

EBRD Good Practice Notes

Family friendly working and the work-life balance

Overview

This good practice note looks at three inter-related aims of modern human resources management: the promotion of gender equality, family friendly working practices and an appropriate work-life balance. The starting point for all of these is the principle of non-discrimination and equal opportunity in employment – a fundamental human right and a core International Labour Organization (ILO) labour standard that has been enshrined in the national legislation of the countries where the European Bank for Reconstruction and Development (EBRD) operates.

While non-discrimination on the basis of gender is a well-established principle, it has also proven to be one of the most challenging to implement. For example, pay inequality remains widespread in many countries, and women of child-bearing/rearing age are still disadvantaged in most labour markets. Furthermore, formal non-discrimination policies have not often yielded greater gender equality because of the practical difficulties mothers and carers face when trying to combine employment with motherhood and caring responsibilities.

Employers can play an important role in developing and implementing policies that allow women, and men, to have a fulfilled and active working life and meet their home and family commitments. While some employers are hesitant to move away from fixed – sometimes male-dominated – working practices, there are a number of instances where a business can benefit from introducing a degree of flexibility to working practices. Not only does it have the potential to make existing staff happier and more committed to the workplace, it can also mean that the pool for recruitment is much broader.

Contents

Overview	1
Understanding national law	3
Introducing family friendly practices and supporting equality at work	4
Examples of policies and practices	6
Other family friendly policies	11
Appendix 1 – the legislative framework	15
Appendix 2 - examples of family friendly legislative provisions from the Russian Labour Code	19
Appendix 3 – resources	20

Similarly, some employers have found that employees working fewer hours or working in a different pattern are just as productive, if not even more so, than when they were working on a fixed, standard pattern. Other benefits include improved employee morale, lower staff turnover and reputational benefits. Some work-life-balance policies, in particular flexible working policies, can usefully be broadened out to cover the entire workforce, therefore maximising the benefits for both business and employees.

Best practices applied by employers today typically include measures that simply implement applicable national law related to non-discrimination and equal opportunities in employment, as well as measures that go beyond legal requirements. For example, a number of supportive measures for women who are pregnant or have recently given birth are heavily regulated under national law (for example, maternity leave and pay), while the adoption of flexible working practices or the provision of a company crèche are typically not legally required.

The EBRD requires all projects that it finances to comply, at a minimum, with the requirements of its Performance Requirement (PR) 2 on labour and working conditions. The EBRD's 2008 Environmental and Social Policy includes 10 environmental and social PRs for EBRD-financed projects. Compliance with national labour laws and ILO core labour standards are at the heart of PR 2. In addition, the EBRD encourages its clients to work towards best practices in human resources management, particularly where it makes good business sense, as in the case of promoting gender equality, family friendly working and a good work-life balance. The purpose of this note is to try to provide EBRD clients with some guidance as to why these are important issues, to show the business case for adopting flexible and familyfriendly working practices and to provide clients with some practical examples of how general quality and family friendly working practices can be put into place. While it is not always easy to hold up one country, or even a group of countries, as examples of where good practice is used, we have tried to select examples that we feel are appropriate and applicable to the kinds of workplaces and social and economic circumstances in the EBRD countries of operations, and EBRD-funded projects in particular.

Social context

Historically the participation of women in the workforce in the EBRD's countries of operations has been high compared with other regions of the world. The first years of transition were characterised by large decreases in workforce participation rates as well as in employment-to-population ratios for women and men. However, improved economic performance in recent years seems to have finally brought an end to the downward trends. The interesting question now is whether the historically high equality in labour markets will be reflected in current labour market indicators, or whether inequality has increased with the development of market economies.

Whatever the future holds, the negative change in labour force participation rates has been more marked for women than for men in 16 out of 28

countries in the transition region. This is particularly the case in the early transition countries¹ (except for Tajikistan). Social development indicators remain persistently low in Central Asia, with very clear differences between the situation of men and women. Unemployment among women has increased at a faster rate than it has among men. More women have withdrawn from the formal labour market, having had to compensate for cuts in social services through unpaid or extremely low paid labour.

Some have sought to explain the general decrease in labour force participation rates for women by way of reduced available childcare facilities during transition, which created a major constraint on the participation of women with dependent children. This was compounded by the social expectation that the woman will always act as the main childcarer in the family. In some circumstances this has led to a return to traditional gender roles. So, in Central Asia, transition has also been associated with the return to the traditional ethnic ideology of domesticity, which puts the woman's role at home rather than in the workplace.

Moreover, the emergence of a private sector constituted an additional obstacle for women with children. In general, there is evidence that private sector employers are less willing to accommodate maternity leave than state sector employers. Therefore transition saw a higher concentration of female employees in the state sector because it allowed female workers with children to combine paid work with maternity responsibilities. A UNICEF analysis² has shown that gender determines access to private sector jobs, regardless of other factors, and that women are less likely than men to enter self-employment or to become employers.

Losses in real wages during transition have been accompanied by increasing wage differentials between men and women. The UNICEF analysis finds that the Gini coefficient³ for wages rose by one third on average in central eastern Europe and the Baltic states (CEB) and south-eastern Europe (SEE)⁴, and by one half in the Commonwealth of Independent States.

1 These are Armenia, Azerbaijan, Georgia, Kyrgyz Republic, Moldova, Mongolia, Tajikistan and Uzbekistan.

2 UNICEF (1999), "Women in Transition", The Monee Project – CEE/CIS/Baltics – Monitoring Report.

3 A measurement of the extent to which the distribution of income (or consumption) among individuals or households in a country deviates from a perfectly equal distribution. A value of 0 represents perfect equality, a value of 100 perfect inequality.

4 CEB comprises the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, the Slovak Republic and Slovenia; SEE comprises Albania, Bosnia and Herzegovina, Bulgaria, Croatia, FYR Macedonia, Montenegro, Romania and Serbia.

Pay gaps between men and women's earnings have increased⁵ and social services have been scaled back, leading to a double burden on women, who have been more likely to leave the formal labour market with all its associated benefits, such as health care and pensions. Discriminatory practices have further diminished women's opportunities: throughout the transition process women have continued to receive lower wages than men, have been made redundant more often and are often passed over in favour of men in the hiring process.

On the question of the ability of women to balance family and work, the ILO explains how things changed through transition:

“Eastern and Central Europe represent one example of how structural changes have implied new obstacles and threats for women workers. Reductions in social expenditure have meant, amongst other things, the end of free or low-cost childcare. Furthermore, many enterprises have been forced to reduce the scope of services provided to their employees, including childcare facilities. They have begun to charge for services, or to transfer facilities to private owners. The dual pressures on women, at work and at home, are increasing as society presents them with a stark choice: they must devote their time and effort either to their paid work and career or to the family. Part-time jobs are still very scarce, and new private employers expect voluntary overtime and greater productivity.”⁶

Understanding national law

The key standards that need to be considered as a baseline in relation to family friendly working rights are those contained in national law. There are relevant rules in each of the EBRD's countries of operations. The national and international rules relating to non-discrimination on the grounds of gender are crucial, as they require that women should not be treated less favourably regarding working arrangements and that any practices that have a disproportionate impact on women need to be justified as having a clear business need.

Moreover, in every EBRD country of operations there are laws giving women rights for time off regarding pregnancy and child birth. As Appendix 1 shows, there is a considerable degree of consistency across the transition countries, as well as some differences. On the one hand, there is always a right to maternity leave and pay, but the levels of each vary. Further, they may be augmented by collective agreements and individual contracts in some instances. With regard to paternity leave, the picture is much patchier, with only some countries providing the right to paternity leave. A common factor in a number of countries is also the availability of up to three or four years' unpaid parental leave that can be taken, often by mothers, but sometimes by fathers, grandparents and other carers, when their children are pre-school age.

Standard components of maternity and parental leave legislation and policies include:

- fixed maternity leave for mothers around the time of birth
- fixed paternity leave around the time of birth
- optional time off, often unpaid, after maternity leave for mothers
- parental leave up to four years after the birth of the child for mothers, fathers, grandparents and other carers
- leave for parents who adopt children
- rights of workers not to be discriminated against on the basis of availing themselves of such leave or related rights.

A number of transition countries have also ratified ILO Convention 156,⁷ which provides that signatory countries should put in place legislation and a policy framework to support parents who are actively participating in the labour market, while fulfilling their obligations as parents. Examples of family friendly provisions in the Russian labour code are given in Appendix 2.

⁵ See, for example, World Economic Forum (2006), *The Global Gender Gap Report 2006*, Geneva, Switzerland. According to a recent report by the Asian Development Bank, the pay gap between men and women in Tajikistan is 54 per cent.

⁶ ILO (2000), *Modular Package on Gender, Poverty and Employment*

⁷ Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Lithuania, Montenegro and Russia.

Introducing family friendly practices and supporting equality at work

To implement policies that support working parents effectively, which at the same time are appropriate for an employer's business and supported by the workforce, there are a number of defined, recommended steps. These are set out below in detail, but are in essence: (i) to formulate a policy that meets legislative and specific needs, (ii) to garner employee support and (iii) to implement that policy in a way that is most likely to get buy-in and lead to success.

Formulating a policy

Employers should adopt clear policies to ensure equality at work and to put in place family rights that are effective and fair for all employees. These should both support the principles of non-discrimination and be framed in such a way that not only fits their business needs and local circumstances, but also reflect the desires of their employees and complies with local law.

In putting together a policy, the following steps are useful.

- Ensure that your policies comply with national legislation. Consult the legislative requirements of the country in which you operate. These may include specific lengths of time for maternity and other leave, specific payments that need to be made to employees who are absent from work for reasons related to maternity, or specific duties that employers must consider for the health and safety of women. An overview of all of the legislative requirements in the EBRD's countries of operations is set out in Appendix 1.
- Employee participation is often the key to success. Therefore, ask employees what kinds of policies they would like to see in place. This can be done through direct consultation with them, through consultation with trade union and other workplace representatives, and specific consultation with women. Understanding the views of employees and their desires for working practices that allow them to combine family and working life is an important and necessary process that will only strengthen support for any change in policy. It will also often ensure that workers have a greater commitment to the job and a firm understanding that they work for an employer who cares about their interests.

- Support families and promote a good work-life balance. While parents and carers will often be those that benefit most from family friendly working practices, there may be other groups of employees who wish to work more flexibly. If this is the case then you should consider allowing all workers request forms of flexible working.
- Policies should be fair to all employees and clear with regard to employees' entitlements and the process for obtaining them. For example, when individual workers are requesting flexible working, ensure that there is a clearly defined procedure applied to each request, that the employee understands the criteria being used to respond to the request. Also, determine how the company will deal with any discretion. Explain the reasoning and benefits of the draft policy to employees, and then consult to assess whether the policies being proposed are appropriate for the workplace and fit the aspirations of employees.

Nine steps to success

Andersen Ireland Limited, an Austrian-owned manufacturer of high quality fashion and solid silver jewellery operating in Ireland, believes the following nine steps are essential in developing a policy.

- Identify people's ideals regarding their workplace and its policies.
- Identify the company's ideals.
- Select arrangements to develop.
- Research best practice.
- Generate a set of proposals.
- Offer to people.
- Introduce on a pilot basis or trial period.
- Monitor and refine.
- Review.

Implementing the policy

When implementing any new policy it is always important to adopt an appropriate timescale and ensure that the cultural and work environment is supportive to the introduction of the policy. Companies that are successful in this process:

- make sure that all employees are aware of the rights and benefits available to them
- provide guidance and training for managers responsible for either implementing the policy or taking discretionary decisions in relation to whether a particular employee may benefit from the policy
- create a family friendly organisational culture (for example, they avoid working in a way that develops a long-hours culture, appoint and foster champions and role models, and provide incentives for workers to work productively)
- review the policy's implementation to check whether the results are positive and that there are real benefits for workers and the organisation. This can be done through ongoing communication with workers and management review.

Frameworks for policy development – equality and family audits

A sensible way to approach the development of new policies and practices is to carry out an audit of where the organisation stands. The German government has supported the development of a tool that companies can use to improve their practices. This “Work and Family Audit” (*Audit Beruf und Familie* – see below) involves an analysis of the company's current provision, a workshop to discuss alternatives and recommendations for improvement that might range over some 140 different options. Companies that undergo the audit receive a basic certificate and if concrete measures have been successfully implemented three years later, a final certificate.

The simplest approach is to appoint someone to assess the company's policies, how it compares with other companies locally, how it stands in relation to national legislation and international best practice, and to assess the employees' expectations and needs.

The Work and Family Audit

The Work and Family Audit was first devised in Germany in 1995 on behalf of the Hertie Foundation in Frankfurt and was modelled on the American Family Friendly Index.

The Audit is a procedure that enables an organisation's personnel management policy to be analysed, and objectives and actions to be identified that will improve the possibility of finding a better work-family balance. It seeks to be a systematic, documented and objective assessment process.

The aim of the Audit is to help organisations identify solutions that allow employees to establish a better work-family balance through the determination of measurable objectives and concrete actions.

Applicable to companies of any size and economic sector, the Work and Family Audit determines initiatives and measures geared towards the family. It systematically researches the company's development potential across 10 important areas, namely:

- working hours
- work processes
- the working environment
- information and communications policy
- managerial skills
- development of personnel
- pay, including fringe benefits
- family services
- peculiarities of the organisation
- monitoring of results.

Versions of the Audit are operating in Austria, Germany, Italy and Slovenia.

Progressive employers in North America and Europe are starting to adopt broader processes, such as gender impact assessments, in relation to their workplace or, more specifically, equal pay audits. The purpose of such processes is to carry out a thorough and objective assessment of where women and men are placed within the workforce, particularly in relation to the amount they are paid compared with the value of their work. The aim is to identify any areas of potential discrimination within the workforce. The purpose is not to identify specific individuals or to give them ammunition to bring claims against their employers for discrimination at work.

Examples of policies and practices

Flexible working policies

It is becoming increasingly important for employers and employees to have flexibility in their working lives, whether it is to help them adapt to change or additional requirements at work, or to combine a fulfilled working life with requirements at home. It is normally women who are most challenged by the need for a good work-home life balance, although men are increasingly taking lead roles in childcare and home life. One of the most important aspects of a flexible working policy is that it complies with national laws and regulations on maternity and paternity leave, as well as other rules aimed at protecting the position of pregnant employees before, during and after their maternity leave.

There are a number of ways in which work can be organised more flexibly than the traditional 9am-5pm or shift-based systems, where employees have a fixed or at least regular working pattern. While the limitations of an employer's business may make flexible working difficult in some roles, there are other circumstances where moving to forms of flexible working can allow employees to more readily adjust their work commitments to the commitments they may have at home and to their families. This is particularly beneficial to women who commonly bear the brunt of caring responsibilities.

Introducing a flexible working policy can benefit everyone in a business – employers, employees and their families. Many employers believe that it makes good business sense and that it can:

Flexible work arrangements at Accenture

Accenture, the Fortune Global 500 consulting firm, which employs more than 178,000 people in 49 countries, has a defined policy on flexible working arrangements, which states that:

“Accenture recognizes that our employees lead busy, full lives with a variety of time demands. Flexible work arrangements provide opportunities for employees to find a better balance between their work and personal needs. By utilizing flexible work arrangements, we can provide the best talent to our clients by attracting and retaining the most gifted workforce available. Flexible work arrangements are driven by a business need and are determined locally in each country to take into account local practice, culture and law.

“Arrangements we offer our people include: flex-time; part-time; job sharing; telecommuting/ home working; fly backs for long-distance commuting; and client-site flexible work arrangements. Accenture continually seeks new ways to bring additional flexibility to the workplace.”

- bring greater **cost-effectiveness** and **efficiency**, such as savings on overheads when employees work from home, or less down-time for machinery when 24-hour shifts are worked
- attract a **higher level of skills** because the business is able to attract and retain a skilled and more diverse workforce, which also reduces recruitment costs
- improve job satisfaction and staff morale
- **ensure greater continuity**, as staff who might otherwise have left are offered hours they can manage. Many employers find that a better work-life balance has a positive impact on staff retention and on employee relations, motivation and commitment
- increase **customer satisfaction and loyalty** as a result of the above
- improve **competitiveness**, such as being able to react to changing market conditions more effectively.

Examples of flexible working policies and practices include:

- flexible working hours
- part-time work
- job sharing
- working remotely
- flexible working year
- part-year employment
- seasonal work
- career breaks.

Flexible working hours

One way to provide a synergy between work and family requirements is to implement some degree of flexibility in relation to working hours. This kind of policy will normally work much better in an office environment than in a manufacturing environment, or in any workplace where there are relatively fixed requirements for employees to be at work and working at defined times. This is not to say that all workplaces cannot operate flexibly to some degree.

Such practices usually involve allowing employees to work an agreed number of hours spread over a set period in order to manage their work/non-work commitments.

Examples include:

- core hours with a carry-over or extra-hours bank
- flexitime⁸/time off in lieu
- accrued time/time off in lieu
- staggered starting/finishing times
- four-day week/nine-day fortnight
- longer hours per day/fewer days per week.

Part-time work

One of the most regularly used examples of work-related practices that support gender-inclusive and family friendly working is part-time work. Throughout all major economies there has been a defined growth in the number of people who work part-time. In limited circumstances this may be perceived as negative, particularly where the workers have no choice as to whether they work part-time and, in

Flexible hours in the Czech Republic and Slovenia

R-Pressé is the publisher of *Respekt*, a weekly Czech newspaper. Its editorial board emphasises the balance between work and family life for all employees. Parents are not obliged to work at weekends and can choose special leave over and above their statutory leave. Employees, male and female, can make use of flexible working hours, work part-time or from home.

In a Slovenian private sector organisation there is a flexitime system in one department (employees are able to arrive between 7am and 9am and leave between 5pm and 6pm), with employees organising their work in a relatively autonomous way. This demonstrates good practice in contrast to the rest of the organisation's more rigid practices.

fact, would rather be working full-time. There are also many positive instances where part-time work benefits women or has been specifically requested by individual women as a way of either smoothing the transition from maternity leave and dedicated childcare back into the world of work, or to enable the worker to mix their caring responsibilities and work.

Part-time work may generally be described as circumstances where employees work fewer hours than full-time employees. It can also allow the employer to arrange jobs according to demands of business, for example covering production peaks or troughs or busy and non-busy parts of the day. It will also potentially allow employees to work days that suit their individual commitments, while retaining the same benefits of full-time employment but on a pro-rata basis. Combinations of part-time work can also be used, depending on the demands of the job and the employer's requirements, to allow a job to be covered by separate employees.

While part-time work is an important way to support workers' work-life balance, there are some ways in which flexible and part-time work can make things worse for employees, for example if the change means that the workers do not have any regularity in their working patterns. Key to avoiding this is to ensure there is a degree of predictability and consultation on work plans.

⁸ Flexitime means that workers can schedule working hours more flexibly over a daily or weekly period. Employees can choose which hours to work, as long as they work a specified number of hours over a set period. Flexitime programmes may allow workers to build up "time credits" for extra time worked, which can be exchanged for paid time off. This can also be characterised as accrued time.

Examples of part-time work are:

- a four-day working week
- a nine-day fortnight
- a five-day week, 10am-3pm
- regular core hours but not during school holidays.

Benefits of part-time work

There are a number of clearly identified benefits enjoyed by employers as a result of their introducing part-time work. One is that it reduces the ongoing wages employers have to pay each month, while giving them some flexibility to increase or manage their workforce to ensure maximum capacity at peak times.

Another advantage is that employers are more likely to retain experienced and skilled employees who may otherwise choose not to work at all or who may seek other employers who would give them the flexibility they need.

Part-time work also provides a useful transition into retirement for older workers and is a way of prolonging the working life of individuals who would otherwise choose not to work any longer.

It will also often have a demonstrable effect on an employer's turnover, employee retention and absence costs, as those who work part-time may be more committed to the job and happy with their working arrangements.

Flexibility at Texas Instruments

Texas Instruments is an international technology company that has manufacturing, design or sales operations in more than 25 countries, and a global workforce of approximately 35,000 employees. Of those, around 72 per cent are male.

The company offers what it describes as an “ad hoc” flexibility policy to most of its employees. Those in the manufacturing process are excluded from this type of programme because of the demands of their job. They are, however, allowed to work under a compressed work week schedule. For nearly all other employees, Texas has instituted a policy that allows them to adjust their work schedule to meet their personal needs. For instance, if a worker has a sick child, they might opt to work from home that day. The bottom line for the company is that employees are focused on getting their job done and meeting their performance goals in a company-approved time frame that works for them. Employees are given the tools they need to work from home or other locations. The company also encourages different work units to try different kinds of flexibility that work for them, and that there is no need for a one-size-fits-all approach.

Texas Instruments initially began its work flexibility programme after conducting a needs assessment survey of its US employees in 1993. Flexibility emerged as a key item that employees cared about and that the company, at the time, was doing little about.

Benefits to employees

Employees can fit their work schedules around their personal schedules instead of the other way around. The employees then spend less time worrying about outside matters, which reduces stress and, ultimately, creates more productive workers. Also, as team members help cover for each other in times of flexibility, they develop broader and more diverse skills.

Benefits to employer

The company does not actively measure the benefits of its flexibility programme, but it believes they include higher employee retention, lower stress levels and more effective workers, as well as greater support cover. As evidence that this scheme is successful, Texas cites the fact that no one in the company asks that the company stop offering flexible working arrangements.

Job sharing

Job sharing is the general way of describing circumstances where two employees cover the same full-time job by each working a proportion of the hours. Examples include:

- employer 1 working 9am-1pm
- employee 2 working 1-5pm

or

- employer 1 working Monday, Wednesday and Friday
- employee 2 working Tuesday, Thursday and Saturday.

Employers can benefit in many ways from introducing job share schemes, such as a reduced turnover of staff; cover for each job-sharing partner during sick or annual leave; being able to extend hours of operation without incurring overtime costs; continuous working, such as cover for reception duties during business hours (for instance, no employee lunch break to cover); bringing a wider range of skills to one position; and more recruitment options.

Employees may gain from the flexible working opportunities and the benefits this will give them in their family life. Job sharers have the opportunity to support and learn from each other.

Working remotely

Working from home or from other locations away from the core workplace is increasingly popular in some sectors, such as banking. With the recent advances in technology that allow employees to connect remotely to their office computer and cheaper telephone and internet, working from home, for at least some of the time, is becoming an increasingly attractive flexible work option.

Benefits to employees include shorter journey times, which can help with dropping children off at school or childcare and make the employee more easily available in case of emergency, and fewer distractions with a chance to focus on defined tasks. This is subject to the employee having an appropriate space to work and the equipment to do so. Advantages to the employer can include a reduction in office costs and a more dedicated and focused workforce.

There can be some disadvantages, including the need to carry out remote health and safety evaluations and the perception among workers in the office that individuals who are working from home are not working to the same degree. There are organisational and technological solutions to these problems, however, and a way in which, through regular attendance and telephone links, the organisation can retain the employee's involvement in meetings and briefings.

While teleworking and homeworking may have some advantages, there are some circumstances – such as the outsourcing of garment manufacturing or other manual work – where homeworking should be carefully controlled and not used merely as a means to avoid workers' rights. There are NGOs who can provide useful information on appropriate safeguards for homeworkers, such as Homeworkers Worldwide.⁹

Flexible working year

Flexible working year arrangements can be characterised as circumstances where employees work less than the standard year. It is normally the case that, under such arrangements, the employee can gain flexibility by taking extra time off without pay. However, the arrangements may be sometimes combined with hours banking (working more hours in

Teleworking in Poland

In October 2007 new regulations came into effect in Poland that gave specific recognition to the concept of telework, which is defined in legislation as “performed away from the premises of an employer on a regular basis using means of electronic communications”. Teleworkers are protected by a specific non-discrimination clause. They are to be treated in the same way as regular employees.

The legislation provides that equipment used by the teleworker must be maintained by the employer and the employer is responsible for health and safety matters. The privacy rights of teleworkers and their families must also be respected.

Telework must be entered into voluntarily. An employment contract cannot be terminated due to an employee's refusal to undertake telework.

9 See www.homeworkersww.org.uk

one part of the year to enable time to be taken off in other parts) and flexitime to mean an employer can, in essence, “earn” the right to take extra time off later in the year by working more hours earlier in the year.

Some employees working a flexible year may be able to afford to forgo some of their annual income and so be able to better manage their family and other personal responsibilities or interests. They can also more readily manage the care of older family members or a family member with a disability, or balance the demands of work and study.

Employer benefits from operating a flexible working year may include:

- attracting and retaining skilled employees who cannot work a full year
- reducing staff turnover, hence saving on recruitment and training costs

Work and family initiatives from E.ON

E.ON Energie launched its “Balance.ON” project in 2004, which aims to help employees find the right work-life balance. In addition to flexible working hours and the option of sabbaticals, the initiative offers extended parental leave with guaranteed re-hiring, a mentoring system during parental leave and, since 2007, free life coaching as part of the family service. Employees can obtain counselling for family problems or a crisis and professional support is arranged if required. The “Work and Family” initiative at E.ON Ruhrgas also features flexible working hours and parental leave to improve job satisfaction and performance. Since 2007, E.ON Ruhrgas has been offering a free service to arrange childcare. Fifteen kindergarten places are available in the immediate vicinity of the head office in Essen.

At the corporate centre, large numbers of employees are taking advantage of the support offered by the “Family Service”. This programme offers counselling and arranges childcare or professional support in case of a family crisis, such as taking care of older or sick family members. In April 2008 a new daycare centre for children under three years of age was opened in Düsseldorf in cooperation with the Family Service. The family service is one of many corporate centre initiatives to support the balance between work and family.

- increasing employee commitment and motivation because of their satisfaction in being able to better balance work, family or other interests
- improved health and safety of employees because of less stress regarding unsatisfactory care arrangements when they are not able to take leave
- better planning of staffing for peak and quiet times
- salary savings if the employee taking additional leave does not need to be replaced (this may be the case if leave is taken at quiet times of the year).

A practical example

Employees work for 44 weeks of the year, have four weeks’ annual leave and then take an additional four weeks’ leave without pay, rather than working 48 weeks a year and having four weeks’ annual leave. The income for 48 weeks is in effect averaged and paid over the full 52 weeks of the year.

Part-year employment/seasonal work

Part-year or seasonal employment allows employees to work an agreed number of days, weeks or months over the year. There may be structural and operational reasons for an employer adopting such an approach, such as where there is a seasonal peak in labour demand, or it may be used as a means of allowing employees to work part of the year to suit their particular family and care responsibilities.

Some examples of these kinds of working practices include working only during school holidays to relieve other staff or working in the lead-up to busy periods as extra staff.

Employers can benefit from part-year working, for example, they can minimise wages but still meet peak business demand, or increase the retention of experienced and skilled workers. For employees these flexible working arrangements allow older workers to prolong their working lives.

Career breaks/purchased leave

Career breaks and purchased leave allow employees to negotiate with their employer to take extended leave without pay for an agreed period of weeks or months at an agreed time.

Some examples include 10 weeks' leave per year to cover school holidays, additional leave to enable them to share the care of a dependant over a year, and sabbaticals.

Employees "pay" for this extra leave by taking a proportionate reduction in their regular salary throughout the year. Alternatively, employees may take defined career breaks that are unpaid.

Short leave for family/care emergencies

Most employers will allow employees to take time off at short notice to cover family and care emergencies. So, for example, if a child is injured at school, then one parent may go to the school to collect the child and then take a short period of time off to arrange for someone to care for the child at home. Similarly, if an employee's parent is taken ill, it is good practice to allow the employee to take some time to ensure that their parent is properly cared for. Such leave could be unpaid, particularly if it is taken for a substantial period. Many employers allow employees to take a certain amount of such time off without loss of pay and encourage employees to use holidays if they need more substantial periods of absence, but still want to receive payment.

Other family friendly policies

Maternity, paternity and parental leave

National legislation and good sense requires employers to adopt policies that provide employees with clearly defined rights as to the leave they can take when a child is born or when they need to take extended time off to look after children. Requirements of national law are inevitably the baseline for the kinds of entitlements that employers will give, but collective bargaining or the need to reflect local labour market standards may lead to employers granting more leave to employees or higher levels of pay during leave.

Below are some key factors that ensure a maternity policy works well.

- Clarity of entitlement for all employees (even if this is merely restating national law). All employees should know what they are entitled to and when. This helps effective take-up of rights and prevents potential misunderstanding and resentment from co-workers.

Family friendly policies at Deutsche Bank

Deutsche Bank employs over 38,000 people in Germany, 51 per cent of whom are women who are highly qualified. To better meet its employees' needs, the company has introduced the following family measures.

- **A wide range of models for part-time work.** In 1990, an agreement on part-time work was signed in the company. Women are entitled to reduce their working hours and move back into full-time work when they no longer have childcare obligations.
- **Childcare services.** Different childcare services have been developed within the company. One of them is also directed by a local church group.
- **Unpaid extended parental leave.** This is six months more than the statutory requirement.
- **Entitlement to re-employment.** Qualified women who are likely to interrupt their unpaid parental leave (after statutory family leave) are entitled to return to work.
- **Training opportunities.** Women on parental leave are entitled to take part in further training initiatives of the bank in order to maintain their qualification levels.
- **Return programme.** The bank offers women an individual and flexible return programme for their reintegration into the company after their family leave. This takes the form of three to six months of on-the-job training in order to become qualified in technical knowledge and new products.

As a result of these family friendly policies, 80 per cent of Deutsche Bank's female employees on family leave return to the company after finishing their leave, two-thirds of them on a part-time basis.

- Clarity on the procedure for taking leave and returning to work. Employees should be told, and reminded, of the procedure and time-scales for giving notice to their employers and when they can start their leave.
- Guarantees of no reduction in status following a return to work. An important part of effective maternity leave provisions is the understanding that the employee shall go back to the same job – or one of equivalent status. Changing the job or moving the employee somewhere else may not only be illegal, but will also be seen as undervaluing the employee as a result of her leave.
- Means of keeping in touch with workers during an extended period of leave. Where workers take considerable time off for maternity or parental leave, it is important to put in place ways of keeping them in touch with the workplace and developments to ease their return to work. This should not mean that the employer regularly and unnecessarily contacts the worker.
- Understanding within the work teams as to how work will be covered during the maternity leave. Making sure all colleagues know who is covering an absent employee's work and when this will end is an important factor in making sure leave goes smoothly and that return to work is less problematic.
- Clear lines of communication between women and their managers around the taking of leave. Managers should be trained on maternity leave policies and should be encouraged to discuss maternity absence and its consequences in an open and non-judgemental way.
- Supportive work culture. Workplaces that are well organised and where there is support for workers who take maternity, paternity and parental leave through the attitudes and actions of managers and colleagues, are those most likely to succeed in providing family friendly working.

Benefits of workplace crèches and nurseries

The provision of workplace childcare facilities is something that was common during the communist era in central and eastern Europe. While the level of provision has declined in recent years, in many Western countries the opposite has happened, as employers have realised that such facilities have real benefits for their workers and their business.

Parental leave in the EBRD's countries of operations

Most of the countries in the transition region offer some form of parental or childcare leave. In Estonia, parental leave can be used by the mother or the father in one part or in parts at any time and for any duration until the child is three years old. If the mother or father does not use their parental leave, the leave may be granted to the actual carer of the child (who must be a legal resident in Estonia). The cash benefit for the parental leave is paid by social security.

In Latvia, every employee is eligible for parental leave of a maximum of one-and-a-half years until the child reaches the age of eight. The leave can be granted in one single period or in parts, but the employee must notify the employer of the beginning and the length of the leave one month in advance. Payment comes from social security.

In Russia, under national law, the parental leave period lasts until the child is three years old. It may be used in full or in part by the father, grandmother, grandfather or guardian who is actually taking care of the child. Similarly, in Lithuania and Ukraine parental leave may be taken by the father or any other member of the family who cares for the child. See Appendix 1 for further information.

[Source: ILO Conditions of Work and Natlex databases.](#)

A study entitled “Balancing Work and Care in the Post-Soviet Russian Labour Market” found that there were still a number of workplaces in Russia that provided childcare, and there had been an increase in the number of workplaces that provide women with maternity and parental leave. The study found that, over the longer term, women are more likely to remain employed if they work for enterprises that provide childcare and maternity leave.

In short, if women are to actively participate in the labour market and, at the same time, participate in raising their family, then employers and the state need to consider the implications.

There are a range of obvious benefits for employees if childcare facilities are provided in the workplace. Most obvious of these are that the parent is close to their child in terms of dropping them off at the

beginning of their working day and picking them up at the end. Also, should there be any emergency or other reason why the child needs the parent's assistance or support, this can be done without substantially disrupting the worker's day.

Employers may also find that there are various advantages from providing childcare facilities at work. These include:

- the use of buildings and facilities that would otherwise stand derelict or under-used
- improved morale and commitment from the workforce
- government subsidies for the provision of the facilities
- becoming an employer of choice in the region, which will improve the quality of employees.

In setting up a workplace crèche or nursery it is important that it is established as a professional and high-quality operation that complies with all relevant regulatory standards, otherwise the employer risks losing all of the credibility and goodwill that would otherwise result. Below are some of the issues that should be considered when establishing such facilities.

- Ensure that the operation is run by qualified and experienced staff.
- Ensure that the crèche or nursery is away from any industrial or dangerous processes.
- Children benefit from green space and fresh air. Seek to ensure that there is outside space that can be easily and safely accessed by the children.
- Have clear rules about when parents can and cannot normally access their children. While parents should not be banned completely from visiting their children, this should be restricted to times that are not damaging to the organisation of the activities of the workplace or the crèche.
- Ensure that there are sufficient members of staff for each child in accordance with best practice and the requirements of the local regulatory body.

- Ensure that all the relevant tax and other benefits for workers have been used in providing the workplace childcare facilities to employees.

Health and safety and pregnancy

While there can be considerable misunderstanding of a woman's ability to continue working when she is pregnant, there is a common understanding of good practice to determine whether she can continue working and, if not, what steps should be taken.

In essence, employers should always carry out a general risk assessment as to particular hazards in the workplace. This assessment should also identify whether there are any specific hazards that apply to women who are pregnant or breastfeeding.

The principles of the ILO Maternity Recommendation¹⁰ suggest that employers should ensure an assessment is undertaken of any workplace risks related to the safety and health of the pregnant or nursing woman and her child, and that the results of that assessment should be made available to the woman concerned.

Out-of-school childcare – developing young artists in Kazakhstan

Steel company ArcelorMittal funds two “art schools” for employees' children (aged between 5 and 18 years) in Kazakhstan. One of the project's aims is to keep children occupied and cared for so they are not left at home, unsupervised, while their parent works (many workers at the facility are single parents). The classes are primarily for the families of shift workers and provide the children with a supervised, fun, creative environment. Children can be dropped off at the art school by workers on the early shift, and then be transferred to their state day school. Conversely, workers on the evening shift can arrange for their children to go from their daytime school to the art school for late afternoon/evening classes, where they remain until the parent finishes work and can pick them up.

One school has classes in music, singing, acting, ballet, dance, various arts and crafts, computer/IT and many other things. The second school is a native Kazakh school that teaches traditional arts, crafts, music, song, dance and costume design. Both schools put on plays, recitals, art exhibitions and dance shows.

¹⁰ ILO Maternity Protection Recommendation 2000 (No. 191).

The Recommendation goes on to say that where hazardous work is identified, measures should be taken to provide, on the basis of a medical certificate as appropriate, an alternative to her work by:

- eliminating the risk
- adapting her working conditions
- transferring her to another post, without loss of pay, when adapting working conditions is not feasible
- paid leave, in accordance with national laws, regulations or practice, when such a transfer is not feasible.

While there are a number of possible circumstances that could give rise to particular maternity related hazards, the ILO particularly refers to:

- arduous work involving the manual lifting, carrying, pushing or pulling of loads
- work involving exposure to biological, chemical or physical agents that represent a reproductive health hazard
- work requiring special equilibrium
- work involving physical strain due to prolonged periods of sitting or standing, to extreme temperatures, or to vibration.

The key principles behind the risk assessment are to ensure that the possible circumstances that can put a woman's health, or that of the unborn child, at risk during pregnancy are clearly identified and steps are taken to prevent the risk having an adverse effect on the woman, that she is moved to other tasks to prevent the hazard having undesirable consequences or, in extreme cases, she is suspended from work. There will normally be national legislation dealing with health and safety matters and pregnancy, and these should be followed by employers.

Night work

While the days of pregnant women being prohibited from working at night are almost a thing of the past, there are still some countries where night work for pregnant women is not

allowed. Such legislation was introduced on the assumption that it was in some way unsafe for women to work at night during their pregnancy.

Women should retain the right to return to their jobs or an equivalent job as soon as it is safe for them to do so.

Medical examinations and appointments

A woman should be allowed to leave her workplace, if necessary, after notifying her employer, in order to undergo medical examinations relating to her pregnancy. These may include specific examinations related to conditions that have arisen during her pregnancy or general pregnancy-related and ante-natal checkups.

Pregnant women and night work in the transition countries

Countries that have a **blanket prohibition on night work** for pregnant women comprise:

Albania, Azerbaijan, Belarus, Bulgaria, Estonia, FYR Macedonia, Hungary, Kazakhstan, Latvia, Montenegro, Moldova, Poland, Russia, Serbia (prohibition applies in the last eight weeks of pregnancy).

In Bosnia and Herzegovina, Croatia and Turkmenistan there is a **general prohibition** on night work for women in industry. In Croatia, women may be exempted from this prohibition in cases of extreme necessity, but pregnant women may not be exempted unless they request so.

In Tajikistan and Ukraine there is a **general prohibition** on night work for pregnant women unless it is justified by extreme necessity.

The EBRD countries of operations that **do not prohibit night work** for pregnant women comprise: Armenia (it is allowed with the woman's consent), the Czech Republic, Georgia, Latvia, Mongolia, Romania (pregnant women "shall not be obliged to do nightwork"), the Slovak Republic and Slovenia (however, night work is not permitted where a risk assessment shows that night work poses a risk to mother and baby).

Appendix 1 – the legislative framework

Country	Maternity leave	Maternity pay	Paternity leave/pay	Adoption leave ¹	Other relevant leave ²
Albania	365 days (390 days for multiple births)	80% prior to birth and for 150 days, and 50% for the rest of the leave period	No specific provision	Adoption leave for adoptive mother: 330 days	12 days per year for care of dependent children; 15 days for children under 3 years old; additional unpaid leave up to 30 days per year
Armenia	140 days (155 days in case of complications; 180 days for multiple births)	100%	No specific provision	Women have the right to adoption leave – not clear whether this differs from maternity leave	Childcare leave: primary carers eligible until child is 3 years old
Azerbaijan	126 days (extra leave for multiple or abnormal births)	100%	14 days' unpaid leave	For women with adopted babies under 2 months: 56 days	Partially paid social leave: single parent or other carer may use at discretion until child is 3 years old
Belarus	126 days (extra 20 days for women who live/work in radioactive zone plus extra 14 days for multiple/difficult births)	100%	No specific provision	70 days for children under 3 months	Primary carer entitled to childcare leave until child is 3 years old
Bosnia and Herzegovina	1 year	100%	7 days' paid leave	1 year	Childcare leave until child is 3 years old if this is stipulated in collective agreement or rulebook
Bulgaria	135 days	90%	No specific provision	Up to 135 days for adoptive mother, paid at 90%	Women entitled to additional leave for raising a first, second or third child until they reach 2 years and 6 months for each subsequent child, with access to allowance; this entitlement may be transferred to father or grandparent by consent of mother. Unpaid family leave of 6 months available to either parent until child is 8 years old.
Croatia	45 days before delivery and until child is 1 year old (for multiple births, third and subsequent children, women may remain on maternity leave until the child/children is/are 3 years old. For premature babies, maternity leave is extended by the length of time that child was born prematurely)	100% until the child reaches the age of 6 months, then amount for remaining period is fixed by statute	7 days' paid leave	Until child is 1 year old, paid at same rate as maternity leave; for children under 12 years: 270 days, paid at rate fixed by statute	Parental leave until child is 3 years old
Czech Republic	28 weeks (37 weeks for multiple births)	69%	No specific provision, but father may apply for parental leave from day of childbirth	No specific provision, but foster care leave may be available in certain circumstances	Parental leave until child is 3 years old (can be shared or taken by one parent)

1, 2 Available for either parent, unless otherwise specified.

Appendix 1 – the legislative framework continued

Country	Maternity leave	Maternity pay	Paternity leave/pay	Adoption leave ¹	Other relevant leave ²
Estonia	140 days (plus 14 days for multiple births and complications)	100%	14 days to be taken during mother's maternity leave or within 2 months of birth of child	70 days for children under 10 years	Parental leave for carer: until child becomes 3 years old; additional leave: annually where there are 2 or more children under 14; further leave available for carers of children with disabilities or foster children; unpaid leave available on request
Georgia	126 days	100%	No specific provision	1 year after birth of child (70 days paid)	Childcare leave: 12 months unpaid leave until child is 5 years old; additional childcare leave to be granted to anyone who is taking care of child
Hungary	24 weeks	70%	5 days	Unknown	Different types of parental leave available until child is 3 years old. Further leave available until child is 10 in case of illness.
Kazakhstan	126 days (140 days in case of complicated birth)	Paid, but amount unknown	No specific provision	Until baby is 56 days old	Unpaid leave for parent or other primary carer until child is 3 years old
Kyrgyz Republic	126 days	100%	Unknown	Unknown	Unknown
Latvia	112 days (14 days extra for multiple births and complications)	100%	10 days within 2 months of birth paid at 80% (further leave granted until 70 days after birth where mother dies within first 42 days and extra leave during first 42 days in case of mother's incapacity to care for child)	10 days for children up to 3 years old; further leave granted up to 70 days after birth where mother is not able to care for child; see also parental leave	Parental leave: up to 1.5 years until child is 8 years old (benefits granted where child is under 1 year)
Lithuania	126 days (140 days in case of complicated birth)	100%	No specific provision	Until baby is 70 days old	Unpaid leave possible for either parent or other carer until child is 3 years old; 14 days' unpaid leave each year on request for carers of child under 14; 30 days' unpaid leave each year on request for carers of disabled children under 18 years
FYR Macedonia	9 months (1 year for multiple births)	Paid according to health care regulations	7 days' paid leave; further paid entitlement where the mother does not use maternity leave	Until child reaches 9 months or 1 year for multiple children; 3 months leave for mother where child is aged between 9 months and 5 years. Father entitled where mother does not use); further leave for adaptation of child to family life, as per family regulations	No further provisions

1, 2 Available for either parent, unless otherwise specified.

Appendix 1 – the legislative framework continued

Country	Maternity leave	Maternity pay	Paternity leave/pay	Adoption leave ¹	Other relevant leave ²
Moldova	126 days (extra 14 days for multiple births or complications)	100%	No specific provision	Paid leave of 56 days from birth of child or 70 days in the case of 2 or more children	Partially paid childcare leave for carer until child is 3 years old; further unpaid leave available until child is 6 years old
Mongolia	120 days	70%	No specific provision	Leave available to mother or single father until child is 60 days old	Childcare leave available until child is aged 3 years
Montenegro	365 days	Paid	Father entitled to use maternity leave unused by mother 3 months after birth	Paid leave of 1 year starting from day of adoption	Parental leave (unpaid) until child is 3 years old; right to work part-time until child turns 3
Poland	16 weeks for first child; 18 weeks for multiple births; 26 weeks for multiple births	100%	Paid leave, differs according to length of maternity leave taken by mother: 2 weeks in case of 16 weeks' leave; 4 weeks for 18 weeks' leave; 12 weeks in case of 26 weeks' leave; can also use portion of maternity leave unused 14 weeks after birth	16 weeks before child has reached age of 12 months, or 8 weeks otherwise	Parental leave: maximum 3 years until child is 4 years old, with potential access to benefits depending on income level
Romania	126 days (disabled persons may take leave from sixth month of pregnancy)	85%	5 days	Paid leave (85%) until child is 2 years old	Childcare leave: paid leave (85%) available until child is 2 years old (or 3 years for disabled children)
Russia	140 days (194 for multiple births; 156 for abnormal births)	100% (additional benefit for women registered with medical institution before 12th week of pregnancy)	No specific provision	Up to 70 days after child's birth for 1 child or 110 days for 2 or more children	Childcare leave (full-time or part-time) for carer until child is 3 years old
Serbia	3 months	Paid leave, rate unknown	See parental leave	8 months before the child turns five	Parental leave: both parents have right to 9 months' paid leave on expiry of maternity leave. Further leave available until the age of 5 years in the case of children with special needs. Foster care leave also available.
Slovak Republic	28 weeks (37 weeks for multiple births and single mothers)	55%	No specific provision	22 weeks from date of adoption and 31 in the case of 2 or more children – until child turns 8 months	Parental leave at fixed rate: on request until child is 3 years old (or 6 years if child has disability)
Slovenia	105 days	100%	90 days (at least 15 days on full pay must be used concurrently with maternity leave; the remaining 75, access to family benefits is given and can be used until child is 8 years old)	150 days' paid leave (100%) for child aged 1-4 or 120 days for child aged 4-10	Parental leave for child nursing and care: 260 days paid at 100%, 90 days for each extra child in the case of multiple births, 30 days extra where parents already raising 2 or more children under 8 years of age

1, 2 Available for either parent, unless otherwise specified.

Appendix 1 – the legislative framework continued

Country	Maternity leave	Maternity pay	Paternity leave/pay	Adoption leave ¹	Other relevant leave ²
Tajikistan	140 days (156 days for complicated births and 180 days for multiple births)	Unknown	No specific provision	Until 70 days after birth (then eligible for parental leave)	Parental leave: primary carer may take full-time or part-time paid leave until child is 18 months, unpaid leave can then be taken until child is 3 years old
Turkmenistan	112 days (128 days for complications and 152 days for multiple births)	100%	No specific provision	Unknown	Childcare leave until child is 3 years old
Ukraine	126 days	100%	No specific provision	Unknown	Childcare leave until child is 3 years old
Uzbekistan	126 days (140 in case of complications or multiple births)	100%	No specific provision	Parents who adopt from maternity hospital entitled to 56 days until after birth of child or 70 days in the case of 2 or more children (also entitled to parental leave etc)	Carers eligible for: maternity leave entitlement where mother is absent; childcare leave: part-time or full-time leave until child is 2 years old, with paid allowance; extra leave: 3 days per year where 2 children under 12 years or one disabled child under 16 years

Source: ILO Conditions of Work and Natlex databases.

Appendix 2 - examples of family friendly legislative provisions from the Russian Labour Code

Article 255 provides paid maternity leave of 70 calendar days (84 in the case of multiple pregnancies) before childbirth and 70 calendar days (86 in the case of labour complications and 110 in the case of multiple births) after childbirth. Maternity benefits are paid during maternity leave from state social insurance in amounts established under social security law.

Article 257 provides adoption leave after adopting a child of up to three months of age, for a period starting from the date of adoption and up to 70 calendar days after the birth of the adopted child (in the case of an adoption of two or more children, 110 calendar days from their birth). Under Article 260 paid annual holiday must be granted upon request before maternity leave or immediately thereafter, or after a period of leave taken to care for a child.

Article 262 provides additional paid leave for persons providing care for disabled children and persons disabled since childhood. Article 263 provides additional unpaid leave for persons providing care for children under the age of 14, workers with a disabled child under 18 and single mothers raising a child under 14. Women working in rural areas may, upon their written request, be granted one additional unpaid day off per month.

Under Article 256, leave for childcare may be granted to women until the child reaches the age of three. Federal law specifies the procedure and terms of social payments during the leave. Childcare leave may also be granted in full or in part to the child's father, grandmother, grandfather, other relatives or person actually nursing the child. There is also special provision for part-time or home-based work with reservation of the right for social payments during the leave. During childcare leave, the employees retain their position of employment. Childcare leave does not affect continuity of employment and is included in calculating the total and uninterrupted period of employment (excluding for the purpose of privileged pension estimation).

Generally employees must complete six months' continuous work before being entitled to paid leave. However, under Article 122 paid leave must be provided before the expiration of six months of continuous work if it concerns maternity or adoption leave. Note also that under Article 123 the husband must also be given his paid annual leave on request during his wife's maternity leave, regardless of his period of his continuous work. Article 264 also states that the guarantees and benefits for persons raising children are extended to fathers raising children without a mother, as well as to guardians and foster parents of minors.

Article 253 prohibits women from performing jobs involving manual lifting and moving of heavy objects in excess of the allowable limits for women. To provide healthy and safe working conditions, approved norms have been established for maximum admissible loads for women when they move or lift heavy objects by hand. These norms apply to women working in all enterprises, institutions and other organisations of any administrative or legal kind.

Article 254 requires the transfer of pregnant women and women with children under 18 months to other jobs if necessary to prevent the effects of workplace hazards, while retaining the woman's average wage from her former position.

Article 258 provides for nursing breaks for working women with children under 18 months. Nursing breaks are included in work time and payable at the average wage level.

Article 261 guarantees the non-cancellation of the employment contracts of pregnant women and women with children. If a fixed-term employment contract expires during a woman's pregnancy the employer is required upon her request to extend the contract term to the time she becomes eligible for maternity leave.

Appendix 3 – resources

EBRD Environmental and Social Policy

www.ebrd.com/about/policies/enviro/policy/index.htm

Catherine Hein (2005), *Reconciling work and family responsibilities – Practical ideas from global experience*, ILO publications

IFC (2006), “Non-Discrimination and Equal Opportunity”, IFC Good Practice Note
www.ifc.org/ifcext/sustainability.nsf/Content/Publications_GoodPractice_Labor

ILO Conditions of Work and Employment Database

www.ilo.org/public/english/protection/condtrav/database/

ILO Natlex database

www.ilo.org/dyn/natlex/natlex_browse.home?p_lang=en

ILO guidance and research on work and family issues

www.ilo.org/public/english/protection/condtrav/family/

Work and Family Audit programme (in German)

www.beruf-und-familie.de/