



# Parents at the Best Workplaces™

The Largest-Ever Study  
of Working Parents







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Michael C. Bush  
CEO, Great Place to Work®

## Juggling work and parenthood isn't easy in good times. Doing it during a pandemic is downright overwhelming.

When I see how parents are working in a pandemic while navigating quarantines, online schooling and financial insecurity, it makes me feel lucky my sons are grown. In times like these, you might think working parents have nowhere to turn.

But there's hope.

When we asked over 400,000 working parents about their experiences at work, we found fantastic organizations leading the way in supporting parents, parents-to-be and their co-workers. At these companies, 94% of working parents said their companies are great ones.

These companies are this year's winners of the 2020 Best Workplaces for Parents™. These organizations are excelling at doing right by their working parents and parents-to-be.

We're excited to partner with Maven Clinic to share insights about how these great workplaces are leading the way in these tough times. Maven is a Great Place to Work–Certified™ company and a leader helping other employers do the same for their parents and parents-to-be.

One of my favorite findings from this research is that when companies are great for parents and aspiring parents, they tend to be great for everyone else as well.

And those high-trust, parent-friendly workplaces aren't just better for people. They're better for business – with higher innovation and productivity. And they're better for the world. Because every time a working parent can shift from their job duties to care for their kids in a kind, patient way – rather than a stressed-out way – we all win.

*Michael C. Bush*





## Working parents are at a breaking point. Together we can change that.

In 2014, I started Maven with a big mission. As my friends and I began having kids, I found it alarming how difficult it was to get basic support for some of life's biggest and most profound events — planning, starting, and raising a family. I heard over and over, and I eventually experienced myself, the gaps in care that women and couples face, particularly around fertility, pregnancy, and managing parenting while also growing a career.

When I founded Maven, we were the only company of our kind. Six years later, businesses understand that support for families across these journeys is critical to employee well-being and productivity, and the ability to attract and retain diverse talent. As this new research reveals, fertility benefits have become table stakes, with 81% of Best Workplaces offering reimbursement to their employees; 48% of Best Workplaces are providing return-to-work career coaching after paid leave, and 78% are supporting their employees with finding childcare.

All of this data points to progress, yet we are all acutely aware of the exodus of mothers from the workforce since the onset

of the pandemic. While this is an urgent, unprecedented crisis for parents and their employers — it's an old familiar problem, too. Pre-pandemic, 43% of new mothers were leaving the workforce within a year of having a baby. What was a leaky bucket is now a waterfall of talent leaving the workforce. Employers need proven strategies now to retain the one-third of their workforce who are parents, many of whom are facing a breaking point.

With that as a backdrop, it goes without saying that the solutions covered in this report are not perks. It has never been about free food or ping pong — in fact, the pandemic has revealed how hollow all of that was. Instead, what stands out are real investments in stretched populations that help attract and retain diverse perspectives at all levels of a company, which is ultimately what drives innovation and growth. As the leaders featured on the Best Workplaces for Parents list already know: Supporting families is good business.

*Katherine Ryder*



Kate Ryder  
Founder and CEO, Maven Clinic





# The Largest-Ever Study of Working Parents

Great Place to Work's Annual Study of the Best Workplaces for Parents™

## METHODOLOGY

Employees responded to more than 60 questions on our Trust Index™ survey. Great Place to Work® analyzed the data to select and recognize the 2020 Best Workplaces for Parents.

Great Place to Work also analyzed written responses from companies about their practices and programs. Additionally, a selection of 181 contending companies provided detailed information on their programs specific to supporting working parents. These companies represent a wide cross-section of industries, including healthcare, hospitality, technology and financial services.

Great Place to Work's data science team used machine learning algorithms to uncover the most significant set of written phrases, Trust Index survey statements, and demographics that collectively explained why some parents experience more positive workplaces than others.

# 1,244

U.S. companies surveyed in the past year

# 854,654

Total survey responses

# 440,684

Total working parents surveyed, representing approximately:

## 226k

MOTHERS

## 204k

FATHERS

## 154k

PARENTS OF  
COLOR

## 9k

LGBTQIA  
PARENTS





## KEY TAKEAWAYS

### Better for the Bottom Line

Companies that invest in employees and their families see 5.5 times more revenue growth thanks to greater innovation, higher talent retention, and increased productivity.

### Diversity Imperative

Underrepresented racial groups are more likely to be working parents – and they’re more likely to experience burnout. When companies reduce burnout, their employees are 20x more likely to stay – but those policies need to address the unique reasons for burnout. Supporting parents should be core to companies’ Diversity, Equity & Inclusion strategies, yet we often talk about these two priorities separately.

### Beyond Maternity Leave

The Best Workplaces are thinking beyond maternity leave to support employees throughout the entire journey of planning and raising a family. From fertility coverage to return-to-work coaching and support finding child care, the Best Workplaces are investing in benefits that provide continuous care and holistic support for parents at every stage.



# The Business Case for Supporting Parents

When companies are better for parents, the business enjoys greater innovation, productivity and retention of great talent. And their co-workers thrive too.

“The parental leave policy is amazing. It truly differentiates Amex. I’ve personally used this benefit and it makes me want to be more loyal to the company because of benefits like this that it offers.”

—Working Father



## #9

2020 Best Workplaces for Parents





When more employees experience innovation, companies grow revenues 5.5 times faster than their competitors.

Great Place to Work research has found that when more employees experience meaningful opportunities to develop new and better ways of doing things, their companies generate more high-quality ideas, realize greater speed in implementation, and achieve greater agility. Organizations with an “Innovation by All” culture enjoy **5.5 times the revenue growth** of peers with a less inclusive approach to innovation.

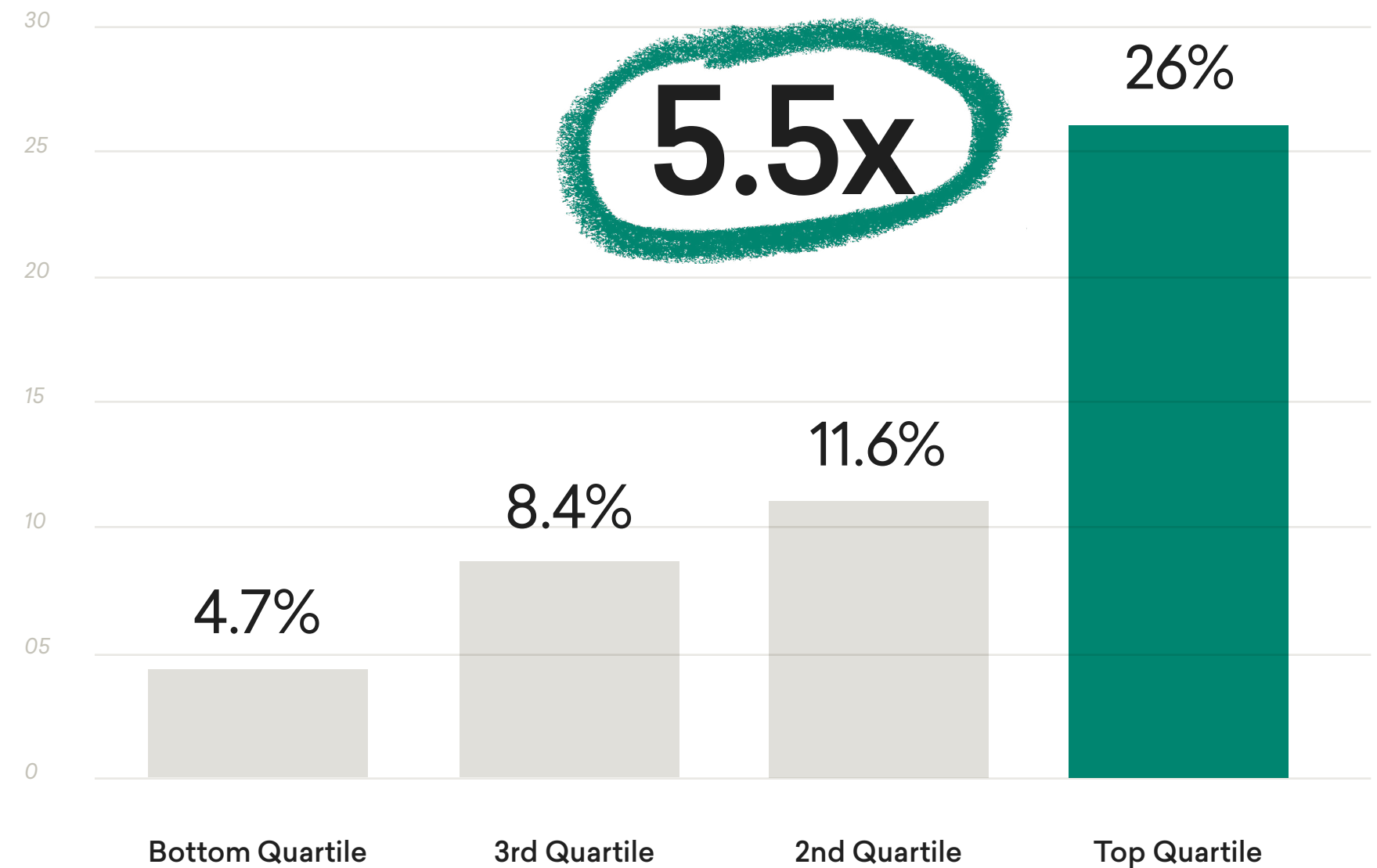
At a time when invention and adaptability are at a premium, tapping into working parents’ potential is critical.

When working parents experience a positive company culture, their organizations gain more than double the number of employees ready to innovate than their competitors.

And that translates to revenue.

Learn more about innovation in the workplace.  
[Download our 4-part series.](#)

## Revenue Growth by Employees’ Innovation Experience

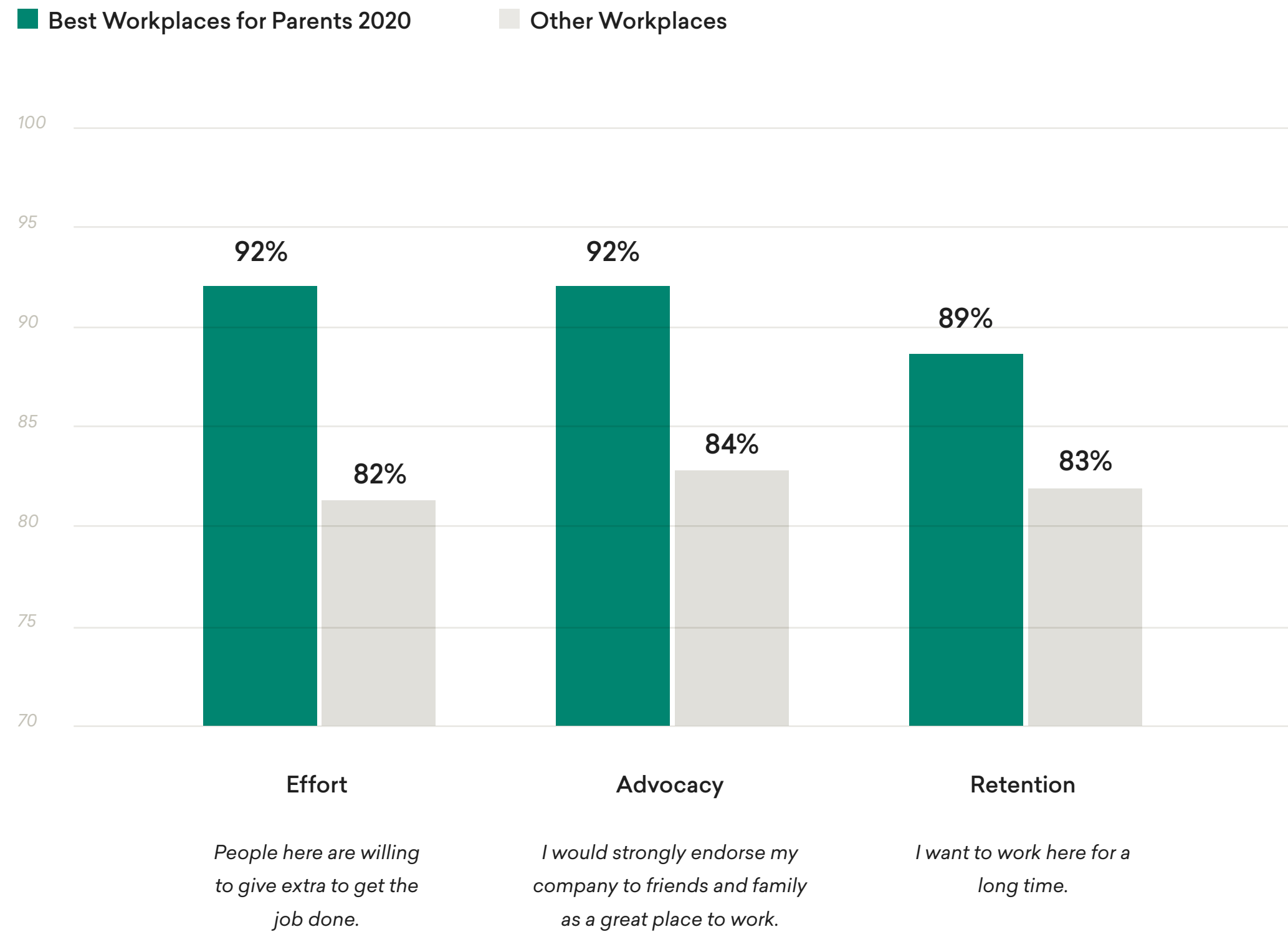


Company Performance by Employees’ Innovation Experience



Companies that better inspire working parents reap significant competitive advantages in employer branding, retention and productivity.

## Employees Reporting Positive Experiences







Everyone benefits when workplaces are better for parents.



## Difference in Percent of Employees Who Say Their Workplace Is Great

■ Best Workplaces for Parents 2020

■ Other Workplaces

MOTHERS

+7

FATHERS

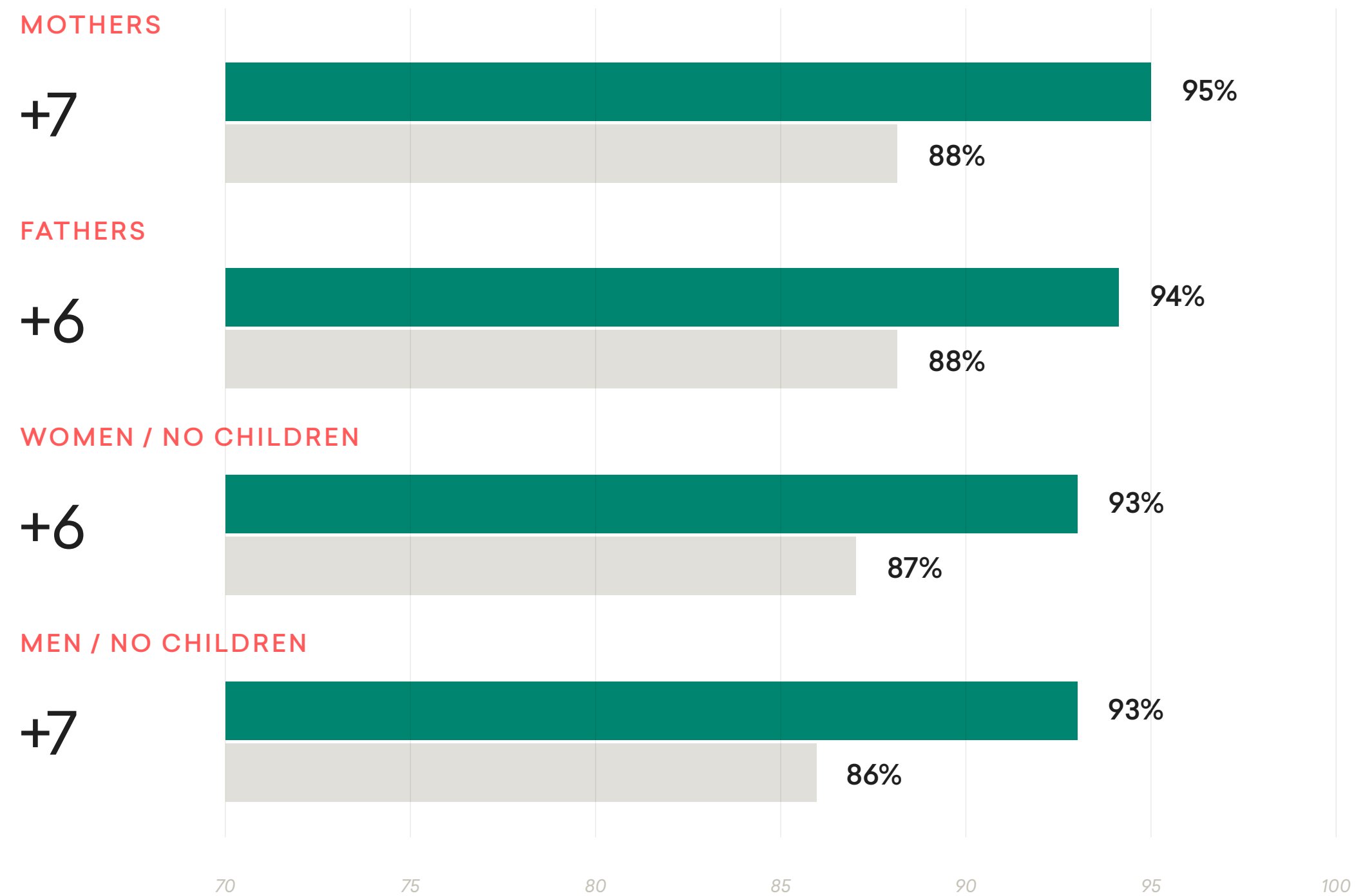
+6

WOMEN / NO CHILDREN

+6

MEN / NO CHILDREN

+7

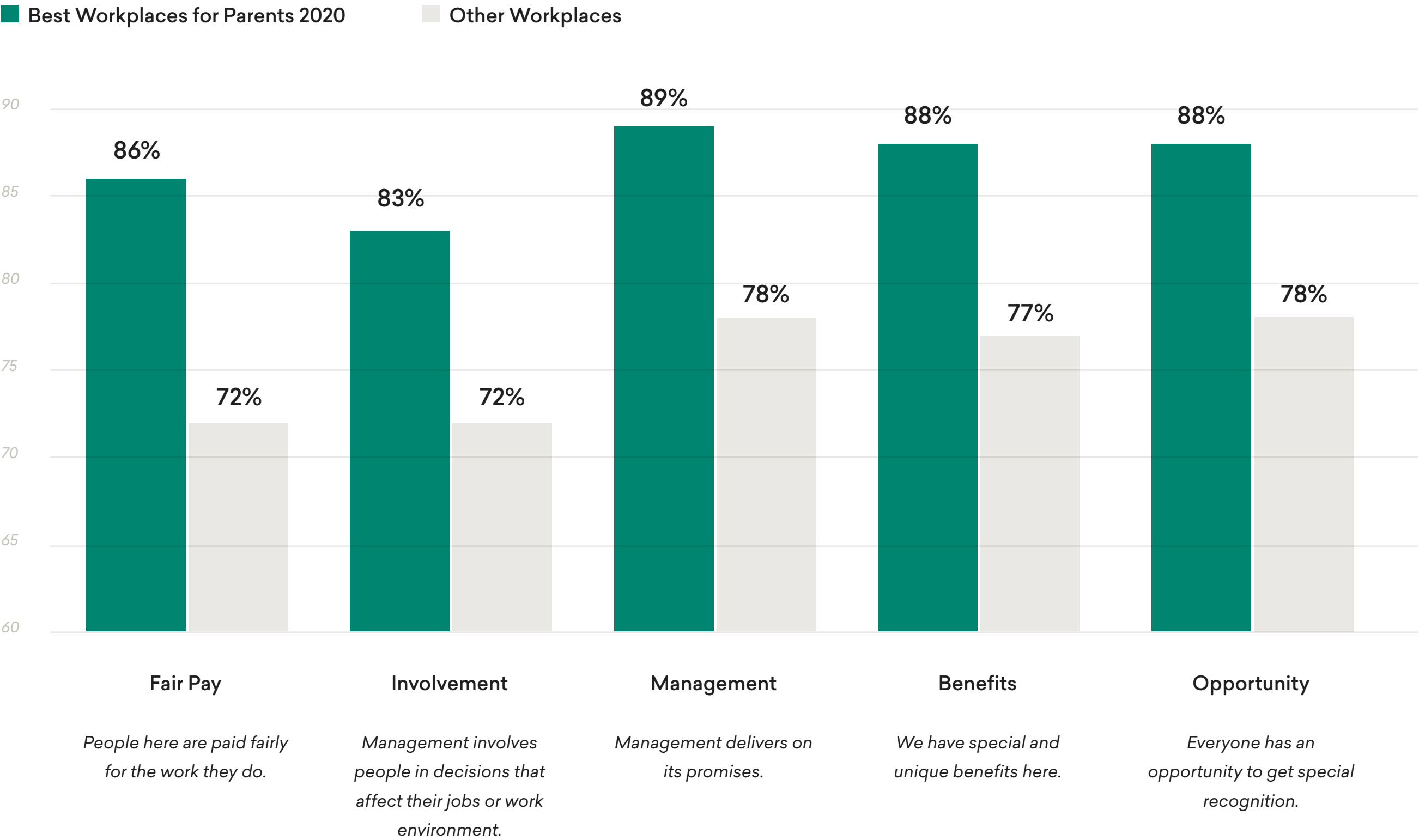






Working parents enjoy more involvement, better rewards and stronger leadership at the Best Workplaces for Parents.

## Employees Reporting Positive Experiences





# Secrets of the Best Workplaces

In an unprecedented year, Best Workplaces for Parents have continued to up their support for all parents.



## Rising to the Challenge of Pandemic Parenting

PG 13



## Investing in All Pathways to Parenthood

PG 22



## Expanding Care and Flexibility for Working Parents

PG 25





# Rising to the Challenge of Pandemic Parenting

“I truly appreciate all the time and effort that went into creating the Synchrony summer camp. It was a lifesaver keeping my children engaged for the entire summer with a lot of fun activities with various topics under the sun. Hats off to the many individuals that put in a ton of time making it a success!”

—Working Mother



**#54**

2020 Best Workplaces for Parents



## Challenges for working parents spiked during the pandemic, laying bare unequal demands on working mothers.

When working parents talked to us about the pandemic, the most common words they used included “burden,” “demand,” “struggle” and “exhausted.”

It’s no wonder so many parents are seeking help. [A recent report found more than half of employers are seeing higher mental health-related claims.](#) On Maven’s platform, there was a 320% spike in mental health appointments in the months following the pandemic.

The toll has been significantly higher on working mothers. Women already accounted for [the majority of jobs lost during the early days of pandemic.](#) As schools closed and distanced learning became the norm, childcare and its burdens [disproportionately fell](#) to women.

As a result, employers are losing great talent and facing huge setbacks in progress on gender equity. [According to Bureau of Labor Statistics](#) data, of the workers who left the labor force in September, 2020 80% were women, including 324,000 Latinas and 58,000 Black women. That’s four times more women than men dropping out of the labor force.

And it’s a trend that may not slow down soon. [According to recent research,](#) one in four women are considering downshifting their careers or leaving the workforce due to COVID-19.

# 28%

Greater chance that working mothers will experience burnout than working fathers

# 2,350,588

Estimated number of additional cases of burnout among working mothers due to unequal demands of home and work

To identify whether an employee is experiencing burnout, Great Place to Work scores individuals on several risk factors based on their Trust Index survey responses. These risk factors are selected to measure burnout as defined by the World Health Organization. Estimated number of working mothers determined using Bureau of Labor Statistics data.





# Most employers are still searching for a successful solution to prevent employee burnout.

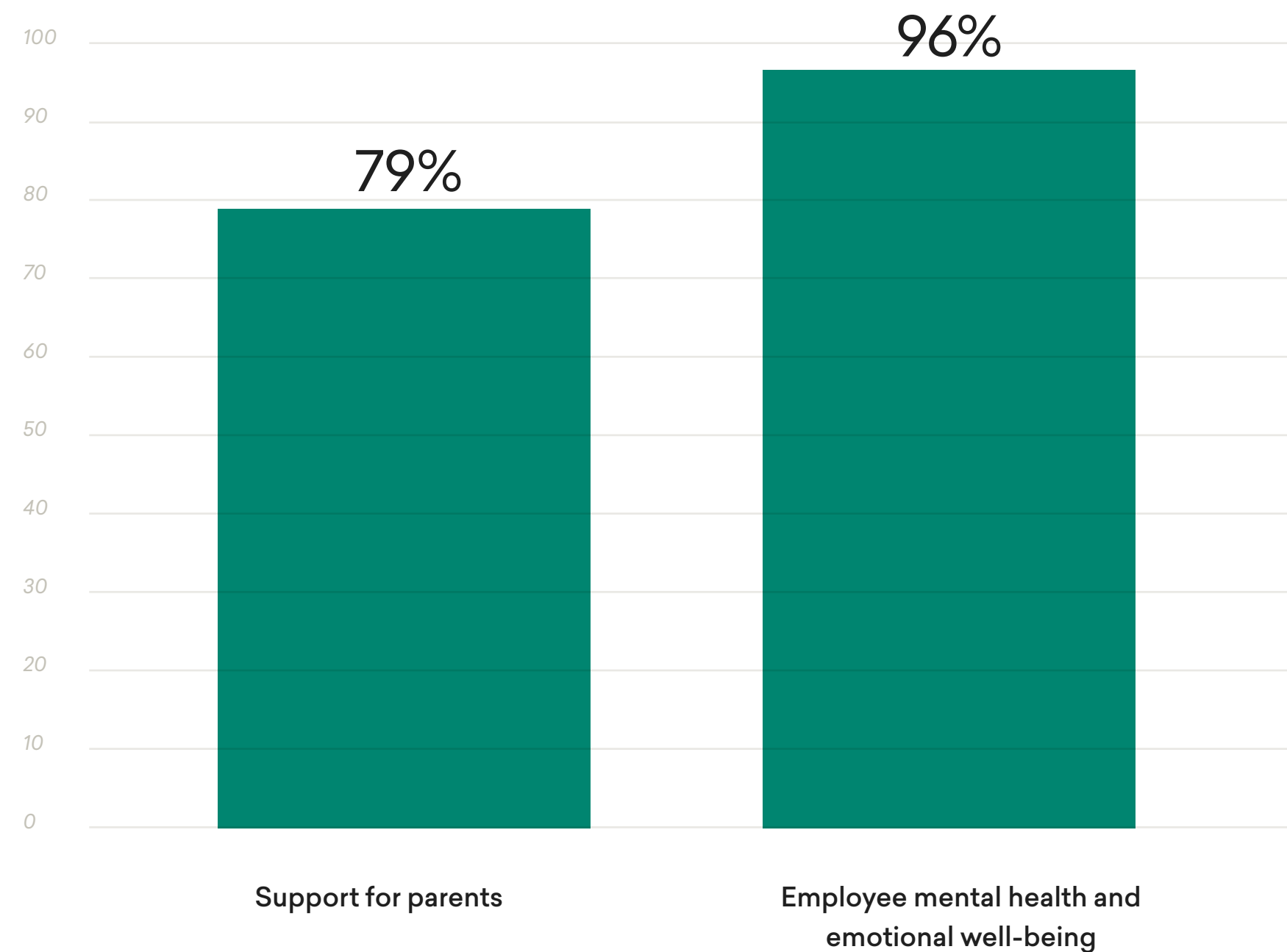
It's not a surprise leaders are looking for better ways to support people through the pandemic.

While the focus is clear, an effective solution is not. Among the 181 Best Workplaces for Parents finalists, support for parents is a top priority, second only to mental health and well-being.

According to a [recent report](#), only 39% of employers polled said their current programs and policies designed to support working parents are effective.

## Top Benefit Priorities for 2021

■ Other Contending Companies

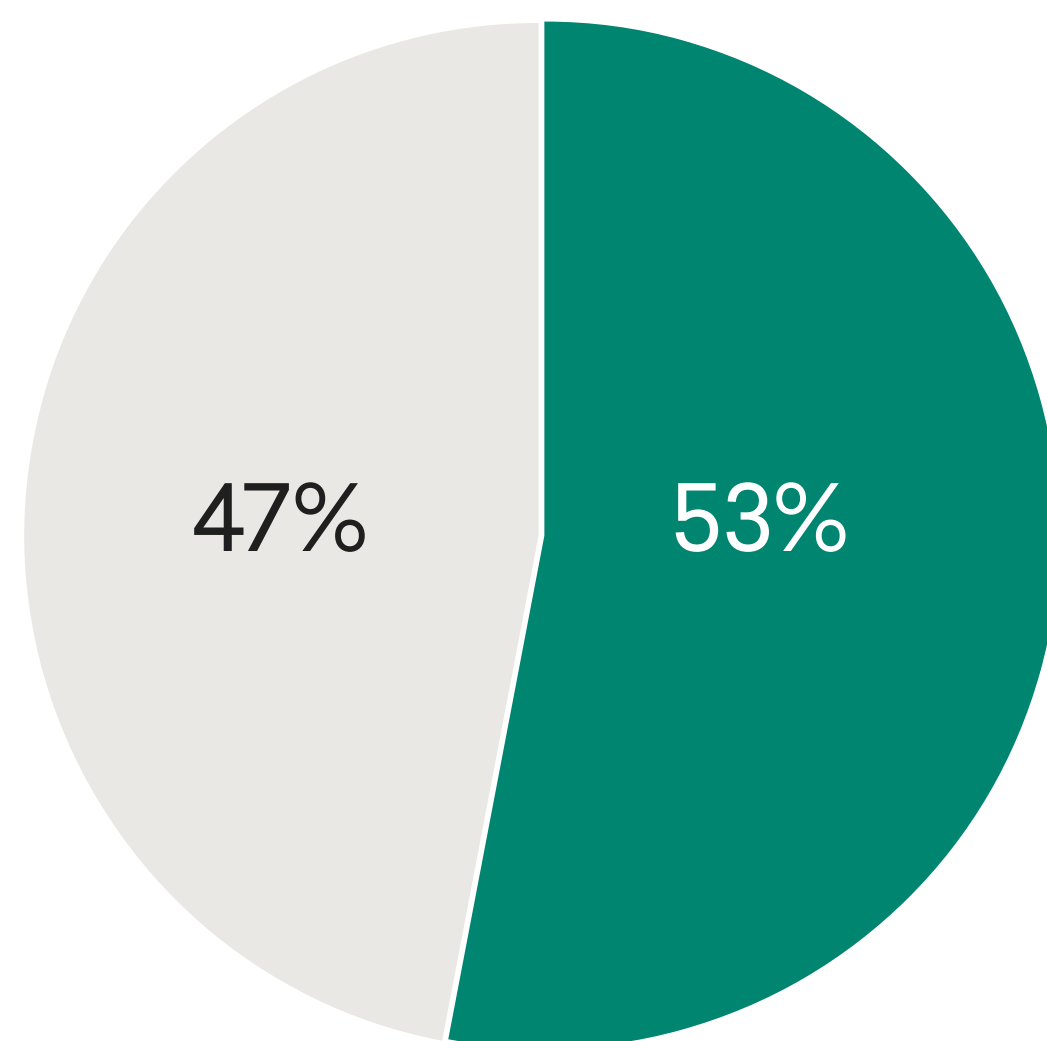




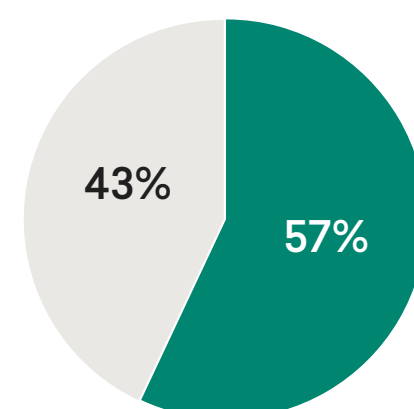
## Parents in the Workforce Across Racial/Ethnic Groups

■ Parents ■ Nonparents

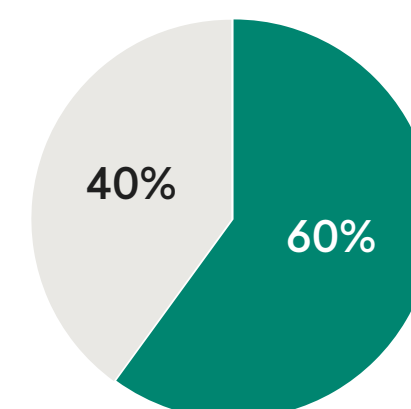
ALL EMPLOYEES



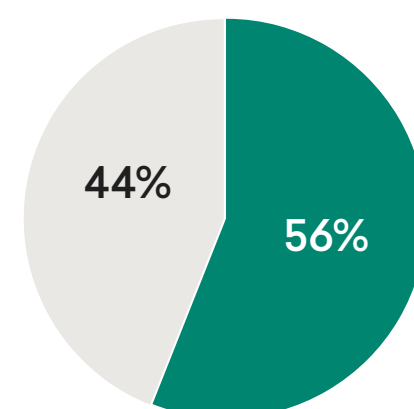
ASIAN EMPLOYEES



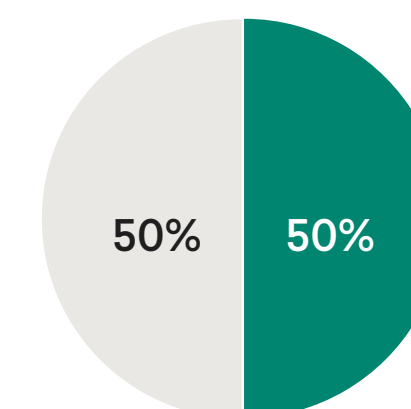
BLACK EMPLOYEES



LATINX EMPLOYEES



WHITE EMPLOYEES



Most programs are not keeping up with the diversity of today's working parents.

Parents make up the majority of the workforces in our study. Underrepresented racial groups are more likely to be working parents than White employees.

Many companies can agree that supporting parents and investing in Diversity, Equity & Inclusion are key priorities – yet they're talked about separately. Leading employers need a more holistic approach that tailors benefits to meet the needs of diverse parents.

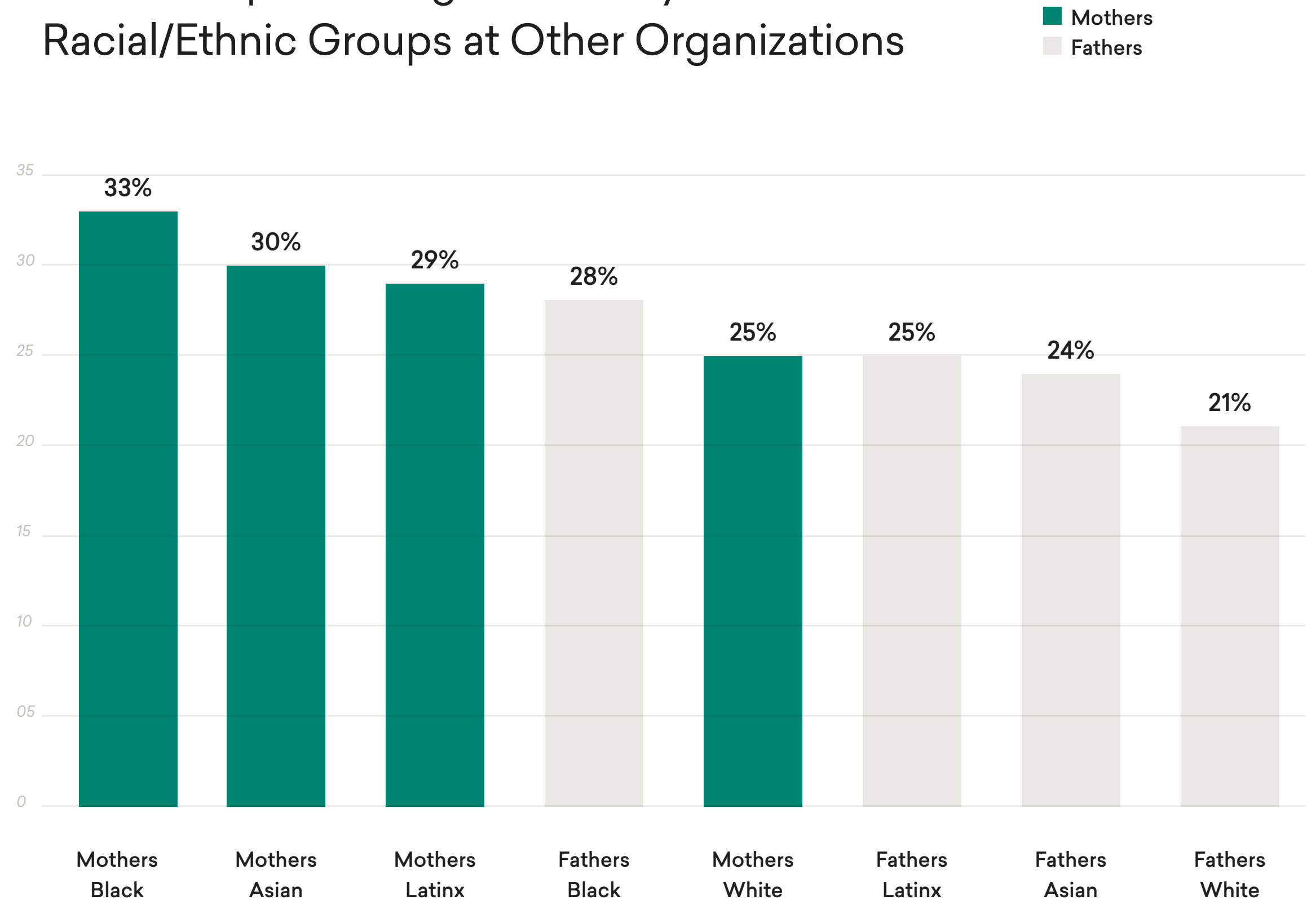




## Mothers of color are suffering greater levels of burnout.

The variation in burnout shows one reason most approaches do not work: They are not adequately addressing the unique and different drivers of burnout for employees of different races, ethnicities and genders.

## Parents Experiencing Burnout by Gender and Racial/Ethnic Groups at Other Organizations





# The Best Workplaces are minimizing working parent burnout by expanding and increasing support.



Coming into this year, the best employers already offered strong flexibility, childcare benefits and community support. They didn't rest on their laurels when the need to support parents spiked. It's why their working parents experience significantly less burnout.

Here are the ways that the Best Workplaces distinguished themselves in their support of working parents through the pandemic:

## PROVIDE MENTAL HEALTH SUPPORT

Supporting parents' with virtual well-being trainings, counseling sessions via telemedicine, well-being toolkits and expert speakers on well-being and mental health.

## CHILDCARE SUPPORT

Helping with childcare by increasing back-up care options and availability of other childcare.

## PROVIDE ACADEMIC SUPPORT

Supporting kids' education through tutors, referrals, college coaches, homework assistance, learning pods and other academic support.

## EASE FINANCIAL WORRIES

Easing financial worries through "no layoff" commitments and early raises and bonuses.

## OFFER RESOURCES AND WORKSHOPS

Keeping parents going with resources, information and community support groups – including parenting workshops on topics like distance learning and positive parenting.

## BE FLEXIBLE

Increasing and expanding flexibility, particularly offering more time off and scheduling options.





# Highlights of the Best Workplaces Supporting Pandemic Parenting



## #FIRSTRESPONDERSFIRST

Cisco offered free care for children of first responders in cities across the U.S. in partnership with #FirstRespondersFirst and Bright Horizons.



## VIRTUAL SUMMER CAMP PROGRAM

Comcast hosted a virtual summer camp program for employees, at no cost, providing curated content for ages 2 to 17. Campers enjoyed read-alongs with Jimmy Fallon, exercise and cooking classes, and many other activities.



## VIRTUAL LEARNING OFFERINGS

Deloitte offered free and discounted virtual learning opportunities for kids, including an online learning academy, daily guided learnings that followed a typical classroom schedule, and tutoring and test prep.



## MYSTERY READER PROGRAM

Capital One launched a Mystery Reader program in which a leader or associate reads a children's book on Zoom every day to help associates at home with small children or those that just want to take a little breather.



## PARENT FLEXIBILITY CHAMPIONS

PwC activated Parent Flexibility Champions in each of the firm's markets, tasking each to be an advocate for, and provide support to, working parents on flex arrangements within their markets.




## CHILDCARE INVESTMENT

Bank of America surveyed their 10,000-strong Parents & Caregivers Network employee group to understand working parents' challenges and keep offerings up to date. The company also invested more than \$100 million in back-up childcare through August 2020.





When companies  
reduce burnout,  
they are better able  
to attract, keep and  
unleash great talent.



When working parents are free from burnout they are:

**35x**

more likely to **recommend**  
**their employer**

**20x**

more likely to **intend**  
**to stay**

**12x**

more likely to **quickly**  
**adapt to change**

**10x**

more likely to **give extra**





# What does supporting parents actually look like?

Here's expert advice from a Maven Parenting Coach.



**Mercedes Samudio, LCSW**  
Maven Parenting Coach

## LISTEN FIRST

This is not the time to be making top-down decisions. Opening the lines of communication with parents and giving them a safe space to share how they're feeling is critical.

## PROVIDE A SUITE OF SOLUTIONS

Think in terms of a suite of solutions, rather than a one-size-fits-all offering; no two parents are dealing with the same set of challenges. We all wish there was one magic solution that could help working parents, but the reality is that we need to think in terms of a menu of options to meet parents where they are.

## FOCUS ON IMPACT OVER HOURS

Emphasizing results and outcomes over process, hours, or face time, allows businesses to help parents without compromising results.

## INVEST IN MENTAL HEALTH

Outside of offering more concrete mental health benefits, companies can do things like offering a mental health day for employees to use at their discretion, host group meditation or mindfulness sessions, or set norms around email/Slack usage in the evening hours.

## ENGAGE NON-PARENTS

Create a culture of cooperation between parents and non-parents, especially around issues such as meeting times, deadlines and work loads. Fairness and flexibility should be watchwords to help working parents manage professional and caregiving duties.



### What's a parenting coach?

A parenting coach is a professional who supports parents in developing their identity and unique parenting style so they can raise whole, happy children. Employers from Maven's 100+ clients are using experts like parenting coaches to help their employees navigate the demands of work and family — from strategies for tackling burnout to setting boundaries, and more.

To learn more about how providers like parenting coaches can support your employees, visit [www.mavenclinic.com](http://www.mavenclinic.com)





# Investing in All Pathways to Parenthood

“This company has an amazing infertility benefit. If it weren’t for Bank of America and this amazing benefit, I would not have any children.”

—Working Mother



**#13**

2020 Best Workplaces for Parents





# The Best Workplaces offer more support for parents-to-be.

Supporting people on the pathway to parenthood is a rapidly growing focus for employers. [One in eight](#) Americans are affected by infertility, according to the CDC. And it's expensive when they are. Patients often spend upwards of \$50,000 on treatments, according to a study by [FertilityIQ](#).

The Best Workplaces are ready. The wide majority now offer fertility coverage.

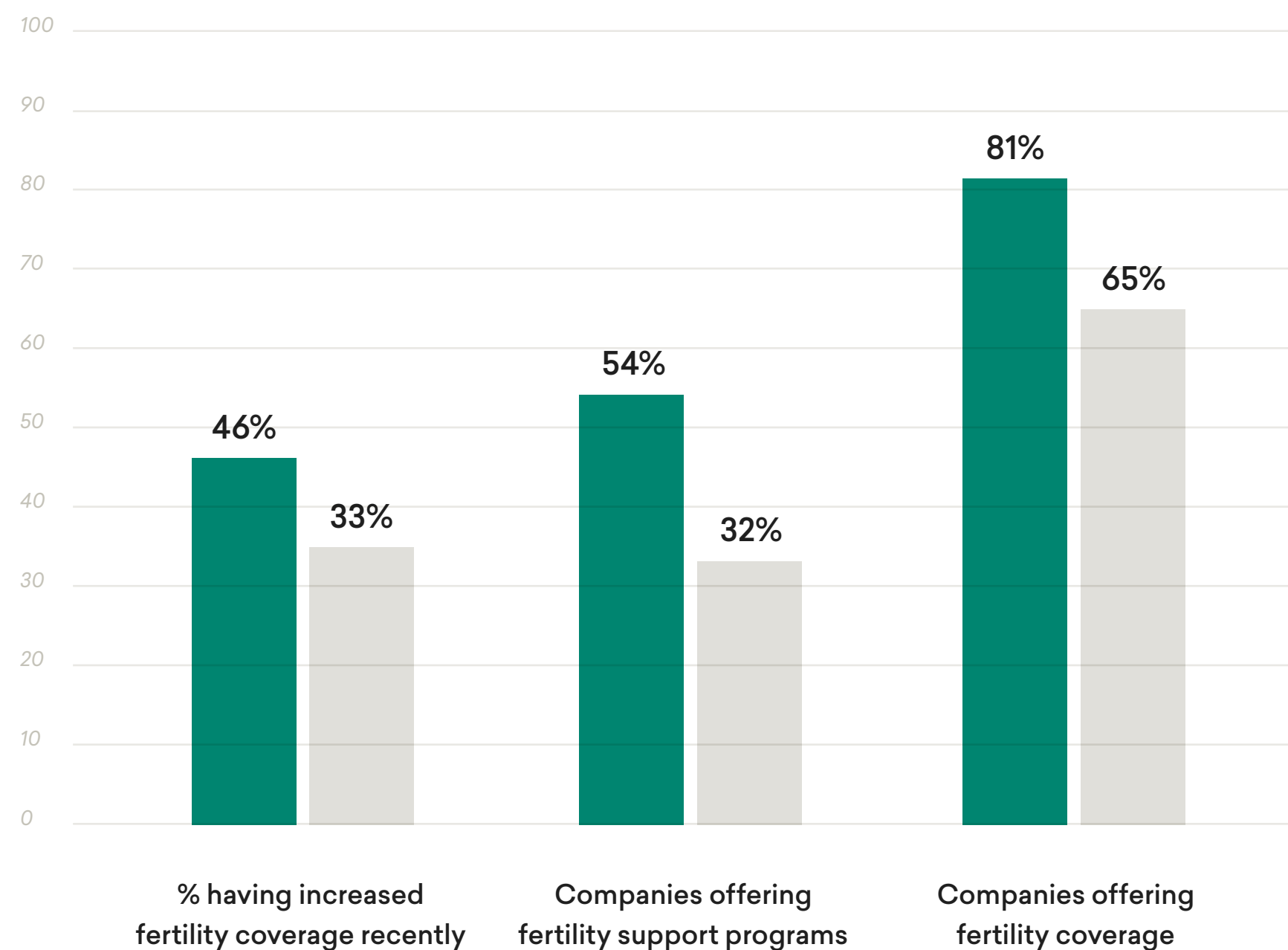
And when they offer it, they cover more. On average, the Best Workplaces for Parents offer twice as much fertility coverage as other employers. And three times more of these top employers offer unlimited coverage, compared to other workplaces.

Such generous benefits amount to a huge difference for employees on the pathway to parenthood.

## Fertility Support & Coverage

■ Best Workplaces for Parents 2020

■ Other Contending Companies







# How can employers take a more holistic view of fertility benefits?

Going through fertility treatment isn't just expensive – it can be lonely and confusing. From Maven's experience, the most supportive workplaces for parents understand that. They've designed their fertility benefits to provide holistic support throughout the fertility journey – and beyond as they embark on their pregnancy.

While fertility and maternity benefits are often thought of as distinct, for Maven,  $1 + 1 = 3$ . Continuous care that begins as employees explore their fertility options and continues through the experience of adjusting to life with baby is what matters when it comes to delivering better outcomes – both for parents and for employers.

## EMPLOYEE CHALLENGE

**“I don't understand the difference between IUI and IVF treatments.”**

The decision-making process can be overwhelming and there are many different factors to consider.

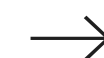


## HOW EMPLOYERS CAN HELP

**Provide educational resources and access to specialized care providers to help families understand the options in front of them.**

**“I need help finding a fertility clinic I can trust.”**

Many patients state that finding a clinic is one of the most stressful aspects of fertility.



**Connect employees with trusted experts to provide clinic recommendations, and secure preferred pricing with those clinics.**

**“I'm feeling depressed and anxious after three rounds of unsuccessful fertility treatments.”**

40% of women with infertility suffer from mental health issues, and fertility struggles can increase depression & anxiety and negatively impact relationships.



**Offer on-demand mental health support and communities of families going through similar journeys to reduce stress and increase work engagement.**

**“IVF is not an option for me, but I still want to raise a family.”**

Everyone's pathway to parenthood looks different, and options like IVF or IUI may not be relevant for some same-sex couples, single parents, or parents with risk factors.



**Help make any pathway to parenthood possible by offering guidance, emotional support, and reimbursement for services like adoption and surrogacy.**

To learn more about designing holistic, inclusive fertility benefits for your parents-to-be, visit

[www.mavenclinic.com](http://www.mavenclinic.com)





# Expanding Care and Flexibility for Working Parents

“I took maternity leave and couldn’t have asked for a better experience. Credit Acceptance helped me every step of the way to prepare for my 12-week absence, handled all my work affairs while I was gone, and made sure that I enjoyed my time off with my family. This gave me peace of mind to know that I was actually able to turn work off for 12 weeks, and knew that I was going to be able to come back to work with confidence and ease.”

—Working Mother



**#89**

2020 Best Workplaces for Parents



# Leave is better at the Best Workplaces for Parents.

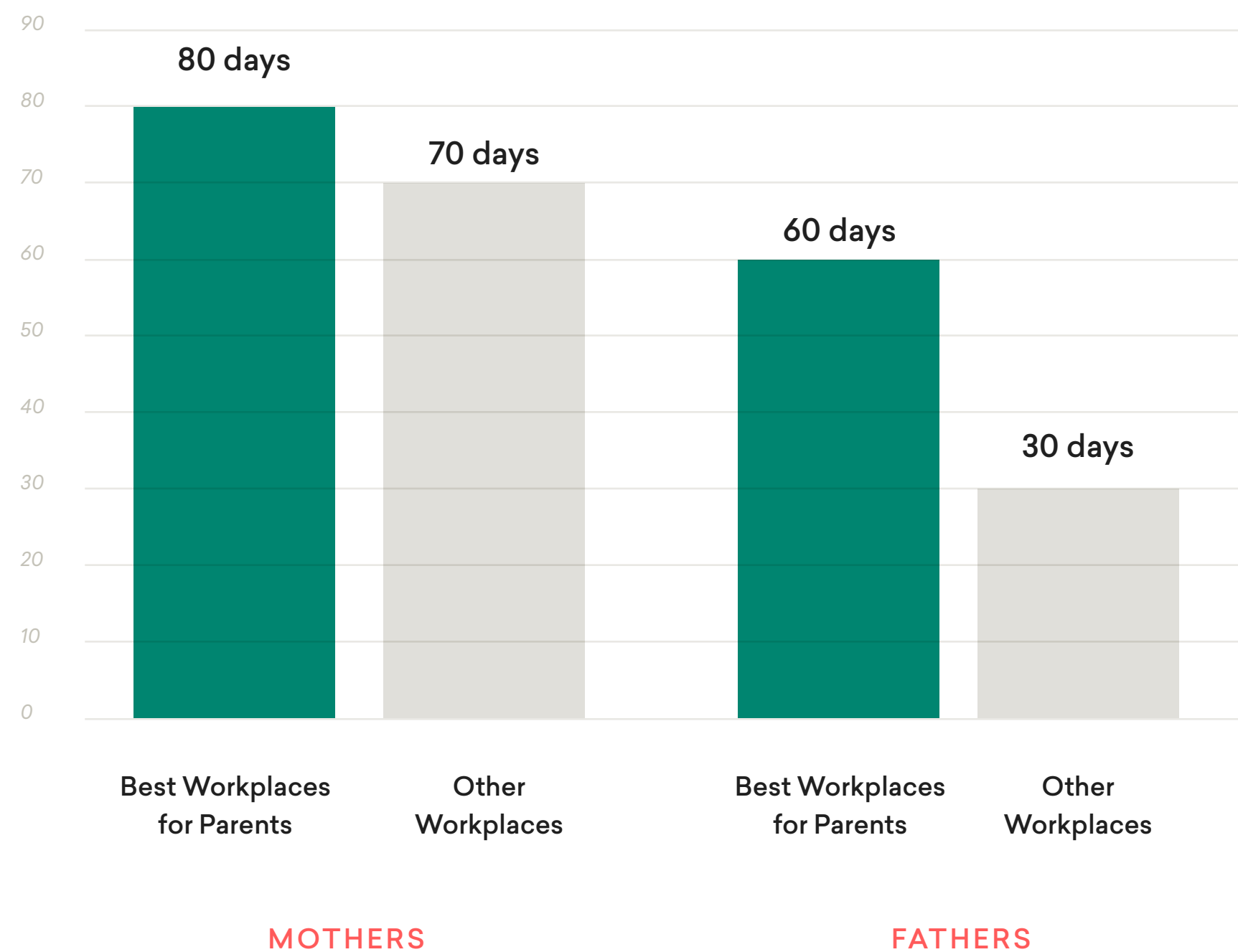
Parental leave is lacking in the United States, leaving mothers and fathers to sacrifice income to take leave with their children.

The Best Workplaces for Parents are filling in the gaps. And that's a huge differentiator when you're looking for jobs.

## Days of Paternity and Maternity Leave Available

■ Best Workplaces for Parents 2020

■ Other Workplaces





# The Best Workplaces are using maternity leave to help close the gender pay gap.

High-quality paid family leave can be a significant — yet often overlooked — driver for closing the pay gap. At companies where parents are offered more generous paid leave policies, they can take care of their families without sacrificing income and dipping into unpaid leave.

## Days of Paid Leave: Offered, Paid and Taken by Mothers

■ Best Workplaces for Parents 2020

■ Other Workplaces

80 Days Offered



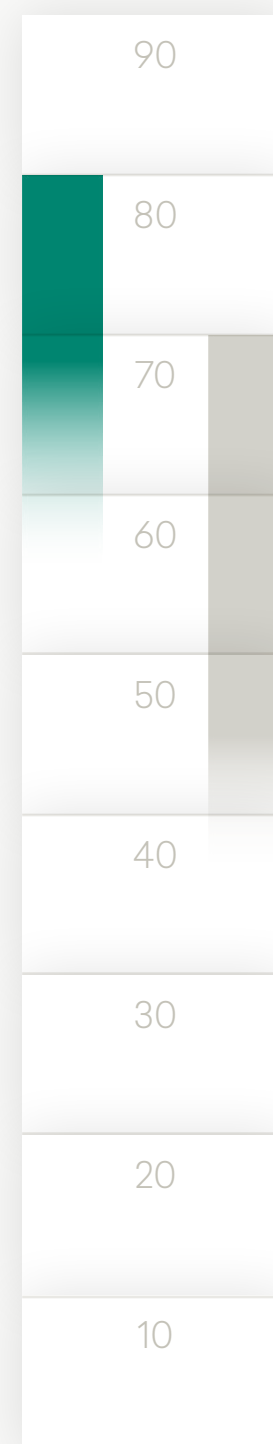
67 Days Taken



60 Days Paid



On average, the Best Workplaces offer mothers more paid leave and see employees use more of it.



70 Days Offered

60 Days Taken

40 Days Paid

On average, working mothers at other workplaces lose nearly a month of income when taking maternity leave.



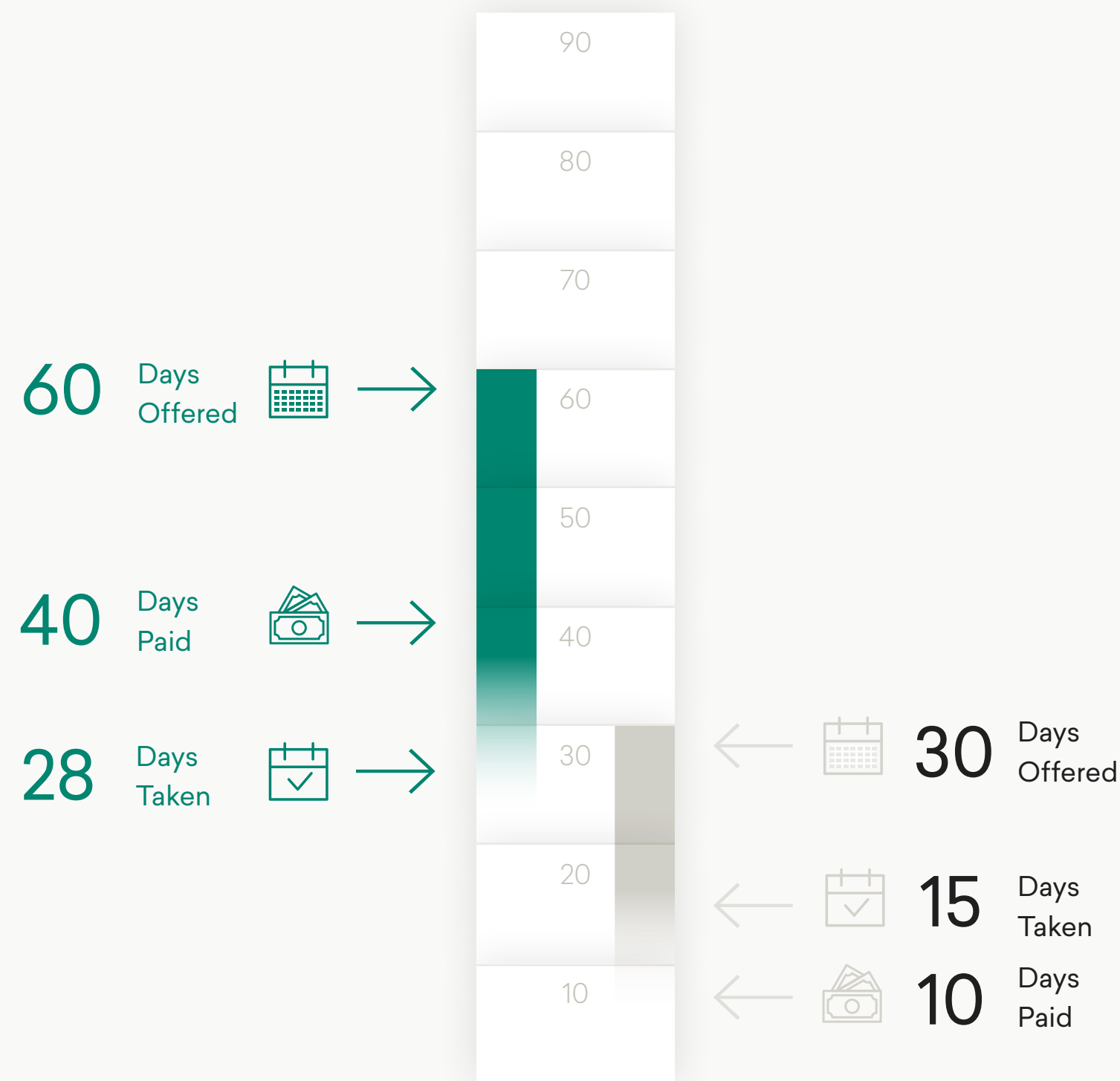
Working fathers need more time and support to take leave.

Fathers at the Best Workplaces are not using all available paid days.

Days of Paid Leave: Offered, Paid and Taken by **Fathers**

■ Best Workplaces for Parents 2020

■ Other Workplaces



Working fathers at other workplaces are offered half the leave compared to fathers at the Best Workplaces.

Only a third of leave is typically paid, causing these fathers to lose a week of income.

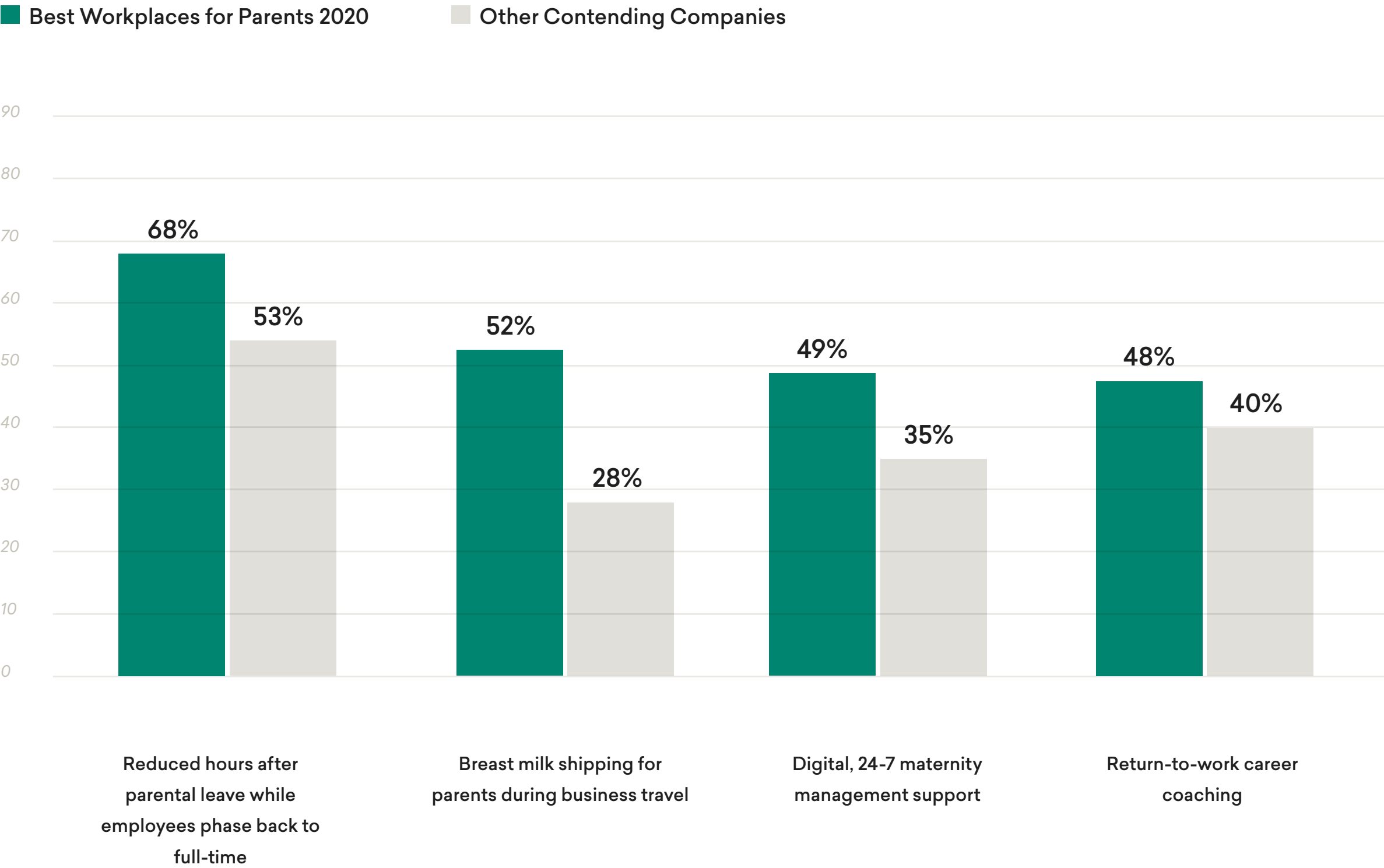


# After leave, Best Workplaces go the extra mile to support parents returning to work.

As new parents transition back to work, the Best Workplaces are meeting those parents where they are. They're providing real-time access to real people to drive impact: whether it's a career coach who can work with them as they navigate the experience of transitioning back to work, or a lactation consultant who they can connect with in the middle of the night thanks to their company's 24/7 maternity management benefit. They're even covering breast milk shipping so that new moms don't have to choose between an important business trip and feeding their baby.

The majority of Best Workplaces are also offering reduced hours after leave to help make the transition more seamless. In short, they know that benefits can't stop with baby for them to support and retain new parents.

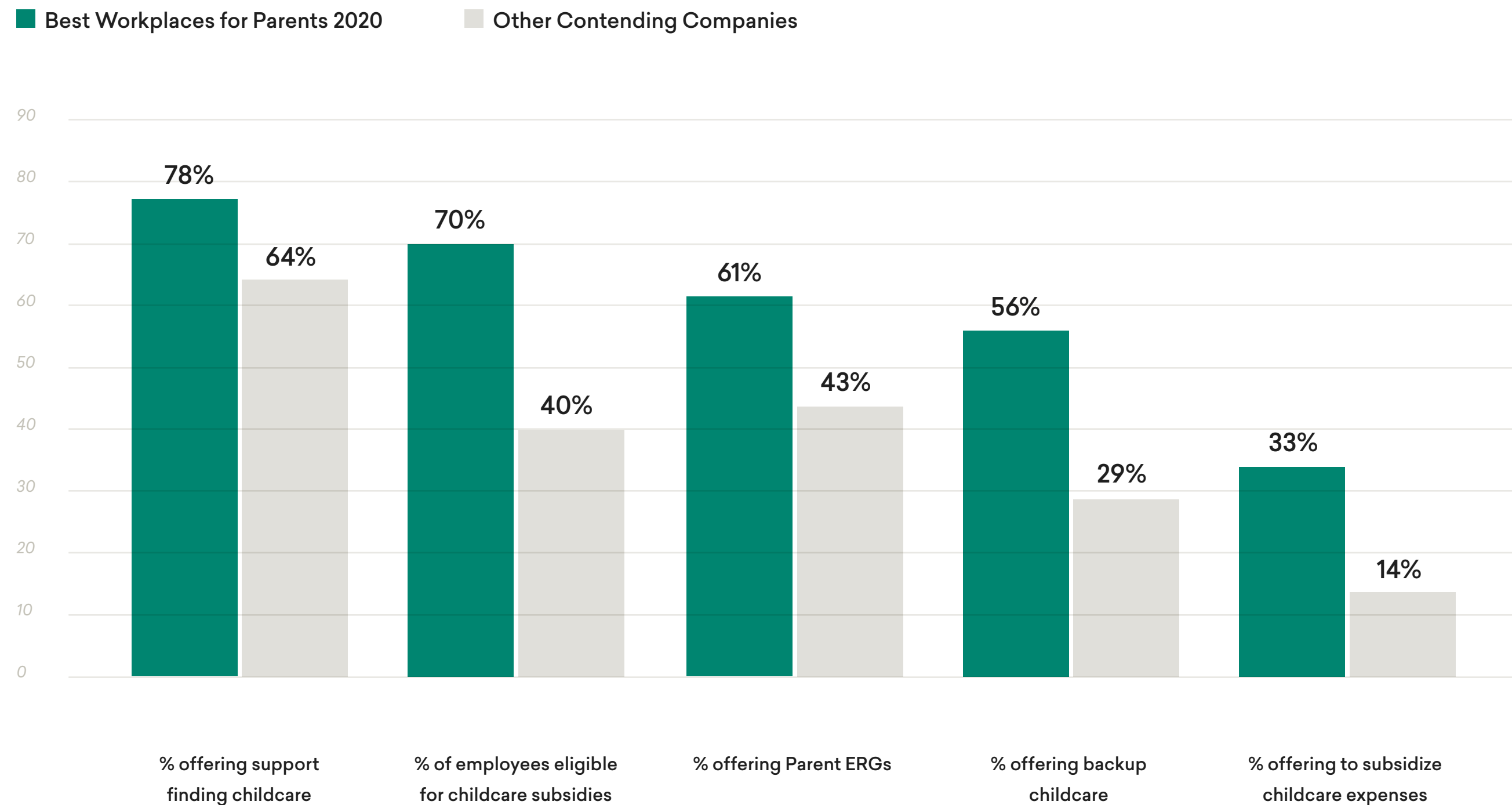
## Companies Offering Maternity & Postpartum Benefits



# The Best Workplaces offer more childcare support.

Childcare has always been critical for working parents and it's become even more important during the pandemic as parents have had to navigate changing daycare and school protocols. A recent study commissioned by Maven revealed that this is one key area where businesses can step up their support: Nearly 60% of working parents surveyed reporting that they did not feel supported by their employer as they navigated pandemic-related child care challenges.

## Comparing Childcare Resources







## How can employers support new parents to bring their best selves back to work after baby?

### Ensure your maternity benefits include return-to-work support.

With 43% of moms dropping out of the workforce within one year of having a baby, we know that getting return-to-work right is critical not only for retaining women, but also reducing high turnover costs. By equipping leaders with the proper training and tools, employers can drive employee satisfaction and productivity, and ultimately, increase retention by creating a more supportive and empowering environment for working parents. Here is Maven's top advice for employers to support employees before, during, and after leave.

| Upon First Hearing the News  | 3 Months before Leave: Prep Period  | 1 Month before Leave: Transition Period  | During Leave   | 1 Month Prior to Return   | The Return  |
|--|---|--|--|---|---|
| <ul style="list-style-type: none"><li>→ Congratulate!</li><li>→ Listen to their needs &amp; concerns</li><li>→ Connect them with HR</li><li>→ Define timeline &amp; leave plan</li></ul> | <ul style="list-style-type: none"><li>→ Develop coverage plan</li><li>→ Outline responsibilities with team</li><li>→ Ensure smooth handoffs</li><li>→ Prepare communications plan</li></ul> | <ul style="list-style-type: none"><li>→ Embed flexibility for leave</li><li>→ Preview upcoming strategic plan</li><li>→ Discuss professional goals</li></ul> | <ul style="list-style-type: none"><li>→ Offer congratulations</li><li>→ Follow colleague's preferred communication plan</li><li>→ Be proactive</li></ul> | <ul style="list-style-type: none"><li>→ Check workspace setup</li><li>→ Suggest check-in call</li><li>→ Connect with HR</li><li>→ Prepare welcome</li></ul> | <ul style="list-style-type: none"><li>→ Collaborate on schedule flexibility</li><li>→ Set the tone</li><li>→ Catch them up</li><li>→ Check in</li></ul> |

Check out Maven's [Ultimate Checklist for Managers](#) to learn more about how to support parents before, during, and after leave in a remote work environment.





## Working parents have it tough these days. More than ever, they need the support of caring leaders and organizations.

Thankfully, the Best Workplaces are stepping up to provide that support for both working parents and parents-to-be.

As this report shows, the Best Workplaces are expanding the care and flexibility for parents to turn back the rising crisis of parent burnout. They're continuing to raise the standard for supporting parents-to-be, new parents, and those with older children. They're making sure every parent, no matter their gender or race, can succeed at work and at home.

The best are giving fathers the time and encouragement to support their partners and children. And most critically, the best are battling the talent drain of women leaving the workforce. They are enabling all parents to bring their full selves to work.

Amidst tough times, the Best Workplaces prove that it is possible to build an amazing employee experience for parents and parents-to-be. And when companies make that investment, their businesses and their employees' children are better off as a result. Happy, healthy parents and children are better for business, better for people and better for the world.







## Maven is the world's largest virtual clinic for women's and family health.

Its unique care model enables employers and health plans to improve clinical outcomes and lower maternity-related costs, while empowering parents to grow their families while growing their careers. Founded in 2014 by CEO Katherine Ryder, Maven has been recognized as Fast Company's #1 Most Innovative Health Company. Maven has supported over 5 million women and families, and raised \$90 million in funding from leading investors like Sequoia Capital, Oak HC/FT Partners, Icon Ventures, and Female Founders Fund.

To learn more about bringing fertility, maternity and parenting benefits to your company visit:

[www.mavenclinic.com](http://www.mavenclinic.com)

# Great Place to Work® is the global authority on workplace culture

Since 1992, we have surveyed more than 100 million employees around the world and used those deep insights to define what makes a great workplace: trust.

We help organizations quantify their culture and produce better business results by creating a high-trust work experience for all employees.

Everything we do is driven by our mission: to build a better world by helping every organization become a great place to work For All™.

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