



valore^D



CARE WORK AND PARENTING

A project by Valore D
promoted by Snam and Generazione Donna



Generazione Donna is a group of over 20 different organisations¹ - companies, associations and foundations - which meets to discuss issues such as pay parity, career progress, care work and parenting. Led by experts during its first meetings and determined to set goals that can be achieved, also through the sharing of best practices, Generazione Donna analyses these issues to create synergies with and support other organisations active in these areas.

Snam is one of the world's leading energy infrastructure companies and one of the largest listed Italian companies in terms of market capitalisation. The company's sustainable and technologically advanced network guarantees safe supplies while enabling the energy transition.

Snam has made gender equality an integral part of its business strategy, adopting various initiatives and policies to promote it. For example, gender policies play an important role in the company's ESG Scorecard² with targets related to the percentage of women in leadership positions. In addition, in order to guarantee equality among employees from their first encounter with the company, Snam has developed a Diversity Recruiting Policy which aims to create a standardised and inclusive recruitment process and ensure equal opportunities. Finally, gender diversity has been added to the long-term incentive plan for the top management with a weight of 10%, out of an overall ESG weighting of 20%, and to the Articles of Association with regard to the composition of the corporate bodies.

With over 280 member companies representing in excess of 2 million employees, **Valore D** is the leading business association in Italy and for over 10 years has worked to promote gender equality and inclusivity in organisations and our country in general. The association was founded in 2009 by the managers of twelve virtuous companies and has adopted a successful integrated approach that provides businesses with effective tools and inter-company dialogue with institutions.

¹ Accenture, Baker Hughes, Barilla G. & R. F.lli, BCG, Botta Packaging, Chiesi Farmaceutici, Danone, Deloitte Italy, EY, Findomestic Banca, Fondazione Compagnia di San Paolo, Fondazione Kenta, Fuori Quota, Generali Italia, Gruppo Bancario Crédit Agricole Italia, Gruppo Enel, Hewlett Packard Enterprise, INWIT, L'Oréal Italia, Marsh, Pirelli, Politecnico di Milano, Snam and Fondazione Snam, TIM, Valore D, Vodafone Italia, Wind Tre, Zurich.

² The Snam [ESG Scorecard](#) sets goals for the duration of the company's strategic plan in priority ESG areas, first among which is gender diversity.



Thanks go to all the organisations that participate in the initiative:

accenture

Baker Hughes

Barilla
The Italian Food Company. Since 1877.

BCG

Eco Packaging
BOTTA

Chiesi

CRÉDIT AGRICOLE

DANONE
ONE PLANET. ONE HEALTH

Deloitte.

enel

EY
Building a better working world

findomestic
GRUPPO BNP PARIBAS

Fondazione
Compagnia
di SanPaolo

GENERALI

Hewlett Packard
Enterprise

INWIT
Infrastrutture Wireless Italiane

L'ORÉAL
ITALIA

Marsh

PIRELLI

POLITECNICO
MILANO 1863

snam

TIM

vodafone

WINDTRE

ZURICH

Thank you to the following for their participation and precious contribution to our working groups: Alessandra Casarico, Ferruccio Resta, Giustina Destro, Ignazio Rocco di Torrepadula, Licia Cianfriglia and Maurizia Iachino.

For the production of the document our thanks go to:

Editing and drafting: Benedetta Pingue, Sofia Maroudia

Editorial coordination: Benedetta Pingue, Marta Luca, Naila Pratelli, Sofia Maroudia, Ulrike Sauerwald

Graphic coordination: Roberto Bernardini



Contents

1. Introduction and context	5
1.1. Unpaid care work	
1.2. Care work incumbency on women	
1.3. How the regulatory framework on care work and parenting has changed	
1.4. The effects of care work on women - focus on employment	
1.5. Conclusions	
2. Italy: regulatory framework	11
2.1. Measures to support care work	
2.2. Measures to support parenting	
3. Legislative best practices	18
3.1. Care work - case studies	
3.2. Parenting - case studies	
Appendix: Working group best practice	22





INTRODUCTION AND CONTEXT

1. Introduction and context

Gender equality is a **human right** and a necessary condition for a prosperous and sustainable world. Its importance is underlined by its presence among the **Millennium Development Goals** (goal no.3) and the **Sustainable Development Goals** (goal no. 5).

Two key aspects of this topic are **care work** and **parenting**.

Because these two roles primarily fall under the responsibility of women, they can create disparities in terms of employment and opportunities for personal fulfilment.

The aim of this document is to provide an overview of the problems associated with care work and parenting in our society and the impact these have on women. We will also look at the measures introduced by the Italian government, examples of legislative best practices and the best practices collected amongst the working group.

1.1. Unpaid care work

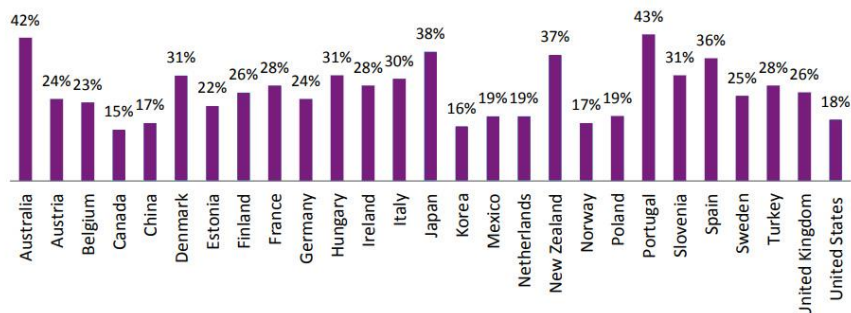
Unpaid care work³ can be divided into two different categories:

- **Household work**, such as cleaning the house, meal preparation and washing clothes;
- **Taking care of people**, whether children (helping them to wash, dress, eat, taking them to school, helping with homework, supervising or spending time with them, daily management etc.) or ill, disabled or elderly relatives (healthcare, supporting and looking after them, domestic help, providing them with company, accompanying them on visits etc.).

When we refer to unpaid work, we mean that the person performing the activity does not receive salary and that the work is not calculated as part of the GDP.

For these reasons, **household and care work is for the most part invisible in economic statistics** and undervalued by political decision-makers even if it has been observed that the monetary value of such work corresponds to somewhere between **20% and over 60% of the GDP**⁴ depending on specific national contexts across the world.

Figure 1. Value of household production compared with GDP in 2008⁵



³ #lavoroinvisibile, towards gender equality in care work. Action Aid, 2014

⁴ Antonopoulos R. 2009. The Unpaid Care Work-Paid Work Connection. Working paper 86. ILO

⁵ Ahmad, N., and S. H. Koh. 2011. "Incorporating Estimates of Household Production of Non-Market Services into International Comparisons of Material Well-Being." OECD Statistics Directorate Working Paper No. 42.



However, these estimates are important because as well as highlighting the value of care work they also inform policies in the economic and social spheres.

According to Istat⁶, in Italy care work is performed by **12,746 million people** between 18 and 64 years of age, i.e. **34.6% of the population**. This value is slightly above the European average of 34.4%.

In particular:

- 2,827 million people take care of ill, disabled or elderly relatives
- 646 thousand people look after both children under 15 years of age and other relatives aged 15 and over who are not self-sufficient
- 10,564 million people look after children of under 15 years old
- 353 thousand people look after children of under 15 years old that they do not live with

The problem of providing assistance to ill, disabled or elderly relatives that require care is increasingly relevant in Italy because of the ageing population demographic structure.

1.2. Care work incumbency on women

At global level, **75% of unpaid care work** is performed by **women**⁷.

On average, across the world, **women spend twice as much time as men on household activities** and **almost 5 times as much on activities connected with looking after other people**, while in OECD countries **working mothers spend 50% more time looking after their children than non-working fathers do**⁸.

Figure 4. The amount of additional time women dedicate to care work than men⁹

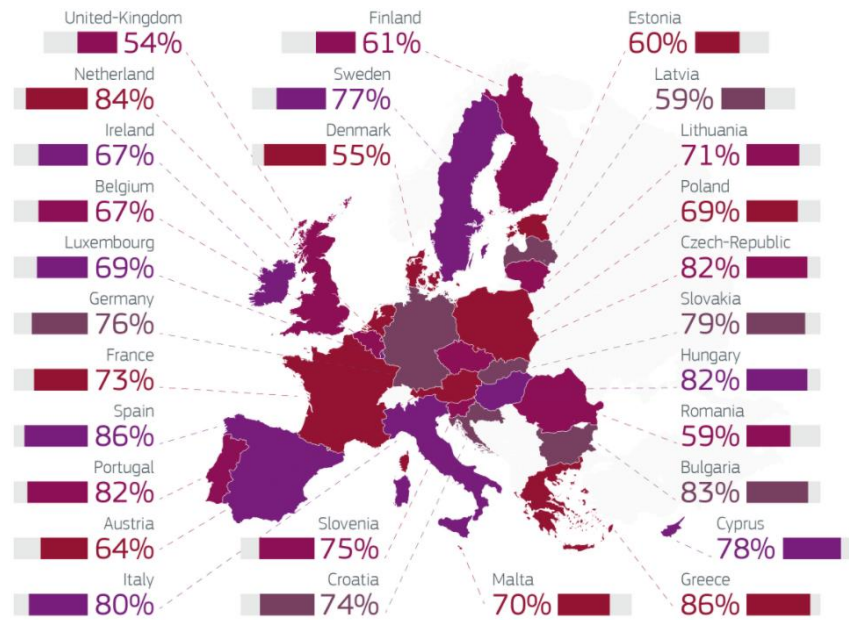
⁶ Work-life balance, Istat, 2019

⁷ [Women and work, the impact of Covid and the future of female employment - Corriere.it](#)

⁸ #lavoroinvisibile, towards gender equality in care work, Action Aid, 2014

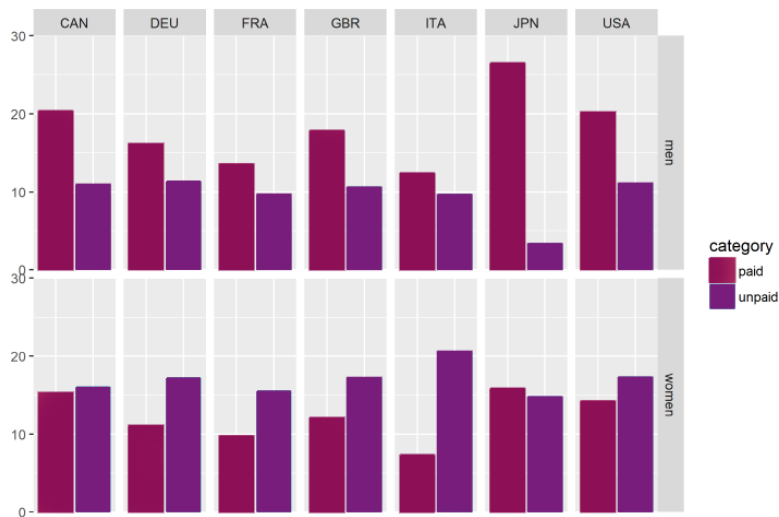
⁹ [Women and work, the impact of Covid and the future of female employment - Corriere.it](#)





At the European level, the percentage of additional time that Italian women dedicate to care work compared to men is very high but still below that of countries like Portugal and the Netherlands.

Figure 5. Unpaid household activities and paid work or studies by gender¹⁰ (% of total time spent) - Data based on the most recent surveys available for each country



While for almost all of the G7 economies the amount of time that men spend on work and study exceeds the amount of time they dedicate to unpaid household activities, for women it is the contrary. **In fact, in all countries, on average women spent more time on unpaid activities compared to men, with the biggest divergences seen in Italy and Japan.** For women, the percentage of time spent on unpaid household activities ranges from around 15% in France and Japan to over **20.5% in Italy.**

¹⁰ Including unpaid household activities: An estimate of its impact on macro-economic indicators in the G7 economies and the way forward, OECD Statistics Working Papers 2018/04



According to OECD data, in Italy the “**feminisation**” of care work is particularly strong. This is also due to a demographic factor: the so-called “**sandwich generation**”, i.e. those persons of between 50 and 60 **who are responsible for looking after both elderly parents and their own children** mainly consists of women¹¹.

With exclusive reference to the care work performed by 45 to 64-year olds connected with looking after ill, disabled or elderly relatives that require care, according to Istat, in Italy this role is carried out by women in 6 out of 10 cases¹².

1.3. How the regulatory framework on care work and parenting has changed

Parenting, understood as the duty of parents to take care of all the needs and requirements of their children, is a concept that comes under the broader notion of care work. In fact, in this regard parenting is also often the almost exclusive responsibility of women.

Legally, the roles recognised within the family are not always the same - for example, in Italy, article 316 of the Italian Civil Code of 1942, “the exercising of paternal authority”, states that the father has parental responsibility for their children. With the reform of the family law (Italian law no.151 of 1975), paternal authority was replaced by **parental authority, giving both parents equal rights and duties with regard to their children**.

In 2013 there was an important positive development whereby the concept of authority was replaced with that of **parental responsibility** which, as underlined in Legislative Decree 154/2013, **is shared by both parents and must be exercised by common agreement**.

The same developments have also occurred in the workplace. In fact, with the **Fornero Law** (Law 92/2012) another important step was made towards the introduction, on a trial basis between 2013 and 2015, of the **paternity leave**. This gave fathers the right to take a day’s mandatory leave from work as well as 2 days of optional leave, as an alternative to maternal leave.

The **improvements have continued** over time. The 2021 budget law¹³ increased **the number of mandatory days of paternal leave to 10**, with many studies highlighting the desire of today’s fathers to be more present in the lives of their children, with whom they feel a closer bond and more involved¹⁴.

1.4. The effect of care work on women - focus on employment

According to the International Monetary Fund, women’s ability to participate in the job market is often limited by the amount of unpaid care work they are required to perform¹⁵.

Working while simultaneously looking after children or non-self-sufficient relatives requires careful time management and can impact on people’s ability to participate in the job market, particularly women.

In fact, 67.3% of men and 68.2% of women between 18 and 74 in Italy agree that **women’s family responsibilities reduce the chances of them being appointed to management positions**¹⁶.

¹¹ First report on care work in Lombardy – The non-self-sufficient elderly, Pasquinelli, 2015

¹² Work-life balance, Istat, 2019

¹³ Art. 1 Law no. 178 of 30 December 2020

¹⁴ [What does the Father 2.0 do? These are the roles he didn't have before - Società & Diritti - ANSA.it](#)

¹⁵ Women, Work, and the Economy: Macroeconomic Gains From Gender Equity, International Monetary Fund, 2013

¹⁶ How women’s lives have changed 2004-2014, Istat, 2015



- In Italy, the percentage of women with at least one child that **have never worked in order to look after their children comes to 11.1%**, compared with a European average of **3.7%**¹⁷.
- In the EU, **29%** of women say that the **main reason they work part-time is because of their care duties**, compared with just 6% of men¹⁸.
- In 2019, **37,611 women** in Italy **left their job after giving birth**¹⁹.
- **The inactivity rate of parents increases the more children they have.** In 2020, the inactivity rate of mothers with **one child** was **32.4%**, rising to **50.6% for those with 3 or more children**; for fathers the same figures were 7.6% and 10.1%²⁰.
- Of the women in the 45-64 age group that perform care work connected with looking after ill, disabled or elderly relatives that require care, **only one in two are employed**²¹.

Despite this, Italy has witnessed a **positive growth trend in female employment**, which between 2009 and 2019 rose **from 46.4% to 50.1%**²².

Even if both parents have difficulty achieving the right work-life balance, **it is above all women that have had to modify some aspect of their working life** to combine their employment with their care duties and, though on the one hand part-time roles help to strike a balance between work and family life, on the other it means lower earnings, not just because of the reduced number of hours worked but also because the **hourly pay is lower**²³.

The use of **flexible working methods**, meaning flexibility in the way employees are able to perform their job in terms of hours and location, represent a **strategic aspect of company policies** focused on improving the work-life balance because they make it easier to reconcile the needs of the organisation with those of the worker without any impact on remuneration²⁴.

1.5. Conclusions

Based on what we have seen so far, we can conclude that fostering more equality in the sharing of care work and parenting tasks could generate numerous different positive effects. For example:

- **Opportunities:** balancing care work would make it possible to create **more opportunities for women** and therefore promote gender equality, **reducing obstacles** also in terms of employment and ensuring a greater possibility of female participation and equal leadership opportunities at all decision-making levels in the political and economic spheres and in public life.

¹⁷ Work-life balance, Istat, 2019

¹⁸ Eurostat, "Why do people work part-time?", 2019

¹⁹ [Women and work, the impact of Covid and the future of female employment - Corriere.it](#)

²⁰ Le Equilibriste. Maternity in Italy 2021, Save the Children

²¹ Work-life balance, Istat, 2019

²² [Employment rate \(istat.it\)](#)

²³ [Women and work, the impact of Covid and the future of female employment - Corriere.it](#)

²⁴ Survey on new work-life balance models, WelfareNet



- **GDP:** a study by the **McKinsey Global Institute**²⁵ shows how equality between men and women would **increase the global GDP by 26%** while, as underlined by a study by the **World Economic Forum**, **female participation in the job market would increase it by 35%**, which in Italy would translate into a GDP growth of over half a percentage point a year²⁶.
- **Culture:** a more balanced sharing of care work would also have a cultural effect, promoting the change towards a model of equality that would be able to inspire future generations.
- **Family:** it is proven that the active and equal involvement of both parents is **crucial for the harmonious development of the child**²⁷. Indeed, programmes and measures to support this sharing of responsibility can promote wellbeing within the entire household, with positive consequences for the mental health of parents and the development of the child, including the prevention of domestic violence, the protection and care of children with disabilities, and long-term educational and employment outcomes²⁸.

²⁵ The Power of Parity: how advancing women's equality can add \$12 trillion to global growth, McKinsey Global Institute, 2015

²⁶ [Women and work, the impact of Covid and the future of female employment - Corriere.it](#)

²⁷ Fathers' involvement and children's developmental outcomes: a systematic review of longitudinal studies, Sarkadi A. et al, 2008

²⁸ Investing in children: taking care of the future starting with the present, Alleanza per l'infanzia, 2020





ITALY: REGULATORY FRAMEWORK

2. Italy: regulatory framework

Many European Union member states have introduced reforms to support care work and parenting, such as those designed to **significantly expand childcare services**, to encourage **more equal sharing of parental leave rights for family reasons** and to **increase female participation in the job market**.

In Italy, the State has introduced two major measures for supporting care work, namely paid leave and extraordinary leave, and various instruments to support parents and households, such as maternity leave, paternity leave, parental leave, leave to look after an unwell child, daily breastfeeding rest periods, and various vouchers, bonuses and child support allowances.

According to the **estimates of the OECD**, in 2017 Italian public spending on families came to an **above average percentage of the GDP - 2.5%**²⁹ compared with 2.3% - putting it in 17th place among the 37 member countries of the OECD.

2.1. Measures to support care work

Paid leave pursuant to art. 33 of Italian Law 104/92³⁰

The term “**Law 104**” refers to the law framework of 1992 which lays down the general principles related to the “rights, social integration and care of people with disabilities”³¹.

The law represents the legal solution for guaranteeing suitable support both for disabled individuals and their relatives, who in many cases take care of them.

Offering the possibility of taking paid leave, the law is generally aimed at people with disabilities but also takes due account of other persons: in the case of an individual with a serious disability, for example, their parents, spouse (including civil union partner) and relatives (within certain degrees) can also make use of the measures established by Law 104.

The paid leave established by article. 33 is related to employees with the following characteristics:

- With serious disabilities³²;
- parents, also adoptive or foster parents, of children with serious disabilities;
- spouses, civil partners, common law partners, 1st or 2nd degree relatives or similar of persons with serious disabilities. This right may be extended to 3rd degree relatives and similar only if the parents, spouse, civil or common law partner of the person with serious disability are 65 years of age and above or suffer from a debilitating illness themselves or have passed away or are absent.

Parents, also adoptive or foster parents, of **children of under 3 years of age with serious disabilities** are entitled to, alternatively:

- 3 days of leave per month, also broken down into hours;
- Extension of parental leave: the number of days of statutory parental leave or extended parental leave taken cannot exceed a total of 3 years, to be taken by the child’s 12th birthday or within 12 years of becoming part of the family;

²⁹ OECD.Stat, Family database: public policies for families and children

³⁰ [INPS - Paid leave pursuant to art. 33 of Italian Law no. 104/92](#)

³¹ Art. 2 Law no.104/1992

³² Pursuant to art. 3 paragraph 3 of Law 104/92 and recognised by the specific ASL/INPS Integrated Medical Committee



- Paid hourly leave, based on daily working hours: 2 hours a day for working days of 6 or more hours, 1 hour a day for working days of less than 6 hours.

The biological parents of **children between 3 and 12 years of age with serious disabilities** and the adoptive or foster parents of children of 3 years and above with serious disabilities, within 12 years of becoming part of the family, are entitled to, alternatively:

- 3 days of leave per month, also broken down into hours;
- The extension of parental leave, as described above.

The biological, adoptive or foster parents of **seriously disabled children of over 12 years of age or who became part of the family at the age of over 12, and the parents, spouse, civil union partner, common law partner³³, relatives and similar** of the person with serious disability are entitled to:

- 3 days of leave per month, also broken down into hours.

Leave is remunerated in the following ways:

- **Daily leave³⁴ or hourly leave³⁵** is compensated on the basis of **the employee's salary**;
- **Extended parental leave** is compensated at the rate of **30% of the employee's salary**.

Extraordinary leave pursuant to art. 42 of Legislative Decree 151/2001³⁶

Extraordinary leave is granted according to the following order of priority, only passing down to the next level in the event that the former is absent or has passed away or is afflicted with a debilitating illness:

- To the **cohabiting spouse** of the person with serious disability;
- To the **parents**, also adoptive or foster parents, of the person with serious disability;
- To **cohabiting children** of the person with serious disability;
- To **cohabiting brothers or sisters** of the person with serious disability;
- To **cohabiting relatives/similar up to the 3rd degree** of the person with serious disability.

It is granted to employed workers (also in part-time positions) when the person for which it is requested is **seriously disabled and not in full-time hospital care**.

Workers entitled to extraordinary leave can request up to a **maximum of 2 years of extraordinary leave** during their professional career.

When taking advantage of this benefit they will receive an **allowance calculated on the basis of the salary they received in the last month of work** prior to taking leave.

³³ Art. 1, paragraphs 36 and 37, Law 76/2016

³⁴ Circ. 80/95 par. 4

³⁵ Equated to leave for breastfeeding Circ. 162/93 point 1, paragraph 8

³⁶ [INPS - Assistance for the disabled](#)



2.2. Measures to support parenting³⁷

Maternity leave³⁸

Maternity leave refers to the period of mandatory leave from work granted to female employees during pregnancy and after the birth of their child. In the presence of conditions that prevent the mother from benefitting from this leave, such as their decision to completely or partially decline maternity leave, death, infirmity, abandonment or the granting of sole custody, leave of absence from work is granted to the father.

Maternity leave:

- Is granted to female workers in an ongoing employment relationship at the start of their leave period, for birth, adoption and fostering;
- Begins 2 months before they are due to give birth and ends 3 months after the birth of their child; alternatively, mothers can choose to take a month's leave before the birth and 4 months after, or all 5 months after the birth;
- In the event of the interruption of the pregnancy after 180 days or the death of the child, the worker may stay away from work for the entire period of their maternity leave;
- Is recompensed by INPS (the Italian Social Security Institution) at 80% of the worker's average daily salary, calculated on the basis of the last pay period before the start of maternity leave.

Paternity leave³⁹

Consisting of a mandatory and an optional period, paternity leave grants fathers the right to take leave of absence from work.

Mandatory

- Granted to employed fathers for birth, adoption, fostering and perinatal death;
- For an overall period of 10 days⁴⁰;
- To be taken within the first 5 months of the child's life or the first 5 months of the child joining the family;
- Recompensed by INPS at 100% of the worker's daily pay.

Optional

- If the working mother decides not to take a day of mandatory maternity leave an optional day of paternity leave becomes available to fathers;
- To be taken within the first 5 months of the child's life or the first 5 months of the child joining the family;
- Recompensed by INPS at 100% of the worker's daily pay.

³⁷ During the 18th legislature of Italy various parliamentary bills on leave have been presented in the Chamber of Deputies and Senate. The most recent of these is the bill ([AC no. 3364](#)) presented by the Rt. Hon. Fusacchia (FacciamoEco) which introduces obligatory paternity leave for all fathers, regardless of their work contract and the type of the job they do, for a continuous period of three months, in the first year of life of their child, on full pay.

³⁸ [INPS - Maternity leave](#)

³⁹ [INPS - Paternity leave](#)

⁴⁰ Introduced in 2021, with article 1 paragraph 134 of Budget Law 2022 (Law no. 234 of 30 December 2021)



Parental leave⁴¹

Granted to biological, adoptive or foster parents, in an ongoing employment relationship, usually following maternity and paternity leave. Parental leave involves:

- Between the two parents, for an overall period of no more than 10 months, with the possibility of increasing it to 11 months if the working father is absent from work for a continuous or overall period of no less than 3 months; can also be taken by both parents at the same;
- To be taken within the first 12 years of the child's life;
- For the first 6 years of the child's life, workers on parental leave are entitled to 30% of their salary;
- As an alternative to parental leave, it is possible to request, once only, the transformation of the full-time employment relationship into a part-time position;
- Parents can choose between taking daily or hourly leave, providing notice of 5 and 2 days respectively.

Leave to look after unwell children⁴²

The Consolidating Act of legal provisions in the area of the protection and support of mothers and fathers gives employed parents the possibility of taking leave from work, alternatively but with no limits, for **periods correspondent with the illnesses of each child of no more than 3 years of age.**

Every parent also has the right to a leave of absence from work, for a **maximum of 5 working days a year**, for the illnesses of every child **between 3 and 8 years old.**

Leave to look after unwell children is also granted to adoptive and foster parents and necessitates the issuing of a medical certificate by the family doctor.

Unless otherwise provided for by the National Collective Labour Agreement of reference, this leave is unpaid.

Daily rest periods ('for breastfeeding')⁴³

Articles 39 and 40 of the Consolidating Act of legal provisions in the area of the protection and support of mothers and fathers refer to "Daily rest periods for mothers" and "Daily rest periods for fathers", respectively.

According to these provisions, during the first year of the child's life, employers must allow mothers to take two one-hour rest periods a day. These rest periods can also be combined during the day. In the case of working days of less than 6 hours, the rest period consists of just one hour.

The rest periods are reduced to half an hour each when the female worker makes use of a crèche or other suitable structures set up by the employer on the business premises or its immediate proximity. Women are entitled to full pay when using this facility and are authorised to leave the company premises.

The rest periods cited in article 39 are granted to the working father:

- if the father has sole custody of the children;

⁴¹ [INPS - Parental leave](#)

⁴² Established by art. 47 of Legislative Decree no. 151 of 2001

⁴³ Established by articles 39 and 40 of Legislative Decree no. 151 of 2001



- in lieu of employed working mothers who decide not to take advantage of this facility;
- if the mother is not an employed worker;
- in the event of the death or serious illness of the mother.

Crèche vouchers⁴⁴

The **2017 budget law** (art. 1, Law 232/2017) **introduced, from 2017, an annual voucher of €1000**, paid in 11 monthly instalments, **to pay public sector or private crèche fees**. As they are targeted at children aged between 0 and 3 years, parents may receive these vouchers for a maximum of three years per child. This benefit can also be used to support children of under 3 years with serious chronic illnesses in their own home.

The sum was **revised and increased on the basis of different ISEE (equivalent financial situation index) thresholds, from €1,500 to €3,000**. The voucher is issued by INPS to requesting parents following presentation of suitable documentary proof of their enrolment in and payment of fees to public sector or private facilities.

Single child benefit allowance and universal child benefit and family services fund⁴⁵

Law no. 46 of 1 April 2021 “*Delegation to the Government for the reorganisation, simplification and strengthening of measures to support dependent children through a single and universal child benefit allowance*” empowered the Government to adopt one or more **laws aimed at the reorganisation, simplification and strengthening of measures to support dependent children through the creation of the single and universal child benefit allowance** and the overall streamlining and partial suppression of existing facilities. In light of this delegation, Legislative decree no. 230 of 21 December 2021 on the establishment of the single and universal child benefit allowance for dependent children was presented by the Government and subsequently approved before being published in Official Gazette no. 309 of 30 December 2021 and entering into law on 31 December 2021⁴⁶.

According to the new law, the **single universal child benefit allowance is a financial benefit issued on a monthly basis, for the period between March of each year and February of the following year, to households on the basis of their ISEE (equivalent financial situation index) score**. In particular, the allowance is awarded:

- for **each dependent minor child**, from the 7th month of pregnancy. For children born after the second child, a supplement is added to the allowance;
- **for each dependent child of adult age**, until his/her 21st birthday, in the event: the child is attending a scholastic or professional training course or a degree course; is a trainee or performs a job with an overall income of less than €8,000; is registered as unemployed and a jobseeker with public employment services, or is performing alternative civilian service.
- **for each dependent child with disabilities**, with no age limits.

The monthly allowance also provides a:

- **supplement for mothers under 21 years of age;**
- **supplement for every child with disabilities, adjusted on the basis of specific circumstances;**
- **supplement in the event both parents receive income from employment;**

⁴⁴ Measures to support families and funds for social policies, Chamber of Deputies Study Service, July 2021

⁴⁵ Ibid.

⁴⁶ This decree revokes article 1, paragraph 353 of Law 232/2016 (“childbirth bonus”) as of 1 January 2022, article 65 of Law 448/1998 (allowance for households with at least three minor children) as of 1 March 2022, and article 1, paragraph 348-349 of Law 232/2016, which established the Birth support fund, as of 1 January 2022



- **fixed supplement** for households with four or more children;
- **temporary supplement** for families with an ISEE below a specific threshold.

The **universal child benefit and family services Fund** was established by art. 1 paragraph 339 of budget law 2020 (Law no. 160 of 27 December 2019) and the resources of the Fund are used to implement measures for the support and promotion of families as well as the reorganisation and rationalisation of policies to support families with children. Since 2021, the Fund has also received the resources allocated for the 'baby bonus' and the crèche bonus. For 2021 paternity leave was also refinanced using the Fund. The Fund was therefore refinanced in line with the provisions of art. 17 paragraph 1 of Legislative Decree no. 146 of 21 October 2021.





LEGISLATIVE BEST PRACTICES

3. Legislative best practices

3.1. Care work - case studies

In **France**⁴⁷, the issue of the burden of care work on family members and caregivers is mainly regulated by the Law on the adjustment of society to the ageing population and the National caregiver support strategy (*Stratégie nationale de soutien aux aidants*). The country has introduced different types of leave to support workers that assist the disabled and the elderly:

- **Family Solidarity Leave** (*congé de solidarité familiale*): for dependent adult relatives at an advanced or terminal stage of a serious illness or affected with a potentially fatal illness. It enables the employee to suspend their professional work for a maximum of 3 months (can be renewed once). Caregivers can benefit from a daily home care allowance (allocation journalière d'accompagnement à domicile, AJAP), paid for by social security.
- **Family Support Leave** (*congé de proche aidant*, renamed Carer's Leave): introduced to help take care of a sick adult relative or a relative that is no longer self-sufficient. It allows the carer to temporarily interrupt their professional activity while maintaining their position and rights within their company. This leave can last for up to 3 months (unless a collective agreement is in place) and can be renewed. However, until 30th September 2020 this leave was unpaid. From 1st October a form of economic benefit was introduced in the form of paid leave for public and private sector workers and economic support for the self-employed and the unemployed.
- **Parental presence leave**: a specific form of leave for parents of children that are disabled, seriously ill or victims of serious accidents. To be eligible for this leave the child must be a maximum of 20 years old and the monthly salary of the parent before tax cannot exceed €974.12. During this period the employee contract is suspended and the employee does not receive any pay, but they may receive a daily parental presence allowance (AJPP). This leave can be used for 310 working days over a period of 3 years.

In **Spain**⁴⁸, the legislation that deals with family care workloads is the Law on the promotion of personal independence and assistance for non-self-sufficient people – LAPAD, which involves a System for the autonomy and care of dependent persons (SAAD).

The Spanish system of care work leave offers different possibilities:

- **Short-term leave**: 2 days, which can be extended to 4 in the event of transfers, to care for relatives (up to 2nd degree) of any age that have suffered an injury, that have a serious illness, that have been admitted to hospital or undergone an outpatient procedure. This leave is paid for in full by the employer.
- **Long-term leave**: reductions to the working day to care for relatives (up to 2nd degree) needing assistance for old age, injury, serious illness or invalidity. This reduction can last for up to 2 years (unless extended by the collective bargaining agreement). For public sector employees, it can be extended to up to 3 years. This leave is not paid but the first year is included in full in the calculation of pension contributions. The employee's job is protected for the first year of leave, after which time they are guaranteed a position of an equivalent professional level.
- **Parental leave for children with serious illness**: this involves a reduction in working hours of up to 50% to take care of a child with a serious illness that requires long-term hospital care. This leave can last through until the end of the illness or until the child turns 18. The loss of income is compensated by a subsidy equal to 100% of the basic wage.

⁴⁷ [France – Eurocarers](#)

⁴⁸ [Spain – Eurocarers](#)



- **Leave for self-employed workers:** involves a reduction in the working hours of self-employed workers that take care of a child under 7 or other dependent relatives, and who employ a full-time or part-time worker on a permanent or temporary contract in order to guarantee the continuity of their business activity to benefit from paid leave of up to 12 months. The allowance equates to 100% of the social security contributions of the self-employed worker (or a portion thereof for part-time workers).

The **subsidies and economic concessions** are granted on the basis of the level of dependence and economic resources of the person. These include:

- **Non-contributory family benefit for children with disabilities:** the family of a child under 18 with a level of invalidity above 33% is entitled to receive an annual allowance of € 1,000. For children over 18 with a level of invalidity equal to or above 65% or above 75% with the need for a care taker, the family will receive, respectively, € 4,415 and € 6,623 per child per year. The dependent child must live in the family home and their annual income must not exceed the minimum wage.
- **Carer allowance:** this allowance seeks to compensate the caregiver for their work and the costs of care for the household. The caregiver must be a spouse or relative (up to 3rd degree) that lives with the dependent person before the presentation of the support request. The allowance is granted according to income and the amount is calculated on the basis of the level of dependence of the person requiring care.
- **Economic allowance for personal carers:** This benefit makes it possible to hire a care taker in order to improve the independence of a non-self-sufficient person. The amount of the allowance depends on the level of dependence and economic wellbeing of the beneficiary.
- **Financial allowance to pay for a service:** This benefit makes it possible to pay for a service assigned in the Individual care programme (e.g. domestic care services, day/night centres or residential care services). It is granted when public care services are not available and private sector services have to be used in their place. The size of the allowance varies according to the level of dependence and economic wellbeing of the beneficiary.

3.2. Parenting - case studies

Swedish⁴⁹ parental leave, known as *föräldrapenning*, gives parents **480 days of leave from work (equating to the overall number of days of maternity leave, paternity leave and parental leave in Italy) **up until the child's ninth birthday.****

Parents are - for reasons connected with gender equality - encouraged to share the leave. This is why **90** of the total 480 days **are assigned to each parent** while the remaining 300 days can be divided up as they see fit. Only parents with sole custody are entitled to use all 480 days for themselves.

For the first **390 days** parents receive **an allowance of 80%** of their salary if they have been working lawfully in Sweden for at least 240 days. For the remaining 90 days they receive a reduced sum of 180 Swedish krona.

This leave is also available to those who haven't worked legally in Sweden for at least 240 days; in this case, the allowance is 250 SEK/day for 480 days.

⁴⁹ [Parental leave - The Newbie Guide to Sweden](#)



In **Spain**⁵⁰, where until 2020 men were entitled to 12 weeks of leave for births or adoptions – already a progressive legislation compared with other EU countries – from 1st January 2021 all new Spanish fathers (or the equivalent second parent) are entitled to **16 weeks of paternity leave**, a period of time **equal to maternity leave** and non-transferrable.

Paternity leave can be extended by two weeks in the event of multiple births⁵¹.

Both parents must take the first 6 weeks of leave immediately after the birth, adoption or fostering of the child, while the remaining 10 weeks can be taken within 12 months of the birth, adoption or fostering.

Self-employed workers are also entitled to this leave and receive the established allowance⁵².

⁵⁰ [Spain, paternity leave increased to 16 weeks | EUR](#)

⁵¹ [Paternity leave in Spain | Safeguard Global](#)

⁵² [Paternity Leave In Spain Increased To 16 Weeks From January 2021 - Sanitas Health Plan Spain](#)





APPENDIX: WORKING GROUP BEST PRACTICES

Appendix: Working group best practices

This section focuses on the internal initiatives promoted by the organisations that are a part of the "Care work and Parenting" working group promoted by Valore D and Snam | Generazione Donna designed to create an environment that promotes equality.

The initiatives are divided into the following categories, divided in accordance to the macro areas of care work and parenting:

1. Care work and parenting

- **Flexible organisation of work and leave** (part-time opportunities, leave for medical check-ups, ill children, specialist check-ups, leave for crèche and nursery school settling-in periods)
- **Caregiver training, reintegration support and mentorship**
- **Psychological support**
- **Additional services** (economic support, special agreements, feeding rooms, support finding babysitters/carers)

2. Parenting

- **Parental leave** (extension, supplementary allowance, extension to LGBTQ+ couples)



ACCENTURE

General Information

Sector: professional services

Number of employees: 19,208

Employee distribution by gender: 39.8% women - 60.2% men

Employee distribution by role and gender:

- Executives: 26.8% women - 73.2% men
- Below executive: 43% women - 57% men

Average age of employees: 75% - 80% millennials

Best practices

Flexible organisation of work and leave

- Year introduced: 2020
- Main target: all employees
- Description: following the end of the state of emergency caused by the Covid-19 pandemic, the company smart working policy will extend the possibility of home working from 2 to 3 days a week for the entire company population, rising to 5 where necessary to protect the health and safety of the workforce.
- Year introduced: ND
- Main target: parents
- Description: forms of optional horizontal part-time work (reduction of daily hours for all staff), from the return to work until the 1st birthday of the child, and vertical part-time work (reduction of weekly hours by 1 or 2 days, working full-time on the other days of the week) aimed at all executive staff and middle managers, between the 1st and 3rd birthdays of the child.

Caregiver training, reintegration support and mentorship

- Year introduced: 2020
- Main target: parents and caregivers
- Description: training programmes like “[Jointly](#)- Profession Parents” to provide a targeted response and successfully deal with the main parenting challenges, a Family Manager to help identify the best solution for managing different family needs, and a network of partner services to support parenting and care work.

Psychological support

- Year introduced: 2018
- Main target: parents
- Description: “Insieme per Noi” network of Auto-Mutuo-Aiuto aimed at parents of children with disabilities, to share common experiences, questions and difficulties. Thanks to the support offered by expert staff (specialist external psychologists), the programme aims to promote dialogue and the sharing of experiences with the aim of finding solutions to both minor and major day-to-day problems.



- Year introduced: 2017
- Main target: all employees
- Description: Employee Assistance Program (EAP) available to all employees and their 1st degree relatives. This free assistance programme provides short or long-term psychological support at particular moments of life, when we find ourselves faced with major challenges and changes. The EAP programme is available 24 hours a day, 7 days a week.

Additional Services

- Year introduced: 2018
- Main target: parents
- Description: supplementary bonuses “baby on board” covering deductions on company benefits during maternity and paternity and parental leave.

Parental leave

- Year introduced: 2016
 - Main target: new fathers/secondary caregivers
 - Description: 2 days of optional paid paternity leave in addition to statutory paternity leave, with no impact on the number of days available to the mother.
-
- Year introduced: 2016
 - Main target: secondary caregivers
 - Description: extension, to a civil union partner that lives permanently with the child and is not their legally recognised parent, of the optional birth and adoption leave for relatives (optional parental leave, leave to look after ill children, part-time work arrangements, etc.)



BAKER HUGHES

General information⁵³

Sector: energy/engineering

Number of employees: ≈5000 in Italy, ≈54,000 worldwide

Employee distribution by gender: 20.4% women - 79.6% men

Employee distribution by role and gender:

- Board of directors: 33% women - 67% men
- Senior leadership: 17% women - 83% men
- Workforce: 18% women - 82% men

Average age of employees: 44

Best practices

Flexible organisation of work and leave

- Year introduced: ND
 - Main target: all employees in roles where it is possible
 - Description: flexible start and finish times, smart working without any limits in terms of days.
- Year introduced: ND
 - Main target: employees with small children or ill relatives
 - Description: part time remote working for those in particular situations, e.g. employees with small children or ill relatives.

Caregiver training, reintegration support and mentorship

- Year introduced: ND
 - Main target: all employees
 - Description: “Baker Hughes Working Parents” community resources group, aimed at organising seminars, events and moments of sharing to support parents, children and those who expressly want to take part. Working Parents collaborates in the drafting of agreements and partnerships for summer camps, transport services, sport, etc. together with the other company employee resources groups (Pride@work, Women’s Network, etc.). In addition, “open door” initiatives for employee children are typically organised at the Italian sites, such as “family day” and “Epiphany in the workshop”.
- Year introduced: ND
 - Main target: all employees
 - Description: “Living Well” programme to support office staff and their families with particular focus on: work-life balance, wellness, health and diets. The programme involves various kinds of initiatives at company sites.

⁵³ Data refers to Italy with the exception of the percentage of employees by role and by gender at global level



Psychological support

- Year introduced: ND
- Main target: all employees
- Description: assistance programme for employees and their dependents (Employee Assistance Program - EAP), free and confidential, to deal with daily challenges and the most serious problems. Available 24 hours a day, EAP offers immediate and short-term telephone consultancy, referrals to experts in the community and more extensive assistance on issues such as: parenting, taking care of an elderly person, family communication, depression and anxiety and work-life balance.

Additional services

- Year introduced: ND
- Main target: all employees
- Description: supplementary health care insurance fund - solidarity initiatives: assistance and care for relatives pursuant to Law 104 for the reimbursement of personal care and medical device expenses; contribution to medically assisted reproduction (for couples, regardless of sex); baby bonus for both biological and adoptive children; support with fixed contributions for adoption; study incentives with fixed contributions. In the healthcare sector, the insurance cover is extended to cohabitants in the same household, even in the absence of a civil union or de facto cohabitation (whether of the same or opposite sex).

Parental leave

- Year introduced: ND
- Main target: all employees
- Description: extension to cohabiting partners in the same household, regardless of sex, of the possibility of taking paid leave comparable to the forms outlined in Law 104. Following verification of the “serious disability” of the cohabitant that is registered as part of the household, the partner is entitled to 3 days of leave a month (which can also be broken down into hours) conditional on a declaration that no other relatives use the leave provided for by law.

Other initiatives:1) Partnerships with crèches, schools and summer camps; 2) Flexible benefits to support the family: reimbursement of school, campus and study trip expenses, assistance for elderly and non-self-sufficient relatives, and babysitting services.



BARILLA G. & R. F.LLI

General Information

Sector: food & beverage

Number of employees: 4,292 in Italy, 8,262 worldwide

Employee distribution by gender: 31% women - 69% men

Employee distribution by role and gender:

- Executives: 24% women - 76% men
- Managers: 40% women - 60% men
- Office staff: 45% women - 55% men
- Factory staff: 25% women - 75% men
- Sales force: 31% women - 69% men

Employee distribution by age: 10% below 30, 51% between 30 and 50, 39% over 50

Best practices

Flexible organisation of work and leave

- Year introduced: 2013
- Main target: all those who can manage their work remotely
- Description: 50% of working hours worked remotely, also with the possibility of breaking this time down into hours.

Caregiver training, reintegration support and mentorship

- Year introduced: 2018
- Main target: all employees
- Description: website dedicated to new parents and their managers - Barilla Winparenting Website - containing up-to-date information on current legislation as well as guidelines, advice, services and personal accounts for every stage of parenting (before leave, during leave and returning to work).

- Year introduced: 2018
- Main target: parents
- Description: self-awareness and online training programme - Barilla Winparenting Program - developed with [Lifeed](#), which aims to help parents make the most of the parenting experience also in the workplace, training new skills and helping them to effectively transfer them from one area to another. The "Born parents" programme is aimed at those with children of 0 to 3 and the "Growing parents" programme at those with children of 4 and above.

- Year introduced: 2018
- Main target: all parents within 3 months of returning from parental leave
- Description: 4 meetings, including 1 group and 3 individual counselling meetings, as part of the Winparenting Back to Work Program, with the aim of offering support and concrete tools for as seamless a return to work as possible.

Additional services

- Year introduced: 2019
- Main target: expectant/breastfeeding mothers and fathers
- Description: provision of a quiet room for resting/breastfeeding



- Year introduced: 2019
- Main target: future mothers
- Description: reserved parking spaces for expectant mothers close to the entrance

- Year introduced: 2019
- Main target: parents with children of 0 to 14
- Description: help in finding babysitters through a partnership with external company "[Le Cicogne](#)".



BCG

General Information

Sector: strategic managerial consultancy

Number of employees: 501-5,000

Employee distribution by gender: 41% women - 59% men

Employee distribution by role and gender: ND

Average age of employees: 34

Best practices

Flexible organisation of work and leave

- Year introduced: 2020
- Main target: caregivers
- Description: programme that enables workers to reduce their working hours without their wages being reduced in proportion. In fact, by reducing their working hours to 60% of a full-time role, employees are guaranteed 70% of their salary and the Consulting Team 80% tenure credit.

Caregiver training, reintegration support and mentorship

- Year introduced: 2020
- Main target: primary/secondary caregivers
- Description: “Parents Toolkit”, a document to provide concrete guidance to all parents or prospective parents, helping them to understand Italian legislation in the area of parenting as well as their rights, such as leave, leave for illness, adoption rights, etc.

- Year introduced: 2021
- Main target: primary/secondary caregivers
- Description: document for employees who will become parents and their managers, to guide them through the necessary processes of every phase. “Parental Journey” summarises the actions that every new parent has to take in order to respect company policies and all legal requirements. It also aims to provide managers with the tools to act as a point of reference for the members of their team also in this phase of life.

- Year introduced: 2021
- Main target: primary/secondary caregivers
- Description: programme to involve all stakeholders in the return of new mothers to the workplace. The “Comeback Roadmap” seeks to facilitate the return of mothers to the workplace after maternity, creating moments of discussion and dialogue aimed at defining a concrete action plan for their return but also for listening to their personal needs and monitoring their first months back.

- Year introduced: 2021
- Main target: primary/secondary caregivers
- Description: parent colleague who takes on the role of “Parental Angel” and supports the new parent, sharing experiences and acting as a point of reference during their first months back. The idea is that the Parental Angel provides the new parent with guidance in the management of their work but also becomes a “confidante” they can talk to and share experiences with.



Psychological support

- Year introduced: 2021
- Main target: all employees
- Description: the “Conversation Desk” consists of 3 free and confidential support and listening sessions with a certified psychologist.

Additional services

- Year introduced: 2018
- Main target: the entire Italian company population with at least six months of work experience at BCG on a permanent contract, active since at least the 31/12 of the previous year.
- Description: welfare initiatives with goods and services available to all employees. More specifically, parents can take advantage of services like the reimbursement of school and babysitting expenses, and support in finding babysitters, summer camps, etc.

Parental leave

- Year introduced: 2020
- Main target: new parents
- Description: “Parental Policy” which aims to support both caregivers, pre and post leave, and to develop a parenting culture in the company. In terms of leave, the policy ensures that the leave foreseen for both primary and secondary caregivers in the 4 countries of the system (Italy, Greece, Turkey, Israel) is the same, offering 20 weeks of leave for mothers and 4 for fathers, with 100% pay.



CHIESI FARMACEUTICI

General Information

Sector: pharmaceuticals

Number of employees: 1,466

Employee distribution by gender: 56.5% women - 43.5% men

Employee distribution by role and gender:

- Managers: 52% women - 48% men
- Executives: 37.5% women - 62.5% men
- Top executives: 20% women - 80% men
- Administrators/technical experts: 51% women - 49% men
- Operators: 53.8% women - 46.2% men
- Professionals/supervisors: 68.6% women - 31.4% men

Average age of employees: 42

Best practices

Flexible organisation of work and leave

- Year introduced: 2020 (year the supplementary agreement was renewed but also present previously)
- Main target: parents
- Description: part-time role until the child's 6th birthday, also in the case of adoption, to facilitate the work-life balance, with the possible extension of the arrangement until the child's 10th birthday in accordance with the worker's manager. In addition, pay during optional maternity is higher than foreseen by the National Collective Labour Agreement.
- Year introduced: 2020 (year the supplementary agreement was renewed but also present previously)
- Main target: all expectant employees
- Description: paid leave for the amount of time necessary, for a maximum of 4 hours, for specialist prenatal check-ups, including blood tests.

Caregiver training, reintegration support and mentorship

- Year introduced: 2021
- Main target: all employees
- Description: workshop that aims to reflect on the main dynamics underlying the advent of new technologies, with particular focus on the psychological and social processes involving children, adolescents and their family system.
- Year introduced: 2021
- Main target: all employees
- Description: seminar "Man to man. The strengths and vulnerabilities of paternity" aimed at those interested in learning about the mental and emotional changes in men when becoming fathers. The goals are to: reflect on the experience of paternity and the changes it brings about; understand the role, functions and skills that new fathers develop; highlight the perceptions of strength and vulnerability in the role of father.



Psychological support

- Year introduced: 2022
 - Main target: parents with children between 0 and 6
 - Description: listening service to help develop a climate of wellbeing in the family.
- Year introduced: 2019
 - Main target: all expectant employees, employees going on maternity leave or mothers returning to work
 - Description: individual consultancy consisting of 5 meetings before maternity and 5 after, to support colleagues and help them rediscover the resources and talents that facilitate their integration and improve their level of satisfaction in both their professional and private lives.
- Year introduced: 2021
 - Main target: all employees that attended the “we need a compass” workshop and their children
 - Description: individual school guidance consultancy that takes account of specific personal and family situations in order to focus on emotional implications, get personalised suggestions on the most suitable local guidance services and share tips in order to suitably support the boy/girl in their choice of school.

Additional services

- Year introduced: 2010
 - Main target: children of all employees
 - Description: study grant for children of employees that attend secondary school and are interested in participating in an intercultural exchange programme abroad, made available by Intercultura, non-profit organisation under the auspices of the Ministry of Foreign Affairs.
- Year introduced: 2022
 - Main target: all employees with children between 3 and 6
 - Description: in addition to the reimbursement of crèche fees within the limit of €100 a month, the company has a partnership that guarantees subsidised fees for the enrolment of children of employees in nursery school, with customised educational programmes thanks to the close collaboration between the company and the [Eidé Cooperative](#)

Other initiatives: **1)** Master’s for new parents - [Lifeed](#); **2)** Workshop “Digital technologies: possibilities and responsibilities”; **3)** “Individual consultancy - digital technologies”, to enhance the learning process of the child; **4)** Workshop “Beyond control: getting to know our children to give them more responsibility”; **5)** “Individual consultancy - Beyond control”, on the role of the parent; **6)** Workshop “We need a compass! Supporting children in their choice of school”; **7)** Paternity leave initiative; **8)** Parental leave initiative; **9)** Solidarity Hour Bank; **10)** Leave to care for children under 3; **11)** Tagesmutter - home crèche; **12)** Summer camp partnerships; **13)** Reimbursement of crèche and nursery school fees; **14)** Workshop “Workplace inclusion of employee / cancer patient and caregiver”; **15)** Workshop “The elderly: technologies, strategies and services to support their independence”; **16)** Workshop “No longer alone: how to support the elderly at home”; **17)** “ABC Care” portal containing information and practical suggestions for the management of elderly relatives; **18)** Individual consultancy for the elderly and caregivers; **19)** Individual consultancy for the elderly: technologies and strategies for a better quality of life.





DANONE

General Information

Sector: food industry

Number of employees: 500 in Italy, 100,000 worldwide

Employee distribution by gender: 52% women - 48% men

Employee distribution by role and gender:

- Workers: 60% women - 40% men
- First-level managers: 56% women - 44% men
- Mid-level managers: 57% women - 43% men
- Directors: 18% women - 82% men

Employee distribution by age: 1% below 26, 20% between 26 and 34, 31% between 35 and 44, 29% between 45 and 54 and 19% over 54.

Best practices

Flexible organisation of work and leave

- Year introduced: 2011
- Main target: all employees
- Description: remote working and flexible hours for the settling in of children at crèche and nursery school.

- Year introduced: 2021
- Main target: all employees that work in the head office
- Description: introduction of the Phygital Agreement, which for example establishes that all meetings are held in hybrid form to enable the participation of all (caregivers and others).

Caregiver training, reintegration support and mentorship

- Year introduced: 2018
- Main target: future and new parents
- Description: [Lifeed](#) Master's, previously the MAAM Master's⁵⁴. Lifeed transforms parenting into a Master's qualification, making people aware of the variety of soft skills they acquire during life and in particular in their role as parents.

Psychological support

- Year introduced: 2011
- Main target: all employees
- Description: [A Ribbon in the Company](#), a programme promoted by [Manageritalia](#) aimed at helping parents and businesses to serenely deal with maternity and facilitate the return of mothers to work. The programme involves a psychological and nutritional support course.

⁵⁴ [MAAM \(Maternity As A Master\) | Riccarda Zezza](#)



Additional services

- Year introduced: 2020
 - Main target: caregivers
 - Description: Welfare dedicated to caregivers and the “Caregivers Policy”, with the aim of supporting those that take care of their relatives, whether elderly or requiring assistance. The welfare policy and initiatives are based on 4 pillars of support: organisational, economic, psychological and cultural.
- Year introduced: 2012
 - Main target: all employees
 - Description: provision, as part of the company welfare policy, of economic support, initially only for parents and later extended to the entire company population, which in 2022 will come to €2400.

Parental leave

- Year introduced: 2011, revised in 2017
 - Main target: all employees
 - Description: “Danone Parental Policy”⁵⁵ regarding the pre-natal and post-natal periods and parental leave. The policy foresees a supplementary allowance of 30% for optional parental leave, bringing it up to 60% of salaries.
- Year introduced: 2011, revised in 2017 and 2021
 - Main target: fathers
 - Description: introduction, through the “Danone Parental Policy”, of 5 days of paternity leave in 2011, 10 days in 2017, when the law foresaw 2, and 20 from 2021 compared with statutory leave of 10 days.

⁵⁵ Previously “Baby Decalogue”



DELOITTE ITALY

General Information

Sector: business services (auditing, consulting, financial advisory, tax & legal services)

Number of employees: 9,000

Employee distribution by gender: 39% women - 61% men

Employee distribution by role and gender:

- Partners: 12.4% women - 87.6% men
- Senior managers and managers: 34.2% women - 65.8% men
- Senior Staff: 45.9% women - 54.1% men
- Professional staff: 45.1% women - 54.9% men
- Administrative professionals: 37.8% women - 62.2% men

Average age of employees: 30-32

Best practices

Caregiver training, reintegration support and mentorship

- Year introduced: 2020
- Main target: employees that return to work at the end of maternity leave
- Description: “D-MUM” programme which involves: the adoption of the Rolling project/Client policy so mothers can return to work on the same project or with the same client with which they were associated before taking leave; the introduction of a Helpdesk involving various functions (D&I team; HR; Deloitte businesses) which monitor the relationship with the team, the client and the work-life balance of mothers returning to work; the creation of a toolkit to support team leaders in the onboarding of colleagues returning from maternity.

- Year introduced: 2020
- Main target: parents and their children
- Description: training for parents with school age children (4-18+) in collaboration with [Jointly SOS Parents](#), to help them cope with the difficulties and consequences of the pandemic and find the resources to deal with the changes taking place, and the organisation of virtual parties with [Kikolle Lab](#) dedicated to children under 10.

- Year introduced: 2019/20
- Main target: parents
- Description: “Parents@Deloitte” community, a space in which Deloitte parents can dialogue freely, share experiences and best practices, propose initiatives, offer advice to each other on all aspects of parenting, as well as get to know each other and network. The network was particularly important for maintaining relationships between colleagues during the pandemic.

Psychological support

- Year introduced: 2021
- Main target: all employees
- Description: free, anonymous and confidential psychological listening service. People can contact a professional by phone or by accessing an online platform, which enables them to book an interview via live chat, a video consultancy or send a form to obtain a personalised response.



- Year introduced: 2018
- Main target: all employees
- Description: “Welfare4You” platform, which includes both support programmes and services for parents, and tools for reflecting on the skills acquired during the parenting experience. There are also parenting agreement to support Deloitte parents.



EY

General Information

Sector: professional management consultancy, auditing, transaction and training services

Number of employees: 5,869

Employee distribution by gender: 49% women - 51% men

Employee distribution by role and gender:

- Equity partners: 16% women - 84% men
- Employees: 50% women - 50% men
- Tax consultants: 53% women - 47% men
- Trainees: 44% women - 56% men

Average age of employees: 32.8

Best practices

Flexible organisation of work and leave

- Year introduced: 2021
- Main target: parents, including same-sex couples
- Description: assisted planning focused on clients geographically “close” to their home and/or workplace, until the child’s 1st birthday.

Caregiver training, reintegration support and mentorship

- Year introduced: 2021
- Main target: mothers
- Description: introduction of “Buddy” to assist with post-maternity reintegration so the resource returning after a short/medium/long period of maternity leave can receive training on the changes that have taken place in the company during their absence.

- Year introduced: 2021
- Main target: new parents
- Description: self-learning programme that can be used with the “YouCarEYouLearn” app to understand how to apply the transferable skills acquired while looking after the family.

Psychological support

- Year introduced: 2020
- Main target: all employees
- Description: free 24h service, with a dedicated, personal and protected space for different kinds of psychological consultancy: psychological consultancy for people with personal or professional problems, therefore aimed at employees for counselling, support and the addressing of work/life issues; management consultation for those who manage resources and collaborators, specific consultancy therefore dedicated to counselling, support and the addressing of issues that influence the working relationship and the wellbeing of workers.



Additional services

- Year introduced: 2021
 - Main target: new parents
 - Description: reimbursement up to a maximum of €3,600 in the first 24 months of the child's life for crèche or babysitter service expenses.
-
- Year introduced: 2021
 - Main target: mothers
 - Description: room for expressing milk and the administration of medicines.

Parental leave

- Year introduced: 2021
- Main target: parents, including same-sex couples
- Description: extension of paternity leave by 10 days, in addition to statutory leave, to use by the child's 3rd birthday, also on an hourly or non-continuous basis, if the employee has residual annual leave of 80 hours or less on 31 December of the previous year.



FINDOMESTIC BANCA

General Information

Sector: banking

Number of employees: 2,716

Employee distribution by gender: 53% women - 47% men

Employee distribution by role and gender:

- Professional areas: 60% women - 40% men
- Managers: 33% women - 67% men
- Senior Managers: 16% women - 84% men

Average age of employees: 43.3

Best practices

Flexible organisation of work and leave

- Year introduced: when the company was founded
- Main target: all employees
- Description: 170 different part-time arrangements (vertical, horizontal and mixed) proposed to employees and compatible with the company's organisation needs.

- Year introduced: 2015
- Main target: all employees
- Description: increase in unpaid leave to look after ill children of 8 to 14 and 5 days of unpaid leave to accompany parents on specialist check-ups or to help them in the event of serious infirmity.

Caregiver training, reintegration support and mentorship

- Year introduced: 2010
- Main target: new parents and their managers
- Description: "Welcome back" guidance course for new parents to assist with change management and re-establishing the work-life balance through interactions with colleagues in similar situations and the facilitation of a coach/trainer. For managers, the aim of the course is the development of skills to support this target of colleagues.

Psychological support

- Year introduced: 2021
- Main target: all employees
- Description: introduction of the Care Manager and a listening and guidance office for caregivers, with the help of public or private sector entities (at subsidised prices); the Care Manager supports the employee until the definitive resolution of the problem, also helping them to manage all the necessary bureaucracy.



- Year introduced: 2020
- Main target: all employees
- Description: programme to raise awareness on non-self-sufficiency and introduction of the “Hello? I’m listening” psychological helpdesk for employees and their relatives. The helpdesk has extended its remit to cover employee needs previously satisfied by a specific work-related stress service.

Additional services

- Year introduced: the healthcare and injury insurance policy has been in place since the company was founded, the insurance policy for death due to illness was introduced in 2015.
- Main target: all employees
- Description: healthcare insurance that covers and reimburses the medical expenses incurred by employees for themselves and the entire household, and also involves the preventive medicine service (package of diagnostic exams and check-ups) for the entire household. The policy in the event of the death of the employee guarantees a grant to relatives in the event of death due to illness.

Parental leave

- Year introduced: 2015
- Main target: parents
- Description: 3 additional days of paternity leave regardless of the number of days guaranteed by law and the possibility of extending optional parental leave with leave of absence or holidays/paid leave when returning from maternity. Through the application of the ‘Inclusive Protocol’, in 2017 these rights were extended to LGBT+ couples and the concept of “social parenting” was recognised regardless of the legal acknowledgement of parent status.

- Year introduced: 2015
- Main target: parents
- Description: supplementary optional parental leave allowance of +30% in the fourth month, +40% in the fifth month and +50% in the sixth month. Through the application of the ‘Inclusive Protocol’, in 2017 this right was extended to LGBT+ couples and the concept of “social parenting” was recognised regardless of the legal acknowledgement of parent status.

Other initiatives:1) Annual benefit payments to support families with disabled children⁵⁶; 2) Babysitter/crèche bonus⁵⁷ and bonus to cover expenses for children up to 3 years of age; 3) Polimi study grants and summer camps for children of employees ([Tech Camp](#)).

⁵⁶ Higher figure than the amount established by the reference National Collective Labour Agreement

⁵⁷ Higher figure than the amount established by the reference National Collective Labour Agreement



FONDAZIONE COMPAGNIA DI SAN PAOLO

General Information

Sector: philanthropy

Number of employees: 95

Employee distribution by gender: 67.4% women - 32.6% men

Employee distribution by role and gender:

- Senior Managers: 35.7% women - 64.3% men
- Middle managers: 74.4% women - 25.6% men
- Office workers: 71.4% women - 28.6% men

Average age of employees: 46

Best practices

Flexible organisation of work and leave

- Year introduced: 2006, 2016, 2019⁵⁸
- Main target: all employees
- Description: paid leave in addition to the leave established by the national collective contract. More specifically: a) 2 days of paid leave following the birth of a child to be taken within the first month of the child's life (2006); b) the time required for documented medical check-ups within a maximum of 3 hours a day (2016); c) up to a maximum of 15 hours a year for medical check-ups for minor children and parents over 75. Hours of leave are also granted in the presence, in minor children, of the illnesses outlined in Law 170/2010 (2019).

- Year introduced: 2020
- Main target: all employees
- Description: possibility of donating days of freely manageable holiday, abolished public holidays and accumulated untaken leave to employee colleagues with documented problems that have used up all their days of leave.

- Year introduced: 2021
- Main target: all employees
- Description: union agreement on remote working in order to guarantee flexible working methods, trialled with excellent results, also at the end of the pandemic. According to the agreement it will be possible to work remotely for up to 8 days a month.

Additional services

- Year introduced: 2008
- Main target: all employees with children between 0 and 3
- Description: granting of a monthly contribution to cover crèche expenses. The amount of the contribution, for each child, is fixed each year by Compagnia di San Paolo and for 2021 was a maximum of €250/month.

⁵⁸ Date of introduction different according to institution



- Year introduced: 2016, for the contribution to enrolment in nursery school and the relative age range, subsequently extended to educational activities and the 3-16 age range in 2020
- Main target: all employees with children between 3 and 16 and an ISEE of no higher than €35,000
- Description: granting of a monthly contribution to cover education and teaching service expenses in the 3-16 age range⁵⁹. The amount of the contribution, for each child, is fixed each year by Compagnia di San Paolo and for 2021 was a maximum of €150/month.

- Year introduced: 2020
- Main target: all employees with ISEE of no higher than €35,000
- Description: granting of a monthly contribution to cover the cost of assistance services for individual parents with certified serious illnesses and therefore not self-sufficient. The contribution for 2021 was a maximum of €150/month.

- Year introduced: 2006
- Main target: all employees (since 2020 also for employees on fixed-term contracts)
- Description: granting, to the spouse and each child or similar dependent on a worker with a serious physical or mental impairment and classed as a disabled person, of a fixed annual benefit payment (€2,300 in 2021) paid upon presentation of appropriate certification.

Parental leave

- Year introduced: 2016
- Main target: future mothers and new mothers
- Description: advanced payment and supplementing of the allowance provided by INPS for the entire period of mandatory leave, up to 100% of the gross monthly pay the worker would have been entitled to in normal circumstances. The same remuneration is guaranteed also in the event of early leave.

- Year introduced: 2020
- Main target: all employees, i.e. those who are legally entitled
- Description: recognition, following the decision to take a period of optional leave, of a 20% supplementary allowance in addition to the gross pay due. Alternatively, this provision is applicable to the contribution to crèche expenses, as described in "Additional services".

Other initiatives: 1) Benefit payments for study purposes; 2) Long Term Care; 3) Death grant; 4) Supplementary health care to cover the entire household

⁵⁹ As per article 51, paragraph 2, letter f-bis of the TUIR (Consolidated Income Tax Law)



GENERALI ITALIA

General Information

Sector: insurance

Number of employees: ND

Employee distribution by gender: ND

Employee distribution by role and gender: ND

Average age of employees: ND

Best practices

Flexible organisation of work and leave

- Year introduced: 2021
 - Main target: parents
 - Description: particular attention focused on the remote working requests of: female workers in the 3 years following the end of maternity leave, female and male workers in the 3 years following the end of a period of parental leave, female and male workers with children with disabilities, single parents with dependent child under 14 and new parents with children under 36 months.
- Year introduced: 2021
 - Main target: parents
 - Description: 5 days of unpaid leave per year for the pre-school settling-in period (crèche and infant school) for children, also adoptive and foster children.

Caregiver training, reintegration support and mentorship

- Year introduced: 2016, updated in 2021 to involve new fathers
- Main target: mothers that returned from maternity no more than 6 months previously and fathers with minor children under 6 months
- Description: organisation, as part of the “Back to Work - Parents at Work” programme, of 7 hours of meetings across 2 days during which new parents can discuss the changes that parenting brings to both their personal and working lives, share experiences and best practices, and recognise the soft skills which parenting helps to train which can also be used in the workplace.

Psychological support

- Year introduced: 2019
- Main target: parents
- Description: availability of an “Energy life coach” via a phone line for psychological support and practical advice for parents.

Additional services

- Year introduced: 2021
- Main target: parents
- Description: extension of leave to look after ill children also to employees (also same sex) that cohabit with a parent of a child under 3.



- Year introduced: 2021
- Main target: parents
- Description: extension of healthcare guarantees to children of cohabitant partners (stepchildren) not covered by the law on civil unions and common law marriage. This extension applies to the so-called “social parent” (spouse or partner of the biological parent that takes responsibility for the growth and education of a child that is not theirs), in the presence of just one biological parent.

Parental leave

- Year introduced: 2021
- Main target: parents
- Description: a 10% wage supplement, in addition to the allowance granted by INPS, for the first month of optional parental leave and only if taken immediately after mandatory leave.

- Year introduced: 2021
- Main target: fathers
- Description: extension of paternity leave financed by the company, up to a maximum of 12 days in total.

Other initiatives: **1)** Extension of leave to look after unwell children; **2)** Leave for adoption processes; **3)** Doubled leave for employees in common law marriages; **4)** Employee Resource Group dedicated to the issue of parenting; **5)** Toolkit to support managers and resources for the management of maternity and the return from maternity and parenting in general; **6)** Energy life Coach for Energy Caregivers; **7)** Psychological support in the area of assisted reproduction; **8)** Psychological consultancy on the issue of violence; **9)** [Lifed](#) CHILd training programme; **10)** “Parents grow!” – programme of meetings on children’s development; **11)** Additional situations in which TFR (Employee severance indemnity) may be advanced; **12)** Crèche for children of employees; **13)** Flexible benefits; **14)** Medical consultancy for caregivers; **15)** Increase in length of parental leave on an hourly basis; **16)** Study grants for children of employees; **17)** Dedicated car parks for pregnant colleagues and parents with minor children under 11; **18)** Caregiver blogs and webinars; **19)** Talent days for children of employees.



GRUPPO BANCARIO CRÉDIT AGRICOLE ITALIA

General Information

Sector: credit

Number of employees: 9,638

Employee distribution by gender: 50% women - 50% men

Employee distribution by role and gender:

- Senior Managers: 21% women - 79% men
- Middle Managers: 40% women - 60% men
- Office workers: 60% women - 40% men

Average age of employees: 47.5

Best practices

Flexible organisation of work and leave

- Year introduced: ND
- Main target: parents
- Description: leave of specific duration in the following cases: mandatory children's vaccinations - hourly-based leave, settling-in at crèche or nursery school - 10 days of unpaid leave and in the event the worker uses breastfeeding leave in the afternoon, the company provides 20 minutes of paid leave in order to leave at 13.30 without returning in the afternoon.

Caregiver training, reintegration support and mentorship

- Year introduced: 2019
- Main target: the priority is new parents with children of 0-3, but all interested colleagues are free to take part
- Description: [Lifeed](#) Mama&Papà Master's for new parents on soft skills. The Master's aims to support female colleagues during maternity and help develop an inclusive culture that promotes the role of the father. The platform consists of a voluntary digital training programme packed with content and structured into a course that provides people with assistance before, during and after the arrival of their child. The platform represents a natural training ground for the parenting experience, transforming it into relational, organisational and innovative skills.

- Year introduced: 2016
- Main target: new parents
- Description: "4Parents" programme aimed at new and future parents that need to manage their various tasks in the workplace, striking a relaxed and informed balance between the happy event and the requirements of their job. It takes the form of a highly detailed brochure. In addition, for mothers there are meetings to assist them before, during and after returning from maternity (with 15 days of tutoring).



Psychological support

- Year introduced: 2013
- Main target: all employees
- Description: free “Freephone Wellbeing” listening and psychological consultancy phone service run by qualified psychologists who are ready to help with personal and professional issues, providing conversation, support and advice. The service guarantees the anonymity and privacy of callers. The confidentiality of discussions is guaranteed by professional privilege and the service is active 24/7/365.

- Year introduced: 2013
- Main target: all employees
- Description: Mondo Welfare platform which, among other things, offers workers and their families psychological support services, which can be requested with Welfare Credit* and a reserved price list.

**made up of the company bonus which, if used in full or in part for Welfare Services, increases the nominal and real value of the Bonus.*

Additional services

- Year introduced: before 1980 - 2016
- Main target: new parents
- Description: donation by the Group of a savings deposit book worth €100 to the children of employees (new births, adoptions).

- Year introduced: 2012
- Main target: employees with children of 12 to 36 months
- Description: company crèche with space for a maximum of 48 children divided into 2 sections. 38 places are reserved for the children of employees, including children already enrolled the previous year.

- Year introduced: 2013
- Main target: all employees
- Description: Mondo Welfare platform which, among other things, offers workers and their families services - which can be requested with Welfare Credit* and a reserved price list - designed to provide them with practical assistance in reconciling their working and family commitments (e.g. looking for babysitters, savings, looking after small children and vulnerable families, school guidance, personal growth and the development of parenting skills, etc.)

**made up of the company bonus which, if used in full or in part for Welfare Services, increases the nominal and real value of the Bonus.*

Other initiatives:1) Personal care leave brochure, for employees and relatives.



GRUPPO ENEL

General Information

Sector: electricity

Number of employees: 29,940

Employee distribution by gender: 20% women - 80% men

Employee distribution by role and gender:

- Managers: 30% women - 70% men
- White collars: 27% women - 73% men
- Blue collars: 100% men

Average age of employees: 44.7

Best practices

Flexible organisation of work and leave

- Year introduced: 2018
- Main target: parents
- Description: special leave of 2 hours granted to both parents so they can accompany their child on their first day of primary school.

Caregiver training, reintegration support and mentorship

- Year introduced: 2017
- Main target: pregnant women and parents with children between 0 and 3
- Description: educational courses for employees, including the [Lifeed](#) online CHILD Master's dedicated to new parents (previously MAAM) and based on the "Life Based Learning" method. In addition, those with children of under 3 can participate in the CHILD community which makes learning shared and more effective.

- Year introduced: 2019
- Main target: parents
- Description: New Parents - New Energy online training programme from [Lifeed](#); a self-awareness course that aims to help people make the most of their parenting experience in the workplace, training new skills and helping them to effectively transfer them from one area of life to another.

- Year introduced: 2020
- Main target: children caregivers
- Description: online training programme via the [Lifeed](#) CARE Master's. The online course is dedicated to children caregivers and aims to underline how much this experience enables them to grow, increases their ability to manage stress and complexities, and improves their key competences. The methodology adopted is "Life Based Learning", i.e. the use of intense life experiences to strengthen soft skills, at the same time improving your effectiveness and energy.



Psychological support

- Year introduced: 2020
- Main target: all employees
- Description: 24/7 psychological support and listening service via web platform [Stimulus Care Services](#). The platform makes it possible to examine the profile of individual professionals, choosing the psychologist specialising in the area of interest.

Additional services

- Year introduced: 2016
- Main target: new parents
- Description: company crèche for three age ranges: 3-12 months, 13-24 months, 25-36 months with places for a maximum of 50 children.

- Year introduced: 2013
- Main target: all parent and grandparent employees in sites with over 350 employees
- Description: play and educational centres for children of 3-10 during school holidays.

Parental leave

- Year introduced: established by National Collective Labour Agreement
- Main target: new mothers
- Description: 20% wage supplement for all 5 months of maternity leave, for a total of 100% of the employee's salary and 5 months of additional leave from the date of birth.

- Year introduced: established by National Collective Labour Agreement
- Main target: new parents, from July 2021 extension to LGBTQ+ parents in civil unions
- Description: wage supplement of 15% for the first month and 10% for the second and third months of optional parental leave.

- Year introduced: established by National Collective Labour Agreement
- Main target: parents, from July 2021 extension to LGBTQ+ parents in civil unions
- Description: 1 additional day of leave to look after ill children of 3 to 8, increasing statutory leave from 5 to 6 days.

Other initiatives: **1)** Extension of paternity leave and breastfeeding leave to LGBT parents in civil unions from July 2021; **2)** Ultra-flexible daily working hours, part time arrangements (of all types, remote working); **3)** Parenting guide with up-to-date information on current legislation; **4)** Workshops and webinars for caregivers and parents; **5)** Parental program consisting of structured interviews, sharing platform and training sessions; **6)** Special rooms where new mothers can express milk; **7)** Pink car park for pregnant women; **8)** National and/or local partnerships for babysitters, home helps and carers; **9)** Educational support (from nursery school to university) via contributions, bonuses, language training and study grants (from ARCA); **10)** Summer centres for children of employees (held by ARCA); **11)** Supplementary Enel insurance policies.



HEWLETT PACKARD ENTERPRISE

General Information

Sector: information technology

Number of employees: 724

Employee distribution by gender: 30% women - 70% men

Employee distribution by role and gender:

- Office workers: 44% women - 66% men
- Middle Managers: 24% women - 76% men
- Senior Managers: 18% women - 82% men

Average age of employees: 50

Best practices

Flexible organisation of work and leave

- Year introduced: 2021
- Main target: all employees
- Description: through the “Edge-to-Office” initiative, the company modernises and reimagines the working experience, adopting a hybrid and flexible model that is able to adapt to different personal and professional needs, based on flexibility, goal-oriented work and remote working. It gives all employees the opportunity to work everywhere (from the office or remotely), organising their activities independently and on a personal basis.

- Year introduced: has always been part of the company’s policies
- Main target: parents
- Description: horizontal, vertical or mixed “post maternity/paternity leave” part-time roles, until the child’s 10th birthday, or for study or family care requirements, and opportunities to take a period of time off work to look after relatives in difficult situations.

Caregiver training, reintegration support and mentorship

- Year introduced: has always been part of the company’s policies
- Main target: parents
- Description: package of assistance measures for parents with dedicated company procedures and portals, readings (“MAAM Maternity is a Master’s”, “You can do it, Dad”), and involvement in the initiative “[A Ribbon in the Company](#)” to assist new parents with the personal and professional choices they have to make in this phase and facilitate their return to work after a period of absence. The initiative also provides free paediatric consultancy and training programmes on parenting.

Psychological support

- Year introduced: has always been part of the company’s policies
- Main target: all employees
- Description: 360° counselling and specialist support on complex life issues offered to employees and their families via the Employee Assistance Program, all of which free and confidential, with complete packages of free benefits to access private and confidential services that help people to live better.



- Year introduced: 2020
- Main target: all employees
- Description: Headspace meditation app, used by over 62 million people in 190 countries to make meditation simple and accessible and achieve proven benefits like less stress, clearer focus, better sleep and an improvement in relations.

Additional services

- Year introduced: has always been part of the company's policies
- Main target: all employees
- Description: medical insurance coverage extendable to one or more relatives.

- Year introduced: has always been part of the company's policies
- Main target: all employees
- Description: possibility of working away from HPE offices, in any location, so employees can stay closer to their relatives. A consultancy services (free and confidential) is also offered to colleagues that have to care for people (relatives or others) in need and, where necessary, the possibility of taking periods of time off work.

Parental leave

- Year introduced: 2019
- Main target: parents
- Description: supplementary allowance for the first 26 weeks of optional parental leave to cover 100% of wages, also in case of adoption.



INWIT

General Information

Sector: telecommunications - Tower Company

Number of employees: 246

Employee distribution by gender: 37% women - 63% men

Employee distribution by role and gender:

- Senior Managers: 16% women - 84% men
- Level 5: 50% women - 50% men
- Level 6: 51% women - 49% men
- Level 7: 32% women - 68% men
- Level 7Q: 32% women - 68% men

Average age of employees: 47.6

Best practices

Flexible organisation of work and leave

- Year introduced: 2020
- Main target: employees up to level 5
- Description: up to 24 hours of leave a year, offsetting the reduction in hours worked with additional duties to be carried out in the 3 months following the inability to perform a task.

- Year introduced: 2020
- Main target: the entire company population that has used up all of their statutory leave and for proven and serious personal and/or family reasons
- Description: employees that have accumulated leave may donate up to 15 hours and 16 minutes of leave in place of religious holidays or two days of holiday to another employee free of charge. Such exchanges are only permitted between employees of the same professional level.

- Year introduced: 2020
- Main target: all employees
- Description: following the end of the Covid-19 state of emergency, a remote working trial will begin with employees working from home and coming into the office for 2 days a week, as established with their Supervisor.

Additional services

- Year introduced: 2020
- Main target: parents of children under 18
- Description: as part of the People Care initiatives, summer camps are organised for children with in-person activities, and in-person and digital activities are organised for older children during school holidays. Part of the enrolment fee is subsidised based on the income of the child's household.



- Year introduced: 2020
- Main target: parents of children between 3 months and 6 years
- Description: partial reimbursement of the expenses incurred by staff for crèche and nursery school services on the basis of income.

Other initiatives:1) Supplementary health care for current or retired employees; 2) Company recreational club; 3) Reimbursement of university fees for children of employees.



L'ORÉAL ITALIA

General Information

Sector: production and sale of cosmetics products

Number of employees: 1,450 in Italy, 84,000 worldwide

Employee distribution by gender: 58% women - 42% men

Employee distribution by role and gender:

- Senior Managers: 38% women - 62% men
- Middle Managers: 50% women - 50% men
- Office workers: 68% women - 32% men
- Manual workers: 34% women - 66% men

Average age of employees: 40

Best practices

Flexible organisation of work and leave

- Year introduced: before 2010
 - Main target: parents
 - Description: until their child's 3rd birthday, parents can request to extend the flexibility of their daily working hours, with starting times between 8.00 and 10.30 a.m. and horizontal part-time positions of 30 hours. Both flexible working arrangements can also be requested to help care for elderly or non-self-sufficient relatives.
- Year introduced: before 2010, reviewed in 2021
 - Main target: parents
 - Description: from 1 to 3 days of paid leave a year (can also be taken in hours) to look after unwell children up until their 3rd birthday, and the possibility of taking 40 hours of paid leave for medical check-ups recognised by the company, also for medical appointments for children up to their 16th birthday.

Caregiver training, reintegration support and mentorship

- Year introduced: 2022
 - Main target: parents
 - Description: informative handbook to provide support in the main phases of parenting. The document will contain administrative information, practical advice and details of the services dedicated to parents at L'Oréal and externally.
- Year introduced: 2022
 - Main target: parents
 - Description: possibility of mentoring from a parent colleague and accessing a focus group so that employees can receive support in the main phases of parenting (e.g. prior to giving birth/adoption/fostering, return to work, etc.).

Psychological support

- Year introduced: 2018, reviewed in 2021
- Main target: all employees and their relatives
- Description: 6 coaching sessions a year to embark on/deal with change in the personal or professional sphere. The service is recommended to new parents and, more generally, parents.



- Year introduced: 2018, reviewed in 2021
- Main target: all employees and their relatives
- Description: 10 sessions a year with a psychologist. This service forms part of the parenting package and is open to adult relatives.

Additional services

- Year introduced: before 2010, reviewed in 2017 and 2021
- Main target: all parent employees
- Description: parents receive a contribution of €160 a month up to the 3rd birthday of the child for crèche/babysitting services or similar.

Parental leave

- Year introduced: before 2010, reviewed in 2021
 - Main target: parents
 - Description: in the event optional parental leave is taken, up until the child's 3rd birthday a further 30% of the employee's wages are paid in addition to the 30% provided by INPS, for a total of 60% of the employee's salary.
- Year introduced: 2022
 - Main target: all second parent employees
 - Description: 6 weeks of paid leave for second parents following the birth, adoption or fostering of the child, the first 2 weeks to be taken immediately after the birth/arrival of the child and the remaining 4 weeks, also in minimum periods of 1 week, within 3 years of the birth, adoption or fostering.

Other initiatives: 1) Crèche partnership; 2) "Pink" carparks.



MARSH

General Information

Sector: insurance brokerage, strategic risk consultancy

Number of employees: 925 in Italy, 40,000 worldwide

Employee distribution by gender: 60% women - 40% men

Employee distribution by role and gender:

- Senior Managers: 28% women - 72% men
- Middle Managers: 46% women - 54% men
- Office workers: 72% women - 28% men
- Graduates: 50% women - 50% men

Average age of employees: women: 42 - men: 41

Best practices

Flexible organisation of work and leave

- Year introduced: before 2017
- Main target: all employees
- Description: individual agreements in place for 2 days of remote working a week, facilitating the work-life balance. In addition, as part of the parenting manual, the management have agreed to avoid meetings before 9.30 a.m. for parent colleagues with children under 3 or to request temporary role changes that permit greater flexibility in terms of working hours.
- Year introduced: 2009
- Main target: all employees
- Description: possibility of adopting a remote working contract in order to reconcile professional and personal needs.

Caregiver training, reintegration support and mentorship

- Year introduced: 2019
- Main target: parents
- Description: creation of the “Parenting is a Master’s!” manual for all future parents, containing useful information for managing communications with INPS, advice for embarking on the complex process of adoption, company best practices, and details on the activities and opportunities offered by the company (including “[A Ribbon in the Company](#)” in collaboration with [Manageritalia](#)). The manual also includes guidelines that will help female colleagues to enjoy maternity and their subsequent return to work in the fullest and most serene way possible, as well as their managers, so they can support their colleague and adopt the most suitable solutions.
- Year introduced: 2019
- Main target: parents
- Description: courses on communication, social media and the role of the father and courses for adolescents on digital skills and combating bullying. Reverse mentoring courses on the use of LinkedIn and meetings on Diversity & Inclusion are also organised.



Psychological support

- Year introduced: 2020
 - Main target: all employees and their relatives
 - Description: via the Employee Assistance Program, employees are offered free and confidential support for both personal and professional issues. Available 24/7, the programme can be accessed all over the world via telephone, email and internet.
- Year introduced: 2022
 - Main target: all employees and their relatives
 - Description: psychological support service via an external provider, which include psychotherapy sessions.

Additional services

- Year introduced: 2014
 - Main target: all employees
 - Description: in order to enhance the performance bonus, colleagues are able to choose between packages of benefits and services made available by the company that enable them to increase their purchasing power. As per current legislation, the selection of benefits proposes to support colleagues in different areas, in particular for care expenses (e.g. carers, babysitters), healthcare expenses for themselves and household (including non-dependent parents, for example), the education and training of relatives, wellness and recreational services and supplementary pension plans.
- Year introduced: 2020
 - Main target: all employees
 - Description: insurance policies like “Long Term Care”, which guarantees economic protection in the event of the loss of self-sufficiency; occupational injury; permanent invalidity due to illness; life insurance; reimbursement of medical expenses; with possibility of extending to members of household (those who don’t take out this insurance are guaranteed coverage for major surgery) and a supplementary pension fund.

Parental leave

- Year introduced: 2018
 - Main target: fathers
 - Description: one day of optional paid leave funded by the company in addition to statutory leave and without any associated reduction of maternity leave.
- Year introduced: 2015
 - Main target: mothers
 - Description: advancement on wages during optional parental leave reaching a total of 50% of the gross salary. The overall sum is reimbursed via a deduction in the pay slip, dividing it by the total number of months absent.

Other initiatives: **1)** Mentorship programmes; **2)** Role modelling on topics such as female empowerment, maternity and work-life balance; **3)** Access to the [Lifed](#) platform for training on parenting; **4)** Caregiver manual; **5)** WomenLab – Employee Resource Group, for the development of ideas, proposals and initiatives connected with gender equality, generation equality and work-life balance; **6)** Study grant tenders for children of employees; **7)** Advance on TFR (Employee severance indemnity); **8)** Performance-related bonus.



PIRELLI

General Information

Sector: rubber and plastic industry

Number of employees: 3,198 in Italy, 30,510 worldwide

Employee distribution by gender: 19% women - 81% men

Employee distribution by role and gender:

- Executives: 14% women - 86% men
- Office workers/Middle Managers/Supervisors: 35% women - 65% men
- Manual workers: 3% women - 97% men

Average age of employees: 45

Best practices

Flexible organisation of work and leave

- Year introduced: 2012
- Main target: mothers
- Description: part-time for a year after returning from maternity, following approval from the company and the employee's supervisor.

- Year introduced: 2018
- Main target: all employees
- Description: possibility for employees to take a maximum of 3 hours of paid leave for specialist medical check-ups; extension to 4 hours of paid leave for parents to take children for medical check-ups with specialists or LHA paediatricians; 4 hours of paid leave for parents to take children for mandatory vaccinations; possibility for non-cohabitant parents to take 4 hours of paid leave to accompany their own elderly parents on specialist medical check-ups a maximum of 5 or 10 times a year depending on the age of the parent. The above measures are available whenever necessary with presentation of supporting documentation from the specialist or health facility.

Caregiver training, reintegration support and mentorship

- Year introduced: 2021
- Main target: parents
- Description: "Parents in Action" training course to help highlight and promote the key skills acquired in the day-to-day work environment thanks to the parenting experience through tools, application models and exercises.

- Year introduced: 2019
- Main target: caregivers
- Description: "Family Care" support desk to help caregivers identify practical solutions and enjoy a moment of personal counselling.



- Year introduced: 2008
- Main target: new mothers that have returned to work in the previous 4 months
- Description: “A mother is born” training course to help new mothers on their return to work. The aim of the course is to reflect on how parenting skills can be transferred to the workplace, in terms of development, motivation and work-life balance. At the end of the classroom session all participants will also be able to receive individual coaching.

Additional services

- Year introduced: 2017
- Main target: breastfeeding mothers
- Description: breastfeeding room to express milk at the Bicocca health centre, equipped with a fridge in which to store your milk until the end of the working day.

- Year introduced: 2005
- Main target: parents with children between 3 months and 3 years
- Description: intercompany crèche promoted by Milano Bicocca university in collaboration with Pirelli. The crèche guarantees a cutting-edge experience in terms of the organisation of its spaces and educational activities. As well as promoting the active participation of parents, it gives children a space where they can start developing their own independence on the basis of innovative educational principles. Pirelli funds 50% of the total fee for employees that use this facility.

- Year introduced: 2014
- Main target: parents with children in primary school
- Description: introduction of the “Children at Bicocca” project, a recreational-educational campus for children on days during termtime when school is closed but businesses are open. Educational activities revolve around experiential, scientific and creative workshops connected with the transformation of natural rubber. A project to introduce kids to the working world of their parents and to help manage children on these particular days.

Parental leave

- Year introduced: 2021
- Main target: parents
- Description: supplementary allowance of 70% pay for the first 3 months of optional parental leave, which combined with the 30% paid by INPS adds up to a total of 100% wages.

Other initiatives: **1)** “Parents at work” booklet; **2)** Periodic activities to support school and career guidance; **3)** “Smart living” training course; **4)** Mindfulness and bioenergy courses; **5)** Wellbeing courses; **6)** Summer camps for children of employees (6-14 years).



POLITECNICO DI MILANO

General Information

Sector: university

Number of employees:

- Total teaching staff: 1,475
- Total technical and admin staff: 1,235
- PhD students: 1,767
- Fellows: 762
- Total students: 47,183

Employee distribution by gender:

- Teachers: 30.2% women; 69.8% men
- Tech and admin staff: 60.1% women; 39.1% men
- PhD students: 34.2% women; 65.8% men
- Fellows: 41.2% women; 58.8% men
- Students: 34% women; 66% men

Employee distribution by role and gender:

- Full professors: 23.9% women; 76.1% men
- Associate professors: 30.3% women; 69.7% men
- Tech and admin managerial staff: 37.5% women; 62.5% men
- Tech and admin staff Cat. EP: 38.1% women; 69.1% men
- Tech and admin staff Cat. D: 57.9% women; 42.1% men
- Tech and admin staff Cat. C: 66% women; 34% men
- Tech and admin staff Cat. B: 68% women; 32% men

Average age of employees:

- Teachers: women 48.6; men 49.7
- Tech and admin staff: women 48.2; men 47.7

Best practices

Flexible organisation of work and leave

- Year introduced: 2019
- Main target: PTA
- Description: participation in the Flexible Work Plan promoted by the national regulatory framework, with smart and remote working; this latter arrangement, in particular, enables employees to work from home and is one of various measures designed to help the work-life balance.

Caregiver training, reintegration support and mentorship

- Year introduced: 2019
- Main target: parent employees
- Description: availability of a listening space, "Parents at Poli", focused on work-life balance problems and raising awareness of the skills acquired by parents



Psychological support

- Year introduced: 2017
 - Main target: students and graduate students
 - Description: “Polipsi” offers free counselling and professional psychological and psychotherapeutic support. University students and grad students can request Psychological-Educational Counselling, which consists of a seminar meeting followed by a maximum of three personalised sessions, or a Psychological-Psychotherapeutic Support programme consisting of up to 15 free sessions.
- Year introduced: 2008
 - Main target: all employees
 - Description: psychological consultancy service through the “Work-Related Stress Listening Service” on relational and organisational issues for those experiencing situations of distress in the workplace, in order to identify strategies for improving and solving problems. The service promoted dedicated and emergency activities during the pandemic.

Additional services

- Year introduced: 2018, extended to men from 2020
 - Main target: students, fellows and graduate students with children from 3 to 36 months
 - Description: through the strategic POP – Polytechnic Equal Opportunities programme, children can attend the company crèches free of charge.
- Year introduced: 2022
 - Main target: Tech and admin staff, teaching staff and students on a voluntary basis
 - Description: People Care services included in supplementary healthcare: practical support (child benefit requests, disability applications, leave pursuant to Law 104 and extraordinary leave, baby bonus, pensions etc.) -service for identifying and hiring live-in carers- assisted support for people with disabilities, the sick and the elderly for check-ups, free time, holidays, etc. - guidance service for employees that care for ill or disabled relatives, to deal with needs connected with their lack of self-sufficiency -access to a free portal for independent searches for babysitters and a paid selection and recruitment service.
- Year introduced: 2014
 - Main target: parents with children in primary school
 - Description: introduction of the “Children at Bicocca” project, a recreational-educational campus for children on days during termtime when school is closed but businesses are open. Educational activities revolve around experiential, scientific and creative workshops connected with the transformation of natural rubber. A project to introduce kids to the working world of their parents and to help manage children on these particular days.



Parental leave

- Year introduced: 2017 and 2021
 - Main target: fellows and graduate students
 - Description: additional supplement to the economic allowance provided by INPS in the event of the maternity of female grad students to cover 100%, and introduction of a supplementary economic measure in the form of assistance for female grad students and research fellows on optional parental leave and in the presence of children with serious disabilities, pursuant to art. 3 paragraph 3 of Law 104/92, increasing the economic allowance received to 100%, for a maximum of 6 months.
-
- Year introduced: 2018 (mothers) - 2021 (fathers)
 - Main target: all associate professor/RTDB mothers, associate and RTDB fathers
 - Description: economic support for female associate professors and RTDB (B-type fixed-term female researchers) when resuming their professional activities after maternity. In particular, this measure involves the allocation of a personal research budget of €15,000 on returning from leave, which is automatically assigned to all those who are eligible. In 2021 the measure was also extended to fathers in the same categories that take continuous parental leave of at least one month in place of the mother.

Other initiatives: **1)** Summer and Easter camps for children of employees at reduced prices; **2)** Company crèches and additional partnerships with private crèches for economic subsidies; **3)** Free supplementary healthcare for all tech and admin staff and at reduced prices for teachers and students; **4)** Life insurance financed by the University for tech and admin staff and internal teaching staff; **5)** Economic subsidies for tech and admin staff and internal teaching staff; **6)** Study grant subsidies for children of employees to attend the Tech Camp@Polimi summer school and additional study grants for citizenship; **7)** Subsidies for services and purchases via the University intranet; **8)** Virtual wallet of 200 euro/year for tech and admin staff (with the possibility of reimbursements for school expenses, summer camps, babysitters, etc.); **9)** Mobility discount financed by the University for the purchase of public transport season tickets for tech and admin staff and internal teaching staff; **10)** Dual career subsidies (tutoring, exam schedule, etc.) for parent students with duty of care



SNAM

General Information

Sector: energy

Number of employees: 3,430

Employee distribution by gender: 16.6% women - 83.4% men

Employee distribution by role and gender:

- Senior Managers: 21.3% women - 78.7% men
- Middle Managers: 22.2% women - 77.8% men
- Office workers: 21.5% women - 78.5% men
- Manual workers: 0.2% women - 99.8% men

Average age of employees: 43.7

Best practices

Flexible organisation of work and leave

- Year introduced: 2015
- Main target: all office staff
- Description: union agreement on remote working, which in 2020 extended the possibility of remote working to 2,300 employees. The new regulation drafted together with the trade unions envisages up to 3 days a week of remote working and the provision of lunch vouchers for days worked remotely. The right to disconnect was also established and a joint committee was set up with the aim of consolidating access to the tool in a structured form.
- Year introduced: 2016
- Main target: all office staff
- Description: weekly flexibility through the introduction of the “short Friday” (5h), with working hours distributed differently over the previous 4 working days.

Caregiver training, reintegration support and mentorship

- Year introduced: 2019
- Main target: new and future parents
- Description: online “Be Parents” training programme, packed with multimedia content to help parents before, during and after the birth of their child. Structured into 8 hours of training, organised into sections lasting 20 minutes each, it also provides access to a network of colleagues to share experiences and skills acquired.

Psychological support

- Year introduced: 2020
- Main target: all employees
- Description: through the dedicated phone number (only on the mornings of working days) and the online form which can be filled out 24/7, the Welfare Assistant helps guide employees towards the correct service, performing advanced front office activities on topics that include the entire Snam offer and on more technical questions on the platform.



- Year introduced: 2019
- Main target: all employees, in particular caregivers
- Description: “dediCARE upgrade”, the social welfare service (for children, the elderly, the disabled, etc.) developed thanks to the partnership with regional third sector cooperatives. From 2022 the service will be reviewed to become more specifically targeted at employees that look after elderly parents, people with disabilities, minors with learning disabilities; the preliminary works foresee the introduction of the “care budget”, specific sums that will be granted to colleagues in particular difficulty by an internal committee, and webinars on key topics related to caregiving.

Additional services

- Year introduced: 2015
- Main target: all employees
- Description: reimbursement for employees that use the crèche for their children via the platform of welfare services and direct credit in the payslip.

- Year introduced: 2015
- Main target: all employees
- Description: possibility of using a variable portion of the company participation bonus for welfare goods and services via the company platform and direct recognition in the payslip; available services include family-related expenses (reimbursements for childcare and education; reimbursements for caring for elderly or disabled relatives).

Parental leave

- Year introduced: 2021
- Main target: all employees
- Description: extension of paternity leave following the new measures introduced by the 2021 Budget Law. The company offers its employees 5 extra days of paternity leave on 100% pay, in addition to the 10 provided by law, to be taken in the first 5 months in the case of birth, fostering, adoption or perinatal death

Other initiatives: **1)** Summer camps for children of employees; **2)** Microcredit activities with the offer of subsidised loans; **3)** Subsidies for school books and study grants; **4)** Covid response (Covid-19-related initiatives such as babysitter vouchers); **5)** Training on cyberbullying.



TIM

General Information

Sector: telecommunications and ICT

Number of employees: 38,260

Employee distribution by gender: 32% women - 68% men

Employee distribution by role and gender:

- Senior Managers: 19.1% women - 80.9% men
- Middle Managers: 30.2% women - 69.8% men
- Office workers: 32.2% women - 67.8% men

Average age of employees: 52

Best practices

Flexible organisation of work and leave

- Year introduced: 2020
 - Main target: parents
 - Description: up to 150 hours of annual compensatory time off guaranteed for all staff with children under 11 years old; up to 14 hours a month to be compensated within the relevant quarterly period. Parents can take leave at the same time as long as they do not exceed the total number of permitted hours. Where specifically requested, pregnant female colleagues can work in shifts between 9.00 and 18.30; at the end of the breastfeeding phase, female employees with pre-school age children can request the company to transform their working relationship from a full-time position to a 75% part-time role for a maximum of one year, subject to further extension; leave also granted to fathers for pre-natal courses.
- Year introduced: 2020
 - Main target: parents
 - Description: through the “MioNido” and “MiaMaterna” initiatives, and with the goal of facilitating the work-life balance and the quality of life in the company, 7 crèches and 1 nursery school are available to children of employees between 3 months and 6 years on company sites. Through the “MioRimborso” initiative, colleagues with children between 3 months and 6 years that attend state, private or local council infant schools or use babysitting services are entitled to a refund based on their declared income band.
- Year introduced: 2019
 - Main target: parents
 - Description: application of Agile Work, which involves an alternate office/home organisational model characterised by the application of the desk sharing project criteria. Additional measures have been introduced to facilitate the work-life balance specifically for some categories like pregnant women, new mothers and new fathers.



Caregiver training, reintegration support and mentorship

- Year introduced: 2021
 - Main target: all employees
 - Description: digital Life Based Learning courses for parents and caregivers that promote diversity and view the benefits of people's life-work synergies as precious assets which result in an overall increase in efficacy and wellness both in and outside of the company.
- Year introduced: 2021
 - Main target: parents and caregivers
 - Description: the "Profession parents" initiatives provides guides and tools for parents and their children. In particular, there are 4 digital programmes: SOS parents, Push to Open Junior, Push to Open Graduates and Parents and Adolescents, which support parents in their role.

Additional services

- Year introduced: 2021
 - Main target: parents and caregivers
 - Description: the "TIM Care platform" supports caregivers, offering services like assistance for relatives at home (home-help professional, carer, transport services and aids), care home or day centre assistance (all private facilities) and support at all levels (administrative legal, economic, psychological).
- Year introduced: 2020
 - Main target: parents
 - Description: possibility for employee children of 6 to 18 to participate, through the TIM Summer initiative, in a summer holiday full of fun, sport, art, nature and school guidance. In 2021 the initiative was held in hybrid form: online and in-person.

Parental leave

- Year introduced: 2021
- Main target: fathers
- Description: possibility, for all new fathers, to double the length of mandatory paternity leave, in order to enable both parents to be present at a birth or the beginning of an adoption. In 2021 the 10 days established by the Budget Law were doubled by TIM for a total of 20 days. The same leave is granted to social parents for LGBT+ couples.

Other initiatives: **1)** Woman Project - to enhance the culture of equal opportunities and accelerate the professional growth of women in the workplace; **2)** Paths of Resilience - tools to support psychological wellbeing; **3)** TIM against gender-based and sexual harassment and bullying; **4)** Reimbursement of the university fees of employee children; **5)** Intercultura - overseas study grants for employee children; **6)** TIM Study – remote studying assistance for secondary school children.



VODAFONE ITALIA

General Information

Sector: telecommunications

Number of employees: 5,673

Employee distribution by gender: 53% women - 47% men

Employee distribution by role and gender:

- Senior Managers: 36% women - 64% men
- Middle Managers: 34% women - 66% men
- Office workers: 56% women - 44% men

Employee distribution by age: 4% below 31, 72% between 31 and 50, 24% over 50

Best practices

Flexible organisation of work and leave

- Year introduced: 2004
- Main target: new mothers that work in Call Centres
- Description: availability of “mother shifts”, until the child is 30 months. In the event of adoption or fostering, the “mother shift” can be used for up to 30 months from when the child joins the family. Shifts are between 9.00 - 19.00 Monday to Friday with rest days on Saturday and Sunday (partial participation also possible). Until the child is 30 months old, it is also possible to work part-time for 6 hours.
- Year introduced: 2020
- Main target: all employees
- Description: agile work agreement that involves work-life balance measures including “Global Parental Leave” (see next page), the possibility of working remotely from 60% to 80% of the time and for some categories of workers the possibility of working remotely 100% of the time for up to a year. The agreement also flexibly regulates disconnection, guarantees connectivity and special conditions for domestic utilities, and offers greater flexibility for people with disabilities and caregivers, including new welfare policies to assist with parenting and individual needs (including the “mother shifts” in the previous point).

Caregiver training, reintegration support and mentorship

- Year introduced: 2018
- Main target: future mothers
- Description: during leave and in the first two months after returning to work, mothers can stay in contact with another colleague that takes on the role of Maternity Angel with the aim of helping those who are interested to stay up-to-date with developments in the industry and the organisation, and facilitating their return to the workplace.

Psychological support

- Year introduced: 2019
- Main target: all employees
- Description: free, anonymous and confidential psychological listening service, available 24/7, managed by [Stimulus Care Services](#).



Additional services

- Year introduced: 1994
 - Main target: office workers and middle management
 - Description: supplementary healthcare fund that covers costs for medical treatment.
- Year introduced: ND
 - Main target: all employees
 - Description: Vodafone Welfare Jointly portal for accessing a network of over 110,000 services reserved for employees that meet the needs of everyone. On the portal you can find lots of partner services, choosing from among the numerous offers relating to free time, work-life balance, parenting support, skills development, wellbeing and much more. On the same portal there is also an area dedicated to partnerships, with advantageous offers on products and services for the entire family.
- Year introduced: 2020
 - Main target: all employees
 - Description: support for cases of domestic violence through medical and psychological consultancy; support in filing reports with the police and getting into contact with associations specialising in assisting victims of violence and with the support of the Vodafone Foundation app, Bright Sky; 15 days of paid leave for medical check-ups, legal procedures and other activities connected with domestic abuse.

Parental leave

- Year introduced: 1994
 - Main target: mother employees
 - Description: supplementary allowance on top of the pay received during optional parental leave, for a maximum of 4 and a half months, enabling employees to receive 100% of their salaries, on the condition that this period of leave is taken in one go and straight after mandatory leave⁶⁰.
- Year introduced: 2020
 - Main target: all employees who, following birth, adoption or surrogacy, in Italy or abroad, become parents. Does not apply to mother employees already in possession of the requirements to access the measures established by Leg. Decree no. 151/2001, maternity leave and the supplementary allowance for optional parental leave.
 - Description: “inclusive parental leave” with Global Parental Leave which offers the possibility of requesting 100% paid leave of up to 16 weeks to employees that become parents following birth, adoption or surrogacy, in Italy or abroad, and who cannot access the maternity benefits established by law. Inclusive parental leave can be taken in the first 18 months after becoming a parent.

⁶⁰ As established by Union Agreement of 25.11.2003, point 9



WIND TRE

General Information⁶¹

Sector: telecommunications

Number of employees: ≈ 6,800

Employee distribution by gender: 49% women - 51% men

Employee distribution by role and gender:

- Senior Managers: 28% women - 72% men
- Middle Managers: 26% women - 74% men
- Office workers: 52% women - 48% men

Average age of employees: 46.6

Best practices

Flexible organisation of work and leave

- Year introduced: 2017⁶²
 - Main target: parents
 - Description: leave to care for ill children of up to 8 years of age, for medical check-ups and for settling-in at crèche and infant school (up to 24h).
- Year introduced: 2017
 - Main target: all employees that perform activities which could be carried out remotely
 - Description: working model conceived and designed for people that permits flexibility and the easy management of personal and professional commitments, for this reason called "human working".
- Year introduced: 2017
 - Main target: all employees
 - Description: supplementary healthcare to cover also dependent relatives
- Year introduced: 2019
 - Main target: all employees
 - Description: flexible working hours (part time, seasonal off period and short week) to improve the work-life balance.

Psychological support

- Year introduced: 2017
 - Main target: all employees with dependents
 - Description: support in finding local public and private social welfare services, for personal or family requirements (search for carers, places in care homes, physiotherapy, nurses).
- Year introduced: 2017⁶³
 - Main target: all employees

⁶¹ WIND TRE was officially established on 31 December 2016 from the merger between H3G and Wind

⁶² Initiative already in place at Wind and H3G

⁶³ Initiative already in place at H3G



- Description: psychological support for the care and wellbeing of the family.

Additional services

- Year introduced: 2017⁶⁴
- Main target: parents
- Description: crèches available for employee children of 1 to 3 at the Rome, Pozzuoli and Palermo sites, and nursery schools for children of 3 to 6 at Pozzuoli and Palermo.

- Year introduced: 2017⁶⁵
- Main target: parents
- Description: advance payments made to employees on permanent contracts for the purchase of textbooks and school materials for their school-age children.

Parental leave

- Year introduced: 2017⁶⁶
- Main target: mothers
- Description: supplementary optional parental leave allowance, up to 100% of wages for the first four and a half months, in the event the mother decides to take this leave immediately after mandatory leave.

- Year introduced: 2017⁶⁷
- Main target: fathers
- Description: 1 extra day of paternity leave for new fathers in addition to statutory paternity leave.

Other initiatives: **1)** Shifts for parents of child with special care requirements; **2)** Shifts for mothers of children up to 24 months; **3)** Package of 24 hours for medical check-ups, also for children; **4)** Pedagogical consultancy; **5)** Speech therapy and psychomotor therapy; **6)** #SchoolReward competition; **7)** Assistance for children with learning disabilities; **8)** Help with homework; **9)** Residential summer camps; **10)** Legal, tax and pension consultancy; **11)** Assistance for the elderly; **12)** Assistance for people with disabilities.

⁶⁴ Initiative already in place at Wind

⁶⁵ Initiative already in place at Wind and H3G

⁶⁶ Initiative already in place at Wind

⁶⁷ Initiative already in place at H3G



ZURICH

General Information

Sector: Insurance

Number of employees: 1,210

Employee distribution by gender: 51% women - 49% men

Employee distribution by role and gender:

- Senior Managers: 27% women - 73% men
- Supervisors: 35% women - 65% men
- Office workers: 61% women - 39% men

Average age of employees: 47.3

Best practices

Flexible organisation of work and leave

- Year introduced: 2018
- Main target: mothers
- Description: from the date they communicate their pregnancy until the child's first birthday, mothers can work from home for up to 3 days a week, guaranteeing greater flexibility for pregnant women and mothers during the first year of their child's life.

Caregiver training, reintegration support and mentorship

- Year introduced: 2021
 - Main target: new/future parents
 - Description: group counselling course on "parenting" managed with the utmost confidentiality by psychologists from an external company. Designed to allow space for the experiences of every new/future parent in a relaxed and protective environment where all participants can freely share their experiences and thoughts and receive interesting input from the group discussion and the professionals involved.
- Year introduced: 2020
 - Main target: parents
 - Description: handbook on parenting that aids parents and provides practical input and useful suggestions for answering the most frequent questions asked by those who are about to become or have just become parents.

Psychological support

- Year introduced: 2021
- Main target: all employees
- Description: psychological support and listening service via the [Stimulus Care Services](#) web platform to protect psychological wellbeing and provide support in dealing with everyday worries or those connected with particular personal or professional situations. The platform makes it possible to examine the profile of individual professionals, choosing the psychologist specialising in the area of interest.



Additional services

- Year introduced: 2015
 - Main target: mothers
 - Description: meeting room available for breastfeeding and a baby room which parents and their children of 2 to 10 can access by reservation. The room has a workstation and ad hoc furnishings for children.
-
- Year introduced: 2015
 - Main target: future/new mothers
 - Description: right to a reserved parking space up until the child's 1st birthday

Parental leave

- Year introduced: 2020
- Main target: parents with permanent contracts that have passed their probation period, whether part of opposite-sex or same-sex couples.
- Description: 16 weeks of unbroken leave for the main parent to take immediately after the birth or adoption of the child or after being granted custody of the child. 6 weeks of leave for the co-parent, the first 2 weeks of which to be used immediately following the birth, adoption or fostering of the child and the remaining 4 (also in minimum periods of 1 week) within 2 years of the birth, adoption or fostering.



valore^D

www.valored.it



www.snam.it