Research & Analysis: Family-friendly policies and practices
Objectives

- Catalog the incidence and prevalence of family-friendly practices currently offered to employees by North Carolina employers as well as those NOT being offered.
  - From the perspective of employers.
  - From the perspective of employees.

- Uncover the employer motivations behind the practices they currently offer, and to identify barriers and obstacles to other specific policies and programs not currently offered.

- Assess interest and potential support among employers and employees for specific family-friendly practices.
**Employer methodology and profile**

**Interviews conducted from October 11, 2017 through October 30, 2017**

Telephone survey of Human Resources policy and benefits decision-makers at employer organizations representing an array of North Carolina companies in different industries and of various workforce sizes described below, aligned to census data and unweighted.

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**Median length of interview:**

- **Employer:** N=308
- **Margin of error:** + 5.6% in 95 out of 100 cases

**Employee policies/benefits decision-making**

<table>
<thead>
<tr>
<th>Decision-Maker</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary decision-maker</td>
<td>39%</td>
</tr>
<tr>
<td>Jointly responsible</td>
<td>61%</td>
</tr>
</tbody>
</table>

**Respondent gender**

- **Male:** 35%
- **Female:** 65%

**Respondent title**

- **Human Resources/Benefits:** 53%
- **HR Manager:** 39%
- **Employee Benefits Manager:** 12%
- **Vice President of HR:** 4%
- **Owner/CEO/President:** 25%
- **Owner:** 16%
- **President:** 7%
- **CEO/Chairperson:** 2%
- **All Other Titles:** 25%
- **Director/Partner:** 13%
- **Vice President of Finance:** 4%
- **Business/Office/Store Manager:** 4%
- **CFO:** 2%
- **Other:** 2%

* May select multiple

---

**Total number of employees**

<table>
<thead>
<tr>
<th>Industry*</th>
<th>1 to 49</th>
<th>50 to 499</th>
<th>500 +</th>
<th>Totals</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail/Hospitality/Tourism</td>
<td>47</td>
<td>31</td>
<td>4</td>
<td>82</td>
<td>27%</td>
</tr>
<tr>
<td>Manufacturing/Construction/Wholesale/Transport/Warehousing</td>
<td>37</td>
<td>36</td>
<td>10</td>
<td>83</td>
<td>27%</td>
</tr>
<tr>
<td>Service Sector and Health care</td>
<td>49</td>
<td>36</td>
<td>16</td>
<td>101</td>
<td>33%</td>
</tr>
<tr>
<td>Non-profit</td>
<td>10</td>
<td>9</td>
<td>1</td>
<td>20</td>
<td>6%</td>
</tr>
<tr>
<td>Local/State Gov./Public Ed</td>
<td>11</td>
<td>5</td>
<td>6</td>
<td>22</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>154</strong></td>
<td><strong>117</strong></td>
<td><strong>37</strong></td>
<td><strong>308</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

* Industry abbreviations for the combined categories listed above will be referred to in this report as: Retail, Mfr/Con, Service, Non-prof, Gov.

**Unless otherwise specified, the number of employees refers to total employees (full- and part-time, permanent and seasonal) throughout this report.**
Field Dates: October 23, 2017 through November 1, 2017

Online survey of employees in North Carolina representing the North Carolina workforce by size, nature of industry and geographic location of employers as well as by age, income and racial/ethnic diversity of the employee population, aligned to census data and unweighted.

Employee methodology and profile

Employee:  
N=313

Margin of error: + 5.5% in 95 out of 100 cases

Median survey length: 14 min

Employer industry*

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail/Hospitality/Tourism</td>
<td>13%</td>
</tr>
<tr>
<td>Manufacturing/Construction/</td>
<td></td>
</tr>
<tr>
<td>Wholesale/Transportation/Warehousing</td>
<td>16%</td>
</tr>
<tr>
<td>Service/Health care</td>
<td>41%</td>
</tr>
<tr>
<td>Non-profit</td>
<td>3%</td>
</tr>
<tr>
<td>Government</td>
<td>26%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

* Industry abbreviations for the combined categories listed above will be referred to in this report as: Retail, Mfr/Con, Service, Non-prof, Gov.

Total number of employees

<table>
<thead>
<tr>
<th>Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 50 (Net)</td>
<td>23%</td>
</tr>
<tr>
<td>2-4</td>
<td>3%</td>
</tr>
<tr>
<td>5-9</td>
<td>5%</td>
</tr>
<tr>
<td>10-19</td>
<td>6%</td>
</tr>
<tr>
<td>20-49</td>
<td>9%</td>
</tr>
<tr>
<td>50-499 (Net)</td>
<td>22%</td>
</tr>
<tr>
<td>50-99</td>
<td>8%</td>
</tr>
<tr>
<td>100-249</td>
<td>7%</td>
</tr>
<tr>
<td>250-499</td>
<td>8%</td>
</tr>
<tr>
<td>500 or more (Net)</td>
<td>47%</td>
</tr>
<tr>
<td>500-999</td>
<td>8%</td>
</tr>
<tr>
<td>1,000-4,999</td>
<td>12%</td>
</tr>
<tr>
<td>5,000 or more</td>
<td>27%</td>
</tr>
<tr>
<td>Don't know</td>
<td>8%</td>
</tr>
</tbody>
</table>
Employers are at different points on the journey, but most want to make progress—whether adding to core practices or building on them.
Those with more employees, more females or parents in the workforce, and those in the service and government/non-profit industries are more likely to offer these benefits in the next year.

### EMPLOYERS – Very/somewhat likely to offer in the next year

<table>
<thead>
<tr>
<th>Benefit/Policy not offered</th>
<th>Total employees</th>
<th>Industry</th>
<th>% female in workforce</th>
<th>% workforce w/ children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employers Q14. Next I’m going to ask you about some policies, programs and benefits your company or organization does not currently offer. How likely is it you will start offering ITEM in the next year? Would you say very likely, somewhat likely, not very likely, or not at all likely.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Pregnant worker accommodations**: 41% very likely, 32% somewhat likely, 48%A in column (B) 70% in column (C)
- **Flexible work hours or schedules**: 37% very likely, 37% somewhat likely, 34% in column (B) 43% in column (C)
- **Breastfeeding support and accommodations**: 32% very likely, 19% somewhat likely, 46%A in column (B) 57% in column (C)
- **Health Insurance**: 30% very likely, 29% somewhat likely, 38% in column (B) - in column (C)
- **Paid maternity leave**: 23% very likely, 17% somewhat likely, 29% in column (B) 42% in column (C)
- **Paid paternity leave for fathers**: 17% very likely, 15% somewhat likely, 17% in column (B) 23% in column (C)
- **Seminars and workshops on parent-oriented topics**: 17% very likely, 11% somewhat likely, 21%A in column (B) 34%A in column (C)
- **Telecommuting (working from home)**: 16% very likely, 11% somewhat likely, 22%A in column (B) 19% in column (C)
- **Paid adoptive care leave**: 15% very likely, 11% somewhat likely, 36%AB in column (B) 19% in column (C)
- **Backup or emergency dependent care**: 12% very likely, 9% somewhat likely, 13%A in column (B) 24%A in column (C)
- **Subsidized child care**: 11% very likely, 9% somewhat likely, 13% in column (B) 11% in column (C)
- **Child care center on-site**: 8% very likely, 8% somewhat likely, 9% in column (B) 5% in column (C)

Bases vary: Benefit/Policy not offered, Employers [ER] Q14. Next I’m going to ask you about some policies, programs and benefits your company or organization does not currently offer. How likely is it you will start offering [ITEM] in the next year? Would you say very likely, somewhat likely, not very likely, or not at all likely. **A-K notes following percentages in the table indicate a statistically significant difference compared to the column(s) referenced by the note.**
Employers and employees believe family-friendly practices help businesses attract and retain talent—and keep companies strong.
Employees and employers consider retention the greatest advantage of offering family-friendly practices.

**EMPLOYERS** – Greatest advantage to organization

**EMPLOYEES** – Greatest advantage to employer

- Employee retention
  - EMPLOYERS: 35%
  - EMPLOYEES: 34%
- Attract employees
  - EMPLOYERS: 14%
  - EMPLOYEES: 14%
- Increase employee happiness, reduce stress
  - EMPLOYERS: 13%
  - EMPLOYEES: 15%
- Increased productivity
  - EMPLOYERS: 9%
  - EMPLOYEES: 12%
- Decision to offer what employees need, ethical
  - EMPLOYERS: 8%
  - EMPLOYEES: 2%
- Positive workplace, morale
  - EMPLOYERS: 5%
  - EMPLOYEES: 13%
- Care about employees, support health and well-being
  - EMPLOYERS: 5%
  - EMPLOYEES: 12%
- Financial benefit of employer funding
  - EMPLOYERS: 4%
  - EMPLOYEES: 5%
- Good for business overall
  - EMPLOYERS: 3%
  - EMPLOYEES: 3%
- Employee satisfaction, feedback
  - EMPLOYERS: 3%
  - EMPLOYEES: 2%
- Allow balance, flexibility and family time
  - EMPLOYERS: 2%
  - EMPLOYEES: 11%
- Nothing, can’t offer, no need
  - EMPLOYERS: 0%
  - EMPLOYEES: 12%
- Unsure, don’t know
  - EMPLOYERS: 5%
  - EMPLOYEES: 8%

"These policies help to entice a younger, more eager workforce to the company."

"Keeping employees happy keeps them working hard and productive."

A higher percentage of employees compared to employers say **positive workplace and morale, support for employee health and well-being or allowing balance and flexibility for family time** are the greatest advantage of offering family-friendly policies, programs and benefits.

**Base:** Employers (n=308), Employees (n=313)

**Q22.** What do you see as the greatest advantage for your (organization/employer) offering family-friendly policies, programs and benefits?
A majority of employees and employers say that family-friendly practices help retain better employees and improve productivity—and they describe their organization well.

<table>
<thead>
<tr>
<th>Statement</th>
<th>EMPLOYERS</th>
<th>EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is important to our senior management to create a caring and supportive environment for our employees' families.</td>
<td></td>
<td>69%</td>
</tr>
<tr>
<td>It is our responsibility to have policies and programs that help our employees be more productive at work and have a stronger family life at home.</td>
<td></td>
<td>67%</td>
</tr>
<tr>
<td>Offering family-friendly policies and benefits help us attract and retain better employees.</td>
<td></td>
<td>62%</td>
</tr>
<tr>
<td>Our commitment to family-friendly policies and benefits makes us a more attractive choice with our customers and clients.</td>
<td></td>
<td>51%</td>
</tr>
<tr>
<td>We would like to implement more family-friendly policies and benefits, but their cost and the competition in the marketplace prevents us from doing so.</td>
<td></td>
<td>47%</td>
</tr>
<tr>
<td>Investments in family-friendly policies and benefits ultimately help our financial bottom line.</td>
<td></td>
<td>41%</td>
</tr>
<tr>
<td>Offering the minimum in terms of employee benefits helps us employ more people while providing greater value to our customers.</td>
<td></td>
<td>38%</td>
</tr>
<tr>
<td>If other businesses aren't offering family-friendly policies and benefits, it makes it difficult for us to offer them and still remain competitive in the marketplace.</td>
<td></td>
<td>32%</td>
</tr>
<tr>
<td>Money spent on family-friendly policies and benefits is a cost that ultimately hurts our bottom line.</td>
<td></td>
<td>27%</td>
</tr>
</tbody>
</table>

Base: Employers (n=308), Employees (n=313)

[ER] Q23. I’m going to read some short statements related to policies, programs and benefits. As I read each, would you please tell me how well it describes your organization using a five-point scale where one means it does not describe your organization at all and five means it describes your organization very well.

[EE/C] Q23. How well do the following statements describe your employer?
Businesses see family-friendly practices as being just as good for employers as for employees—taking care of human capital creates capital.
The majority of employers (particularly large employers) see family-friendly practices as having a positive impact in and beyond their organization.

**Among employers:**
- Caring about the well-being of employees and offering what they need are the leading reasons employers say benefits have a positive impact on families.
- Larger/high-revenue, service/non-profit/government and employers with more than a quarter female employees are more apt to assign positive impact in and beyond their organization.

**Among employees:**
- More than two-thirds of employees say the impact of these programs is positive on them and their family.
- Full-time employees and those in organizations with more than 50 full-time employees are more likely to note positive impacts, particularly beyond self and family benefits.
- African American employees are more likely than Caucasian employees to say the family-friendly policies and programs have a positive impact personally and outside their organization.

**Key similarity:**
- The majority of both employers and employees say the impact of family-friendly policies is positive for employees and families, the organization and industry, as well as the community, state of North Carolina and its citizens.
Employers and employees generally agree that their organization has a positive outlook on family-friendly practices.

**Among employers:**
- Nearly seven in 10 employers believe that their senior management considers it important to create a caring and supportive environment for families.

**Among employees:**
- About nine in 10 employees agree that family-friendly benefits give competitive advantage; and that employers should care and take responsibility to help employees.

**Key similarity:**
- Employers and employees both tend to be more positive of their organizations’ mindset toward family-friendly policies, programs and benefits than negative.

**Key difference:**
- Employers are more likely to agree that management should create a caring and supportive environment and take responsibility for these offerings than employees.
Employees focus most on salaries and traditional benefits, but welcome more family-friendly practices.
Employees agree that family-friendly benefits make the workplace more welcoming, but also that they are more concerned about other aspects of their job.

**EMPLOYEES completely/somewhat agree with statements**

- Family-friendly benefits and policies make the workplace more welcoming for all employees. *(88%)*
- I am more concerned about other aspects of my employment (such as hourly wage or salary, job duties, promotional opportunities, etc.) than I am about family-friendly policies, programs and benefits. *(77%)*
- I would switch jobs if another employer offered better family-friendly policies and benefits. *(51%)*
- Some employees abuse family-friendly benefits and policies that are offered. *(55%)*
- Family-friendly benefits and policies are the main reason I choose to work for my employer. *(35%)*
- I don't need to take advantage of family-friendly benefits and policies so they are not very important to me personally. *(37%)*
  - Males more likely to disagree *(68% vs. Females 56%)*
- Family-friendly benefits and policies are not fair because not all employees utilize them. *(35%)*

Base: Employees (n=313)
Q9.2. Next please indicate how much you personally disagree or agree with each statement.
Most have a limited definition of family-friendly practices—the focus is on health care, paid time off and retirement savings.
Top-of-mind family-friendly practices are medical, dental and vision insurance along with retirement savings and paid time off—for both employers and employees.

Not surprisingly, a greater percentage of employers are able to articulate policies, programs and benefits, unaided, than employees

**Unaided (top-of-mind) responses**

**EMPLOYERS – unaided: open ended**

- Health insurance: 67%
- Dental insurance: 47%
- Life insurance: 35%
- Retirement savings plans: 29%
- Vision insurance: 28%
- Paid time off (PTO) policy: 20%
- Short-term disability: 19%
- Paid holidays: 19%
- Vacation time: 19%
- Long-term disability: 17%
- Paid sick time: 15%
- Family Medical Leave Act (FMLA): 12%
- Flexible work hours or schedules: 9%
- Maternity leave: 8%
- Unpaid sick time: 7%

**Unaided (top-of-mind) responses**

**EMPLOYEES – unaided: give top three**

- Health insurance: 40%
- Paid time off: 21%
- Dental insurance: 11%
- Retirement savings/Pension/401(K): 11%
- Flexible work hours or schedule: 9%
- Vision insurance: 6%
- Insurance (unspecified): 6%
- Maternity leave: 6%
- Sick leave: 5%
- Life insurance: 4%
- Family Medical Leave Act (FMLA): 4%
- Employee discounts: 4%
- Paternity leave: 3%
- Community service leave benefit: 3%
- Telecommuting: 3%

*Base: Employers (n=308), Employees (n=313)*

Q8. Please think about all of your [organization’s/employer’s] current employee policies, programs and benefits especially those you would characterize as “family-friendly” meaning they support families. [ER] Please tell me all of the policies, programs and benefits your organization provides that are “family-friendly.” Any others? [EE/C] Please enter the top three policies, programs and benefits your employer provides that are “family-friendly.”
Deepen family-friendly practices where employees are and employers can be: paid time off and flexible scheduling—both of which are practices that reach everyone.
Eight in 10 employees rate flexible work hours or schedules as important; and, employees are more likely than employers to view all of the practices as important.

Importance of offerings – Top 2 box

<table>
<thead>
<tr>
<th>Offering</th>
<th>Employers</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible work hours or schedules</td>
<td>54%</td>
<td>85%</td>
</tr>
<tr>
<td>Paid maternity leave</td>
<td>49%</td>
<td>62%</td>
</tr>
<tr>
<td>Breastfeeding support and accommodations</td>
<td>44%</td>
<td>47%</td>
</tr>
<tr>
<td>Paid paternity leave for fathers</td>
<td>37%</td>
<td>58%</td>
</tr>
<tr>
<td>Subsidized child care</td>
<td>30%</td>
<td>55%</td>
</tr>
</tbody>
</table>

Base: Employers (n=308), Employees (n=313)
Q19. How important would you say it is (to that your employer) expand the following policies or programs compared to other initiatives (you have as an employer/for the organization) such as capital investments, expansion efforts and so on? Would you say very important, somewhat important, not very important, or not important at all?
Family leave, child care and breastfeeding are attractive to the future workforce: employees with young families who tend to be more stable will stick with companies that support them.
Younger employees, parents of young children and those who hold less tenure are more apt to assign importance to the following family-friendly practices.

Importance of offerings – Top 2 box

<table>
<thead>
<tr>
<th></th>
<th>Employee age</th>
<th>Children age 0-8 in household</th>
<th>Time at job</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt;35 (A)</td>
<td>35-44 (B)</td>
<td>45-54 (C)</td>
</tr>
<tr>
<td>Flexible work hours or schedules</td>
<td>85%</td>
<td>90%</td>
<td>86%</td>
</tr>
<tr>
<td>Paid maternity leave</td>
<td>62%</td>
<td>70%C</td>
<td>68%C</td>
</tr>
<tr>
<td>Paid paternity leave</td>
<td>58%</td>
<td>68%CD</td>
<td>65%CD</td>
</tr>
<tr>
<td>Subsidized child care</td>
<td>55%</td>
<td>63%C</td>
<td>64%C</td>
</tr>
<tr>
<td>Breastfeeding support and accommodations</td>
<td>47%</td>
<td>54%CD</td>
<td>56%CD</td>
</tr>
</tbody>
</table>

**Base:** Employees (n=313)

Q19. How important would you say it is that your employer expand the following policies or programs compared to other initiatives for the organization such as capital investments, expansion efforts and so on?

*A-H notes following percentages in the table indicate a statistically significant difference compared to the column(s) referenced by the note.*
When implementing family-friendly practices that reach the few and the young, make it clear to all employees that attracting and retaining stable, family-oriented, younger employees will help overall profitability and growth.
Employers and employees agree that cost of practices and need among employees can be common barriers to implementation.

Most common barriers limiting offerings

<table>
<thead>
<tr>
<th>Barriers</th>
<th>Employers</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of implementing/can't afford it</td>
<td>8%</td>
<td>36%</td>
</tr>
<tr>
<td>Lack of support from upper management</td>
<td>6%</td>
<td>19%</td>
</tr>
<tr>
<td>Amount of effort to implement and maintain</td>
<td>5%</td>
<td>15%</td>
</tr>
<tr>
<td>Amount of time to implement and maintain</td>
<td>7%</td>
<td>18%</td>
</tr>
<tr>
<td>Most of our employees don’t need/wouldn’t use</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Do not have technology or infrastructure to implement</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>DK/refused</td>
<td>2%</td>
<td>9%</td>
</tr>
<tr>
<td>None</td>
<td>9%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Employees are more likely than employers to say lack of support from upper management and effort and time to implement/maintain are the most common barriers limiting the ability to offer more family-friendly policies, programs and benefits than currently are available.

Base: Employers (n=308), Employees (n=313)
Q17. What do you believe are the barriers most commonly limiting your [organization’s/employer’s] ability to offer more family-friendly policies, programs and benefits than it already does?
As businesses compete for attracting and keeping talent, family-friendly workplaces can provide a competitive edge.
Employers with more than 500 employees and parents of young children are among those most likely to consider the impact of family-friendly practices positive overall.

Positive impact – Top 2 box

<table>
<thead>
<tr>
<th></th>
<th>Total employees</th>
<th>% employees w/ kids age 0-8</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2-49 (A)</td>
<td>50-499 (B)</td>
</tr>
<tr>
<td>Your employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>64%</td>
<td>85%A</td>
</tr>
<tr>
<td>Your employees' families</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>61%</td>
<td>77%A</td>
</tr>
<tr>
<td>Your organization or company</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>59%</td>
<td>82%A</td>
</tr>
<tr>
<td>Your industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>49%</td>
<td>68%A</td>
</tr>
<tr>
<td>The community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>56%</td>
<td>72%A</td>
</tr>
<tr>
<td>The state of North Carolina</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>54%</td>
<td>62%</td>
</tr>
<tr>
<td>Current citizens of North Carolina</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53%</td>
<td>62%</td>
</tr>
<tr>
<td>Future citizens of North Carolina</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>55%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Base: Employers (n=308)
Q20. Overall, how much impact would you say family-friendly policies, programs and benefits have on each of the following?
Would you say a very positive impact, somewhat positive impact, no impact, somewhat negative impact, or very negative impact?
A-E notes following percentages in the table indicate a statistically significant difference compared to the column referenced by the note.
More than half of employees are satisfied with their employer’s offerings; and, nearly three in four would be more committed to their employer if they offered more.

EMPLOYEES

**Satisfaction with offerings**

- 51% Satisfied (6, 7)
- 36% Neutral (3-5)
- 9% Dissatisfied (1,2)
- 4% Not sure

**Effect on commitment to employer if offered**

- 45% Much more committed
- 28% Somewhat more committed
- 20% Have no effect
- 7% Not sure

- **Satisfied**: More likely for employees age 55-65 (70% vs. <35: 45%, 35-44: 47%, 45-54: 52%)
- **Neutral**: More likely for those employed less than six years (42% vs. six or more years employed 29%)
- **Dissatisfied**: More likely for employees with children in the household (14% vs. those without: 6%)
- **Much more committed**: More likely among those with income under $50K (53% vs. $100K+: 30%) and those at their job 5 years or less (51% vs. >5 years: 38%); less likely among those in the western regions (31% vs. central: 48%, east: 53%)
- **Somewhat more committed**: More likely among college grads (36% vs. no degree: 18%)

Base: Employees (n=313)

Q8.1. How satisfied are you with the family-friendly policies, programs and benefits your employer currently offers?
Q9.1. If your employer were to offer the additional family-friendly policies, programs or benefits you listed above, how would it affect your commitment to your employer?
Discussion