

FAMILY FRIENDLY IS BUSINESS FRIENDLY

The Top 10 Family-Friendly Policies
that Benefit Working Parents *and*
Businesses' Bottom Line

PRESENTED BY:



THE BEST PLACE FOR
WORKING PARENTS®

CONDUCTED BY:

SMU CENTER ON RESEARCH AND EVALUATION

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Based on a comprehensive literature review conducted by Southern Methodist University's Center on Research & Development (CORE), this report features a breakdown of these top 10 policies, including:

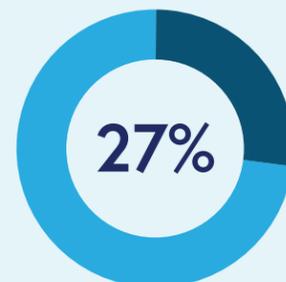
1. How each policy is defined
2. Key business outcomes strongly associated with the policy
3. Real-world case studies and "policy-in-action" examples

Introduction

As Part IV of a series to share critical workforce insights and trends, The Best Place for Working Parents® partnered with SMU's Center on Research and Evaluation (CORE) to showcase national research and real-world case studies that demonstrate how The Best Place for Working Parents® Top 10 Family-Friendly Policies benefit employees and employers – during one of the most critical times in the history of our nation's workforce.

Why Do Family-Friendly Business Policies Matter Today?

1. Most U.S. Families Are Dual-Working Households:



Only 27% of families have the father as the sole breadwinner.



72% of all women and 93% of all men with children under 18 were in the labor force in 2019.

2. Today's Workforce Needs Are Changing:

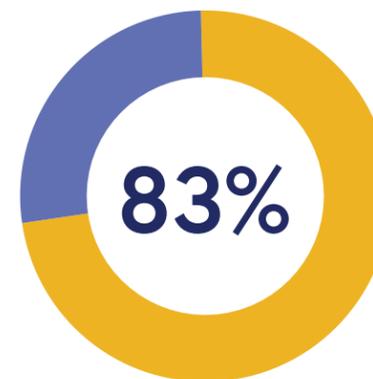


60% of non-working parents say child care is a top reason they do not participate in the workforce.



73% of highly credentialed women who leave the workforce say they would have stayed if they had access to flexibility.

3. Employers Are Competing to Attract and Retain Top Talent:



83% of millennials will leave one job for another with stronger family policies and supports.

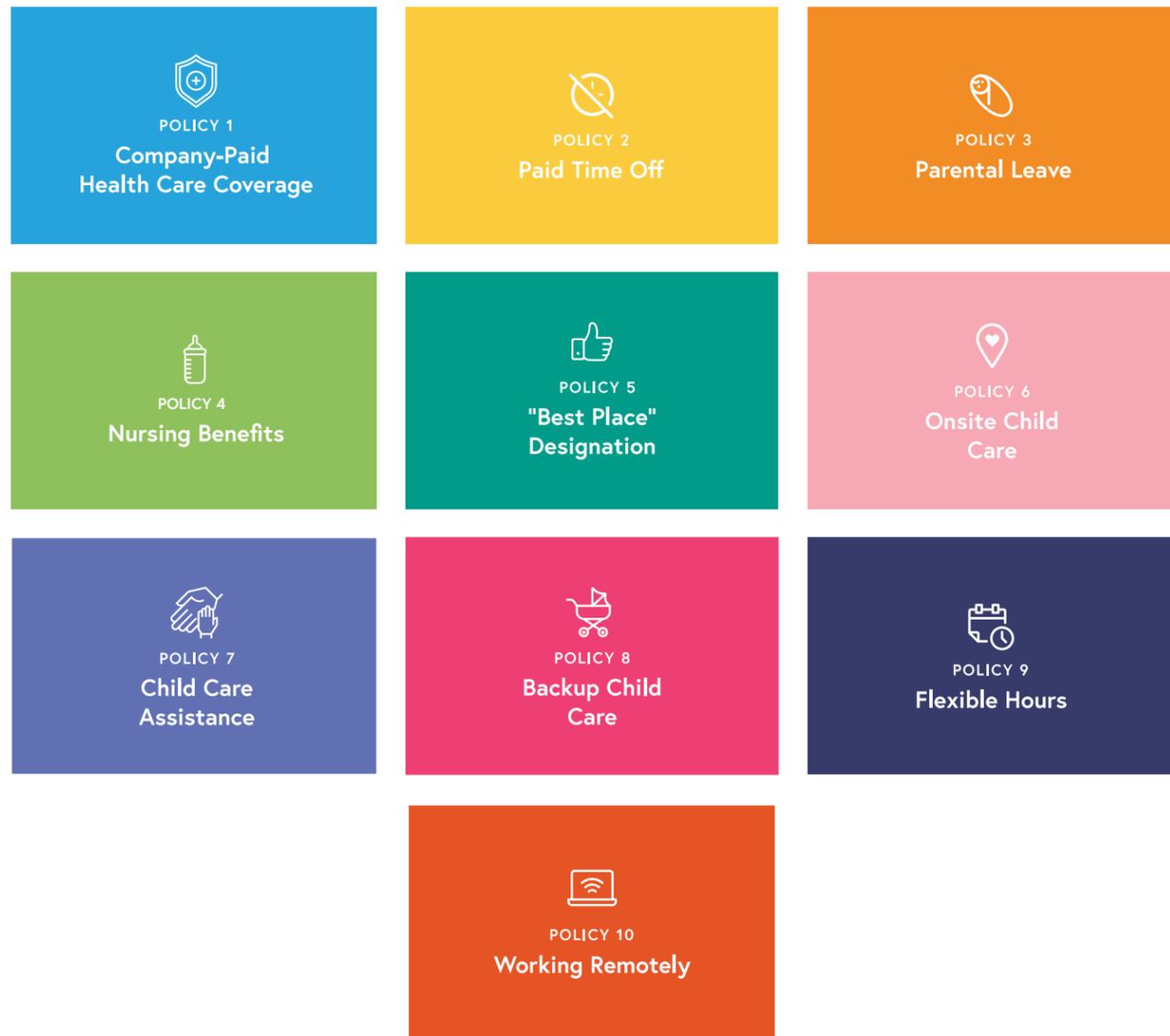


Replacing an employee costs a business 6 to 9 months of that employee's salary.

The Best Place for Working Parents® Top 10 Policies

The Best Place for Working Parents® endorses businesses that gain the designation through the top 10 family-friendly policies via our 3-minute, first-of-its-kind, confidential online self-assessment.

The top 10 research-backed policies that are included in the Best Place for Working Parents® self-assessment include:



A BREAKDOWN OF
THE TOP 10 FAMILY-
FRIENDLY POLICIES



POLICY 1

Company-Paid Health Care Coverage



Did You Know?

80% of employees would choose additional benefits over a pay raise and 88% of participants ranked better health, dental and vision insurance as the top benefits priority for employees.¹

1) HOW COMPANY-PAID HEALTH CARE COVERAGE IS DEFINED

Health, dental, and vision insurance offered by the employer and often partially or fully paid for by the employer. Important aspects that influence the overall impact of this policy include the level of availability and affordability, as well as the offering of supplemental health care programs.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



Increased job satisfaction



Decreased employee burnout/stress



Decreased turnover



Increased organizational commitment



Improved employee health and well-being



Higher perceived organizational support

3) POLICY-IN-ACTION



CHILD CARE ASSOCIATES
www.childcareassociates.org

Of Employees: 567
Headquarters: Fort Worth, TX

Child Care associates is one of the largest child development agencies in the state of Texas. In the industry of child care, health care benefits are not the norm. In an attempt to provide greater stability for their employees, and specifically their dependents, CCA offers competitive rates for medical, dental and vision.



"Providing family-centered solutions goes hand-in-hand with our mission but it also has proved to be a good HR decision."

–Kara Waddell, CEO of Child Care Associates



POLICY 2

Paid Time Off



Did You Know?

Unlimited vacation time eliminates vacation liability for companies an average of \$1,898 per employee.²

1) HOW PAID TIME OFF IS DEFINED

Paid holidays, paid vacation, paid sick days, and personal days.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



Employee retention



Increased employee engagement



Increased productivity

3) POLICY-IN-ACTION



PLUMMER

PLUMMER

www.plummer.com

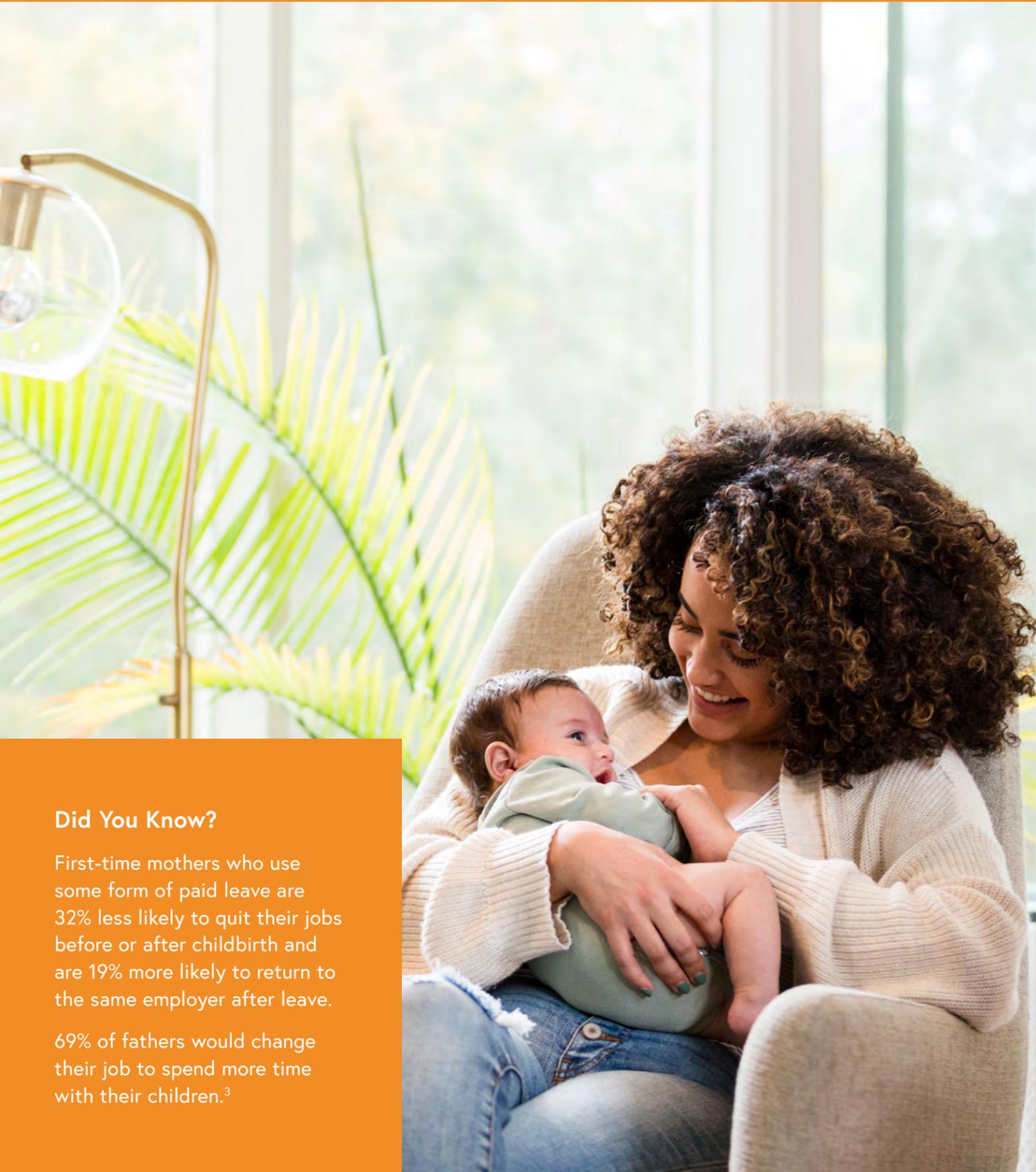
Of Employees: 270
Headquarters: Fort Worth, TX

Plummer, a small-sized regional environmental consulting firm, seeks to "stock the cupboard" when it comes to supporting their employees who are returning to work from having a child. Plummer grants additional paid time off to employees for maternity/paternity leave in order to help alleviate the extra pressure associated with returning to work for new parents. This allows bonding time with the new child without the worry of lost wages, while also allowing for a replenishment of PTO with extra appointments and childcare needs.



"At Plummer, being a great place to work is literally part of our vision statement, and family-friendly policies are a big part of realizing that vision. For us, this means anticipating that our employees who are mothers and fathers will likely need additional support when they welcome a new child. This thoughtful approach has not only been the right thing to do, but ultimately has helped us retain incredible talent and attract other employees who know that we provide a supportive, family-friendly culture."

—Chris Young, CEO of Plummer



Did You Know?

First-time mothers who use some form of paid leave are 32% less likely to quit their jobs before or after childbirth and are 19% more likely to return to the same employer after leave.

69% of fathers would change their job to spend more time with their children.³

1) HOW PARENTAL LEAVE IS DEFINED

Time taken by a mother during and after pregnancy to recuperate physically from having a baby and time taken by a parent (male and female) to bond with a new baby. Key aspects of this policy include employee support, paid vs. unpaid, affordability, and supplemental healthcare programs.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



MATERNITY

- Increased employee and infant health
- Increased job satisfaction
- Increased employee retention



PATERNITY

- Increased family engagement
- Increased employee engagement
- Decreased turnover
- Increased productivity

3) POLICY-IN-ACTION



AMAZON

www.amazon.com

Of Employees: 1,335,000
Headquarters: Seattle, WA

Amazon, a large sized company, offers four weeks of pre-partum leave plus ten weeks of paid post-partum support for both parents. This policy applies to all employees, from hourly workers to the senior executives. Amazon also offers the Ramp Back Program for both parents, which gives employees the option to slowly and flexibly return to work over 8 weeks.



"As a father and an Amazonian, I'm really proud of the work my team has done on behalf of new parents at Amazon, and look forward to continuing to support Amazonians as they expand their families."

—Steve Winter, Director of Global Programs & Services at Amazon



POLICY 4

Nursing Benefits



Did You Know?

Employers who support women who choose to breastfeed have more satisfied and loyal employees, which can also result in higher productivity.⁴

1) HOW NURSING BENEFITS ARE DEFINED

Policies that give mothers privacy during milk expression by designating a private space with all the necessary things provided. An example of a nursing benefit is lactation rooms. Lactation rooms may include refrigerators, outlets, comfortable furniture, lockers, and sinks. Important aspects that influence the overall impact of this policy include enabling a flexible schedule, the availability and proximity of nursing rooms and nursing resources, and the employee/ employer culture of support.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



Decreased absenteeism



Decreased health care costs



Increased productivity



Increased employee loyalty



Increased retention



Decreased turnover



"Exhibiting care for each other is woven into the Rogue Architects culture and the creation of the Zen Room space was a shining example of how giving your leadership staff the tools and flexibility to prioritize the wellbeing of others often results in better, more innovative, and more inclusive solutions. By supporting moms, we were able to support everyone in the firm."

—Kevin Finestead, CEO and Owner of Rogue Architect

3) POLICY-IN-ACTION



ROGUE ARCHITECTS
www.roguearchitects.com

Of Employees: 32
Headquarters: Fort Worth, TX

Rogue Architects, a small sized business, offers a relaxing, private lactation room referred to as their "Zen Room", complete with nursing supplies, which cost approximately 400 dollars to create. Rogue Architects saw an increase in their employees' happiness and overall job satisfaction. This low-cost, creative solution has become a "beloved workspace amenity" which exemplifies the culture of support for working parents at Rogue Architects and their creative attempts to retain talent. The Rogue leadership team has found that their employees are more satisfied with their work and stay longer than employees at similar firms, with over 35% of their employees staying longer than 5 years.



"Best Place" Designation



Did You Know?

Compared to their competitors, great workplaces win when it comes to revenue growth, employee retention, productivity, innovation, resilience, agility, customer service, and employee engagement.⁵

1) HOW "BEST PLACE" DESIGNATION IS DEFINED

Competitive designations and/or awards that convey certain workplace and employer values such as trust, transparency, culture, and supportiveness to current and future employees. Best Place for Working Parents® defines this policy as an employer that has one of the following:

- a) a survey of its employees regarding organizational culture,
- b) an external "Best Place to Work" designation, and/or
- c) internal research or data citing a healthy organizational culture.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY

- Increased profitability
- Increased retention
- Increased innovation
- Decreased turnover
- Increased productivity

3) POLICY-IN-ACTION



SATORI CAPITAL
www.satoricapital.com

Of Employees: 31
Headquarters: Fort Worth, TX

Satori Capital has been recognized nationally and locally as a "Best Company to Work For" thanks to the firm's continual efforts to support the "whole employee." Satori's Optimal Living Program provides resources and benefits designed to promote the physical, mental, emotional, and spiritual well-being of its team members.



"We are dedicated to finding creative ways to help our employees live their best lives – whether it's providing child care for them, offering flexible hours, or something as simple as delivering dry cleaning to the office – so they can use their free time to be with family, take care of themselves, and live the lives they deserve."

–Randy Eisenman, Co-Founder and Managing Partner of Satori Capital



POLICY 6

Onsite Child Care



Did You Know?

When businesses provide childcare for employees, employee absences decrease by 30% and job turnover declines by as much as 60%.⁶

1) HOW ONSITE CHILD CARE IS DEFINED

Companies that offer onsite child care to employees as a convenient and affordable care option. Important aspects that influence the overall impact of this policy include availability and cost of child care, as well as the offering of educational programs for parents.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



Increased employee engagement



Increased retention



Decreased employee burnout/stress



Better work/life balance



Increased parental satisfaction with child care



Increased employee performance



Increased employee emotional security



Decreased absenteeism



Increased employee sense of belonging



"Providing quality child care right here on campus was a major step toward fulfilling our HSC 'Best Place for All' Initiative designed to grow a sustainable people culture by creating programs, policies and a work environment that increase team member satisfaction and engagement."

-Dr. Michael Williams, President of HSC

3) POLICY-IN-ACTION



HSC
www.unthsc.edu

Of Employees: 1,651
Headquarters: Fort Worth, TX

HSC is large-sized employer that built an onsite early learning center together with child care provider Lena Pope to provide convenient and high-quality care for the students and faculty of UNTHSC, as well as for low-income families in the local community. The Center serves approximately 80 children from 6 weeks old to 5 years old, and is open from 6:30 a.m. – 6:00 p.m. Monday through Friday.



POLICY 7

Child Care Assistance



Did You Know?

Employers that offer Dependent Care FSAs can save up to \$382.50 per employee. (For an employer with 100 employees participating in the full \$5,000 FSA, that employer would save \$38,200 per year.)

1) HOW CHILD CARE ASSISTANCE IS DEFINED

Any programs or initiatives that help to reduce the demands of being a child caregiver. Common types of employer childcare assistance include offering Flexible Spending Accounts (FSAs), associating with local/nearby child care centers, providing resources and referral services, and subsidizing child care.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



Increased job satisfaction



Decreased employee burnout/stress



Better work-life balance



Decreased turnover



Increased employee performance



Increased employee loyalty



"We are focused on four areas to deliver leadership products and digital innovations in the years ahead: one, be the leader in every category in which we compete; two, execute flawlessly to our commitments; three, passionately innovate with boldness and speed; and four, reignite our culture to attract and motivate the best engineers and technologists on the planet."

—Pat Gelsinger, CEO of Intel

3) POLICY-IN-ACTION



INTEL

www.intel.com

of Employees: 110,600
Headquarters: Santa Clara, CA

Intel, a large sized company, partners with childcare centers located close to their offices to provide part-time or full-time assistance to employees who receive admission priority for their children, as well as discounted tuition. Employees can also use this service for backup care (Policy 8 highlighted below) when their regular childcare is unavailable. In addition to the centers, Intel provides resources and referral services to employees who prefer in-home care. To meet the needs of all employees, Intel also partners with childcare networks that offer home-based care during extended hours.



POLICY 8

Backup Child Care



Did You Know?

An average business with 250 employees can save \$75,000 per year in lost work time by subsidizing care for employees' sick children.⁸

1) HOW BACKUP CHILD CARE IS DEFINED

An option for parents in emergency situations or for last-minute care if their regular child care falls through. There are a few different ways this is offered, including through onsite centers, subsidized care, referral services, partnering with a child care center, or in-home care.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



Decreased absenteeism



Decreased turnover



Increased retention



Increased productivity



Decreased employee burnout/stress



Increased employee recruitment



Better work-life balance



"At Bank of America, we support our employees' wellness – physical, emotional and financial. We realize that managing personal and professional responsibilities can pose stressful challenges for many of our teammates. That's why Bank of America offers a variety of benefits and resources, including expanding our back-up care to ensure that our teammates are taken care of so they can continue to best serve our clients."

–Mike Pavell, Fort Worth Market President of Bank of America

3) POLICY-IN-ACTION



BANK OF AMERICA
www.bankofamerica.com

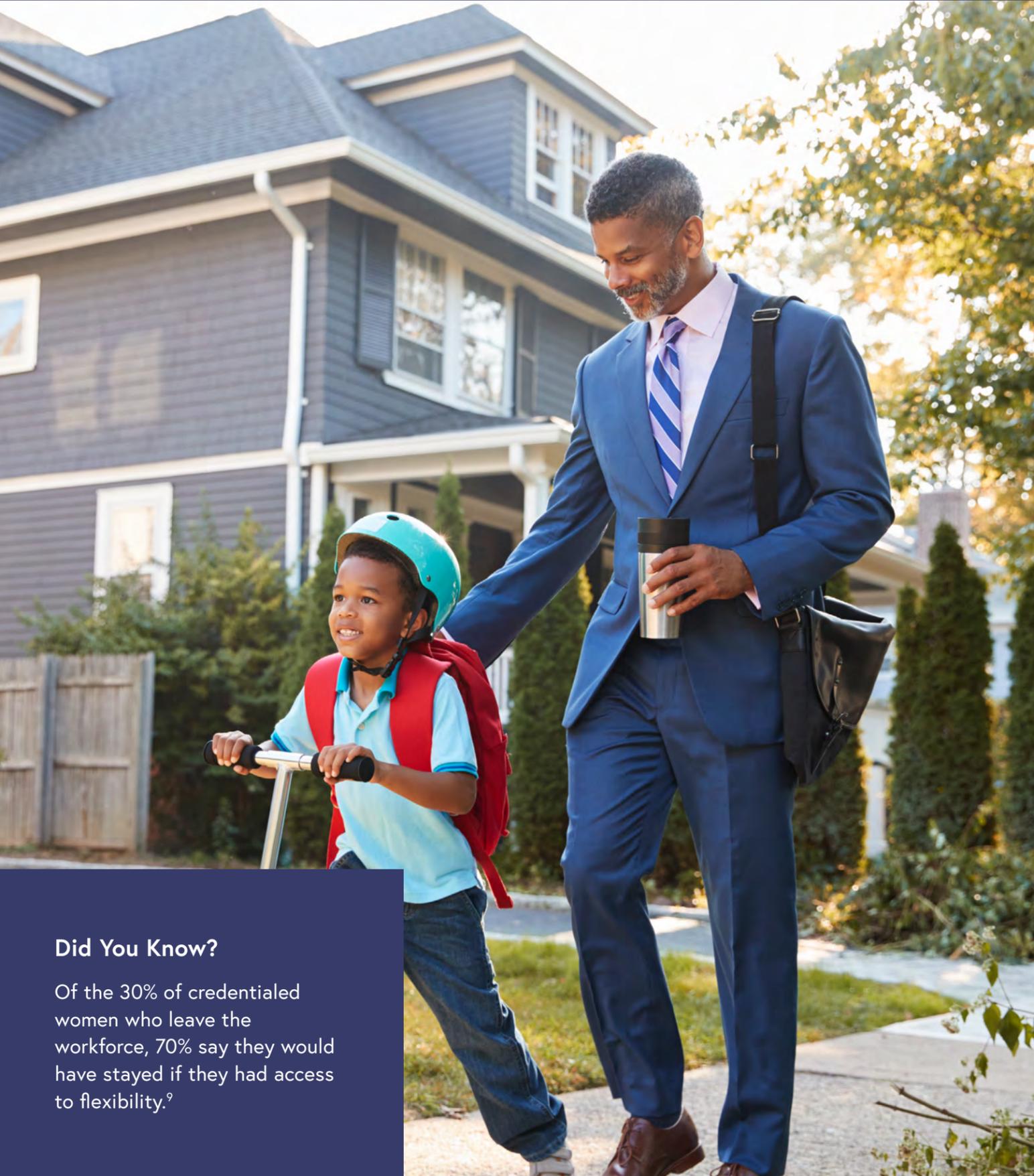
of Employees: 140,198
Headquarters: Fort Worth, TX

Bank of America offers both family-friendly back-up care benefit for those times when their employees' regular child (and/or adult) care arrangements became temporarily unavailable, as well as a child care reimbursement program for eligible employees. Historically, Bank of America's back-up care program with Bright Horizons provides each employee family an allowance of up to 40 days for child care (center-based or in-home) and 40 days of adult care (in-home) when their primary caregiver is temporarily unavailable.



POLICY 9

Flexible Hours



Did You Know?

Of the 30% of credentialed women who leave the workforce, 70% say they would have stayed if they had access to flexibility.⁹

1) HOW FLEXIBLE HOURS ARE DEFINED

Allowing for an alternative to "normal" working hours.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



Increased job satisfaction



Increased employee engagement



Decreases work/family conflict



Increased retention

3) POLICY-IN-ACTION

Huckabee

HUCKABEE

www.huckabee-inc.com

of Employees: 260
Headquarters: Fort Worth, TX

Huckabee supports its employees, and specifically working parents, through the firm's flexible working hours policy. The policy gives agency to each employee to manage their workload and recognizes key times when working parents often feel the pressure of the home/work balance, including the morning rush to school, and the start of the weekend. All employees can access flexible working hours. Employees are expected to work their full week (40 hours) but are given options around how that is accomplished on any given week. Each Friday, Huckabee's offices close at noon, giving employees an extended weekend.



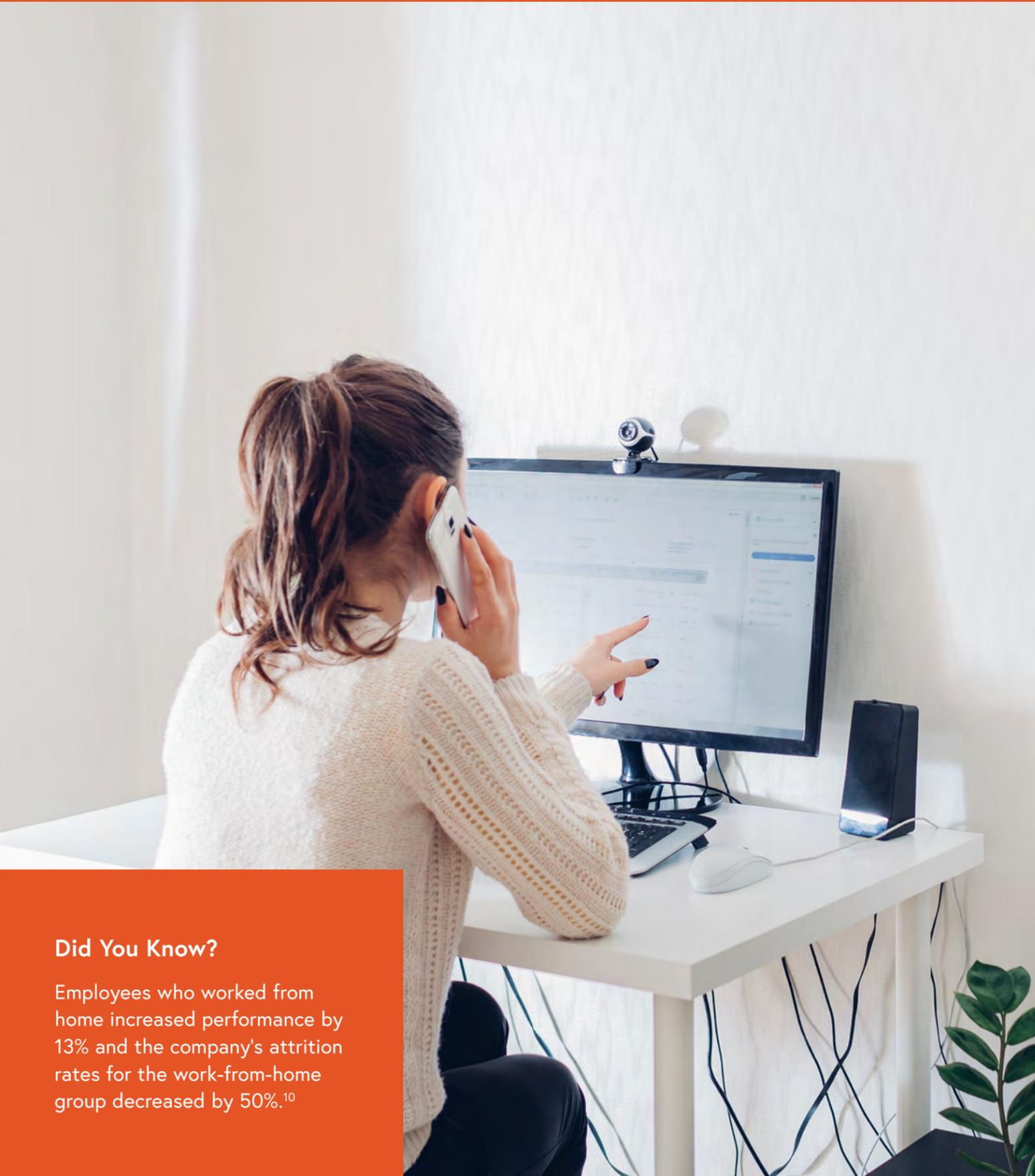
"We have one of the most loyal, productive and satisfied (based on internal surveys) employee base that allows us to meet our external mission of impacting the success of all students. It's been a joy to support our team and to see firsthand the way these practices have benefited our incredibly loyal, hard-working employees."

—Chris Huckabee, CEO of Huckabee



POLICY 10

Working Remotely



Did You Know?

Employees who worked from home increased performance by 13% and the company's attrition rates for the work-from-home group decreased by 50%.¹⁰

1) HOW WORKING REMOTELY IS DEFINED

Ability for an employee to have a flexible work location, outside of the organizational office.

2) KEY BUSINESS OUTCOMES STRONGLY ASSOCIATED WITH THIS POLICY



Increased organizational commitment



Increased job satisfaction



Longer working hours from employees



Increased levels of transparency between employee/employer

3) POLICY-IN-ACTION



FIRST3YEARS

www.first3years.org

of Employees: 13
Headquarters: Fort Worth, TX

First3Years, a small-sized non-profit company, implemented a fully-remote work policy that sought to accommodate the needs of its employees, many of whom have young children and significant family responsibilities.



"We know how important it is for parents to be present for their children and families. First3Years values and respects workplace flexibility which creates space for staff to show up in their role more engaged and ready to collaborate. Providing individuals with an autonomous work environment produces self-motivated and dedicated staff resulting in increased levels of team productivity."

—Ashley Borthick, Interim CEO/Director of Operations of First3Years

Building The Best Place for Working Parents®

The Best Place for Working Parents® movement was developed in partnership with 100 business leaders representing a broad array of business interests, sizes, and industries. Together with researchers, HR consultants, nonprofit and city leaders, early ed experts, and philanthropy partners, we studied family-friendly toolkits from across the U.S., hosted six in-person roundtable events with CEOs to discuss their unique family-friendly innovations and challenges, and finally, integrated these quantitative and qualitative data findings to curate a list of **the top 10 research-backed policies that benefit both working parents AND businesses' bottom line.**

The Best Place for Working Parents® top 10 family-friendly policies establish that family-friendly IS business friendly – through literature that reflects the power of these practices not only in changing the trajectory for individual working parents and their families, but in boosting employee attraction, retention, loyalty, productivity, and satisfaction for the businesses that are implementing them.

Today, The Best Place for Working Parents® welcomes business leaders who are joining the movement to get employees back into the workforce post-COVID, re-energize the business economy post-pandemic, and ensure a strong, sustainable, and competitive workforce today and for the future. At an individual business level, The Best Place for Working Parents® designation is a competitive advantage in today's age of attracting and retaining top talent. And at a macro level, the cities, states, and business leaders that are a part of this network are integrating family-friendly practices as a key lever for their overall economic development success.

Indeed, through The Best Place for Working Parents®, the business community has stepped up to take a tangible leadership role in helping to support children, families, and businesses in a new and innovative way – building a brighter future for the communities where they live and work.

The Best Place for Working Parents® is more than just a designation. It is a movement that calls on business leaders to leverage the power of a growing majority of today's workforce: parents. Working parents who strive to succeed both at work and at home, who want to meaningfully provide both for their family and their work community, who seek to build a legacy both through their careers and their children's future success. It is a movement that demonstrates how family-friendly practices can lead to better results – not just for working parents and their children, but also for the coworkers, spouses, team leaders, and corporate cultures that gradually, humbly, and one-by-one, can change the outcomes of a nation.

We envision a future where business and family not only intersects, but synergistically works together to create more supportive environments, more powerful outcomes, and more sustainable success – for every child, family, business, and community. We envision a future that is The Best Place for Working Parents®.

About The Best Place for Working Parents®

The Best Place for Working Parents® is a growing network of business leaders proving that family-friendly is business-friendly. Originating in Fort Worth, Texas, The Best Place for Working Parents® effort is expanding across the state and nationwide, supporting businesses with research-backed strategies that benefit working parents AND businesses' bottom line. Learn more and follow along on: bestplace4workingparents.com and [LinkedIn](#).



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Footnotes

1 Glassdoor and FRACTL

2 FRACTL

3 Impaq International and Institute for Women's Policy Research and Scientific American

4 Science Direct

5 Fortune

6 BridgeCare

7 Child Care and Parent Productivity

8 Early Care and Learning Council

9 Werk Co.

10 Werk Co.





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