



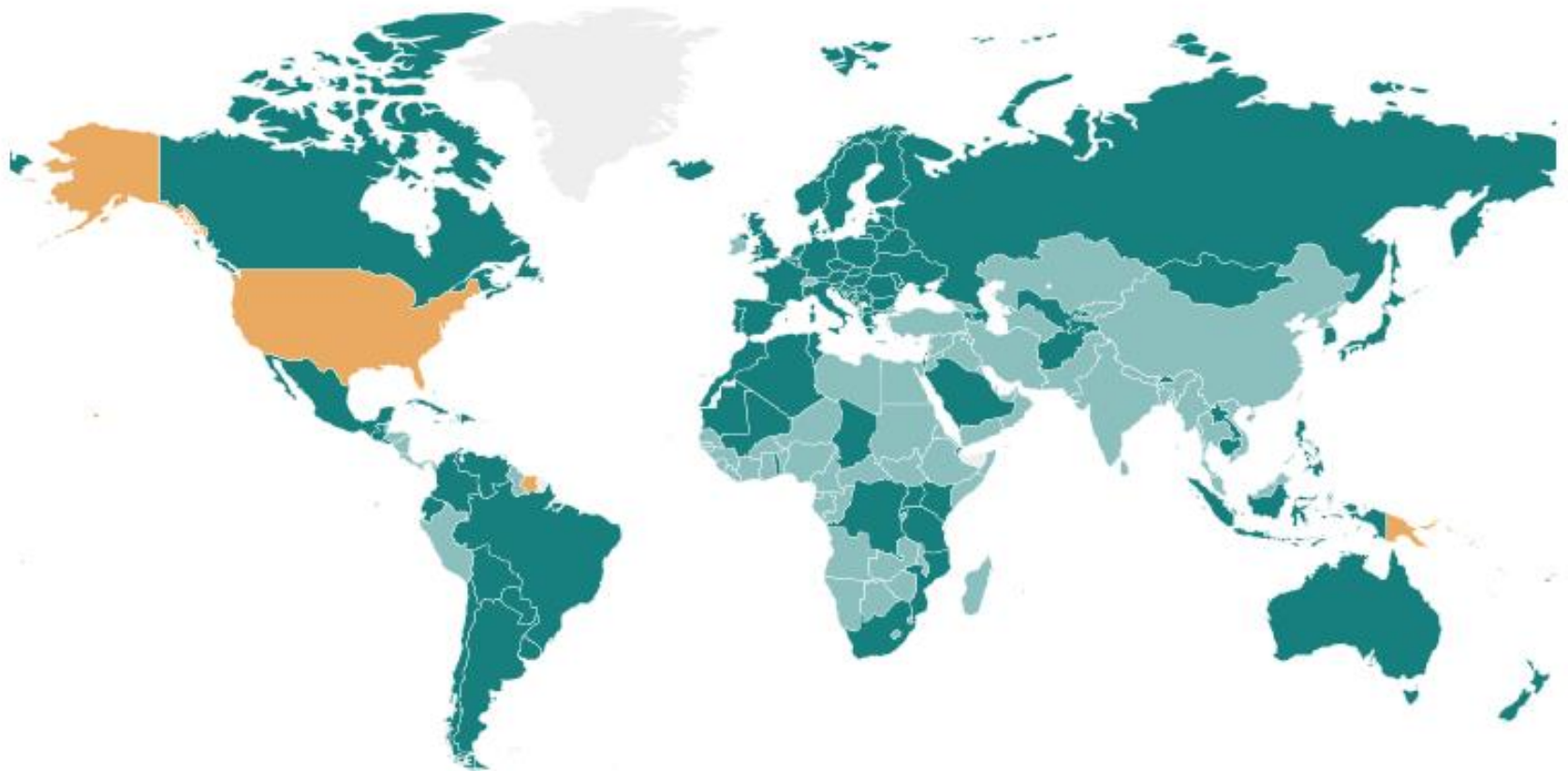
INTEGRATED  
BENEFITS  
INSTITUTE

# What are Leave Policies *Really* Like?

Early results from IBI's Leave  
Management Benchmarking Series

# U.S. is Only Developed Nation That Does Not Guarantee Paid Parental Leave

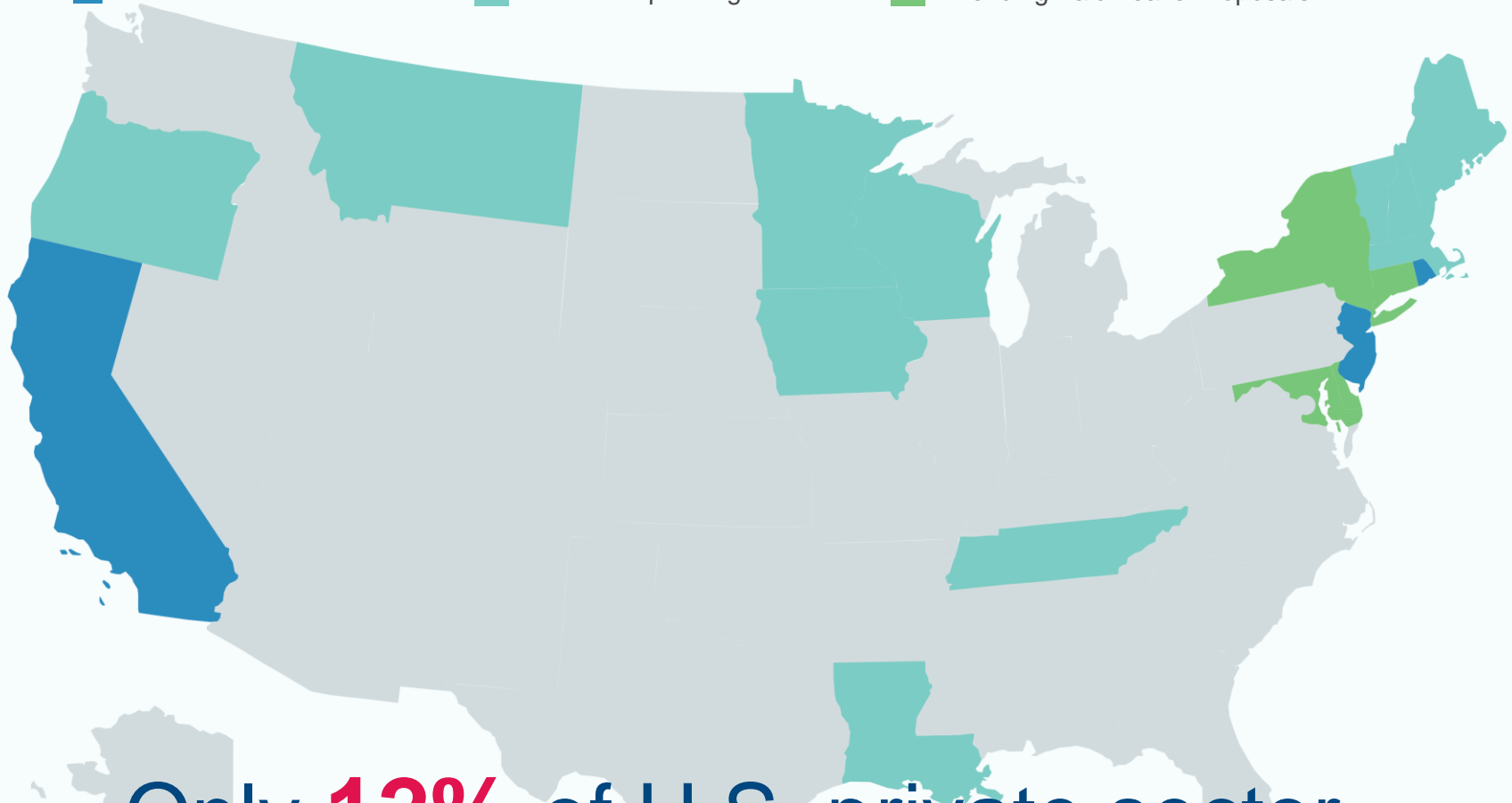
■ Maternal and paternal leave   ■ Maternal leave only   ■ No paid leave   ■ Data not available



Source: *WORLD Policy Analysis Center at UCLA*

Credit: *Alyson Hurt/NPR*

■ Paid Leave Laws in Place   ■ Laws Expanding FMLA   ■ Pending Paid Leave Proposals



Only **12%** of U.S. private sector workers have access to paid family leave through their employer

# Netflix just announced a game-changing parental leave policy

by Kia Kokalitcheva @imkialikethead AUGUST 4, 2015, 5:47 PM EDT



## Following Netflix, Adobe Bumps Up Parental Leave Benefits

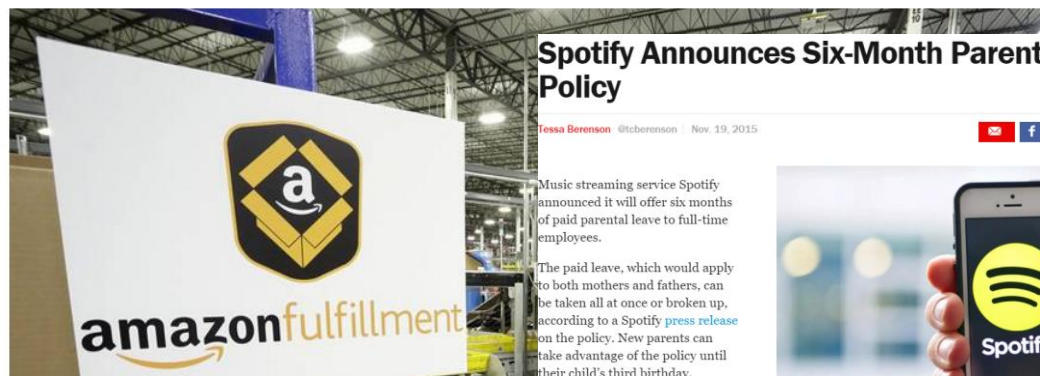
Adobe announces generous new maternity and paternity leave policies



TECH

## Joining Tech Rivals, Amazon Adds Paid Time Off for Mothers

E-commerce giant expands family leave for all new parents, regardless of gender



## Spotify Announces Six-Month Parental Leave Policy

Tessa Berenson @ttsberenson Nov. 19, 2015

Music streaming service Spotify announced it will offer six months of paid parental leave to full-time employees.

The paid leave, which would apply to both mothers and fathers, can be taken all at once or broken up, according to a Spotify [press release](#) on the policy. New parents can take advantage of the policy until their child's third birthday.



## Following Netflix, Microsoft Sweetens Parental Leave Benefits

By NICK WINGFIELD AUGUST 5, 2015 4:06 PM 8



## Bank of America expands paid leave for parents

### HIGHLIGHTS

BofA is adding 4 weeks to its paid maternity, paternity and adoption leave time

The 16-week policy takes effect Monday for employees with the bank at least a year

The move comes as some other large U.S. employers are sweetening their policies



## Exclusive: Twitter to Give All New Parents 20 Weeks of Paid Leave

by Michal Lev-Ram @mlevram APRIL 5, 2016, 7:55 AM EDT



## Wells Fargo to provide paid parental leave for first time

### HIGHLIGHTS

It's the latest big bank this year to announce changes to paid parental leave policies

San Francisco bank will provide up to 16 weeks for a primary caregiver following a birth or adoption

Policy doesn't take effect until June 1, which has prompted criticism from some employees



## Facebook Workers Just Got a Better Parental Leave Policy. Here's When You'll Get Yours

Taylor Tepper @TaylorTepper Dec. 3, 2015



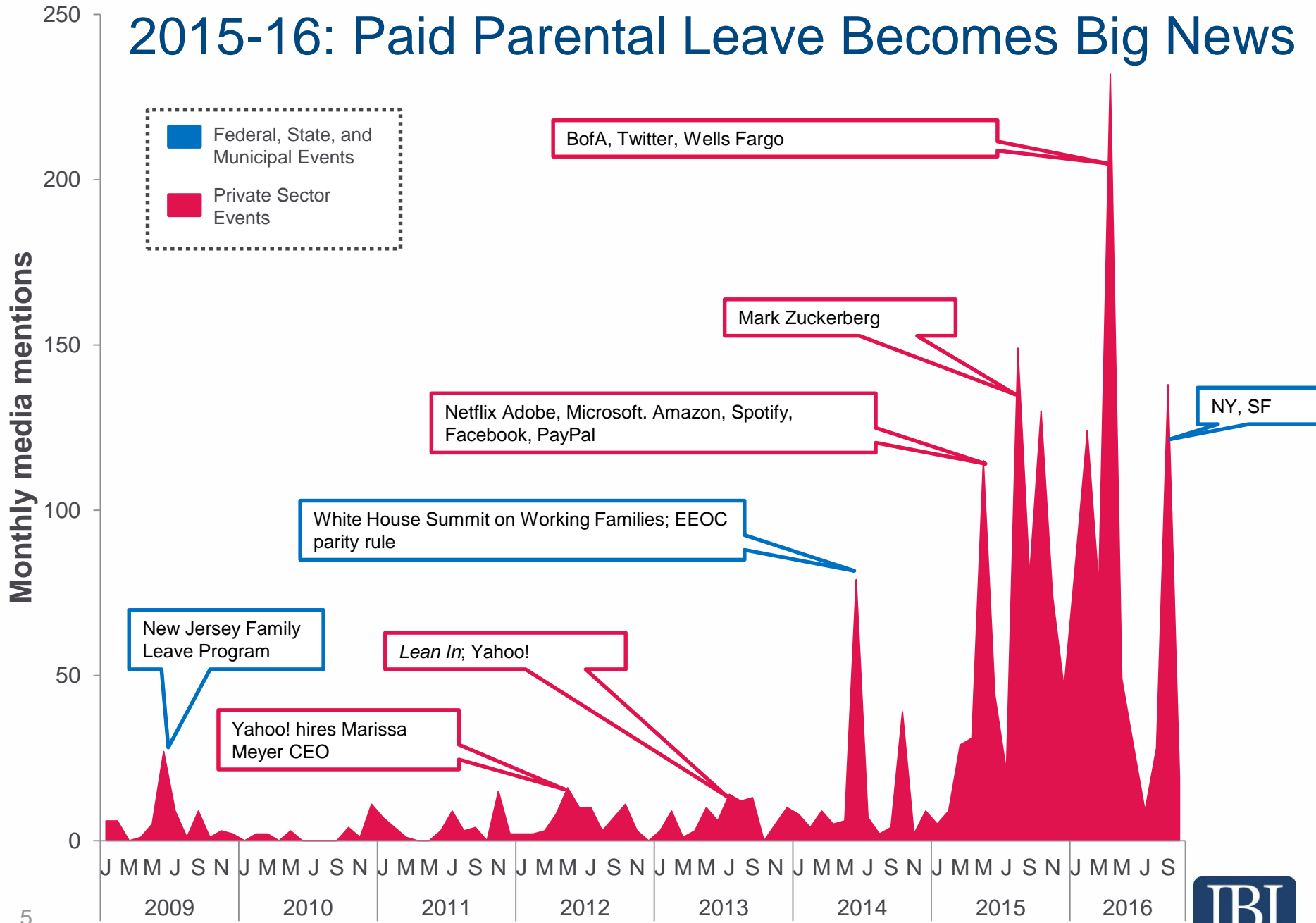
### It depends on your industry.

The parental leave bandwagon is gathering steam — at least among one group of employers.

Just before Thanksgiving, Facebook's head of human resources announced ([on Facebook](#), of course) that the social media behemoth will extend the company's four-month paid parental leave plan to all



## 2015-16: Paid Parental Leave Becomes Big News





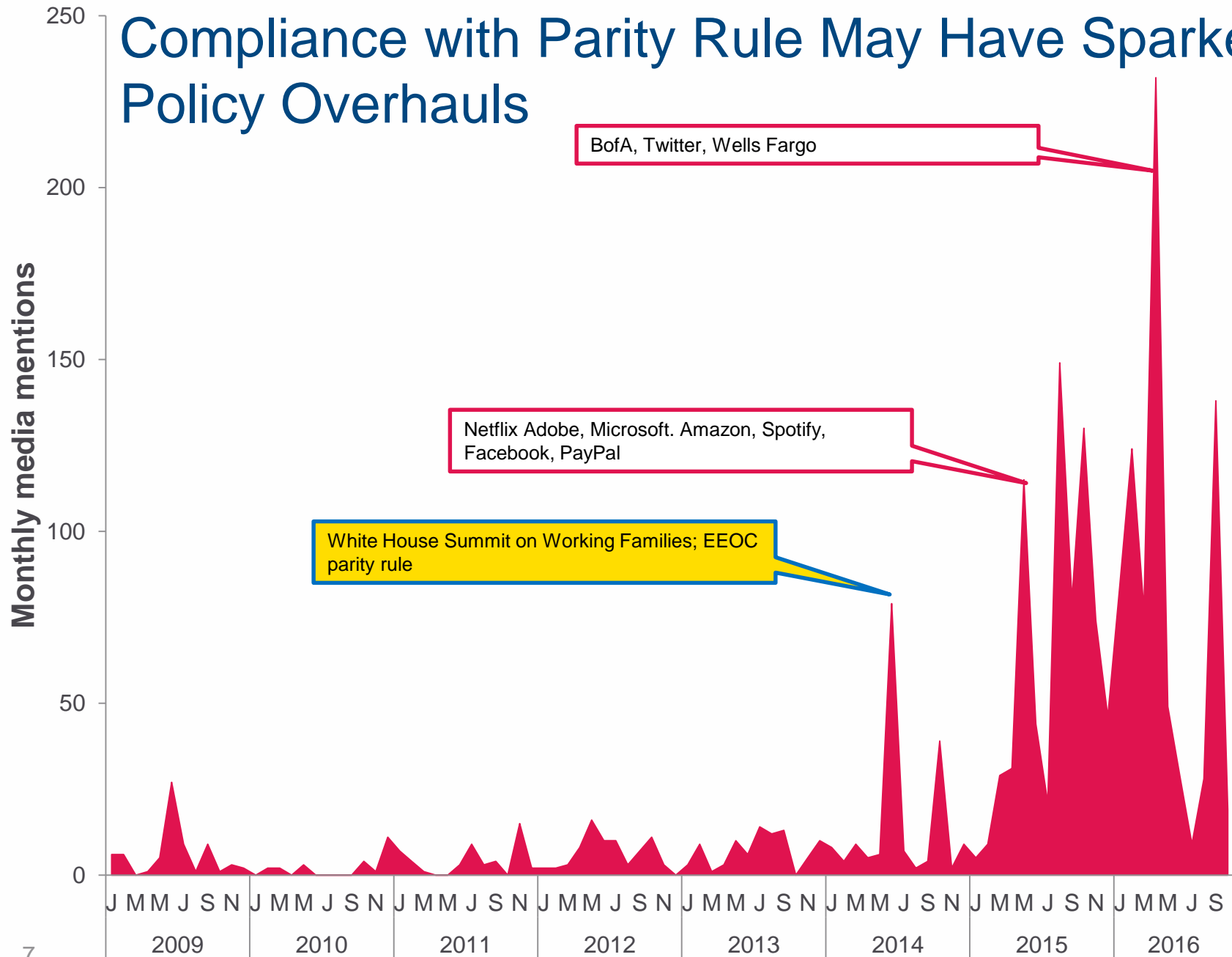
# Why Now?



Social and Economic Factors  
Explain only So Much

- Tech unemployment was lower before recession
- Persistent gender imbalance in STEM/tech
- Relatively low birth rates in STEM tech

# Compliance with Parity Rule May Have Sparked Policy Overhauls



# Why Now?

## Companies Explained Their Actions in Their Own Words





# First Steps

- In-Depth Interviews with H.R./Benefits Professionals from 15 High-Tech Firms
  - What are they trying to accomplish?
  - What are their policies?
  - What are the challenges?

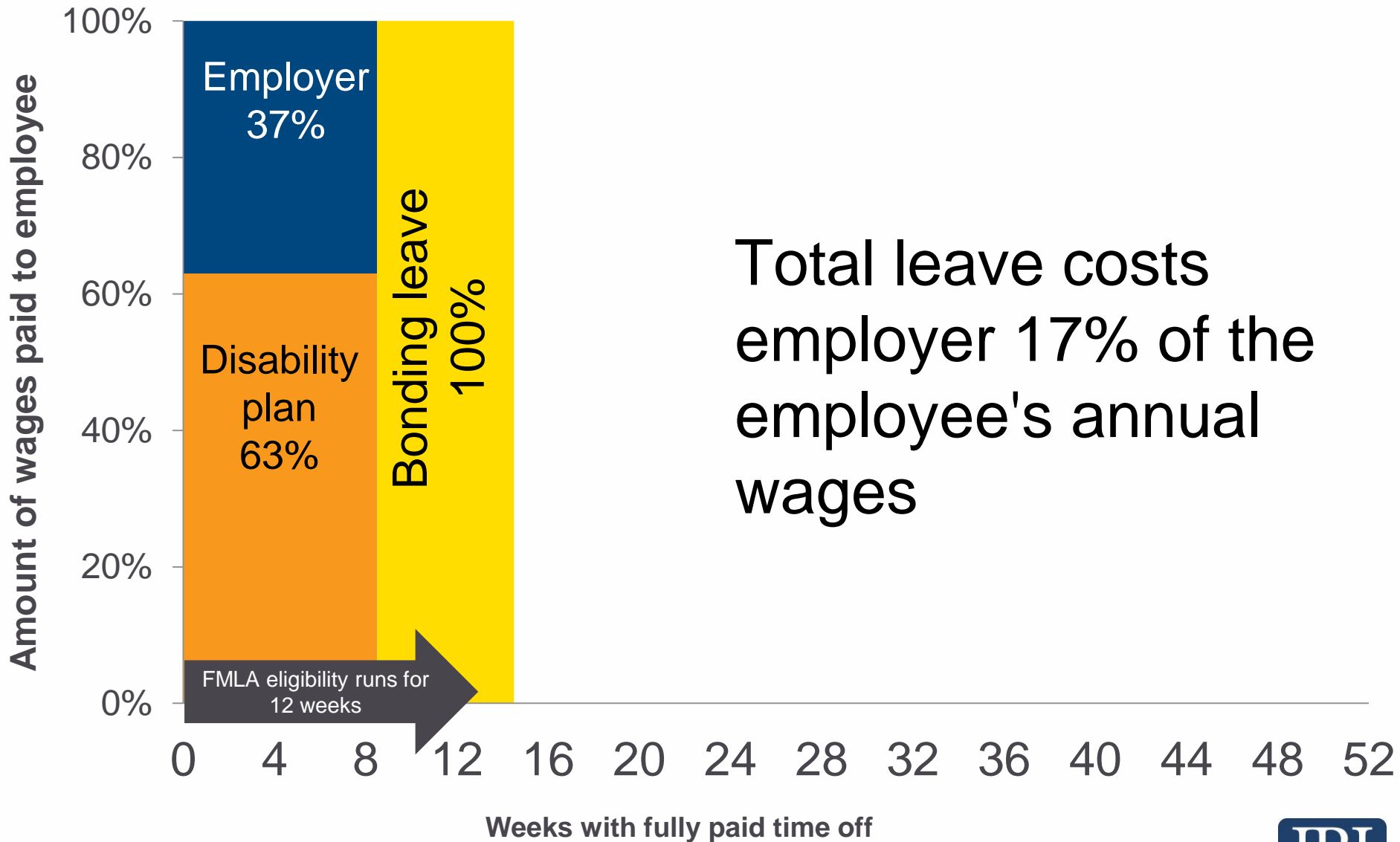


# Motivations Driving PPL

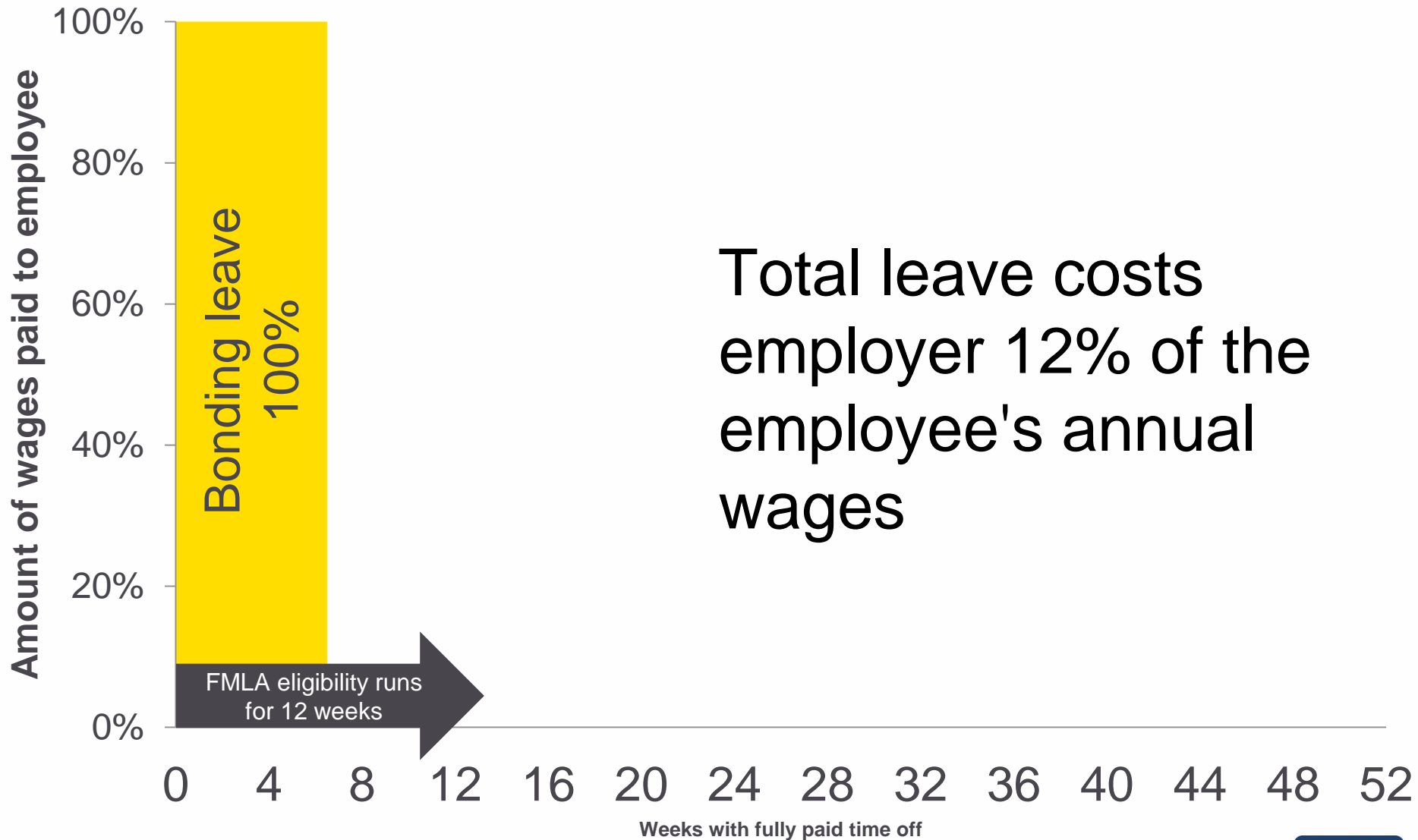
1. Competing for Talent
  - With some skepticism
2. Corporate Social Values
3. Formalizing Leave Policies



# Typical Leave Policy—Birth Mother



# Typical Leave Policy—All Other Parents

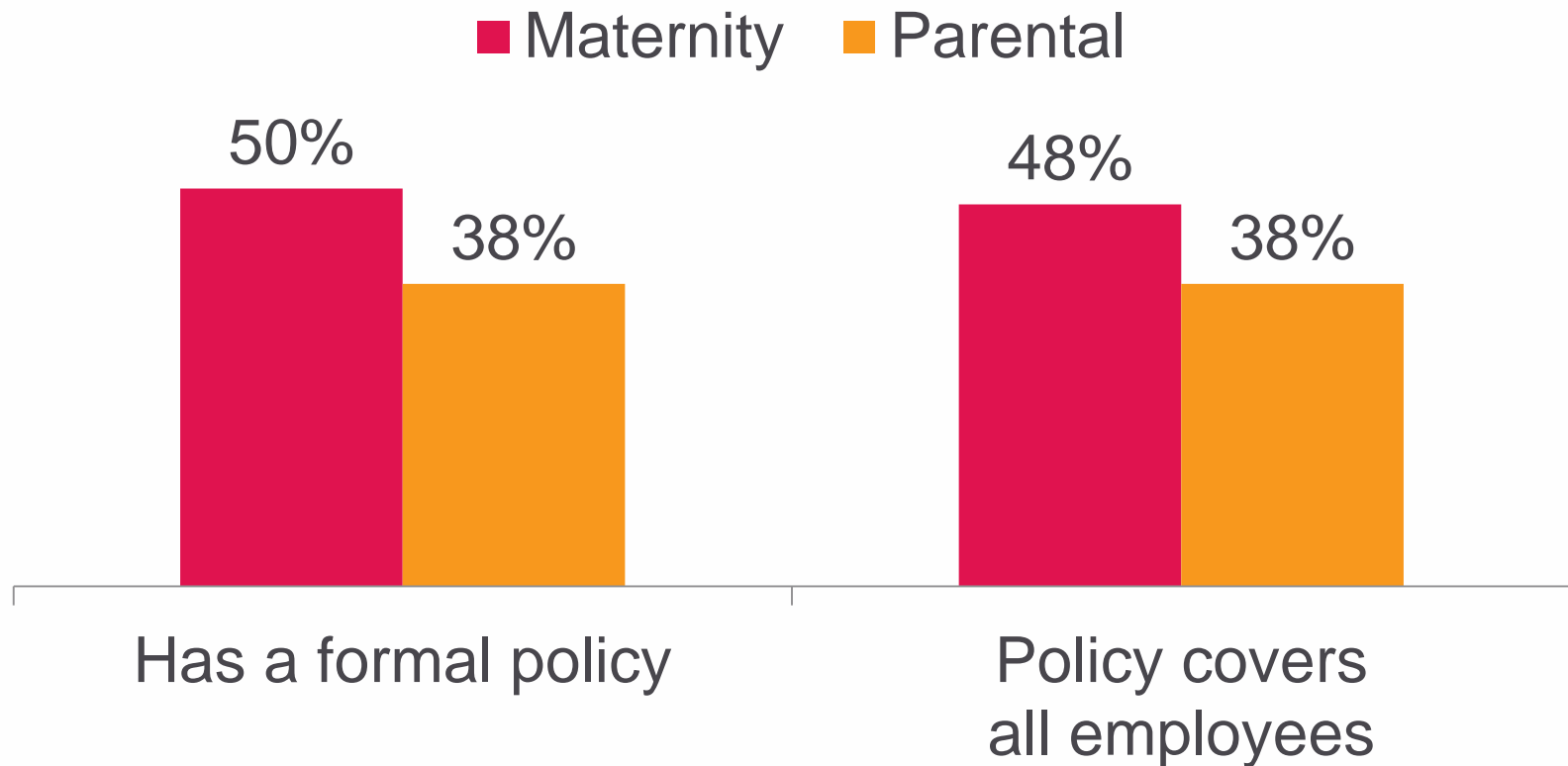


# Next Steps—Getting Out of the Valley



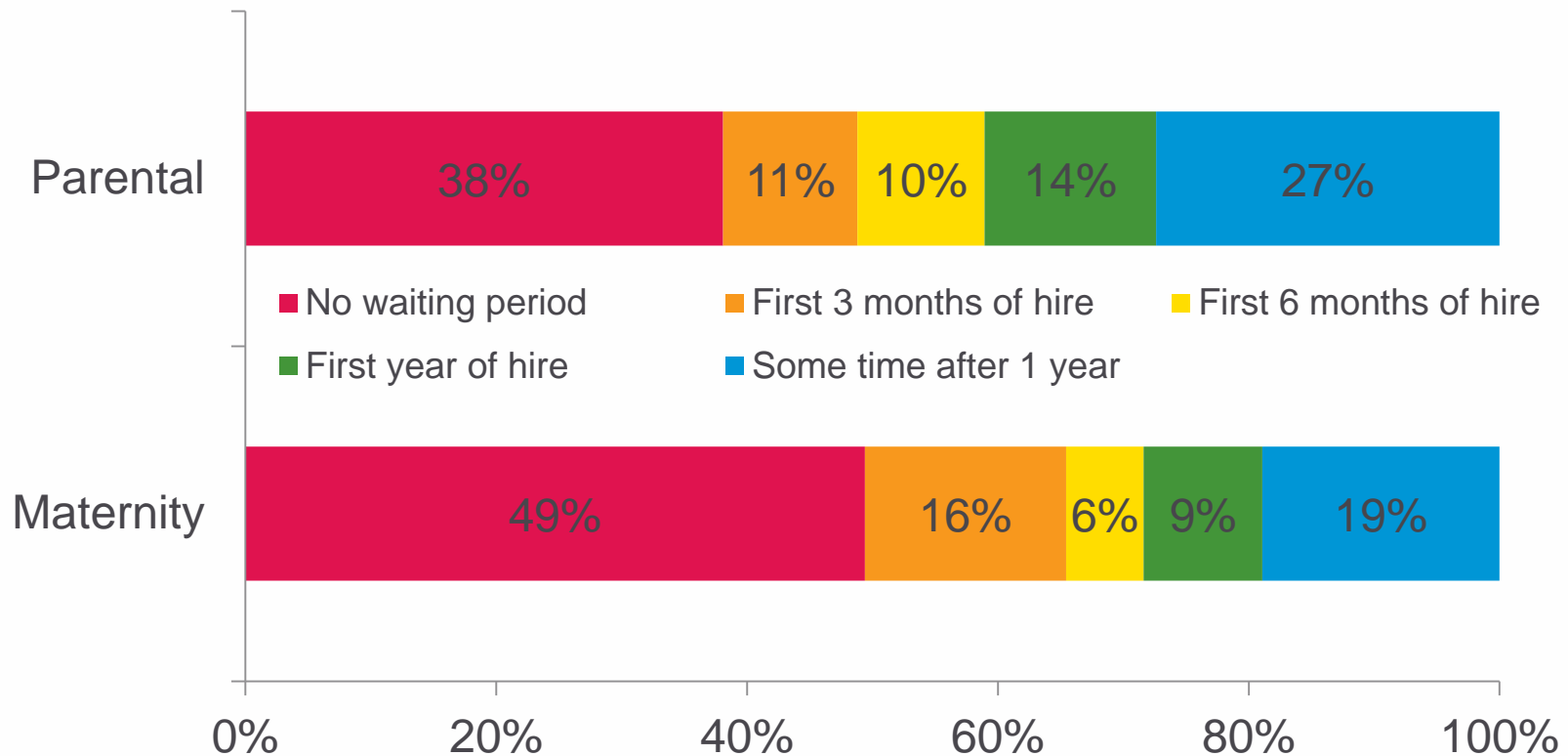
- Surveys of employers' formal maternity, parental, and other leave policies
- ~900 usable employer responses from 26 partner organizations
- Deep information on
  - ~ 170 employers' parental leave policies
  - ~ 240 employers' maternity leave policies

# Maternity Policies More Common, More Widely Available Than Parental

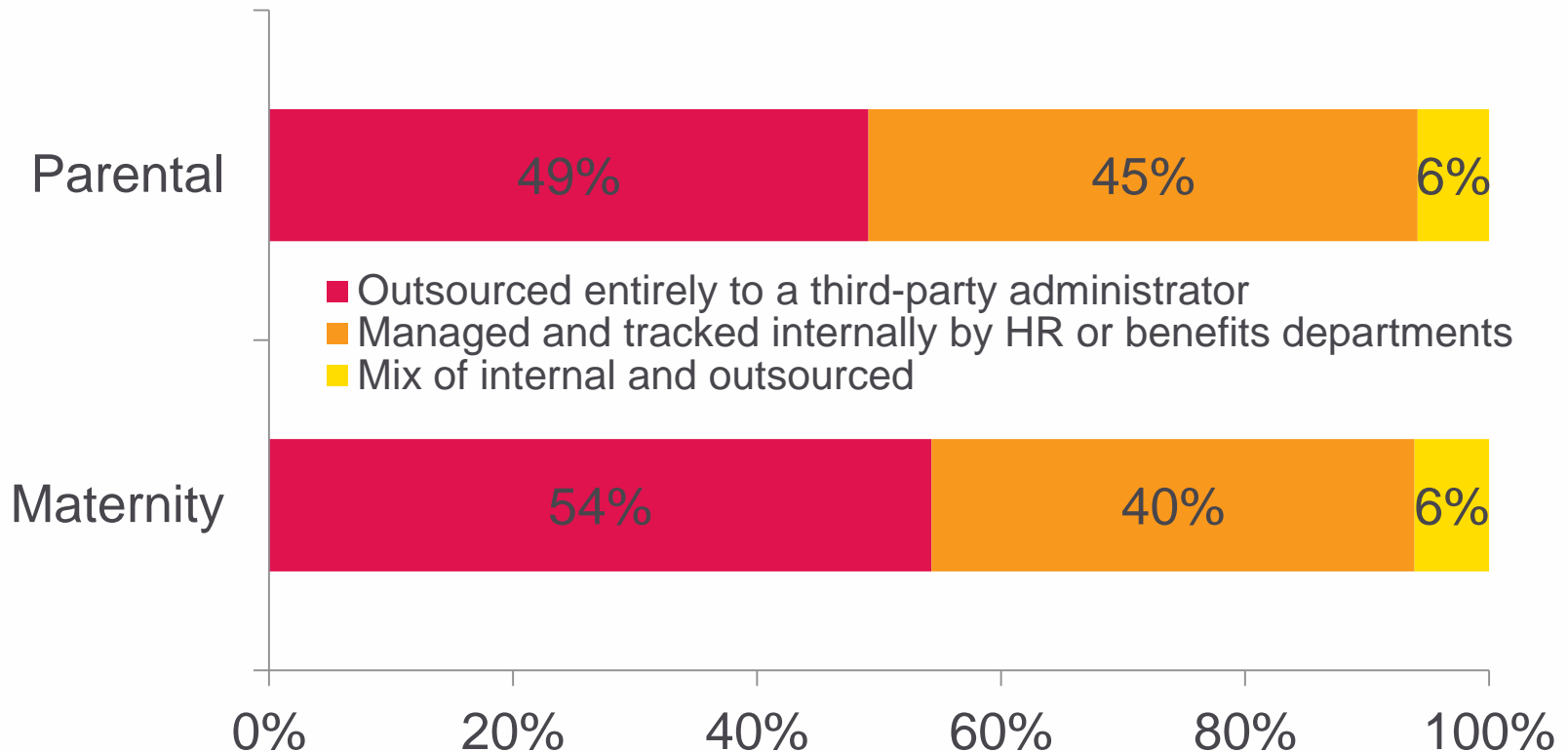




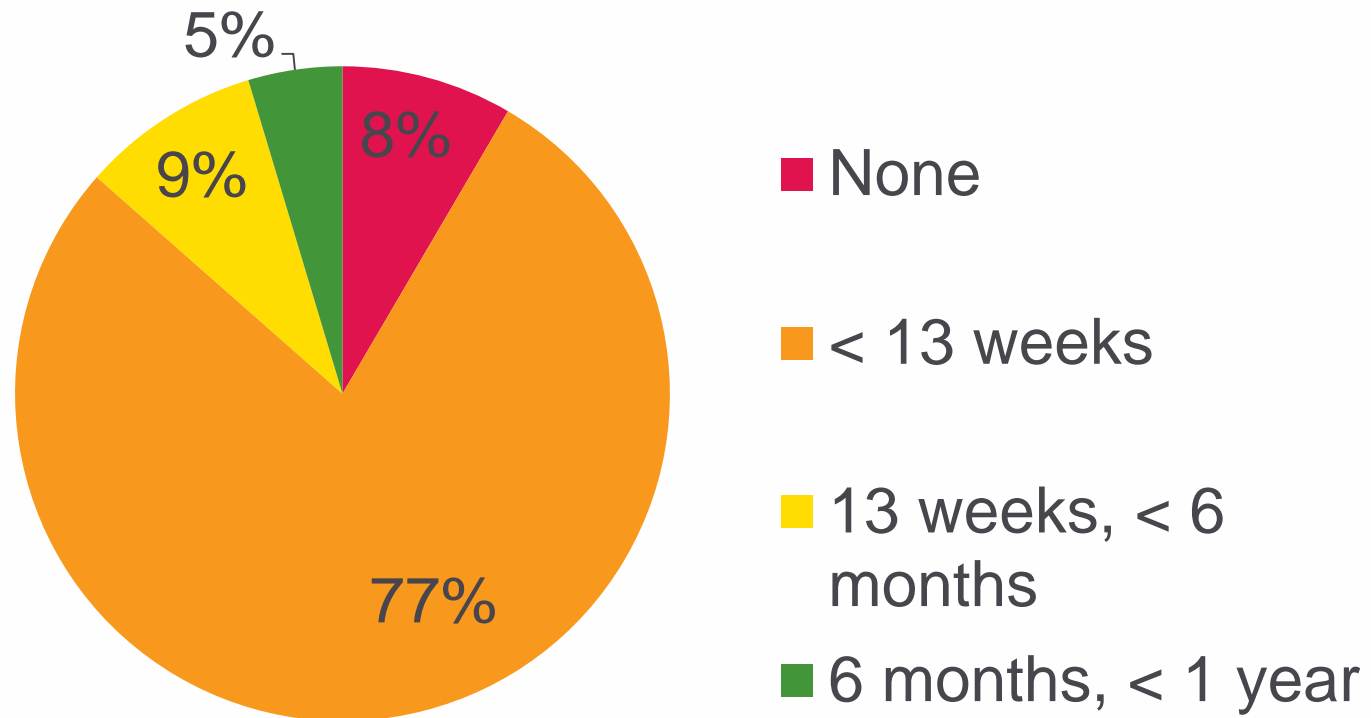
# New Employees Either Have No Waiting Period For Eligibility, or a Long Wait



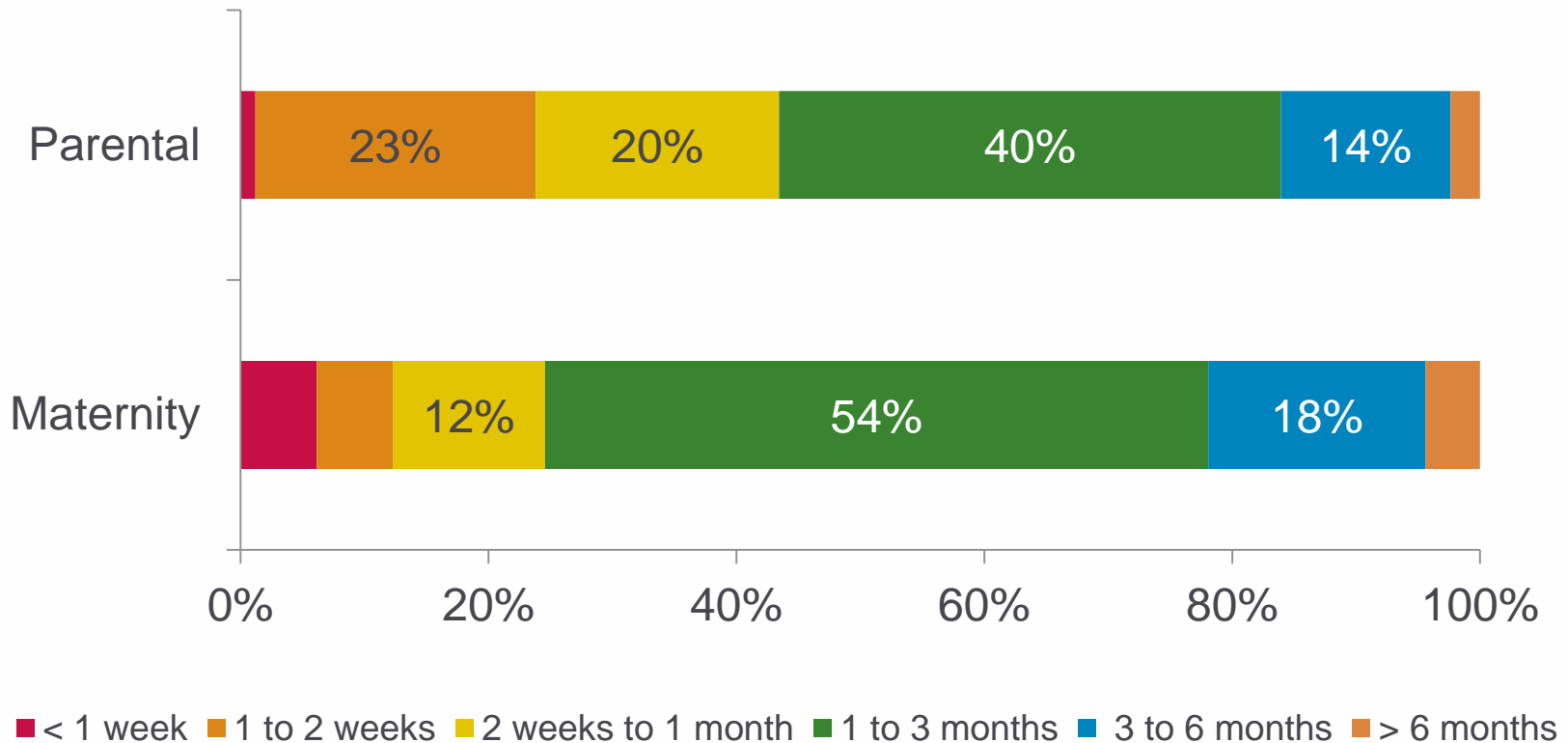
# Few Companies Split Responsibility for Managing and Tracking Leaves



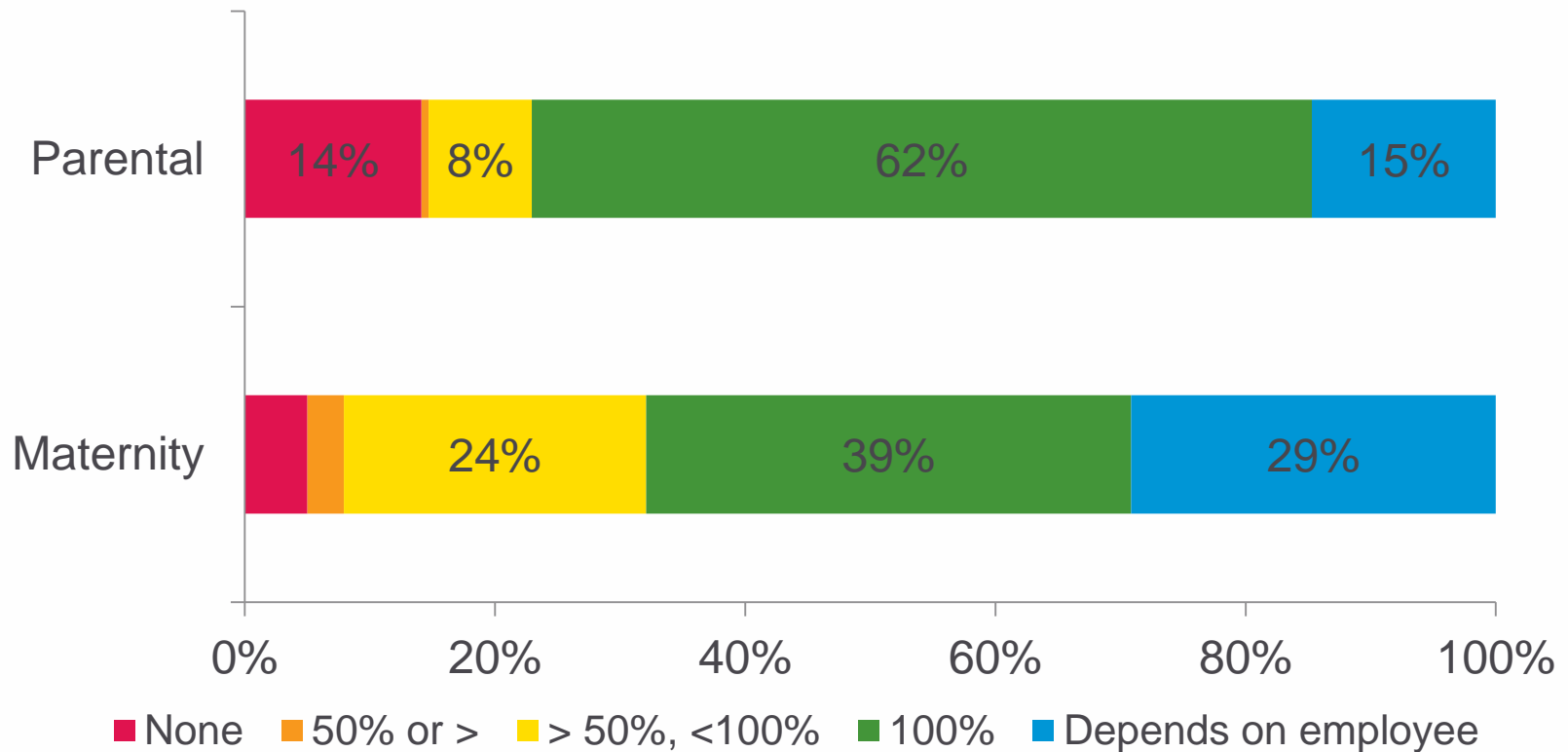
# STD Typically Covers < 13 Weeks of Maternity



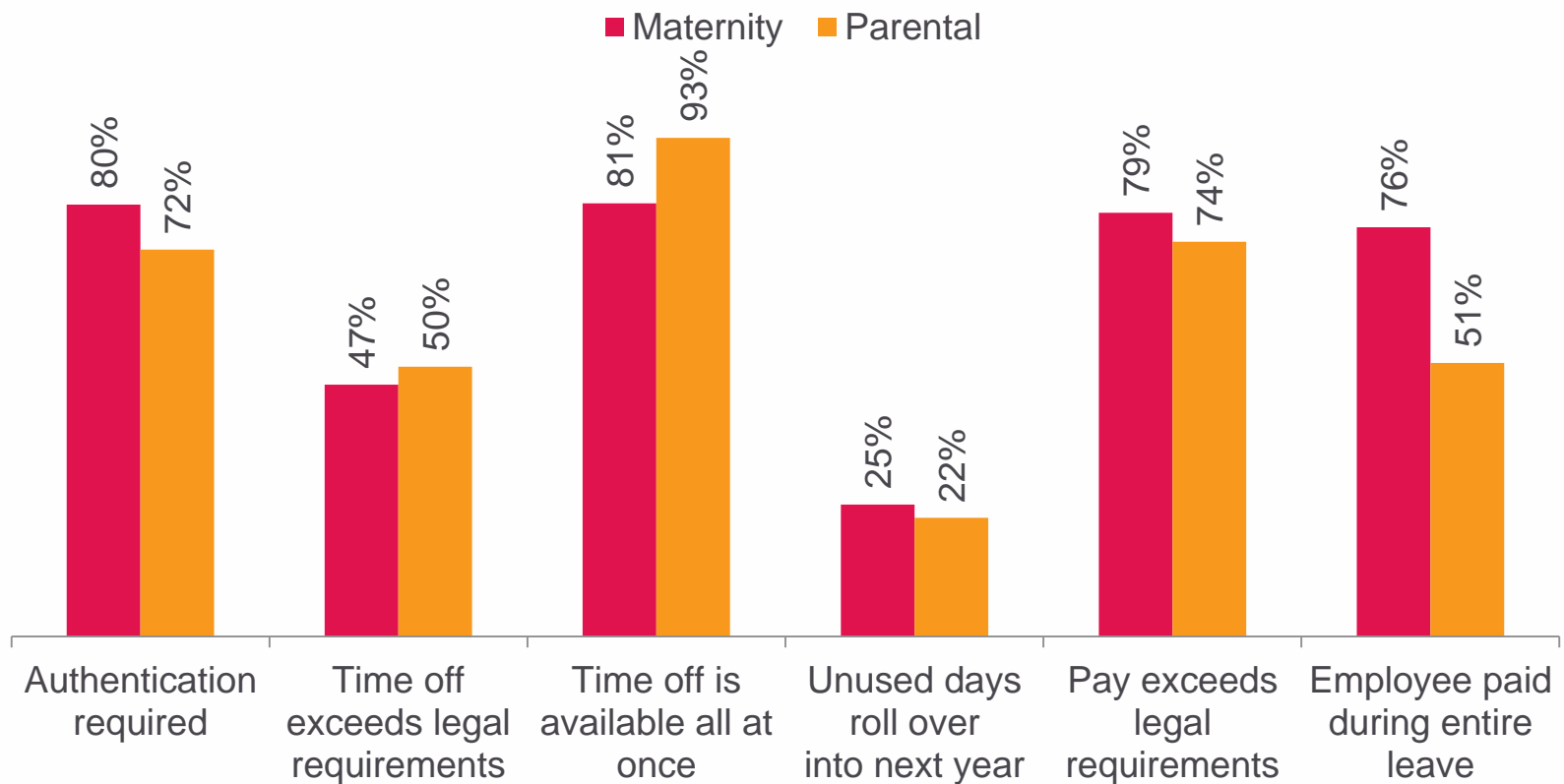
# One to Three Months is Typical for Company-Provided Leave



# Pay Structures for Leaves are Complex



# What Other Rules Apply to Leaves?





# Key Lessons for Employers

## 1. Benchmark for basics

- But policy should support *your company's* strategy

## 2. Leverage FMLA and disability experiences to help maintain business performance



## 3. Focus on improving return-to-work experiences

# What Are We Missing?

*Not a Rhetorical Question ...*