



A review of the current employee maternity leave scheme at Bluestone National Park Resorts and propose enhancements to improve the employee benefit.



Who are Bluestone National Park Resorts?

Established in 2008, Bluestone National Park Resort, also known as BNPR, is a privately owned five-star holiday destination located in Pembrokeshire. With over 900 employees the resort offers a unique experience for guests of all ages providing a range of accommodation, including luxury lodges and cottages. BNPR strives to be an employer of choice by providing its employees with a comprehensive range of competitive benefits. This poster summarises the critical review of the current maternity leave scheme and in response to employee feedback proposes enhancements to improve the benefit. BNPR's current maternity leave policy meets only the statutory legal requirements (ACAS, 2023). While there is no government push for change, organisations can voluntarily enhance their parental policies. Improving these policies can boost employee satisfaction and benefit the business (Laundon, Cathcart, & McDonald, 2019).



Literature Review

A literature review identified that over the past thirty years, the benefits for employees becoming parents have greatly increased (Jones and Perkins, 2024b, pp. 259–265). Statistics from Mental Health at Work (2023), state that there are 13 million parents making up 43% of the UK workforce which supports the case that BNPR must adopt family-friendly policies.

A survey on reward management by the CIPD (2022), reveals that 68% of public sector organisations provide maternity pay that exceeds statutory requirements. This is followed by 53% in the voluntary sector and 44% in the private sector.

Improved maternity and paternity leave benefits contribute to better employee wellbeing, which can positively affect productivity, loyalty, and employee retention. This underscores the importance of further exploring these benefits for the advantage of overall business performance and for its employees (People Management, 2022).



Conclusions

BNPR currently offers a maternity leave policy that only meets statutory requirements, leading to significant employee dissatisfaction. The survey reveals that 75% of employees are unhappy with the existing policy, with 90% favouring an enhanced pay scheme. This demand highlights the need for a more generous maternity leave policy (Deale and Seung-Hyun (Jenna) Lee, 2023).

The dissatisfaction with the current maternity leave policy poses risks to BNPR's employer brand. The survey found that 90% of employees consider improved maternity benefits crucial for retention, suggesting that the current policy may hinder BNPR's ability to attract and retain talent. Given the competitive nature of the job market, this could negatively impact recruitment and retention (Harter, Schmidt and Hayes, 2002).

In summary, BNPR's current maternity leave policy is insufficient and could lead to decreased employee satisfaction and retention (De Winne et al., 2019). To address these issues, BNPR should implement an enhanced pay scheme for maternity leave, supported by a clear communication strategy and change management training for line managers. These enhancements would align with BNPR's goal of being an employer of choice, improving employee engagement, and securing its reputation as a family-friendly employer (Stamolampros et al., 2019). Investing in these improvements is essential for BNPR to maintain a competitive edge in employee benefits and ensure long-term success (Oh and Chhinzer, 2021).



Research Methodology

Saunders et al. (2012), deductive research method was chosen to study employee preferences for maternity leave benefits at BNPR. This method is preferred for its scientific approach, which systematically tests theories with quantitative data, ensuring validity, clarity, and objectivity. It offers a structured, efficient way to gather reliable data and minimise bias (Mark, 2024).

This research uses both primary and secondary sources to explore maternity and paternity leave benefits. Primary sources, like a survey of BNPR employees, provide direct insights and credibility. Secondary sources, including BNPR policies and competitive benchmarks, offer broader context and perspective (McKim, 2017).

An anonymous employee online survey aimed to capture employee preferences and expectations regarding maternity leave, using a mix of qualitative and quantitative questions. According to House (2018), a combined approach is often effective for studying complex issues.



Key Findings

The survey aimed to evaluate employee views on maternity leave benefits using a mix of qualitative and quantitative questions. Of the 39 respondents, 75% were dissatisfied with current leave arrangements, and 90% favoured an enhanced pay scheme: 90% of weekly earnings for the first 6 weeks, 75% for the next 14 weeks, and statutory pay for the remaining 19 weeks.

90% of respondents at BNPR believe that improved maternity leave is crucial for retaining employees, with a similar percentage prioritising higher pay over leave duration, flexible return options, and childcare support. Gallup (2022) supports this view, noting that pay concerns have become the top reason for employees contemplating job changes. These factors, along with preferences for roles matching personal strengths and job security, will influence talent competition in the future.

Dissatisfaction could negatively impact BNPR's employer brand and employee relations, affecting recruitment and retention. A strong employer brand is crucial for attracting talent, particularly given that 90% of employees view improved leave benefits as key for employee retention (CIPD, 2023).