



2025 DMEC and Spring Consulting Group Employer Accommodation and Leave Management Survey

EXECUTIVE SUMMARY



About the Survey

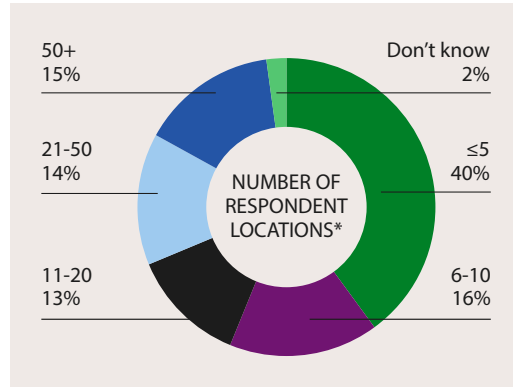
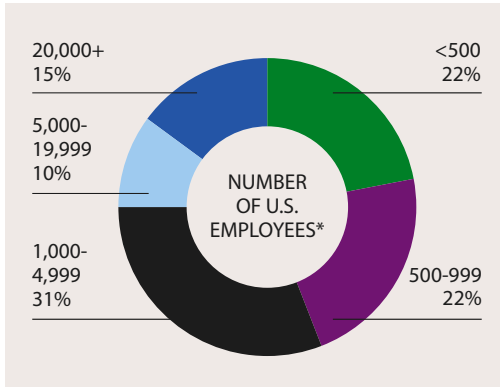
DMEC and Spring Consulting Group, an Alera Group Company (Spring), have partnered for the 13th biennial year to carry out their biannual survey on employer accommodation and leave management practices. This national survey examines how employers manage both regulatory and nonregulatory accommodation and leaves, providing insights into employer preferences and strategies for administering leave under the Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), other state or local laws, and company-specific policies.

Released in June 2025, the survey remained open until November 2025. Featuring more than 50 questions in a format consistent with previous years, the survey garnered responses from 764 employers representing a wide range of organizational sizes, U.S. states, and industries.

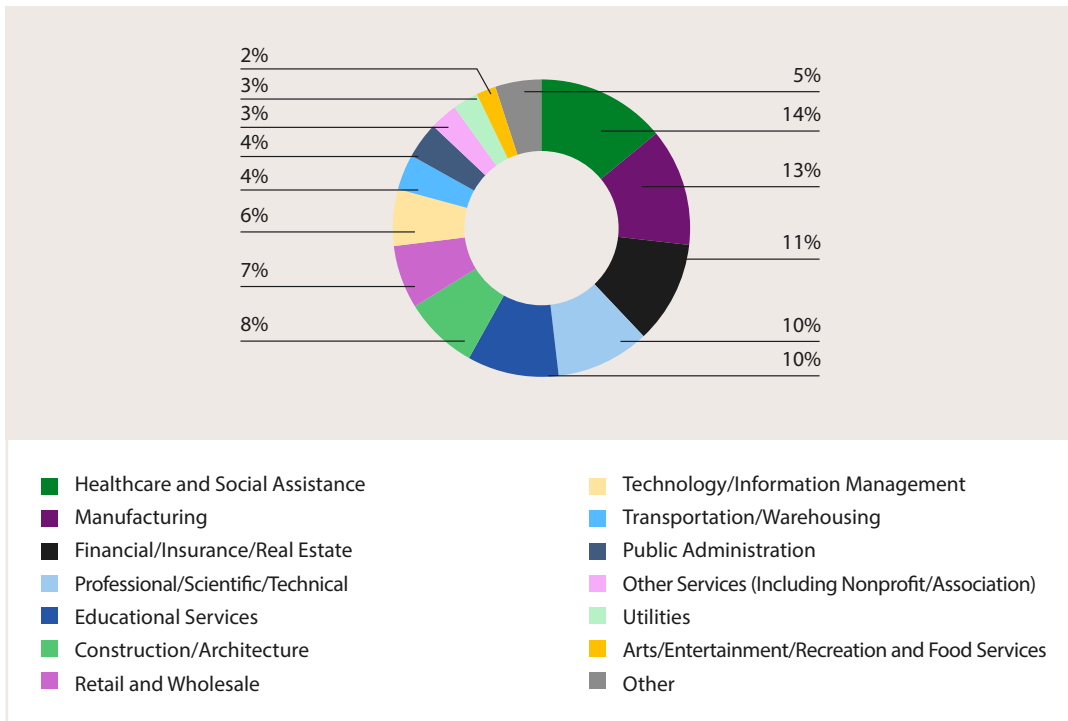
This year's report identifies trends and employer perspectives on regulatory accommodation and leaves (such as FMLA and ADA), nonregulatory leaves (including vacation and personal leave), and paid leave program approaches. It discusses the practical applications of insourced versus outsourced programs, systems for managing leaves, stay-at-work/return-to-work (SAW/RTW) protocols, accommodations, and day-to-day leave management processes. Additionally, it provides benchmarks for employers to compare their programs with those of similar organizations and highlights significant size and industry variations.

The 2025 data, weighted to accurately represent U.S. company size distributions and facilitate year-over-year comparisons, reflects the practices of employers with 50 or more employees. Percentages in the charts are weighted (unmarked percentages) or unweighted (marked with an asterisk), with "n" indicating the actual number of respondents.

We aim for these results to offer valuable, actionable insights to the workplace accommodation and leave management industry, supporting strategic and tactical decision-making across all levels of employer organizations.



*Note: 6% of respondents have fewer than 50 employees.



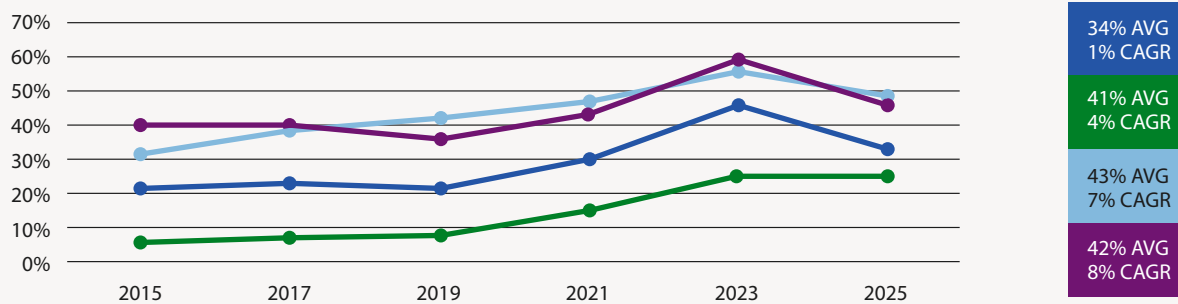
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Challenges in attracting and retaining talent, coupled with the evolving landscape of state paid family and medical leave laws, continue to make maintaining consistency and compliance in leave programs increasingly complex. Survey findings indicate organizations are continuing to shift away from manual processes toward outsourcing, insourcing supported by technology and administrative tools, or a hybrid cosourcing approach. Employers also report introducing company-sponsored leaves, enhancing benefits, and revising policies to support workforce flexibility and promote employee well-being.

➤ Outsourcing Details

In 2025, fewer employers are outsourcing Family and Medical Leave Act (FMLA) leave administration than in previous years. Among large employers (with more than 1,000 employees), 41% now outsource FMLA (down from 58% in 2023) compared to 34% of all employers, a decrease from 48% in 2023. Typically, one or two internal staff members are needed to support outsourced leave administration efforts. The outsourcing of paid leave, medical leave (non-FMLA), caregiving leave, and paid military leave has risen, with a decrease in programs considered cosourced. The most common types of company-specific leave offered by employers include parental/family, personal, sabbatical, and educational leaves.

FEDERAL FMLA OUTSOURCING 2015-2025 BY SIZE*



*Percentages are unweighted.

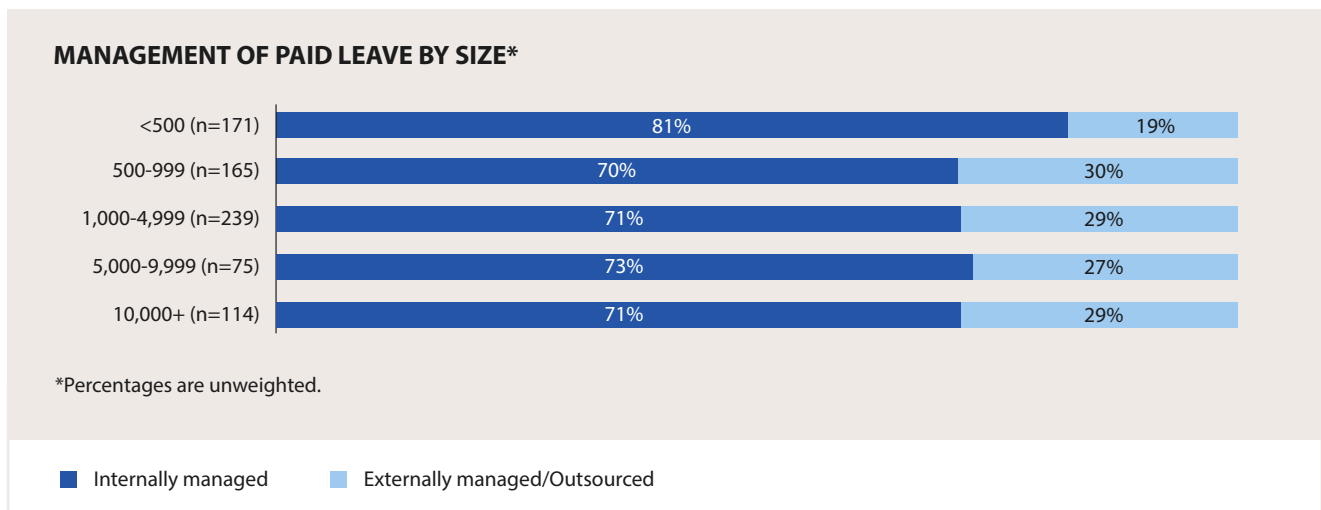
■ All ■ <1,000 ■ 1,000-9,999 ■ 10,000+

Insourcing Details

Survey findings indicate that insourced leave administration continues to be supported by a mix of internal staffing and technology-enabled tools. In 2025, a larger share of employers reports using technology to support internal leave management compared to 2023, reflecting a continued shift away from manual approaches among organizations managing leave in-house.

Paid Leave

Paid leave remains a central area of program focus for employers, particularly as the number and complexity of paid leave programs continue to expand in the absence of a federal paid leave standard. Survey findings indicate that employers most commonly manage paid leave internally, with a growing tendency toward outsourcing as employer size and leave complexity increase.

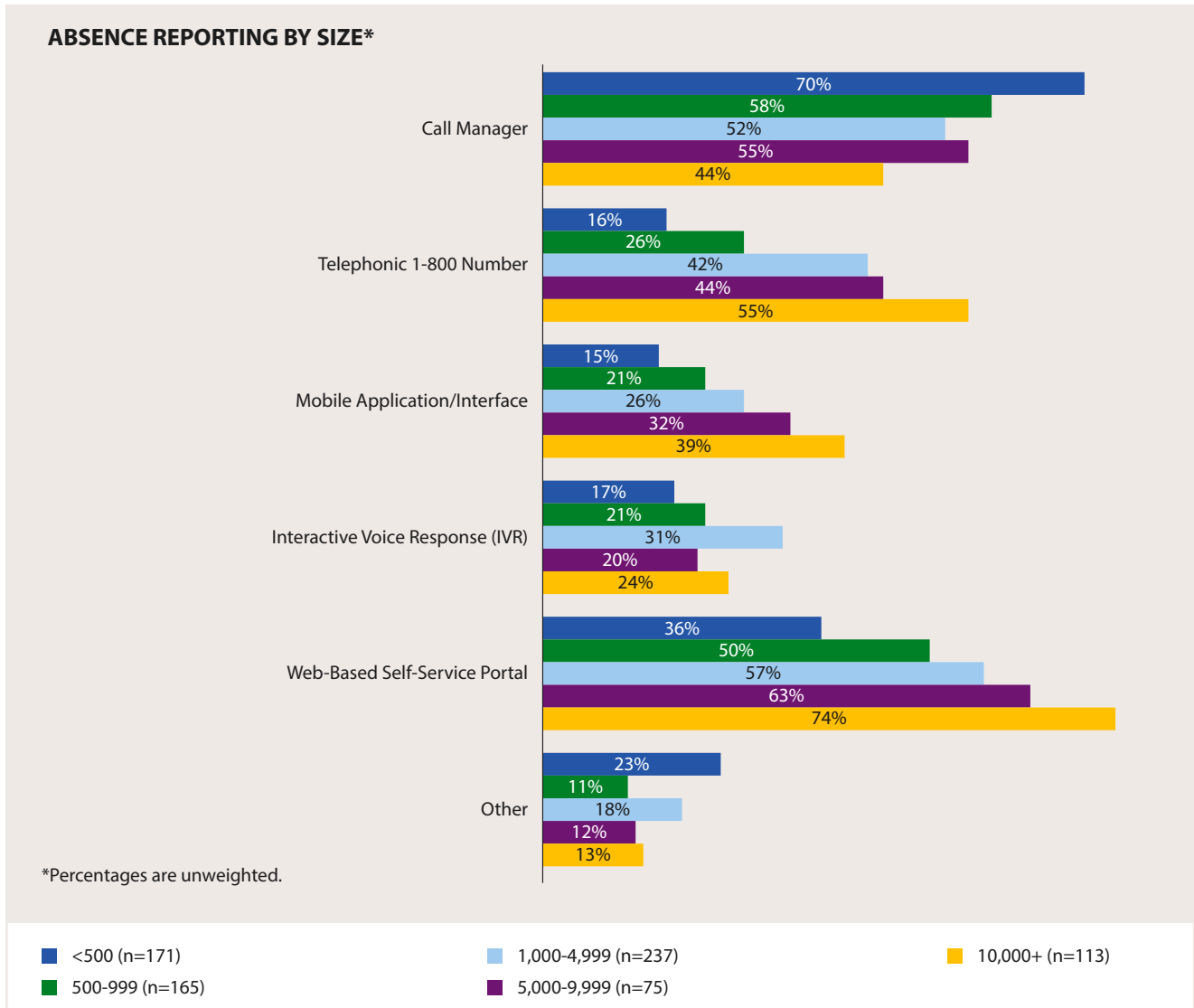


The ADA and Return to Work

Employers continue to navigate the intersection of leave management, Americans with Disabilities Act (ADA) accommodations, and return-to-work/stay-at-work (RTW/SAW) practices. Survey findings highlight ongoing use of both internal and external resources to support ADA-related leave and accommodations, with coordination and role clarity remaining important considerations as programs scale.

Other Practices

Across organizations, employers continue to report a range of operational practices associated with day-to-day leave management, including varied absence reporting methods and coordination across internal functions. As employer size increases, the use of web-based self-service portals and 1-800 telephonic numbers becomes more prevalent for absence reporting.





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