

Viewpoints on paid family and medical leave

Findings from a survey of US
employers and employees

March 2017



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Executive summary

The United States is unique among high-income countries in that it does not have a federal government-mandated paid family and medical leave (PFML) policy. However, four states — California, New Jersey, Rhode Island and New York — have passed laws that provide paid family and medical leave benefits through state disability insurance systems, and Washington, DC recently passed legislation for PFML benefits funded through an employer payroll tax. Finally, some private sector companies have also voluntarily elected to provide these benefits.

In June 2016, Pivotal Ventures, the executive office of Melinda Gates, commissioned Ernst & Young LLP (EY US) to conduct a study of PFML policies and experiences among US companies and private sector employees. The goals of this survey were to do the following:

- ▶ Understand the type and duration of leave available to and used by employees for family and medical reasons — including comparisons by industry, company size, age and income groups
- ▶ Gauge the importance of employer-provided PFML benefits to employees when selecting and continuing employment
- ▶ Assess the relationship between PFML policies and employee satisfaction
- ▶ Explore the impact of PFML policies on US employer operating outcomes such as profitability, employee engagement and turnover
- ▶ Identify perceived barriers to implementing PFML policies within companies, and identify how employers have addressed these potential impediments
- ▶ Investigate employers' point of view on the attractiveness of potential public policy options for addressing PFML at a state and national level
- ▶ Provide inputs to an economic analysis that studies the impact of PFML policies in the private sector — this analysis will be presented in a separate report

Our research included a survey of 1,546 US private sector human resource decision-makers (HRDMs) and a survey of 3,068 US private sector employees age 18 and over.

Key findings

1. Age and salary are often key determinants of access to and duration of PFML benefits for employees.

- a. Less than 50% of employees surveyed reported having access to employer-provided PFML benefits. Employees most often reported having access to PFML benefits for their own illness.
- b. Higher-income employees were more likely to report having access to PFML benefits, as were employees in the 25- to 44-year-old age bracket. They were also more likely to say that PFML benefits were important in their decision to join and/or remain with employers. The highest level of benefits was reported by employees aged 35 to 44, reporting more than \$100,000 in income.
- c. Some employees reported not taking the full time allowed under their company's PFML policy. For higher-income employees, the chief reasons were that the leave was no longer needed or due to concerns about advancement. Lower-

income employees were more likely to say that they would not have received enough money, likely owing to the lower level of benefits reported by lower-income respondents.

- d. Males reported taking leave in greater numbers, and in most cases, reported taking a longer time off. The demographics of male respondents who were more likely to have higher income and are between the ages of 25 and 44 help explain this counter-intuitive result.

2. Size and industry are solid predictors when it comes to which employers offer PFML benefits.

- a. Financial and professional services companies offer the most comprehensive paid leave benefits.
- b. Larger companies and goods-producing industries such as manufacturing were also more likely to offer PFML benefits.
- c. Employers in service industries, particularly low-wage industries such as wholesale and retail trade, are most resistant to paid leave policies.

3. Access to PFML benefits and duration of leave have a positive effect on employee satisfaction.

- a. For each of the key PFML events studied — birth of a child, adoption of a child, employee illness or care for a family member — employees with access to PFML benefits reported higher levels of job satisfaction than those who did not (for example, 71% of employees who had access to a PFML benefit for the birth of a child reported being “very” or “extremely satisfied” with their current employment compared to only 50% of employees who reported not having access to such a benefit).
- b. Employees who used the full PFML time available reported even higher levels of satisfaction with the benefit.

4. Employers that offer PFML benefits report positive outcomes in preparedness, profitability and productivity.

- a. Employers offering PFML benefits were more likely to report being well prepared to handle extended employee absences; 66% of employers providing PFML said they were prepared compared to 39% of employers not offering PFML.
- b. Employers offering PFML benefits overwhelmingly (>90%) felt that the effect was positive or neutral, not only on employee-related outcomes such as morale and turnover, but also on operating outcomes such as profitability and productivity. This is especially noteworthy given that the primary concern of those who have not yet adopted PFML benefits is cost.
- c. Large employers who had enacted PFML benefits were less concerned about costs prior to doing so than smaller employers. This may be due in part to the fact that they were more likely to have performed a cost analysis prior to adopting the policy.

5. PFML benefits for adoption of a child lag behind benefits for other events.

- a. Approximately half as many employers reported offering adoption PFML benefits as reported offering benefits for birth of a child; similarly, approximately half as many employees reported access to PFML benefits for adoption as for birth

events. This may owe in part to the offering of short-term disability coverage for birth mothers since pregnancy is considered a disability. A small number of employers surveyed (5%) reported offering short-term disability insurance benefits only for a PFML reason.

- b. The median time offered to full-time employees was one week less for adoption than for birth of a child and employee illness.

6. Public policy can influence employers to provide PFML benefits, but divisions exist on the right approach, chiefly along the lines of company size and industry.

- a. Among employers not offering PFML benefits, changes in public policy funded through taxes and/or the availability of tax credits were the most influential potential factors to encourage them to offer PFML benefits.
- b. For all respondents, regardless of whether they provided PFML benefits to their employees:
 - i. The majority of large companies supported state or federal policy changes that would fund PFML benefits through taxation. However, less than 20% of smaller companies supported such policy changes.
 - ii. Nearly three-quarters of large employers supported the use of tax credits for businesses to encourage adoption of PFML benefits; small companies were split on this policy option.
 - iii. Employers in service industries were more likely to oppose public policy options aimed at expanding access to PFML benefits. These companies tended to be smaller, employed lower-income employees on average and had greater concentrations of female employees. Those in goods-producing industries such as manufacturing were more likely to support public policy solutions to expand PFML benefits.

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I. Introduction

The United States is unique among high-income countries in not having a federal government-mandated paid family and medical leave (PFML) policy.¹ The Family and Medical Leave Act (FMLA) of 1993 required covered employers to provide their employees with job-protected, yet unpaid, leave for qualified medical and family reasons. These reasons include a personal or family illness, family military leave, pregnancy, adoption and the foster care placement of a child. The FMLA enables eligible employees to take up to 12 workweeks of unpaid leave during any 12-month period. To be eligible, an employee must work for a covered employer, which includes public agencies and private sector employers with 50 or more employees within a 75-mile radius. Additionally, the employee must have been with his or her employer for 12 months and must have worked at least 1,250 hours.

In recent years, a handful of states have enacted laws that expanded upon the FMLA by providing PFML benefits through state disability insurance systems. These states include California, New Jersey, Rhode Island and New York.² Washington, DC also recently passed legislation for PFML benefits funded through an employer payroll tax that if approved by Congress would begin paying benefits in 2020.

In 2002, California extended unemployment disability compensation to individuals who take time off work to care for a seriously ill family member or bond with a new child. Benefits provided to employees equal approximately 55% of earnings (with a maximum of \$1,129 per week), for up to six weeks.³ The paid family leave must be taken concurrently with leave under FMLA. Thus, California's statute offers compensation for up to 6 of the 12 weeks for which FMLA offers job protection. In 2009, New Jersey established paid family leave insurance providing eligible workers up to six weeks of partially paid leave. The program provides two-thirds of his/her average salary with a maximum weekly benefit of \$615 in 2016. Rhode Island's Temporary Caregiver Insurance program, which began providing benefits in 2014, provides eligible claimants up to four weeks of partial wage replacement to care for an ill family member or to bond with a new child. New York State also recently passed legislation to provide up to 12 weeks of paid family leave for all employees in the state, and the state will begin phasing in aspects of the law next year with full implementation on January 1, 2021.

Even in states without PFML laws, many private companies have voluntarily elected to provide paid family and medical leave benefits to employees. A significant body of research exists that analyzes employee access to and utilization of PFML. Several federal data sets provide information on paid and unpaid leave for family or medical reasons, including the:

- ▶ National Compensation Survey (NCS) — a survey of employers providing information on employee access to employer sponsored paid family leave

¹ For a summary on the policy, see the Organisation for Economic Co-operation and Development family database, Table PF.2.1.A.

² Washington passed a family leave insurance program in 2007, but the program has been suspended indefinitely due to a lack of state funding.

³ See State of California Employment Development Department at <http://www.edd.ca.gov>.

- ▶ American Time Use Survey's (ATUS) special supplement in 2011— a survey of employees measuring family-related leave of absence during an average week
- ▶ 2012 Family and Medical Leave (FMLA) Survey sponsored by the Department of Labor and conducted by Abt Associates — a survey providing estimates of worksites that comply with FMLA and the reasons for taking leave by employees, the average length of leave by various types of events, and employer and employee experiences with FMLA
- ▶ Survey of Income and Program Participation (SIPP)
- ▶ Current Population Survey (CPS)

Throughout the report, we made an effort to compare our survey results to findings from these and other recent surveys. Research by academics and policy researchers have provided data on a variety of topics including the effect of PFML on labor force participation, the contribution of paid leave policies to economic growth, the cost and benefits to firms that provide paid family leave, and health outcomes related to PFML policies. The research has consistently found that while a majority of employees have access to unpaid leave, less than half of employees have access to paid leave for family and medical reasons. Prior studies also agree that the distribution of PFML benefits is highly inequitable with the lowest wage earners being much less likely to receive PFML benefits.⁴

In June 2016, Ernst & Young LLP (EY US) was commissioned by Pivotal Ventures, the executive office of Melinda Gates, to conduct a study of PFML policies and experiences in the United States. The specific goals of this survey were to do the following:

- ▶ Understand the type and duration of leave available to and used by employees for family and medical reasons — including comparisons by industry, company size, age and income groups
- ▶ Gauge the importance of employer-provided PFML benefits to employees when selecting and continuing employment
- ▶ Assess the relationship between PFML policies and employee satisfaction
- ▶ Explore the impact of PFML policies on US employer operating outcomes such as profitability, employee engagement and turnover
- ▶ Identify perceived barriers to implementing PFML policies within companies, and identify how employers have addressed these potential impediments
- ▶ Investigate employers' point of view on the attractiveness of potential public policy options for addressing PFML at a state and national level
- ▶ Provide inputs to an economic mapping that measures the impact of PFML policies — this analysis will be presented in a separate report

For this research, PFML is defined as:

“Leave granted to an employee to care for a family member and includes paid maternity and paternity leave. The leave may be available to care for a newborn child, an adopted child, a sick child, a sick adult relative or for a serious personal health condition. Paid family

⁴ For a summary of prior research on paid family and medical leave in the United States, see Barbara Gault, et al, “Paid Parental Leave in the United States,” Institute for Women’s Policy Research, March 2014.

leave is given in addition to any sick leave, vacation, personal leave or short-term disability leave that is available to the employee.”

II. Description of national employer and employee surveys

The survey questionnaires focused on four family and medical leave events:

1. The birth of a child
2. Adoption of a child
3. An employee's own serious health condition (employee illness)
4. Caring for a family member with a serious health condition (care for a family member)⁵

EY US fielded two national surveys using a panel of survey respondents provided by the survey panel provider Toluna. Data collection for these surveys took place in August and September 2016 and focused on the following populations:

- ▶ **National survey of employers:** EY US conducted an in-depth survey of individuals who self-identified as human resource decision-makers (HRDMs) in US private sector firms. The questionnaire requested information on the following:
 - ▶ Type (or lack) of PFML offered
 - ▶ Perceived impact of PFML benefits on employee productivity, retention and engagement
 - ▶ Motivation and outcomes of employers that do and do not offer PFML benefits
 - ▶ Attitudes toward potential public policy options for addressing PFML benefits

There were 1,546 qualifying respondents to the employer survey. Given that most employers in the United States are small employers (less than 50 employees), our responding population skews a bit toward larger employers. However, since nearly half of US employees work for employers with more than 100 employees, and we wanted to compare results by company size, we did not weight the employer survey data. The industry distribution of survey respondents matched fairly well to the mix of industries nationally, except that it skewed somewhat toward higher-wage service industries — finance, insurance and professional services. As such, we also report results by industry wherever there are notable industry differences.

- ▶ **National survey of employees:** EY US also surveyed private sector US employees aged 18 and over. The questionnaire collected information on the following:
 - ▶ The use of PFML by employees
 - ▶ The perceived effect of PFML benefits (or lack thereof) on leave, returning to work and productivity
 - ▶ Employee satisfaction
 - ▶ Household economic circumstances, work history and earnings, and other demographic information

⁵ A "serious health condition" is defined as a condition that (1) requires periodic visits for treatment by a health care provider or nurse under the supervision of the health care provider, (2) continues over an extended period, and (3) may cause episodic rather than continuing periods of incapacity.

There were 3,068 qualifying respondents to the employee survey. We weighted the data to align with the national population distribution by state, industry and gender.

For more information on the employer and employee survey methodologies, please refer to Appendix A.

III. Prevalence of PFML programs

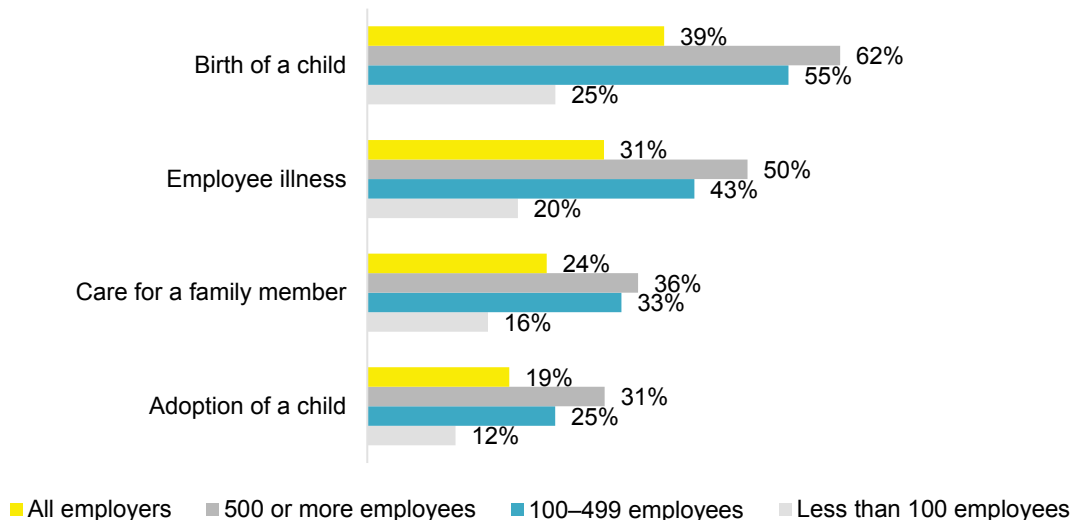
- ▶ Employers most often provided PFML for the birth of a child, followed by an employee’s own illness. Four to six weeks is the median amount of PFML offered by employers.
- ▶ Larger companies were more likely to offer PFML benefits, as were companies in goods-producing industries such as manufacturing, and high-wage service industries such as finance and insurance.
- ▶ Less than 50% of employees reported having access to employer-provided PFML benefits. The most reported benefit was PFML for an employee’s own illness followed by maternity leave benefits for a birth mother.
- ▶ Higher-income employees were more likely to report having access to PFML benefits, as were employees in the 25- to 44-year-old age bracket.
- ▶ The highest level of benefits was reported by employees aged 35 to 44 reporting over \$100,000 in income.
- ▶ Adoption PFML policies lag other PFML benefits.

Employers providing PFML benefits

Share of employers that reported providing PFML benefits

Figure 1 shows the percentage of employers that reported providing a specific PFML benefit for the four key family and medical leave events by employer size. In our survey, 39% of employers reported offering a specific PFML benefit for the birth of a child, 31% reported offering a PFML benefit for employee illness and 24% reported offering a PFML benefit to care for an immediate family member. PFML benefits for adoption lag behind the other family and medical leave events — only 19% of all employers reported offering a PFML benefit for the adoption of a child.

Figure 1. Percentage of employers offering a PFML benefit for various events by employer size



Note: Multiple responses allowed.

Source: EY US analysis.

Not surprisingly, the percentage of employers offering a PFML benefit increased with company size across all four family and medical leave events. For example, 62% of all employers with 500 or more employees reported providing a PFML benefit for the birth of a child, compared to only 25% of employers with less than 100 employees.⁶

Amount of PFML offered by employers

Employers also reported the actual amount of leave provided to employees for each of the key family and medical leave events. Table 1 displays the median number of weeks of PFML provided to both full-time and part-time employees. The median time that employers provide to birth mothers for the birth of a child was six weeks for both full-time and part-time employees. The median leave provided for an employee illness was also six weeks. The median times for adoption, the birth of a child for someone other than the mother and care for a family member were slightly lower.

Table 1. Median amount of PFML offered by leave event
Number of weeks

Type of leave	Full-time employees	Part-time employees
Birth of a child — birth mother	6	6
Birth of a child — primary caregiver	4	4
Birth of a child — secondary caregiver	4	3
Adoption of a child — primary caregiver	5	4
Adoption of a child — secondary caregiver	4	4
Care for a family member	4	4
Employee illness	6	6

Source: EY US analysis.

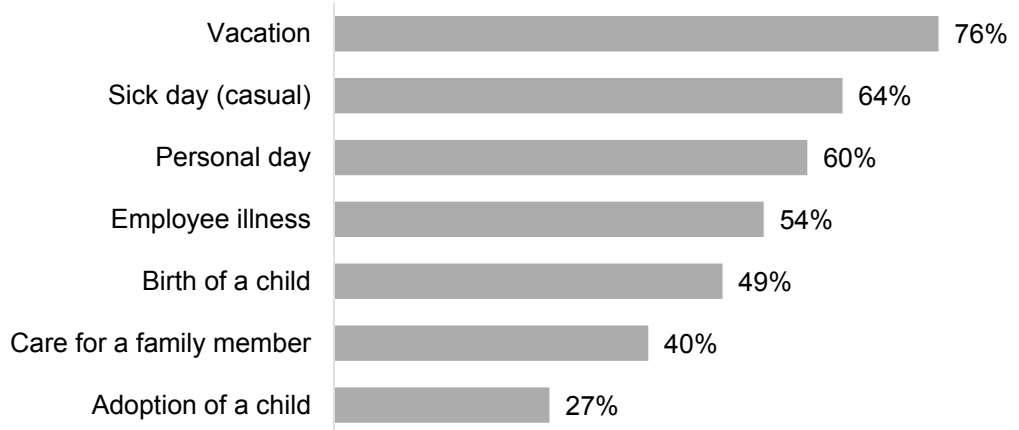
Employee access to paid leave

Share of employees that reported having access to paid time off

Employees also reported their access to PFML benefits. They first conveyed whether their employer offers paid time off for a variety of reasons (including family and medical events). Figure 2 below illustrates these findings and shows that paid time off is most common for traditional paid leave circumstances such as vacation and casual sick days. More than half (54%) of employees reported having access to paid time off for an employee illness, while 49% reported access for the birth of a child and 40% to care for a family member. Again, adoption policies lagged behind, as only 27% reported access to paid time off for the adoption of a child.

⁶ Figure 1 shows the percentage of employers offering a specific PFML benefit. Other surveys of employers, such as the National Compensation Survey (NCS), do not report the percentage of employers, but rather the percentage of all employees (both private and public sector) with access to specific PFML using employer records. NCS reports a smaller percentage of employees with access to employer-provided PFML because it surveys both the private and public sector and excludes workers eligible to receive short-term disability benefits.

Figure 2. Percentage of employees reporting access to paid time off for various reasons



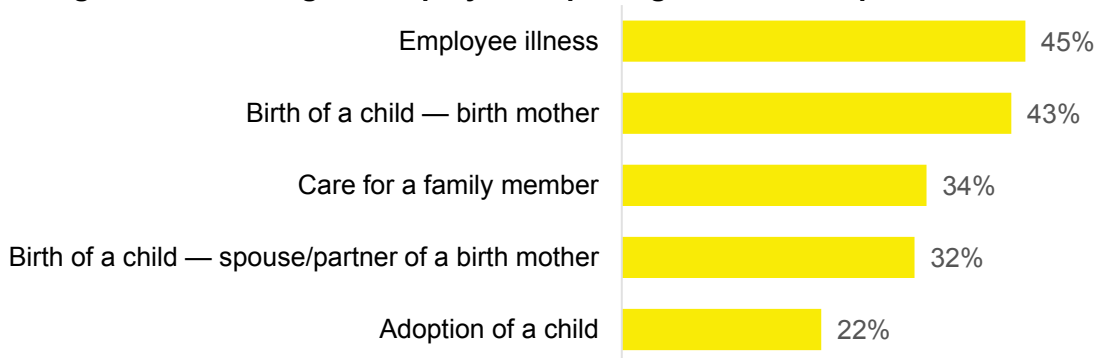
Note: Multiple responses allowed.
Source: EY US analysis.

Share of employees that reported having access to employer-provided PFML

Next, employees reported whether their employers offered a specific PFML benefit for each PFML event in addition to any vacation, personal, sick leave, general paid time off (PTO) or time offered through a state disability program.

Figure 3 displays the percentage of employees who reported having access to an employer-provided PFML benefit. Less than 50% of all employees reported having access to each category of employer-provided PFML benefits. The most commonly reported PFML benefit cited was for employee illness (45%), followed by PFML benefits for birth mothers⁷ (43%) and care for a family member (34%). Only 32% of all employees reported access to PFML benefits for spouses/partners of a birth mother and only 22% had PFML benefits for the adoption of a child.

Figure 3. Percentage of employees reporting access to a specific PFML benefit



Note: Multiple responses allowed.
Source: EY US analysis.

⁷ This result is similar to the American Time Use Survey result that 40% of working women had access to paid leave for the birth of a child while 38% of working men did in 2011. The National Compensation Survey, which uses employer records to estimate the share of all employees (both public and private) that had access to employer-funded PFML, found a much smaller percentage of employees with access to PFML (14% in 2016).

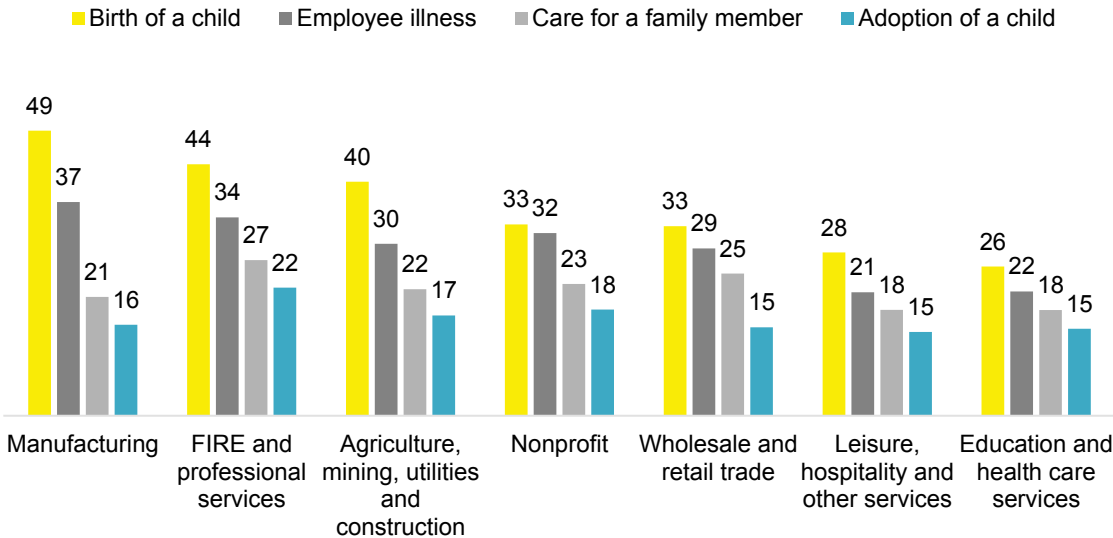
Profile of employers who reported offering PFML benefits

Employers offering PFML benefits

In addition to the company size differences outlined earlier in Figure 1, differences exist across industries and wage levels.

- Industry:** As shown in Figure 4, employers working in the manufacturing industry as well as finance, insurance and real estate (FIRE) and professional services were more likely to offer PFML benefits. For example, 49% of employers working in the manufacturing industry reported offering PFML benefits for the birth of a child, as did 44% of employers in the FIRE and professional services industries. By contrast, only 26% of employers in the education and health care services industries and 28% of employers in the leisure and hospitality industries reported offering PFML benefits for the birth of a child. One explanation for the higher share of manufacturers offering PFML benefits is that these employers tended to be larger companies with a lower share of female workers.

Figure 4. Percentage of employers that reported offering PFML benefits by industry



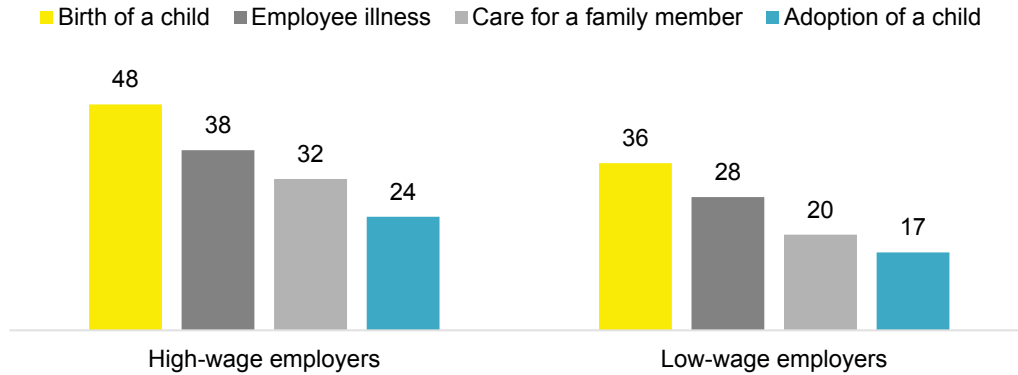
Note: FIRE refers to “finance, insurance and real estate.”
 Source: EY US analysis.

- Employee compensation levels:** High-wage employers⁸ were more likely to report offering PFML benefits than low-wage employers. Per Figure 5 below, 48% of high-wage employers reported offering a PFML benefit for the birth of a child compared to only 36% of low-wage employers. In addition, 38% of high-wage employers reported providing a

⁸ High-wage employers were defined as those employers that reported that greater than 50% of their US workforce was earning more than \$60,000 annually.

PFML benefit for an employee’s illness compared to only 28% of low-wage employers. A similar trend also holds for the care for a family member and the adoption of a child.

Figure 5. Percentage of employers that reported offering PFML benefits by wage group



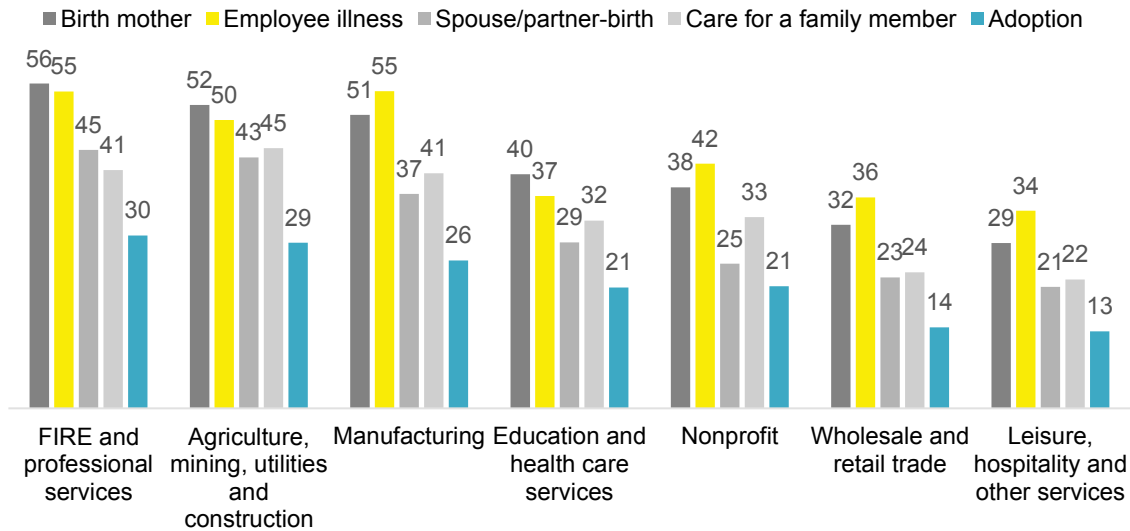
Source: EY US analysis.

Profile of employees who reported having access to PFML benefits

Similarly, certain types of employees reported greater access to PFML benefits than others. Our research uncovered differences across industries, income levels and age groups.

- ▶ **Industry:** As shown in Figure 6, employees in high-wage service industries and goods-producing industries, reported greater access to PFML benefits than employees in other industries. Employees working in the FIRE and professional services industries were the most likely to report access to PFML benefits. Employees working in agriculture, mining, utilities and construction also reported greater access to PFML benefits than other industries. Note that the 41% of agriculture, mining, utilities and construction sector employee respondents reported union membership versus less than 20% for other industry sectors.

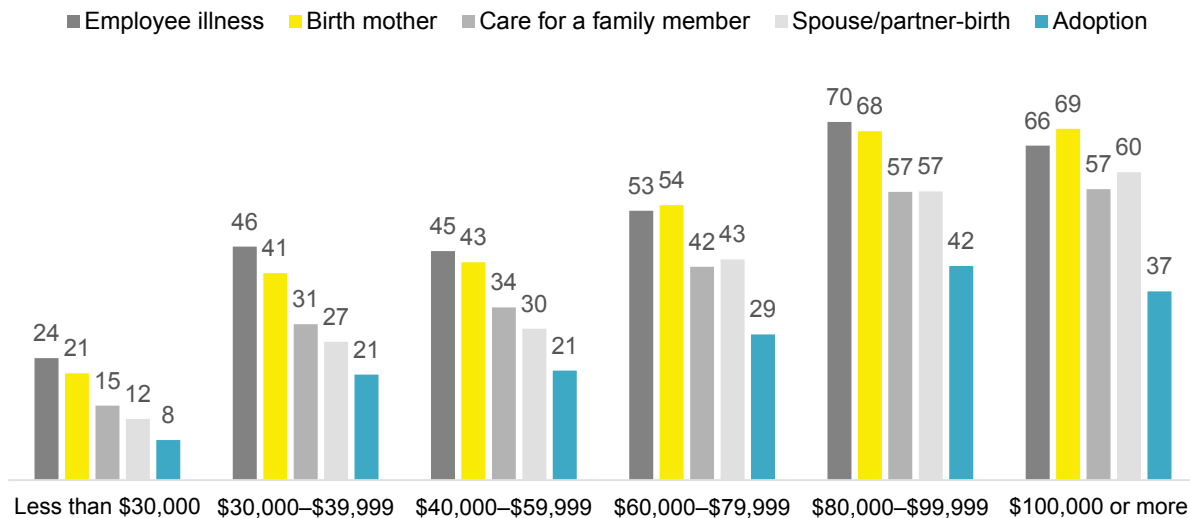
Figure 6. Percentage of employees that reported access to PFML benefits by industry



Note: FIRE refers to “finance, insurance and real estate.”
Source: EY US analysis.

- **Income:** As seen in Figure 7, only 12% of employees earning less than \$30,000 reported access to PFML as a spouse/partner of a birth mother compared to 60% of employees earning \$100,000 or more. Depending on the event, between three and five times as many employees earning \$100,000 or more reported access to a PFML benefit as employees earning less than \$30,000 annually.

Figure 7. Percentage of employees reporting access to PFML benefits by income

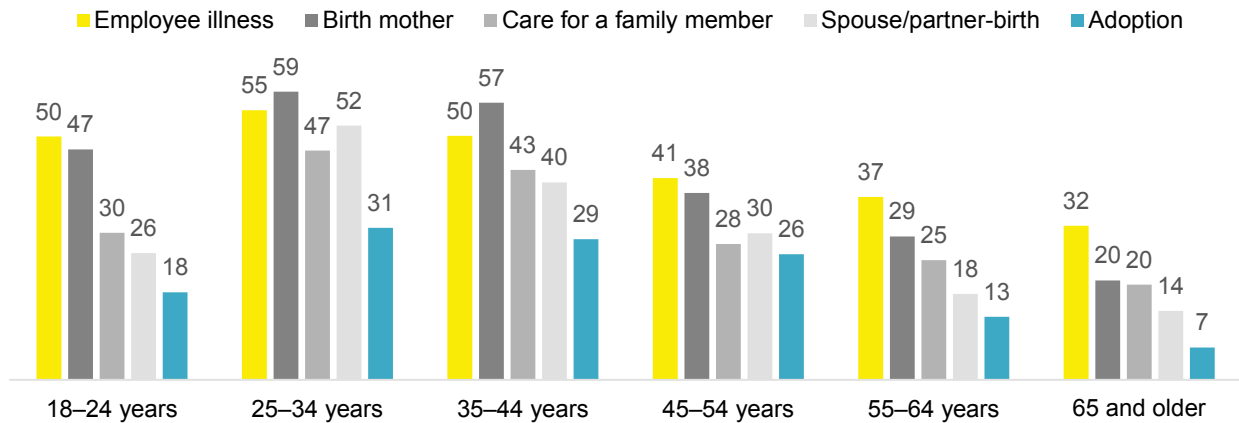


Source: EY US analysis.

- **Age:** Finally, employees within certain age groups were more likely to report access to PFML benefits than employees in other age groups. Figure 8 shows that more employees in the 25- to 34-year-old group reported having access to PFML benefits than any other age group. For example, 59% of employees between the ages of 25 and 34

reported having access to PFML benefits as a birth mother for the birth of a child. This result likely owes to higher interest in PFML benefits among this age group, since these employees are the most likely to be in their childbearing years. Employees aged 35 to 44 reported slightly lower, but similar, benefit frequencies.

Figure 8. Percentage of employees reporting access to PFML benefits by age



Source: EY US analysis.

Comparison of PFML benefit reporting between employers and employees

Comparing the incidence of PFML benefits across the two surveys reveals that across all family and medical leave events, employees were more likely to report being offered PFML benefits than employers were to report offering them. As noted in the description of the surveys, nearly half of US employees work at larger firms who are more likely to provide benefits. Since these firms are fewer in number than small firms and more likely to offer PFML benefits, more employers in the survey reported not offering benefits (reflecting the prevalence of smaller employers). This finding is similar to previous survey results where employees surveyed through the American Time Use Survey Leave Module reported greater access to paid leave than employers surveyed through the National Compensation Survey reported providing.⁹

Employers offering unpaid leave

Many employers who are not required to offer family leave benefits under FMLA still report offering unpaid leave to their employees. Interestingly, while 52% of surveyed employers reported that they are not required to provide job-protected unpaid leave, 53% of those same employers reported providing unpaid leave to their employees for family or medical reasons. In fact, more than 70% of employers with 10 or more employees that indicated that they were not required to comply with FMLA still reported providing unpaid leave for their employees.

⁹ The National Compensation Survey (NCS) reports that 12% of workers had access to paid parental leave while 39% of employees surveyed by the American Time Use Survey reported access to paid leave for reasons related to birth or adoption of a child. One explanation is that the NCS only includes benefits directly contributed by the employer.

IV. Utilization of PFML

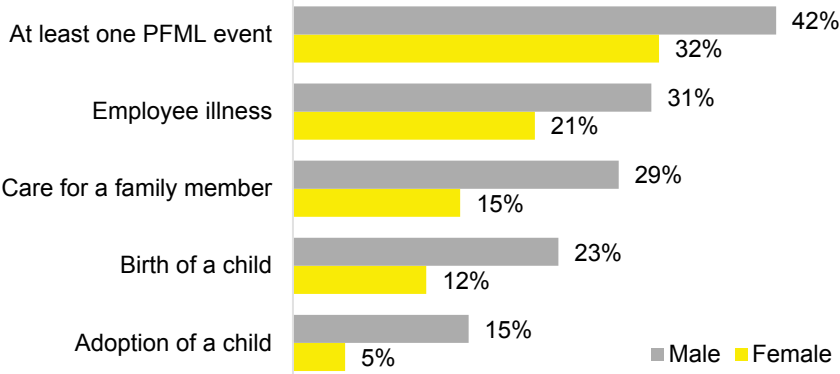
- ▶ *Thirty-seven percent of survey respondents reported taking leave in the past three years for a family or medical reason. Average paid and unpaid leave taken was between five and eight weeks depending on the family or medical reason.*
- ▶ *Males reported taking leave in greater numbers and in most cases reported taking longer time off. The demographics of male respondents who participated in this survey were more likely to have higher income and are between the ages of 25 and 44 help explain this counter-intuitive result.*
- ▶ *While most reported taking the full time offered by an employer’s PFML policy, males and females that did not take the entire time allowed cited different reasons for not doing so. More females than males cited financial concerns (leave is often not fully paid) while males more frequently cited career advancement and employer happiness as reasons for not using the entire leave.*

Frequency of PFML utilization

Employee survey respondents reported the amount of leave they had taken from their job for a family or medical event in the past three years. Approximately 37% of all surveyed employees reported taking leave in the past three years for a family or medical event.

Figure 9 below displays the utilization of leave in the past three years for various family and medical events by gender. Males reported taking leave more often than females with 42% of males reporting taking leave for at least one PFML event in the past three years compared to only 32% of females.

Figure 9. Utilization of leave for family and medical events in the past three years by gender

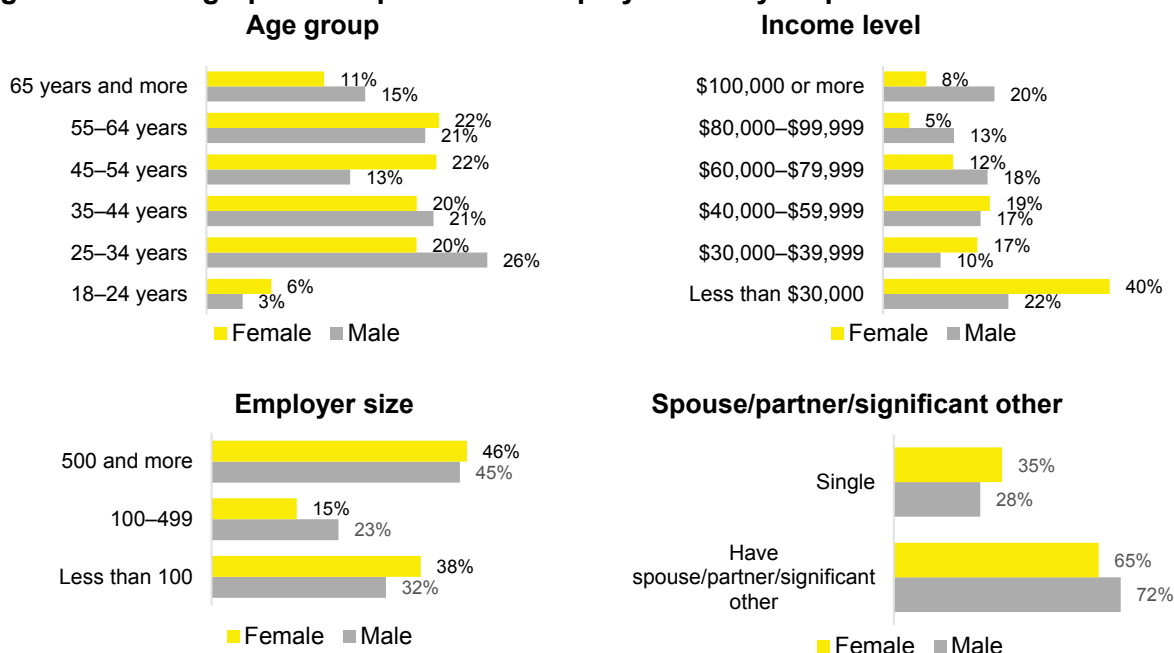


Note: Multiple responses allowed.
Source: EY US analysis.

For certain events, perhaps most obviously the birth of a child, it seems counter-intuitive that more men would have reported taking leave in the past three years than women would. One likely explanation is the differences between male and female employee respondents across a few key demographic categories. In particular, as shown in Figure 10, male respondents were

more likely to be in the 25- to 44-year-old age group and were more likely to report having higher income levels.¹⁰ Since these demographic groups were more likely to report having access to PFML benefits, this helps explain the higher utilization rates for males shown in Figure 9.¹¹

Figure 10. Demographic composition of employee survey respondents



Note: Percentages may not total 100 due to rounding.
Source: EY US analysis.

Average amount of paid and unpaid leave used

Table 2 displays the average number of weeks used for each type of leave for the PFML events by gender. On average, female respondents reported taking 8 weeks of leave for the birth of a child while men reported taking an average of 7.4 weeks. Female respondents who adopted a child reported taking slightly less time off than they did for the birth of a child — female respondents reported taking an average of 7.1 weeks for the adoption of a child while men reported taking an average of 7.5 weeks. The average amount of leave taken for an employee illness was 5.4 weeks for women and 6.3 weeks for men. Finally, on average, female employees reported taking an average of 3.6 weeks of leave to care for a family member while males reported taking an average of 5.7 weeks.

¹⁰ Men in our sample reported earning more than women, which follows national patterns as women earn less than men when looking at data by educational attainment, occupation and age. See U.S. Bureau of Labor Statistics data. This survey and prior research also finds that workers with higher earnings have greater access to PFML benefits.

¹¹ A 2011 study by Brad Harrington, Fred Deusen and Beth Humberd of Boston College titled, “The New Dad: Caring, Committed and Conflicted,” found that while only 1 in 20 men took more than two weeks off after the birth of their most recent child, two-thirds of male respondents stated they believed that caregiving should be divided equally. This changing view of the role of male caregivers could also help explain higher utilization of PFML benefits by men.

Table 2. Types of leave utilized for PFML events by gender
Average number of weeks

Type of leave	Vacation/ PTO/sick	Employer- offered PFML	State disability program	Unpaid leave	Total leave
Female — birth	2.3	2.6	1.0	2.1	8.0
Male — birth	2.2	1.8	1.6	1.7	7.4
Female — adoption	1.9	1.8	1.7	1.7	7.1
Male — adoption	2.0	2.0	1.8	1.8	7.5
Female — own illness	1.6	1.6	0.7	1.5	5.4
Male — own illness	1.9	1.7	1.3	1.4	6.3
Female — care for family	1.4	0.7	0.6	1.0	3.6
Male — care for family	1.7	1.4	1.2	1.3	5.7

Note: Totals may not sum due to rounding.
Source: EY US analysis.

Using the maximum amount of employer-provided PFML

Employees who reported using PFML benefits in the last three years also reported whether they took the maximum amount of paid leave permitted under their employer’s specific PFML benefit policy for their most recent PFML event. Most employees reported using the maximum amount of leave permitted. Eighty-seven percent of these employees reported using the maximum time allotted for the birth of a child while 89% reported using the maximum PFML benefit for the adoption of a child. For a personal serious health condition, 71% reported that they used the maximum amount of paid leave permitted under the specific PFML benefit while 80% of employees reported using the maximum time to care for an immediate family member.

Higher-income workers were more likely to use the maximum amount of PFML provided than lower-income workers were. Eighty-nine percent of employees earning \$100,000 or more reported taking the maximum amount of PFML offered for the birth of a child while only 82% of employees earning less than \$60,000 reported doing so. Males also were found to be more likely than females to take the maximum amount of PFML provided — 77% of males reported taking the maximum amount of time for an employee illness compared to only 57% of females.

Reasons for not using the maximum amount of employer-provided PFML

Employees who reported that they did not take the maximum amount of paid leave permitted by their company’s specific PFML policy also reported reasons for not doing so. A small sample said they did not use the entire amount of time permitted. While the most commonly cited reason for most family/medical leave events was that leave was no longer needed, Table 3 shows that females who did not take the full amount of leave permitted after birth of a child were much more likely than males to report that they “would not have received enough money.” Also, for the birth of a child, only 26% of females reported that they did not take the maximum time off because leave was no longer needed compared to 50% of males.

Table 3. Percentage of employees citing various reasons for not taking the maximum amount of PFML by gender

Reasons	Birth of a Child		Adoption of a child		Employee illness		Care for a family member	
	Male	Female	Male	Female	Male	Female	Male	Female
Leave was no longer needed	50%	26%	40%	62%	67%	67%	58%	55%
Worried about advancement	21%	18%	48%	23%	34%	11%	14%	19%
Afraid employer would be unhappy	15%	8%	34%	14%	24%	17%	36%	24%
Afraid coworkers would be burdened	27%	5%	36%	10%	18%	11%	15%	18%
Would not have received enough money	6%	46%	2%	14%	7%	18%	6%	23%
Other	1%	7%	0%	0%	0%	2%	0%	3%
Sample size (number of respondents, unweighted)	53	29	31	15	96	78	65	50

Note: Multiple responses allowed. Percentages are of those who did not take the full amount of PFML allotted.
Source: EY US analysis.

For the birth of a child, the reasons for not taking the maximum amount of PFML also differed across income levels. Per Table 4 below, 37% of employees earning less than \$60,000 a year reported not taking the maximum amount of PFML for the birth of a child because they “would not have received enough money” compared to only 5% of employees earning \$100,000 or more. Nearly three-quarters of those earning \$100,000 or more reported that the leave was no longer needed and more than half (55%) of employees earning between \$80,000 and \$99,999 cited concerns about advancement as a reason for not taking the maximum time.

Table 4. Reasons for not taking the maximum amount of PFML for the birth of a child, by income

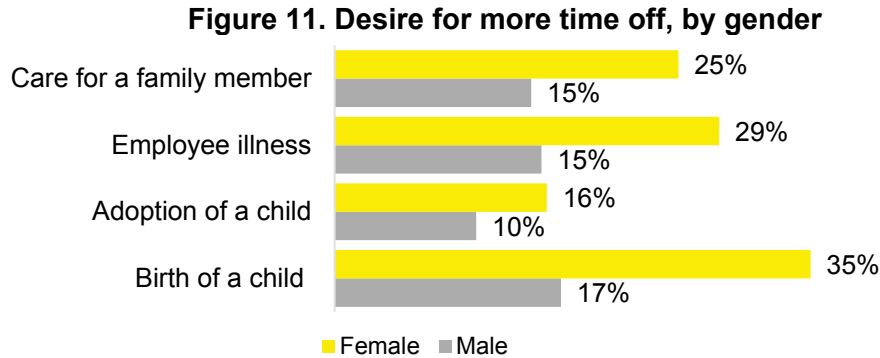
Reasons	Less than \$60,000 ¹²	\$60,000–\$79,999	\$80,000–\$99,999	\$100,000 or more
Leave was no longer needed	29%	38%	22%	74%
Worried about advancement	8%	27%	55%	15%
Afraid employer would be unhappy	18%	8%	6%	13%
Afraid coworkers would be burdened	2%	36%	33%	17%
Would not have received enough money	37%	15%	11%	5%
Other	9%	0%	0%	0%
Sample size (number of respondents, unweighted)	27	24	8	23

Note: Multiple responses allowed.
Source: EY US analysis.

¹² The “less than \$30,000,” “\$30,000–\$39,999” and “\$40,000–\$59,999” are combined given the relatively low sample sizes in each group.

Adequacy of PFML benefit

Employees who reported taking PFML in the last three years were also asked whether the amount of paid and unpaid leave was sufficient for the event or whether they wish they had been able to take more time off. Figure 11 below illustrates that females were more likely than men to report that the amount of paid and unpaid leave they took was not sufficient for the most recent PFML event.



Source: EY US analysis.

Leave taken versus additional time desired

Table 5 below shows the relationship between the total amount of leave taken and the employee's desire for additional leave. Among those who reported taking less than two weeks of leave for the most recent PFML event, the vast majority of respondents would have liked an additional two weeks or less. For the other two groups, the preferred additional time off was generally two to six weeks. The exception to this was for the adoption of a child, where those who reported taking two to six weeks would have preferred less than two weeks of additional time.

Table 5. Additional amount of time off desired based on time taken for most recent event

PFML event	Length of current PFML benefit								
	Less than 2 weeks			2–6 weeks			More than 6 weeks		
<i>Additional weeks desired</i>	<2	2 to 6	>6	<2	2 to 6	>6	<2	2 to 6	>6
Birth of a child	79%	16%	5%	16%	79%	4%	11%	70%	19%
Adoption of a child	66%	34%	0%	62%	34%	4%	27%	61%	12%
Employee illness	84%	15%	1%	27%	63%	10%	13%	62%	25%
Care for a family member	66%	34%	0%	18%	76%	6%	17%	74%	10%

Source: EY US analysis.

V. Impact of PFML programs

- ▶ A higher percentage of employees with access to PFML reported being satisfied with their current employment compared to employees without access to PFML.
- ▶ Among companies that have enacted a PFML policy, less than 10% reported a negative impact on profitability, and an overwhelming majority reported a positive impact on morale. Eighty-two percent of employers surveyed that currently do not provide a PFML benefit said they do not plan to offer one.
- ▶ Perceived cost is the most important impediment to enacting a PFML policy, especially loss of company revenue. In addition to cost, larger companies were more concerned with the administrative burden of PFML policies than smaller companies were.
- ▶ Employee engagement and retention were key motivating factors for enacting PFML.
- ▶ High-income employees and employees between the ages of 25 to 44 are more aware of their employer's PFML policies and place greater importance on them when deciding to join or stay with their employer than other types of employees.

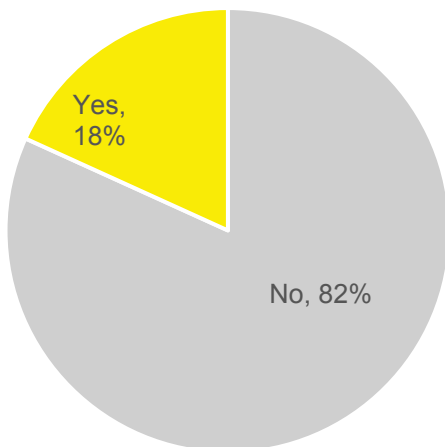
Employers who do not have a specific PFML policy

Future plans to offer

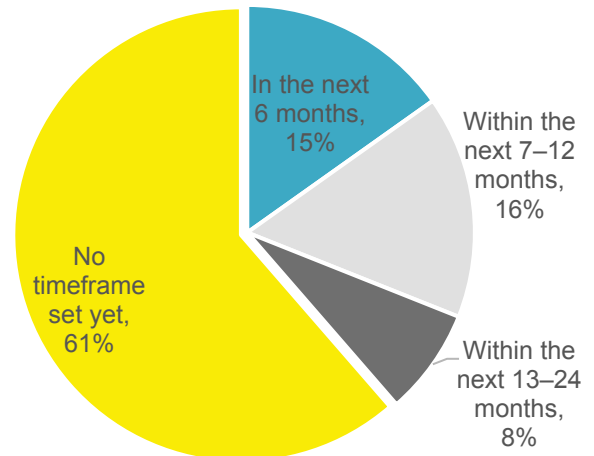
Employers who do not currently offer PFML benefits also reported their future plans to implement a policy. Figure 12 shows that while 18% of employers indicated that they do in fact have future plans to offer a PFML benefit, the majority (61%) reported no specific time frame for doing so.

Figure 12. Employers plans to offer future PFML benefits

Does your company have any future plans to offer a paid family and medical leave benefit?



What is your current timeframe for offering that benefit?



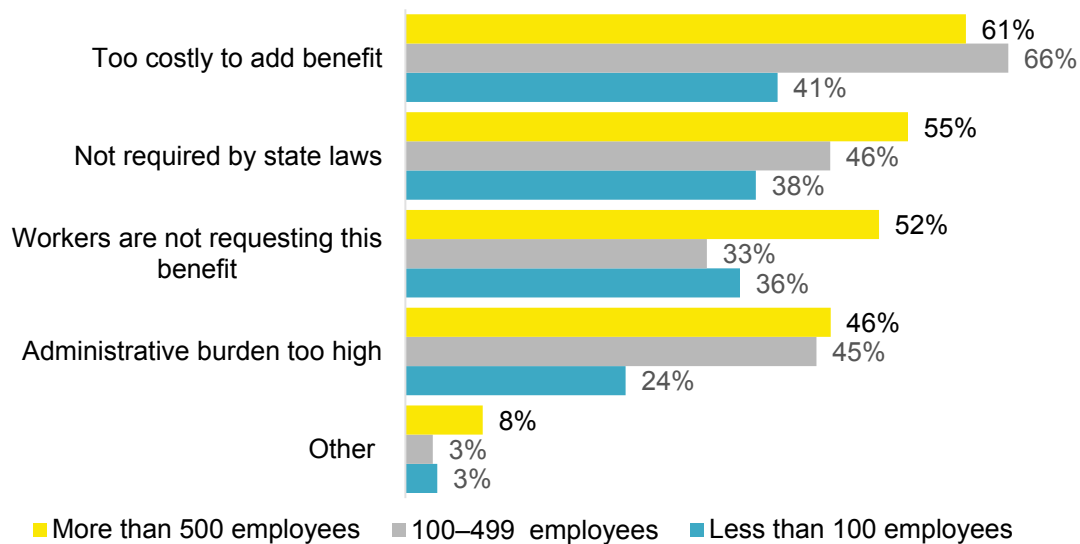
Source: EY US analysis.

Importance of reasons in decision not to offer PFML benefits

The most oft-cited impediment to enacting a PFML policy for employers without a current benefit was the perceived cost. As shown in Figure 13, 61% of employers with more than 500 employees and 66% of employers with 100 to 499 employees cited the fact that it was “too costly to add the benefit” as either a “very important” or “extremely important” reason in their decision to not offer PFML benefits. A key concern was a potential loss of company revenue. The fact that employers were not required by state laws to offer PFML benefits was also cited as an important reason for many employers.

Though small employers cited cost slightly more often than the other potential concerns, fewer than 50% of small employers reported that cost was either “very important” or “extremely important” in deciding not to have a policy, even though it was cited slightly more often. Larger employers were nearly twice as likely to mention the administrative burden of implementing a policy as were smaller employers.

Figure 13. Percentage of employers without a PFML policy reporting each reason as “very” or “extremely important” to decision not to have a specific PFML policy

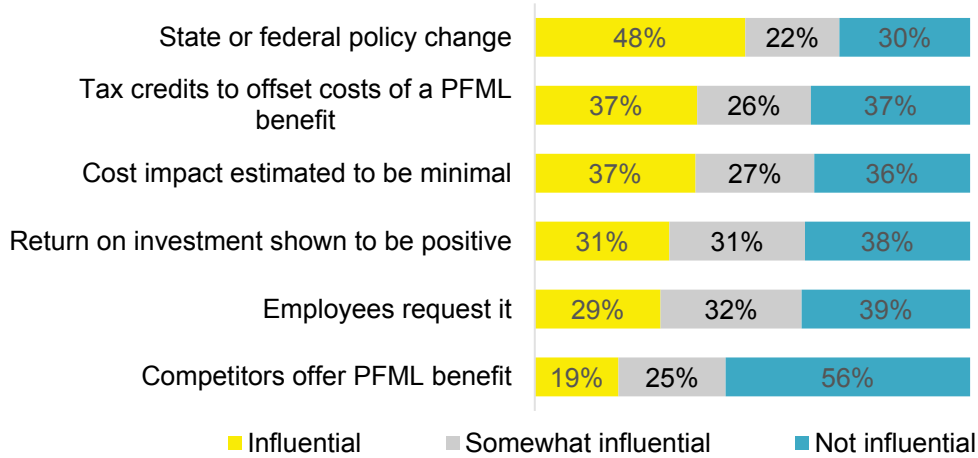


Source: EY US analysis.

Factors that would encourage employers to offer PFML benefits

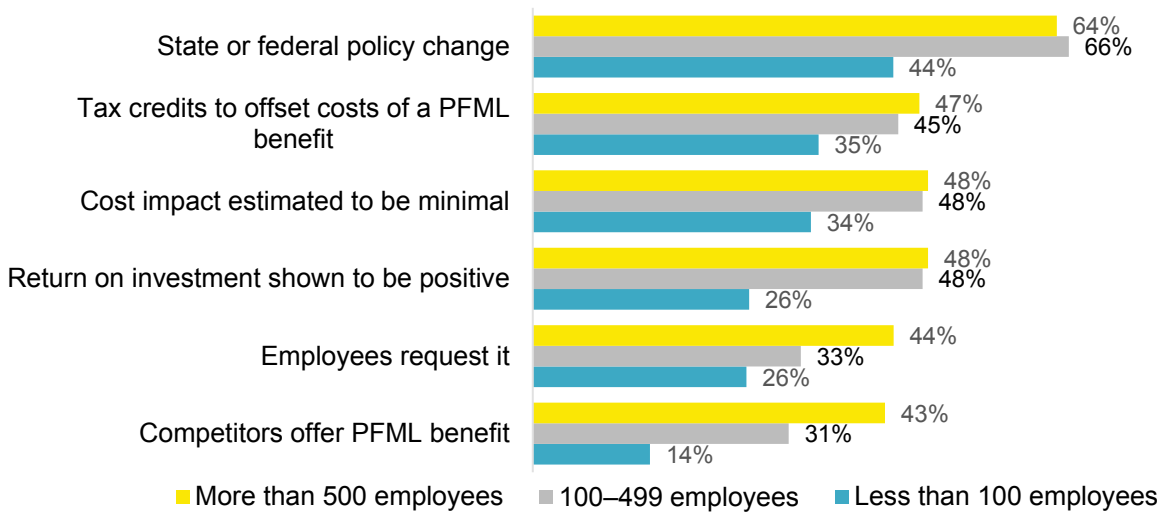
Figure 14 lists factors that would influence employers to offer a PFML benefit. The most commonly cited factors were a state or federal policy change, the use of tax credits to offset the costs of a PFML benefit, and evidence estimating the cost impact to be minimal. Interestingly, only 19% of employers reported that the notion of competitors offering a PFML benefit would be influential in persuading them to enact their own policy. Larger employers were more likely to be influenced by competitors’ policies than smaller employers were — 43% of employers with 500 or more employees reported that competitor policies would be influential compared to only 14% of employers with less than 100 employees, as shown in Figure 15.

Figure 14. Factors most likely to influence employers to offer PFML benefits



Note: Percentages may not total 100 due to rounding.
Source: EY US analysis.

Figure 15. Percentages of “influential” factors in offering PFML benefits by company size



Source: EY US analysis.

Employers who have a specific PFML policy

Concerns prior to implementation

By comparison, employers that do currently have a specific PFML policy reported their concerns prior to implementing their policy. Table 6 shows that 50% of employers with less than 100 employees reported cost as a concern, compared to only 35% of employers with 500 or more employees. Larger companies reported being more concerned with the administrative burden associated with implementing a policy, as 53% of employers with 500 or more employees cited the high administrative burden as a concern compared to only 29% of employers with fewer

than 100 employees. These results differ from those of Figure 13, where cost was the primary concern of large and small companies alike who do not currently offer a PFML benefit.

Table 6. Employer concerns prior to PFML policy implementation, by employer size

	Less than 100 employees	100–499 employees	500 or more employees
Too costly	50%	43%	35%
Would be disruptive to work	34%	38%	45%
Work would not be completed	32%	28%	30%
Employees would abuse or use the policy improperly	30%	28%	24%
High administrative burden	29%	40%	53%
Would be disruptive for coworkers	27%	26%	41%
Other	6%	2%	0%
Don't know	10%	8%	7%

Note: Multiple responses allowed.

Source: EY US analysis.

Steps taken prior to implementing the PFML policy

Over half of employers with a current policy reported that they had talked to their employees about their policy preferences before enacting them. More than half of employers also reported that they had conducted an analysis of the potential cost of a policy and approximately half of employers reported that they had studied what other companies had done.

Larger employers were most likely to report that they had conducted an analysis of the potential cost of enacting a policy. As seen in Table 7, 75% of employers with 500 or more employees reported doing so compared to 52% of employers with less than 100 employees. This may also help explain why cost was less of a concern for these larger employers prior to enacting policies.

Table 7. Employer steps taken before enacting a PFML policy, by employer size

	Less than 100 employees	100–499 employees	500 or more employees
Talked to employees about what they wanted in a policy	57%	64%	69%
Conducted an analysis of the potential cost	52%	69%	75%
Studied what other companies had done	48%	47%	55%
Other	7%	1%	1%
Don't know	10%	5%	4%

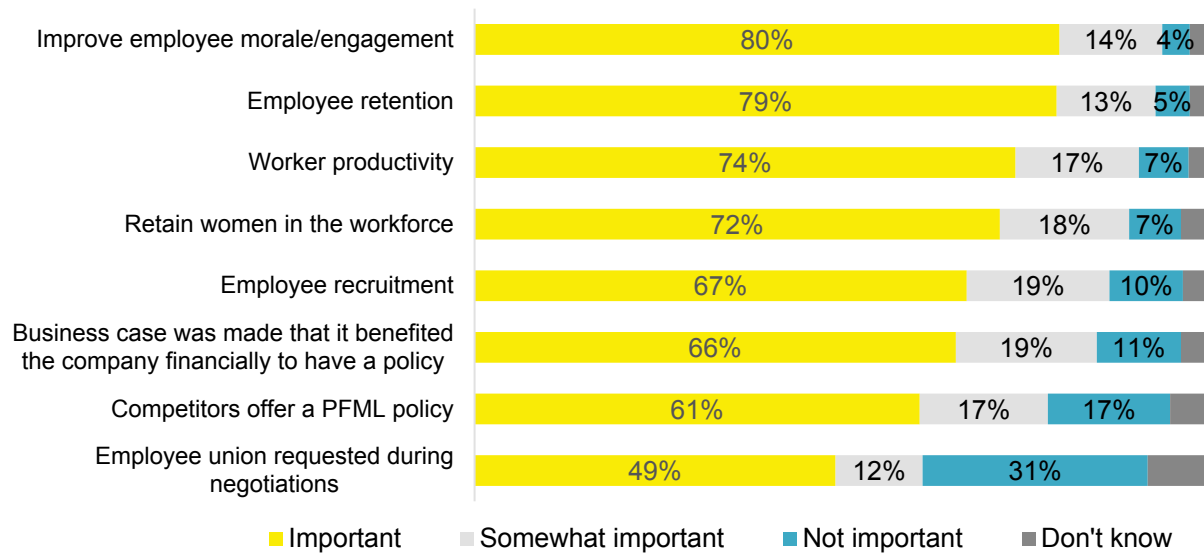
Note: Multiple responses allowed.

Source: EY US analysis.

Factors important in decision to enact a policy

Employers with a PFML policy also reported the importance of a variety of reasons for enacting a PFML policy. Most (80%) of these employers reported that improving employee/morale and engagement was an important factor. As shown in Figure 16, employee retention, worker productivity and the desire to retain women in the workforce were also cited as important reasons for deciding to enact a policy.

Figure 16. Important factors in employers' decision to enact a PFML policy



Note: Percentages may not total 100 due to rounding.

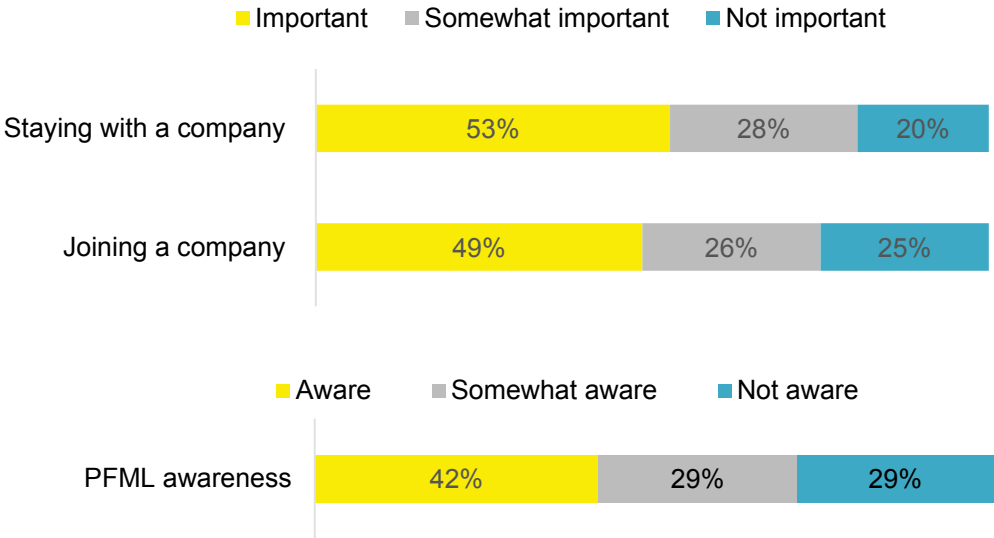
Source: EY US analysis.

Value of a PFML policy to employees

As shown above, employers who offer a PFML policy do so to improve employee morale, engagement, retention and productivity; results from the employee surveys corroborate these findings.

Figure 17 demonstrates that employees value the existence of a specific employer-provided PFML benefit when making decisions to both join and remain with an employer. Seventy-five percent of employees reported that a PFML policy was either “important” or “somewhat important” in their decision to join their employer — 81% reported accordingly for their decision to remain with their employer. A majority of employees also appeared to be aware of their company’s PFML policy when making their employment decision — 71% of employees reported being either “aware” or “somewhat aware” of their employer’s PFML policy when making their employment decision.

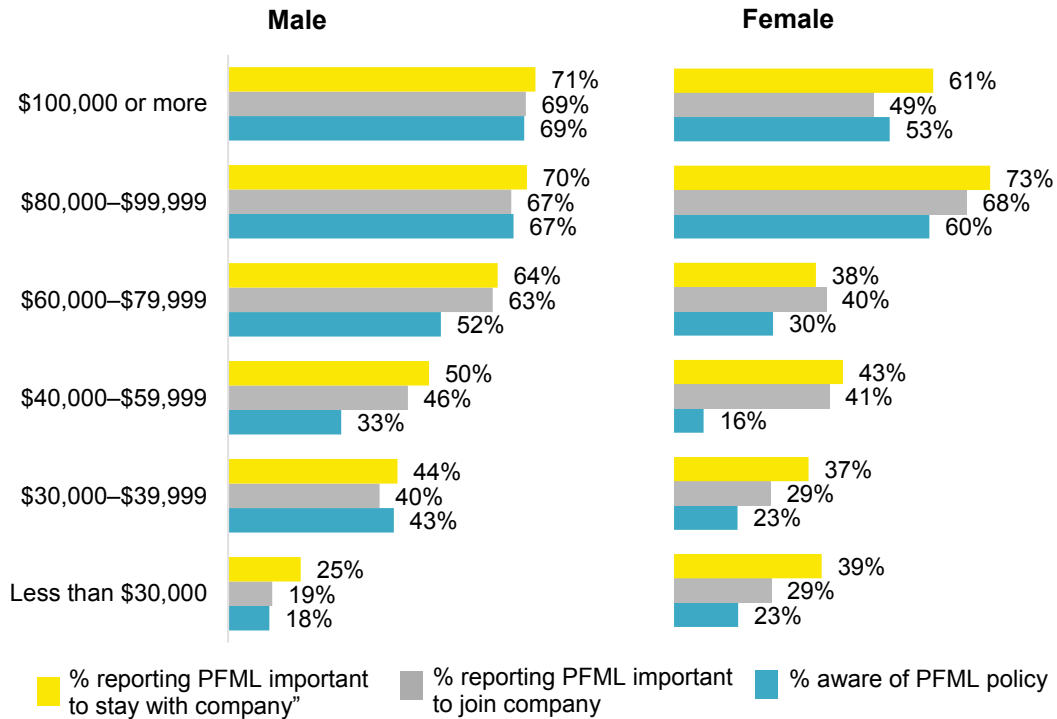
Figure 17. Value of a PFML policy to employees



Note: Percentages may not total 100 due to rounding.
 Source: EY US analysis.

Figure 18 illustrates that higher-income employees appear to place greater importance on the existence of a PFML policy when deciding to either join or stay with their employer. Higher-income employees also were more likely to report being aware of their employer’s policy. In general, across the majority of income groups, males also appeared to place more importance on and have higher awareness of policies than females.

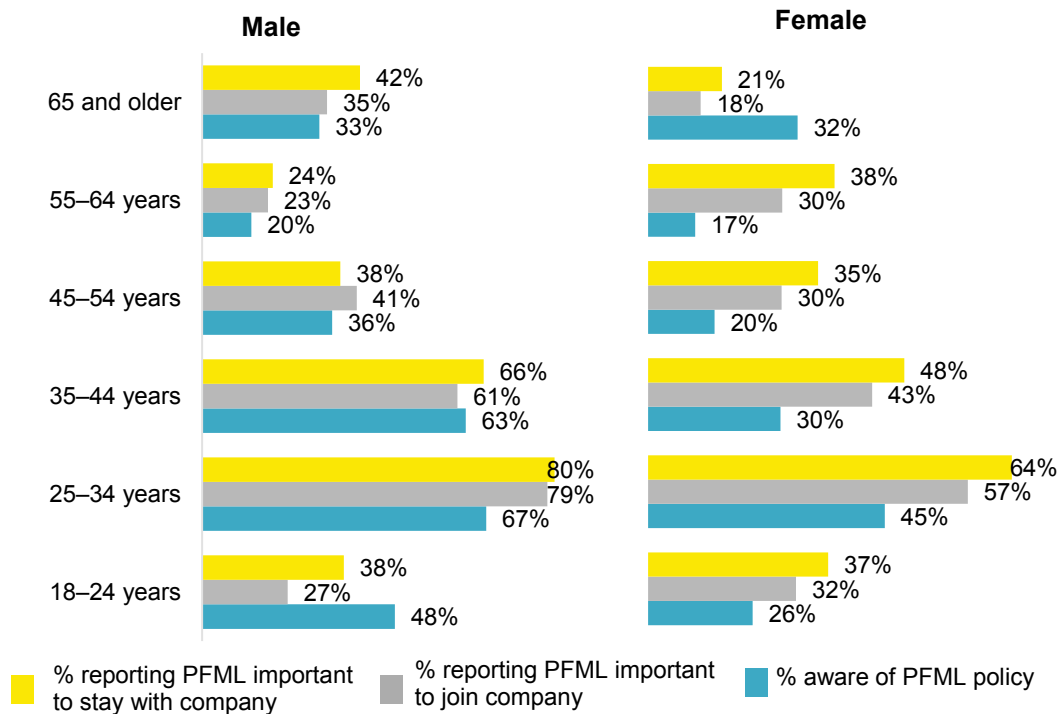
Figure 18. Awareness and importance of PFML policies, by income and gender



Source: EY US analysis.

Figure 19 illustrates that employees between the ages of 25 to 44 were most likely to value PFML policies when making employment decisions and also were more likely to be aware of said policies. Again, as a general rule, males appeared to place a higher level of importance and have a higher level of awareness of PFML benefits than women across the majority of age groups.

Figure 19. Awareness and importance of PFML policies, by age group and gender

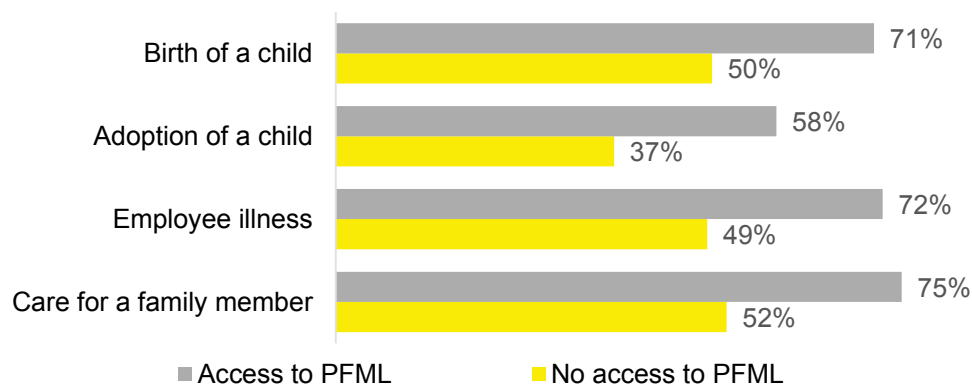


Source: EY US analysis.

Employee satisfaction

Clearly, the existence of a PFML policy is an important factor in attracting and retaining employees, and it was shown to be associated with higher levels of employee satisfaction. Figure 20 shows that higher levels of overall job satisfaction were reported across all PFML events when an employee had access to a PFML benefit. For example, 71% of employees who had access to a PFML benefit for the birth of a child reported being “very” or “extremely satisfied” with their current employment compared to only 50% of employees who reported not having access to such a benefit. A very similar pattern holds for the other family and medical leave events.

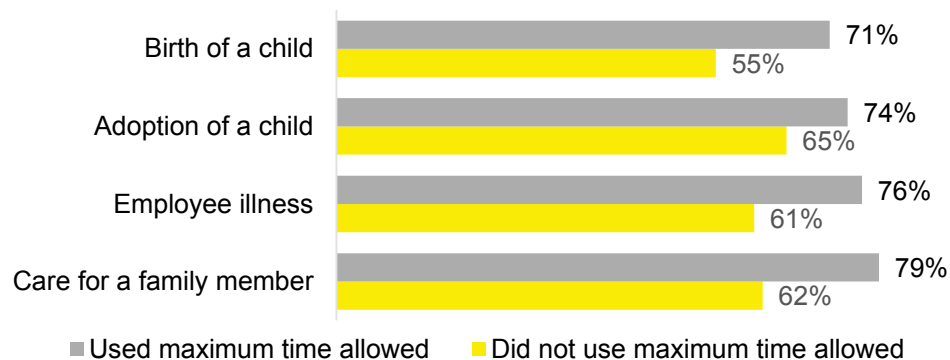
Figure 20. Percentage of employees “very” or “extremely satisfied” with their employment by presence/absence of PFML benefits



Source: EY US analysis.

Also, employees who used their full PFML benefit were more satisfied with their specific PFML benefit. Figure 21 shows that 71% of employees who used the full PFML benefit for the birth of a child reported being “very satisfied” or “extremely satisfied” with their benefit. This compares to only 55% satisfaction among employees who did not take the full PFML benefit.

Figure 21. Percentage of employees reporting being “very” or “extremely satisfied” with their PFML benefit by maximum time utilization

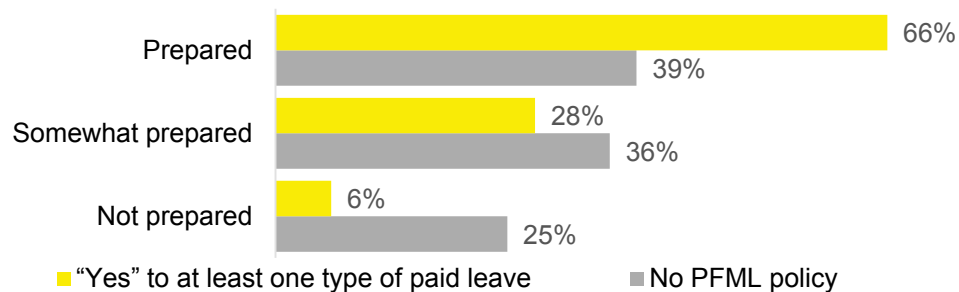


Source: EY US analysis.

Employers' coping strategies

Employers also reported how well prepared they feel they are to deal with absences of employees who take leave for an extended period, such as for a family or medical reason. Figure 22 shows that companies that offer a PFML policy for at least one family or medical leave event feel significantly more prepared to deal with absences than those employers who do not provide a PFML benefit.

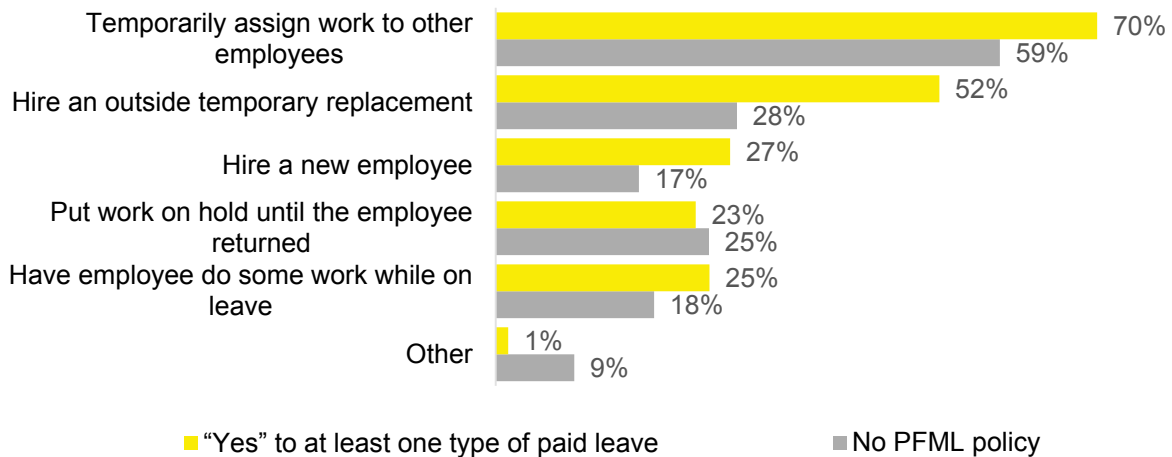
Figure 22. Level of preparedness by existence of PFML policy



Source: EY US analysis.

Employers also reported the strategies employed to cover work for employees on extended absences. Figure 23 shows that companies that provide some sort of PFML benefit were most likely to report temporarily assigning work to other employees (70%) and hiring an outside temporary replacement (52%). In fact, employers offering a PFML benefit were nearly twice as likely to hire an outside temporary replacement as those with no PFML policy — they were also much more likely to hire a new employee.

Figure 23. Strategies employed to cover work by existence of PFML policy

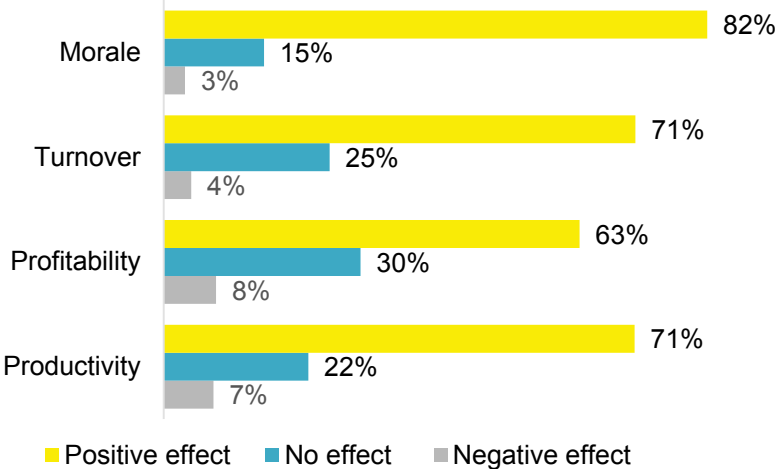


Source: EY US analysis.

Effects on profitability, morale, turnover, and productivity

Employers that reported offering a PFML policy also reported the effect that they believe the policy has had on outcomes such as morale, turnover, profitability and productivity. Per Figure 24, companies that have enacted a PFML policy reported a positive effect on all four of these metrics. While it might not be surprising to see the positive effects reported on employee outcomes such as morale and turnover, the positive impacts on operating outcomes such as profitability and productivity are also interesting.

Figure 24. Effects of PFML policy on employee outcomes



Note: Percentages may not total 100 due to rounding.
Source: EY US analysis.

Interestingly, while smaller companies indicated that cost was a concern in implementing a policy, nearly half of employers with less than 100 employees still reported a positive effect on profitability.

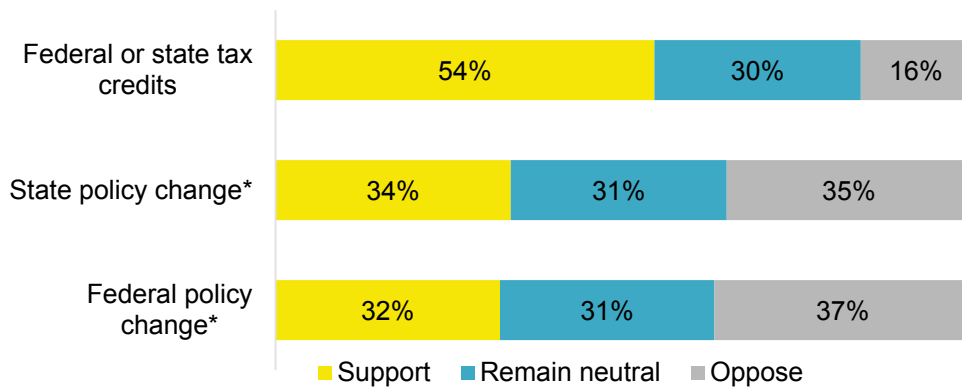
VI. PFML and public policy questions

- ▶ *Most employers support tax credits for businesses as a way of encouraging the adoption of PFML benefits.*
- ▶ *Smaller employers are less supportive of policy options than larger employers.*
- ▶ *Employers in service industries, particularly low-wage industries such as wholesale and retail trade, oppose the policy options in greater numbers than goods-producing industries.*

Support for policy options

Employers reported their views on potential federal and state policy changes that would expand PFML benefits. Employers were asked if they would support, oppose or remain neutral on a range of policy options that included federal or state PFML benefits administered by the government and funded through taxes, or PFML benefits funded through tax credits provided for employers that provide PFML benefits to their employees. Figure 25 shows that the majority of employers support tax credits for businesses that choose to provide PFML benefits. Approximately two-thirds of employers stated they would either be opposed to or remain neutral on state or federal policy changes that involve taxation of employees, employers or both to fund PFML benefits.

Figure 25. Support for policy options



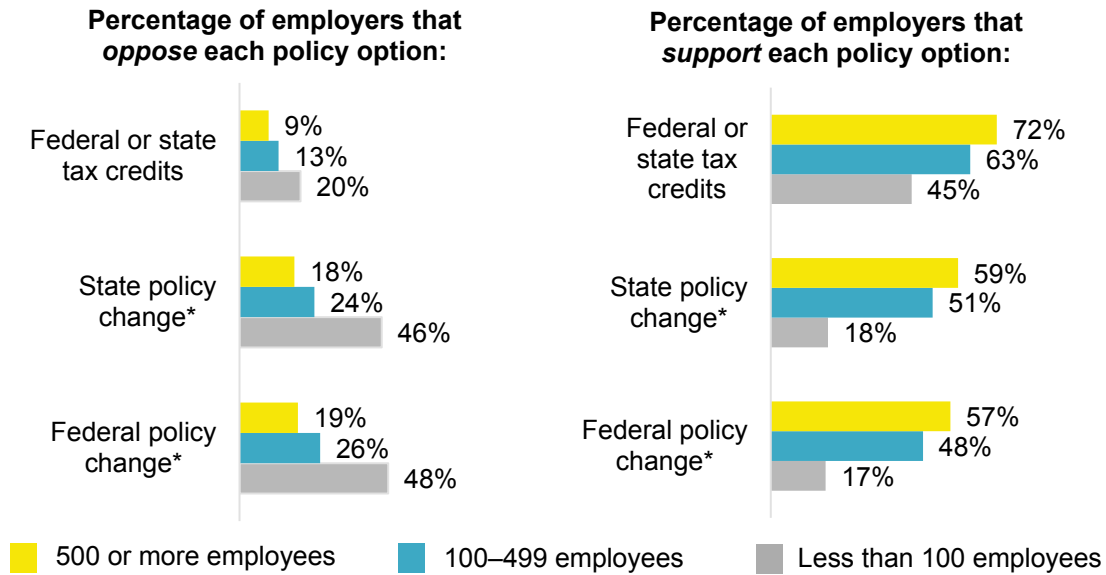
* PFML benefits administered by the government and funded through taxes.

Note: Respondents include employers who provide PFML benefits to their employees and employers who do not. Percentages may not total 100 due to rounding.

Source: EY US analysis.

Figure 26 shows that a greater share of small-size employers surveyed was opposed to each of the policy options presented, particularly those involving state or federal policy changes that would fund PFML benefits through taxation. While each group of employers was more likely to support a policy that involved tax credits, the majority of large companies also supported state or federal policy changes that would fund PFML benefits through taxation. There was little difference in support for policy options at the federal versus state level.

Figure 26. Comparison between different size companies



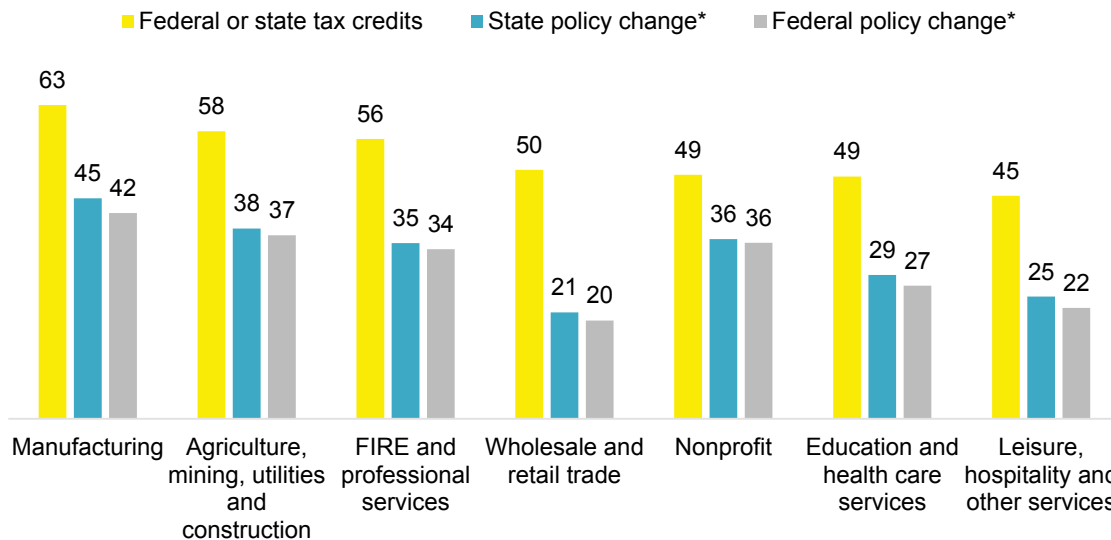
* PFML benefits administered by the government and funded through taxes.

Note: Respondents include employers who provide PFML benefits to their employees and employers who do not.

Source: EY US analysis.

Support for policy options also varied by industry. As seen in Figure 27, employers in service industries, particularly industries such as leisure and hospitality, opposed all policy options asked about in greater numbers than goods-producing industries such as manufacturing and agriculture, mining, utilities and construction.

Figure 27. Percentage of employers that support each policy option by industry



* PFML benefits administered by the government and funded through taxes.

Note: Respondents include employers who provide PFML benefits to their employees and employers who do not.

FIRE refers to “finance, insurance and real estate.”

Source: EY US analysis.

There are a couple of explanations for the differences by industry. First, the leisure, hospitality and other services employers that were surveyed were substantially smaller than the manufacturing companies. Whereas 69% of responding leisure, hospitality and other services companies had fewer than 100 employees, only 36% of responding manufacturers were that small. Since smaller employers are more likely to oppose policy options involving taxation than larger employers, this could help explain these results at the industry level.

Second, employers in industries with a higher percentage of women were more likely to oppose policy change options. Women make up just 29% of manufacturing employment nationally compared to 45% in wholesale and retail trade. Respondents in the leisure and hospitality industry (comprised of 51% women nationally) and the education and health care services industries (comprised of 75% women nationally) also were more likely to oppose changes in public policy to provide for PFML benefits.

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Appendix A: Survey methodology

Every survey research project must address the problem of survey error. We consider two main types of error in survey research: variable and systematic errors. Variable error is the variability of a subject's estimates measured by their average deviation — typically corresponding to the statistical measures of variance and standard deviation. Systematic errors arise from faults in the measurement process; these errors can lead to bias.

Variable errors are unavoidable, but can be reduced using appropriate techniques of statistical inference. Systematic errors can be reduced by making improvements to the survey process — these errors are the chief focus of our survey quality process. Survey error can also be classified by its two main sources — sampling error and non-sampling error. Sampling error arises from basing an estimate for the population value on a sample rather than the entire population. In general, sampling error contributes to increased variability in the data. It is measurable and often can be reduced by increasing the sample size or using more sophisticated sample designs.

Non-sampling errors are those arising from sources other than sampling. They tend to contribute to the systematic errors, which can be mitigated through good survey practice. In this appendix, we describe the steps we have taken to mitigate survey error at each of the five survey stages: plan, design, collect, process and report.

Survey plan

Prior to designing our survey questionnaire for distribution among respondents, EY's Quantitative Economics and Statistics group (EY QUEST) reviewed the significant body of research that exists analyzing employee access to and utilization of PFML. This includes several federal data sets that provide information on paid and unpaid leave for family or medical reasons and research by academics and policy researchers (see the list of references). Also, we worked with EY's People Advisory Services practice to help guide our selection of survey topics and populations for analysis and study.

Survey design

Upon formulating our survey plan, we moved to the design phase, which includes questionnaire and sample design. For the questionnaire, we relied on the same set of subject-matter professionals noted in the planning stage to identify appropriate questions to include. The survey methodological training and experience of the EY QUEST group helped identify potential issues with question formulation, ordering and web design elements. We conducted a pilot test of both the employer and employee surveys and received valuable feedback that helped refine our survey instrument prior to launch.

To solicit respondents for both the employer and employee surveys, EY US worked with a third-party panel vendor (Toluna) to recruit survey respondents.

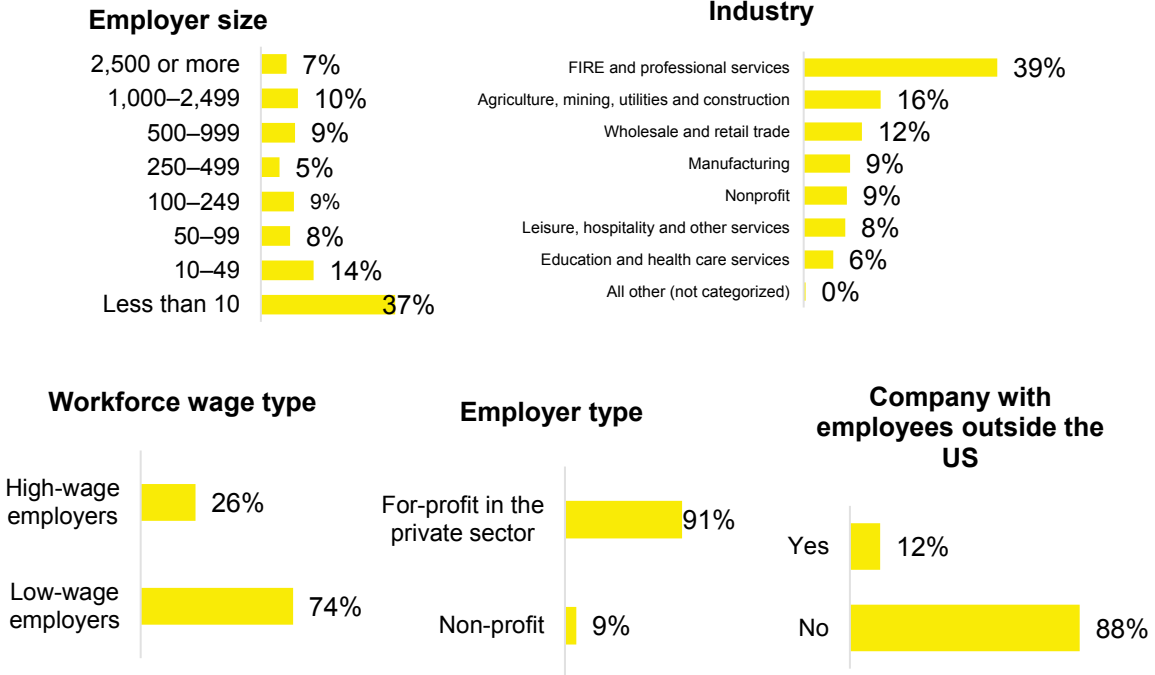
For the employer survey, Toluna targeted self-identified HRDMs in US private sector firms. Toluna leveraged the self-reported information from its target respondent database to locate individuals who met these criteria. To supplement the initial screening conducted by Toluna, our EY QUEST group included additional screener questions within the actual survey instrument to remove employers who did not have influence over “human resources (HR)” or “strategic planning as it relates to people or talent in the company.” EY US also screened out any public sector employers (defined as a government, publicly funded agency or public enterprise).

For the employee survey, Toluna targeted US private sector employees aged 18 and older. To supplement the initial screening conducted by Toluna, our EY QUEST group screened out survey respondents who indicated that they currently work for a government entity or a publicly funded agency or enterprise. Self-employed workers were also screened out.

Survey data collection and processing

Data collection for these surveys took place in August and September 2016. There were 1,546 qualifying respondents to the employer survey. Given that most employers in the United States are small employers (less than 50 employees), our responding population skews a bit toward larger employers, compared to national representation. However, since nearly half of US employees work for employers with more than 100 employees, and we wanted to compare results by company size, we did not weight the employer survey data. We also oversampled larger employers so that we had enough responses from companies that offer PFML benefits to be able to report these results. The industry distribution of survey respondents matched fairly well to the mix of industries nationally, except that it skewed somewhat toward higher-wage service industries — finance, insurance and professional services. As such, we also report results by industry wherever there are notable industry differences. Figure 28 illustrates the characteristics of the employers that were included in our survey sample.

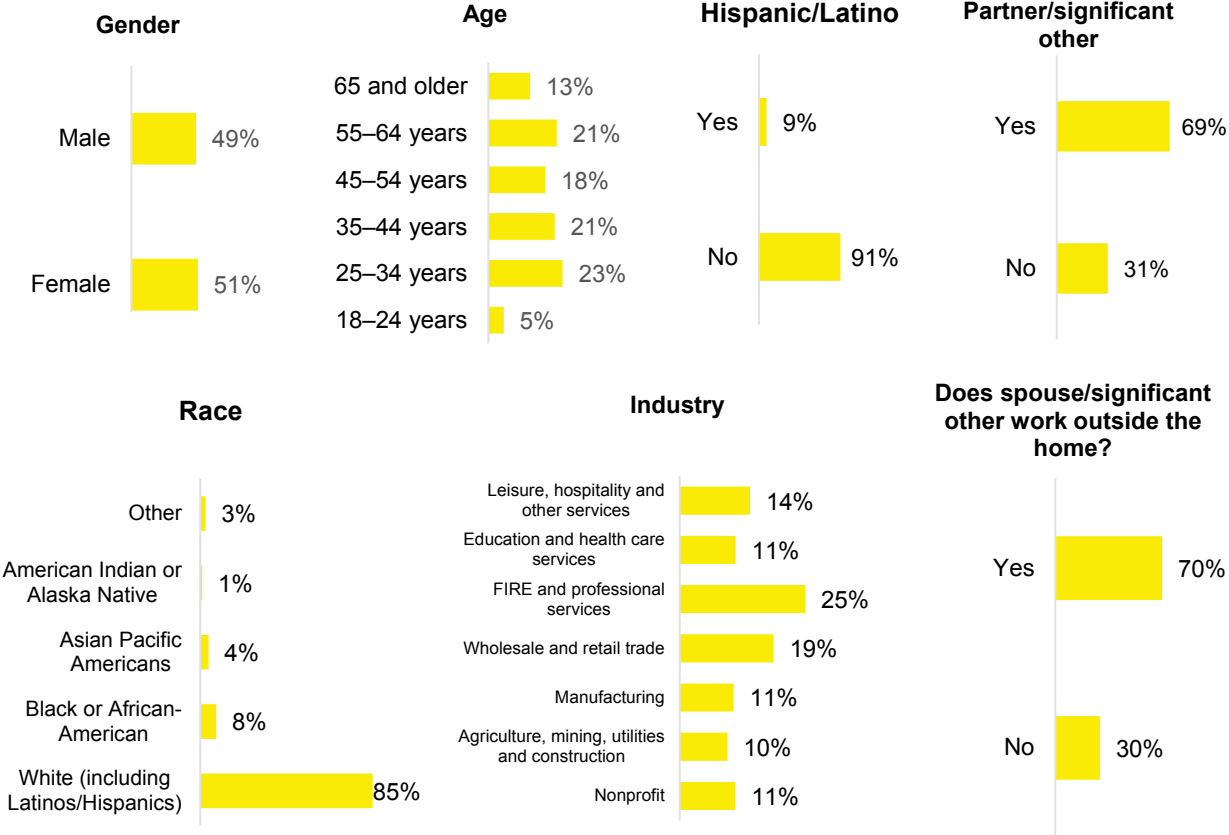
Figure 28: Employer survey sample characteristics



Note: Percentages may not total 100 due to rounding. FIRE refers to “finance, insurance and real estate.”
 Source: EY US analysis.

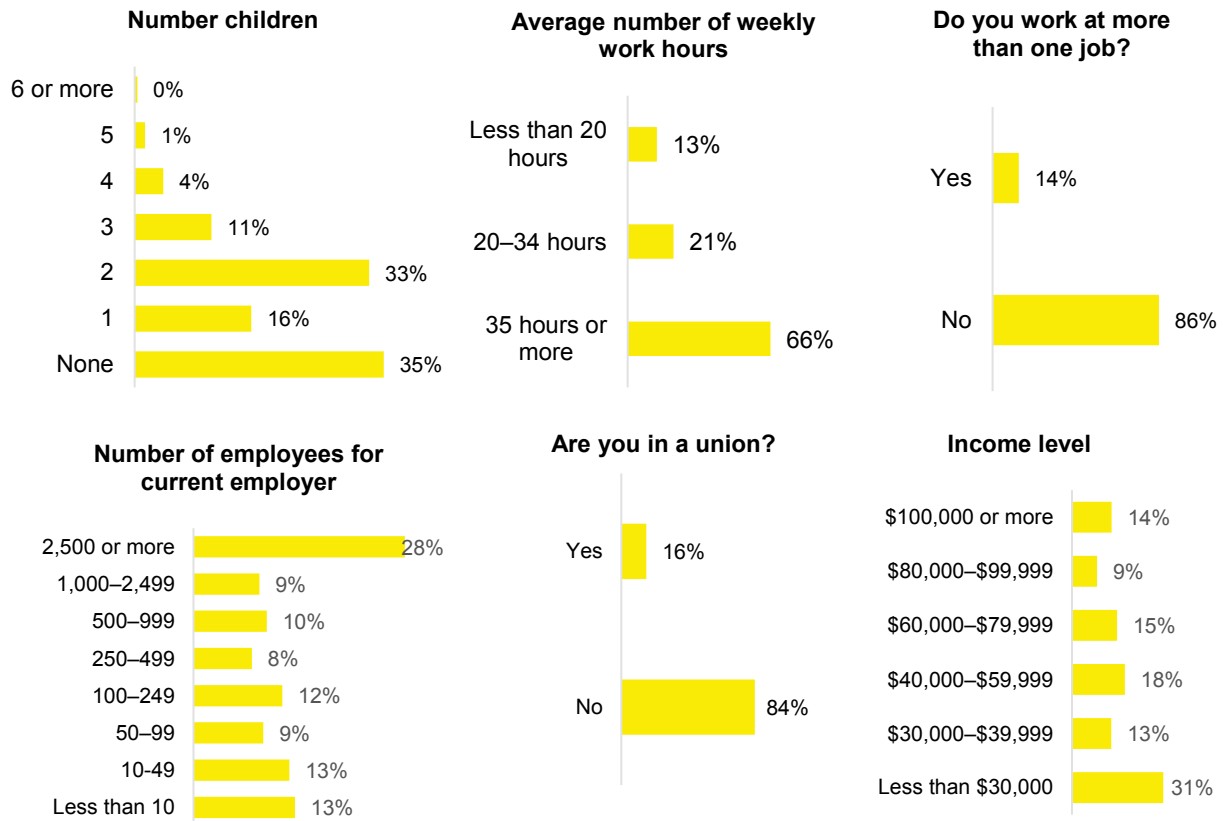
There were 3,068 qualifying respondents to the employee survey. Figure 29 and Figure 30 show the characteristics of responding employees from our survey sample.

Figure 29. Demographics of employee survey respondents



Note: Percentages may not total 100 due to rounding. FIRE refers to “finance, insurance and real estate.”
 Source: EY US analysis.

Figure 30. Demographics of employee survey respondents (continued)



Note: Percentages may not total 100 due to rounding.
 Source: EY US analysis.

It is worth noting that we actually had 3,086 qualified employees, but the data from 18 employees was removed when their responses were deemed to be “extreme outliers.”¹³ Before producing the employee survey results, a non-response weight¹⁴ was calculated and applied to compensate for the over- or under-sampling of specific industries, states and genders. We generally did not impute any missing data, except where there was missing data for questions that should sum to a total, e.g., the number of weeks of leave taken for a PFML by type (e.g., vacation, sick, PFML benefit, disability). When data was missing for one of those types of leave but provided for the others, we imputed the missing data as zeroes.

¹³ These 18 outliers were flagged by reviewing their responses to various open-ended questions where respondents entered the total number of weeks they had taken off for family or medical events. Our EY US team used our own judgment when reviewing the distribution of responses to these questions to determine whether, in fact, certain respondents simply may not have understood the question being asked given the response they provided.

¹⁴ State responses were compared to national level population data to uncover any other “differences in responding population distribution.” Similarly, survey response percentages by gender and industry were compared to national level distributions, and appropriate weights were calculated to better align the survey results with the population distribution by state, gender and industry.

Survey reporting

After weighting the data and flagging outlying results, we settled on a final data set for analysis. In general, we report descriptive statistics for survey questions using percentages, distributions, medians and 95% trimmed means. A 95% trimmed mean calculates the mean for observations after removing the highest 2.5% of responses and the lowest 2.5% of responses. We use the 95% trimmed mean instead of the traditional averages because that estimator is less sensitive to some of the extreme outliers we found in the data.

Reliability of survey data

Throughout the report, we made an effort to compare our survey results to findings from other recent surveys. For example, our survey indicated that employees were more likely to report being offered PFML benefits than employers were to report offering them — this is consistent with the findings from the National Compensation Study (NCS) and the American Time Use Survey (ATUS). When our results differed from findings of previous surveys (usually five years older or more), we noted this in the report and discussed possible causes. For example, our employer survey found that company size affects whether or not a company offers PFML benefits. As a result, we compare responses by these demographic categories to provide supplemental context for our findings.

Similarly, our employee survey showed that income, age and gender were important drivers of access to and usage of PFML. Because of this, we display results by income, gender, industry and age when appropriate to explain things like awareness or importance of PFML to an employee.

Appendix B: Employer survey questionnaire

Section I. Employer characteristics

Q1. Which types of decisions do you have influence over in your company? [check all that apply]

If HR or strategic planning is checked, continue with survey

- ▶ Information technology (IT)
- ▶ Human resources (HR)
- ▶ Strategic planning as it relates to people or talent in the company
- ▶ Daily office administration
- ▶ Procurement
- ▶ None of the above

Q2. What type of employer are you? *If nonprofit or private is checked, continue with survey*

- ▶ Public employer — defined as government, publicly funded agency or public enterprise
- ▶ Nonprofit
- ▶ For-profit in the private sector

Q3. *If Q2 = for-profit:* What industry are you in?

(select industry):

- ▶ Agriculture, forestry, fishing and hunting (NAICS 11)
- ▶ Mining, oil and gas extraction (NAICS 21)
- ▶ Utilities and transportation (NAICS 22, 48–49)
- ▶ Construction (NAICS 23)
- ▶ Manufacturing (NAICS 31–33)
- ▶ Wholesale and retail trade (NAICS 42, 44–45)
- ▶ Information (NAICS 51)
- ▶ Finance and insurance (NAICS 52)
- ▶ Real estate (NAICS 53)
- ▶ Professional and business services (NAICS 53–56)
- ▶ Educational and health care services (NAICS 61–62)
- ▶ Leisure and hospitality (NAICS 71–72)
- ▶ Other (allow for write-in)

Q4. Including full time (35 hours/week or more) and part time (less than 35 hours/week), how many employees does your company currently have in the US?

- ▶ Less than 10
- ▶ 10–49
- ▶ 50–99
- ▶ 100–249
- ▶ 250–499
- ▶ 500–999
- ▶ 1,000–2,499

- ▶ 2,500 or more

Q5. What percentage of your US workforce falls into each of the following pay structures?

- ▶ % salaried
- ▶ % hourly
- ▶ % contract or commission arrangement
- ▶ % other

Q6. Approximately, what percentage of your US workforce falls into each of the following compensation (before tax) ranges:

- ▶ % earning less than \$30,000
- ▶ % earning between \$30,000–\$59,999
- ▶ % earning between \$60,000–\$99,999
- ▶ % earning \$100,000 or more
- ▶ Total (must sum to 100%)

Q7. What percentage of your US workforce is female?

Q8. In what states does your company have the most employees? Please select the top five states in which your company has the most employees. (States listed with check boxes)

Q9. Approximately how many employees are located in each of the following states? Please include both full-time and part-time employees. In addition to states you selected in the previous question, we are going to ask about a few other states of interest to us. (Note: Web version adds states selected in Q8 not listed below. Added note: “If no employees work in the given states, please enter ‘0.’”)

- ▶ California
- ▶ New Jersey
- ▶ Rhode Island
- ▶ Washington
- ▶ New York

Q10. Where is your company headquartered? [select from country list]

Q11. Does your company have any employees outside the US?

- ▶ Yes
- ▶ No

Q12. *If yes to Q11* — What percentage of your company’s employees are located in countries outside the US?

Q13. *If yes to Q11* — In what country does your company have the most employees outside the US? [Select country; write in number of employees]

Section II. Employer leave policies

(Note: For the remainder of the survey, please answer for your US workforce.)

Q14. Does your company have to comply with the Family Medical Leave Act (FMLA)? FMLA applies to private sector employers who employ more than 50 employees within a 75-mile radius of his/her worksite for at least 20 workweeks in the current or preceding calendar year.

- ▶ Yes — (proceed to Q15)
- ▶ No — (proceed to Q20)
- ▶ Don't know — (proceed to Q20)

If yes to Q14:

Q15. In addition to complying with FMLA, does your company offer **paid leave that is not vacation, personal or sick leave** for any of the following reasons? We are defining this as a specific paid family and medical leave (PFML) policy.

PFML definition: PFML is leave granted to an employee to care for a family member and includes paid maternity and paternity leave. The leave may be available to care for a newborn child, an adopted child, a sick child, a sick adult relative or for a serious personal health condition. Paid family leave is given in addition to any sick leave, vacation, personal leave or short-term disability leave that is available to the employee.

Serious health condition is defined as a condition that (1) requires periodic visits for treatment by a health care provider or nurse under the supervision of the health care provider, (2) continues over an extended period and (3) may cause episodic rather than continuing periods of incapacity. The regulations clarify this definition by defining “periodic visits” as at least twice a year.

[Check all that apply]

- ▶ Birth of a child
- ▶ Adoption of a child
- ▶ Employee serious health condition (i.e., long-term disability)
- ▶ Care for an immediate family member with a serious health condition
- ▶ None of the above

Q16. Does your company offer **unpaid leave** that goes above and beyond the requirements of FMLA for any of the following reasons? FMLA allows employees up to 12 weeks of unpaid, job-protected leave during a 12-month period for the birth or adoption of a child, serious illness for the employee or to care for an ill spouse, child or parent, or a covered event related to a parent that is on active duty in the military (check all that apply).

- ▶ Birth of a child — birth mother
- ▶ Birth of a child — spouse/partner of a birth mother
- ▶ Adoption of a child — primary caregiver
- ▶ Adoption of a child — secondary caregiver
- ▶ Employee serious health condition (i.e., long-term disability)

- ▶ Care for an immediate family member with a serious health condition
- ▶ No additional unpaid leave is offered above FMLA requirements — proceed to Q19

For each PFML event checked in Q16:

Q17. Including both paid and unpaid leave, what is the **maximum number of weeks** that a full-time employee can take off for [(insert checked PFML event)]?

- ▶ Write in length of time [weeks]

Q18. Including both paid and unpaid leave, what is the **maximum number of weeks** that a part-time employee can take off for [insert checked PFML event]?

- ▶ Write in length of time [weeks]

Q19. Does the maximum amount of leave that an employee can take for [PFML event] differ by position in or tenure with the company?

- ▶ Yes — Please explain how the amount of unpaid leave differs by position in or tenure with the company for [PFML event]
- ▶ No

If no or don't know to Q14: (not required to comply with FMLA)

Q20. Does your company offer **unpaid leave** for any of the following reasons?

Serious health condition is defined as a condition that (1) requires periodic visits for treatment by a health care provider or nurse under the supervision of the health care provider, (2) continues over an extended period, and (3) may cause episodic rather than continuing periods of incapacity. The regulations clarify this definition by defining “periodic visits” as at least twice a year.

[Check all that apply]

- ▶ Birth of a child — birth mother
- ▶ Birth of a child — spouse/partner to a birth mother
- ▶ Adoption of a child — primary caregiver
- ▶ Adoption of a child — secondary caregiver
- ▶ Employee serious health condition (i.e., long-term disability)
- ▶ Care for an immediate family member with a serious health condition
- ▶ None of the above

Q21. Does your company offer **paid leave that is not vacation, personal or sick leave** for any of the following reasons? We are defining this as a specific paid family and medical leave (PFML) policy.

PFML definition: PFML is leave granted to an employee to care for a family member and includes paid maternity and paternity leave. The leave may be available to care for a newborn child, an adopted child, a sick child, a sick adult relative or for a serious personal health

condition. Paid family leave is given in addition to any sick leave, vacation, personal leave or short-term disability leave that is available to the employee. [check all that apply]

- ▶ Birth of a child
- ▶ Adoption of a child
- ▶ Employee serious health condition (i.e., long-term disability)
- ▶ Care for an immediate family member with a serious health condition
- ▶ None of the above

Based on responses in Q14–Q21, directed to paid/unpaid questions for relevant events. If “no” to FMLA and “none of the above” are answered — directed to Section V.

If something selected in Q15 or Q21 — go to Section 3; if something selected in Q20 — go to Section IV; if nothing selected in Q15, Q20 and Q21 — go to Section V.

III. Paid family and medical leave policy and utilization questions

You indicated that your company provides **paid leave that is not vacation, personal or sick leave** for a family and medical leave event. We are now going to ask you about your company’s specific paid family and medical leave (PFML) benefit.

Checked: birth of a child (Q15 or Q21)

Q22. Does your company provide paid leave that is not vacation, personal or sick leave for the birth of a child?

- ▶ Yes — continue to questions below [confirmation they should answer these questions]
- ▶ No — move to next section

Q23. Please indicate what a birth mother has to do to qualify for the PFML benefit:

[check all that apply]

- ▶ No employee requirements — available to all employees upon hire start date
- ▶ Employee must be full time (however company defines it)
- ▶ Employee must have been with company for a set amount of time before access to the benefit [write-in box for length of time]
- ▶ Employee must hold a certain position in the company
- ▶ Employee must show medical documentation
- ▶ Other [write-in box]

Q24. Do PFML benefits for a birth mother differ if the employee is full time (defined as 35 hours per week or more) or part time (less than 35 hours per week)?

- ▶ If yes — ask Q25–Q27 each for part-time and full-time employees
- ▶ No

Q25. What form of paid leave is provided to a birth mother, who is a full-time/part-time employee? [Update logic from Q23 if full time is checked] [check all that apply]

- ▶ Short-term disability insurance (SDI) benefit

- ▶ Parental leave provided by the company
- ▶ Access to state disability insurance program benefits
- ▶ Other (please specify)

Q26. *If SDI and parental leave are checked, ask each separately:* What is the maximum amount of PFML provided to an employee who is a birth mother under [SDI/parental leave]?

- ▶ Write in [weeks]

Q27. What wage replacement during PFML is provided to a birth mother under [SDI/parental leave]?

- ▶ Full payment — 100% of wages
- ▶ Partial payment — (write in %)
 - i. “You reported providing a partial wage replacement during PFML to a birth mother under SDI and/or parental leave. What percent is provided?”

Q28. Does PFML for a birth mother differ based on employee seniority/rank/tenure/position?

- ▶ No
- ▶ Yes
 - i. Please explain how PFML differs based on employee seniority/rank/tenure/position

Q29. How are wages for the birth mother paid for? [check all that apply]

- ▶ Company pays wages to the employee
- ▶ Short-term disability insurance (SDI) plan
 - i. If checked — What % of the benefit provided to the employee is paid for through a SDI plan?
- ▶ State temporary disability plan benefit
- ▶ Other

Q30. In what year did your company begin offering a PFML benefit for a birth mother? [drop-down box]

Q31. Do you know what % of your total employees has taken advantage of your company’s PFML as a birth mother **in the past 12 months**?

- ▶ Yes
 - i. What percentage of your total employees has taken advantage of this particular benefit?
- ▶ No

Q32. Do you know what the average amount of paid time off taken by birth mothers was due to your company's specific PFML benefit in the past 12 months?

- ▶ Yes
 - i. Write-in weeks (Note: If less than a week, please write in fractional terms where 1 day = 0.2 weeks, 2 days = 0.4 weeks, 3 days = 0.6 weeks, and 4 days = 0.8 weeks.)
- ▶ No

Q33. Do you offer paid parental benefits for the birth of a child to the spouse/partner of a birth mother?

- ▶ Yes
- ▶ No — move to next section

Q34. *If yes to Q33:* Do PFML benefits for the spouse/partner of a birth mother differ whether the employee is the primary or secondary caregiver? If your company has a policy for primary caregivers, but not secondary caregivers, please select "yes" as they are not the same.

- ▶ No
- ▶ Yes — ask Q36–Q38 each for primary/secondary caregiver

Q35. *If no to Q34:* Are paid parental leave benefits for the birth of a child the same for both the spouse/partner of a birth mother and the birth mother herself?

- ▶ If yes — move to next section
- ▶ If no — answer Q36–Q38

Q36. Do PFML benefits for the spouse or partner of a birth mother differ if the employee is full time (defined as 35 hours per week or more) or part time (less than 35 hours per week)? If your company has a policy for full-time employees, but not part-time employees, please select "Yes" as they are not the same.

- ▶ If yes — Ask Q37–Q38 each for part-time and full-time employees
- ▶ No

Q37. What is the maximum amount of PFML provided to a spouse/partner of a birth mother? If no paid time off is provided for a type of caregiver or employee, please enter "0." [vary by full time/part time and primary/secondary]

- ▶ Write in by type of employee and caregiver

Q38. What wage replacement during PFML is provided to the spouse/partner of a birth mother? If no wage replacement is provided for a type of caregiver or employee, please select "N/A." [vary by full time/part time and primary/secondary]

- ▶ Full payment — 100% of wages
- ▶ Partial payment — (write in %)
 - i. "You reported providing a partial wage replacement during PFML to the spouse/partner of a birth mother. What percent is provided?"
- ▶ N/A

Q39. Does the PFML for a spouse/partner of a birth mother differ based on employee seniority/rank/tenure/position?

- ▶ No
- ▶ Yes
 - i. Please explain how PFML differs based on employee seniority/rank/tenure/position

Q40. In what year did your company begin offering PFML for a spouse/partner of a birth mother? [drop-down box with years]

Q41. Do you know what % of your total employees has taken advantage of your company's PFML benefit for spouse/partner of a birth mother in the past 12 months?

- ▶ Yes
 - i. Write in %
- ▶ Don't know

Q42. Do you know what the average amount of paid time off taken was by a spouse/partner of a birth mother due to your company's specific PFML benefit in the past 12 months?

- ▶ Yes
 - i. Write in length of time (weeks) (Note: If less than a week, please write in fractional terms where 1 day = 0.2 weeks, 2 days = 0.4 weeks, 3 days = 0.6 weeks, and 4 days = 0.8 weeks.)
- ▶ No

Checked: adoption of a child (Q15 or Q21)

Q43. Does your company provide paid leave that is not vacation, personal or sick leave for the adoption of a child?

- ▶ Yes — continue to questions below [confirmation they should answer these questions]
- ▶ No — move to next section

Q44. Does your company provide different level of PFML benefits if the employee is the primary or secondary caregiver of the adopted child? If your company has a policy for primary caregivers, but not secondary caregivers, please select "yes" as they are not the same.

- ▶ Yes — ask both "primary" and "secondary" questions
- ▶ If no — only ask "primary"

Q45. Do PFML benefits for the adoption of a child differ based on whether the employee is full time or part time? If your company has a policy for full-time employees, but not part-time employees, please select "yes" as they are not the same.

- ▶ No
- ▶ Yes — Q45–Q48 separately for full-time/part-time employees

Q46. What is the maximum amount of PFML that an employee can take for the adoption of a child if the employee is the primary caregiver?

- ▶ Write in number of weeks

Q47. What is the maximum amount of PFML that an employee can take for the adoption of a child if the employee is the secondary caregiver?

- ▶ Write in number of weeks

Q48. What wage replacement during PFML does your company provide for the adoption of a child if the employee is the primary caregiver?

- ▶ Full payment — 100% of wages
- ▶ Partial payment — (write in %)
 - i. “You reported providing a partial wage replacement during PFML to the adoption of a child. What percent is provided?”

Q49. What wage replacement during PFML does your company provide for the adoption of a child if the employee is the secondary caregiver?

- ▶ Full payment — 100% of wages
- ▶ Partial payment — (write in %)
 - i. “You reported providing a partial wage replacement during PFML to the adoption of a child. What percent is provided?”

Q50. Does your company offer additional monetary assistance to the employee for the adoption of a child?

- ▶ No
- ▶ Yes — How much additional monetary assistance is offered? (write in dollar amount)

Q51. In what year did your company begin offering a specific paid family and medical leave benefit for **the adoption of a child**? [drop-down box with years]

Q52. Do you know what % of your total employees has taken advantage of your company's PFML benefit for the adoption of a child in the past 12 months?

- ▶ Yes — What % of your total employees has taken advantage of your company's PFML benefit for an adopted child **in the past 12 months**? Write in %.
 - i. % used as primary caregiver
 - ii. % used as secondary caregiver
- ▶ No

Q53. Do you know what the average amount of PFML taken was for the adoption of a child **in the past 12 months**?

- ▶ Yes — How many weeks of PFML (on average) was taken for the adoption of a child in the past 12 months? Write in number of weeks (note on conversion of days to weeks)

- i. Weeks taken by primary caregiver
- ii. Weeks taken by secondary caregiver
- ▶ No

Checked: care for an immediate family member (Q15 or Q21)

Q54. Does your company provide paid leave to care for a family member with a serious health condition that is not vacation, personal, sick leave or through a state temporary disability insurance system?

- ▶ Yes — continue to questions below
- ▶ No — move to next section

Q55. Please indicate what an employee has to do to qualify for the PFML benefit to care for an immediate family member with a serious health condition: [check all that apply]

- ▶ No employee requirements — available to all employees upon hire start date
- ▶ Employee must be full time (however company defines it)
- ▶ Employee must have been with company for a set amount of time before access to the benefit [write-in box for length of time]
- ▶ Employee must hold a certain position in the company
- ▶ Employee must show medical documentation
- ▶ Other [write-in box]

Q56. Do PFML benefits to care for an immediate family member with a serious health condition differ based on whether the employee is full time or part time? If your company has a policy for full-time employees, but not part-time employees, please select “yes” as they are not the same.

- ▶ No
- ▶ Yes
 - i. Repeat Q57–Q58 separately for full-time, part-time employees

Q57. Who qualifies as an immediate family member under your company’s PFML policy? [check all that apply]

- ▶ Spouse
- ▶ Child
- ▶ Parent
- ▶ In-law
- ▶ Other (write in)

Q58. What is the maximum amount of PFML that an employee can take to care for an immediate family member with a serious health condition? [Update full-time/part-time logic if full-time is checked in Q55]

Q59. What wage replacement does your company provide for an employee who is taking PFML to care for an immediate family member with a serious health condition?

- ▶ Full payment — 100% of wages
- ▶ Partial payment — write in %

- i. “You reported providing a partial wage replacement during PFML to care for an immediate family member with a serious health condition. What percent is provided?”

Q60. How were wages paid to the employee? [check all that apply]

- ▶ Company paid wages
- ▶ Disability insurance plan
- ▶ Other (please specify)

Q61. In what year did your company begin offering a PFML benefit to care for an immediate family member with a serious health condition?

Q62. Do you know what % of your total employees has taken advantage of your company’s PFML benefit to care for an immediate family member with a serious health condition in the past 12 months?

- ▶ Yes — write in %
- ▶ No

Q63. Do you know what the average amount of PFML taken was to care for an immediate family member with a serious health condition in the past 12 months?

- ▶ Yes — write in length of time
- ▶ No

Checked: employee serious health condition (Q9 or Q21)

Q64. Does your company provide paid leave for an employee with a long-term serious health condition (i.e., long-term disability) that is not vacation, personal, sick leave or through a state temporary disability insurance system?

- ▶ Yes — continue to questions below
- ▶ No — proceed to next section

Q65. Please indicate what an employee has to do to qualify for PFML due to his or her own serious health condition: [check all that apply]

- ▶ No employee requirements — available to all employees upon hire start date
- ▶ Employee must be full time (however company defines it)
- ▶ Employee must have been with company for a set amount of time before access to the benefit [write-in box for length of time]
- ▶ Employee must hold a certain position in the company
- ▶ Employee must show medical documentation
- ▶ Other [write-in box]

Q66. Do PFML benefits for an employee’s serious health condition differ based on whether the employee is full time or part time? If your company has a policy for full-time employees, but not part-time employees, please select “yes” as they are not the same.

- ▶ No

- ▶ Yes — ask Q65–Q66 separately for full-time, part-time employees

Q67. What is the maximum amount of PFML that an employee can take for his or her own serious health condition?

[Update logic if full-time is checked in Q65]

Q68. What wage replacement does your company provide during PFML for an employee with a serious health condition?

- ▶ Full payment — 100% of wages
- ▶ Partial payment — (write in %)
 - i. “You reported providing a partial wage replacement during PFML for an employee with a serious health condition. What percent is provided?”

Q69. How were wages paid to the employee? [check all that apply]

- ▶ Company paid wages
- ▶ Disability insurance plan
- ▶ Other (please specify)

Q70. In what year did your company begin offering a PFML benefit for an employee’s serious health condition?

Q71. Do you know what % of your total employees has taken advantage of your company’s PFML benefit due to their own serious health condition in the past 12 months?

- ▶
- ▶ Yes — write in %
- ▶ No

Q72. Do you know what the average amount of PFML taken by an employee was for a serious health condition in the past 12 months?

- ▶ Yes — write in length of time
- ▶ No

IV. Unpaid leave policies and utilization questions

If company does not comply with FMLA (No to Q14) and checked a PFML event in Q20

For **each family/medical leave event** checked in Q20:

Q73. Does **unpaid leave** provided to employees differ whether the employees is full-time or part-time?

- ▶ No
- ▶ Yes — answer each question for full-time and part-time employees

Q74. What is the maximum amount of **unpaid** time off provided to an employee for [family/medical leave event]?

- ▶ Write in length of time

Q75. Do you know, what % of your employees took unpaid time for [family/medical leave event] in the past 12 months?

- ▶ Yes — write in %
- ▶ No

Q76. Do you know what was the average amount of unpaid leave taken by an employee for [family/medical leave event] in the past 12 months?

- ▶ Yes — write in length of time
- ▶ No

V. Company experience with paid and unpaid leave [all employers asked this section]

Q77. How well prepared is your company to deal with absences of employees who take leave for an extended period of time, such as for a family or medical reason?

- ▶ [Rate: not prepared at all, not very prepared, somewhat prepared, very prepared, extremely well prepared]

Q78. What strategies does your company use to cover work while an employee is on paid or unpaid leave? [check all that apply]

- ▶ Temporarily assign work to other employees
- ▶ Hire an outside temporary replacement
- ▶ Hire a new employee
- ▶ Put work on hold until the employee returned
- ▶ Have employee do some work while on leave
- ▶ Other (write in)

If company has a specific PFML policy:

Q79. How important were the following reasons for why your company decided to enact a specific PFML policy? [Rate each: 1–5 scale — not important at all, “not very important, somewhat important, very important, extremely important, don’t know”]

- ▶ Employee recruitment
- ▶ Employee retention
- ▶ Retain women in the workforce
- ▶ Improve employee morale/engagement
- ▶ Competitors offer a PFML policy
- ▶ Worker productivity
- ▶ Business case was made that it benefited the company financially to have a policy
- ▶ Employee union requested during negotiations

Q80. What steps did your company take before deciding to enact a PFML policy? [check all that apply]

- ▶ Talked to employees about what they wanted in a policy
- ▶ Conducted an analysis of the potential cost
- ▶ Studied what other companies had done
- ▶ Other (write-in box)
- ▶ Don't know

Q81. Before enacting the PFML policy, what concerns did your company have about implementing the PFML policy? [check all that apply]

- ▶ Too costly
- ▶ High administrative burden
- ▶ Would be disruptive to work
- ▶ Would be disruptive for coworkers
- ▶ Work would not be completed
- ▶ Employees would abuse or use the policy improperly
- ▶ Other [please fill in]
- ▶ Don't know

Q82. Since enactment of your company's PFML benefit, what effect has the paid family and medical leave policy had on worker: [Rate 1–7 scale: strongly negative effect, somewhat negative effect, slightly negative effect, no effect, slightly positive effect, somewhat positive effect, strongly positive effect]

- ▶ Productivity
- ▶ Profitability
- ▶ Turnover
- ▶ Morale

Q83. What information or data is useful to your company as you implement and refine your specific family and medical leave policies? [check all that apply]

- ▶ Utilization of benefit by employees
- ▶ Annual cost of benefit
- ▶ Employee views on the benefit and impact on satisfaction/engagement with company

- ▶ Competitor policies
- ▶ Other [Please explain what other information or data would be useful to your company]

Q84. In addition to private business implementing new and expanded paid family and medical leave policies, some states have implemented paid leave policies set up through existing temporary disability insurance programs and are funded by either employee contributions or joint contributions by employees and employers. Meanwhile, several other states are exploring similar programs and national leaders have proposed varying options for a federally run program. Do you think your company would **support**, **oppose** or **remain neutral** on the following range of policy change options: [Please rate on 7-point scale: strongly support, support, somewhat support, remain neutral, somewhat oppose, oppose, strongly oppose]

- ▶ Federal policy change that taxes employees to pay for a PFML benefit
- ▶ Federal policy change that taxes employers to pay for a PFML benefit
- ▶ Federal policy change that taxes both employees and employers to pay for a PFML benefit
- ▶ State policy change that taxes employees to pay for a PFML benefit
- ▶ State policy change that taxes employers to pay for a PFML benefit
- ▶ Federal tax credits provided to businesses that provide paid family and medical leave benefits on their own
- ▶ State tax credits provided to businesses that provide paid family and medical leave benefits on their own
- ▶ State policy change that taxes employees and employers equally to pay for a PFML benefit

If company does not have a specific PFML policy:

Q85. How important are the following reasons in your decision to not have a specific PFML policy [Rate 1–5 scale — not important at all, not very important, somewhat important, very important, extremely important]

- ▶ Too costly to add benefit
- ▶ Administrative burden too high
- ▶ Workers are not requesting this benefit
- ▶ Not required by state laws
- ▶ Other (write-in box)

Q86. *If cost is checked:* What are the biggest cost concerns? (Please rank each concern once from 1 to 4)

- ▶ Loss of company revenue
- ▶ Loss of profitability
- ▶ Additional cost of hiring temporary replacement workers
- ▶ Payments of wages to workers on leave

Q87. To what extent have job candidates asked about whether the company provides a specific paid family or medical leave benefit during the recruitment process?

- ▶ Not at all
- ▶ Infrequently
- ▶ Sometimes
- ▶ Frequently

Q88. Have your current employees requested a specific paid family or medical leave policy in any of the following ways? [check all that apply]

- ▶ Discussions with HR or management
- ▶ Company surveys
- ▶ Other [write in]
- ▶ None of the above

Q89. Does your company have any future plans to offer a paid family and medical leave benefit?

- ▶ No
- ▶ Yes — in the next 6 months
- ▶ Yes — within the next 7–12 months
- ▶ Yes — within the next 13–24 months
- ▶ Yes — no time frame set yet

Q90. *If yes to planning to offer leave:* What is the company doing to prepare for offering the paid family and medical leave benefit? [check all that apply]

- ▶ Meetings to discuss the topic
- ▶ Preparing communication to employees
- ▶ Modeling costs and return on investment
- ▶ Comparing with competitor benefits
- ▶ Preparing technical components/HR systems
- ▶ Other (write-in box)

Q91. *If yes to planning to offer leave:* What will the paid family and medical leave policy entail? Please include details on who will be eligible, family and medical reasons covered, amount of leave time, and wages paid for during leave.

- ▶ [Open-ended question — write-in box]

Q92. *If yes to planning to offer leave:* How important are the following reasons in your company's decision to offer a specific PFML policy? [check all that apply; rate 1–5 scale — not important at all, not very important, somewhat important, very important, extremely important]

- ▶ Employee retention
- ▶ Retain women in the workforce
- ▶ Improve employee morale/engagement
- ▶ Competitors offer a PFML policy
- ▶ Worker productivity
- ▶ Business case was made that it benefited the company financially to have a policy

- ▶ Don't know

Q93. How influential would the following be in persuading your company to offer a paid family and medical leave benefit? [Scale: "not influential at all" to "extremely influential"]

- ▶ Return on investment shown to be positive
- ▶ Cost impact estimated to be minimal
- ▶ State or federal policy change
- ▶ Tax credits to offset costs of a PFML benefit
- ▶ Competitors offer PFML benefit
- ▶ Employees request it

Q94. In addition to private business implementing new and expanded paid family and medical leave policies, some states have implemented paid leave policies set up through existing temporary disability insurance programs and are funded by either employee contributions or joint contributions by employees and employers. Meanwhile, several other states are exploring similar programs and national leaders have proposed varying options for a federally run program. Do you think your company would **support**, **oppose** or **remain neutral** on the following range of policy change options: [Please rate on 7-point scale: strongly support, support, somewhat support, remain neutral, somewhat oppose, oppose, strongly oppose]

- ▶ Federal policy change that taxes employees to pay for a PFML benefit
- ▶ Federal policy change that taxes employers to pay for a PFML benefit
- ▶ Federal policy change that taxes both employees and employers to pay for a PFML benefit
- ▶ State policy change that taxes employees to pay for a PFML benefit
- ▶ State policy change that taxes employers to pay for a PFML benefit
- ▶ Federal tax credits provided to businesses that provide paid family and medical leave benefits on their own
- ▶ State tax credits provided to businesses that provide paid family and medical leave benefits on their own
- ▶ State policy change that taxes employees and employers equally to pay for a PFML benefit

Appendix C: Employee survey questionnaire

Section I. Employee demographic characteristics

Q1. In which state do you work? [drop-down box with states]

Q2. Are you male or female?

- ▶ Male
- ▶ Female

Q3. What is your age?

- ▶ 18–24 years
- ▶ 25–34 years
- ▶ 35–44 years
- ▶ 45–54 years
- ▶ 55–64 years
- ▶ 65 and older

Q4. Are you of Hispanic, Latino or Spanish origin?

- ▶ Yes
- ▶ No

Q5. What is your race?

- ▶ White
- ▶ Black or African-American
- ▶ American Indian or Alaska Native
- ▶ Asian
- ▶ Native Hawaiian or Other Pacific Islander
- ▶ Other

Q6. Do you have a spouse, partner or significant other?

- ▶ Yes
- ▶ No

Q7. *If Yes to Q6:* Does your spouse/partner/significant other work outside the home?

- ▶ Yes
- ▶ No

Q8. How many children do you have?

- ▶ [Drop-down box for number — none to more than 7]

Section II. Employee work characteristics

Q9. In the past 12 months, what was the average number of hours you worked each week, including all employment?

- ▶ Less than 20 hours
- ▶ 20–34 hours
- ▶ 35 hours or more

Q10. Do you work at more than one job?

- ▶ No
- ▶ If yes — a red note appears that states: “Please note that the following questions are for the job that you have worked the most hours at within the past six months.”

Q11. What type of an employer do you work for?

[Note: Survey is over if one of the last three options is checked]

- ▶ For-profit in the private sector
- ▶ Nonprofit
- ▶ Government
- ▶ Publicly funded agency or enterprise
- ▶ Self-employed

Q12. *If Q11 = for-profit:* What industry is your employer in? [Select industry from drop-down box]

- ▶ Agriculture, forestry, fishing and hunting
- ▶ Mining, oil and gas extraction
- ▶ Utilities and transportation
- ▶ Construction
- ▶ Manufacturing
- ▶ Wholesale and retail trade
- ▶ Information
- ▶ Finance and insurance
- ▶ Real estate
- ▶ Professional and business services
- ▶ Educational and health care services
- ▶ Leisure and hospitality
- ▶ Other (please specify)

Q13. How many employees does your current employer have in the US?

- ▶ Less than 10
- ▶ 10–49
- ▶ 50–99
- ▶ 100–249
- ▶ 250–499
- ▶ 500–999

- ▶ 1,000–2,499
- ▶ 2,500 or more

Q14. Are you in a union?

- ▶ Yes
- ▶ No

Q15. How are you paid? [check all that apply]

- ▶ Hourly
- ▶ Salaried
- ▶ Commission
- ▶ Contract
- ▶ Other

Q16. *If yes to hourly:* In the past 12 months, what has been your average hourly wage (before taxes)?

- ▶ Less than \$10/hour
- ▶ \$10–\$14.99/hour
- ▶ \$15–\$19.99/hour
- ▶ \$20–\$29.99/hour
- ▶ \$30+/hour

Q17. *If yes to any other combination than just hourly:* What do you estimate will be your annual compensation this calendar year (before taxes)?

- ▶ Less than \$30,000
- ▶ \$30,000–\$39,999
- ▶ \$40,000–\$59,999
- ▶ \$60,000–\$79,999
- ▶ \$80,000–\$99,999
- ▶ \$100,000 or more

Q18. How long have you been at your current employer?

- ▶ Less than 6 months
- ▶ 6–11 months
- ▶ 1–2 years
- ▶ 3–5 years
- ▶ 6 years or more

Q19. Overall, how satisfied are you with your current employment? [Rate: 1–5 scale: [1–5 scale: not satisfied at all; not very satisfied; somewhat satisfied; very satisfied; extremely satisfied]

Q20. How satisfied are you with the following benefits and work environment aspects of your current employer? [1–5 scale: not satisfied at all; not very satisfied; somewhat satisfied; very satisfied; extremely satisfied; not applicable]

- ▶ Pay
- ▶ Health insurance coverage and cost
- ▶ Ability to balance work with family demands
- ▶ Work environment
- ▶ Ability to work from home
- ▶ Ability to take time off for family or medical reasons

Q21. What channels do you use to research or discuss issues related to pay and benefits, including availability of paid leave for family and medical events? [check all that apply]

- ▶ Direct manager
- ▶ HR director
- ▶ Union leaders
- ▶ Mentors
- ▶ Surveys by my employer
- ▶ Company's website or intranet
- ▶ Other (write in)

Section III. Employee access to paid and unpaid leave

“Serious health condition” definition: It is defined as a condition that (1) requires periodic visits for treatment by a health care provider or nurse under the supervision of the health care provider, (2) continues over an extended period, and (3) may cause episodic rather than continuing periods of incapacity.

Q22. Does your employer offer paid leave for any of the following reasons, including family or medical events? This can include a disability insurance benefit that is provided through your employer but paid by an insurance provider (e.g., short-term disability benefit).

[check “yes,” “no” or “don’t know” for each reason] (selection of last four (PFML events): go to Q23, if only vacation, personal day, casual sickness checked — go to Section IV — Q30)]

- ▶ Vacation
- ▶ Personal day
- ▶ Sick day (casual)
- ▶ Birth of a child
- ▶ Adoption of a child
- ▶ Serious personal health condition (extended illness)
- ▶ Care for an immediate family member with a serious health condition

Q23. *If yes to Q22 paid leave for any PFML event, PFML definition:* It is leave granted to an employee to care for a family member and includes paid maternity and paternity leave. The leave may be available to care for a newborn child, an adopted child, a sick child, a sick adult relative or for a serious personal health condition. Paid family leave is given in addition to any

sick leave, vacation, personal leave or short-term disability leave that is available to the employee.

Does your employer offer a specific paid family or medical leave (PFML) benefit that is in addition to any vacation, personal, sick leave, general paid time off (PTO) or state disability program? This can include a disability insurance benefit that is provided through your employer but paid by an insurance provider (e.g., short-term disability benefit). [yes, no, don't know columns]

If none receive a "yes" — go to Q30; if "yes" to any PFML event, go to Q24

- ▶ Birth of a child — birth mother
- ▶ Birth of a child — spouse/partner of a birth mother
- ▶ Adoption of a child
- ▶ Serious personal health condition
- ▶ Care for an immediate family member with a serious health condition

Q24. Are you eligible to use the specific paid family and medical leave (PFML) benefit offered by your employer? This means you have met any requirements your employer has placed on being able to use the benefit, such as years at the firm or full-time employment status.

- ▶ Yes
- ▶ No
- ▶ Don't know

For each PFML event selected as "yes" in Q23: What is the maximum amount of paid time off that an employee at your current employer can take in a 12-month period per event under your employer's specific paid family and medical leave policy for: (two columns — don't know, total weeks.) (Please follow the conversion from days to weeks here: 1 day = 0.2 week, 2 days = 0.4 week, 3 days = 0.6 week, 4 days = 0.8 week, 5 days = 1 week)

- ▶ Birth of a child — birth mother
- ▶ Birth of a child — spouse/partner of a birth mother
- ▶ Adoption of a child
- ▶ Employee serious health condition
- ▶ Care for an immediate family member with a serious health condition

Q25. What wage replacement is covered by your employer's specific paid family and medical leave policy? [three columns: Please indicate "full salary or partial salary %; or don't know"]

- ▶ Birth of a child — birth mother
- ▶ Birth of a child — spouse/partner of a birth mother
- ▶ Adoption of a child
- ▶ Employee serious health condition
- ▶ Care for an immediate family member with a serious health condition

Q26. When making your employment decision, how aware were you of your employer's specific paid family and medical leave (PFML) policy? [1–5 scale: not aware at all; not very aware; somewhat aware; very aware; extremely aware]

Q27. How important was having a specific paid family and medical leave (PFML) policy to your decision to join your employer? [1–5 scale: not important at all, not very important, somewhat important, very important, extremely important]

Q28. How important is a specific paid family and medical leave (PFML) policy to your decision to stay with your current employer? [1–5 scale: not important at all, not very important, somewhat important, very important, extremely important]

Section IV. Utilization of paid and unpaid leave for family or medical events

Q29. When have you taken leave from your job for any of the following family or medical events? [If “never or more than three years ago” direct to either Q45 (if none in Q23) or end of survey]

Event	Within the past 12 months	Within the past 1–3 years	More than 3 years ago	Never
Birth of a child				
Adoption of a child				
Serious personal health condition				
Care for an immediate family member with a serious health condition				

Type of leave used [repeat for each family/medical leave event in Q30]:

If “Within the past 1–12 months” or “Within the past 1–3 years” is checked: Now we will ask you a series of questions about PFML event]. Please think of this most recent event when answering these questions.

PFML definition: It is leave granted to an employee to care for a family member and includes paid maternity and paternity leave. The leave may be available to care for a newborn child, an adopted child, a sick child, a sick adult relative or for a serious personal health condition. Paid family leave is given in addition to any sick leave, vacation, personal leave or short-term disability leave that is available to the employee.

Q30. How many weeks of the following types of leave did you use for the most recent [PFML event]? Please enter the total number of weeks for each type of leave, even if one type of leave ran concurrently (or overlapped) with another type of leave. (If you are converting your paid time off from days to weeks, please follow the conversion here: 1 day = 0.2 week, 2 days = 0.4 week, 3 days = 0.6 week, 4 days = 0.8 week, 5 days = 1 week; please enter “0” if the type of leave was not used)

Type of leave	Number of weeks
Vacation/personal/sick days	
Employer paid family medical leave (PFML) benefit (including employer-paid short-term disability)	
State disability insurance program (Note: This may overlap with employer-provided PFML benefit. Still report total weeks of benefit.)	
Unpaid leave	
Total leave (summing as entered)	

Q30(i). If time is entered in State Disability Insurance Program: You indicated that you took leave through a state disability insurance program. Please indicate the number of weeks that the state disability insurance benefit ran concurrently (or overlapped) with an employer-provided paid family and medical leave (PFML) benefit. Note: Please enter “0” if the state benefit did not overlap with an employer-provided PFML benefit.

- ▶ Number of weeks

Question Q31–Q35 should be answered if “Employer paid family medical leave (PFML) benefit” weeks in Q30 > 0

Q31. *If employer PFML selected in Q31:* For the most recent [PFML event], did you take the maximum amount of paid leave allowed by your employer under the specific paid family and medical leave (PFML) benefit?

- ▶ Yes
- ▶ No — but more than half of the allowed time
- ▶ No — less than half of the allowed time

Q32. *If no to Q31:* Why didn’t you use the entire time off allowed? [please check all that apply]

- ▶ Leave was no longer needed
- ▶ Worried about advancement
- ▶ Afraid employer would be unhappy
- ▶ Afraid coworkers would be burdened
- ▶ Would not have received enough money
- ▶ Other (write-in)

Q33. *If “would not have received enough money” checked:* How likely would you have been to take a longer leave if more of it was fully paid or paid for a longer period? [Scale: not likely at all, not very likely, somewhat likely, very likely, extremely likely]

Q34. What wage replacement was covered by your company’s specific paid family and medical leave policy for the [family/medical event]?

- ▶ Fully paid — 100% of wages

- ▶ Partial salary — indicate % paid

Q35. How satisfied were you with the specific paid family and medical leave (PFML) benefit you received from your employer for [PFML event]? [1–5 scale: not satisfied at all, not very satisfied, somewhat satisfied, very satisfied, extremely satisfied]

Q37 and Q38 should be answered only if weeks in Q30 > 0 for state disability program

Q36. For your most recent [PFML event], did you take the maximum amount of time off allowed by the state program?

- ▶ Yes
- ▶ No — took more than half of allowed time, but not full amount
- ▶ No — took less than half of the allowed time

Q37. *If no to Q36:* Why didn't you use the entire paid leave benefit provided by the state program? [select all that apply]

- ▶ Leave was no longer needed
- ▶ Worried about advancement
- ▶ Afraid employer would be unhappy
- ▶ Afraid coworkers would be burdened
- ▶ Would not have received enough money
- ▶ Other (write-in box)

Q38. *If yes to Q6:* does your spouse/partner's employer provide a specific paid family and medical leave benefit for [PFML event]?

- ▶ Yes
- ▶ No
- ▶ Don't know

Q39. *If yes to Q38:* Did your spouse/partner use the specific paid family and medical leave (PFML) benefit for the most recent [insert family/medical leave event]?

- ▶ Yes
- ▶ No

Q40. After taking any paid or unpaid leave for [PFML event], did you return to your employer?

- ▶ Yes — still with employer
- ▶ Yes — but have since left employer
- ▶ No

Q41. *If no to Q40:* Why did you not return to your employer?

- ▶ Write-in box

Q42. Was the amount of paid and unpaid leave you took sufficient for the [family/medical event] or did you wish you were able to take more time off?

- ▶ Yes — unpaid and paid leave was sufficient

- ▶ No — wish that I was able to take off more time

Q43. *If no to Q42:* What additional amount of time would you have wanted to take off for [family/medical event]?

- ▶ Write in length of time (weeks)

Q44. *If all no in Q30 and no events in Q23:* If your employer had offered a specific paid family and medical leave (PFML) benefit, would you have used it in the last three years?

- ▶ Yes
- ▶ No
- ▶ Don't know

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