

FALL 2023

MAKING THE CONNECTION

How Small Business is Gaining a Competitive Edge through Family-Friendly Policies

PRESENTED & SUMMARIZED BY:



THE BEST PLACE FOR
WORKING PARENTS®

WITH SUPPORT AND REPORTING BY:



SMU

CENTER ON RESEARCH
AND EVALUATION

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OVERVIEW & SCOPE

Introduction

As part of our ongoing research partnership with SMU's Center on Research and Evaluation (CORE), Best Place for Working Parents® is proud to share the results of this study which delves into key tangible benefits and employee outcomes that small businesses can experience when implementing the Best Place for Working Parents® top 10 family-friendly policies.

With a majority of the growing Best Place for Working Parents® national network comprised of small- and micro-sized businesses, it is imperative that small business leaders see a clear connection between the implementation of these workforce innovations and the return to their business bottom line.

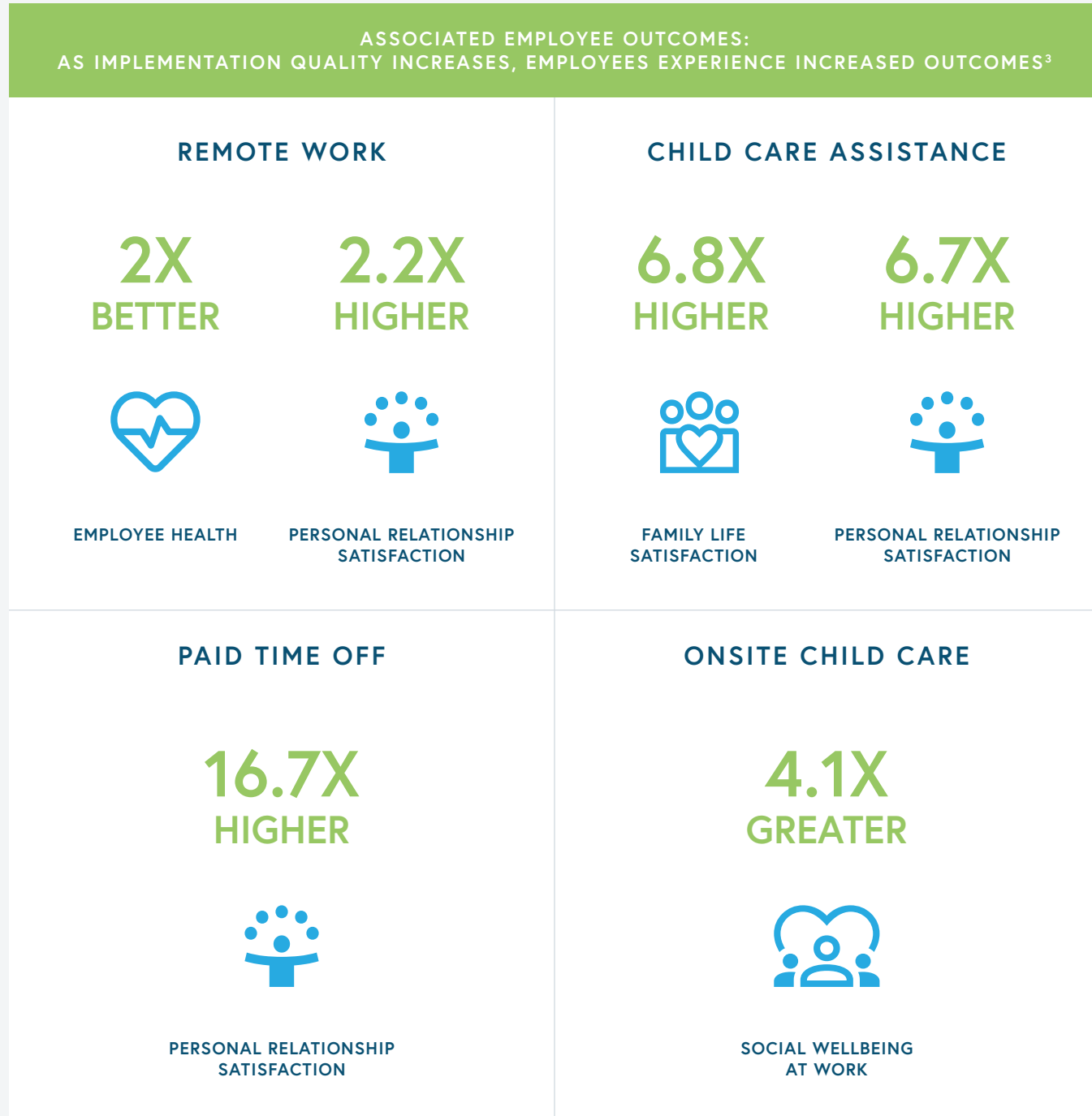


This study addresses two key evaluation questions:

- 1** *How are Small Businesses implementing the Top 10 Best Place for Working Parents® policies and what variability exists in implementation?*
- 2** *How do Small Businesses Experience a Boost through Offering the Top 10 Best Place for Working Parents® Family-Friendly Policies?*

Key Takeaways

Small businesses make up 99% of businesses in the U.S., and over half of the designated businesses in the national Best Place for Working Parents® network. In this study, the Best Place for Working Parents® research-backed family-friendly policies showed a positive impact on both personal and professional employee outcomes across a number of industries. These outcomes tied to measurable benefits both to small businesses¹ and the people who work for them – underscoring that family-friendly is (small) business-friendly.²









1. 1 medium and 1 large business are included in the study
 2. With every 1 point increase across a 4-point scale. See Appendix A for additional information.
 3. Based on the relationship between handbook data and surveys



Key Takeaways

Positive associations exist between a number of employee behaviors and outcomes for small businesses across seven of the Best Place for Working Parents® family-friendly policies.⁵

FIGURE 1. Positive Associations Exist Between Policies and Employee Self-Reported Benefits

	EMPLOYER BENEFITS							EMPLOYEE BENEFITS			
	JOB PERFORMANCE	JOB SATISFACTION	LOYALTY TO EMPLOYER	RETENTION	MOTIVATION (BENEFITS)	MOTIVATION (MONEY)	SUPPORTIVE WORKPLACE	WORKPLACE WELLBEING	PERSONAL/SOCIAL WELLBEING	HEALTH	FAMILY WELLBEING
 HEALTHCARE	✓						✓				
 PAID TIME OFF								✓			
 MATERNITY LEAVE	✓						✓				
 ONSITE CHILD CARE		✓	✓	✓			✓				
 CHILD CARE ASSISTANCE					✓	✓		✓			✓
 FLEXIBILITY						✓					
 REMOTE WORK				✓				✓	✓		



Participating Business Breakdown: Family-Friendly Policy ROI Deep-Dive

This report includes a sample size of 49 businesses from across the national Best Place for Working Parents® network, from which 229 employee surveys across 20 organizations were strategically sampled.⁶ A majority of small and micro businesses participated in this study, ranging in industry and geographic location.

49

Total Participating Businesses

FIGURE 2. Participation by Region

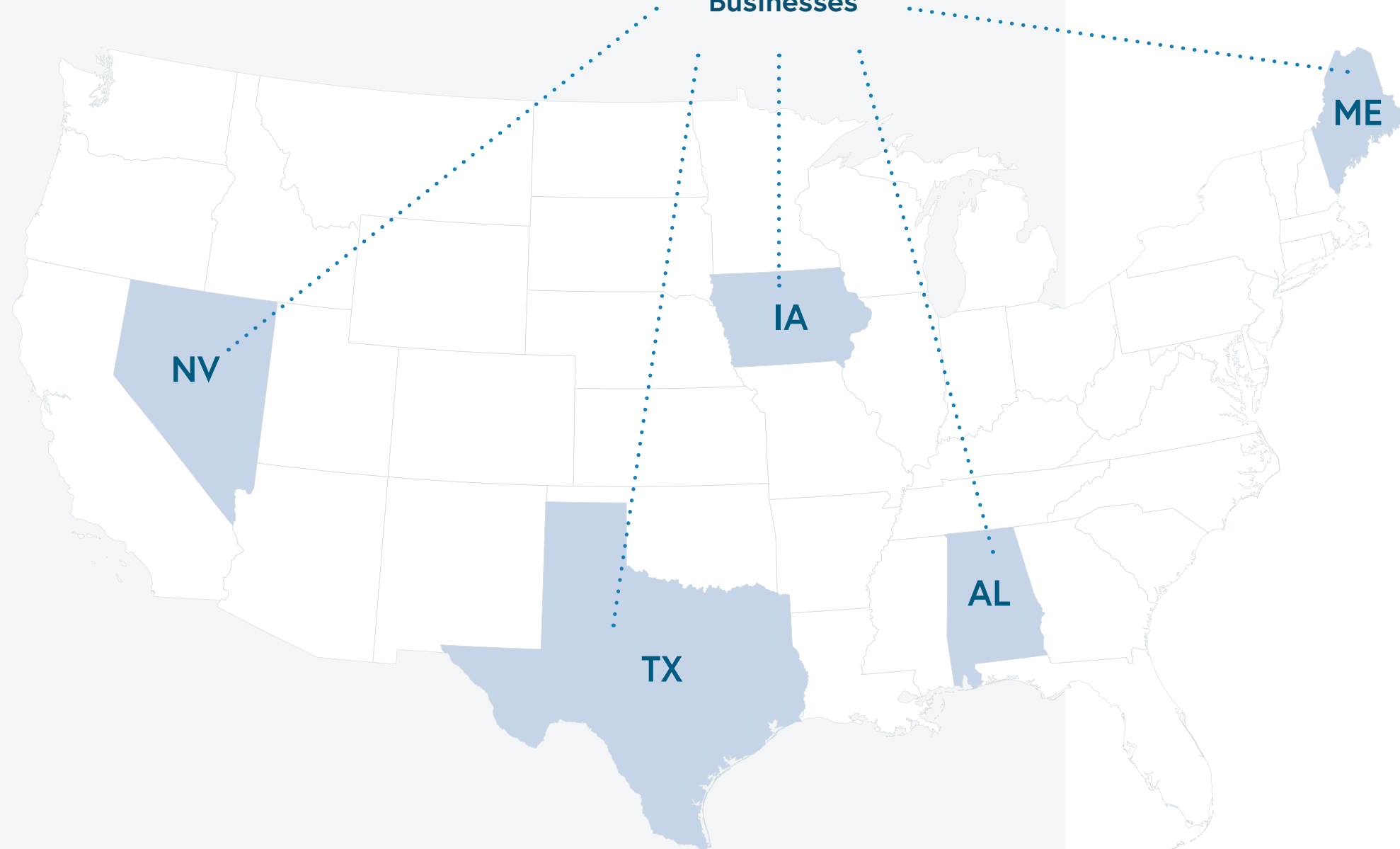


FIGURE 3. Participation by Industry

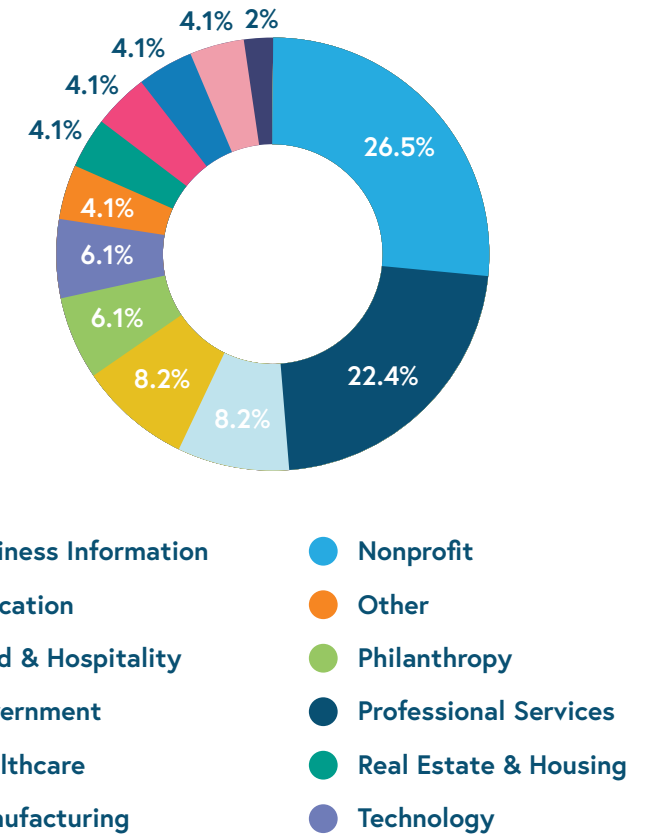
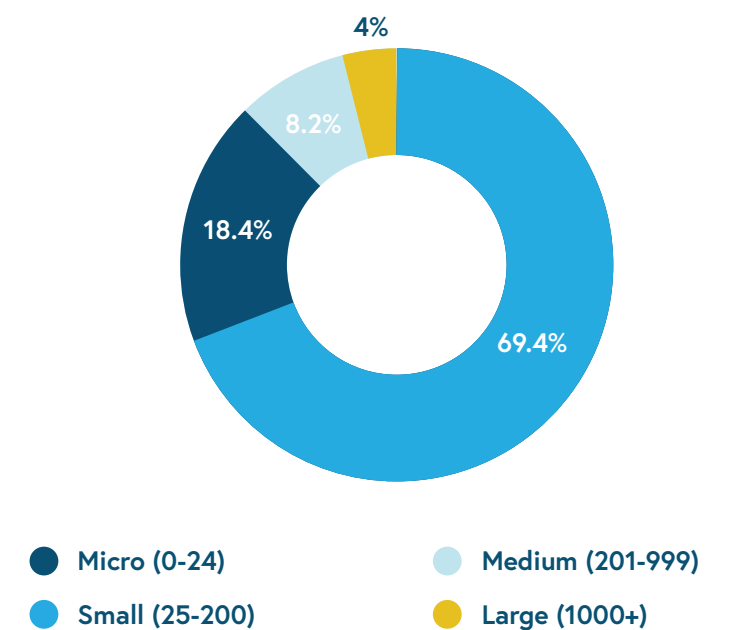


FIGURE 4. Participation by Size



INNOVATION & IMPLEMENTATION

How Are Small Businesses Implementing the Top 10 Family-Friendly Policies?

Top 10 Family-Friendly Policies

For each of the Top 10 family-friendly policies, SMU Center on Research & Evaluation created a rubric to evaluate level of implementation for each business in the study. The following pages breakdown how each business was evaluated per policy as well as how the sample implemented these policies as a whole.



HEALTHCARE

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.



ONSITE CHILD CARE

Companies that offer onsite child care to employees as a convenient and affordable care option.



PAID TIME OFF

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



CHILD CARE ASSISTANCE

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 resource and referral services, and subsidizing child care.



PARENTAL LEAVE

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, company financial support, and supplemental healthcare programs.



BACKUP CHILD CARE

An option for parents in emergency situations or for last-minute care if their regular child care falls through.



NURSING BENEFITS

Policies that give mothers privacy during milk expression by designating a private space with all the necessary things provided.



FLEXIBLE HOURS

Allowing for an alternative to "normal" working hours.



BEST PLACE DESIGNATION

Competitive designations and/or awards that convey certain workplace and employer values such as trust, transparency, culture, and supportiveness to current and future employees, specifically defined as: a) a survey of its employees on organizational culture that indicates 80% or higher score on employee satisfaction, b) an external "Best Place to Work" designation, and/or c) an independent research study citing a healthy organizational culture.



REMOTE WORK

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



Policy 1: Company-Paid Healthcare



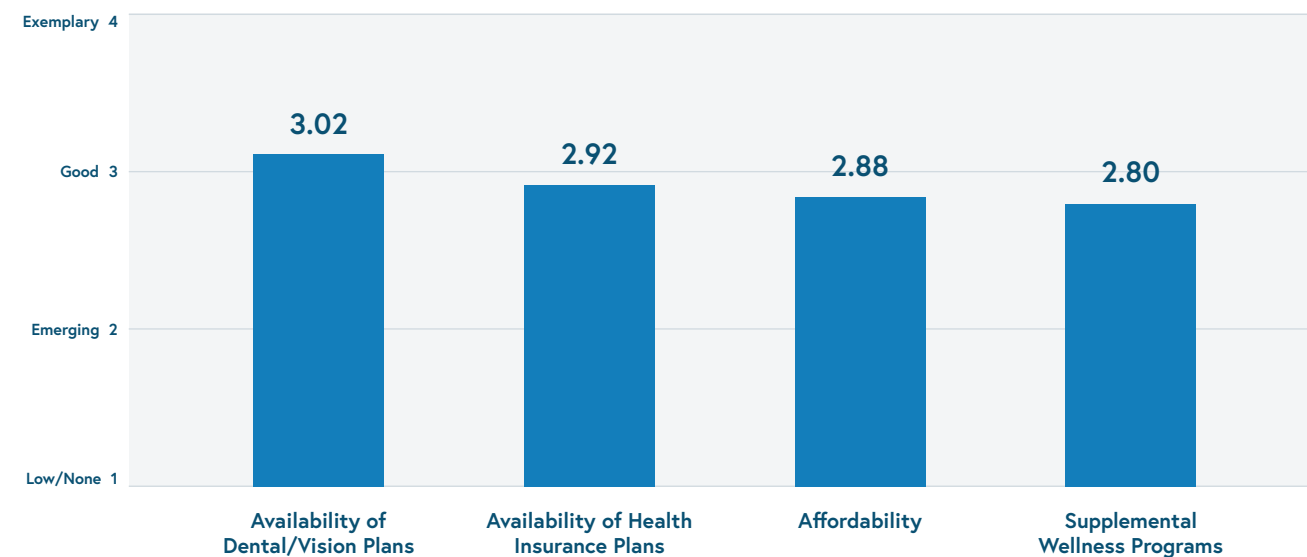
98% of surveyed businesses offer Healthcare Benefits.⁷

FIGURE 5A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Availability of Health Insurance Plans <small>(Number of plan options)</small>	Organization does not offer any health insurance plans for employees.	Organization offers only one type of health insurance plan for employees.	Organization offers two options of health insurance plans for employees.	Organization offers more than two options of insurance plans for employees.
Availability of Dental/Vision Plans <small>(Number of plan options)</small>	Organization does not offer dental or vision plans.	Organization offers either dental or vision but not both.	Organization offers one option each for dental and vision.	Organization offers more than one option for dental and/or vision.
Affordability <small>(Percentage of premium paid for employee and dependents)</small>	Employer pays none of the premium for employee or dependents.	Employer pays part of the premium for employees but not for dependents.	Employer pays part of the premium for employees and their dependents.	Employer pays 100% of the premium for employees and 80-100% for dependents.
Supplemental Wellness Programs <small>(Number of additional programs, ex. EAP, wellness promotion programs, free healthy lunches and snacks, yoga retreats or organized sports/runs, mobile mammography)</small>	Employer does not offer any supplemental wellness programs.	Employer offers one or two supplemental wellness programs.	Employer offers a few supplemental wellness programs (3-5).	Employer offers a wide range of supplemental wellness programs (6+).

FIGURE 5B. Business Trends in Implementation

Businesses scored highest in their "Availability of Dental/Vision Plans", with the lowest scores earned on multiple wellness programs offered in the "Supplemental Wellness Programs" facet.





Policy 2: Paid Time Off

98% of surveyed businesses offer Paid Time Off.

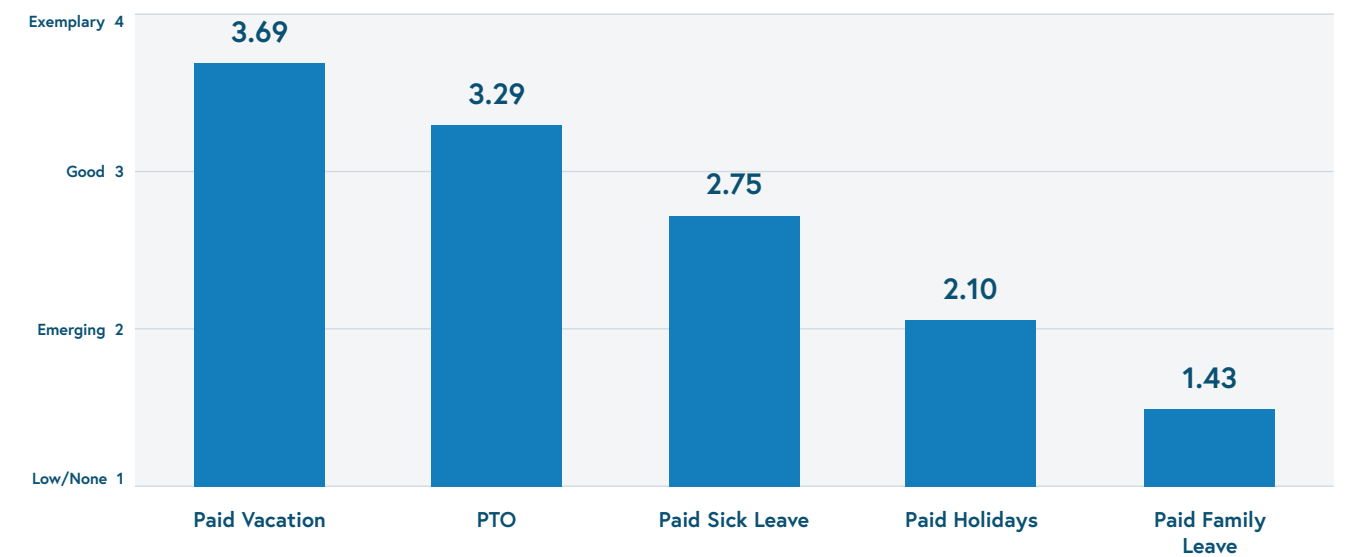


FIGURE 6A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Paid Holidays (Number of paid holidays)	Organization allows employees no paid time off for holidays.	Organization allows employees paid time off for federal holidays or up to an equivalent number of days (12 days).	Organization provides employees paid time off for federal and state holidays or up to an equivalent number of days (Total of 17 in Texas).	Organization provides employees paid time off for federal and state holidays, plus additional holidays selected by the employer, or an equivalent number (18+).
Paid Vacation (Number of vacation days (scored instead of PTO as appropriate))	Organization does not offer paid vacation.	Organization provides employees with at most one week to use as their vacation days.	Organization provides employees with at most two weeks to use as their vacation days.	Organization provides employees with more than two weeks to use as their vacation days.
Paid Sick Leave (Number of sick days (scored instead of PTO as appropriate))	Sick leave is unpaid.	Employees accumulate 1 hour of sick leave for every 30 hours worked (or up to 8 days annually) with no carryover after a maximum is reached.	Employees accumulate 1 hour of sick leave for every 30 hours worked (or at least 8 days annually) and allows for carryover or transfer.	Sick leave is offered as needed (no accumulation requirement or maximum).
PTO (Total number of PTO days (scored instead of vacation and sick leave as appropriate))	Organization provides employees with less than 10 days to use as PTO.	Organization provides employees with 10-14 days to use as PTO.	Organization provides employees with 15-19 days to use as PTO.	Organization provides employees with 20 or more days to use as PTO.
Paid Family Leave (Length of leave paid, for reasons other than the birth or adoption of a child)	Organization does not offer paid family leave.	Organization offers paid family leave for less than 6 weeks.	Organization offers paid family leave for 6-12 weeks.	Organization offers paid family leave for more than 12 weeks.

FIGURE 6B. Business Trends in Implementation

Businesses scored highest in their "Paid Vacation Days", with the lowest scores earned on offering "Paid Family Leave".





Policy 3A: Maternity Leave



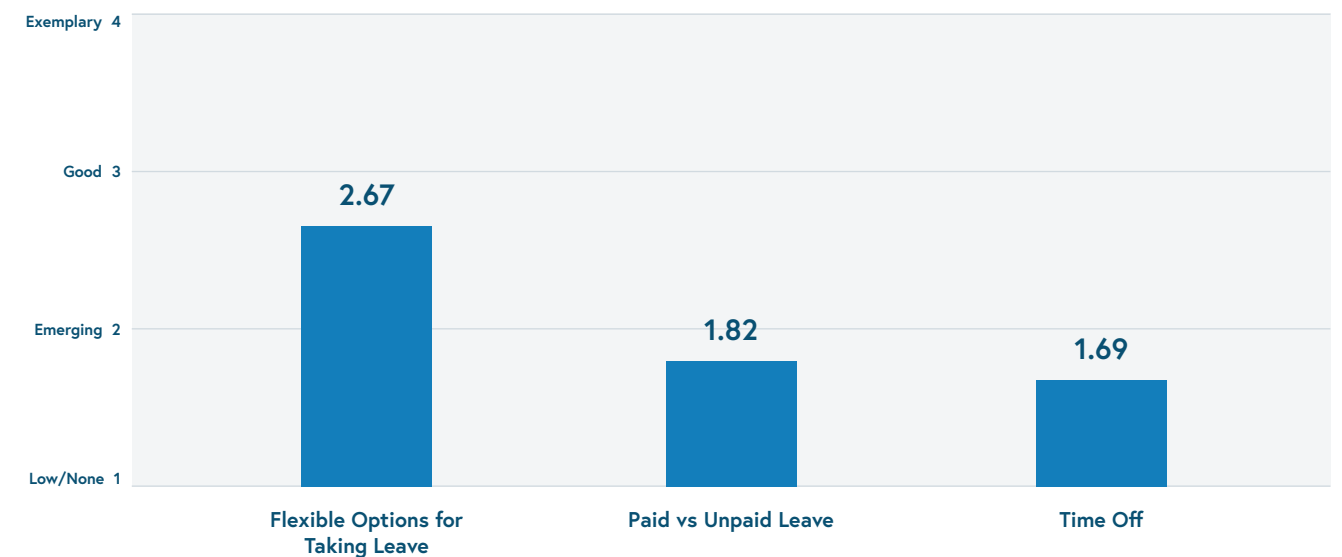
81% of surveyed businesses offer Maternity Leave.

FIGURE 7A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Time Off (Length of leave allowed)	Maternity leave is not offered; no time off. (Employer may not be subject to federal minimum)	Employer offers the federal minimum of 12 weeks off.	13-26 weeks (3-6 months) of time off allowed.	More than 26 weeks (6 months) of time off allowed.
Paid vs Unpaid Leave (Number of weeks paid by employer)	The time off is unpaid, or employees must use previously accrued personal sick or vacation time.	Employer pays for a portion of the leave, then employees can use previously accrued personal sick or vacation time to cover the rest of the allotted time.	Employer pays 12 weeks of leave. Employees do not need to use personal sick or vacation time.	Employer pays for more than 12 weeks of leave.
Flexible Options for Taking Leave (Extent of flexibility to distribute leave time)	There is no flexibility in taking leave.	Employees have limited flexibility. For example, leave can start at any time but must be taken consecutively.	Employees have more flexibility to distribute their time off within a specified window of time.	Employees have complete flexibility to distribute their time off in a way that works for them.

FIGURE 7B. Business Trends in Implementation

Businesses scored highest in providing "Flexible Options for Taking Leave", with the lowest scores on the amount of time off provided to mothers.





Policy 3B: Paternity Leave

73% of surveyed businesses offer Paternity Leave.

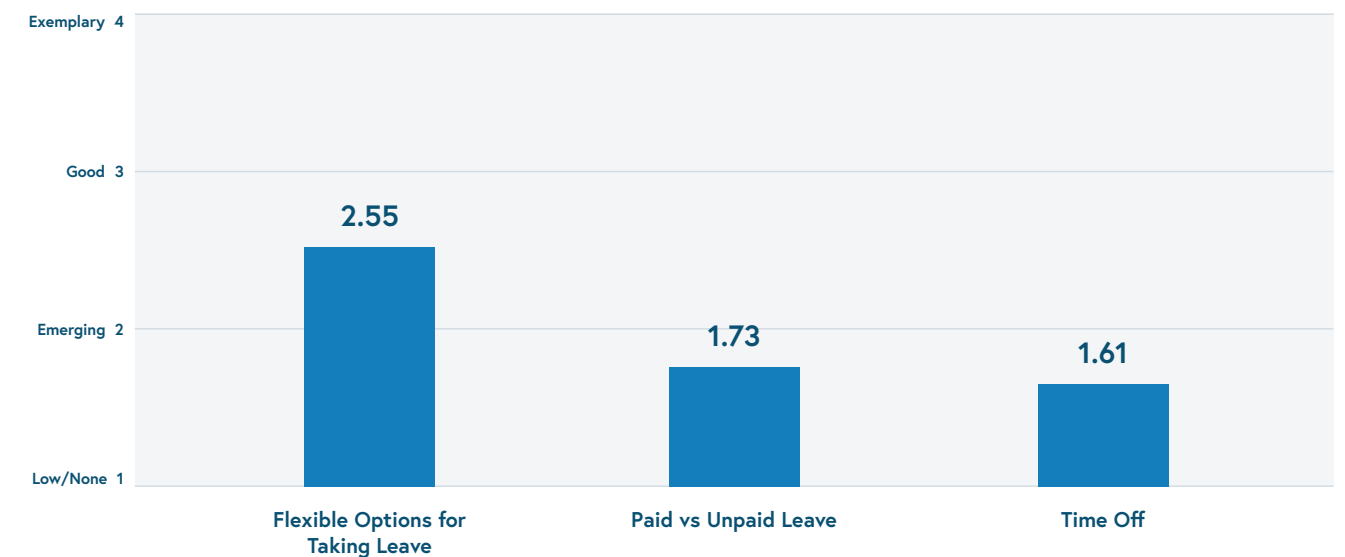


FIGURE 8A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Time Off (Length of leave allowed)	Paternity leave is not offered; no time off. (Employer may not be subject to federal minimum)	Employer offers the federal minimum of 12 weeks off.	13-26 weeks (3-6 months) of time off allowed.	More than 26 weeks (6 months) of time off allowed.
Paid vs Unpaid Leave (Number of weeks paid by employer)	The time off is unpaid, or employees must use previously accrued personal sick or vacation time.	Employer pays for a portion of the leave, then employees can use previously accrued personal sick or vacation time to cover the rest of the allotted time.	Employer pays 12 weeks of leave. Employees do not need to use personal sick or vacation time.	Employer pays for more than 12 weeks of leave.
Flexible Options for Taking Leave (Extent of flexibility to distribute leave time)	There is no flexibility in taking leave.	Employees have limited flexibility. For example, leave can start at any time but must be taken consecutively.	Employees have more flexibility to distribute their time off within a specified window of time.	Employees have complete flexibility to distribute their time off in a way that works for them.

FIGURE 8B. Business Trends in Implementation

Similar to Maternity Leave, businesses scored highest in providing "Flexible Options for Taking Leave", and earned the lowest implementation scores amount of time provided off for Paternity Leave.





Policy 4: Nursing

67% of surveyed businesses offer Nursing Benefits.

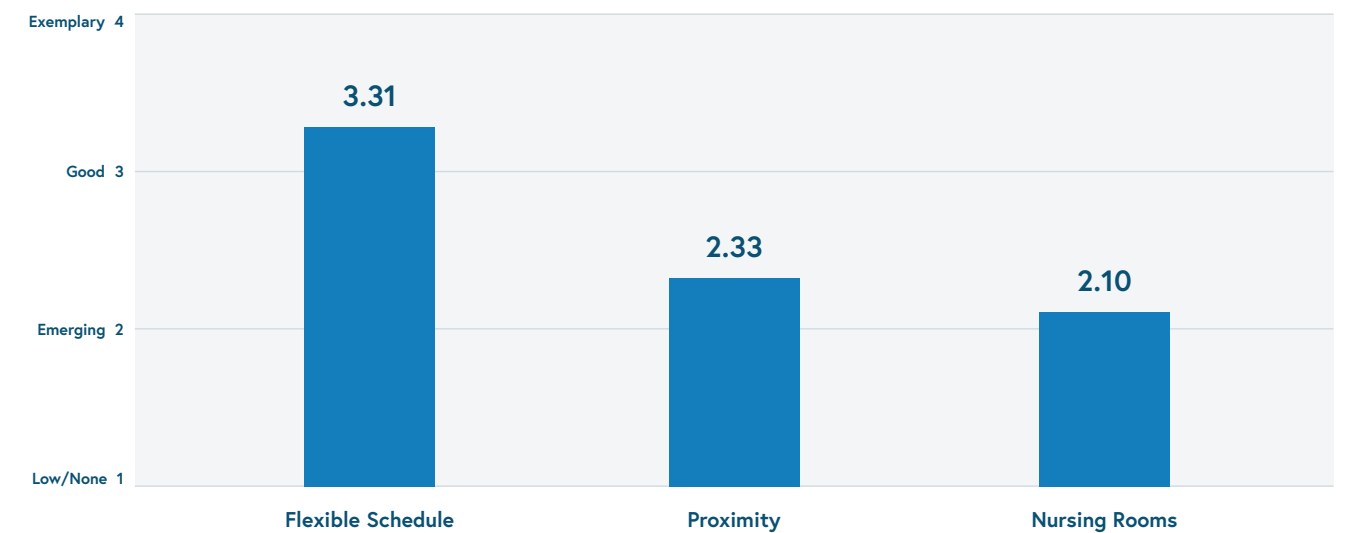


FIGURE 9A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Flexible Schedule (Extent of breaks allowed)	Employees are not given flexible times for nursing. (Employer may not be subject to federal law)	Employer complies with federal law; employees may nurse only during standard break times (lunch, regularly scheduled breaks)	Employer complies with federal law; Employer offers limited breaks in addition to standard breaks.	Employees may nurse as needed; employer offers breaks as determined by the employee.
Proximity (Extent of convenient access to dedicated nursing space)	There is no private place to nurse	A place to nurse is inconveniently located for most employees.	A place to nurse is conveniently located for most employees.	A place to nurse is conveniently located for all employees. (There is at least one room per 100 females.)
Nursing Rooms (Quality of permanent, dedicated nursing room)	Employer does not provide a room that is designated for nursing.	Employer provides a private room designated for nursing, but it is small or uncomfortable. It is not an ideal space.	Employer provides a private, comfortable room.	Employer provides a private, comfortable room supplied with a range of necessities such as microwave, fridge, outlet, desks, private lockers, etc.

FIGURE 9B. Business Trends in Implementation

Businesses largely excelled in providing the time and needed breaks for nursing mothers, but earned lower implementation scores in providing dedicated nursing rooms.





Policy 6: Onsite Child Care

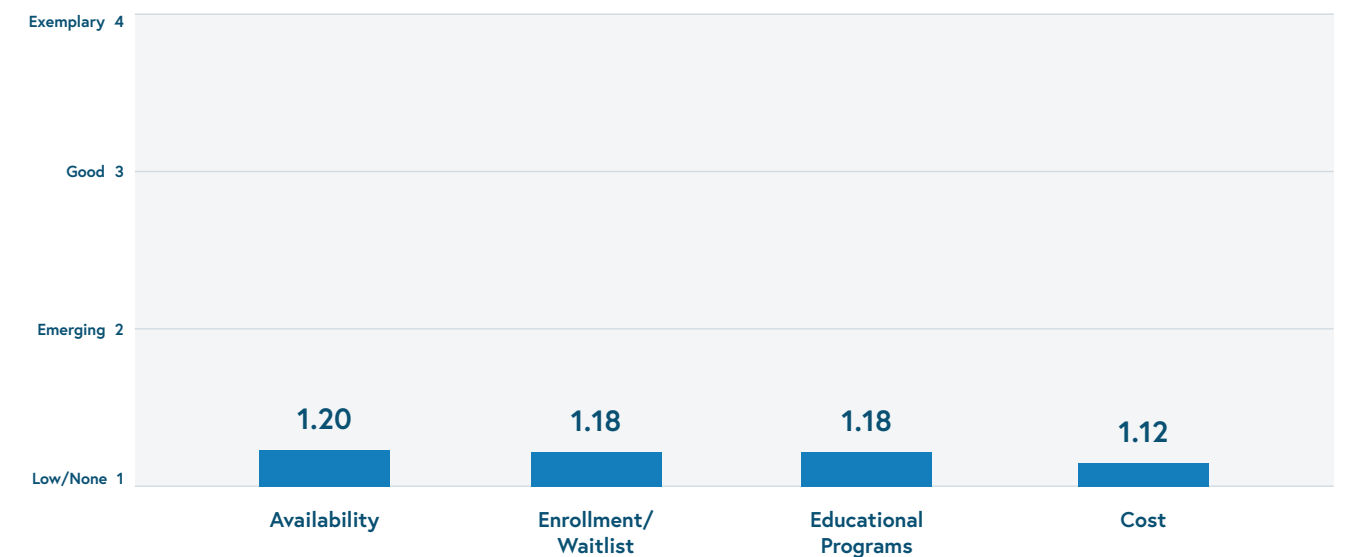


FIGURE 10A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Availability (Reach of services to all employees)	No childcare center is available onsite.	Only available at some locations for certain employees or for special circumstances (such as backup care).	Onsite center is available full-time for all employees at main locations (such as headquarters).	Onsite center is available full-time for all employees at all locations.
Cost (Extent to which employer pays)	All employees must pay full price for childcare, or no onsite childcare is offered.	Some employees pay full price while some employees receive need-based subsidies for onsite childcare.	All employees pay discounted rates or subsidized fees for onsite childcare.	Onsite childcare is free for employees to use/fully subsidized by their employer.
Enrollment/Waitlist (Turnaround time for enrollment)	Employees must give extraordinary notice to enroll their children; more than one year waitlist. Or, no onsite childcare is offered.	Employees must give substantial notice to enroll their children; from over one month up to one year waitlist.	Employees can enroll their children with brief advance notice; up to one month waitlist.	Employees can enroll their child(ren) at any time; no waitlist.
Educational Programs (Extent to which services include quality educational programs)	No onsite childcare center or educational programs available.	Onsite childcare center offers occasional enrichment programs.	Onsite childcare center offers frequent enrichment programs.	Onsite childcare center offers professional educational programs and kindergarten prep (most likely partners with professional childcare center, such as KinderCare or Bright Horizons).

FIGURE 10B. Business Trends in Implementation

Of the few businesses offering onsite child care, most scored highest in providing availability to all employees, while the cost to employees was the lowest implementation score.





Policy 7: Child Care Assistance

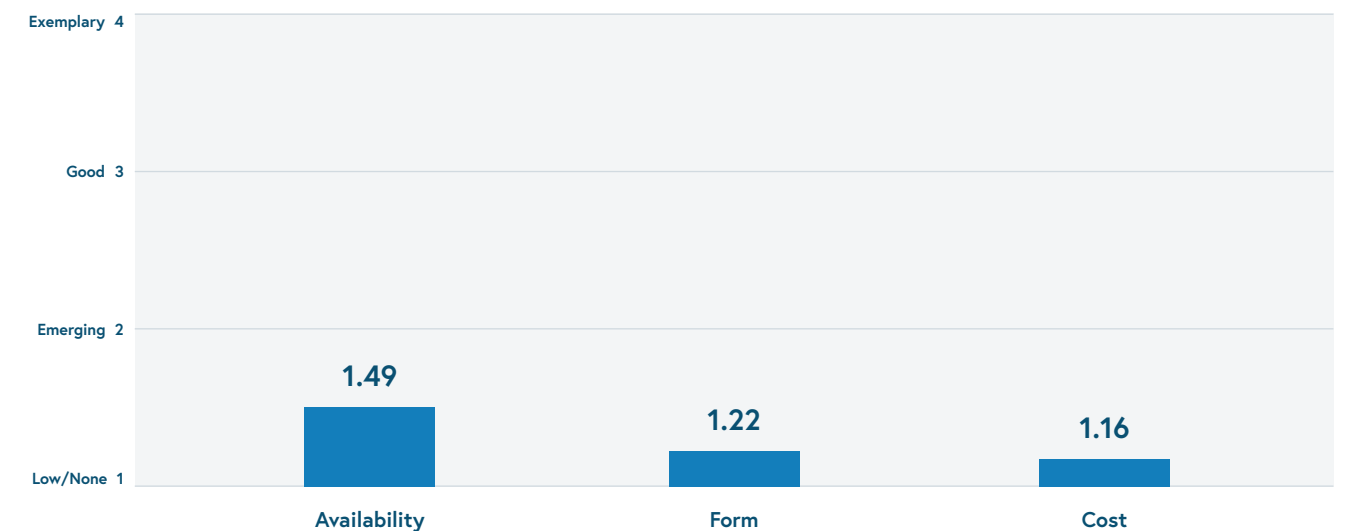


FIGURE 11A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Form (Number of options offered)	No form of child care assistance is provided to employees.	Only one form of child care assistance is provided and may not be a good option for all employees.	At least two different forms of child care assistance are available for employees.	Several different forms of child care assistance are provided so that employees can select the option that works best for them or use multiple different forms, such as onsite centers, resources and referrals, and subsidies.
Availability (Reach of services to all employees)	Child care assistance is not available for any employees.	Child care assistance is only available to a select few employees who meet certain requirements.	Child care assistance is available to the majority of employees who need it. The assistance possibly operates as a need-based system.	Child care assistance is available to any and all employees who are child caregivers.
Cost (Extent to which employer pays)	Employees do not receive child care assistance and must pay the full price of their childcare themselves, but may receive referral support or other non-monetary supports from the employer.	Employee pays most of their child care costs; employer pays a nominal fee.	Employees receive child care at a reduced price or pay a small fee; employer pays a large portion of the fees.	Child care is fully covered by the employer and free for all employees.

FIGURE 11B. Business Trends in Implementation

Like onsite child care, businesses tend to score highest in providing child care assistance availability to all employees, but score lowest in the extent that they cover the cost.





Policy 8: Backup Child Care

10% of surveyed businesses offer Backup Child Care.



FIGURE 12A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Form (Number of options offered)	Backup childcare services are not offered to employees in any form.	Employees have one type of backup childcare service available to them, which may not be practical for all employees.	At least two different types of backup care are available to employees.	Employees are provided with many options for backup care. Including or a combination of onsite centers, subsidized care, referral services, partnering with a childcare center, or in-home care.
Availability (Reach of services to all employees)	Backup care is not a type of childcare assistance available to any employees and they are responsible for making their own arrangements for last minute care.	Backup care is available to some employees who meet certain requirements.	All employees have access to backup care services, but spots are limited and availability is not guaranteed.	All employees have access to all backup care services available. Spot availability is not an issue and companies that partner with childcare centers provide employees with priority access.
Convenience (Ease of use)	Backup care is not offered to employees, so they must find their own backup care.	Employees must go out of their way to set up the care, which may take a great deal of time. Location is not convenient, such as a center not located near the company.	The service is easy to use in some form but not in others, such as an easy method for booking the care but the location may be inconvenient.	Backup care service is easy for employees to use last minute. This includes location (either onsite or in-home) and how the care is set up (employees can use an app or a similar method for booking the care service).
Cost (Extent to which employer pays)	Employees must fully pay for backup care services themselves.	Backup care is partially subsidized, covering less than 10 days per year.	Backup care is fully subsidized for 10 days per year.	Backup care is fully subsidized, covering more than 10 days per year.

FIGURE 12B. Business Trends in Implementation

Businesses scored highest in the ease of use of their backup child care policies, but scored lowest in the extent to which they pay for these services.





Policy 9: Flexible Hours

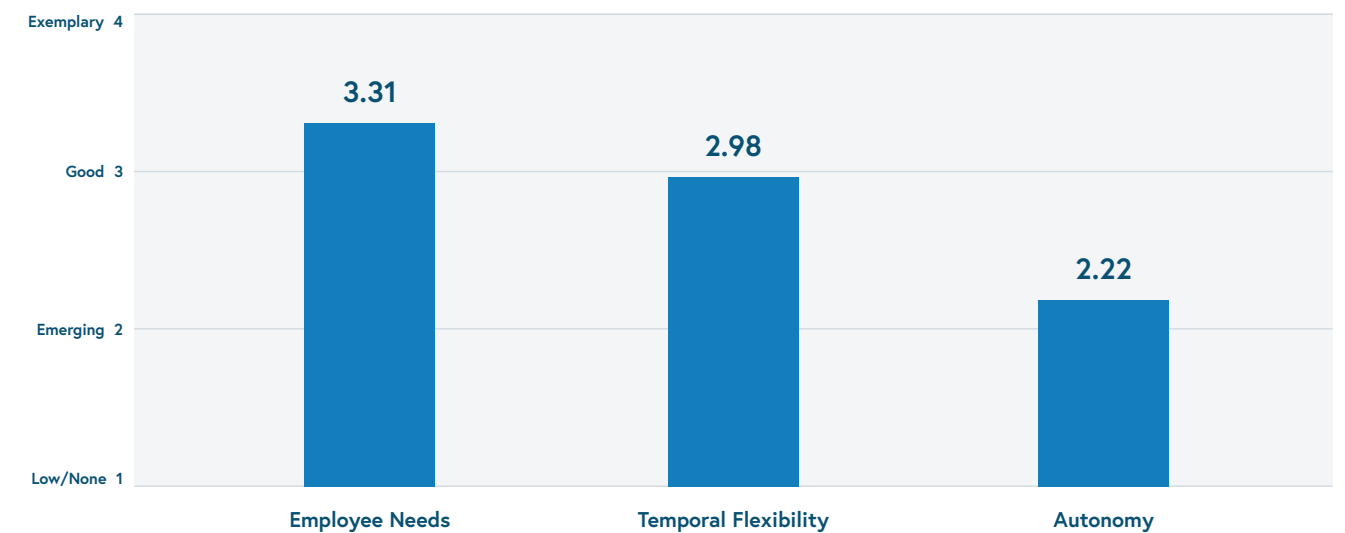


FIGURE 13A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Temporal Flexibility (Reach of policy to all employees)	No employees have flexibility in the hours that they work.	Only management have flexibility in the hours that they work.	Most employees have flexibility in the hours that they work.	All employees at the company have flexibility in the hours that they work.
Employee Needs (Extent to which flexibility is offered)	No flexibility is offered under any circumstances.	Flexibility is only offered during emergency situations.	Flexibility is offered during emergency situations and some select, pre-determined circumstances.	Flexibility is offered under any circumstances.
Autonomy (Extent to which employee makes their own schedule decisions)	Management determines when, how, and if an employee can obtain flexible hours.	Employees are able to request flexible hours, but the amount and timing of them are determined by management.	An employee is able to request, then determine how many and when they have flexible hours.	All employees have the freedom to determine their own hours without pre-approval from management.

FIGURE 13B. Business Trends in Implementation

All businesses earned high scores for making flexibility available to employees, and earned the lowest in "Autonomy", or the extent to which employees make their own schedule decisions.





Policy 10: Remote Work

96% of surveyed businesses offer Remote Work.

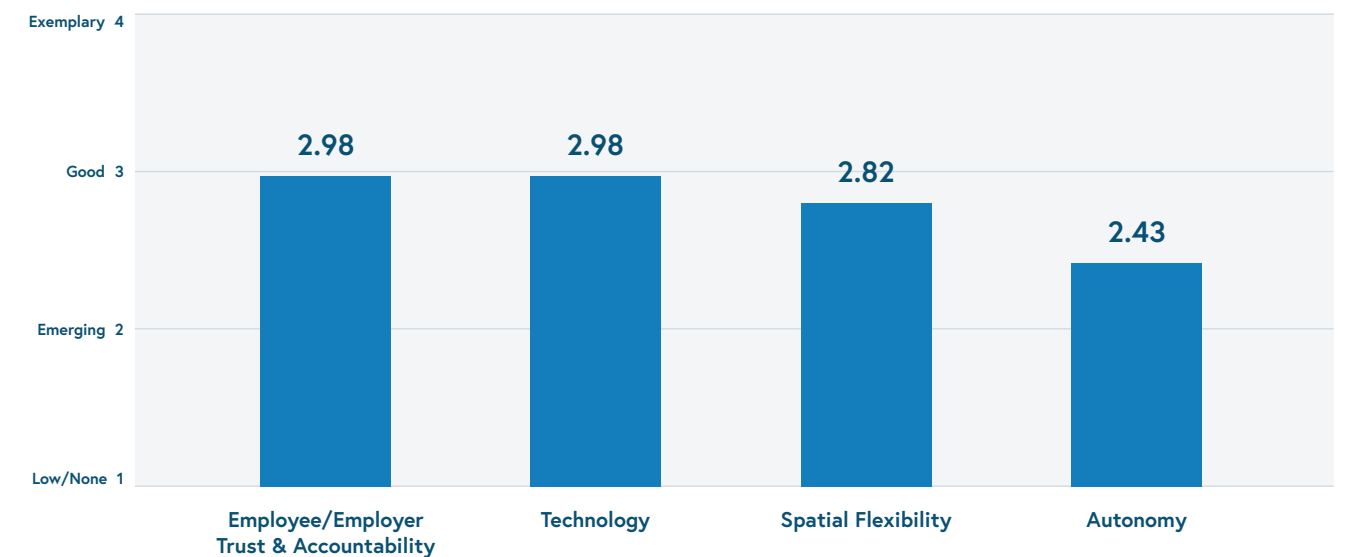


FIGURE 14A. Policy Implementation Rubric & Key Facets for Implementation

Evaluation Facet & Definition	Level 1 Low/None	Level 2 Emerging	Level 3 Good	Level 4 Exemplary
Spatial Flexibility (Reach of policy to all employees)	No employees have flexibility in the location that they work.	Only management have flexibility in the location that they work.	Most employees have flexibility in the location that they work.	All employees have flexibility in the location that they work.
Autonomy (Extent to which employee makes their own remote work decisions)	Management determines when, where, and if an employee can work remotely.	Employees are able to request remote work, but the location and timing are determined by management.	An employee is able to request, then determine the location and timing of remote work.	All employees have the freedom to determine their own work location at any time without pre-approval from management.
Employee/ Employer Trust & Accountability (Extent to which accountability is based on trust)	Employer implements rigid accountability systems (remote monitoring of computer activity, etc.)	Employer implements a semi-rigid accountability system (frequent reports of daily activity by employees).	Employer implements a goal-based accountability systems and requires some monitoring documentation of employee activity.	Employer implements a goal-based accountability system.
Technology (Extent to which employer provides technology for remote work)	Company requires employees to purchase the required technology for remote work.	Company only pays for a laptop that can be used at work or at home.	Company pays for some of the required technology. (Ex. Pays for computer and cloud storage but not home wifi or additional monitors.	Company provides all employees the technology required to remotely work, free of charge.

FIGURE 14B. Business Trends in Implementation

Businesses offering remote work scored highest in providing necessary technology supports to employees working offsite, as well as basing accountability on trust. Businesses scored lowest in providing employees autonomy to make their own remote work decisions .



PART II

SMALL BUSINESS, BIG RETURNS

How Do Small Businesses Experience a Boost by Offering Family-Friendly Policies?

PART II

Job Performance

Small businesses offering health care or maternity leave policies can count on a more agile, resilient, and innovative workforce. This highlighted workforce is composed of employees that self-report greater job performance qualities, including looking ahead, open to changing course as needed to confront new and challenging issues, and thinking outside the box to develop the most beneficial solutions for their company.

Associated Policies

HEALTHCARE

MATERNITY LEAVE

RIISING ABOVE THE CROWD

Did you know?



Only **12%** of employees are productive at work.⁸



Agility

"I am always thinking about what we need to do differently to meet upcoming change."⁹

"I continuously work to understand what is going on in other areas to see if I need to make changes in what I'm doing."⁹



Resilience

"I easily change course when needed."⁹

"I bounce back quickly when confronted with setbacks."⁹

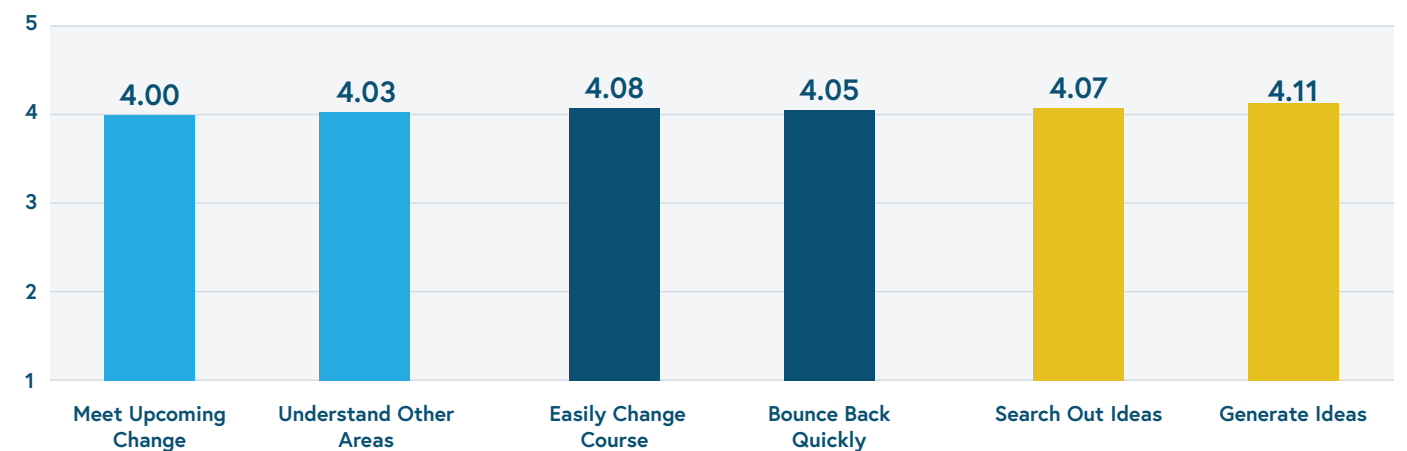


Innovation

"I search out new technologies, processes, techniques, and/or ideas."⁹

"I generate creative ideas."⁹

FIGURE 15. Job Performance Assessment (1 = Inaccurate, 5 = Very Accurate)



8. Task Management Trends Report, 2022
9. Text reflects actual survey questions

Job Satisfaction, Loyalty, & Retention

Our study revealed that small businesses offering onsite child care experience a highly loyal and satisfied workforce that intends to stay with their employer for at least the next 12 months.

Associated Policies

ONSITE CHILD CARE

Employee Motivation

Small businesses that provide remote work options and child care assistance find their workforce highly motivated to perform their job, and satisfied with their overall work-life balance.

Associated Policies

REMOTE WORK
CHILD CARE ASSISTANCE

↑ ↑ ↑
RISING ABOVE THE CROWD

Did you know?

The average turnover rate among U.S. businesses is **24.7%**.¹⁰

↑ ↑ ↑
RISING ABOVE THE CROWD

Did you know?

Only **1/3** of U.S. employees feel motivated at work.¹²



Job Satisfaction

How do you feel about your job?¹¹

On a scale of 1 (terrible) to 5 (delighted).



Loyalty to Employer

How loyal do you feel to your employer?¹¹

On a scale of 1 (not loyal at all) to 5 (extremely loyal).



Retention

If I have my own way, I will be working for this same company one year from now.¹¹

On a scale of 1 (strongly disagree) to 5 (strongly agree).

Our motivation survey questions asked, "To what extent do these statements represent the reasons you are currently involved in your work (on a five point scale)?"



Benefits

For the benefits it provides me.¹³



Income

Because it allows me to earn money.¹³



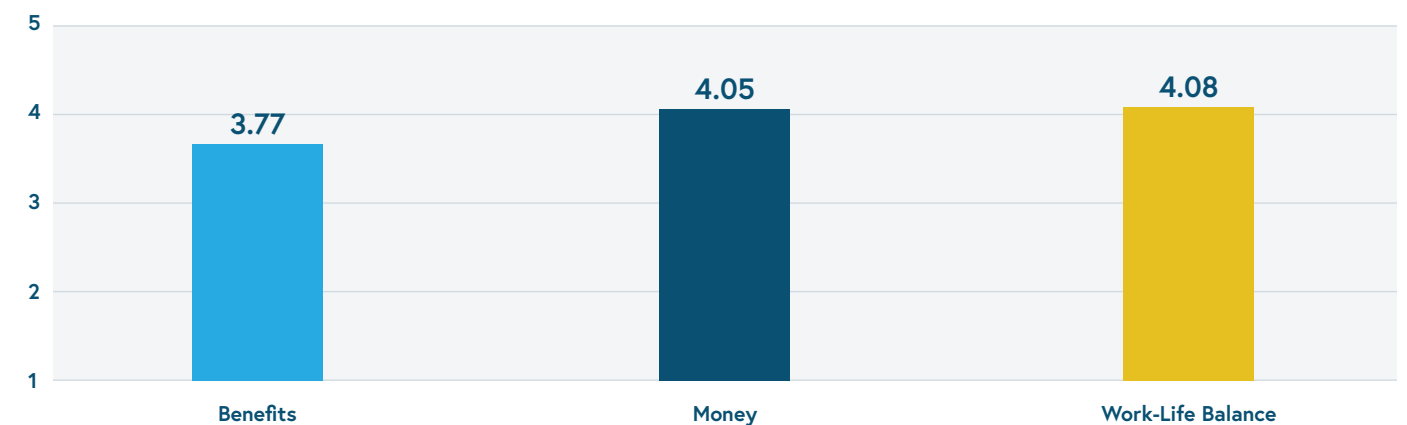
Work-Life Balance

Because this work provides me with good work-life balance.¹³

FIGURE 16. Job Satisfaction, Loyalty, & Retention Assessment



FIGURE 17. External Motivation Assessment (1 = Does Not Correspond, 5 = Corresponds Exactly)



Supportive Workplace Culture

When small businesses provide health care benefits, maternity leave, onsite child care, child care assistance, or flexibility, they gain the benefit of employees who feel supported at work and feel a higher level of overall work-life balance.

Associated Policies

HEALTHCARE
 MATERNITY LEAVE
 ONSITE CHILD CARE
 CHILD CARE ASSISTANCE
 FLEXIBILITY

RISING ABOVE THE CROWD

Did you know?

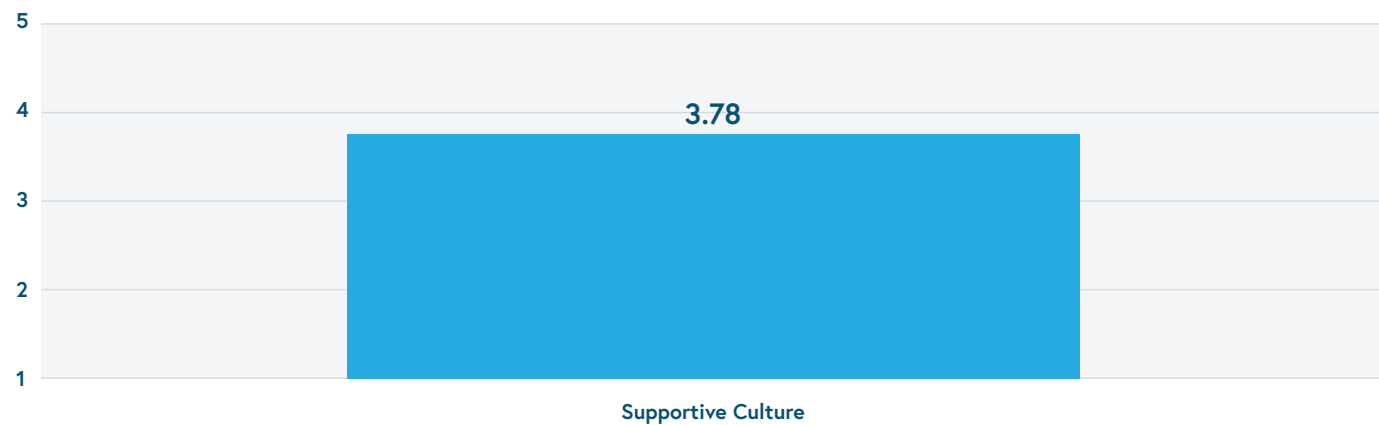


56% of workers rank a strong workplace culture as more important than salary.¹⁴

Employees responded to questions about the culture at their workplace:

- 1 "There is an unwritten rule at my place of employment that it is okay to take care of family needs on company time."¹⁵
- 2 "At my place of employment, employees who put their family or personal needs ahead of their jobs are not looked on favorably."¹⁵
- 3 "In my workplace, mothers and fathers are encouraged to take parental leave."¹⁵
- 4 "In my workplace, the culture supports nursing employees and employees feel comfortable taking time during the workday to express breastmilk or nurse."¹⁵

FIGURE 18. Supportive Workplace Culture Assessment (1 = Strongly Disagree, 5 = Strongly Agree)



PART III

SMALL BUSINESS, BIG RETURNS

How Do Employees Benefit from their Employer's Family-Friendly Policies?

PART III

Personal & Family Wellbeing

Overall, small businesses who implemented paid time off, child care assistance, or remote work boosted employees' self-reported personal wellbeing. Child care assistance policies also increased family wellbeing, while onsite child care results in higher self-reported social wellbeing in the workplace.

Associated Policies

- PAID TIME OFF
- CHILD CARE ASSISTANCE
- REMOTE WORK

RISING ABOVE THE CROWD

Did you know?



Employee wellbeing translates to **FEWER** sick days, higher performance, and lower turnover.¹⁶



Family Wellbeing

"I am satisfied with my family life."

"The balance between my work and family life is excellent."



Workplace Social Wellbeing

"My colleagues are a source of comfort and support."



Personal Social Wellbeing

"I am content with my friendships and relationships."

FIGURE 19. Personal & Family Wellbeing Assessment (1 = Strongly Disagree, 5 = Strongly Agree)



Health

Remote work policies within small business environments can allow employees to enjoy higher rates of physical and mental health – up to two times greater health outcomes than those businesses without remote work policies.

Associated Policies

REMOTE WORK

↑ ↑ ↑
RISING ABOVE THE CROWD
Did you know?

Healthy employees can lead to **HIGHER** productivity, reduced absenteeism, and lower healthcare costs – in addition to higher employee morale.¹⁷



Physical Health

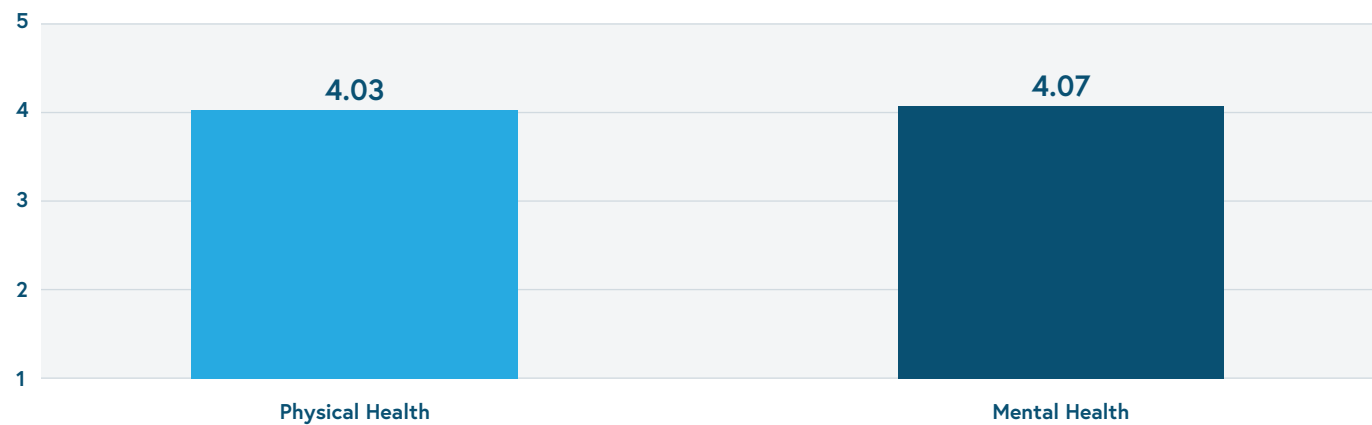
"In general, how would you rate your physical health?"



Mental Health

"How would you rate your overall mental health?"

FIGURE 20. Health Assessment (1 = Poor, 5 = Excellent)



The Connection is Clear: Family-Friendly Policies Create Thriving Workplaces for Employees and Employers

Across the U.S., small businesses of diverse industries and geographies are experiencing tangible benefits – including higher rates of employee retention, loyalty, satisfaction, and productivity – through the implementation of the Best Place for Working Parents® family-friendly policies.

Family-friendly policies provide clear benefits to working parents who often experience measurable improvements in their work-life balance and wellbeing when they are able to access policies like flexibility, paid time off, or child care assistance through their employer. However, this report also aimed to highlight the definitive benefits to businesses that can be garnered through the adoption of these family-friendly policies.

Indeed, this report showed that employers who implemented a variety of these policies experienced outcomes that directly impact business productivity and profitability:

- Greater employee motivation
- Enhanced employee performance
- Higher retention rates
- Increased loyalty
- Physically and mentally healthier employees
- Employees' perception of a more supportive workplace

Further, this study shows that family-friendly policies are not "one size fits all" – there are a variety of policies, not just one or even two, that can provide benefits to both employees and employers. Small businesses, in particular, are proving that they are able to meaningfully participate and even compete in the family-friendly benefits arena – no longer are these policies coveted just at large multi-state or multi-national corporations.

At Best Place for Working Parents®, we believe that businesses of all sizes can implement policies that benefit both their working parent employees and their businesses' bottom line. This study proves that regardless of business profile – from 10 employees to 10,000 – there are best-practice policies that allow businesses to enrich their culture, deepen employees' commitment, boost productivity, and ultimately, create a happier, healthier workforce that will provide a competitive advantage today, and a sustainable outlook for the future.



About 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. Through a first-of-its-kind 3-minute online business self-assessment, organizations across the country are gaining this competitive designation that recognizes innovation across the top 10 research-backed family friendly policies proven to benefit working parents AND employers' bottom line.

Our online self-assessment and designation was developed together with 100 business leaders who recognized family-friendly practices as a critical lever for catalyzing and empowering a changing workforce, and as a keen business strategy for attracting and retaining today's top talent.

The Best Place for Working Parents® top 10 research backed family-friendly policies are relevant to businesses of every size and industry, and include low- or no-cost options that are proven to boost employee attraction, retention, loyalty, productivity, and engagement. The Best Place for Working Parents® is supported by national research that demonstrates the power of these practices in impacting working parents and their families, and for the businesses that implement them.

The 3-minute online self-assessment instantaneously allows business leaders to see if their organization earned a Best Place for Working Parents® designation, along with a dashboard of their company's results as compared to other businesses of like size and industry. The self-assessment results dashboard is dynamic and updated each time a new business takes the assessment.

To learn more, visit BestPlace4WorkingParents.com, or reach out to us.

We look forward to connecting with you!



A handwritten signature in blue ink that reads "Sadie Funk".

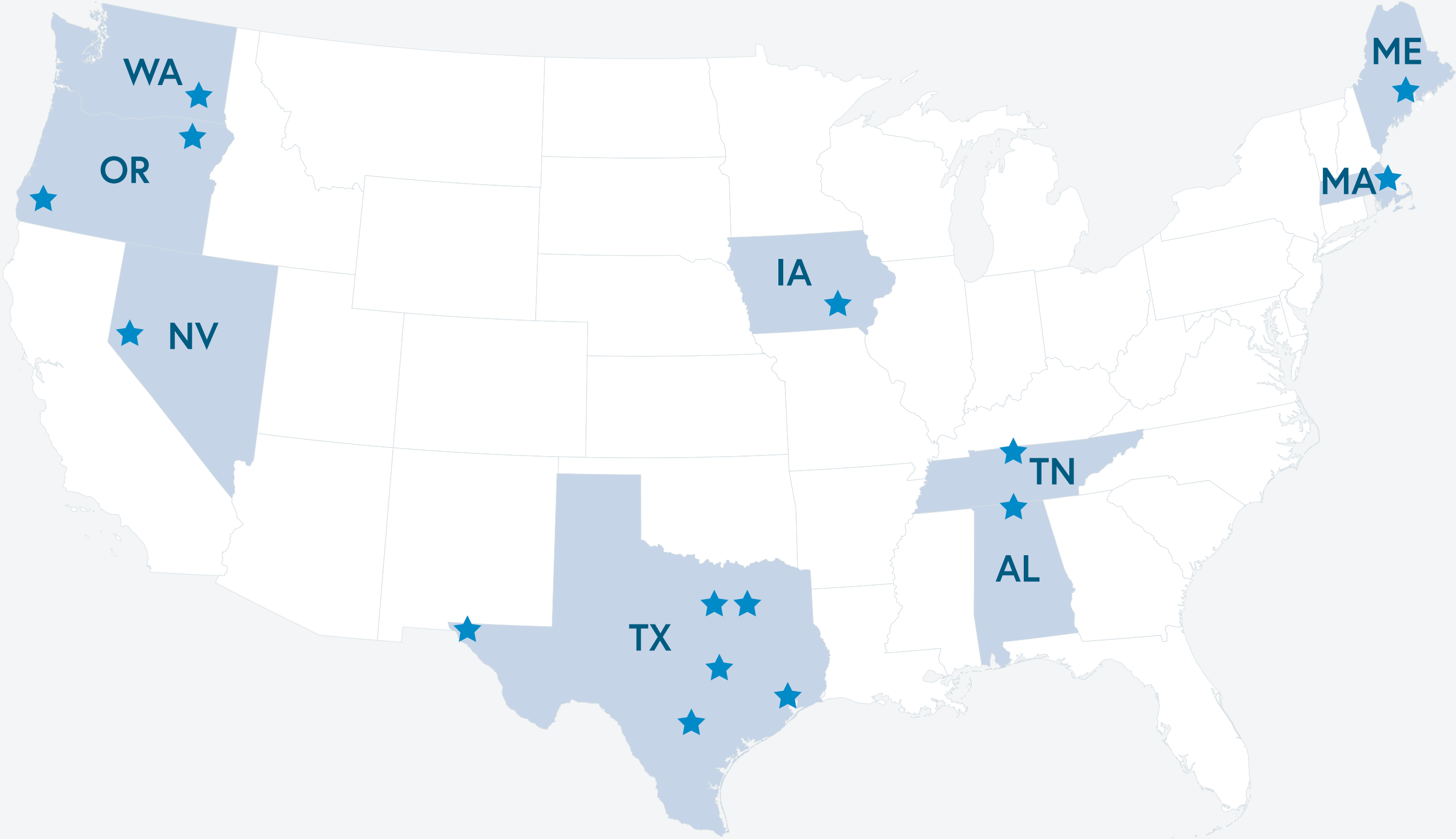
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A handwritten signature in blue ink that reads "Sara J. Redington".

Sara J. Redington | Chief Philanthropy Officer
The Miles Foundation
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Best Place for Working Parents® Nationwide Network



Report Methodology & Sampling

The original sample consisted of 49 organizations who completed interviews and provided handbooks for review. From this original sample, 20 businesses also participated in surveys. Across these 20 businesses, a total of n=229 survey responses are included in these analyses.

Policy Implementation Rubric

The relationship between Best Place for Working Parents® policies and outcomes were measured by looking at how policies were described in employee handbooks and how they were described in interviews. SMU Center on Research and Evaluation (CORE) coded the handbook and interview responses on a scale from 1 to 4 with 4 representing better or stronger presence of the policy. Regression analyses then compared the magnitude of the policy (the 1 to 4 score) at each business with their employees' survey responses. These gave us results that related the strength of a policy to employee outcomes. For example, if a business had a score on remote work (on a 4-point implementation scale) that was one point higher than other businesses in the sample, then the odds of an employee reporting high satisfaction with their personal social relationships was 2.2 times greater than employees of other businesses in the study.

Data Sources

Each key evaluation question utilizes three main data sources.

- **Employee Survey.** The employee survey measures outcomes for employees such as job satisfaction, motivation, loyalty to employer, engagement, innovation, resilience, agility, work-life balance, and wellbeing.
- **Business Interview & Rubric Score.** Business leaders or HR designees were interviewed about the family-friendly policies in place at their organization. The interview responses were scored on a rubric that assessed the extent to which key facets of the policies were in place in practice.
- **Employee Handbook-Confirmed Rubric Score.** Following the interview, for organizations that provided an employee handbook or policies and procedures document, and a second set of scores using the same rubric was assigned to each organization representing the extent to which policies were in place in writing.

TABLE 1. Data Source Matrix

	Employee Survey	Business Interview & Rubric Score	Employee Handbook-Confirmed Rubric Score
What proximal outcomes do employees experience?	✓		
What relationships exist between the Top 10 Policies and outcomes for businesses and employees?	✓	✓	✓

For additional information on report sampling and methodology, please contact Sadie Funk at Sadie@bestplace4workingparents.com.





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