



Maternity Transition

Toolkit for Managers

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01

Objective & Purpose

Introduction

Objective

The objective of this document is to establish a framework that allows for our female employees to proceed on and return from maternity leave with minimal impact on their corporate career or the company.

At Arvind, we aim to provide a *delightful experience* to any expectant mother by way of a methodical transition plan. The framework details guidelines and recommendations that will enable this journey during and after her maternity.

Purpose

Through research findings there are proven benefits to enabling women to work effectively, like better financial performance, increased innovation and better customer understanding. It is hence beneficial to help female employees make a smooth transition into 'working mother-hood'. Retaining your employee after maternity leave enables us to maximise return on investment made on recruitment & individual development.



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02 Planning the Journey

ARVIND

A decorative graphic of a winding road leading to a sun, with curved borders in purple, pink, and light blue.

What to expect in this journey

Before they go



Celebrate and encourage



Have a transparent policy



Put things in writing

While they are away



Keep in touch



Plan to be flexible



Communicate

When they return



Have their job waiting for them



Celebrate and phase them in



Discuss their future

A Manager's Guide to providing a delightful experience...

Talk Early

Be open & receptive when your employee tells you she is pregnant. Set up a date for an initial meeting to confirm key dates and develop an action plan. Where need be, respect the employee's desire for confidentiality especially when she is at an early stage. When comfortable, a congratulations note with a small celebratory treat is a nice touch!

Train Up

Be sensitive on handling pregnancy and maternity issues. It is important for a line manager to understand the significance of the situation and handle it with care. The aim is to make it a memorable and smooth experience for an expectant mother.

Time Out

Talk to your employee and understand their plan for time out for antenatal needs. Plan the work schedule mutually. This will encourage the employee to be more open and comfortable with the work transitioning before and after the maternity. You can make the most of your employee's talent by offering a chance to work flexibly. The Flexi-time policy details the eligibility & guidelines.

Make leave work for you

Organise cover for maternity leave early. Ensure you are well aware of the leave plan of your employee and assign suitable resource(s) for the jobs to be performed. You might use it as a chance to give other employees a learning experience. It is equally important to plan the job role of the returning mother. This will ensure a sense of job security in your employee during her maternity.

Keep in touch

You can connect with your employee during their leave. Talk to your employee and design a 'Keep-In-Touch days' during their leave. The employee would need to inform the manager / HR of delivery date to ensure leave plan is tracked correctly and for necessary medical support pre & post delivery. Plan on having at least one meeting in a month to share updates.

Buddy Up

Assign a buddy or mentor, someone who can guide and make her feel connected. The buddy will act as a mediator for any communication between the team/ other support teams and the employee during the maternity leave. This will encourage the employee to stay in touch with the regular office proceedings.

Career planning

Lastly, ensure that your employees who are pregnant or on maternity leave, are duly considered along with everyone else for ratings, roles and promotions.

Creating an Action Plan

Work with your team employee to develop an action plan of key dates, identifying who needs to do what and by when.

Action Plan to include:

- ✓ Key dates such as antenatal appts, maternity leave date, keep in touch dates, flexi working option & dates.
- ✓ Analyzing role and develop options for maternity cover
- ✓ Handover details and date
- ✓ Information and intimation to HR
- ✓ Informing other people @ work

Opportunity to exercise Flexi-working

Flexible working allows employees to integrate different aspects of life and create a positive work-life-fit.

To a manager, the benefits are multifold:

- The organization retains skills and experience
- Keeps a successful team intact
- Saves time, effort and money to recruit & train someone new
- Lowers stress and the impact of personal issues on productivity



For Flexi working to be successful, it requires a mindset shift based on the attitude of **Trust, **Respect** & **Responsibility**.**

Creating a successful return to work!

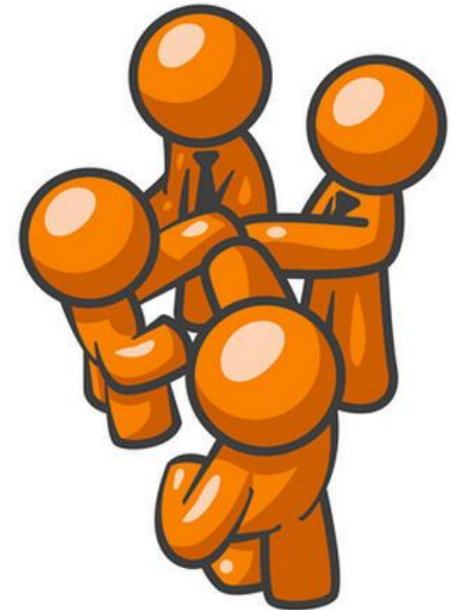
The journey of parenthood is one of the biggest transitions in life. There maybe some temporary setbacks, however with professional support and preparation, one can retain a motivated and engaged employee.

As a Manager, it is key to set the right tone and expectation with your returning female employee given it takes some time to readjust to a work environment.

Some items to keep in mind:

- Make sure to greet the employee on the first day & help bring them up to speed
- Confirm who will meet her and brief her on developments
- A welcome back card or something similar to show how she is valued is a good idea! 😊
- Confirm ids and access to office & computer systems
- Agree on handover plan and resume responsibilities
- Arrangements for crèche/ breastfeeding support to be discussed

03 Roles & Responsibilities



Roles & Responsibilities

Employee	Reporting Manager	Business HR	Payroll
Understand the terms of the maternity/ paternity policy of the organisation	Understand the terms of the maternity/ paternity policy of the organisation	Understand the terms of the maternity/ paternity policy of the organisation	Understand the terms of the maternity/ paternity policy of the organisation
Ensure the work from home or the maternity/paternity leaves are well planned & communicated based on timelines	Ensure a F2F meeting with the employee to understand her needs and requirements for a conducive working condition pre and post pregnancy	Ensure a F2F meeting is set up between the RM & the employee to understand the needs and requirements and be a part of such meetings	Ensure the leave plan is captured as per the approval from RM & updated by Business HR.
<p>To avail flexi-time, ensure the request is sent 1 week in advance</p> <p>To avail maternity/paternity leaves, ensure the request is sent one month in advance</p>	To ensure the flexi-time/maternity or paternity leaves are planned and approved as per policy	To ensure the Flexitime/maternity or paternity leaves are planned and approved as per policy	
Ensure Business Continuity Planning (BCP) well in advance based on the discussion with the RM	Ensure Business Continuity Planning (BCP) and utilisation of shared resources during the absence of the employee. Plan in advance on the job continuity of the employee post maternity.	Ensure the RM plans the Business Continuity Planning (BCP) and post ML job continuity.	
Update the leave management system (LMS) and keep the Business HR & Payroll team well informed of the proceedings	Keep the Business HR & Payroll team well informed of the proceedings	<p>Ensure approvals and leave update on the LMS.</p> <p>Play a vital role as a bridge between the employee, RM & payroll team.</p> <p>Ensure all the forms are duly updated</p>	

04 Policy at a glance



Policy at a glance

- **Policy Objective:**
 - Set out the guidelines applicable to all expectant or new mothers who require time off for pregnancy, childbirth and child care.
- **Eligibility**
 - This policy is applicable to all female employees on the rolls of Arvind Lifestyle Brands Limited & subsidiary companies (Calvin Klein Arvind Fashion Private Limited & Arvind Beauty Brands Retail Private Limited); henceforth referred to as 'the Company'
- **Statutory Guidelines**
 - According to the amendment made in the Maternity benefit act, 1961, all female employees will be eligible for 26 weeks of paid leave.
 - In case of miscarriage or any kind of medical termination of pregnancy, an employee shall, on production of the prescribed proof, be entitled to paid leave for a period of 6 weeks immediately following the day of her miscarriage or medical termination of pregnancy.
- **Benefit Guidelines**
 - **LEAVE**
 - 8 weeks before and/or immediately after the date of delivery, for a continuous period of 26 weeks.
 - Cannot combine her privilege leave with maternity leave, any time before, during or after pregnancy.
 - Can avail Leave Without Pay for a maximum period of one month after exhausting her ML as per the policy
 - All intervening weekly offs and office holidays falling during the Maternity Leave will be considered as part of the ML.
 - In case of Adoption, where an employee legally adopts a child under 12 months of age, an employee who is the primary caregiver or a commissioning mother, shall be entitled to paid leave for a period of 26 weeks from the date the child is handed over to the adopting / commissioning mother. For children over 12 months, they can avail up to 12 weeks paid leave.

Policy at a glance

- **FLEXIBLE WORK TIMING**

- An employee can avail this benefit only during her first and last trimesters.
- The employee who avails a Flexible work timing benefit should be available in the company for at least 5 hours in a day and connect from home for the balance hours, as appropriate.

- **OTHER BENEFITS**

- Expectant mothers can use cabs at their convenience in the 3rd trimester and claim transport reimbursement for up to Rs. 600 per day, if they have difficulty driving their own vehicles.

Note: All employees are required to go through the maternity policy for a more detailed understanding on eligibility, notification & operating procedure, Adoption & miscarriage leave, requirements and deviations.



05 Tips & Treats



Tips & Treats

It is in the best interest of the company to support an expectant mother and provide her a memorable experience, both professionally & personally before and after maternity. In this regard, below are few focus areas that can support this initiative.

Tips...

Before an employee leaves for her maternity leave, a **companion guide** booklet containing the policy at a glance, wishes card (perforated sheet), Do's and Don'ts, health tips, company insurance assistance details, etc. shall be given.

Treats...

The manager & the respective team can congratulate & celebrate the good news through the following activities. Support can be taken from the respective business HR as well.

- Baby Shower Wingdings
- Pre ML
 - Hampers
 - Desk decoration
 - Baby shower get together
- Post ML
 - Welcome back celebration
 - Hamper from team

06 FAQ's



Manager FAQ's

My employee wants to take regular time off for antenatal care. Do I agree?

- Yes, you must allow a pregnant employee, regardless of hours worked or length of service, reasonable paid time off for antenatal care, which has been recommended by a doctor. Requests for time off can only be refused if it is reasonable to refuse. She must not be disadvantaged for asking for time off or taking it.

I do not want to offer a pregnant employee training because she is about to go on maternity leave. What should I do ?

- You must not deny training to a woman because she is pregnant or about to go on maternity leave. However, if the training is going to be out of date when she returns from leave, it would be good practice to discuss this with her and postpone the training if she agrees. If there is training during her maternity leave, it would be good practice to discuss a time frame during which she can attend.

An employee has not performed well due to pregnancy related illness. Can I mark her down in her appraisal due to her poor performance?

- If her poor performance is because of her pregnancy or pregnancy related absence then you cannot mark her down. To do so would be pregnancy discrimination. You can take account of any poor performance, which occurred before she became pregnant as this was clearly not affected by her pregnancy.
- An employee on maternity leave who has worked less than 3 months of the Performance year (Worked less than 3 months during the Financial Year, definition of worked includes any flexi working arrangement agreed with the manager) will be given a default "ME" rating (Meets Expectations)

Can I ask a pregnant employee if she might want to work flexibly after her return from maternity leave?

- You can ask her whether she is likely to want to change her working pattern, and discuss the possibilities if she wants to do so. However, you should assume that she will return to the same job on the same terms and conditions, including the same hours, unless she says otherwise.

Employee FAQ's

I am pregnant. Who should I tell first?

- In most cases you must tell your manager first. If you find it difficult to tell your manager, you can contact your HR Business Partner. Ask if your employer has a maternity policy which explains what you need to do and when.

I am pregnant. When should I tell my employer?

- It is advisable to tell your employer that you are pregnant as early as possible. This is because:
 - You may need to take time off for antenatal care,
 - You may need protection from health and safety risks, and
 - You are only protected from unfavourable treatment because of your pregnancy once your employer knows or suspects you are pregnant.

How much time can I take for antenatal care ?

- You are entitled to take reasonable paid time off during working hours for antenatal care. You should be given the time to travel to the appointment. If your appointment is in the morning, it would probably be reasonable to go straight to the appointment and then go to work afterwards. Do keep your manager intimated at all times.

What can my employer contact me about during my maternity leave?

- An employer may make 'reasonable contact' with you during your maternity leave. 'Reasonable' is not defined but your employer could contact you about:
 - any changes or developments at work
 - social events
 - colleagues who are leaving
 - new staff arrangements for your return to work.

Can I say that I do not want to work during my maternity leave?

- Yes, you are under no obligation to work, and your employer is not obliged to offer you work during your maternity leave.

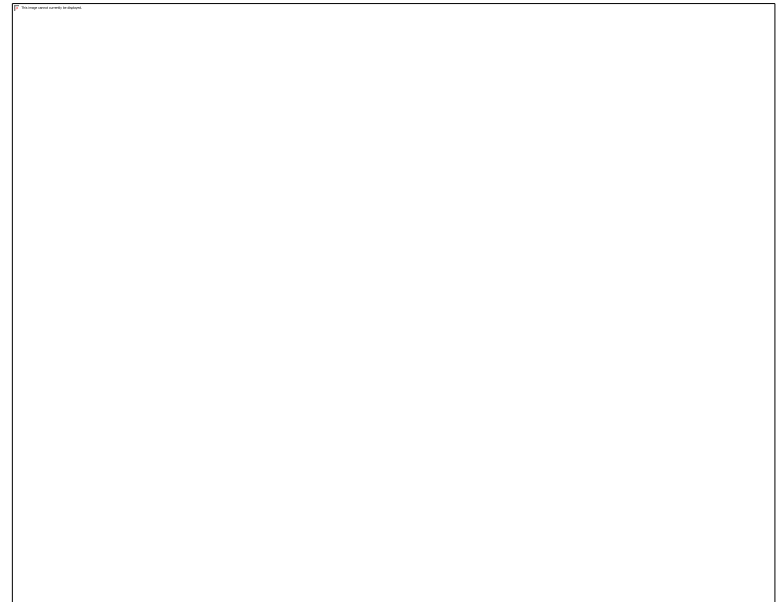
Can I ask for a role change after returning from my maternity?

- Yes, you can ask for a role/job change after your return from maternity. But it is important to have this discussion with you manager and be clear on the requirements from both ends well in advance giving your manager sufficient time to plan. Keep in mind that you manager has the right to dismiss your request if a suitable position is not available during your return.



07

Case Studies



Case Study 1

Hema is 39 and expecting her first baby. She is a sales representative for a newly-created small business. Her job in the sales team involves quite a bit of travelling and long hours. She informed Amit, her manager, when was four and a half months pregnant. This is Amit's first experience of dealing with a pregnant employee and he wants to make sure that he gets everything right. He arranges Hema's first risk assessment. This means that he makes time to talk to Hema about all aspects of her job. He can then discuss any reasonable adjustments which may need to be made. He can also set a date for a further review in 8 weeks' time.

Fortunately, Hema is fit and healthy. She agrees to try to reduce her hours by not taking on extra work. Amit will try to ensure that she is allocated job appointments nearer home. He encourages Hema to catch up on her paperwork at home rather than make journeys into the office especially when she needs to attend ante-natal care. They both agree that Amit can make contact with her at home.

At Hema's next scheduled risk assessment meeting, she tells Amit that although her health is good, her GP has warned her about her raised blood pressure. She believes that driving in the heat of August in a car without air-conditioning is adding to the problem. Amit agrees to further reduce necessary driving distances as far as possible until she goes on maternity leave. There is also some figure reconciliation work that she can do at home. In their final meeting before Hema goes on maternity leave, Amit discusses with her what contact he will have with her while she is away. He will send her the hard copy of the company bi-monthly news sheet plus any post marked 'personal'. He will also email her once a month to keep lines of communication open but there will be no obligation on her to respond. They also discussed her working pattern when she returns from maternity leave. Hema has decided that she will submit her request to work flexibly.

Before she leaves she will include in her written and dated request the date when she would like her new working pattern to begin and how the business might deal with any effects of her request.

It's now October the following year and Hema returns to work. She is very happy to return to the company, particularly in view of the fact that they have agreed to her request to work flexibly. Hema felt that her experience of being managed throughout her pregnancy was very positive. She believes that the support she received from her manager was crucial to her feeling confident and secure in making the decision to return to work after almost one year's absence. The company has retained a fully-trained committed employee with a strong sense of loyalty to the company that treated her well.

Case Study 2

Meera is just about to return to work after being on maternity leave. She is a Systems Administrator in the Global business. In her team there are two other Systems Administrators (David and Rajesh) who do the same role as her. Before she began her maternity leave her team had been fairly quiet and so her manager felt that it was not necessary to arrange for temporary maternity cover, David and Rajesh could pick up the slack.

During Meera's maternity leave, the business has managed to cope without her. Meera is now about to return to work after 12 months of maternity leave, but her manager now feels that he can cope without Meera going forward.

- What should Meera's manager do?
 - The fact that the company could manage without Meera during her maternity leave, by redistributing or reorganising her work, is not a valid reason to make her redundant. Dismissing her for this reason is likely to be unlawful discrimination and an automatically unfair dismissal. If the company genuinely needs fewer Systems Administrators, it should go through a fair redundancy selection process, which will involve pooling all three Systems Administrators (together with any other employees with broadly interchangeable duties). Meera's manager decides to go through a redundancy process and has pooled Meera with David and Rajesh. Her manager has also decided on the selection criteria he wants to apply to the affected pool. One criterion is performance – Meera has been marked very low. However, Meera hasn't, to date, received any formal feedback to suggest that there are concerns about her performance – in fact, you know that she has always received good bonuses and her appraisal scores suggest that, pre-maternity leave, she was a good performer.

Thank You!