their professional activity aside to take care of their child.

10 REDUCED INEQUALITIES



On low-income families: 80% of the summer camp's budget is financed by Legrand. This practice is an opportunity accessible to all, men and women, regardless of their position or financial situation.

TESTIMONY

"My daughter is taking part in the summer camp. This is ideal for parents, as camp takes place during working hours. A bus transports the children from Legrand Hungary to the next village. Qualified teachers take care of the children, who benefit from many programs and experiences: sports, outdoor games, preservation of traditions, cooking. City camps are expensive, but for this summer camp, parents only have to pay a fifth of the total cost, with the rest covered by the company. I am very satisfied with this initiative."





PRACTICE NAME

VITA BY SODEXO

WHY IMPLEMENT THIS ACTION?

The establishment of the Vita by Sodexo initiative stems from a recognition of the specific needs of employees, particularly women, in the United Kingdom and Ireland. In these countries, the challenges related to reconciling work and personal life, especially for parents, are significant. Maternity leave in the UK can be financially difficult, according to a [2023 survey](#). The flat rate for maternity, paternity and shared parental leave is £172.48 per week, which is equivalent to just 47% of the national minimum wage for a 35-hour working week. Many women struggle to pay for basic necessities during their maternity leave. Some are forced to cut back on essential expenses or borrow money to make ends meet, leading to stress, anxiety, and mental health issues. Recent surveys show that 71% of women are very concerned about their finances during their maternity leave, compared to 64% in previous surveys. Concerns include mortgage repayment, rent, food, and bills.

The new measures introduced, such as the equalization and improvement of maternity, adoption and co-parent leave, as well as the introduction of new leaves for various family situations, aim to provide concrete support to employees in these key moments of their lives.

HOW DOES THE ACTION WORK?

The implementation of these changes at Sodexo UK & Ireland is taking place in a gradual and proactive manner.

The VITA by Sodexo offer concretely demonstrates Sodexo's strong commitment to increasing gender equality and fostering a culture of inclusion globally. Locally, the UK & I teams go above and beyond our overall offering.

I. Equalization and improvement of maternity, adoption and co-parent leave:

- Provide all employees with the equivalent of 18 weeks of paid leave at full pay for maternity, adoption and co-parenting leave.
- Include new or enhance existing leaves for a variety of family situations, including assisted reproduction appointments, adoption, surrogacy, neonatal leave, leave for family caregivers (grandparents, people with legal parental responsibility, special guardianship, foster care, etc.).

2.Improvement of life insurance:

- Guarantee improved life insurance for salaried and front-line staff.
- Setting a minimum level of death benefit corresponding to a lump sum equivalent to the value of the basic salary on the date of death.

3.Introduction of flexible working from day one:

- Enable employees to submit flexible work requests from their first day at Sodexo.

4.Increases in bereavement leave (including parental leave):

- Expand bereavement leave, including parental leave, to provide additional support to employees during difficult times.

5.Accreditation as a Menopause-Friendly Employer and Participation in the Endometriosis Friendly Employer Program:

- Commit to becoming a menopause-friendly employer and join the endometriosis-friendly employer program to support employees in these specific aspects of women's health.

NUMBER OF PEOPLE CONCERNED (W/M)

All Sodexo UK & Ireland salaried and frontline employees will benefit from improvements to parenting benefits, reaching 30,000 workers.

SUSTAINABILITY

The sustainability of this initiative is ensured by its integration into Sodexo's overall human resources and corporate culture strategy. It is also supported by the company's ongoing commitment to creating an inclusive and equitable work environment.

IMPACT

Vita by Sodexo will be phased in in most countries where Sodexo operates, recognizing that the rollout timeline may vary from country to country. By the end of 2024, at least 60% of all countries will benefit from Vita by Sodexo.

POSSIBLE LINK WITH SDG

1 NO POVERTY

By offering expanded benefits and paid parental leave, Sodexo helps reduce the risks of financial precariousness for employees with family responsibilities, helping to reduce poverty and economic inequality.

2 ZERO HUNGER

By promoting a work-life balance, Sodexo indirectly contributes to food security by supporting employees in managing their family needs, which can reduce economic pressures on food budgets.

3 GOOD HEALTH AND WELL-BEING

Enhanced parenting benefits, including menopause and endometriosis support, as well as flexible work opportunities, promote employees' physical and mental well-being, contributing to a healthier and more productive workforce.

4 QUALITY EDUCATION

By providing increased flexibility in working hours and supporting employees in their parental responsibilities, Sodexo creates an environment conducive to reconciling work and family education, which can improve the quality of children's education.

5 GENDER EQUALITY

By equalizing parental leave and supporting menopause and endometriosis, Sodexo promotes equal opportunities between men and women in the workplace, reducing gender disparities and promoting an inclusive culture.

8 DECENT WORK AND ECONOMIC GROWTH

By offering extended benefits and flexible working conditions, Sodexo contributes to the promotion of decent work for all, which can foster long-term economic growth by improving productivity and employee satisfaction.

10 REDUCED INEQUALITIES

By expanding parenting benefits and supporting employees in various aspects of their personal lives, Sodexo helps reduce socio-economic inequalities by providing equal opportunities and equitable support to all employees.



SINGAPORE

In Singapore, parenthood policy focuses on supporting families and encouraging the birth rate. Here are some key elements of Singapore's parenting policy:

- Maternity leave: Pregnant women are entitled to 16 weeks of maternity leave, of which 4 weeks are mandatory before giving birth. During maternity leave, women receive an allowance equal to 100% of their salary, paid by the employer and the government.
- Paternity leave: Fathers are entitled to 2 weeks of paternity leave, to be taken within 12 months of the birth of the child. During paternity leave, fathers receive an allowance equal to 100% of their salary, paid for by the government.
- Birth grant: Parents are entitled to a birth allowance for each child born alive and viable, provided that the child is a citizen of Singapore. The amount of the birth allowance varies according to the number of dependent children.
- Shared parental leave: Parents are entitled to 4 weeks of shared parental leave, to be taken within 12 months of the child's birth. Shared parental leave can be taken by the father or mother, or shared between both parents. During shared parental leave, parents receive an allowance equal to 100% of their salary, paid for by the government.
- Child care arrangements: Parents have access to different forms of child care for their children, such as nurseries, kindergartens, daycares, etc. The government also subsidizes child care fees for low-income families.
- Financial assistance: Families with children can receive financial assistance in the form of grants, tax credits, and social assistance programs.

It should be noted that parenting policy in Singapore is regularly evolving in line with legislative and regulatory reforms.

Sources: *Ministry of Social and Family Development of Singapore, Family Planning Agency of Singapore.*



PRACTICE NAME

INTEGRATING PARENTING MANAGEMENT INTO CAREER MANAGEMENT

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

In order not to penalise young mothers and to encourage the other parent to share the parental role equally, Danone has put in place a policy aimed at taking into account the entire period of waiting and taking in the young child in all the career management processes of the persons concerned. This not only guarantees real equality between parents but also induces a profound cultural change.

WHY IMPLEMENT THIS ACTION?

In implementing this inclusive diversity, we have chosen to act at the local level, in order to remain truly in tune with local cultures and contexts. That's why, since 2017, all Danone business units around the world have been encouraged to address a wider variety of diversity-related topics, in addition to our three global priorities. Local teams have developed their own roadmaps to be implemented from 2019 onwards. We are confident that this approach will ensure that our differences make a difference.

For example, Danone in Singapore has implemented an innovative and pioneering practice regarding parenthood and the arrival of a child to help those affected to:

- Preparing for maternity leave
- Preparing for fatherhood
- Preparing for parental leave
- Adjusting the duration of the leave
- Adapt the organization of the return from maternity, paternity, parental leave,
- Promote paternity leave
- Change the organization of work to promote equality between fathers and mothers, between same-sex parents, caregivers
- Changing the organization of work for families with and without children

HOW DOES THE ACTION WORK?

Parenthood is taken into account in the professional career by:

- Facilitation of training (childcare, planning, etc.)
- Promotion (deferral of annual appraisals in the event of parental leave, etc.)
- Identification of high potentials (shift in the age of detection, etc.)

Parents-to-be or new parents have the flexibility to manage their personal and working hours, in agreement with their respective line manager.

When an employee on parental leave returns to work, the salary may be reviewed, taking into account the current position in the comparison brackets as well as internal benchmarks, to check whether a catch-up is necessary. This is done outside of the review of the annual cycle. If the employee returns after parental leave to a new position of a higher grade than the current one, the promotion guidelines should be followed. In short, parenthood does not change the way employees are evaluated when it comes to raising, promoting, or identifying high potentials. They are treated equally based on their career aspirations, skills and abilities.

NUMBER OF PEOPLE CONCERNED (W/M)

All employees on permanent contracts

SUSTAINABILITY

Perennial

POSSIBLE LINK WITH SDG





USA

When it comes to parenting policy in the United States, it varies greatly between states and employers. Here are some key elements of parenting policy in the United States:

- Maternity leave: Pregnant women are entitled to 12 weeks of unpaid maternity leave, guaranteed by the federal Family and Medical Leave Act (FMLA). However, many employers offer paid maternity leave, ranging from a few weeks to several months.
- Paternity leave: Fathers are entitled to 12 weeks of unpaid paternity leave, guaranteed by federal law (FMLA). However, many employers offer paid paternity leave, ranging from a few days to several weeks.
- Birth Allowance: There is no universal birth allowance in the United States. However, some employers offer maternity or paternity benefits, such as birth allowances or subsidies for childcare costs.
- Parental leave: Parents are entitled to 12 weeks of unpaid parental leave, guaranteed by federal law (FMLA). However, many employers offer paid parental leave, ranging from a few weeks to several months.
- Child care arrangements: Parents have access to different forms of child care for their children, such as nurseries, kindergartens, daycares, etc. However, child care costs are often high and can be a significant financial burden for families.
- Financial assistance: Families with children can receive financial assistance in the form of tax credits, social assistance programs, and child care subsidies.

It's worth noting that parenting policy in the U.S. varies widely by state and employer, and many workers don't have access to paid parental leave or maternity or paternity benefits.

Sources: U.S. Department of Labor, U.S. Children and Families Administration.



PRACTICE NAME

CHILDBEARING LEAVE / BONDING LEAVE

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

In order to guarantee equal access to parenthood for all and to fight against gender stereotypes related to this period of life, Sonepar USA has implemented two measures to ensure perfect inclusivity regardless of gender. In doing so, the company makes it possible to raise the social standard in the USA by applying measures that are better than those applicable locally and to create an undifferentiated career path between women and men by neutralizing parental leave.

WHY IMPLEMENT THIS ACTION?

This initiative was set up to allow all parents to take the time to welcome the child at birth or adoption. In the United States, it is up to companies to set parenthood-related leave, so Sonepar wanted to have a proactive and humane policy, recognizing the need for women, pregnant people and co-parents to prioritize their families in these precious early moments of the child. To do this, Sonepar has set up two types of childcare leave. One for the people who gave birth to the child, so that they can take the time to recover after childbirth, and the other, for the co-parent or both parents in the context of an adoption, in order to create a bond with the child when it arrives in the family. The first will be 8 weeks, the "Childbearing Leave" and the second will be 2 weeks, the "Bonding Leave".

HOW DOES THE ACTION WORK?

This action is divided into two possibilities which correspond to the two situations in which the child is cared for.

CHILDBEARING LEAVE

Up to 8 weeks of 100% salary.

A pregnant employee can take up to 8 weeks of paid maternity leave to recover from childbirth. This leave must be taken in one go.

BONDING LEAVE

Eligible employees can take 2 weeks of paid attachment leave following the birth of the employee's child or the placement of a child with the employee and/or their spouse or domestic partner for adoption. Attachment leave must be taken within six months of the birth or adoption of the child.

NUMBER OF PEOPLE CONCERNED (W/M)

More than 10,000 (all employees in the USA)

POSSIBLE LINK WITH SDG





BRAZIL

When it comes to the parenting policy in Brazil, here are some key elements:

- **Maternity leave:** Pregnant women are entitled to 120 days of paid maternity leave, which can be extended in the event of medical complications. During maternity leave, women receive an allowance equal to 100% of their salary, which is covered by the Brazilian Health Insurance (INSS).
- **Paternity leave:** Fathers are entitled to 5 days of paid paternity leave, which can be extended in the event of adoption or multiple births. During paternity leave, fathers receive an allowance equal to 100% of their salary, which is paid for by the INSS.
- **Birth Allowance:** Low-income families are entitled to a birth allowance for each child born alive and viable, provided that the child is enrolled in a public health program. The amount of the birth allowance varies according to family income.
- **Parental leave:** Parents are entitled to 120 days of unpaid parental leave, which can be extended in the event of medical complications. Parental leave can be taken by the father or the mother, or shared between the two parents. During parental leave, parents do not receive any allowance.
- **Child care arrangements:** Parents have access to different forms of child care for their children, such as nurseries, kindergartens, daycares, etc. However, childcare places are often limited and childcare costs can be a significant financial burden for families.
- **Financial assistance:** Families with children can receive financial assistance in the form of social assistance programs, such as the Bolsa Família program, which provides financial assistance to low-income families with children.

It should be noted that parenting policy in Brazil varies by region and employer, and many workers do not have access to paid parental leave or maternity or paternity benefits.

Sources: Ministry of Labour and Employment of Brazil, National Institute of Social Insurance (INSS), Bolsa Família Programme.



PRACTICE NAME

LACTATION ROOM

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

In Brazil, about 43% of Brazilian infants under six months of age are exclusively breastfed, which is higher than the global average of 40%. Overall, breastfeeding is considered an important cultural practice in Brazil, supported by government policies and community initiatives to encourage and support breastfeeding mothers.

The Legrand group, which is committed to its policy of professional equality, wanted to enable the women it employs not to have to give up their professional activity while retaining the possibility of breastfeeding their child.

CONTEXT

According to the WHO, for the health and proper development of a child, the breastfeeding period should last at least six months, up to two years. However, the lack of support in the workplace is one of the main reasons for stopping breastfeeding at the end of maternity leave.⁹ To remedy this, some companies offer the necessary conditions to their employees, so that they can express their milk at their workplace, then keep it cool and take it home at the end of the day.

The time it takes to express milk varies from woman to woman, although it is possible to determine an average of 15 to 20 minutes. A breastfeeding woman should express her milk as often as she breastfeeds her child, i.e. every two to four hours, depending on the age of the child. At this frequency, the woman feels comfortable, relieved and satisfied, and can work better, without feeling tired or in pain, which optimizes her productivity.¹⁰

This practice has economic benefits by reducing maternity-related absenteeism, increasing employee retention, and reducing the costs associated with recruiting and training new people.¹¹

WHY IMPLEMENT THIS ACTION?

Brazilian law allows breastfeeding women to take two 30-minute breaks a day to feed or pump their babies until they are six months old. Legrand offers six months of maternity leave to its employees, but many women continue to breastfeed after this period.

9. [Labour rights: Breastfeeding in the workplace: Good for the mother, child, business and society \(ilo.org\)](https://www.ilo.org/public/libdoc/iloorg/2006/05/06a050101.pdf)

10. [Breastfeeding-room-guide.pdf \(unicef.org\)](https://www.unicef.org/infyouth/programmes/breastfeeding/breastfeeding-room-guide.pdf)

11. [Breastfeeding at work: Reconciliation encouraged - UNICEF](https://www.unicef.org/infyouth/programmes/breastfeeding/breastfeeding-at-work)

The lactation rooms were set up after the Brazilian network ellegrand, an employee resource group that promotes gender diversity in the workplace, received a request from an employee, and a young breastfeeding mother, who had no place to store her expressed milk and had to throw it away. In addition, she had indicated that she had to express her milk in the toilet, which was not ideal from a sanitary, comfort and privacy point of view.

Inspired by his request, Legrand Brazil took steps to address this issue, realizing that many female employees were facing the same challenge.

DESCRIPTION OF THE PRACTICE

Since 2019, lactation rooms allowing young mothers to express their milk have been gradually set up at several sites of the Brazilian subsidiary: Manaus, Caxias do Sul, São Paulo. In total, more than 20 women were able to benefit from it. Due to the success and necessity of these rooms, a new lactation room is being installed at the distribution center.

The lactation rooms are equipped with a refrigerator, sink, comfortable chair, table and electrical outlet. The door has a lock and a sign indicating that it is occupied to ensure privacy. The challenge is to find a space that can be converted into such a room.

These rooms are available year-round for employees who have a baby and are still breastfeeding it. The use of the room is coordinated directly with the line manager, which simplifies the process.

To ensure that all employees are aware of the existence of these lactation rooms, they are presented to all employees as part of the onboarding process. In addition, a breastfeeding campaign is organized every year to highlight the benefits.

IMPACT

Impacts on the quality of life at work and the performance of the company.

This practice:

- Facilitates a better balance between breastfeeding and work.
- Helps breastfeeding women feel more comfortable during work hours and in their lives in general.
- Increases breastfeeding women's sense of belonging and commitment to the company.
- Increases the productivity of working women, as they feel more motivated and satisfied with their tasks.
- Helps employees return to work after maternity leave and reduces childcare leave.
- Shows that staff are recognized, respected and supported as parents.

Impacts on the health and well-being of families, while promoting gender equality and reducing inequalities.

The implementation of a lactation room generates a protective and equitable work environment that respects and promotes the health and well-being of employees and their families. It allows employees not to give up their breastfeeding period and to continue their professional activities, while maintaining this vital cycle. In addition, they have a warm, hygienic and adequate space. Many breastfeeding mothers expressed their gratitude and satisfaction with the facility, stating that it made their workdays more enjoyable and less stressful.

POSSIBLE LINK WITH SDG



TESTIMONY

Manaus website – Fabiola Duarte :

"I have been working for the Legrand Manaus site for 7 years. The lactation room is a differentiator of the company, a reserved space, welcoming and very comfortable. This space allowed me to feel close to my daughter at different times. The lactation room is a very important space, as it is a rare place in companies, and the biggest importance of this space is that we continue to feed our babies at home, and therefore protect them even if we are far away."

Caxias do Sul website – Cristina Carli, administrative assistant in the sales department:

"Having a lactation room on the company site makes it a lot easier. Thanks to this resource, I have been able to continue breastfeeding my daughter, as I express my milk twice a day. The room has a fridge where I can store the milk and take it back when I leave the company. The company cares about its employees in their role as mothers. That is very appreciable because, from what I understand, there are few organizations in the region that have that resource."

São Paulo site – Nicolý Fonseca, Administrative Assistant in Finance:

"The lactation room played a very important role when I returned to work after my maternity leave. Having a suitable and comfortable space in the company, where you can have privacy in such a unique and delicate moment, was incredible for me, I felt welcome."

São Paulo website – Maria Duarte, fiscal analyst:

"The lactation room has been extremely important in my breastfeeding process, as it is a suitable place, clean and quiet. Pumping is a process that takes time and organization. I feel at peace and security knowing that here at Legrand, we have an environment equipped for moms to express their milk in comfort and peace and quiet and then store it appropriately. Breastfeeding is very important in the first year of a baby's life, which is why the lactation room becomes very important for moms who are returning from vacation."





INDIA

When it comes to the parenting policy in India, here are some key takeaways:

- **Maternity leave:** Pregnant women are entitled to 26 weeks of paid maternity leave, which can be extended in the event of medical complications. During maternity leave, women receive an allowance equal to 100% of their salary, paid by the employer.
- **Paternity leave:** Fathers are entitled to 15 days of paid paternity leave, which can be extended in the event of adoption or multiple births. During paternity leave, fathers receive an allowance equal to 100% of their salary, paid by the employer.
- **Birth Allowance:** There is no universal birth allowance in India. However, some employers offer maternity or paternity benefits, such as birth allowances or subsidies for childcare costs.
- **Parental leave:** Parents are not entitled to paid parental leave in India.
- **Child care arrangements:** Parents have access to different forms of child care for their children, such as nurseries, kindergartens, daycares, etc. However, childcare places are often limited and childcare costs can be a significant financial burden for families.
- **Financial assistance:** Families with children can receive financial assistance in the form of social assistance programs, such as the Integrated Child Development Services (ICDS) program, which provides health, nutrition, and education services to children under the age of 6.

It should be noted that the parenting policy in India varies widely among employers, and many workers do not have access to paid parental leave or maternity or paternity benefits.

Sources: Ministry of Labour and Employment of India, International Labour Organization (ILO), Integrated Child Development Services (ICDS) Programme.



PRACTICE NAME

CHILDCARE SUPPORT

ACTION FOR EQUALITY BETWEEN WOMEN AND MEN

Traditionally, the custody and care of children has been the responsibility of mothers. However, this mental and time load creates a situation of major inequality between women and men in the sphere of economic work.

The LEGRAND Group, which is very committed to equality between women and men and gender diversity, has set up a major system in India so that women can start their careers without suffering from their family responsibilities. Nursery and childcare systems are set up by the company in order to lighten the family burden of mothers.

CONTEXT

According to the World Bank, women accounted for only 24% of the workforce in the Indian labor market in 2022¹².

WHY IMPLEMENT THIS ACTION?

Driven by a commitment to employee well-being and inclusion, Legrand India has implemented a childcare support program. Recognizing the significant gender gap in the Indian labour market, this initiative provides women with accessible childcare solutions to bridge this gap. It promotes work-life balance, allowing mothers to focus on their careers while having the assurance of quality care for their children. This commitment to equality has a positive impact for both employees and their families, contributing to a more diverse and prosperous workplace.

DESCRIPTION OF THE PRACTICE

Legrand India offers two forms of childcare support for employed women: on-site nurseries and reimbursement of childcare costs.

Nurseries:

In accordance with local guidelines, a nursery is available on the Legrand factory sites, with experienced professionals who ensure the well-being and development of the children. These professionals organize activities aimed at improving children's motor skills, communication skills, life skills and social interactions. The air-conditioned crèches are equipped with a cot, mattress, games, toys, first aid equipment, linen and clothes for children.

¹². [Labor force, female \(% of total labor force\) - India | Data \(worldbank.org\)](https://data.worldbank.org/SH.LF.FE.CD)

Over the years, Legrand India has constantly expanded and improved its nurseries by adding better equipment. The company established nurseries at the Jalgaon site, and then at the sites in Haridwar and Rohad. A nursery is currently under construction on the Sinnar site. The nurseries have so far been used by about fifteen children.

The cost of the crèche is entirely covered by the company, at no cost to the employees.

The establishment of a workplace nursery in metropolitan cities such as Mumbai, Noida, Bengaluru, Chennai, etc. has caused significant problems, as many employees travel long distances using public transport to get to work. Given the inability of employees to transport their children during long journeys, extensive discussions, brainstorming sessions and feedback from employees resulted in the introduction of a comprehensive directive on the reimbursement of childcare expenses.

Reimbursement of childcare expenses:

Childcare reimbursement is financial assistance available in places where there are no nurseries. This reimbursement covers expenses incurred in nurseries, kindergartens (or similar establishments), or for the services of a nanny or babysitter. The program takes care of biological children and legally adopted children up to the age of 6.

The childcare reimbursement program was launched in January 2023 to help employed women with children up to the age of 4. As of January 2024, this program has been expanded to include employed women with children up to the age of 6.

Childcare reimbursement currently covers 56 female employees. Last year, 22 employees were reimbursed for childcare expenses.

IMPACT

3 GOOD HEALTH AND WELL-BEING



Impact on life-time balance: Childcare assistance allows women and men to pursue their careers and personal goals with peace of mind and without stress. They know that during this time, their child is kept in a stimulating learning environment, which helps them develop and prepare for the world of tomorrow.

5 GENDER EQUALITY



Impact on women's empowerment: By offering childcare assistance, which mainly benefits female employees, the Legrand Group reduces barriers to their participation in the labour market. This promotes gender equality by enabling women to achieve work-life balance and advance in their careers.

10 REDUCED INEQUALITIES



Impact on low-income families: Reimbursement of child care expenses meets the needs of employees who take on family responsibilities, especially those who face financial constraints. This eases the burden on low-income settings, helping to reduce economic inequality.

TESTIMONY

Snehal Tiwari, Senior Manager - HR and Administration, Jalgaon (nursery)

"I have the immense pleasure and peace of mind to see my child love and enjoy the daycare offered to him. For this, I thank the management, because my baby is well fed and cared for with vigilance. I thank the company for allowing me to work with confidence.

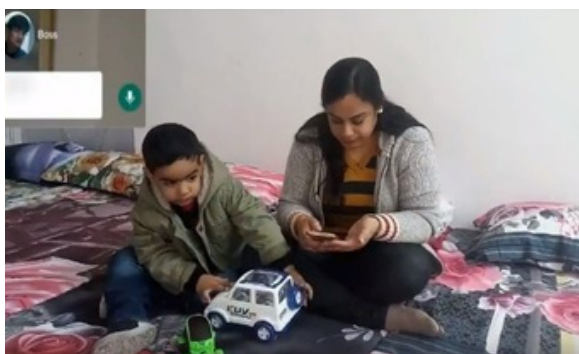
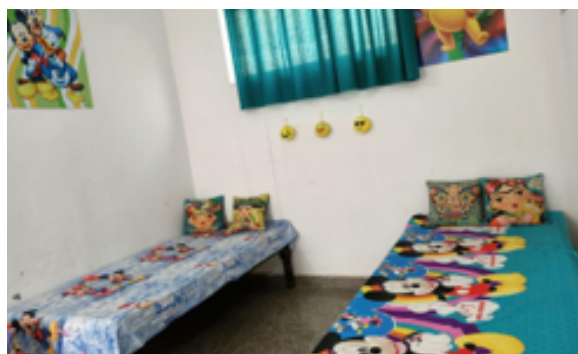
I am proud to be part of such a supportive and inclusive organization, and I am excited to continue to make a positive impact in my role."

Rajashree Joshi, Assistant Director - Product Development, Sinnar (Child Care Reimbursement)

"In addition to encouraging working mothers, the reimbursement of childcare expenses is a sign of appreciation and support from management. I invested this amount in educational toys. While at work, I was able to get my baby involved in quality activities and grow him."

Moumita Mukherjee, Manager - Specification - Sales, Kolkata (Childcare Reimbursement)

"Our child's absences from work and nightly care needs have created a parental burden and a feeling of guilt. Hiring someone to take care of the child was a relief for both of us. By being reassured about the care of my child, it allowed me to fulfill my professional obligations with concentration and dedication. "





AUSTRALIA

In Australia, gender equality and parenting policies are focused on improving workplace conditions and supporting both parents in balancing work and family responsibilities. Key aspects of these policies include:

1. **Paid Parental Leave (PPL):** The Albanese government has reformed PPL to provide up to 26 weeks of leave by 2026, with an incremental increase starting from 2023. This leave is designed to be more flexible and accessible, allowing both parents to share the care responsibilities more easily. Additionally, from July 2025, superannuation contributions will be paid on PPL, which aims to enhance women's economic security by addressing the superannuation gap that arises when women take time out of the workforce to care for children (Ministers Media Centre).
2. **Workplace Gender Equality Act 2012:** This act requires organizations to report on various gender equality indicators, including the gender pay gap, the availability of flexible work arrangements, and policies to support employees with family and caring responsibilities. The Workplace Gender Equality Agency (WGEA) monitors compliance and provides resources to help organizations improve gender equality (WGEA).
3. **Childcare Support:** To further support working parents, the government has also made significant investments in making childcare more affordable and accessible, which complements the PPL reforms by enabling parents to return to work more easily and balance their caregiving responsibilities.
4. **Flexible Work Arrangements:** Employers are encouraged to offer flexible work options, such as part-time roles and remote work, to accommodate the diverse needs of their employees. This is especially important for attracting and retaining female talent in the workforce, as it helps in managing both professional and personal commitments effectively (WGEA) (Ministers Media Centre).

These initiatives collectively aim to create a more inclusive and supportive work environment that recognizes and values the contributions of both men and women, while also promoting a fair distribution of caregiving responsibilities.



PRACTICE NAME

OPENING THE POSSIBILITY OF PART-TIME WORK

WHY IMPLEMENT THIS ACTION?

More than just a daily transport operator, Keolis is one of the world leaders in shared mobility. As an expert in multimodality, the Group is a partner to public decision-makers who wish to make mobility a lever for attractiveness and vitality in their territories.

Serving travelers and attentive to the needs of each of its employees, Keolis has a human resources management policy focused on quality of work life and safety. Our goal: to become "The best place to work" in the mobility sector.

It is therefore essential to anticipate the transformation of our professions and to enhance the attractiveness of this sector, especially among female talent.

In Australia, historically, only full-time contracts were offered within our subsidiary. After consulting the female public through an anonymous survey and discussions with our female employees, service schedules were reorganized to offer part-time contracts.

The HR management team was fully mobilized alongside operational management to ensure implementation.

THE OBJECTIVE?

To offer more options for our candidates and employees so that everyone can find the work schedule that best suits their desires, lifestyle, personal, or often family constraints.

By considering societal changes, particularly single-parent families, Keolis in Australia has adapted and demonstrated social innovation in service of all our employees, especially parents.

Today, we have identified that this type of action in favor of better consideration of the unique aspects of work schedules is a major axis of our Human Resources policies.

HOW IS IT CARRIED OUT?

The different contracts are offered based on Keolis's needs and, of course, to all candidates, without gender distinction.

NUMBER OF PEOPLE CONCERNED (W/M)

All employees, mostly parents, without gender distinction.

EVOLUTION OVER TIME

Sustainable for Australia

SUSTAINABILITY

Sustainable for Australia

IMPACT

Very significant on the recruitment and retention of female drivers.

[Watch the video](#)

ANNEX

Country	Maternity leave (weeks)	Paternity leave (days)
Germany	14 (6 before birth + 8 after)	2 (can be taken all at once or in several times during the child's first 2 years)
Belgium	15 (6 before birth + 9 after)	10 (can be taken within 4 months of birth)
Spain	16 (6 mandatory after birth + 10 additional)	16 (can be taken all at once or in several times during the child's first 12 months)
France	16 (6 before birth + 10 after)	25 (can be taken within 4 months of birth)
Italy	20 (2 before birth + 18 after)	10 (can be taken within 5 months of birth)
Holland	16 (4 before birth + 12 after)	5 (can be taken within 26 weeks of birth)
UK	52 (39 paid + 13 unpaid)	2 (can be taken within 8 weeks of birth)
Sweden	480 days (can be shared between both parents, with at least 90 days reserved for each parent)	

It should be noted that specific provisions may vary from country to country depending on national legislation. For example, some countries provide longer leave periods for multiple births or in the event of medical complications. In addition, some countries have provisions for additional parental leave or leave to care for sick children.

Source : Eurostat2021

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