

# Tackling Childcare Pakistan: Creating Family-Friendly Workplaces

March 2021

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- Research Overview & Project Timeline
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- Annex: Examples of Childcare Solutions in Pakistan



## Context

- Pakistan's development roadmap 'Vision 2025' sets ambitious target for increasing female labor force participation by 2025
  - Current female labor force participation of 23% (vs. 82% for men)
    - Lowest in the region, one of the lowest in the world
  - Government's target: 45% by 2025
- Women do more than 90% of all unpaid care work in Pakistan
- Childcare often a barrier to women's participation in the labor force
- Employer-supported childcare can supplement public provision and benefit women, children, businesses, and the economy

Employer-Supported Childcare: good quality, affordable childhood care and education services provided or supported by employers for their employees' children who are of preschool age (6 months-5 years)

# Employer-Supported Childcare

- Can help address the gender employment gap → increases mothers' likelihood of earning a formal wage/reduces their likelihood of dropping out of the workforce (Women, Business and the Law, 2016)
- If of good quality, can improve child development outcomes, leading to better health and productivity in adulthood (World Bank, 2019)
- Can help employers achieve better business outcomes, including lower absenteeism, turnover and higher productivity
- Employer-supported childcare can take many forms

- ▶ On-site childcare centers, run by the employer or a third party
- ▶ Off- or near-site childcare centers sponsored by one or more companies, including in the communities where employees reside

- ▶ Childcare vouchers, subsidies, stipends, discounts, reserved seats
- ▶ Back-up, after-hours, and sick child services
- ▶ Resource and referral services
- ▶ Breastfeeding support, safe transport, and other family- friendly policies



Source: IFC, 2017.

# Research Overview

## Tackling Childcare Pakistan:



### Objectives:

- ▶ Understand the demand for care services from employers and employees
- ▶ Explore the supply of childcare by providers
- ▶ Understand the policy context for employer-supported childcare
- ▶ Identify obstacles and barriers to implementation and areas for priority action
- ▶ Bring together public and private sector partners to discuss challenges, opportunities, and next steps

### Methodology:



Online survey with 140 employers



9 focus group discussions with 70 employees in 3 cities (blue- and white-collar workers)



Interviews with 21 policy stakeholders



Visits to 22 childcare providers in 5 cities

# Project Timeline



Project launch  
**October 2019**



Data collection  
(survey, interviews,  
FGDs)  
**November 2019 -  
April 2020**



Validation of  
findings with key  
stakeholders  
**November  
2020**



Launch of study  
findings & public  
dialogue  
**March 2021**



Support to Pakistani  
firms to explore  
childcare solutions  
**Continuous**

# COVID-19 Considerations

Data collection period: November 2019 – April 2020

- Data collection mostly before pandemic onset
- Effect on study
  - Wrapped up data collection early
  - Delayed findings' validation
  - Postponed launch of results
- Findings remain relevant; baseline for future studies
- COVID-19 impact
  - Changes to business priorities
  - Childcare's importance more evident
  - Working mothers struggling with added childcare responsibilities
  - Disproportionate economic impact on women
- Actions to support women's participation in the workforce and identifying durable childcare solutions even more critical



# Study Key Findings: Employer Survey

## Profile of Respondents

- **140** companies, representing **300,000+** employees



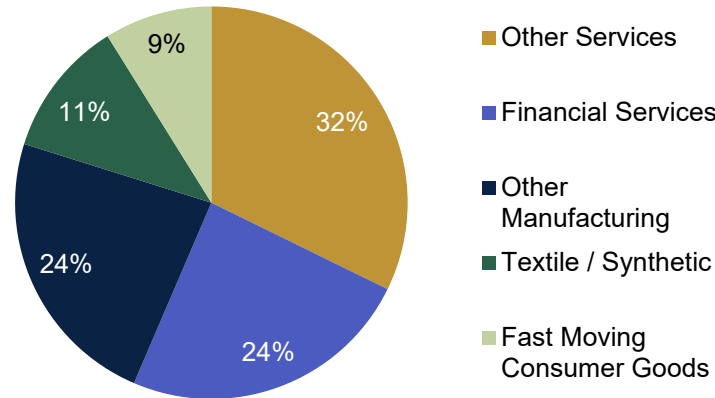
**85%** male employees



**15%** female employees

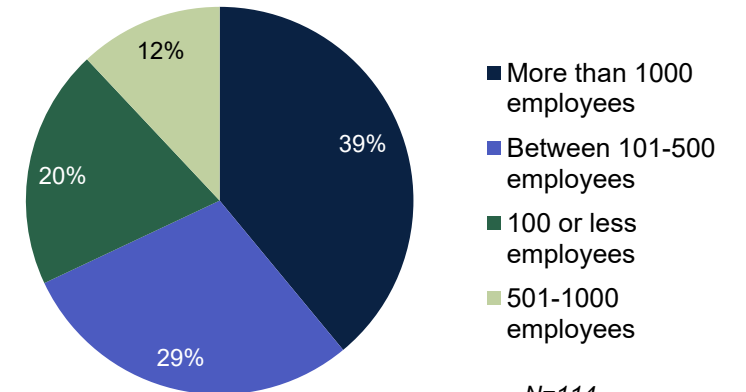
- **59%** of respondents from Karachi, **19%** from Lahore, **12%** from Islamabad, **10%** from other cities
- Local companies: **76%**, multinationals: **17%**

## Employers by Industry



N=123  
Other services include: Education, Healthcare, Professional Services, Engineering, Technology, Communications, Transportation, Construction.

## Size of Employers



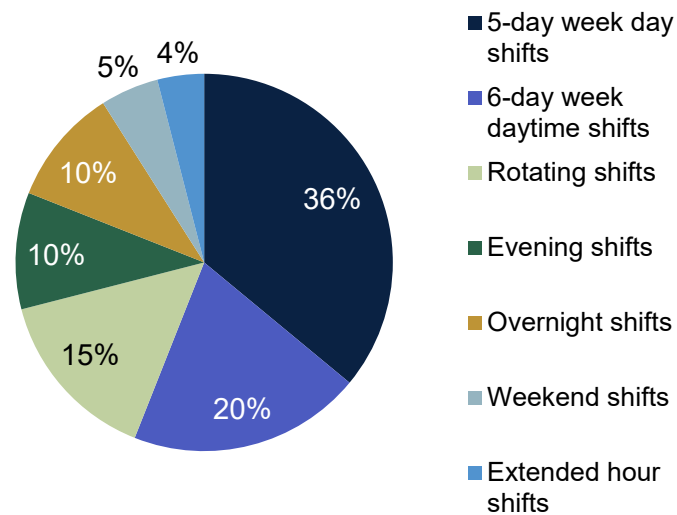
N=114



# Women with young children staying mostly out of the workforce; 44% of employees work "non-standard" shifts; more than 40% have 1h+ commute each way

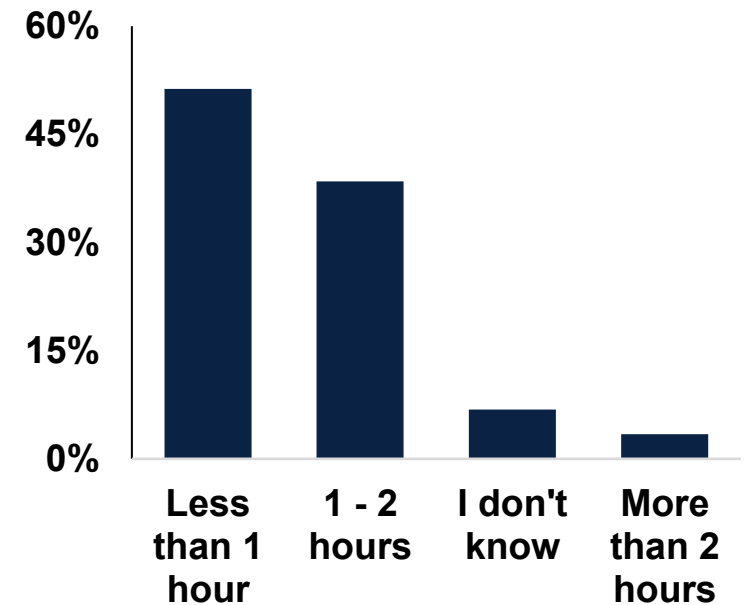
- Of all employees estimated to have children in the **0-5 age range, 93% are male and 7% are female**
- Women with young children strongly under-represented in employers' workforce

### Employees' Schedule



N=116  
"Standard shifts" for the purpose of this research are considered daytime shifts 5-6 days/week, all others are considered "non-standard"

### Employees' Travel Time to Work

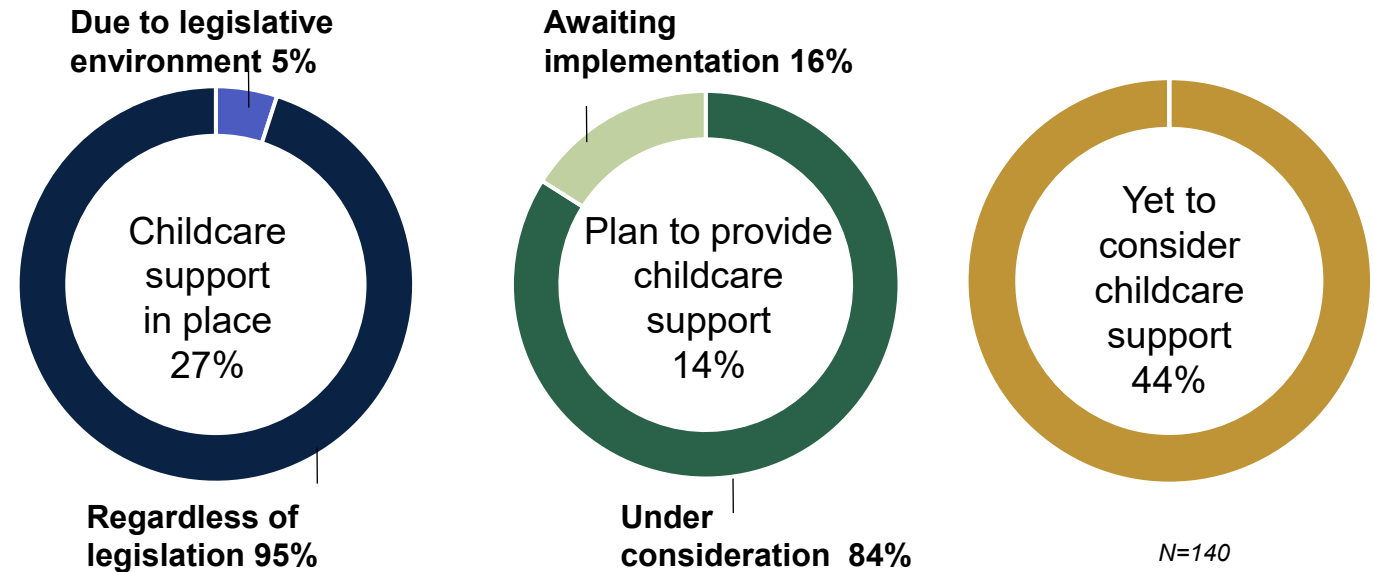


N=117

# 27% of employers provide childcare support; 58% do not

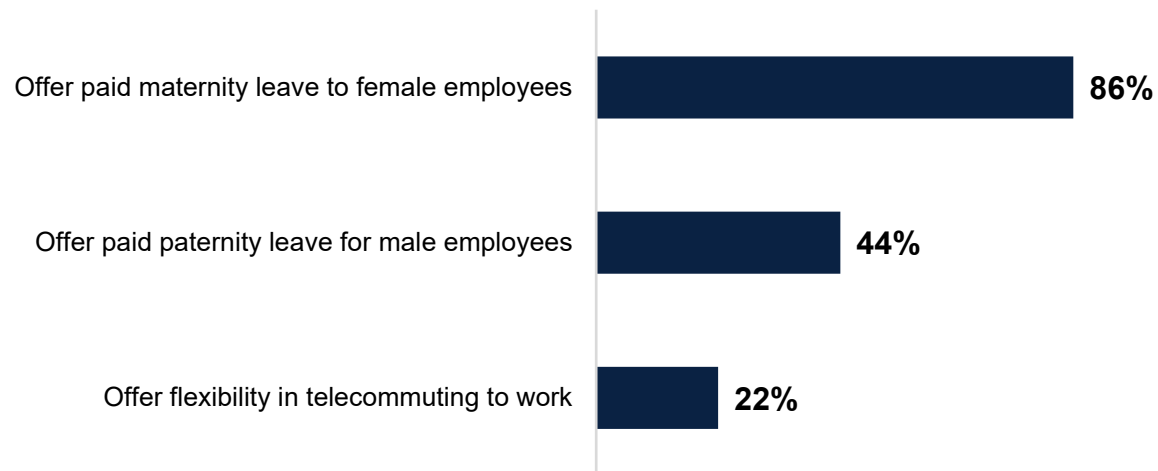
- **58%** of total respondents do not currently provide childcare facilities: **44%** said they were yet to consider it, while **14%** said they planned to provide the support
- **9%** of respondents claimed to provide childcare support but then offered no evidence of it in their responses (therefore were not counted as providing childcare support)
- **6%** of respondents provided no answer to the question

## Provision of Childcare Facilities



# 44% of employers offer paid paternity leave; less than a quarter offered work-from-home options (pre-COVID-19)

## Family-Friendly Policies at Work



N= 116

- **14%** or **1 in 7** respondents do not offer paid maternity leave (mandated by law in all provinces in this study); **6%** said they do not plan to offer it

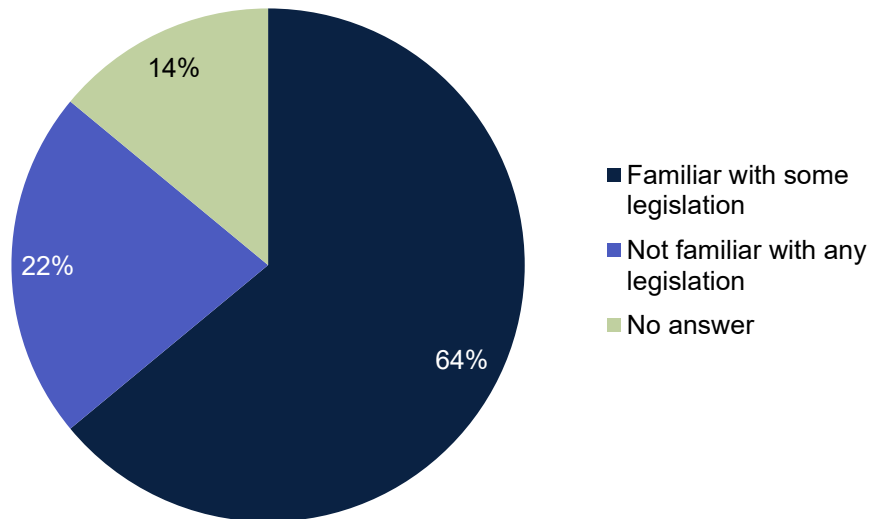
## Top 5 family-friendly policies currently offered by respondents

1. Paid maternity leave
2. Recruitment and promotion panels focused on making gender-balanced personnel decisions
3. Transportation for female employees
4. Employee training on how to better manage work/life challenges
5. Performance appraisal system considering that employee was on parental leave

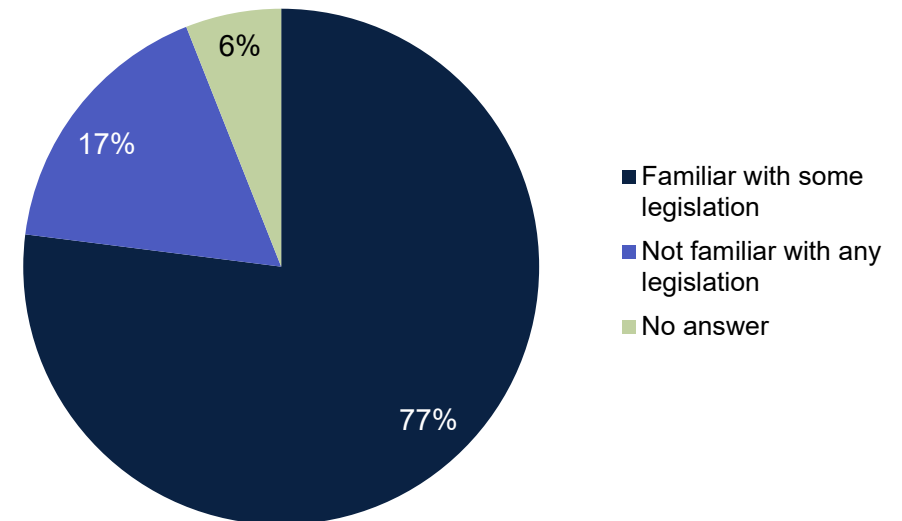
N=116

## 64-77% of employers in the country's two largest provinces are familiar with some legislation on childcare support and family-friendly policies

Sindh\*



Punjab\*\*

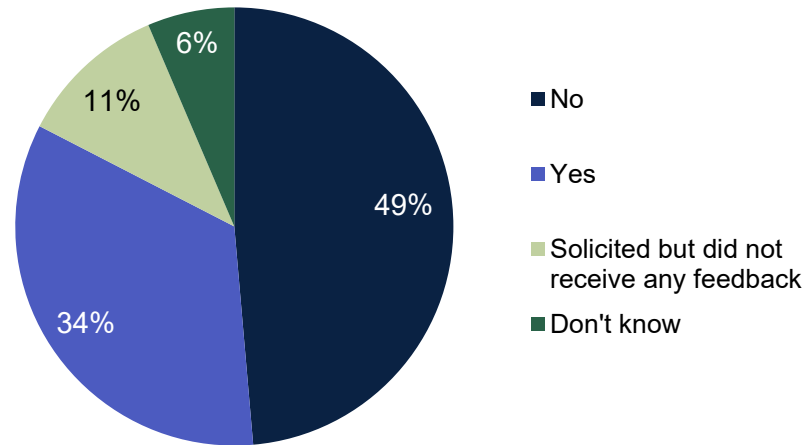


\*N=73, \*\*N= 48

Only respondents from these two provinces answered the question

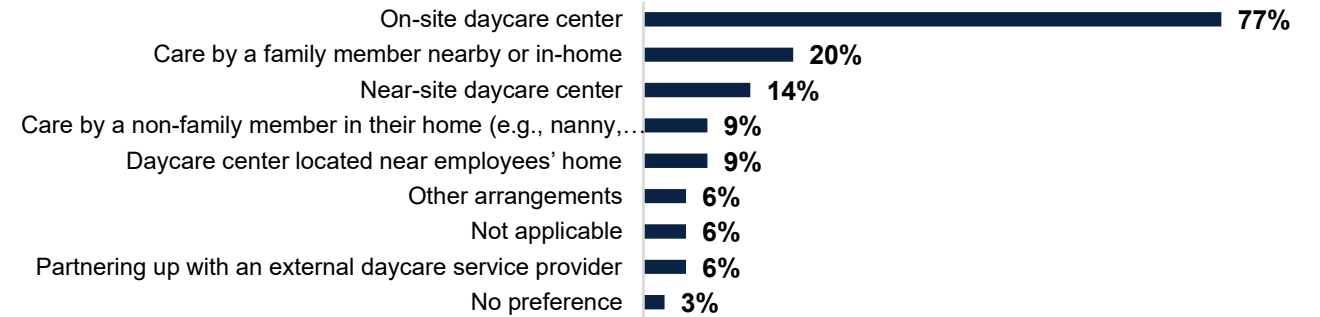
# Almost half of employers do not ask employees about their childcare needs; 77% of employees consulted by employers prefer on-site childcare

## Feedback Solicited from Employees on Childcare Needs

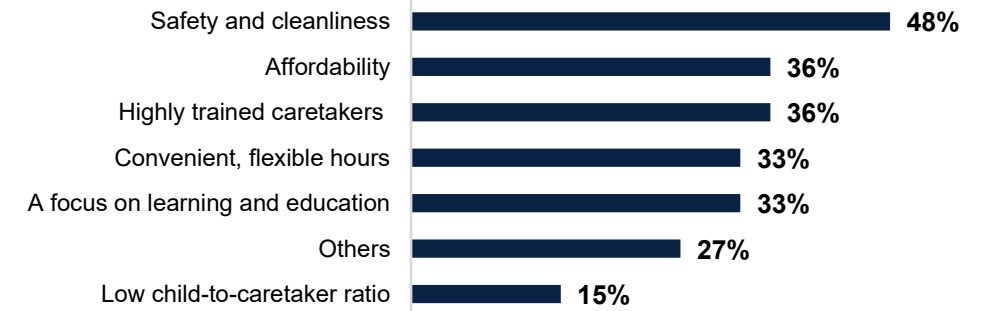


N=35  
 This question was answered by all organizations – those providing, planning to provide and not planning to provide childcare support.

## Employees' Preferred Childcare Arrangements

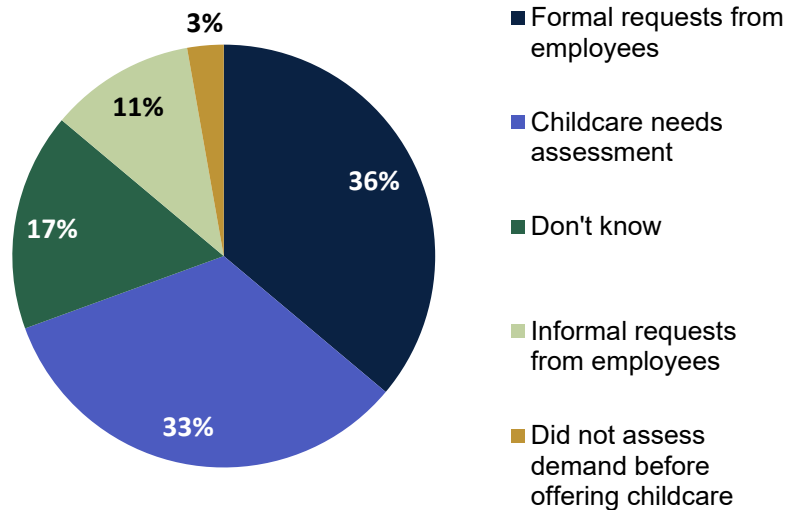


## Attributes of Childcare Facilities Sought by Parents Consulted by Employers



# Employers providing childcare support: formal requests a common way of assessing demand; most employers offer on-site childcare

## Assessing Demand for Childcare Among Employees\*



\*N=36

- 36% of organizations reported that some employees do not use company provided childcare support options as they prefer other childcare arrangements (N=36).

## What Childcare Support Entails to Organizations Providing It

### Top 5 Responses

1. An on-site daycare center operated by your organization – 61%
2. Other forms of childcare support\* – 16%
3. A childcare subsidy provided to employees – 16%
4. A near-site center in partnership with an established daycare provider – 11%
5. A community-based arrangement near employees' homes – 8%

N=38

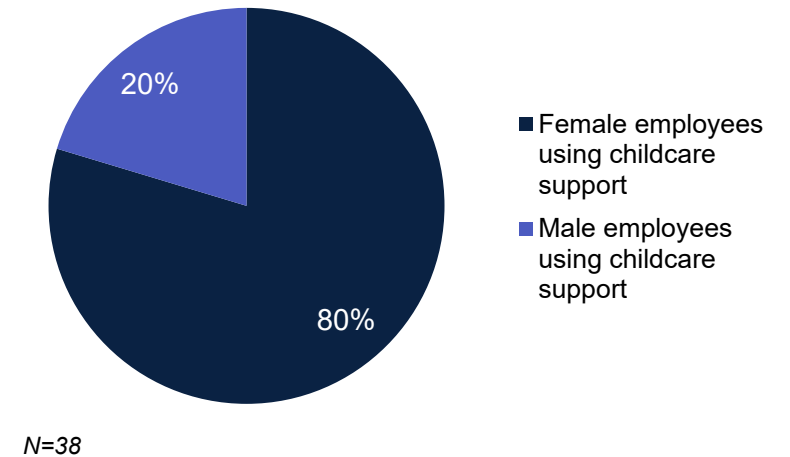
\* Other forms of childcare support include paid leave for parents and allowance for external daycare/nanny arrangements.

# Childcare support often available to male and female employees; female employees use it more often

### Availability of Childcare Support to Male & Female Employees

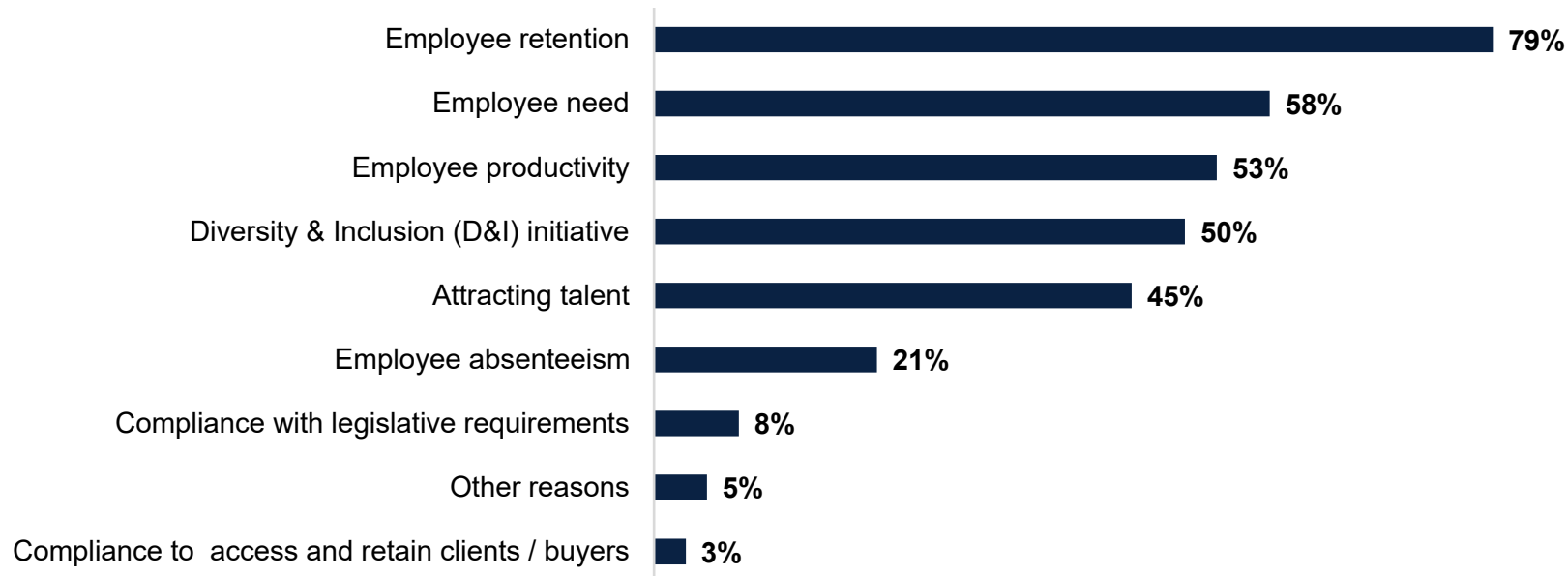


### Utilization of Employer-Supported Childcare



# Main reasons for providing childcare support: employee retention, need, and productivity

## Main Motivations for Offering Childcare Support



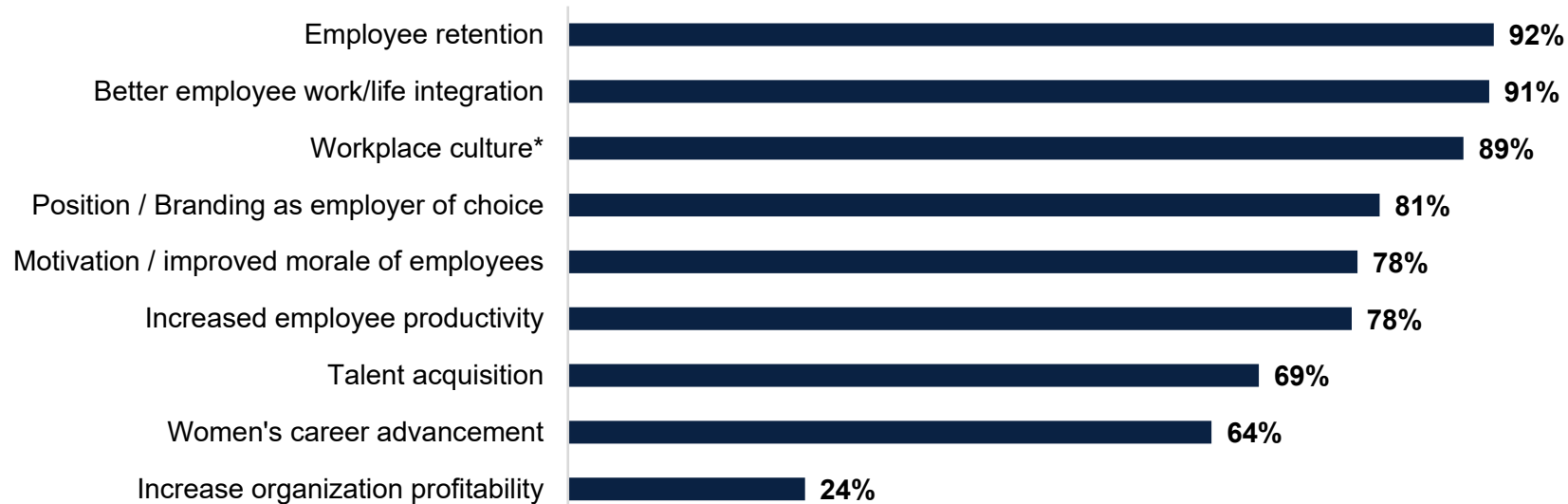
N=38

"Other reasons" encompass "employee satisfaction" and "employee ownership."



# Almost a quarter of respondents cited increased profitability and nearly 80% mentioned increased employee productivity as benefits associated with provision of childcare support

## Benefits Associated with Provision of Childcare Support Observed by Employers



N=38

\* Workplace culture: More satisfied, engaged and loyal working parents.

# Mixed levels of financial support towards childcare costs common; one-third covers the full cost

## Childcare costs supported by employers

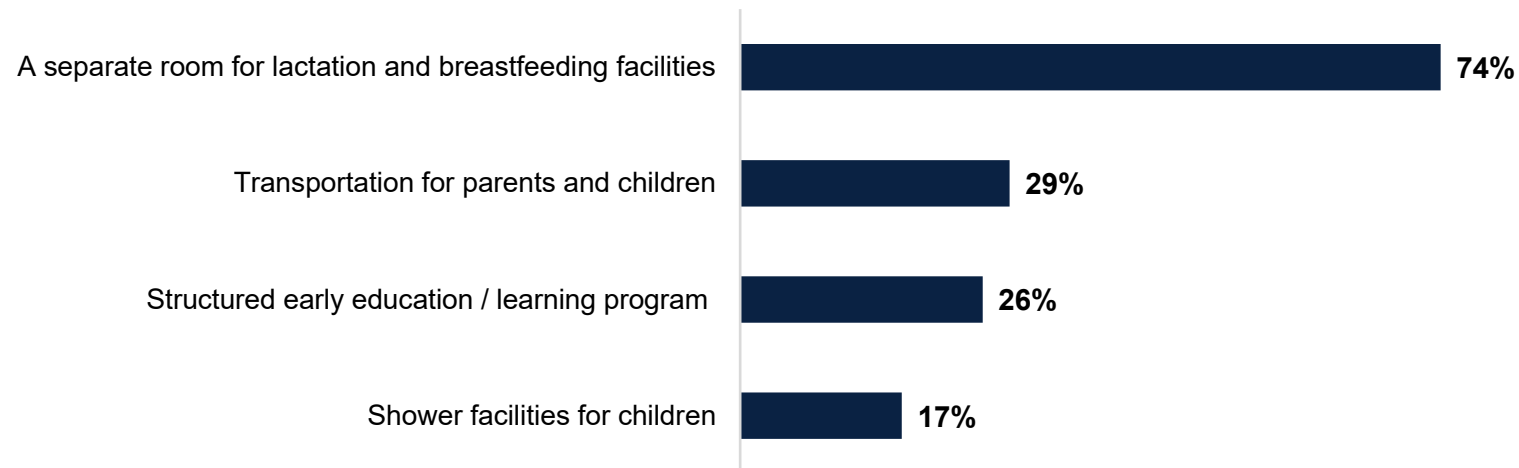


N=38

- More than 70% of employers offer childcare support to children under the age of 5; 29% serve children older than 5 (N=35)
- On average, employers support the childcare needs of 25 children each (N=27)
- 61% of employers offer childcare support that is available during “standard” business hours: 8am-6pm (N=73)

# Lactation support offered by nearly three-quarters of employers; safe transportation supplied by almost 30%

## Additional Family-Friendly Support Offered by Employers



N=35

*Structured early education/learning program refers to childcare or early education with an intentional focus on children's learning experience, often involving planned lessons and learning opportunities*

# Employers planning to provide childcare support: more than half are considering on-site childcare as top option

- 14% of companies surveyed (around 20 companies) are planning to provide childcare support options\*
- 53% of companies claimed on-site childcare was their top option under consideration\*\*
- 31% of respondents plan to offer a fixed allowance or a subsidy to help pay for external childcare center usage fees, 23% plan to pay 100% of childcare center usage fees for employees\*\*\*

\*N=140, \*\*N=15, \*\*\*N=13



# Main financial and legal challenges cited include cost of infrastructure and lack of clarity about liability

## Main Challenges Cited

### Financial

- Cost of building the **infrastructure** for an on-site daycare center (46%)
- Cost to the organization of daycare center **operating expenses** (38%)
- Cost to the organization of **partnering with an existing daycare center** (23%)
- Cost of **insurance** (15%)
- Other financial challenges (15%)

N=13

*\* Other financial challenges include non availability of space; lack of a business case for onsite daycare facility due to the low number of people who want to avail such a facility.*

### Legal/Regulatory

- Lack of clarity on the organization's **liability** related to the care of children in the daycare center (54%)
- Lack of clarity on the characteristics of "**quality childcare**" (46%)
- **Have not encountered any of these challenges** (46%)
- Lack of clarity on **health and safety regulations** (38%)
- Lack of clarity on **minimum standards** for the operation of a daycare center (38%)

N=13

# Main provision-related, organizational challenges cited include lack of space for on-site center and commuting issues

## Main Challenges Cited

### Provision-related

- Lack of **space** to build an on-site daycare center (43%)
- Finding an **existing daycare center that matches employees' work hours** (29%)
- Finding an **existing daycare center that meets quality standards** (29%)
- Identifying **existing quality, affordable daycare centers** (29%)
- Finding an **existing daycare center that is conveniently located for employees to use** (21%)

N=13

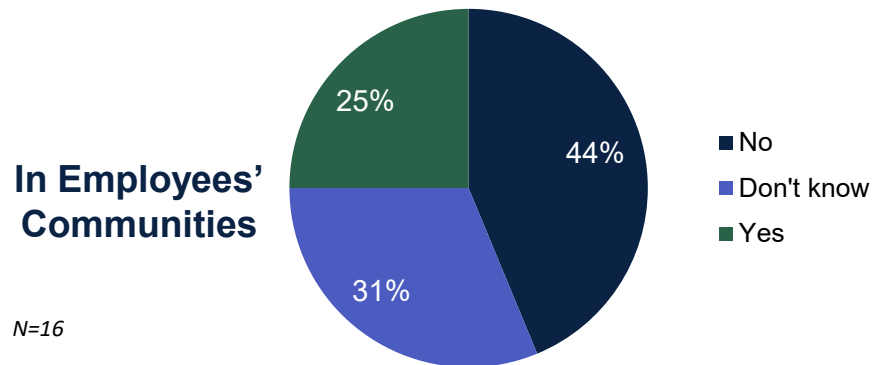
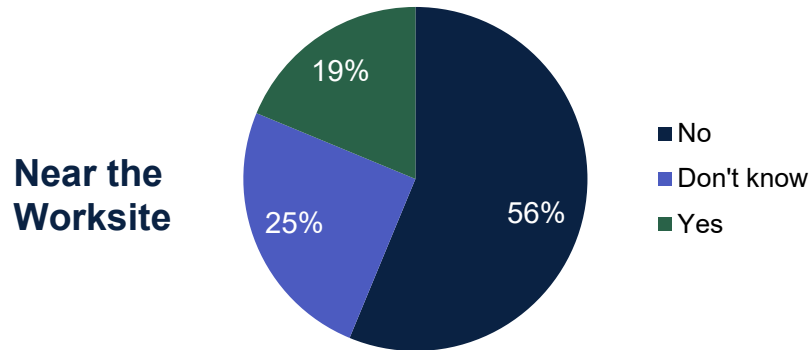
### Organizational

- Employees not wanting to **commute to the office/work site with their child** (31%)
- Employee **perceptions of daycare center quality** (31%)
- **Understanding employee need** (31%)
- Employee **preference for other types of childcare** (23%)
- Have not encountered any of these challenges (23%)

N=13

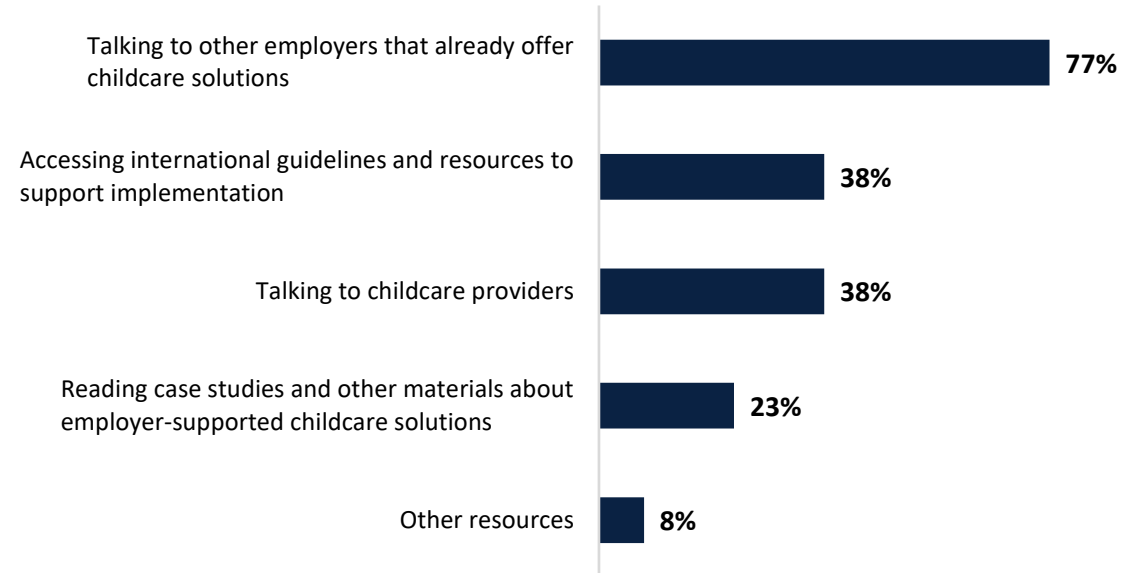
# Lack of quality, affordable childcare centers reported; most useful resource is talking to other employers offering support

Reported Existence of Quality, Affordable Childcare Centers



N=16

Most Helpful Resources Cited by Employers



N=13

# Employers not planning to provide childcare support: nearly half do not see the need/benefit of doing so

Main reasons cited for not providing childcare support (44% of total respondents)

## Top 5 Responses

N=54

*\* Other reasons include low number of female employees; family system does not require such planning; Healthcare and Education is provided; industry is in remote area.*

Do not see the need and/or benefits of doing so (48%)

Expected financial cost of offering childcare support is too high for the organization (33%)

Do not feel we have the technical competence required to do so (22%)

Other reasons\* (22%)

Lack of support from organization's leadership (6%)



# Most cited financial and legal challenges are similar to those raised by employers planning to provide childcare support

## Main Challenges Cited

### Financial

- Cost of building the **infrastructure** for an on-site daycare center (44%)
- Cost of **administering childcare support** (35%)
- Cost to the organization of paying for daycare center **operating expenses** (31%)
- Other financial challenges\* (31%)
- Cost to the organization of **partnering with an existing daycare center** (23%)
- Cost of **insurance/cost of licensing and registration** (15%)

N=52

\* Other financial challenges include low number of female employees; family system does not require to consider such planning; need to evaluate and not applicable.

### Legal/Regulatory

- Lack of clarity on the organization's **liability** related to the care of children in the daycare center (38%)
- Other legal/regulatory challenges\* (34%)
- Lack of clarity on **minimum standards** for the operation of a daycare center (32%)
- Lack of clarity on **health and safety regulations** (21%)
- Lack of clarity on the characteristics of "**quality childcare**" (19%)

\* Other legal challenges cited include family norms; never felt the need; organizations yet to include childcare support in its priorities; none of the above.

# Lack of space to build on-site center and understanding employee needs cited as other main challenges

## Main Challenges Cited

### Provision-related

- Lack of **space** to build an on-site daycare center (34%)
- Other provision-related challenges\* (34%)
- Finding an **existing daycare center that matches employees' work hours** (30%)
- Finding an **existing daycare center that is conveniently located for employees to use** (16%)
- Finding a **childcare provider to manage/run** your organization's daycare center (12%)

N=50

\* Other provision-related responses include not specific, not applicable, and not identified yet.

### Organizational

- Other challenges (33%)
- **Understanding employee needs** (29%)
- Employees not wanting to **commute to the office/work site with their child** (24%)
- **Complications regarding transportation** for employees with children (22%)
- **Lack of support/commitment from senior leadership** (18%)

N=51

\* Other organizational challenges cited include lack of female employees, not applicable, and not identified yet.

# Limited knowledge about existence of quality childcare centers; need best practices and financial support

## Reported Existence of Quality, Affordable Childcare Centers



# Limited knowledge about existence of quality childcare centers; need best practices and financial support

## Most Helpful Resources Cited by Employers

### Top 5 Responses

N=52

Best practices for assessing workforce demand for childcare solutions (29%)

Financial support to help offset cost of planning and setting up a daycare or other solution (29%)

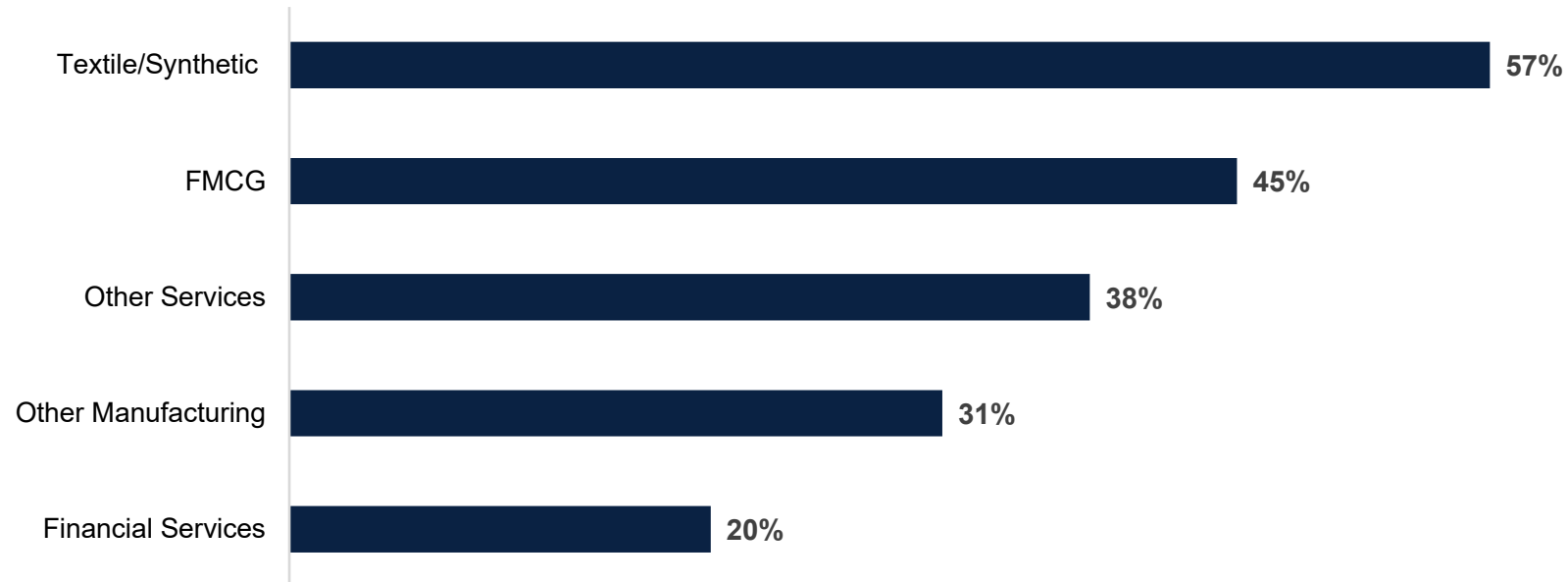
Best practices for projecting workforce future daycare center demand (15%)

Guidance on how to finance a daycare center (15%)

Information on liability of providing a daycare center (13%)

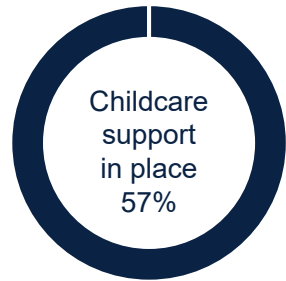
# Employers in the textile/synthetic sector lead in childcare support; financial sector lags behind

Percentage of Employers Offering Childcare by Sector

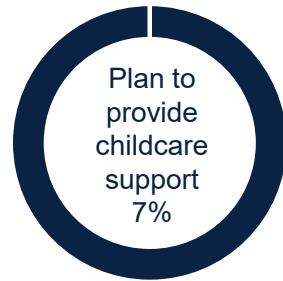


# Sectors with highest percentage of support to childcare report positive impacts, highlight importance of peer-learning

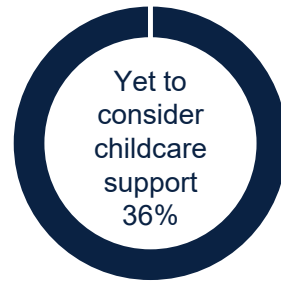
## Textile/Synthetics Sector



Regardless of legislation 100%



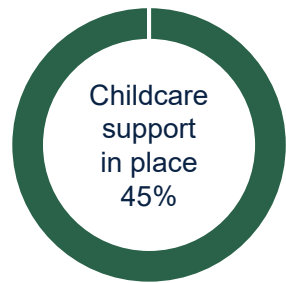
Under consideration 100%



N=14

- 13% reported positive impacts on Organizational Profitability
- 46% of Textile/Synthetics employers offer breastfeeding/ lactation rooms
- Most helpful resources for planning childcare support: Talking to other employers that already offer childcare solutions

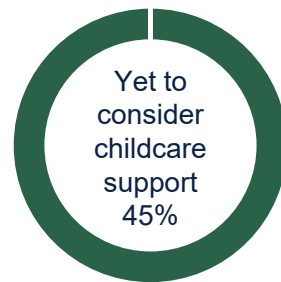
## FMCG Sector



Regardless of legislation 100%



Under consideration 100%

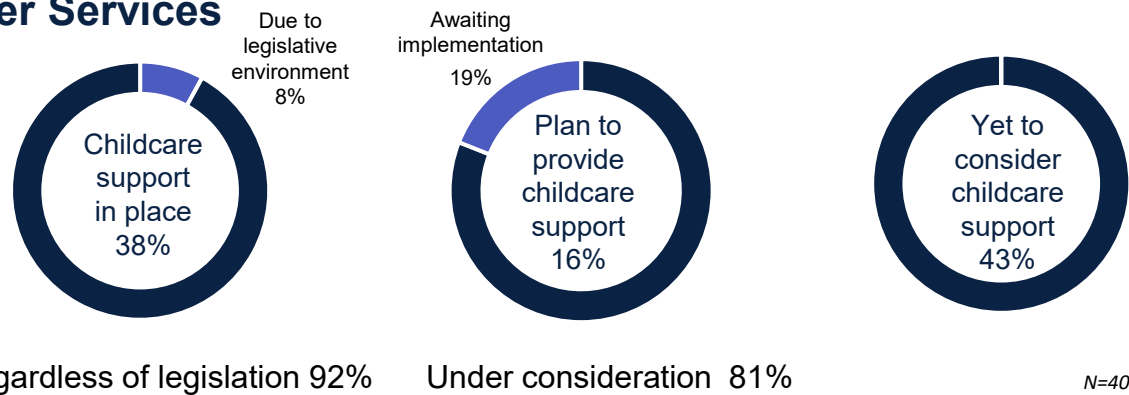


N=11

- 40% reported positive impacts on Organizational Profitability
- Most helpful resources for planning childcare support: Talking to other employers that already offer childcare solutions

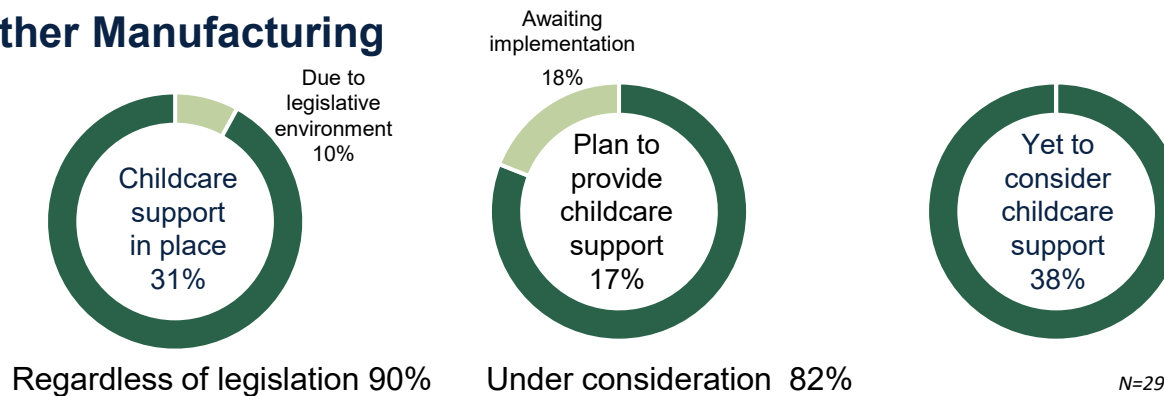
# Other services and manufacturing employers offer childcare in over 30% of cases

## Other Services



- 13% that provide childcare support have reported positive impacts on Organizational Profitability

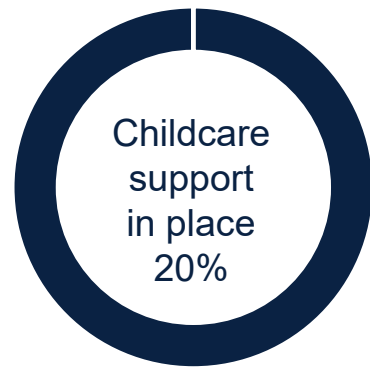
## Other Manufacturing



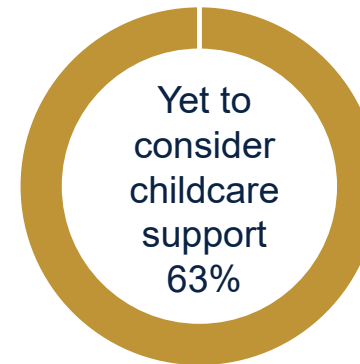
- 14% of respondents provided no answer
- 11% reported positive impacts on Organizational Profitability

# Over 60% of employers surveyed in the financial sector are yet to consider childcare support

## Financial Services



Awaiting implementation 30%



Regardless of legislation 100%

Under consideration 70%

N=30

- 33% of employers in the financial services sector that provide childcare support have reported positive impacts on Organizational Profitability



## Blue- and white-collar workers detail need for childcare and other FFPs in focus group discussions, highlighting quality of caregivers, safety, flexibility and the role of employers

Workers	Demand for Childcare Centers	Key Factors of Quality	Availability	Affordability	Demand for Family-Friendly Policies
<b>Blue- and White-Collar</b>	<ul style="list-style-type: none"> <li>Majority were nuclear families, both parents working.</li> <li>Most prefer on-site employer-supported CCs as it allows children's proximity to parents during work.</li> <li>Least preference for private facilities due to lack of trust among parents.</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of children's health and hygiene.</li> <li>Availability of first aid and medical help/assistance.</li> <li>Availability of play areas and toys.</li> <li>Safety &amp; security.</li> </ul>	<ul style="list-style-type: none"> <li>Admission age range between 3 months and 6 years or until age of school entry.</li> </ul>		<ul style="list-style-type: none"> <li>Medical care benefits for family, including parents/in-laws.</li> </ul>
<b>Blue-Collar</b>	<ul style="list-style-type: none"> <li>Parents who left children at home, unattended or under care of neighbors.</li> <li>Some favored employer-supported community-based CCs.</li> </ul>	<ul style="list-style-type: none"> <li>Experienced care givers, preferably females, polite staff or elderly women from community.</li> <li>Engaging children in interactive learning activities along with Islamic teachings.</li> </ul>	<ul style="list-style-type: none"> <li>Duration of stay from 9 to 12 hours preferably in sync with shift timings.</li> </ul>	<ul style="list-style-type: none"> <li>Parents with limited affordability to pay.</li> <li>Some parents in Lahore requested free-of-cost childcare arrangements.</li> <li>Parents in Karachi stated greater willingness to pay or preference for employer-subsidized arrangement.</li> </ul>	<ul style="list-style-type: none"> <li>Guaranteed minimum wage (both females and males).</li> <li>Curb discriminatory recruiting practices, especially towards mothers.</li> <li>Better benefits like paid paternity leave, transport, education &amp; living quarters.</li> <li>Awareness on prevalent laws on labor rights.</li> </ul>
<b>White-Collar</b>	<ul style="list-style-type: none"> <li>Learning environment to support child's social and personality development.</li> </ul>	<ul style="list-style-type: none"> <li>Experienced caregivers, preferably female.</li> <li>Engaging children in interactive learning activities.</li> <li>Licensing of childcare centers.</li> </ul>	<ul style="list-style-type: none"> <li>Advanced care plans for children between 6-13 years.</li> <li>The services should be available during the morning and evening timings.</li> <li>Flexi timing to allow parents to use facility on need basis.</li> </ul>	<ul style="list-style-type: none"> <li>Most parents willing to pay depending on quality of service.</li> <li>Majority of parents stated greater willingness to pay or preference for employer-subsidized arrangement.</li> </ul>	<ul style="list-style-type: none"> <li>Better benefits like earned leave, paid paternity leave, transport, education &amp; loan facilities.</li> <li>Flexible working arrangements (particularly for young mothers).</li> <li>Mental health-related programs.</li> </ul>

# Shortage of trained caregivers common in sampled childcare centers; safety protocols mostly maintained



- Shortage of trained and qualified caregivers at most facilities
- Most common caregiver profile: domestic staff, also known as “*ayahs*” (some with on-the-job training)
- Formally qualified caregivers and teachers present only in a few high-end and off-site facilities



- Structured care and learning program for different age groups rarely available
- Educational material including books and toys available in most centers
- Co-curricular and extracurricular activities offered by most centers



- First aid kits and a caregiver trained in CPR mostly present
- Appropriate diaper change and sanitary disposal facility often available
- Regular disinfection of toys reported in many centers
- Records for child immunization/vaccine maintained in most centers



- Hazardous materials, equipment and medication kept out of children’s reach in most cases
- Protocols often in place to report signs of domestic child abuse



- Spacious indoor environment common, but limited sunlight and ventilation often noticed
- Centers located in larger buildings often lacked outdoor play space
- Green spaces rare among those with an outdoor area

# Policy Context

## Original National Acts – Now Devolved to Provinces

**Factories Act, 1934; West Pakistan Shops and Establishments Ordinance, 1969; and West Pakistan Maternity Benefits Ordinance, 1958**



## Main Provincial Acts Related to Childcare & Family-Friendly Policies

<ol style="list-style-type: none"> <li>1. Paternity Leave in Pakistan*</li> <li>2. Daycare Center Act 2018 &amp; Private Bill on Paternity Leave (Private Bill moved in Senate)</li> <li>3. Wedlock Policy, Federal Government, 2012</li> </ol>	<b>ICT</b>
<ol style="list-style-type: none"> <li>1. The Punjab Shops and Establishment (Amendment) Bill 2013</li> <li>2. Punjab Factories Rules, 1978</li> <li>3. The Punjab Factories Act (Adopted from Factories Act 1934)</li> <li>4. The Punjab Maternity Benefit Ordinance, 1958</li> </ol>	<b>Punjab</b>
<ol style="list-style-type: none"> <li>1. The Sindh Maternity Benefits Act, 2018</li> <li>2. The Sindh Factories Act, 2015</li> <li>3. The Sindh Shops and Commercial Establishment Act, 2015</li> </ol>	<b>Sindh</b>
<ol style="list-style-type: none"> <li>1. The Khyber Pakhtunkhwa Shops and Establishment Act, 2015</li> <li>2. The Khyber Pakhtunkhwa Factories Act, 2013</li> <li>3. The Khyber Pakhtunkhwa Maternity Benefits Act, 2013</li> </ol>	<b>Khyber Pakhtunkhwa</b>
<ol style="list-style-type: none"> <li>1. The Factories Act, 1934 (Baluchistan)</li> <li>2. The West Pakistan Maternity Benefit Ordinance, 1958</li> </ol>	<b>Balochistan</b>

- Provincial legislation provide guidelines on maternity leave, support for nursing breaks and childcare support requirements
- Most provincial childcare-related Acts/Bills instruct employers to either establish a childcare facility or arrange for an appropriate childcare /nursing room
- For children 3-4 years old, all government schools in certain provinces like Sindh are to offer free and compulsory 2 years of pre-primary education

## Example

Province	Female Employee Threshold for Providing Childcare Services, Provincial Factories Acts
Sindh	Irrespective of number of female employees
KPK	More than 20
Balochistan	More than 50
Punjab	More than 50

\* The Gazette of Pakistan, Extra Jan 9, 2019, Sindh Police Notification, Punjab Revised Leaves Rules, National Commission on the Status of Women

# Low levels of policy awareness, financial allocation and priority make enforcement of existing regulations difficult

## Barriers to the Implementation of Existing Legal Acts Cited by Policy Makers and Stakeholders

Limited knowledge of existing family/childcare provisions among policy enforcement agencies and implementers

Inadequate financial allocations to government departments responsible for raising policy awareness, providing support to employers and monitoring compliance

Family-friendly policies are low on priority targets for policy enforcement institutions

Limited consultation with employers, industry associations and chambers prior to regulation approval make implementation more difficult

Lack of population awareness about the benefits of good quality childcare for child development; reliance on family help for childcare

# Governments can support employers with childcare implementation: an example from Punjab

## The Punjab Daycare Fund Society (PDCF)

- PDCF provides grants to public and private companies interested in establishing daycare centers.
- Grants are designed based on the principle of co-financing, with 70% of cost covered by PDCF and 30% of cost to be borne by the applicant.
- Grants are distributed under three categories based on the size of the room/building and the expected capacity of the childcare center.
- The grant can cover equipment & operational costs but cannot be used for construction.
- The grant covers one year of expenses per accepted candidate.
- Grants up to PKR 2.26 million are awarded.
- Private organizations and NGOs must submit a financial guarantee of PKR 1 million.
- A Monitoring & Evaluation mechanism has been established; funds are only released after completion of a third-party evaluation report.
- Evaluation continues for three years after grant issuance.

Source: PDCF Website: [https://wdd.punjab.gov.pk/punjab\\_day\\_care\\_fund\\_society](https://wdd.punjab.gov.pk/punjab_day_care_fund_society)

# Priority Actions for the Private Sector

- **Assess Employees' Needs**
- **Understand the costs and benefits of providing childcare support to employees**
- **Become familiar with local regulations**
- **Consider all options available for childcare support, from low, to medium, to high resource intensity**
- **Implement childcare options**
- **Monitor the results**

## Employers Should Start Where they Are

All employers – small, medium or large – can make their workplaces more family-friendly by working to improve their existing practices

## Childcare Solutions per Resource Intensity

### Low Intensity

- Reserve a number of spaces in selected childcare centers
- Refer employees to outside childcare providers
- Establish flexible work options
- Provide parenting skills training to employees
- Create parents' peer groups
- Create return-to-work benefits

### Medium Intensity

- Develop more comprehensive family-friendly policies
- Establish or support community-based childcare centers
- Provide paternity leave

### High Intensity

- Partner with service providers to make use of existing centers
- Expand childcare benefits to employees beyond what is specified in the law
- Establish on-site or near-site childcare centers

# Priority Actions for the Public Sector

- **Prioritize and promote enforcement of existing laws**
  - Raise awareness and capacity of key government departments
  - Clarify portions of existing legislation open to multiple interpretations
  - Collaborate more closely with women bodies
  - Build monitoring of family-friendly regulations into existing processes
  - Consider raising budget allocations for this area
- **Ensure provision of basic facilities for women in the workplace**
  - Make job protections and basic facilities for women mandatory
  - Support government departments responsible for compliance
- **Consider introduction of new legislation and support mechanisms for family-friendly policies**
  - Consider providing incentives, such as tax benefits and/or grants
  - Consider making paid paternity leave mandatory more broadly
  - Consult with the private sector



# Priority Actions for Childcare Providers

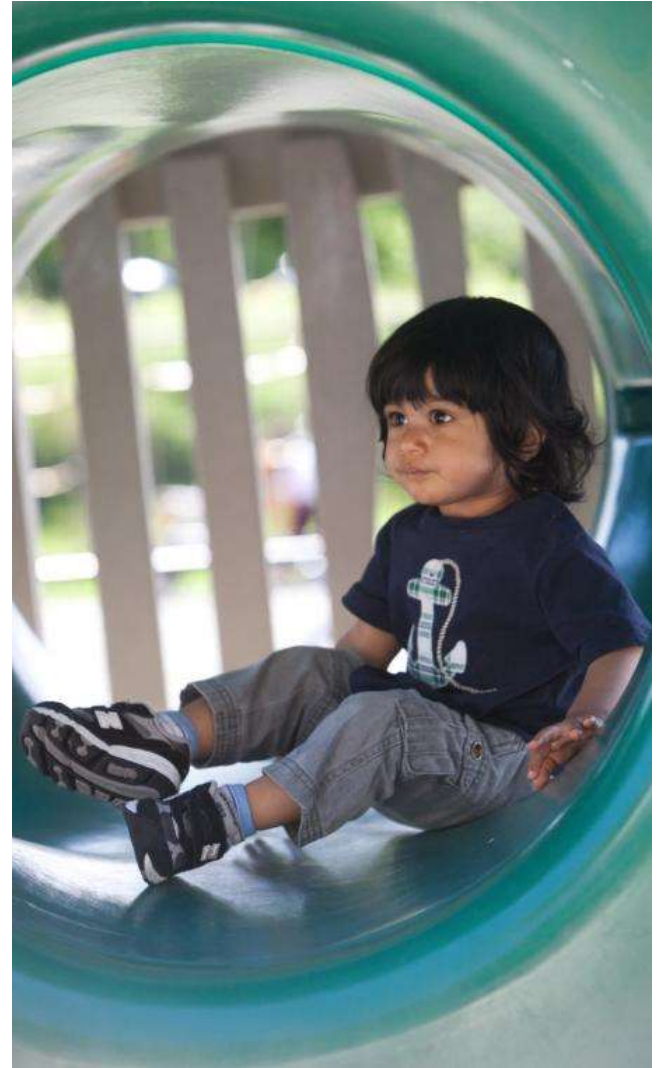
- **Help raise employers' awareness about the benefits of childcare**
  - Help educate employers about employer-supported childcare
- **Consider building childcare facilities in popular safe hubs**
- **Consider remaining flexible to meet needs from employers and employees**
  - Changes to hours of operations, specific quality requirements, offering transportation services, etc.
- **Analyze the market and establish a sustainable business model**





# Priority Actions for All, including Development Partners and Other Stakeholders

- **Work together to improve the quality of childcare services**
  - Minimum standards of quality and operations for childcare centers
  - Implementation of health, safety and hygiene requirements (local and international standards)
  - Training for childcare administrators and staff
  - Afterschool programs for older children
  - Replicable low-cost childcare models
- **Establish an online hub on family-friendly workplaces**





# Peer-Learning Collaboration on Family-Friendly Workplaces

13 companies | 29 commitments | 16 months



Childcare  
Provider  
partners



Strategic  
partners

National Commission on the  
Status of Women  
UN Women  
UNICEF  
World Bank

# Learning & Exchange

Webinars | Resource guides | Monthly bulletins | Monthly calls

## Commitment types



Assess demand for  
childcare and other  
family-friendly policies



Implement childcare  
solutions and support for  
school-aged children



Document the business  
case and advocate for  
childcare and other  
family-friendly policies

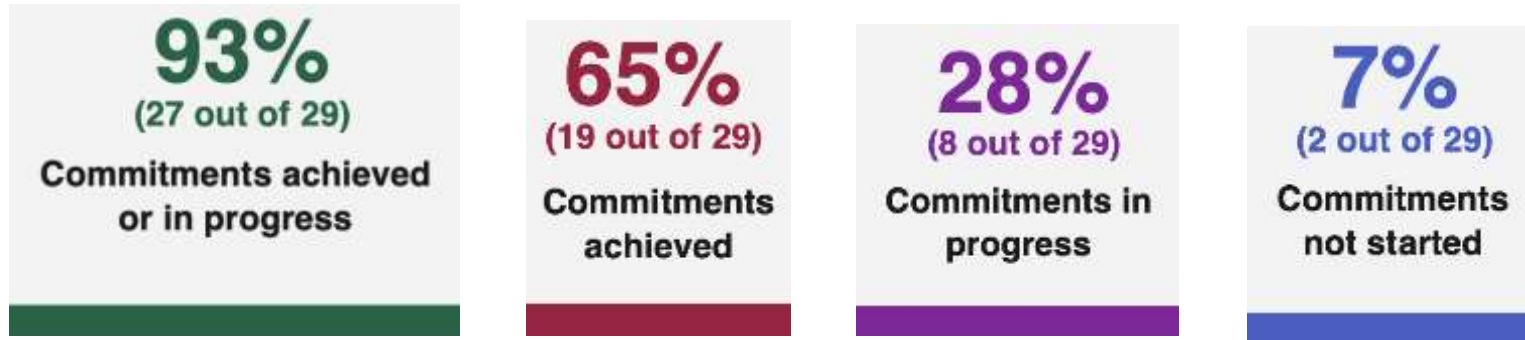


Run work-life integration  
workshops and parent  
support programs



Offer flexible work  
arrangements and other  
family-friendly policies

# Results



# Sample actions

- Assessment of childcare needs
- Opening of on-site childcare center
- Offering of childcare allowance
- Improvements to childcare infrastructure and policy
- Launch of paternity leave policy
- Offering of flexible work arrangements
- Corporate advocacy and public sharing of experience
- Offering of life skills and other trainings
- Creation of women resource group
- Formalization of company benefits

# In companies' own words

A family-friendly workplace and a childcare center is a win-win situation for both employee and employer

Employees were more productive, stress-free and less distracted.

There has been significant impact on employee satisfaction and overall productivity

The employees are very happy and motivated. The no. of paternity leaves in the co. depicts how much this initiative is valued

Improved employee engagement. Reduced stress levels. Higher productivity.

It certainly has a positive impact on employees' motivation, engagement, and retention, further improving our workplace culture

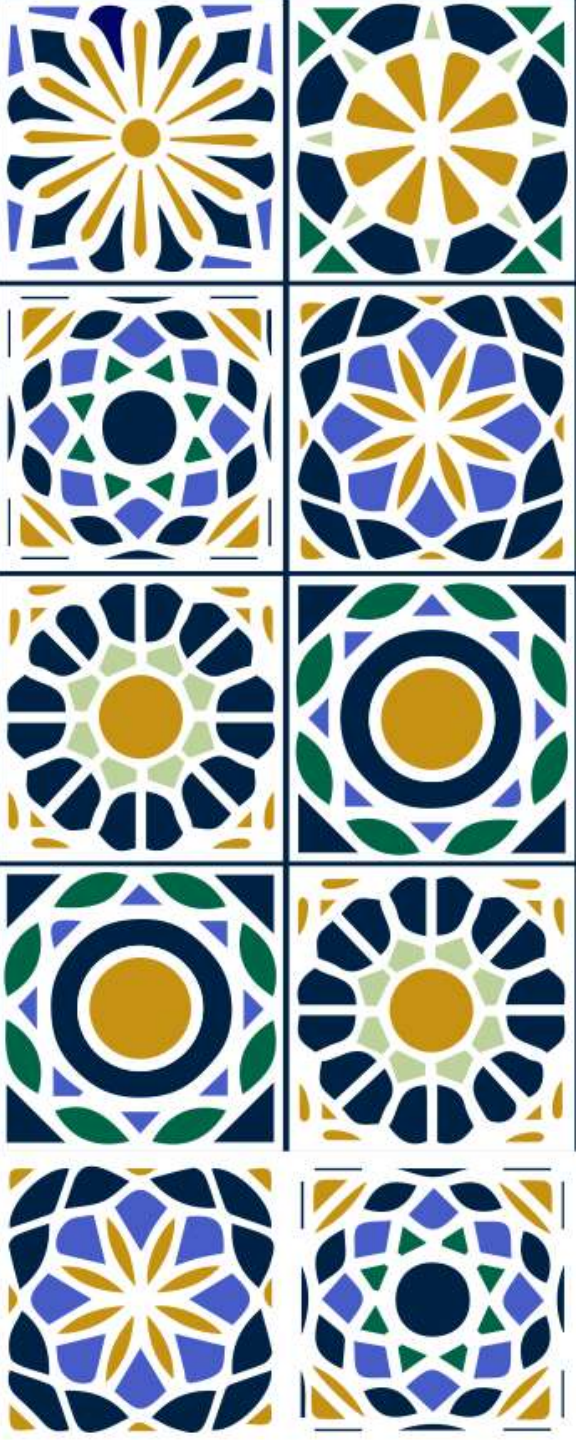
The daycare reimbursement benefit has helped us in attracting and creating a female pipeline

We were able to attract and retain top talent from the industry

Family-friendly policies are now a critical pre-requisite for a workplace that wants to bring out the best in its people

Companies should focus on the well-being of employees to ensure higher productivity, employee satisfaction, retention, and engagement





**Family-friendly policies and employer-supported childcare is not something you do when your business is doing well. It is something you do so your business can do well.**

**IFC Client CEO**

**Thank you**

**[www.ifc.org/tacklingchildcare](http://www.ifc.org/tacklingchildcare)**



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# **Annex: Examples of Childcare Solutions in Pakistan**

(for illustrative purposes only)

# High-end Private Childcare Facility: NigranCare, Islamabad

Established in 2014, NigranCare is a private childcare and development facility registered under Section 42 of the Companies Act. It is led by a female professional graduate of the London School of Economics in Social Policy and Planning. In November 2019, it enrolled 38 children (infants, toddlers and young children aged between 3 months to 12 years). Salient features include:

- It centers on a Community Building Approach of bringing together working families, care providers, child development specialists and early childhood educationists to facilitate an enabling and fulfilling start in life for the children under its care.
- Aligned with like-minded families, the Early Years Foundation Stage statutory framework is used to guide age-appropriate literacy, learning and development, and to enable the child in a holistic manner
- The facility has at least three distinct learning corners equipped with creative, exploratory and learning equipment and materials, along with an outdoor and indoor space to play.
- It is an inclusive and safe space, where children with disabilities are accepted – as well as care givers from vulnerable/disenfranchised backgrounds are enabled.
- Psychologists are periodically invited to talk with parents about children's needs and development.
- CCTV cameras are installed throughout the facility, to which parents get real-time access.
- Caregivers are provided with regular on-site training in areas such as teaching pedagogies, identifying signs of domestic child abuse, CPR, first aid and medical administration.
- The center is open 9 hours per day from Monday to Friday, and it also offers on-demand support late evenings and weekends.
- Fees are approximately PKR 15,000-20,000 per month; charges of an additional PKR 350 per hour apply for pick-ups after closing time.



# Employer-supported Childcare Facility: Pakistan State Oil Childcare, Karachi

Pakistan State Oil was one of the first public sector companies to establish a childcare center in 2008 for its employees (PSO, 2008). The center's administration is currently outsourced to a professional daycare management company, Catco Kids, which also provided technical assistance in the design of the facility. The center is staffed by a female professional trained and experienced in Early Childhood Development/Montessori. The administrator additionally is certified in Basic Life Saving, (BLS), Basic First Aid and CPR. In November 2019, the center enrolled 30 children (infants, toddlers, and pre-school children). Salient features are as the following:

- Follows Early Years Foundation Stage (EYFS) statutory framework to guide learning, development and care needs of children.
- Minimum of three learning corners equipped with learning materials, along with an indoor area to play.
- A dedicated health staff is employed for medical administration, particularly first aid.
- Caregivers with formal caregiving experience are employed and provided with on-site trainings in teaching pedagogies, identifying signs of domestic child abuse, CPR, first aid and medical administration.
- Hours of operations are 10-12 hours per day Monday to Friday.
- Monthly fee charges are paid by the company for its employees. However, additional fee is charged for bringing a child early or arriving late to pick up.

# Employer-supported Childcare Facility: Engro Daycare

Started in 2013 by Engro Corp., Engro Daycare Facility, situated in Karachi, is led by a female professional trained in Montessori with vast experience in childcare. In November 2019, the facility enrolled 19 children. Salient features include:

- Follows teaching philosophy based on the Finnish early childcare and developmental learning systems. There is a strong focus on child-led learning, early child development approaches emphasizing children's fun, play and happiness.
- Children with disabilities are accepted.
- Minimum of three learning corners equipped with a variety of developmentally appropriate toys, books, and learning material.
- Doctors are available on call in case of a health emergency and caregivers are trained in first aid, CPR and other areas of medical administration.
- Caregivers with formal caregiving experience are employed. The current Ubuntu staff includes personnel with over 7 years of international and local experience in the industry. Professional development trainings are provided to maintain staff's skills up to date.
- Hours of operation are 9.5 hours per day Monday to Friday.
- Fees are more than PKR 20,000 per month but are subsidized for all employees; charges an additional fee for early drop off or late pick up.