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Supported employees stay

Using leave policies to keep and attract diverse talent



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Introductions





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Agenda

- Why you need to review your FMLA and corporate leave policies — now
- 10 leave mistakes that alienate employees and may cost you money
 - What they are
 - How they cause problems
 - What tactics you can use to achieve your goals
- Q&A



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Why you need to review your FMLA and corporate leave policies — now

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Attracting and recruiting employees remains a critical challenge

- 1.7** jobs were open for every 1 available worker in late 2022¹
- 65%** of women say they are rethinking the place of work in their lives²

1 CNN, U.S. Job Openings Totalled 10.5 Million in November, More Than Expected, January 4, 2023.
2 Gallup, Center for HR Research Finds 65% of Women Report the Pandemic Has Made Them Rethink the Place of Work in Their Lives, 2022

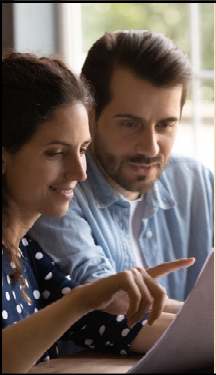
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Employees expect employers to care for them

- 66%** of employees say it is the **employer's responsibility** to make sure they are **healthy and financially secure**¹
- 87%** of employers agree that today's employees have greater expectations for how their employer demonstrates care and understanding for them²
- 7.4x** Employees who feel **cared for** at work are 7.4 times more likely to stay with their employers³

1 Employee Benefit Research Institute and Generalist Research, 2022 Workplace Wellness Survey, 2022.
2 Ulrich Employer Insights Pulse Survey, March 2022.
3 SHRM, Benefits and Employee Attitude Tracker (BEAT) Study, 2022

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Leave takes center stage

#2 Leave is ranked **second-most important** benefit¹

1/3 Paid leave is the most desired benefit for **1/3 of employees**²

1 SHRM, 2022 Employee Benefits, 2022. (Paid with retirement benefits)
2 HRG, These Are the Benefits Employees Want Most, 2021.

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The workforce is rapidly evolving

- More distributed
- More diverse (and focused on I&D)
- Multigenerational
- More power in tight labor market

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"I'm not like everyone else"

- Generation
- Family structure


"I have different needs at different times"

- Childcare
- Eldercare
- Self-care

Make your leave offering as inclusive and diverse as your workforce

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Let's have a conversation

- Define the common leave mistakes we see
- Discuss how they affect employee satisfaction and retention
- Brainstorm other tactics for achieving employer goals

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10 leave mistakes that alienate employees and may cost you money

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Restricting parental leave

1. Requiring **spousal sharing**
2. Requiring birth parents to use their disability and bonding leaves **at the same time**

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Restricting parental leave cont'd

- 4. Restricting **when** employees can take paid parental leave/restricting **how** employees can take bonding leave
- 5. Utilizing **primary/secondary caregiver** policies

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Limiting your focus

- 6. **Limiting employee relationships** for caregiving/bereavement leave
- 7. Not looking **beyond parental leave**
 - Paid caregiver leave
 - PTO for volunteering
 - Sabbatical leave
 - Mental health/unplugging days
 - Pet-related absences
- 8. Not **factoring in** how corporate policy interacts with statutory paid leaves

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Making leave harder to take

- 9. Restricting **FMLA increments**, restricting **paid corporate leave increments**
- 10. Using burdensome notice requirements
- 11. Using the **key employee exception**

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Key takeaways

Evaluate your leave offering for **inclusiveness and diversity** of benefits

Ensure you're not **alienating employees** with overly strict or stringent policy choices

Understand that cost-saving policies that cost you employees may be **counterproductive**




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Q&A

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