

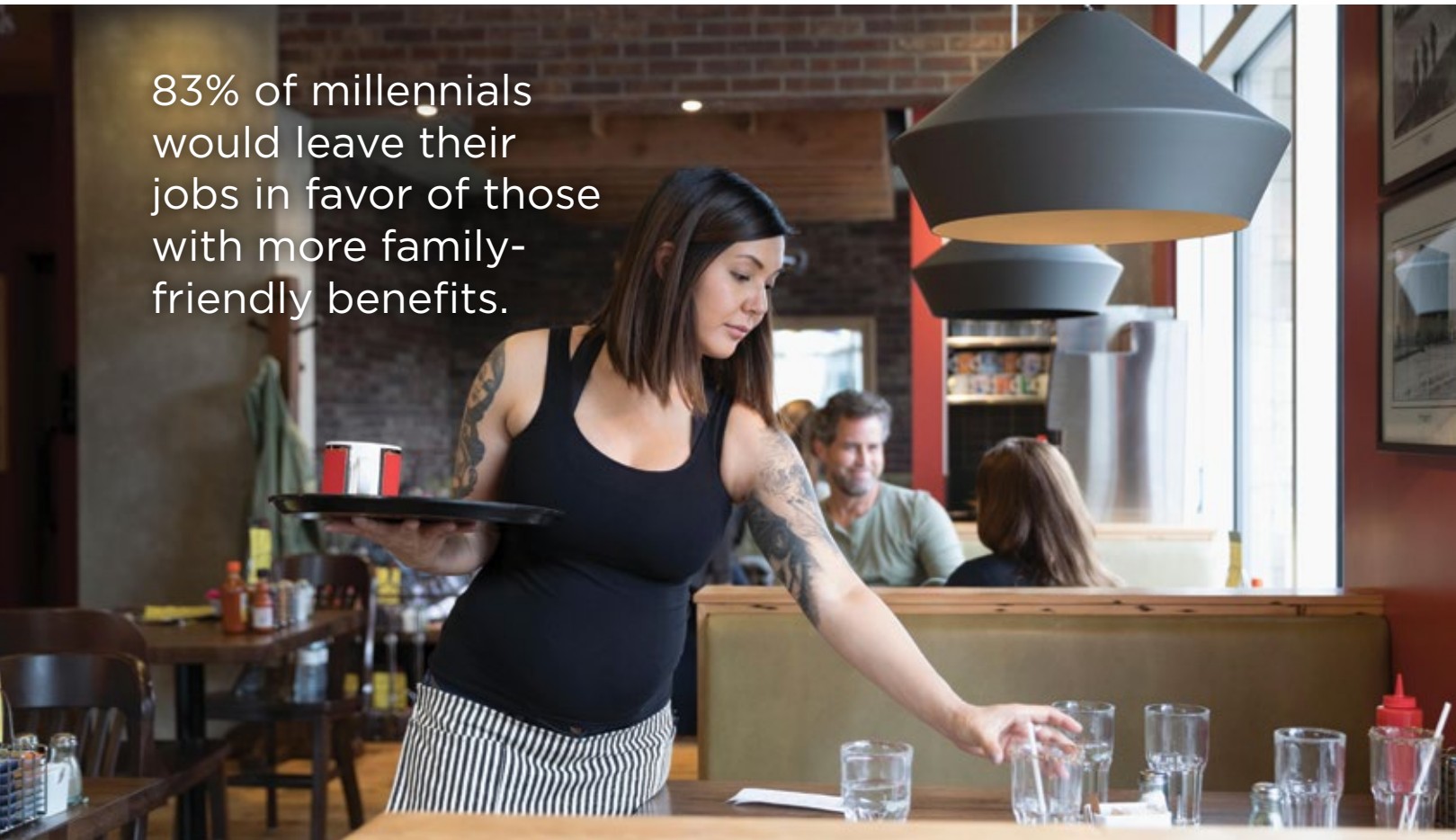
**Business Smart.**  
**Family Friendly.**  
**Future Ready.**



# The Research Basis for Family-Friendly Workplaces

Family Forward NC is an innovative business initiative designed to improve children's health and well-being and ensure our state's business climate is competitive. It is business-led change to increase access to family-forward workplaces partnering with small, medium and large businesses to identify and implement policies that will generate long-term benefits.

83% of millennials would leave their jobs in favor of those with more family-friendly benefits.



## Business Smart.

Family-friendly workplaces provide a competitive advantage in attracting and retaining talent, increasing productivity and employee satisfaction, and reducing absenteeism.

## Family Friendly.

Increasingly, working parents consider family-friendly offerings a priority when it comes to choosing or staying in a job. In fact, 83 percent of millennials would leave their jobs in favor of those with more family-friendly benefits. Workplaces that support parents have a direct impact on their children's health, well-being and future academic and career achievement.

## Future Ready.

North Carolina faces a growing skills gap. By 2020, 67 percent of jobs in the state will require some post-secondary education. Family-friendly business policies help children build a strong foundation for future academic and career success through improved access to high-quality health care, education, and family economic security. These benefits all come back to business by building a strong future workforce.

**Family-friendly workplaces provide an immediate payoff and long-term gains. Promoting family-friendly practices that are within reach of all North Carolina businesses is a win-win.**

This fact sheet lays out the research base for family-forward workplace policies, including leave, flexible work, accommodations, and benefits. Working definitions are provided for each policy, along with research-based outcomes for young children, for parents and families, and for employers. Sources are listed.

*Family Forward NC is an initiative of the North Carolina Early Childhood Foundation supported by Blue Cross and Blue Shield of North Carolina as the founding sponsor.*

# Leave Policies

POLICY/PRACTICE AND DEFINITION	RESULTS FOR EMPLOYERS	RESULTS FOR CHILDREN/FAMILIES		
<p><b>Maternity/Paternity Leave</b></p> <p>Maternity/Paternity leave is paid leave for the birth, adoption, or acceptance of the foster placement of a child.</p>	<ul style="list-style-type: none"> <li>Increases or does not decrease productivity</li> <li>Improves recruitment</li> <li>New mothers more likely to come back to work (and to same employer) and stay employed</li> <li>New fathers more likely to stay employed</li> <li>Reduces turnover costs through increased retention</li> <li>Improves morale and job satisfaction</li> </ul>	<table border="0"> <tr> <td data-bbox="1588 399 2209 895"> <p>Children</p> <ul style="list-style-type: none"> <li>Increases birthweight</li> <li>Reduces infant mortality</li> <li>Improves health care</li> <li>Increases well-baby care</li> <li>Increases immunization rates</li> <li>Supports child development</li> <li>Increases educational attainment</li> <li>Increases IQ</li> <li>Increases test scores</li> <li>Reduces behavioral/mental health problems</li> <li>Improves regular school attendance</li> <li>Reduces teen pregnancy rates</li> <li>Increases wages as adults</li> </ul> </td> <td data-bbox="2209 399 2937 895"> <p>Parents/Family</p> <ul style="list-style-type: none"> <li>Improves family incomes</li> <li>Increases initiation and length of breastfeeding</li> <li>Decreases maternal depression and stress</li> <li>Increases paternal engagement in caregiving</li> <li>Increases job satisfaction</li> <li>Builds healthier parent-child relationships</li> <li>Reduces wage gap between women and men</li> <li>Reduces wage gap between mothers and childless women</li> <li>Reduces stigma of taking maternity leave</li> <li>Increases gender equality and increases women's advancement at work</li> </ul> </td> </tr> </table>	<p>Children</p> <ul style="list-style-type: none"> <li>Increases birthweight</li> <li>Reduces infant mortality</li> <li>Improves health care</li> <li>Increases well-baby care</li> <li>Increases immunization rates</li> <li>Supports child development</li> <li>Increases educational attainment</li> <li>Increases IQ</li> <li>Increases test scores</li> <li>Reduces behavioral/mental health problems</li> <li>Improves regular school attendance</li> <li>Reduces teen pregnancy rates</li> <li>Increases wages as adults</li> </ul>	<p>Parents/Family</p> <ul style="list-style-type: none"> <li>Improves family incomes</li> <li>Increases initiation and length of breastfeeding</li> <li>Decreases maternal depression and stress</li> <li>Increases paternal engagement in caregiving</li> <li>Increases job satisfaction</li> <li>Builds healthier parent-child relationships</li> <li>Reduces wage gap between women and men</li> <li>Reduces wage gap between mothers and childless women</li> <li>Reduces stigma of taking maternity leave</li> <li>Increases gender equality and increases women's advancement at work</li> </ul>
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<p><b>Family Medical Leave</b></p> <p>Family Medical Leave is paid leave to take care of a child with a long-term illness or for an employee's own chronic or temporary medical issue.</p>	<ul style="list-style-type: none"> <li>Increases productivity</li> <li>Does not lower profits or harm employment</li> <li>Increases retention, reducing turnover costs</li> <li>Reduces employee absenteeism</li> <li>Provides healthier work environment</li> <li>Reduces health care costs</li> <li>Workers recover from temporary disability, illness or injury more quickly and are less likely to relapse or be re-injured</li> <li>Reduces likelihood of dangerous injury or death on the job</li> <li>Increases loyalty</li> </ul>	<table border="0"> <tr> <td data-bbox="1588 951 2209 1050"> <p>Children</p> <ul style="list-style-type: none"> <li>Encourages use of preventative health care</li> </ul> </td> <td data-bbox="2209 951 2937 1151"> <p>Parents/Family</p> <ul style="list-style-type: none"> <li>Encourages use of preventative health care</li> <li>Workers recover from temporary disability, illness or injury more quickly</li> <li>Reduces financial strain from chronic illness or injury.</li> </ul> </td> </tr> </table>	<p>Children</p> <ul style="list-style-type: none"> <li>Encourages use of preventative health care</li> </ul>	<p>Parents/Family</p> <ul style="list-style-type: none"> <li>Encourages use of preventative health care</li> <li>Workers recover from temporary disability, illness or injury more quickly</li> <li>Reduces financial strain from chronic illness or injury.</li> </ul>
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<p><b>Parental Leave</b></p> <p>Parental Leave is short-term paid leave that allows a parent to take an afternoon or a day off to pick up a sick child at school or tend to one at home, attend a school performance or athletic event, or otherwise minister to a child's needs.</p>	<ul style="list-style-type: none"> <li>Improves productivity</li> <li>Increases retention</li> <li>Reduces complaints of discrimination towards employees with caregiving responsibilities</li> <li>Improves workplace climate</li> </ul>	<table border="0"> <tr> <td data-bbox="1588 1405 2209 1705"> <p>Children</p> <ul style="list-style-type: none"> <li>Improves regular school attendance</li> <li>Improves grades and test scores</li> <li>Reduces behavioral/mental health problems</li> <li>Earlier identification of learning problems</li> <li>Improves likelihood of high school graduation</li> <li>Improves likelihood of attending college</li> </ul> </td> <td data-bbox="2209 1405 2937 1534"> <p>Parents/Family</p> <ul style="list-style-type: none"> <li>Decreases stress</li> <li>Increases engagement in children's education</li> </ul> </td> </tr> </table>	<p>Children</p> <ul style="list-style-type: none"> <li>Improves regular school attendance</li> <li>Improves grades and test scores</li> <li>Reduces behavioral/mental health problems</li> <li>Earlier identification of learning problems</li> <li>Improves likelihood of high school graduation</li> <li>Improves likelihood of attending college</li> </ul>	<p>Parents/Family</p> <ul style="list-style-type: none"> <li>Decreases stress</li> <li>Increases engagement in children's education</li> </ul>
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# Flexible Work

POLICY/PRACTICE AND DEFINITION	RESULTS FOR EMPLOYERS	RESULTS FOR CHILDREN/FAMILIES
<p><b>Flextime</b></p> <p>A flexible work schedule allows employees to choose when they work, as long as they put in their hours every week.</p>	<ul style="list-style-type: none"> <li>Increases productivity</li> <li>Improves the bottom line</li> <li>Improves recruitment</li> <li>Increases retention, reducing turnover costs</li> <li>Reduces employee absenteeism</li> <li>Improves relationships with co-workers</li> <li>Increases morale, loyalty, commitment</li> <li>Increases overall job satisfaction</li> </ul>	<p>Children</p> <ul style="list-style-type: none"> <li>Improves physical and social-emotional health, through parental stress reduction</li> <li>Reduces obesity</li> <li>Improves education, through increased parental engagement</li> </ul> <p>Parents/Family</p> <ul style="list-style-type: none"> <li>Improves health</li> <li>Increases happiness and job satisfaction</li> <li>Reduces stress</li> <li>Allows employees to care for sick or elderly family members</li> <li>Improves family economic security</li> </ul>
<p><b>Working from Home/Telecommuting</b></p> <p>Telecommuting allows employees to work from home or some other remote site some or all of the time.</p>	<ul style="list-style-type: none"> <li>Increases productivity</li> <li>Reduces real estate and overhead costs</li> <li>Increases net worth</li> <li>Increases retention, reducing turnover costs</li> <li>Increases employee loyalty</li> <li>Employees can work more hours before experiencing work/family conflict</li> <li>Reduces employee absenteeism</li> <li>Saves money during emergencies and weather-related disruptions</li> </ul>	<p>Parents/Family</p> <ul style="list-style-type: none"> <li>Saves employees time</li> <li>Increases job satisfaction</li> <li>Reduces reports of physical and mental fatigue</li> <li>Offers large benefits for disabled or temporarily disabled workers</li> </ul>
<p><b>Job Sharing and/or Part Time Work temporary or permanent</b></p> <p>In a job share, two or more employees may share a single position, each working a fraction of the necessary time. Job sharing allows employees to hold a position and still have time to spend with children, or take care of other family responsibilities.</p> <p>A full-time employee might be allowed to shift to part-time—either as part of a job share, or simply as a reduction in working hours—and still continue in the same position.</p>	<ul style="list-style-type: none"> <li>Increases productivity</li> <li>Increases net worth</li> <li>Increases retention, reducing turnover costs</li> <li>Increases job satisfaction</li> </ul>	<p>Parents/Family</p> <ul style="list-style-type: none"> <li>Increases job satisfaction</li> <li>Provides more time to meet family needs</li> </ul>
<p><b>Predictable Scheduling</b></p> <p>Predictable scheduling involves ensuring that employees have some control over their scheduled working hours, not changing work schedules without employees' consent, and/or giving employees advanced warning about changes to their work schedules.</p>	<ul style="list-style-type: none"> <li>Increases productivity</li> <li>Increases retention, reducing turnover costs</li> <li>Reduces employee absenteeism</li> <li>Increases morale, loyalty, commitment</li> </ul>	<p>Children</p> <ul style="list-style-type: none"> <li>Reduces stress on children</li> <li>Reduces behavior problems</li> <li>Impacts cognitive development in language and math</li> </ul> <p>Parents/Family</p> <ul style="list-style-type: none"> <li>Allows employees to plan for child care, school activities, health care visits, and transportation</li> <li>Allows employees to care for sick or elderly family members</li> <li>Increases family economic security, due to predictable pay</li> </ul>

# Accommodations

POLICY/PRACTICE AND DEFINITION	RESULTS FOR EMPLOYERS	RESULTS FOR CHILDREN/FAMILIES
<p><b>Support for Breastfeeding Mothers</b></p> <p>This could include writing corporate policies to support breastfeeding women; teaching employees about breastfeeding; providing designated private space for breastfeeding or pumping; allowing flexible scheduling during work; giving mothers options for returning to work, such as teleworking, part-time work, and extended maternity leave; providing on-site or near-site child care; providing high-quality breast pumps; and offering professional lactation management services and support.</p>	<ul style="list-style-type: none"> <li>Increases retention, reducing turnover costs</li> <li>Lowers health care and insurance costs</li> <li>Reduces employee absenteeism</li> <li>Allows for a quicker return to work after baby's birth</li> <li>Improves public relations</li> </ul>	<p><b>Children</b></p> <ul style="list-style-type: none"> <li>Reduces infant mortality</li> <li>Breastfeeding lowers child's risk of ear infections, respiratory infections, diarrhea, dermatitis, gastrointestinal disorders, asthma (young children), obesity, types 1 and 2 diabetes</li> <li>Increases parent-child bonding</li> <li>May increase IQ</li> <li>Reduces doctor and hospital visits</li> </ul> <p><b>Parents/Family</b></p> <ul style="list-style-type: none"> <li>Breastfeeding lowers mother's risk of: bleeding, weight gain, maternal postpartum depression, cancers (breast, ovarian, endometrial), type 2 diabetes, osteoporosis</li> <li>Improves family economic security</li> </ul>
<p><b>Babies at Work</b></p> <p>A Babies at Work program allows parents to bring infants to work with them—generally up to about six months of age or crawling.</p>	<ul style="list-style-type: none"> <li>Increases productivity</li> <li>Lowers health care costs from increased breastfeeding rates</li> <li>Improves recruitment</li> <li>Increases retention, reducing turnover costs</li> <li>Allows for a quicker return to work after baby's birth</li> <li>Increases customer loyalty</li> <li>Increases positive publicity</li> <li>Improves morale</li> <li>Increases teamwork and collaboration</li> </ul>	<p><b>Children</b></p> <ul style="list-style-type: none"> <li>Facilitates better socialized babies</li> <li>Increases parent-child bonding</li> <li>Provides health benefits of breastfeeding</li> </ul> <p><b>Parents/Family</b></p> <ul style="list-style-type: none"> <li>Lowers child care costs</li> <li>Improves family economic security</li> <li>Creates social network/support for parents</li> <li>Reduces stress</li> <li>Provides more options for women</li> <li>Facilitates easier breastfeeding</li> <li>Enables working fathers to be more involved with their babies</li> <li>Facilitates happier babies and parents</li> </ul>
<p><b>Pregnant Worker Accommodations</b></p> <p>Pregnant worker accommodations are work adjustments that allow pregnant women to do their jobs safely, without jeopardizing their health or the health of their babies.</p>	<ul style="list-style-type: none"> <li>Increases productivity</li> <li>Provides benefit to employee at no- or low-cost to employer</li> <li>Improves recruitment</li> <li>Increases retention, reducing turnover costs</li> <li>Reduces employee absenteeism</li> <li>Reduces health care costs</li> <li>Reduces litigation costs</li> <li>Increases diversity</li> <li>Increases safety</li> <li>Increases employee commitment and satisfaction</li> </ul>	<p><b>Children</b></p> <ul style="list-style-type: none"> <li>Improves unborn baby's health and safety, including lower risk of preterm birth and low birthweight</li> </ul> <p><b>Parents/Family</b></p> <ul style="list-style-type: none"> <li>Improves mother's health and safety</li> <li>Improves family economic security</li> </ul>

# Benefits

POLICY/PRACTICE AND DEFINITION	RESULTS FOR EMPLOYERS	RESULTS FOR CHILDREN/FAMILIES
<p><b>Health Benefits</b></p> <p>Health benefits can include health and dental insurance, as well as on-site wellness centers, on-site fitness centers, subsidies for joining a gym, and/or health- and fitness-oriented programs for employees' children or spouses.</p>	<ul style="list-style-type: none"> <li>• Reduces payroll taxes and workers' compensation premiums, and employer contributions are tax-deductible</li> <li>• Improves recruitment</li> <li>• Increases retention, reducing turnover costs</li> </ul>	<p>Children</p> <ul style="list-style-type: none"> <li>• Improves health, through increased access to health care, including primary care, dental care, needed healthcare services, mental health care, prescriptions, preventive care, treatment for chronic conditions, prenatal care (for mothers)</li> </ul> <p>Parents/Family</p> <ul style="list-style-type: none"> <li>• Improves health, through increased access to health care, including greater access to primary care, preventive screenings, ambulatory care, prescription medications and chronic disease care; greater medication adherence; and higher rates of diagnosis</li> <li>• Reduces depression</li> <li>• Improves self-reported health</li> <li>• Improves family economic security</li> </ul>
<p><b>Flexible Spending Accounts (FSA)</b></p> <p>A Health Flexible Spending Account is a pre-tax benefit account employees put money into that can be used to pay for certain out-of-pocket health care costs, tax-free.</p> <p>A Dependent Care FSA (DCFSA) is a pre-tax benefit account used to pay for eligible dependent care services, such as preschool, summer day camp, before or after school programs, and child care.</p>	<ul style="list-style-type: none"> <li>• Increases productivity</li> <li>• Reduces payroll taxes</li> <li>• Improves recruitment</li> <li>• Increases retention, reducing turnover costs</li> <li>• Eases administration</li> <li>• Improves morale</li> </ul>	<p>Children and Parents/Family</p> <ul style="list-style-type: none"> <li>• Health FSAs have similar employee and family outcomes to health insurance (see above)</li> <li>• Dependent Care FSAs have similar employee and family outcomes to subsidized or reimbursed child care (see below)</li> <li>• Improves family economic security, through reduced out-of-pocket medical costs from using pre-tax dollars</li> </ul>
<p><b>Backup/Emergency Child Care</b></p> <p>Backup and emergency child care programs are offered either in centers or in-home, and allow employees to continue working despite temporary disruptions in normal caregiving arrangements. Employers can negotiate rates with local child care facilities.</p>	<ul style="list-style-type: none"> <li>• Increases productivity, including working outside official job responsibilities</li> <li>• Improves recruitment</li> <li>• Increases retention, reducing turnover costs</li> <li>• Reduces employee absenteeism</li> <li>• Reduces "fill-in" costs</li> </ul>	<p>Children and Parents/Family</p> <ul style="list-style-type: none"> <li>• Reduces stress</li> <li>• Improves work/life balance</li> </ul>

# Benefits *continued*

POLICY/PRACTICE AND DEFINITION	RESULTS FOR EMPLOYERS	RESULTS FOR CHILDREN/FAMILIES
<p><b>Child Care Onsite</b></p> <p>Child care onsite takes place in facilities where parents are on the premises, like at their place of employment.</p>	<ul style="list-style-type: none"> <li>Increases retention, reducing turnover costs</li> <li>Allows tax credit of up to 25% of facility expenditures, plus 10% of any resource and referral expenditures, up to \$150,000 in a calendar year; business expense tax deductions for remaining child care facility expenses</li> <li>Improves employee performance and reduces absenteeism compared to when using off-site child care</li> <li>Increases employment of women</li> <li>Increases employee loyalty</li> </ul>	<p>Children</p> <ul style="list-style-type: none"> <li>Improves health</li> <li>Improves education</li> </ul> <p>Parents/Family</p> <ul style="list-style-type: none"> <li>Saves employees time</li> <li>Highly ranked as a benefit</li> </ul>
<p><b>Subsidized or Reimbursed Child Care</b></p> <p>An employer can subsidize employees' child care, paying all or some part of approved arrangements and/or reserving slots at particular facilities for employees' children. Employers can contribute up to \$5,000 to the cost of each employee's child care without the subsidy being added to the employee's taxable income.</p>	<ul style="list-style-type: none"> <li>Increases retention, reducing turnover costs</li> <li>Reduces employee tardiness and absenteeism</li> <li>Increases employment of women</li> <li>Increases employee loyalty</li> </ul>	<p>Children</p> <ul style="list-style-type: none"> <li>Improves health</li> <li>Improves education</li> </ul> <p>Parents/Family</p> <ul style="list-style-type: none"> <li>Improves family economic security</li> <li>Provides an option for summer care for school-aged children</li> </ul>

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