

# Zero Eligibility Paid Parental Leave in a Male Dominated Industry

## Motorola Solutions Australia Pty Ltd

### Background

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Motorola Solutions Australia Pty Ltd is determined to attract and retain the best talent to their business. As a male-dominant business in a solutions-based industry, the attraction and retention of talented women and men is a fundamental strategic imperative. We want to ensure our employee value proposition is consistent with the challenges faced by our workforce, reflects our customer base and continues to deliver a distinct, competitive advantage.

### The business case removing the eligibility period to access paid parental leave

Motorola Solutions Australia competes in a highly demanding, global operating environment. Critical to our success is a workforce that is committed to excellence and rewarded in return. We have a diverse workforce both culturally and demographically. With increasing competition for talent, we recognised supporting our employees with caring responsibilities, particularly parents with young children, was a key element of our recruitment and retention strategy.

In developing the business case for the removal of any qualifying period to access our paid parental leave offering, we considered two leading factors:

**Attraction** – we took a ‘best practice’ approach to providing a family friendly work environment; and

**Metrics** – a thorough analysis of the data we collect on the utilisation of parental leave

### Methodology

We first undertook a desktop activity to compare our offering with that of our competitors. This provided us with a benchmark of whether our offering was leading practice. Next we analysed our customer offering to determine whether our current offering was consistent with our customers. Having established an understanding of what our competitors and customers were offering we undertook a retrospective analysis of our employee data using a three-year time-frame and applying a gender lens. The focal points were:

1. How many employees have used parental leave over the last three years?
2. What was their tenure prior to accessing parental leave?



3. What was the period of leave accessed?
4. At what point did they access the leave?
5. What was the rate of return to work for employees taking parental leave?
6. How many did not return to work after a period of parental leave based on primary and secondary parental leave utilisation?

Based on our analysis, we then applied a risk matrix to determine what the financial risks were to the business if we removed the qualifying period to access parental leave.

## Findings

The analysis of our employee data identified the average tenure of our workforce when accessing parental leave was 4.9 years. This represented 1% of our employee population per year. We also compared this data with the employee lifecycle, particularly in the first twelve months of hiring. In assessing the risks associated with employees accessing parental leave shortly after hiring and not returning, we assessed the number of employees hired that did not pass their probation period. Combined with our robust talent acquisition practices and the data from our analysis, we were confident that benefits associated with attracting and retaining high-calibre employees outweighed the risk to the business and there was a clear business case for removing a qualifying period to access our paid parental leave.