Business Smart.
Family Friendly.
Future Ready.
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.

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

<table>
<thead>
<tr>
<th>POLICY/PRACTICE AND DEFINITION</th>
<th>RESULTS FOR EMPLOYERS</th>
<th>RESULTS FOR CHILDREN/FAMILIES</th>
</tr>
</thead>
</table>
| **Maternity/Paternity Leave**  | • Increases or does not decrease productivity  
                                 • Improves recruitment  
                                 • New mothers more likely to come back to work (and to same employer) and stay employed  
                                 • New fathers more likely to stay employed  
                                 • Reduces turnover costs through increased retention  
                                 • Improves morale and job satisfaction  
                                 | **Children**  
                                 • Increases birthweight  
                                 • Reduces infant mortality  
                                 • Improves health care  
                                 • Increases well-baby care  
                                 • Increases immunization rates  
                                 • Supports child development  
                                 • Increases educational attainment  
                                 • Increases IQ  
                                 • Increases test scores  
                                 • Reduces behavioral/mental health problems  
                                 • Improves regular school attendance  
                                 • Reduces teen pregnancy rates  
                                 • Increases wages as adults  
                                 | **Parents/Family**  
                                 • Improves family incomes  
                                 • Increases initiation and length of breastfeeding  
                                 • Decreases maternal depression and stress  
                                 • Increases paternal engagement in caregiving  
                                 • Increases job satisfaction  
                                 • Builds healthier parent-child relationships  
                                 • Reduces wage gap between women and men  
                                 • Reduces wage gap between mothers and childless women  
                                 • Reduces stigma of taking maternity leave  
                                 • Increases gender equality and increases women’s advancement at work  |
| **Family Medical Leave**       | • Increases productivity  
                                 • Does not lower profits or harm employment  
                                 • Increases retention, reducing turnover costs  
                                 • Reduces employee absenteeism  
                                 • Provides healthier work environment  
                                 • Reduces health care costs  
                                 • Workers recover from temporary disability, illness or injury more quickly and are less likely to relapse or be re-injured  
                                 • Reduces likelihood of dangerous injury or death on the job  
                                 • Increases loyalty  
                                 | **Children**  
                                 • Encourages use of preventative health care  
                                 | **Parents/Family**  
                                 • Encourages use of preventative health care  
                                 • Workers recover from temporary disability, illness or injury more quickly  
                                 • Reduces financial strain from chronic illness or injury.  |
| **Parental Leave**             | • Improves productivity  
                                 • Increases retention  
                                 • Reduces complaints of discrimination towards employees with caregiving responsibilities  
                                 • Improves workplace climate  
                                 | **Children**  
                                 • Improves regular school attendance  
                                 • Improves grades and test scores  
                                 • Reduces behavioral/mental health problems  
                                 • Earlier identification of learning problems  
                                 • Improves likelihood of high school graduation  
                                 • Improves likelihood of attending college  
                                 | **Parents/Family**  
                                 • Decreases stress  
                                 • Increases engagement in children’s education  |
## Flexible Work

<table>
<thead>
<tr>
<th>POLICY/PRACTICE AND DEFINITION</th>
<th>RESULTS FOR EMPLOYERS</th>
<th>RESULTS FOR CHILDREN/FAMILIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Flextime</strong></td>
<td>• Increases productivity • Improves the bottom line • Improves recruitment • Increases retention, reducing turnover costs • Reduces employee absenteeism • Improves relationships with co-workers • Increases morale, loyalty, commitment • Increases overall job satisfaction</td>
<td>Children • Improves physical and social-emotional health, through parental stress reduction • Reduces obesity • Improves education, through increased parental engagement</td>
</tr>
<tr>
<td><strong>Working from Home/Telecommuting</strong></td>
<td>• Increases productivity • Reduces real estate and overhead costs • Increases net worth • Increases retention, reducing turnover costs • Increases employee loyalty • Employees can work more hours before experiencing work/family conflict • Reduces employee absenteeism • Saves money during emergencies and weather-related disruptions</td>
<td>Parents/Family • Saves employees time • Increases job satisfaction • Reduces reports of physical and mental fatigue • Offers large benefits for disabled or temporarily disabled workers</td>
</tr>
<tr>
<td><strong>Job Sharing and/or Part Time Work</strong></td>
<td>• Increases productivity • Increases net worth • Increases retention, reducing turnover costs • Increases job satisfaction</td>
<td>Parents/Family • Increases job satisfaction • Provides more time to meet family needs</td>
</tr>
<tr>
<td><strong>Predictable Scheduling</strong></td>
<td>• Increases productivity • Increases retention, reducing turnover costs • Reduces employee absenteeism • Increases morale, loyalty, commitment</td>
<td>Children • Reduces stress on children • Reduces behavior problems • Impacts cognitive development in language and math</td>
</tr>
</tbody>
</table>
### Support for Breastfeeding Mothers

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.

<table>
<thead>
<tr>
<th>POLICY/PRACTICE AND DEFINITION</th>
<th>RESULTS FOR EMPLOYERS</th>
<th>RESULTS FOR CHILDREN/FAMILIES</th>
</tr>
</thead>
</table>
| **Support for Breastfeeding Mothers** | • Increases retention, reducing turnover costs  
• Lowers health care and insurance costs  
• Reduces employee absenteeism  
• Allows for a quicker return to work after baby’s birth  
• Improves public relations | **Children**  
• Reduces infant mortality  
• Breastfeeding lowers child’s risk of ear infections, respiratory infections, diarrhea, dermatitis, gastrointestinal disorders, asthma (young children), obesity, types 1 and 2 diabetes  
• Increases parent-child bonding  
• May increase IQ  
• Reduces doctor and hospital visits | **Parents/Family**  
• Breastfeeding lowers mother’s risk of: bleeding, weight gain, maternal postpartum depression, cancers (breast, ovarian, endometrial), type 2 diabetes, osteoporosis  
• Improves family economic security |

### Babies at Work

A Babies at Work program allows parents to bring infants to work with them—generally up to about six months of age or crawling.

<table>
<thead>
<tr>
<th>POLICY/PRACTICE AND DEFINITION</th>
<th>RESULTS FOR EMPLOYERS</th>
<th>RESULTS FOR CHILDREN/FAMILIES</th>
</tr>
</thead>
</table>
| **Babies at Work** | • Increases productivity  
• Lowers health care costs from increased breastfeeding rates  
• Improves recruitment  
• Increases retention, reducing turnover costs  
• Allows for a quicker return to work after baby’s birth  
• Increases customer loyalty  
• Increases positive publicity  
• Improves morale  
• Increases teamwork and collaboration | **Children**  
• Facilitates better socialized babies  
• Increases parent-child bonding  
• Provides health benefits of breastfeeding | **Parents/Family**  
• Lowers child care costs  
• Improves family economic security  
• Creates social network/support for parents  
• Reduces stress  
• Provides more options for women  
• Facilitates easier breastfeeding  
• Enables working fathers to be more involved with their babies  
• Facilitates happier babies and parents |

### Pregnant Worker Accommodations

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.

<table>
<thead>
<tr>
<th>POLICY/PRACTICE AND DEFINITION</th>
<th>RESULTS FOR EMPLOYERS</th>
<th>RESULTS FOR CHILDREN/FAMILIES</th>
</tr>
</thead>
</table>
| **Pregnant Worker Accommodations** | • Increases productivity  
• Provides benefit to employee at no- or low-cost to employer  
• Improves recruitment  
• Increases retention, reducing turnover costs  
• Reduces employee absenteeism  
• Reduces health care costs  
• Reduces litigation costs  
• Increases diversity  
• Increases safety  
• Increases employee commitment and satisfaction | **Children**  
• Improves unborn baby’s health and safety, including lower risk of preterm birth and low birthweight | **Parents/Family**  
• Improves mother’s health and safety  
• Improves family economic security |
Benefits

<table>
<thead>
<tr>
<th>POLICY/PRACTICE AND DEFINITION</th>
<th>RESULTS FOR EMPLOYERS</th>
<th>RESULTS FOR CHILDREN/FAMILIES</th>
</tr>
</thead>
</table>
| Health Benefits               | • Reduces payroll taxes and workers’ compensation premiums, and employer contributions are tax-deductible  
                                 • Improves recruitment  
                                 • Increases retention, reducing turnover costs                                    | Children  
                                 • 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)  
                                 Parents/Family  
                                 • 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  
                                 • Reduces depression  
                                 • Improves self-reported health  
                                 • Improves family economic security                                                     |
| Flexible Spending Accounts (FSA) | • Increases productivity  
                                 • Reduces payroll taxes  
                                 • Improves recruitment  
                                 • Increases retention, reducing turnover costs  
                                 • Eases administration  
                                 • Improves morale                                                                         | Children and Parents/Family  
                                 • Health FSAs have similar employee and family outcomes to health insurance (see above)  
                                 • Dependent Care FSAs have similar employee and family outcomes to subsidized or reimbursed child care (see below)  
                                 • Improves family economic security, through reduced out-of-pocket medical costs from using pre-tax dollars  
                                 |
| Backup/Emergency Child Care   | • Increases productivity, including working outside official job responsibilities  
                                 • Improves recruitment  
                                 • Increases retention, reducing turnover costs  
                                 • Reduces employee absenteeism  
                                 • Reduces “fill-in” costs                                                                | Children and Parents/Family  
                                 • Reduces stress  
                                 • Improves work/life balance                                                             |
<table>
<thead>
<tr>
<th>POLICY/PRACTICE AND DEFINITION</th>
<th>RESULTS FOR EMPLOYERS</th>
<th>RESULTS FOR CHILDREN/FAMILIES</th>
</tr>
</thead>
</table>
| **Child Care Onsite**        | • Increases retention, reducing turnover costs  
                              • 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  
                              • Improves employee performance and reduces absenteeism compared to when using off-site child care  
                              • Increases employment of women  
                              • Increases employee loyalty | Children  
                              • Improves health  
                              • Improves education | Parents/Family  
                              • Saves employees time  
                              • Highly ranked as a benefit |
| **Subsidized or Reimbursed Child Care** | • Increases retention, reducing turnover costs  
                                         • Reduces employee tardiness and absenteeism  
                                         • Increases employment of women  
                                         • Increases employee loyalty | Children  
                                         • Improves health  
                                         • Improves education | Parents/Family  
                                         • Improves family economic security  
                                         • Provides an option for summer care for school-aged children |
Sources continued

- Paternity Leave: Why Parental Leave for Fathers Is So Important For Working Families, US Department of Labor
- The Business Case for Breastfeeding Promotion https://www.businessgrouphealth.org/pub/?id=2f7e99b8-2354-d714-512d-578501032e09;
- The Center on Aging and Work, Boston College, Workplace Flexibility, http://www.bc.edu/research/agingandwork/about/workflexibility.html
- The Lasting Impact of Employer-Sponsored Back-Up Care, 2013.
- Urban Institute, Paid Family Leave in the United States: Time for a New National Policy
- WebMD, Breastfeeding Overview, https://www.webmd.com/parenting/baby/nursing-basics#1
- Work-Life Balance and the Economics of Workplace Flexibility, Executive Office of the President Council of Economic Advisors, March 2010, available online at: https://www.worldatwork.org/adimLink?id=50354;