

DO
HOW YOU IT
DO

DELOITTE UK

CASE STUDY





EXECUTIVE SUMMARY

How Do You Do It have partnered with Deloitte UK since 2015 to run all their programmes for working parents and the impact has been significant.

RETENTION

10%

increase in retention of women after maternity leave

ENABLEMENT

94%

of senior women who have completed the course have stayed with Deloitte

RECOMMENDATION

100%

recommendation from over 2000 participants who have been on our programmes

“A number of our people have described the Working Parents’ Transitions Programme as ‘life changing’ and one of the reasons - alongside our focus on agile working - that they have stayed with Deloitte after becoming a parent.” EMMA CODD, MANAGING PARTNER FOR TALENT

BACKGROUND

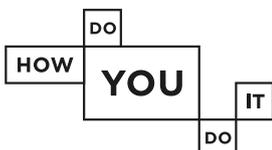
How Do You Do It helps organisations retain and progress their diverse talent, (particularly working parents) and drive culture change around the adoption of flexible work as a driver of business success. In 2015, following a successful pilot programme, we won a tender to design and deliver programmes to support working parents at Deloitte.

Deloitte recognised that the retention of female talent after maternity leave was affecting the potential pipeline of women able to progress to more senior roles, thereby impacting the achievement of a strategic objective to increase the number of female partners in the UK business from:

12% in
2012 to
25%
in 2020

We were retained to support the following goals:

- Retain talented individuals.
- Enable parents to re-engage with the firm and help them understand how they might tackle previous/future career aspirations following the arrival of a child.



Deloitte.

THE SOLUTION

It was clear that we needed to reach beyond working mothers if we were going to address the wider common causes of post maternity female attrition such as:

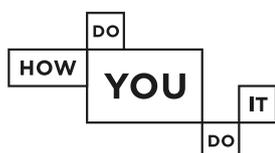
- Stigma around flexible work being perceived as career limiting as well as lack of varied role models for parents.
- Inconsistent approaches and support from managers in different areas of the business.
- Engagement and enablement of men and fathers in combining care and career successfully.

From the start our approach was holistic and involved designing three types of programme for different constituent groups, each of whom individually require support, but who are collectively critical to realising the overall goal of retaining and progressing more female talent.

PROGRAMME FOR MOTHERS	PROGRAMME FOR FATHERS	PROGRAMME FOR TEAM LEADERS
<p>Ensure working mothers at Deloitte felt supported and able to successfully combine career and home responsibilities by:</p>	<p>Ensure working fathers felt empowered to combine their dual roles particularly addressing agile working options to help deliver a more gender balanced approach to the division of career and home life responsibilities, by:</p>	<p>Ensure support for working parents extended beyond the coaching programme and into their day to day experience of work by:</p>
<ul style="list-style-type: none"> • Pre-maternity – providing support in accessing available resources, ensuring handover and communication channels are in place for maternity leave, as well as maximizing and communicating about return options. • On maternity leave – helping mothers prepare to re-engage with the business and set up for a successful transition. • Upon return to work – support in identifying career goals, overcoming challenges and barriers, establishing what is right for the individual and their family sharing practical and relevant tips and solutions, building a network for ongoing support through all stages of parenthood. 	<ul style="list-style-type: none"> • Identifying career goals and the right balance between career and home for their family; • Sharing challenges and providing solutions and strategies for combining dual roles; • Establishing a support network of other fathers who have taken parental leave; • Normalising flexible working and active parental involvement for fathers at Deloitte. 	<ul style="list-style-type: none"> • Providing a forum for team leaders to openly talk about the challenges of managing working parents and to identify solutions to address these. • Providing a forum for building and sharing best practice to create greater consistency of approach across Deloitte. • Helping team leaders understand the challenges of being a working parent and to understand their role and what they can do to support working parents to succeed to benefit both themselves and the business.

All programmes were designed as group coaching with participants at different levels of seniority within the organisation, from different business service lines, which had the following benefits:

- Created internal networks of people at similar life stages to ensure the network and therefore the benefits of the programme continued once the course was completed.
- Demonstrated that there are challenges common to all parents and provided role models and mentoring opportunities for all course participants.
- Built and spread best practice and consistency across different business divisions and roles.



THE RESULTS

In addition to improvements in retention, there have also been considerable other benefits from our programmes.

We have partnered with clients via regular communication and reporting and from the beginning, this partnering approach with Deloitte has ensured that the programmes have evolved and Deloitte has had an opportunity to improve internal processes based upon feedback gathered during the coaching sessions. The result has been a cycle of continuous improvement that has helped to increase the overall impact of the programmes.

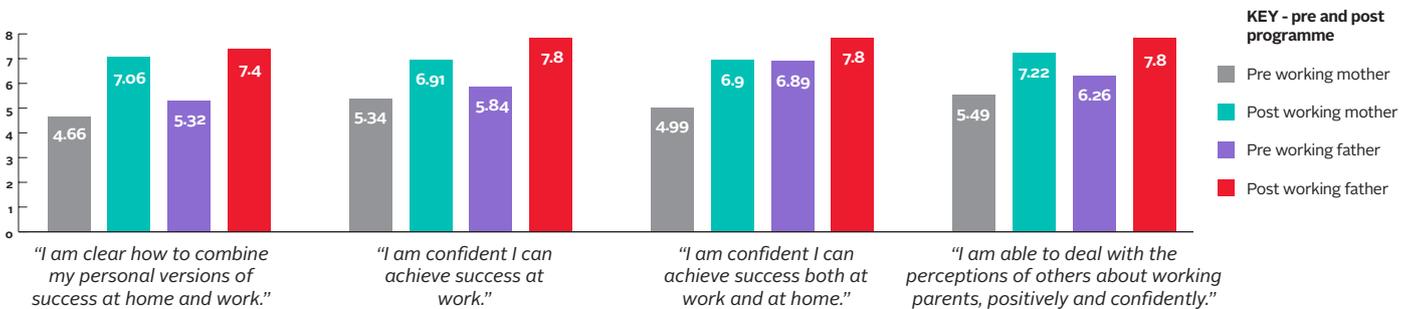
IMPACT
Increase from 29% to **46%** in use of KIT days

Partnership and continuous improvement example

From feedback on our courses it was clear that there was a lot of confusion about the use of Keep In Touch Days (KIT) from both managers and parents. Consequently, uptake of KIT days was fairly low. To address this, Deloitte introduced an online toolkit giving managers and parents all the information they needed to access KIT days, their benefits and how to best use them.

Changing mindsets - clarity and confidence

There have been considerable improvements in how the parents who have attended our courses feel about their ability to combine their career with being a parent.



WHAT PARTICIPANTS SAY

"Feeling confident in my choices and being able to present this to others. I've had so many people comment on how impressed they are with my enthusiasm since returning to work." **WORKING MOTHER**

"Fantastic to hear how others make it work and to learn not to apologise for being a working mother – career progression does not have to end!" **WORKING MOTHER**

"Made me consider the viewpoints of other working parents and that they may differ from my own." **TEAM LEADER**

"Continue the investment, it is making a positive change!" **TEAM LEADER**

"Meet others in firm, know I'm not alone. Feel allowed to have this conversation." **WORKING FATHER**

CONCLUSION

STRATEGIC	TANGIBLE	CONTINUOUS IMPROVEMENT
Our programmes have clear alignment with Deloitte's wider objectives around female retention and progression.	Qualitative and quantitative results show the effectiveness of the programmes in helping Deloitte reach their objectives.	Partnership and open dialogue has enabled Deloitte to respond to feedback from the courses and refine and improve their internal processes as the programme has developed.

