

Forging Ahead or Falling Behind?

PAID FAMILY LEAVE AT AMERICA'S TOP COMPANIES

A report by PL+US: Paid Leave for the United States

Introduction

The United States is facing a caregiving crisis: more than 100 million Americans¹ have no access to paid family leave, and one in four new mothers goes back to work just ten days after giving birth². An exploration of corporate paid family leave policies reveals a widespread problem -- only 13 percent of people working in the private sector have access to paid family leave through their employer, and this number falls to six percent for low-wage employees³. Today, the time to care for a new child, a sick family member or an aging parent, or for one's own serious illness⁴ is an elite benefit.

We've conducted independent research to uncover the paid family leave policies at the top 60 employers in the country in order to understand who has access to family leave, who doesn't, and what that says about the need for change in both corporate and public policy. This list includes major brands such as Starbucks, Walmart, McDonald's, Gap Inc, and a host of others who together employ approximately 14 million people in the U.S. The policies (or lack thereof) at these leading companies set a national standard for employment practices across sectors and also deeply affect the lives of their own vast employee community.

Our research makes it clear that corporate America has a transparency problem when it comes to this issue, with more than half of these top employers refusing to disclose information on their policies. The data we were able to collect are startling: our findings reveal that half of the companies we could confirm have discriminatory policies that leave out fathers, adoptive parents, and low-wage employees.

These data are in contrast to the media buzz for paid family leave, which regularly highlights company announcements about strong new policies. A powerful trend is emerging as more employers create policies that address issues of equity, inclusion, and accessibility, but millions of Americans with urgent caregiving responsibilities remain left out.

In the absence of federal policy, businesses have a clear opportunity to help solve America's care crisis by improving their own policies and supporting public policy that will ensure that everyone in America can be present when their family needs them most.

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- 1 U.S. Department of Labor, Bureau of Labor Statistics http://www.bls.gov/ncs/ebs/benefits/2016/appendixtable2016_02.htm
 - 2 <http://inthesetimes.com/article/18151/the-real-war-on-families>
 - 3 U.S. Department of Labor, Bureau of Labor Statistics. (2016, September). National Compensation Survey: Employee Benefits in the United States, March 2016 (Tables 16 and 32). Retrieved 23 September 2016, from <http://www.bls.gov/ncs/ebs/benefits/2016/ebbl0059.pdf>
 - 4 During the course of our research, two of the companies we researched in the top 60 (Starwood and Electronic Data Systems) were acquired by other companies on the list, so are no longer reflected in the data table

Major Findings

The majority of the top employers in the U.S. offer no paid family leave or are not transparent about their paid family leave policy.

- We were able to confirm policies at 29 of the top 60 companies, with the remaining companies refusing to make this information available.
- More than half of the top employers in America have either no paid leave policy or refused to disclose their paid leave policy⁵.
- Eight companies wrote to us specifically to decline to share their policy: Boeing, FedEx, Honeywell International, HP, Infosys Limited, Marriott International, TJX, and Walgreens.
- Deloitte, Bank of America, and Ernst & Young are the standout leaders, with 16 weeks of fully paid parental leave for mothers, fathers, and adoptive parents, but the majority of U.S. top employers offer far less, if any, paid leave to all employees.
- No companies provide the six months of maternity leave called for by the President of the American Academy of Pediatrics⁶.

Equity issues abound, with policies that discriminate against or leave out fathers, adoptive parents, and low wage employees

- 22 of the 29 confirmed company policies show unequal leave, with fathers receiving significantly less time than mothers, and/or adoptive parents receiving significantly less time than birth parents. In many cases fathers and adoptive parents received no leave at all, which has far-reaching implications for LGBTQ parents as well. For example, Starbucks offers six weeks maternity leave but no paternity leave.
- Low-wage employees are being left out. Walmart, the largest employer in the country, confirmed that they provide paid leave only to salaried employees and not to hourly employees. Anecdotal evidence suggests that Walmart is not the only employer with this practice, making more research here a key area of future focus.
- Dads are also left out: we've confirmed seven companies that provide no paternity leave at all: AT&T, CVS, General Motors, Ford, Starbucks, Supervalu, and Verizon.

A "paid leave arms race" is emerging as companies rush to update and enhance their policies

- Of the 29 companies for which we were able to confirm paid family leave policies, eight of them have updated their policies in the last year, focusing on longer and/or more inclusive leave policies.
 - » Bank of America implemented equal leave for mothers, fathers, and adoptive parents; Deloitte expanded their leave program to include caregiving for any family member, beyond just parental leave; Hilton extended benefits to all employees, including hourly wage employees. JPMorgan Chase, Amazon, Coca-Cola, Procter & Gamble, Ernst & Young have also recently updated their policies.
- Tech, finance, and consulting industries have been among the first to update their policies, and the announcement of a universal policy at Hilton Worldwide Holdings may signal that the service and retail sectors are next.
- Still, discrepancies within sectors are common. For example, Bank of America offers 16 weeks of paid leave to all parents, while Citigroup provides only two weeks for dads (compared to 13 weeks for moms). Verizon offers just two weeks of maternity leave, while AT&T offers six weeks.

5 Confirmed data from 6 companies shows no paid leave policy, and 32 additional companies had no transparency around their policy

6 <http://www.npr.org/sections/health-shots/2016/10/10/497052014/a-pediatricians-view-of-paid-parental-leave>

Company	Weeks Paid Parental Leave					Notes
	MATERNITY	PATERNITY	ADOPTIVE	PUBLICLY AVAILABLE?	CONFIRMED BY COMPANY?	
Albertsons	6-8	0	0	No	Yes	Per Albertson's response, birth mothers are eligible for paid maternity leave, and additional paid leave may also be available in some states and locations under union contracts. Paid leave may be available for fathers and adoptive parents under union contract or state law.
Amazon	6 (plus up to 14 weeks additional leave for birth mothers)	6	6	Yes	Yes	All parents are entitled to 6 weeks of paid parental leave. In addition, birth mothers are offered 4 weeks pre-partum and 10 weeks of maternity leave. The policy applies to all full-time hourly and salaried employees. Amazon also has a "leave share program" that allows employees to gift all or part of the six-week leave to a spouse or partner who does not have paid parental leave through his or her own employer.
Aramark	6	0	0	No	No	Leave amounts here are from open source website reports
AT&T	up to 8	0	0	Yes	Yes	From AT&T's survey response: "Up to 8 weeks (based on medical)"
Bank of America	16	16	16	Yes	Yes	
Berkshire Hathaway	5	?	?	No	No	Leave amounts here are from open source website reports
Boeing	6	?	?	No	No	Boeing wrote to us to decline to share their policy. Leave amounts here are from open source website reports
Cargill	6	?	?	No	No	Leave amounts here are from open source website reports
Citigroup	16	8	8-16	Yes	Yes	The range for adoptive leave signifies primary and secondary caregivers
Coca-Cola Company	6 (plus 6-8 weeks additional leave for birth mothers)	6	6	Yes	Yes	Coca-Cola's paid parental leave policy takes effect Jan. 1, 2017, offers six weeks of paid leave to all new parents at the company, including moms and dads, adoptive and foster parents. These benefits supplement the six to eight weeks of paid leave already provided to birth mothers through short-term disability. This policy applies to U.S. employees
Cognizant Technology Solutions	7	?	?	No	No	Leave amounts here are from open source website reports
Costco Wholesale	?	?	?	No	No	Open source websites contain some reports that pregnant women may qualify for short-term disability.
CVS Health	6	0	0	Yes	Yes	From CVS' survey response: "for FMLA eligible and at least 20 hours/week employees."

Company	Weeks Paid Parental Leave					Notes
	MATERNITY	PATERNITY	ADOPTIVE	PUBLICLY AVAILABLE?	CONFIRMED BY COMPANY?	
Darden Restaurants	2	2	2	Yes	Yes	
Deloitte	16 (up to a total of 6 months for birth mothers)	16	16	Yes	Yes	In addition to 16 weeks of fully paid family leave, birth mothers are eligible for up to six months of paid time off when factoring in short-term disability for childbirth.
Delphi	6	?	?	No	No	Leave amounts here are from open source website reports
Emerson Electric	6	?	?	No	No	Leave amounts here are from open source website reports
Ernst & Young	16	16	16	Yes	Yes	Also offers up to \$25,000 per same or opposite sex couple for fertility, surrogacy, adoption, and egg freezing services.
FedEx	5	?	?	No	No	Leave amounts here are from open source website reports. Wrote to us to decline to share their policy.
Ford Motor	6-8	0	0	Yes	Yes	
Gap Inc	?	?	?	No	No	No available information
General Electric	16-18	6-12	6-12	Yes	Yes	Only for salaried employees. The ranges for paternity and adoptive leave signify primary and secondary caregivers
General Motors	6-8	2	2	Yes	Yes	
HCA Holdings	?	?	?	No	No	No available information
Hilton Worldwide Holdings	10	2	2	Yes	Yes	Hilton extended benefits to all employees, including hourly wage workers
Home Depot	6	?	?	No	No	Leave amounts here are from open source website reports
Honeywell International	6	1	?	No	No	Wrote to us to decline to share their policy
HP	10	2	2-8	Yes	Yes	Confirmed by Working Mother Magazine in 2016. Wrote to us to decline to share their policy.
Infosys Limited	0	0	0	No	No	Leave amounts here are from open source website reports. Wrote to us to decline to share their policy
International Business Machines (IBM)	12	6	6	Yes	Yes	From IBM's survey response: "Parental leave can be taken intermittent or in one interval. Nursing mothers can also take advantage of IBM's paid breast milk delivery service once they return to work."
J.C. Penney	6	?	?	No	No	Leave amounts here are from open source website reports.
Jabil Circuit	?	?	?	No	No	No available information
Johnson Controls	?	?	?	No	No	No available information

Company	Weeks Paid Parental Leave			Notes		
	MATERNITY	PATERNITY	ADOPTIVE	PUBLICLY AVAILABLE?	CONFIRMED BY COMPANY?	
JPMorgan Chase	16	2	2-16	Yes	Yes	The range for adoptive leave signifies primary and secondary caregivers.
Kroger	6-8	0	0	No	Yes	This policy is only for employees covered under Kroger's company-sponsored plan. Many Kroger employees are covered under collective bargaining plans which vary.
Lowe's	0	0	0	No	No	Leave amounts here are from open source website reports.
Macy's	6	0	0	No	No	Leave amounts here are from open source website reports.
Marriott International	6	0	0	No	No	Leave amounts here are from open source website reports. Maternity leave is at partial pay. Wrote to us to decline to share their policy
McDonald's	12	0	0	No	Yes	Maternity leave is at 50% pay. Confirmed by Working Mother Magazine in 2010
Pepsi Co	10-12	4	4	Yes	Yes	
Pricewaterhouse Coopers	6 (plus up to 10 weeks additional leave for birth mothers)	6	6 (plus 6 weeks additional leave for primary caregivers)	Yes	Yes	
Procter & Gamble	16	4	4-16	Yes	Yes	Birth mothers have a full year of job protection. The range for adoptive leave signifies primary and secondary caregivers
Publix Super Markets	?	?	?	No	No	No available information
Sears Holdings	6	?	?	No	No	Leave amounts here are from open source website reports.
Starbucks	6	0	6	Yes	Yes	
Supervalu	6-8 weeks (only for birth mothers)	0	0	Yes	Yes	Exempt employees receive 100% of their pay for the first 6 weeks, other employees receive 60% of their base pay
Target	2 (plus 6-8 weeks additional leave for birth mothers)	2	2	Yes	Yes	All employees receive two weeks of paid parental leave. In addition, birth mothers could be eligible for 6-8 weeks of short-term disability leave.
TJX	?	?	?	No	No	No available information. Wrote to us to decline to share their policy
United Parcel Service (UPS)	6	2	0	No	No	Leave amounts here are from open source website reports.
United Technologies	12	4	4-12	Yes	Yes	From United Technologies' response: "For adoptive parents, 12 weeks for primary and 4 weeks for non-primary caregiver."
Unitedhealth Group	6	?	?	No	No	Leave amounts here are from open source website reports.

Company	Weeks Paid Parental Leave					Notes
	MATERNITY	PATERNITY	ADOPTIVE	PUBLICLY AVAILABLE?	CONFIRMED BY COMPANY?	
Verizon Communications	2	0	0	Yes	Yes	Confirmed by Working Mother Magazine in 2012
Walgreens	6	0	0	No	No	Leave amounts here are from open source website reports, which noted that maternity leave only applies to salaried employees. Wrote to us to decline to share their policy
Walmart	12	2	2	Yes	Yes	Policy applies only to salaried employees
Walt Disney Company	3 (plus 9 weeks additional leave for birth mothers)	3	3	Yes	Yes	
Wells Fargo	4-16	4-16	4-16	Yes	Yes	Per Wells Fargo's website: "16 weeks of paid parental leave for a primary caregiver and up to four weeks for a parent who is not the primary caregiver to care for a new child following birth or adoption" Applies to: "all eligible regular and part-time team members."
Xerox	6	?	?	No	No	Leave amounts here are from open source website reports.
Yum! Brands (KFC, Taco Bell, Pizza Hut)	0	0	0	No	No	Leave amounts here are from open source website reports.

The Case for Better Paid Family Leave

Numerous studies show that paid family leave is beneficial for businesses, public health, gender equity, and the economy at large.

RECRUITMENT AND RETENTION

Businesses that have implemented better paid leave policies have done so noting the advantages of employee recruitment, retention, and reduced turnover costs¹. A recent KRC Research study of employees with benefits found that 77 percent of respondents indicated that the amount of parental leave offered by an employer affects their decision when choosing one company over another, and 50 percent said they would rather have more parental leave than a pay raise².

Google provides a strong example of how an improved paid family leave policy can lead to better talent retention: their attrition rate for postpartum women was twice that for other employees – but when Google lengthened maternity leave to five months from three, and changed it from partial pay to full pay, attrition decreased by 50 percent³. Additionally, data from the first decade of statewide paid family leave in California show that better retention also applies to workers in “low quality” jobs – when such workers were able to take paid family leave, 83 percent returned to the same employer (vs. 72 percent who did not have paid family leave).

HEALTH BENEFITS FOR BABIES AND PARENTS

The research clearly shows that the impact of paid leave extends far beyond the workplace, to critical health outcomes for babies and parents. A 2011 study showed that ten additional weeks of paid leave could reduce infant mortality by as much as 10 percent⁴. A study in the Economic Journal found that a mother’s return to full-time work before her child reached 12 weeks resulted in reduced breastfeeding, reduced well-baby care medical visits, and more⁵. Data from the first decade of statewide paid family leave in California reveal that paid family leave doubled the median duration of breastfeeding for all new mothers who used it (from five weeks to 11 weeks)⁶. What’s more, women who take longer maternity leaves report an overall improvement in mental health, fewer depressive symptoms, and a reduction in severe depression⁷.

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- 1 <https://cdn.americanprogress.org/wp-content/uploads/2012/11/CostofTurnover.pdf> / <https://womenintheworkplace.com>
 - 2 <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/press-releases/deloitte-survey-parental-leave.html>
 - 3 <http://www.nytimes.com/2012/08/23/technology/in-googles-inner-circle-a-falling-number-of-women.html?pagewanted=all&r=2&sa=D&usq=AFQjCNGUH7N6eZFYvga4JwdiOrrdEQgQNg>
 - 4 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3150137/>
 - 5 <https://www.jstor.org/stable/3590462>
 - 6 <http://cepr.net/documents/publications/paid-family-leave-1-2011.pdf>
 - 7 http://i2.cdn.turner.com/cnn/2015/images/10/28/15-061_text.pdf

GENDER EQUITY

A recent McKinsey study found that women at all levels are underrepresented at US corporations, less likely to advance than men, and experience a widening pay gap as their careers progress⁸. It has been proven that mandated paternity leave helps reduce the wage gap between men and women. The World Economic Forum found that the countries that offer paternity leave are the most successful in closing the wage gap between men and women⁹.

Paid paternity leave has profound implications for fathers and for increased equality at home . A Cornell study found that fathers' participation in household and childcare duties increased 250% when they had five weeks of paid paternity leave¹⁰. And paternity leave has been found to promote gender equality and improve fathers' satisfaction with the contact they have with their children¹¹.

BOOST TO THE ECONOMY

Inadequate paid family leave affects the economy at large by increasing women's participation in the labor force. If women in the United States had similar labor force participation rates to those in Canada, there would be 5.5 million more women in the workplace – generating more than \$500 billion of additional economic activity – that's 3.5% GDP growth. The United States is currently leaving more than \$500 billion on the table due to inadequate labor market policies – paid leave and quality child and eldercare – that boost labor force participation, productivity, work engagement and better allocation of talent across the economy¹².

8 <http://www.mckinsey.com/business-functions/organization/our-insights/women-in-the-workplace>

9 <http://www3.weforum.org/docs/GGGR2015/cover.pdf>

10 https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2475970

11 <http://www.tandfonline.com/doi/abs/10.1080/13668800701785346>

12 <https://cdn.americanprogress.org/wp-content/uploads/2016/09/22060013/CostOfWorkFamilyPolicyInaction-report.pdf>

Conclusion

The largest employers in the United States are not doing enough to ensure that employees and their families have the time they need to care for new children, family members, or themselves, resulting in a huge cost to this country's families and our economy.

Businesses need to support public policy that provides paid family leave for everyone working in the United States, and, in the meantime, they can lead the way by implementing their own policies now. Industry leaders are already showing that modern, inclusive paid family leave policies are beneficial to employees, families, and their own bottom line. The companies in this index have the ability to drive positive change for 14 million Americans, while also boosting their own staff morale, retention, and gender equity.

Major employers can plan a vital role in solving our caregiving crisis by implementing inclusive corporate policies now, and supporting public policy reform at the national level.

It's time for workplace policies that work for all families.

A NOTE ON METHODOLOGY:

In September and October 2016, PL+US and Global Health Visions analyzed paid family leave policies at the largest 60 employers in the United States. The top 60 list was compiled using data from the Department of Labor, the Bureau of Labor Statistics, SEC filings, the Fortune 500 list, and Forbes reporting.

We reached out directly to each company listed in the index a minimum of four times (via phone calls and emails to their HR department and in many cases their PR department). In addition, we reviewed the companies' official websites, policy documents, annual reports, press releases, and the 10K SEC filings for publicly traded companies in order to determine the duration and parameters of their parental leave policies. We also consulted the [2015 Working Mother's 100 Best Companies List](#) since companies must submit their own information to be included. Where policies were found using the methods listed above, we consider them confirmed.

Additional research sources included media articles, and sites such as List Your Leave, Fairygodboss, and Glassdoor that crowdsource information about company policies from current and former employees. Data from these sources are listed in our index for public reference but are not marked "confirmed" since reports on these sites were sometimes conflicting.

Due to widespread lack of transparency on corporate policies, the scope of this research focused on parental leave policies, with most companies not publicly disclosing whether they allow caregiving leave for purposes beyond newborn care and bonding. This issue, as well as the discrepancies between companies' policies for salaried compared to hourly employees, merits further research.

ABOUT PL+US: PL+US is a new, national campaign to win paid family and medical leave for everyone in the United States by growing public engagement, dialogue, and advocacy for the issue.

REPORT:
'Forging Ahead or Falling Behind? Paid family leave at America's top companies.'

A report by PL+US: Paid Leave for the United States. www.paidleave.us