



# WORKING DADS EMPLOYER AWARDS

## Support for Returning Fathers Case Study

### Why is it important for Aviva to support working dads?

Aviva prioritises an inclusive workplace where everyone feels safe, valued, and authentic. This commitment drives inclusive



**“Aviva’s outstanding parental leave gave me six months to embrace my new “normal” as a dad. Returning to work, I was empowered through flexibility, trust, and support to be the parent I want to be. It’s inspiring to see working dads recognised as equal partners in parenting.”**

Max Bleakman  
IT Supplier Relationship Manager

policies that support working parents, including returning fathers. Encouraging active fatherhood promotes equality, improves wellbeing and retention, strengthens Aviva’s brand, and helps close the gender pay gap – benefiting both the workplace and the wider community.

### What does Aviva do in the area of support for working fathers?

In 2017, Aviva became one of the first UK employers to offer Equal Parental Leave (EPL) for 12 months with 26 weeks full pay for all parents. Since 2023, 4 in 5 dads have taken the full six months’ paid leave.

Support includes coaching, flexible working, keeping in touch days (KIT days), school leave, health services, and access to role models through events like ‘Dad Guilt’ panels. These initiatives foster an inclusive culture and encourage uptake.



Aviva is the UK’s leading diversified insurer, and we operate in the UK, Ireland, and Canada. We help over 25 million customers make the most out of life, plan for the future, and have the confidence that if things go wrong, we’ll be there to put it right.

### How did your leadership team help create this change?

Aviva’s leadership visibly champions support for working fathers. The Chief People Officer promotes



family-friendly culture, while senior leaders share flexible working tools like the Workplace Adjustment Passport. Platforms like WorkVivo and events such as 'Dad Guilt' panels amplify real stories, supported by the Balance community and the Colleague Support Hub, which has seen strong engagement.

### How do you communicate your support for working dads?

Aviva supports returning fathers through online and offline initiatives. The Colleague Support Hub provides clear guidance, while WorkVivo shares relatable stories. Webinars and events like 'Dad Guilt' foster open dialogue and help normalise fatherhood, encouraging engagement across the organisation.

Our Colleague Support Hub is a one-stop hub where colleagues can find tools and resources and support, if needed with People Policies and procedures. It's designed to make getting support easy and straightforward. WorkVivo is an online platform to help



employees feel more connected, especially if they work in different locations. It works a bit like social media, letting people share updates, recognise each other's achievements, and communicate quickly. The goal is to create a sense of community at work.

### What has been the impact of this work?

Aviva's EPL and return-to-work support have transformed its culture. Flexible working, coaching, and adjustment tools help fathers feel supported throughout their leave. This boosts engagement, retention, and wellbeing, while enhancing Aviva's reputation as a family-friendly employer. In the 2025 Voice of Aviva engagement survey, 92% of colleagues recommended Aviva as a great place to work.

### What have you learnt through this process?

Supporting fathers takes more than policy – it requires visibility, open dialogue, and leadership support.

### What advice would you give other organisations wanting to support working dads?

Start by listening – use surveys or chats to understand dads' needs. Small, consistent actions matter more than big budgets. Prioritise flexibility, communicate clearly, and share real stories to shift mindsets. Track data to identify gaps and drive change. Even one supportive leader can make a big difference.

Creating space for dads to be heard, like 'Dad Guilt' sessions, helps normalise fatherhood and strengthens wellbeing, loyalty, and culture.

### Next steps

We will continue embedding inclusive practices through storytelling, leadership engagement, and expanded coaching. Plans include improving digital access to resources, promoting the Workplace Adjustment Passport, and growing the Balance community – especially for underrepresented fathers.

Information accurate as of 2025.

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