ABOUT THE SURVEY

Paid Family and Medical Leave (PFML) laws have swept the nation in recent years. With no two state plans alike, managing this patchwork of new laws can prove challenging. Employers have been scrambling to learn and implement the nuances of each new law while also administering leaves and educating employees.

DMEC partnered with The Standard to explore how employers are preparing for the future of PFML and how impacted employers are managing the current laws. This survey offers insight into how employers are getting involved to help shape the trajectory of the PFML landscape.
DEMOGRAPHICS

The pulse survey collected feedback from professionals serving companies of various sizes, within an assortment of industries.

NUMBER OF EMPLOYEES

- 50,001+ employees: 14%
- 51-500 employees: 6%
- 1,001-5,000 employees: 26%
- 5,001-10,000 employees: 18%
- 10,001-50,000 employees: 28%
- < 50 employees: 3%

INDUSTRIES REPRESENTED

- Healthcare
- Banking/Financial Services
- Insurance
- Energy/Utilities
- Machinery/Manufacturing
- Technology
- Education
- Government
- Other
- Real Estate
- Biotechnology
- Engineering
- Law
- Retail/Service
- Telecommunications
- Third-Party Administrators
- Agriculture
- Food & Beverage
- Hospitality
- Transportation

LOCATION OF BUSINESS

- All U.S. States: 28%
- Some U.S. States: 43%
- U.S. and International: 29%

JOB TITLE

- Manager, Supervisor, Team Lead: 4%
- Associate, Coordinator, Specialist, Representative, Generalist: 6%
- Other*: 8%
- Associate Director, Director, Senior Director: 6%
- Analyst: 9%
- Consultant: 9%
- Business Partner: 2%
- Healthcare Administrator: 6%
- CEO, COO, Chairman, President, Owner, Founder: 35%
- Account Executive/Manager: 14%
- Counsel, General Counsel: 2%
- Executive Vice President, Vice President, Senior Vice President: 18%

*Other responses include: Benefits Analyst/Associate/Manager; HR Admin/Specialist; LOA Admin/Coordinator; Research Assistant; Sales
SURVEY RESULTS

Does your organization currently do business in a state where a statutory PFML law has been implemented (California, Connecticut, District of Columbia, Massachusetts, New Jersey, New York, Rhode Island, and/or Washington)?

- Yes: 81%
- No: 19%

When a new PFML law affects your organization, what area do you find the most challenging? Please rank in order of most challenging (1) to least challenging (6).

- Keeping up with the development of a newly-passed leave law to ensure readiness: 4.66
- Administering leaves or coordinating with the state or carrier administering: 4.41
- Updating policies and processes: 3.85
- Addressing employee questions about leave entitlement and/or leave processes: 3.35
- Collecting/processing/remitting contributions: 2.67
- Staffing issues due to increased employee absence/leave use: 2.64

Which of the following existing programs do you find the most difficult to integrate with PFML programs?

- Company paid leave: 29%
- Short-term disability: 24%
- Family and Medical Leave Act (FMLA): 19%
- Other paid leave programs: 16%
- Workers’ compensation: 13%
Do you feel that the new PFML laws have caused equity concerns for your employees because they are not all entitled to the same programs?

Yes; we have received complaints/concerns from employees that peers may receive benefits they do not. 12%

Yes; while we have not heard specific complaints or concerns from employees, this is a concern for us. 40%

No; we offer all employees access to programs that are more robust than statutory PFML already. 21%

No; our employees are eligible for different leaves, and we do not have concerns with this. 27%

Has COVID-19 changed the way your company is approaching PFML?

Yes; we see a need to make our paid leave provisions more generous to meet increased employee need. 14%

Yes; due to budget constraints, we are not able to be as generous with our PFML benefits as we used to be. 2%

Yes; because of the tax credit, we decided to voluntarily offer leave per FFCRA this year. 1%

No; our approach to PFML has remained consistent. 78%

Other* 5%

*Other responses include: We made changes during the height of the pandemic, but have since shifted back to our original PFML approach; we're still evaluating our options for a company-wide PFML plan.

Do you have concerns about the timeliness of PFML leaves and payments processing by state programs?

Yes; this has been a pain point for our organization since PFML laws went into effect. 49%

Yes; but this has gotten better over time, and is no longer a primary concern. 19%

No; we do not have our employees receive payments from the state. 12%

No; our employees have had timely processing and payments from the state(s). 20%

Does your organization do business in more than one state where a statutory PFML law has been implemented?

Yes 78%

No 22%
### How is your organization administering various PFML leaves?

- **50%** We have a hybrid offering. For some states employees file with a carrier or TPA; and in other states they file directly with the state.
- **29%** We participate with the state program offering(s), and our employees file and receive benefits from the state(s).
- **12%** We fully self-fund our PFML program(s) and administer either internally or with a private company (carrier or TPA).
- **10%** We utilize a private insurance carrier or third-party administrator (TPA) for all statutory PFML.

### What best describes your organization’s approach to compliance with each state taking a different approach to PFML?

- **42%** We’ve taken a hybrid approach. For certain PFML program aspects (e.g., bonding leave), we offer a benefit richer than the state requires, but for other program aspects, we comply only with the individual state requirements.
- **39%** We provide only what is statutorily required for each state and ensure our employees get the benefits they are entitled to, but they do not receive extra benefits.
- **10%** We have developed a program more robust than any of the state programs already and comply with specific state needs.
- **10%** Other*

*Other responses include: We provide a company supplemental paid family leave benefit offset by any state benefits; we offer all employees an equivalent to the richest state-required leave.

### What factor most significantly influenced your organization’s approach to PFML?

- **43%** Tracking and reporting complexities
- **17%** Employee equity
- **14%** Financial concerns
- **14%** Company culture
- **7%** Employee recruitment and retention efforts
- **5%** Other*

*Other responses include: All of the above; state requirements are dictating our approach.

### Does your organization currently do business in a state where a statutory PFML law has been passed but is not yet implemented (Oregon, Colorado, New Hampshire)?

- **25%** Yes
- **75%** No

*Other responses include: All of the above; state requirements are dictating our approach.
**How prepared do you feel your organization is to administer the upcoming PFML leave program(s)?**

<table>
<thead>
<tr>
<th>Preparing Level</th>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very prepared</td>
<td>We are keeping up with the developments and have a plan for updating our policies and practices to ensure compliance.</td>
<td>0%</td>
</tr>
<tr>
<td>Somewhat prepared</td>
<td>We are keeping an eye on the developments but are still figuring out what changes we’ll need to make internally to ensure our programs are compliant.</td>
<td>80%</td>
</tr>
<tr>
<td>Somewhat unprepared</td>
<td>We’re waiting on final regulations to establish a plan of action.</td>
<td>10%</td>
</tr>
<tr>
<td>Very unprepared</td>
<td>We aren’t tracking the legislation, nor do we have any immediate plans to review and update our policies and programs.</td>
<td>10%</td>
</tr>
</tbody>
</table>

**What prevents you from feeling very prepared to administer upcoming PFML leave program(s)? Please select all that apply.**

<table>
<thead>
<tr>
<th>Preparing Level</th>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>The state hasn’t finalized regulations, so we are unable to fully understand what’s needed.</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>We don’t understand how the collecting/processing/remitting of contributions works.</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>We don’t have a tracking mechanism to comply.</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>We don’t have the internal resources needed to make the necessary changes.</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td>11%</td>
<td></td>
</tr>
</tbody>
</table>

*Other responses include: There are a lot of unknowns to determine whether we have the internal resources or systems to comply.*

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**Is your organization currently involved with attempts to influence PFML legislation throughout the country?**

<table>
<thead>
<tr>
<th>Involvement Level</th>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No; we are not involved in influencing legislation, and this is not a priority for us.</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td>No; we are not currently involved in influencing legislation, but we are interested in becoming active in this space.</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Yes; we are moderately active in influencing PFML legislation.</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Yes; influencing PFML legislation is a high priority for our organization, and we are very active in this area.</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Unsure</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>

**Is your organization supportive of a federal PFML program?**

<table>
<thead>
<tr>
<th>Support Level</th>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes; we would prefer a consistent federal approach for all other states.</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Yes; but only if all states will change existing programs to align to the federal approach.</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>No; states do have specific needs and therefore should have specific programs.</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>No; we haven’t needed to account for PFML yet and don’t know if we need to.</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

*Other responses include: We only conduct business in one state so state vs. federal PFML program wouldn’t impact us; we would prefer a federal program so as to avoid any misunderstanding with benefit allowances.*
### How do you keep up to date on evolving paid leave laws? Please select all that apply.

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>We rely on industry organizations for articles, webinars, and other education to keep up to date (e.g., DMEC, SHRM).</td>
<td>74%</td>
</tr>
<tr>
<td>We have dedicated in-house staff responsible for monitoring compliance updates, including evolving leave laws.</td>
<td>52%</td>
</tr>
<tr>
<td>We depend on outside vendor(s) to help us stay compliant with evolving leave laws.</td>
<td>46%</td>
</tr>
<tr>
<td>We utilize outside counsel to keep up to date with compliance issues that impact our organization, including evolving leave laws.</td>
<td>39%</td>
</tr>
<tr>
<td>Other*</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Other responses include: We rely on the state to share information via email; we subscribe to legislative updates; all of the above.

### What non-leave benefits does your organization offer employees to help support their evolving family and well-being needs? Please select all that apply.

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Employee assistance program (EAP)</td>
<td>96%</td>
</tr>
<tr>
<td>Flexible work arrangements (e.g., flexible schedule, job sharing arrangements, remote work, etc.)</td>
<td>75%</td>
</tr>
<tr>
<td>Mental health support services</td>
<td>71%</td>
</tr>
<tr>
<td>Stress management/counseling services</td>
<td>60%</td>
</tr>
<tr>
<td>Financial counseling/assistance</td>
<td>58%</td>
</tr>
<tr>
<td>Legal counseling and services</td>
<td>57%</td>
</tr>
<tr>
<td>Substance abuse support</td>
<td>54%</td>
</tr>
<tr>
<td>Childcare resources (i.e., resources to help find and screen care providers/centers or backup care)</td>
<td>45%</td>
</tr>
<tr>
<td>Elder care resources (i.e., resources to help find and screen care providers/centers or backup care)</td>
<td>39%</td>
</tr>
<tr>
<td>Employee resource groups (ERG)</td>
<td>39%</td>
</tr>
<tr>
<td>Subsidized back-up home care</td>
<td>16%</td>
</tr>
<tr>
<td>Onsite childcare</td>
<td>7%</td>
</tr>
<tr>
<td>Other*</td>
<td>1%</td>
</tr>
</tbody>
</table>

*Other responses include: We offer financial, legal, and stress management/counseling assistance via our EAP.

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*This survey was completed in partnership with [The Standard]*