

2019 DMEC ANNUAL CONFERENCE
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A Case Study: Developing a Paid Parental Leave Program

- Jennifer Mericle, Manager - Global Benefits, Halliburton
- Kevin Curry, Chief Revenue Officer, ReedGroup



PRESENTERS



Jennifer Mericle, Global Benefits Manager, is an experienced HR professional, currently leading the Leave of Absence and U.S. Medical Exam programs for Halliburton. She leads a team of HR professionals, serving over 30,000 U.S. based employees.

With over 15 years of experience, Jennifer has provided strategic leadership and operational oversight for a variety of HR programs, with a specific focus on benefits and equity.

Jennifer resides in Houston, Texas and works to play for three daughters in college. She enjoys spending time outside with her family and pug, Lord Vader.



Kevin Curry is ReedGroup's CEO, and directs business strategy, technology innovation, overall performance, and marketing. His primary focus is to drive company growth through revenue generation and retention, and to oversee alignment across all revenue-generating teams, including Sales, Marketing and MDGuidelines. Kevin is a 20-year veteran of the Absence Management industry. Prior to ReedGroup, Kevin served in senior positions for Mercer's Total Health Management practice, where he partnered with large employers to reduce costs, significantly improve absence management productivity, and meet specific and measurable objectives.

Kevin is a well-regarded and respected industry expert, and is sought after to speak at industry events. Kevin served for many years on the board of the Integrated Benefits Institute (IBI), and currently serves as Vice Chairman on the board of the Disability Management Employer Coalition (DMEC).



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EMPLOYER PAID FAMILY LEAVE OVERVIEW

- Employers of all sizes are adding paid leave benefits in order to compete and retain skilled workers
- Benefit and entitlement amounts vary by employer size and industry
- Courts and regulatory agencies are focused on ensuring that employers' parental leave policies are fair and gender-neutral.
- With an increase in statutory PFL benefits, administration is becoming more complex for multi-state employers



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LEARNING OBJECTIVES

1. How to appeal to and retain female employees in a male dominated industry
2. The importance of segment research
3. How to win over business stakeholders when there is a new expense
4. Best Practices working with your vendor partners



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HALLIBURTON

In 2019, Halliburton is celebrating its 100 year anniversary as one of the world's largest providers of products and services to the energy industry.

Founded 100 years ago when Erle P. Halliburton used his novel means of cementing to bring his first well under control, Halliburton has evolved into a global company with more than 60,000 employees who provide innovative services and products to customers in about 80 countries.



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WORKFORCE

- Hourly 60% vs Salary 40%
- Union vs Non-Union: no unions
- Demographics: Male 88% vs. Female 12%



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PAID MATERNITY, PARENTAL, FAMILY CARE BENEFITS WERE NOT ENOUGH

Before: Up to 8 weeks paid maternity leave.

After: New benefit offers 8 weeks paid bonding leave or 2 weeks payout in lieu of paid leave, in addition to maternity leave.



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UNDERSTANDING THE GAP IN CURRENT BENEFITS

- Background: The oil and gas industry is typically a male dominated industry
- The Gap: How to attract and retain female employees.
 - Leadership was tasked with understanding "why are there so few women in leadership positions, specifically in the field?"
- Finding a Solution: Halliburton's CHRO initiated a diversity workshop to better understand the challenges women faced in the industry



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KEY RESEARCH FINDING

Women face a unique challenge when deciding to a start family;

They are concerned about managing a work/life balance.



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SOLUTION:
BECOME A MORE FAMILY FRIENDLY COMPANY

Introduced: The Halliburton Family Care Program

- Included several new benefits
- The most popular was Paid Parental Bonding Leave
 - Implemented in July 2018
 - First within the industry
 - ReedGroup was an integral partner during this process
 - Bring your partner in during the initial discussion phase
 - Be collaborative
 - ReedGroup lead concepting and implementation strategies
 - The program met all program objectives and requirements
 - The actual time from concept to live date was 3 months!



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SOLUTION:
A MORE FAMILY FRIENDLY COMPANY

Paid Parental Bonding Leave Benefits

- Offered to all U.S. employees
- Allows 8 weeks of paid bonding leave due to the birth of their child or once adoption is final.
- Employees who take paid bonding leave have 12 months from the child's date of birth, or adoption date is final to utilize their full 8 weeks. The leave can be taken consecutively or broken up into increments throughout the 12 months.
- Employee can option for a payout in lieu of taking a paid bonding leave, which is equivalent to 2 weeks' pay – for those employees who prefer the additional financial assistance rather than taking a leave of absence.



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WINNING OVER THE BUSINESS/STAKEHOLDERS

Overcoming the #1 business concern: *How would 8-week paid leave affect operations and staffing?*

1. An invested program champion
 - The CHRO was the program champion
 - Very involved from concept to implementation
2. Mitigated concern
 - Partnered with regional HR and Operations to understand their needs and concerns
 - Responded to concerns by:
 - Adding a requirement for manager approval
 - Adding black-out dates to avoid impact during the most requested time-off period
3. Program communication and education were key to the change management process.



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ADDRESSING PARITY/EQUITY FOR ALL EMPLOYEES

- The decision was made to grandfather in all births and adoptions that occurred from Jan – June 2018.
- This decision created unique challenges for Operations and with tracking the leave. ReedGroup was able to partner with Halliburton for a solution to manage both challenges.





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LEARNINGS

1. Outcome vs Expectations
The payout in lieu of paid leave was offered because we assumed most of our male dominated workforce, particularly those in the field, would take the payout. Taking a leave can become a financial hardship as pay is based on average pay vs overtime and uplifts.

However, the bonding leave has been the preferred benefit – with an 80/20 split in elections (80% leave/20% payout).

It was wonderful to see so many fathers choosing to take the time to stay home and be an integral part of the family bonding experience.





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LEARNINGS

2. Program Feedback
We have received a tremendous amount of positive feedback from employees, as well as management and HR in regard to the benefits the program offers. Many employees say how proud they were to work for a company that focuses on family needs and work/life balance.

3. Recruiting
This benefit sets Halliburton apart from its competitors, and is a key component in attracting and retaining talent.

Halliburton will be able to evaluate the impact on attrition later in the year.

4. Closed a loophole
Needed to add a clause that this benefit can only be used one time per year



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BEST PRACTICES FOR PARTNERING WITH YOUR VENDORS

- Bring your partner in during the initial discussion phase
- Be collaborative
- Spend time on the hard examples after initial design
- Develop a holistic communication and implementation strategy



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BEST PRACTICES IN WORKING WITH VENDOR PARTNER

Questions?


