Workplace Policies & Practices: Supporting New Moms and Families
The United States is one of two countries in the world that does not require paid maternity leave. At least 178 countries have enacted laws to provide paid leave to new mothers, with more than 100 of those offering 14 or more weeks of paid leave.
Family & Medical Leave Act was enacted in 1993 providing 12 weeks of protected, unpaid time off to full-time employees at companies with 50 people or more.

40% of workers are not covered by FMLA.

Resulting in:

- Financial stress to mom and family
- Delaying essential medical appointments for newborns
- Mothers ceasing breastfeeding early
- Mothers exiting the work force
- Employee turnover
- Increased costs to recruit replacements
Addressing the Gap at Home

Organizations in the US are implementing a range of policies to support new moms and working families to address this gap, but more needs to be done...
Commitment to Action
Improving parental support practices to positively impact health and the economy

The challenge
Despite the efforts made in the last decades to lower the barriers for parents, and especially women to balance work and parenthood, the reality today is that maternity leave practices in the US are well below global standards. This has a negative impact in terms of health, the economy and women's advancement in the workplace. At the heart of the issue are the conditions around parental leave, ranging from back-to-work strategies, leadership culture, and length of the maternity leave.

The opportunity
Create a coalition of recognized experts and leading companies to commit to a range of parental support practices that ultimately improve health, development, and economic outcomes for both families and companies.
Commitment to Action

Improving parental support practices for positive impact

The approach
Develop and implement a range of strategies to improve the conditions around parental leave, from transformative strategies (e.g., longer/paid parental leave) to more modest yet highly meaningful ones (e.g., improving workplace culture and facilities for breastfeeding moms).

Different companies will be prepared to take different degrees of action. No effort is too small. Every improvement counts to move the health and economic needle.

The Champions: Private + Public partnership by design

Public organizations such as
- American Academy of Pediatrics (AAP)
- Clinton Global Initiative (CGI)
- Cornell University

We want to engage leading US companies employing large numbers of women:
- KKR
- Danone
- Barclays
- Nestlé
Commitment to Action

Improving parental support practices for positive impact

The Impact

**Social**
- Higher breastfeeding rates => lower risk of obesity (moms and babies), less NCD’s, lower incidence of allergies. Lower risk of breast and ovarian cancer => Healthcare savings of >$60Bio to the system
- Better early life brain development => higher IQ, intellectual abilities, closing the word gap => prosperity and equality for the next generation.
- Leave of ~9 weeks can lower infant mortality by 10%

**Women advancement**
- Higher return to work rates correlate with personal, professional and economic progress.
- Lower barriers of work-life balance issues and challenges at a defining moment for life-long decisions
- Lower employer bias to hire, promote and advance women in childbearing age.
- Increasing women participation in the workforce to male levels would add 5 GDP points.

**Economic**
- Ability to retain two stable incomes for couples; essential source for single mothers (better maternity leave makes women 50% more likely to increase lifelong wages).
- Extended quality time with newborns starts them off on a better health trajectory: follow well visit routines, plan for child care, avoiding post-partum depression
- Economic benefits of improvement (inclusion, productivity and retention) outweigh cost burden.
- Increase numbers of women in workforce, making the economy and employers more competitive (declining trend & below other developed nations)
- Macroeconomic benefits of a larger tax base, higher consumer spending and lower government health costs (-39%)
- Reduce disparity of leave-taking between higher and lower educated: improve diversity ratios.

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**Families**
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Commitment to Action
Improving maternity practices for positive impact

Three potential strategies

1. Company culture
   - Flexible return to work policies
   - Create a culture of support
   - Train managers / leaders

2. In-office support
   - Dedicated, appropriate lactation facilities
   - Scheduling
   - Train managers, educate parents

3. Longer / paid leave
   - Longer unpaid leave
   - Paid leave
   - Create awareness of business case behind
Cultivating Cultures of Support

Workingmother.com “100 Best Companies” in 2014.

The selected organizations reported having the best range of policies and practices to promote a culture that supports working mothers and families.

<table>
<thead>
<tr>
<th>Support</th>
<th>Benefit</th>
<th>US Overall</th>
<th>100 Best</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Flexibility</strong></td>
<td>Flextime</td>
<td>52%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Telecommuting</td>
<td>59%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Compressed Work Schedule</td>
<td>29%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Parental Support</strong></td>
<td>On-Site Lactation Rooms</td>
<td>28%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Lactation Support Services</td>
<td>6%</td>
<td>87%</td>
</tr>
<tr>
<td></td>
<td>Fully Paid Maternity Leave</td>
<td>5%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Adoption Assistance</td>
<td>6%</td>
<td>92%</td>
</tr>
<tr>
<td></td>
<td>Paid Adoption Leave</td>
<td>12%</td>
<td>90%</td>
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<tr>
<td></td>
<td>Backup Child Care</td>
<td>3%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>Paid paternity leave</td>
<td>12%</td>
<td>84%</td>
</tr>
<tr>
<td></td>
<td>Paid Sick Leave</td>
<td>33%</td>
<td>67%</td>
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</tbody>
</table>
Ease new parents back in the office by offering part-time schedules.

Hold seminars to educate and inform managers on maternity leave policies, how to plan for the absence of an employee on maternity leave, and ways to support new/returning parents to drive retention.

Offer return-to-work support seminars and re-induction programs to review new business developments and training on new systems.
Robust lactation support programs have a positive impact on both employee wellbeing and the bottom line.

- Reduce risk of health issues for women & children
- Increase retention of female employees
- Lower absenteeism
- Competitive advantage to attract top talent

A woman’s career plans have the most significant impact on whether she breastfeeds exclusively and for how long.
Dedicated, private breastfeeding rooms equipped with either hospital grade multi-user breast pump or with space for storage of personal pump. Refrigerator and sterile storage supplies in the room.

Breastfeeding health benefits and support classes for parents. Access to CLC’s and breast pumps included in health benefits.

Training of managers to comfortably address the topic with employees, including scheduling, pre-defined breaks during meetings, co-worker support culture, among others.
16 weeks paid maternity leave + $500 cash

16 weeks paid maternity leave + $4,000 cash

18 weeks paid maternity leave

16 weeks paid maternity leave + return to work on part-time schedule paid at full salary
Addressing Retention

Rate of new mothers resigning was 2x that of other employees.

2007: Increased paid maternity leave from 12 weeks to 18 weeks.

Led to a 50% reduction in the turnover of new moms.
35% of total employees are women and only 21% hold positions in senior leadership

Commissioned a report by KPMG, which estimated that global businesses would save $19 billion, retain top talent in organization, and reduce costs associated with turnover by implementing a 16 week maternity leave policy
Defining our Commitment

Effective July 1, 2016, Dannon, YoCrunch, Stonyfield, Danone Waters of America, Nutricia, Early Life Nutrition, and Happy Family Organics will improve parental leave benefits by extending paid maternity leave, up to 6 months, including adoption, foster parenting and surrogacy, inclusive of primary care givers within same sex couples.
Declaring our Commitment

Working Parent Support Coalition Founding Members: Danone, Barclays, Ernst & Young, KKR and Nestlé.
A Strong Message Internally…

Supporting our working parents by:

✓ Expanding maternity leave from 12 to 16 weeks of partially paid leave to 26 weeks of fully paid leave

✓ Extending this benefit to new parents via adoption, surrogacy, and fostering

✓ Extending this leave benefit to primary caregivers, regardless of gender

✓ Exploring the possibility to improve leave benefit for non-primary caregivers compared to what is offered today (will announce any changes in Q1 2016)

✓ Implementing one policy across all US-based CBUs

I know how important this change is to both moms and their families.

This amazing…it’s a company that values employees and the future.

I am blown away by Dannon’s commitment to working moms and their families!

Very positive feedback from the business following the announcement!
...with strong exposure externally

<table>
<thead>
<tr>
<th>243+ million TOTAL PROGRAM IMPRESSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>174</strong> social media posts generated <strong>1.6 MM</strong> impressions</td>
</tr>
<tr>
<td><strong>20 original articles</strong> published in agenda-setting outlets</td>
</tr>
<tr>
<td><strong>141 outlets</strong> picked up press release</td>
</tr>
<tr>
<td><strong>Danone mentioned in 100% of the media coverage</strong></td>
</tr>
<tr>
<td><strong>40+ press conference attendees</strong></td>
</tr>
<tr>
<td>Hosted advanced briefings with <strong>5 key opinion leaders</strong>, including Wharton School of Business and Flexjobs</td>
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</tbody>
</table>
Featured in Multiple Online Publications

Some examples...

LinkedIn

Huffington Post

TIME

It’s Time to Disrupt How Corporate America Does Parental Leave

Oct 1, 2015 | 5,920 Views | 332 Likes | 89 Comments | Follow

Despite some efforts to lower barriers for parents to balance parenthood and work, parental leave practices in the United States fall far below global standards.

To put this in perspective—the United States is the only developed country in the world without legally mandated paid leave, resulting in 25 percent of mothers returning to work within two weeks of giving birth.

These 5 Companies Are Trying To Spark A Parental Leave Revolution

They have a lot of work to do.

Emily Peck
Executive Business & Technology Editor, The Huffington Post

Posted: 08/29/2015 03:30 PM EDT | Edited: 08/29/2015 07:10 PM EDT

A handful of big corporations are trying to lead the way to improve working conditions for new parents—and fill the void left by the U.S. government. At the Clinton Global Initiative meeting on Tuesday, they announced the formation of the Working Parent Support Coalition.

Five companies so far have joined the coalition, including the U.S. arms of Danone, Nestle and Barclays, as well as private equity shop KKR and consulting firm Ernst & Young. The group hopes to attract many more. Cornell University and the American Academy of Pediatrics have also signed on to offer support and research.

"The real opportunity here to make the gap between reality and policy smaller and smaller by having companies step up," Luciana Nunez, a Danone managing director who came up with the idea, told The Huffington Post. "This is the beginning. We want more companies on board," she said.

How Businesses Can Best Support Working Parents

Luciana Nunez is CEO of Danone Early Life Nutrition in the U.S.

A new coalition will help companies improve and implement strategies to help new parents.

The U.S. is the only developed nation that is not required to provide paid maternity leave, and that matters more than you think. The moment when a family grows is a defining one that goes well beyond the joy of a new baby. It is a window into the future of what we want to stand for as a society.

On Tuesday, at the closing of the Clinton Global Initiative 2015 Annual Meeting in New York, we announced the Working Parent Support Coalition, a group of companies and organizations dedicated to improving and implementing parental support strategies. Danone started this movement, and we are proud that Barclays, Ernst & Young, Nestle and KKR are the first companies to join us, in addition to the expert support from American Academy of...
The Road Ahead

INTERNAL
• Develop policy and have ready for communication to business by early 2016
• Develop workforce planning strategy to support business for longer leave period

EXTERNAL
• Develop strategy for the Phase 2 rollout of the Coalition announcement
• Organize a coalition partners meeting in early 2016 to address:
  o Process for vetting commitments and interested parties
  o Funding for communications
  o Timelines for reporting
  o The role (if any) for a third party validation of progress against pledged commitments
  o How best practices can be shared
Join Us!

http://workingparentsupportcoalition.launchrock.com/