

# **2020 Family-Friendly Workplace Benefits Pulse Survey Results**

**July 2020**

*Conducted in partnership with  
NC Early Childhood Foundation*



*HR, Compliance & People Development*

**3150 Spring Forest Road, Suite 116**

**Raleigh, NC 27616**

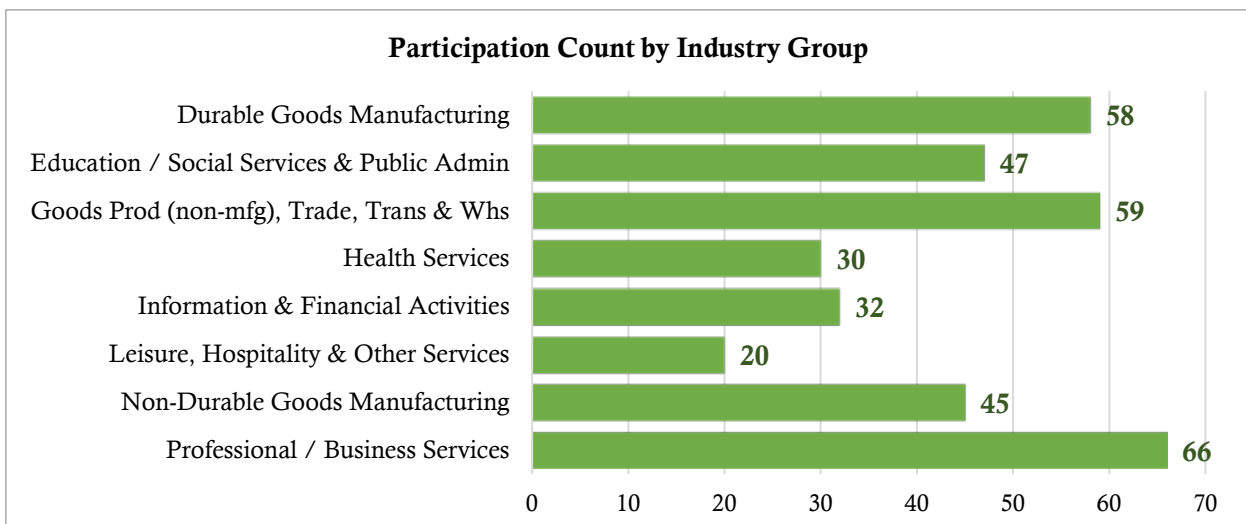
**919.878.9222**

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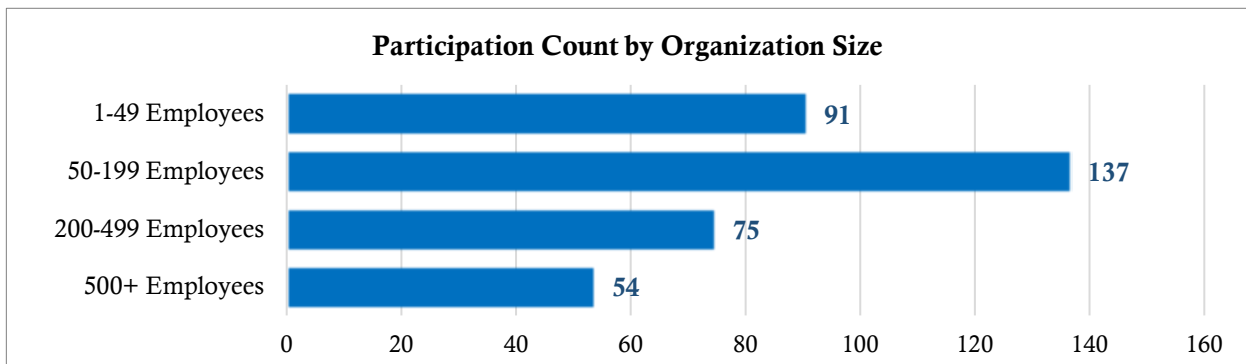
## Demographics

Overall, 357 NC organizations participated in this quick pulse survey. The demographic breakdown is below.

| Industry Group                                                 | Count      | Total         |
|----------------------------------------------------------------|------------|---------------|
| Durable Goods Manufacturing                                    | 58         | 16.2%         |
| Education / Social Services & Public Administration            | 47         | 13.2%         |
| Goods Producing (non-mfg), Trade, Transportation & Warehousing | 59         | 16.5%         |
| Health Services                                                | 30         | 8.4%          |
| Information & Financial Activities                             | 32         | 9.0%          |
| Leisure, Hospitality & Other Services                          | 20         | 5.6%          |
| Non-Durable Goods Manufacturing (including BioPharma)          | 45         | 12.6%         |
| Professional / Business Services                               | 66         | 18.5%         |
| <b>Total</b>                                                   | <b>357</b> | <b>100.0%</b> |



| Organization Size | Count      | Total         |
|-------------------|------------|---------------|
| 1-49 Employees    | 91         | 25.5%         |
| 50-199 Employees  | 137        | 38.4%         |
| 200-499 Employees | 75         | 21.0%         |
| 500+ Employees    | 54         | 15.1%         |
| <b>Total</b>      | <b>357</b> | <b>100.0%</b> |



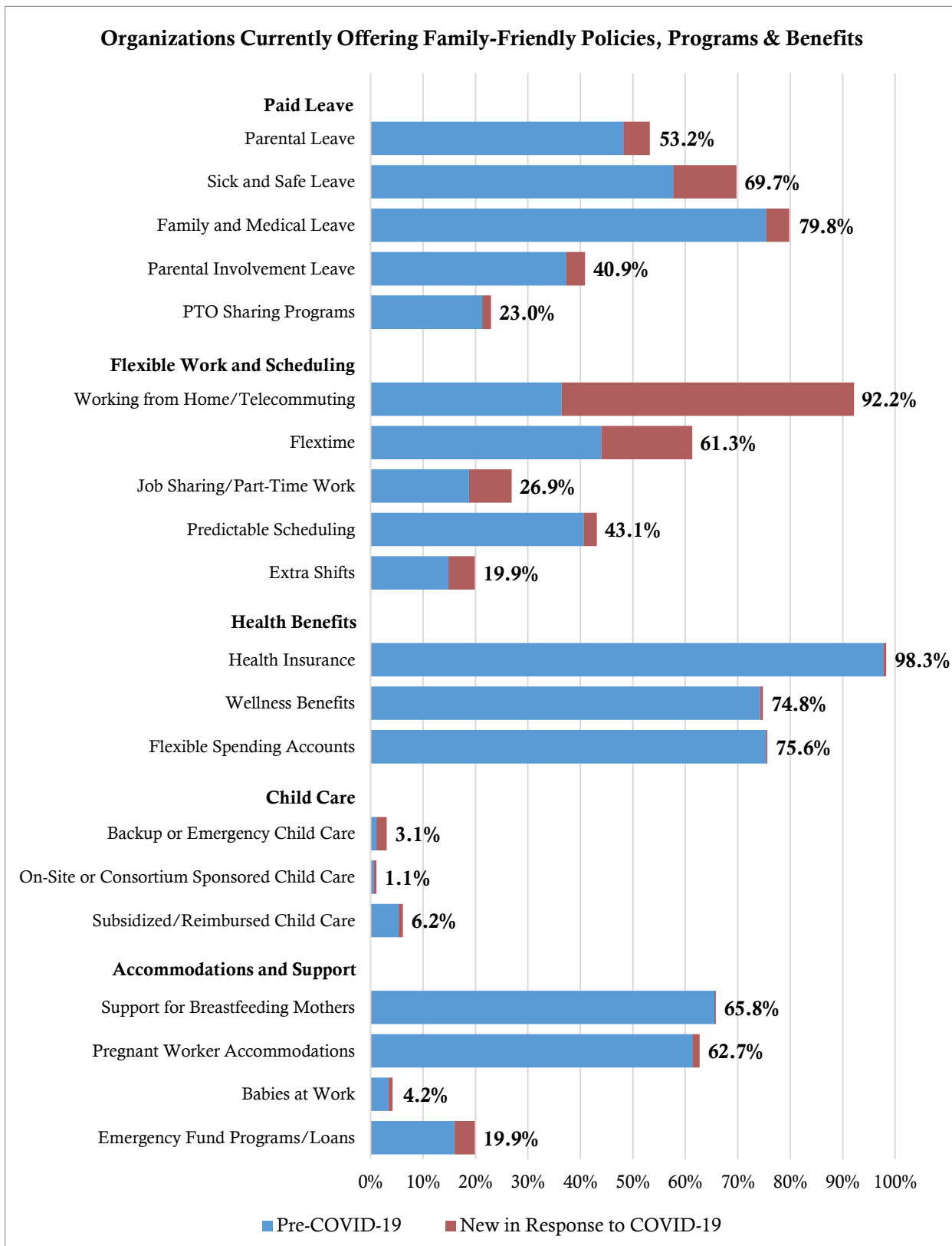
**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| All Organizations (N=357)                  | Pre-COVID-19 | New in Response to COVID-19 | N/A   |
|--------------------------------------------|--------------|-----------------------------|-------|
| <b>Paid Leave</b>                          |              |                             |       |
| Parental Leave                             | 48.2%        | 5.0%                        | 46.8% |
| Sick and Safe Leave                        | 57.7%        | 12.0%                       | 30.3% |
| Family and Medical Leave                   | 75.4%        | 4.5%                        | 20.2% |
| Parental Involvement Leave                 | 37.3%        | 3.6%                        | 59.1% |
| PTO Sharing Programs                       | 21.3%        | 1.7%                        | 77.0% |
| <b>Flexible Work and Scheduling</b>        |              |                             |       |
| Working from Home/Telecommuting            | 36.4%        | 55.7%                       | 7.8%  |
| Flextime                                   | 44.0%        | 17.4%                       | 38.7% |
| Job Sharing/Part-Time Work                 | 18.8%        | 8.1%                        | 73.1% |
| Predictable Scheduling                     | 40.6%        | 2.5%                        | 56.9% |
| Extra Shifts                               | 14.8%        | 5.0%                        | 80.1% |
| <b>Health Benefits</b>                     |              |                             |       |
| Health Insurance                           | 97.8%        | 0.6%                        | 1.7%  |
| Wellness Benefits                          | 74.2%        | 0.6%                        | 25.2% |
| Flexible Spending Accounts                 | 75.4%        | 0.3%                        | 24.4% |
| <b>Child Care</b>                          |              |                             |       |
| Backup or Emergency Child Care             | 1.1%         | 2.0%                        | 96.9% |
| On-Site or Consortium Sponsored Child Care | 0.6%         | 0.6%                        | 98.9% |
| Subsidized/Reimbursed Child Care           | 5.3%         | 0.8%                        | 93.8% |
| <b>Accommodations and Support</b>          |              |                             |       |
| Support for Breastfeeding Mothers          | 65.5%        | 0.3%                        | 34.2% |
| Pregnant Worker Accommodations             | 61.3%        | 1.4%                        | 37.3% |
| Babies at Work                             | 3.4%         | 0.8%                        | 95.8% |
| Emergency Fund Programs/Loans              | 16.0%        | 3.9%                        | 80.1% |

Note: Rows total 100%.

For a visual representation of the changes (pre-COVID-19 vs in response to), see graph on next page.

### Q1. What employee "family-friendly" policies, programs, and benefits do you offer? (continued)



**Q2. What benefit offerings have already changed as a result of COVID-19?**

| All Organizations (N=357)                                                           | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 49    | 13.7%      |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 59    | 16.5%      |
| Offered flexible hours                                                              | 145   | 40.6%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 63    | 17.6%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 47    | 13.2%      |
| Changed PTO rollover and/or buy back program                                        | 49    | 13.7%      |
| Other enhanced benefit(s)                                                           | 56    | 15.7%      |
| Reduced benefit(s)                                                                  | 12    | 3.4%       |
| No changes                                                                          | 104   | 29.1%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

**Other enhanced benefits:**

Enhanced telecommuting/remote work options (20 responses)

Flex schedules to accommodate children/bring children to work (5 responses)

Ability to make changes to FSA elections mid-year / extended FSA plan year (3 responses)

More lax attendance policy (3 responses)

Provided full pay regardless of hours worked (3 responses)

Additional pay and/or bonuses for those continuing to work during COVID-19 (3 responses)

Ability to use unaccrued PTO (2 responses)

Free meals for essential employees (2 responses)

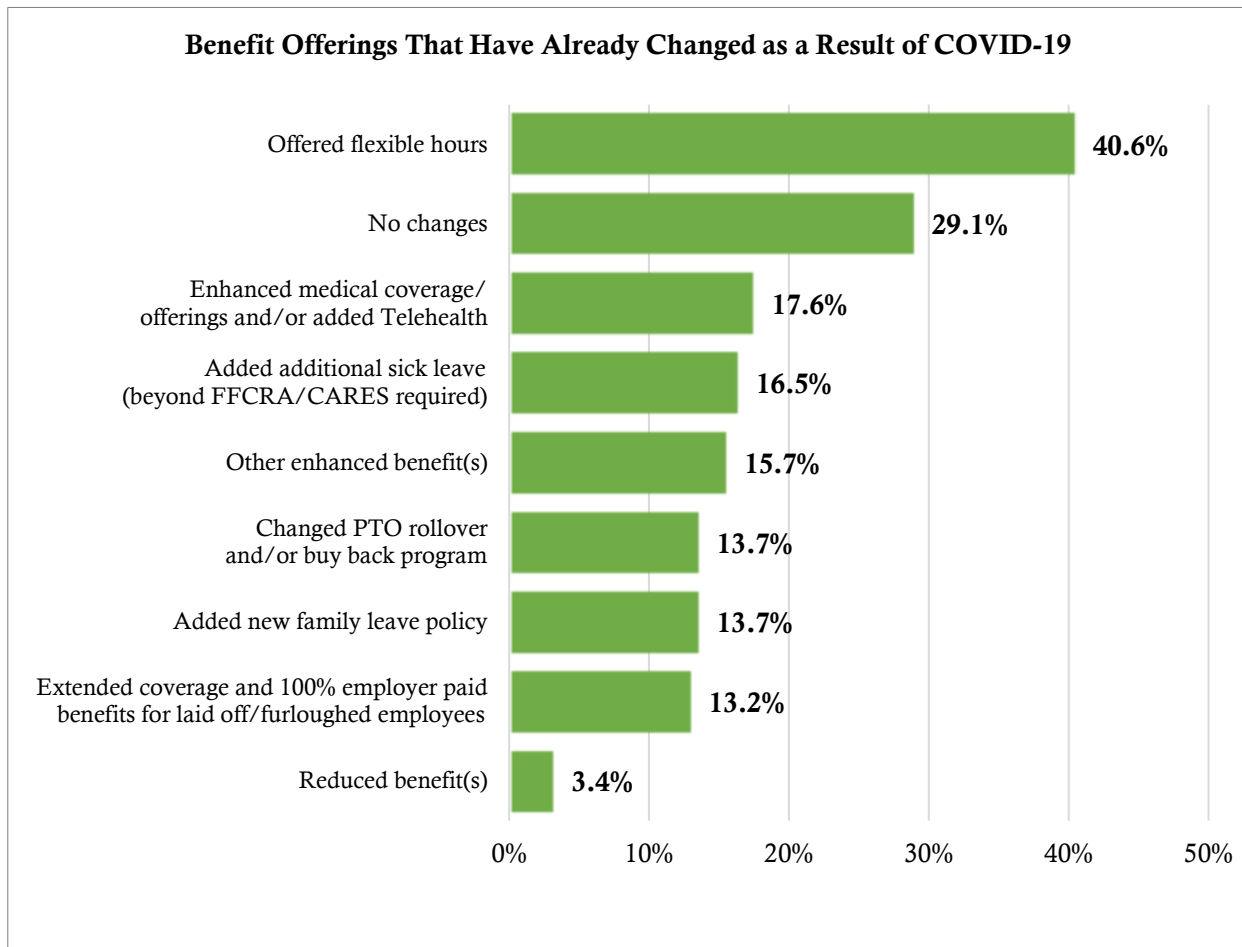
**Reduced benefits:**

Froze, decreased or eliminated 401k match (7 responses)

Eliminated bonuses (2 responses)

No salary increases/raises (2 responses)

Reduced pay for employees (2 responses)

**Q2. What benefit offerings have already changed as a result of COVID-19? (continued)**

**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| All Organizations (N=357)                                                         | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 13    | 3.6%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 17    | 4.8%       |
| Offer flexible hours                                                              | 35    | 9.8%       |
| Enhance medical coverage/offerings and/or add Telehealth                          | 14    | 3.9%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 3     | 0.8%       |
| Change PTO rollover and/or buy back program                                       | 35    | 9.8%       |
| Other enhanced benefit(s)                                                         | 33    | 9.2%       |
| Reduced benefit(s)                                                                | 3     | 0.8%       |
| No changes                                                                        | 235   | 65.8%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

**Other enhanced benefits:**

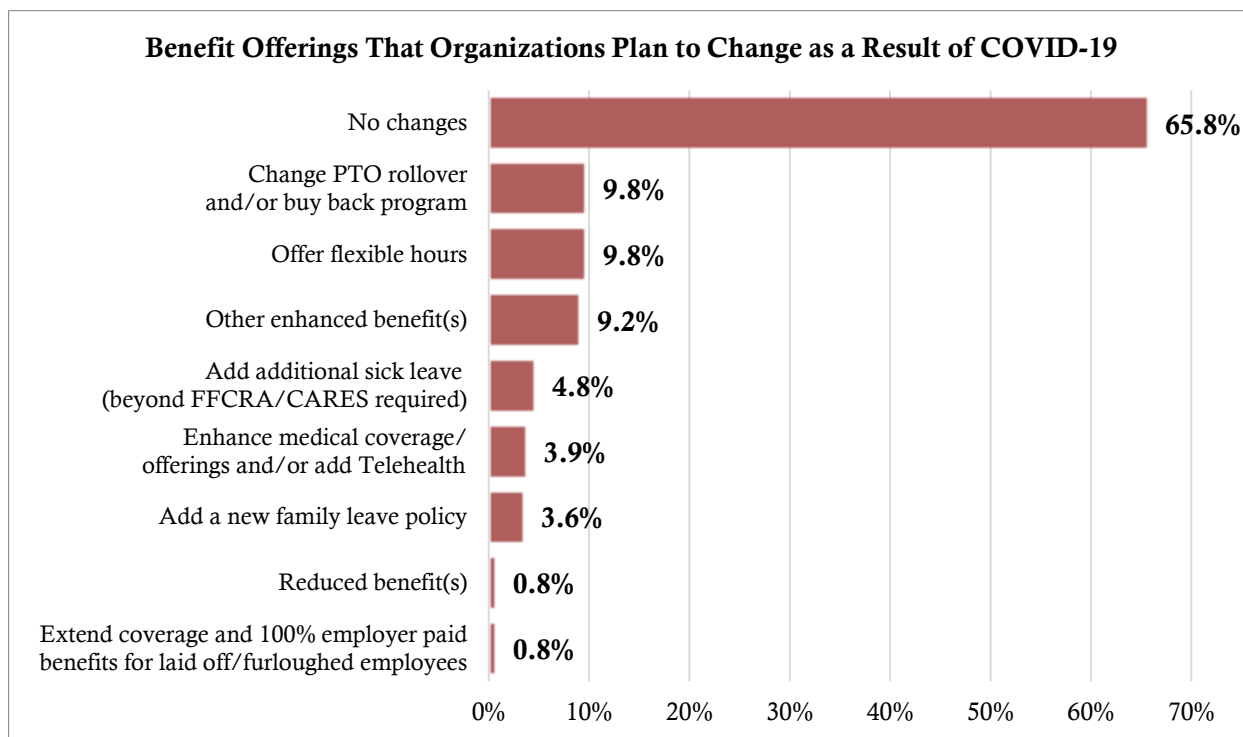
Continued remote work / permanent telework policy (21 responses)

Increase childcare benefits (3 responses)

Additional/enhanced EAP support (2 responses)

**Reduced benefits:**

Responses varied

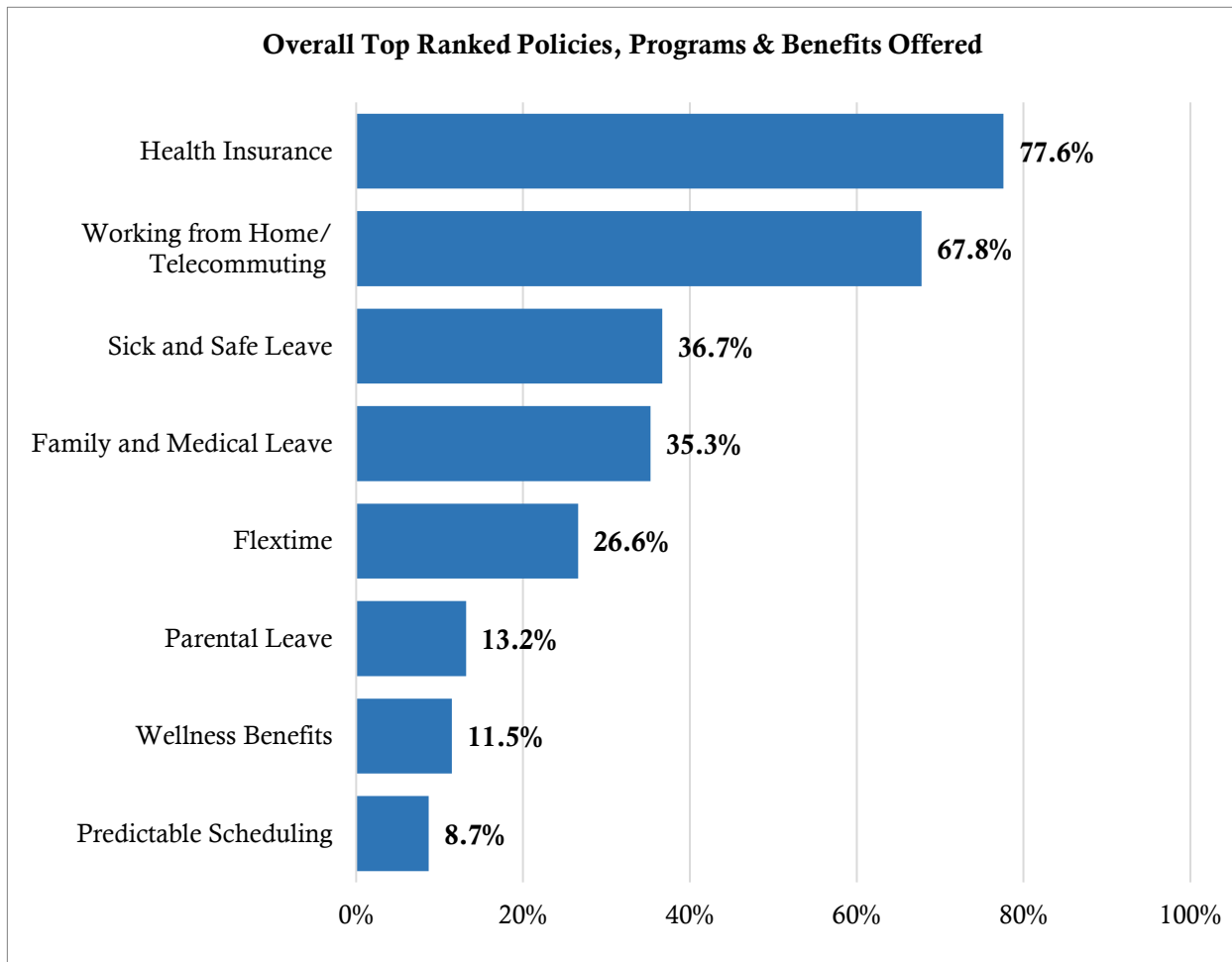


**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| All Organizations (N=357)                  | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 1.7%      | 3.6%      | 7.8%      | 13.2%              |
| Sick and Safe Leave                        | 6.4%      | 17.6%     | 12.6%     | 36.7%              |
| Family and Medical Leave                   | 3.4%      | 11.8%     | 20.2%     | 35.3%              |
| Parental Involvement Leave                 | 0.0%      | 0.8%      | 1.1%      | 2.0%               |
| PTO Sharing Programs                       | 0.3%      | 0.6%      | 1.7%      | 2.5%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 33.9%     | 20.2%     | 13.7%     | 67.8%              |
| Flextime                                   | 3.4%      | 14.3%     | 9.0%      | 26.6%              |
| Job Sharing/Part-Time Work                 | 0.3%      | 1.1%      | 2.5%      | 3.9%               |
| Predictable Scheduling                     | 1.7%      | 3.9%      | 3.1%      | 8.7%               |
| Extra Shifts                               | 0.3%      | 0.8%      | 1.1%      | 2.2%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 47.9%     | 18.5%     | 11.2%     | 77.6%              |
| Wellness Benefits                          | 0.3%      | 3.9%      | 7.3%      | 11.5%              |
| Flexible Spending Accounts                 | 0.0%      | 1.7%      | 5.0%      | 6.7%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 0.3%      | 0.3%      | 0.6%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 0.3%      | 0.3%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.3%      | 0.3%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 0.3%      | 1.1%      | 1.4%               |
| Pregnant Worker Accommodations             | 0.0%      | 0.3%      | 0.3%      | 0.6%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 0.6%      | 0.3%      | 1.4%      | 2.2%               |

Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization? (continued)**



**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

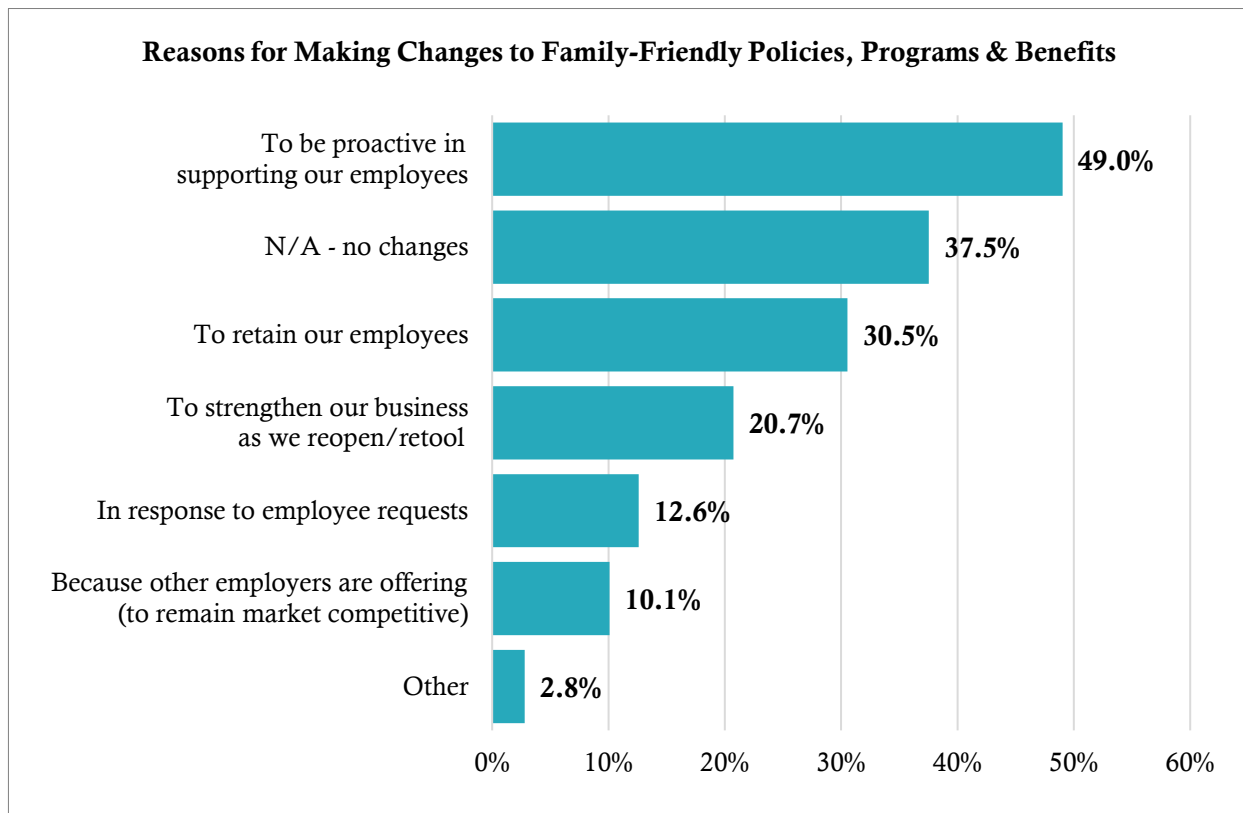
| All Organizations (N=357)                                           | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 175   | 49.0%      |
| To strengthen our business as we reopen/retool                      | 74    | 20.7%      |
| In response to employee requests                                    | 45    | 12.6%      |
| Because other employers are offering (to remain market competitive) | 36    | 10.1%      |
| To retain our employees                                             | 109   | 30.5%      |
| Other                                                               | 10    | 2.8%       |
| N/A - no changes                                                    | 134   | 37.5%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.

**Other:**

*Responses varied*



Industry-specific breakouts begin on the next page. Organization size breakouts can be found on pages 50-69.

**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| Durable Goods Manufacturing (N=58)         | Pre-COVID-19 | New in Response to COVID-19 | N/A    |
|--------------------------------------------|--------------|-----------------------------|--------|
| <b>Paid Leave</b>                          |              |                             |        |
| Parental Leave                             | 44.8%        | 6.9%                        | 48.3%  |
| Sick and Safe Leave                        | 44.8%        | 15.5%                       | 39.7%  |
| Family and Medical Leave                   | 74.1%        | 5.2%                        | 20.7%  |
| Parental Involvement Leave                 | 36.2%        | 6.9%                        | 56.9%  |
| PTO Sharing Programs                       | 15.5%        | 1.7%                        | 82.8%  |
| <b>Flexible Work and Scheduling</b>        |              |                             |        |
| Working from Home/Telecommuting            | 24.1%        | 63.8%                       | 12.1%  |
| Flextime                                   | 27.6%        | 8.6%                        | 63.8%  |
| Job Sharing/Part-Time Work                 | 12.1%        | 5.2%                        | 82.8%  |
| Predictable Scheduling                     | 34.5%        | 0.0%                        | 65.5%  |
| Extra Shifts                               | 20.7%        | 6.9%                        | 72.4%  |
| <b>Health Benefits</b>                     |              |                             |        |
| Health Insurance                           | 93.1%        | 1.7%                        | 5.2%   |
| Wellness Benefits                          | 74.1%        | 1.7%                        | 24.1%  |
| Flexible Spending Accounts                 | 75.9%        | 1.7%                        | 22.4%  |
| <b>Child Care</b>                          |              |                             |        |
| Backup or Emergency Child Care             | 0.0%         | 1.7%                        | 98.3%  |
| On-Site or Consortium Sponsored Child Care | 0.0%         | 0.0%                        | 100.0% |
| Subsidized/Reimbursed Child Care           | 5.2%         | 1.7%                        | 93.1%  |
| <b>Accommodations and Support</b>          |              |                             |        |
| Support for Breastfeeding Mothers          | 60.3%        | 0.0%                        | 39.7%  |
| Pregnant Worker Accommodations             | 51.7%        | 1.7%                        | 46.6%  |
| Babies at Work                             | 0.0%         | 0.0%                        | 100.0% |
| Emergency Fund Programs/Loans              | 19.0%        | 6.9%                        | 74.1%  |

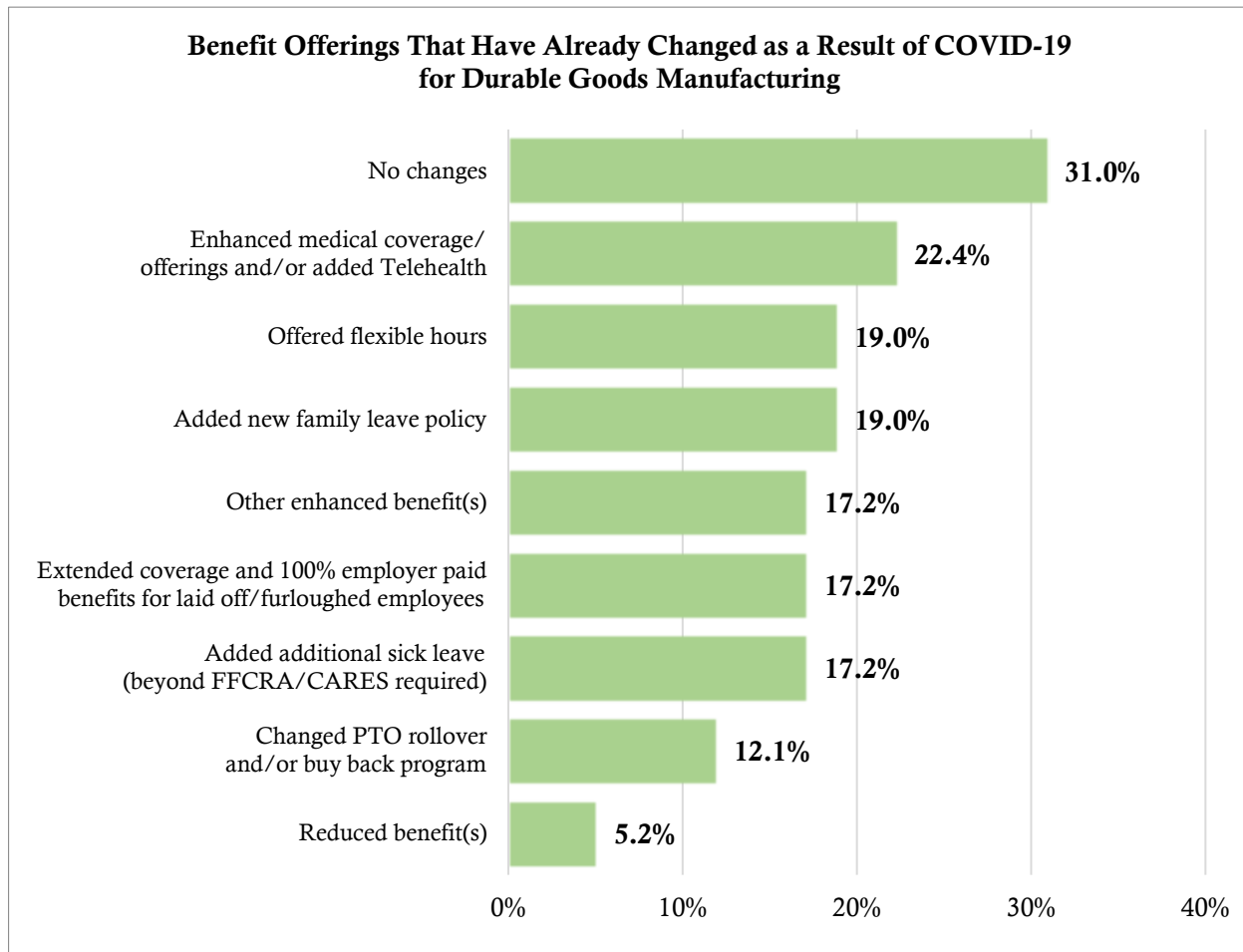
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| <b>Durable Goods Manufacturing (N=58)</b>                                           | <b>Count</b> | <b>% of Total</b> |
|-------------------------------------------------------------------------------------|--------------|-------------------|
| Added new family leave policy                                                       | 11           | 19.0%             |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 10           | 17.2%             |
| Offered flexible hours                                                              | 11           | 19.0%             |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 13           | 22.4%             |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 10           | 17.2%             |
| Changed PTO rollover and/or buy back program                                        | 7            | 12.1%             |
| Other enhanced benefit(s)                                                           | 10           | 17.2%             |
| Reduced benefit(s)                                                                  | 3            | 5.2%              |
| No changes                                                                          | 18           | 31.0%             |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

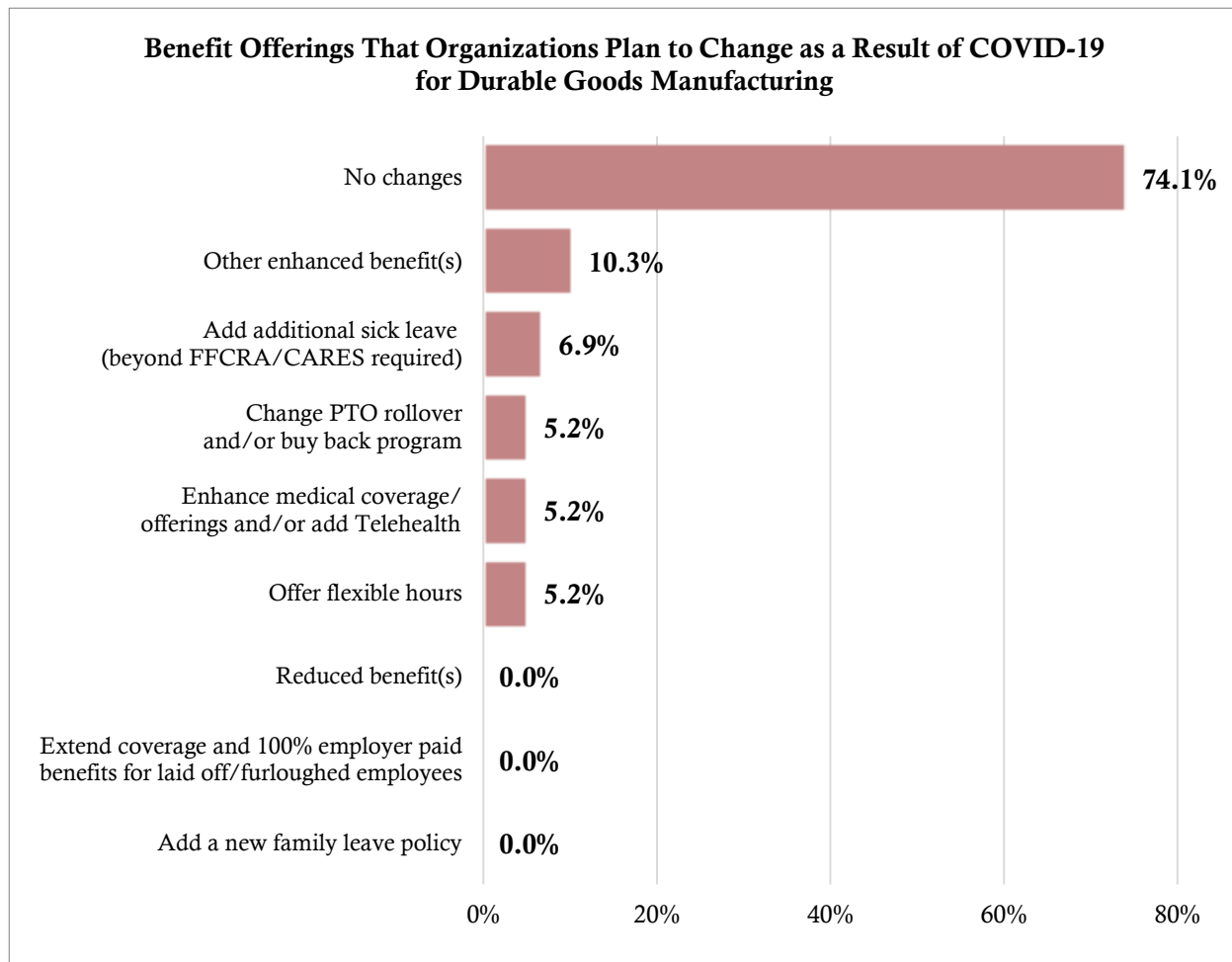


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| Durable Goods Manufacturing (N=58)                                                | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 0     | 0.0%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 4     | 6.9%       |
| Offer flexible hours                                                              | 3     | 5.2%       |
| Enhance medical coverage/offerings and/or add Telehealth                          | 3     | 5.2%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 0     | 0.0%       |
| Change PTO rollover and/or buy back program                                       | 3     | 5.2%       |
| Other enhanced benefit(s)                                                         | 6     | 10.3%      |
| Reduced benefit(s)                                                                | 0     | 0.0%       |
| No changes                                                                        | 43    | 74.1%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| Durable Goods Manufacturing (N=58)         | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 0.0%      | 3.4%      | 5.2%      | 8.6%               |
| Sick and Safe Leave                        | 5.2%      | 8.6%      | 19.0%     | 32.8%              |
| Family and Medical Leave                   | 6.9%      | 15.5%     | 24.1%     | 46.6%              |
| Parental Involvement Leave                 | 0.0%      | 1.7%      | 1.7%      | 3.4%               |
| PTO Sharing Programs                       | 0.0%      | 1.7%      | 5.2%      | 6.9%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 24.1%     | 19.0%     | 10.3%     | 53.4%              |
| Flextime                                   | 0.0%      | 10.3%     | 5.2%      | 15.5%              |
| Job Sharing/Part-Time Work                 | 0.0%      | 0.0%      | 1.7%      | 1.7%               |
| Predictable Scheduling                     | 5.2%      | 8.6%      | 1.7%      | 15.5%              |
| Extra Shifts                               | 1.7%      | 1.7%      | 1.7%      | 5.2%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 55.2%     | 19.0%     | 8.6%      | 82.8%              |
| Wellness Benefits                          | 1.7%      | 10.3%     | 10.3%     | 22.4%              |
| Flexible Spending Accounts                 | 0.0%      | 0.0%      | 3.4%      | 3.4%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Pregnant Worker Accommodations             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 0.0%      | 0.0%      | 1.7%      | 1.7%               |

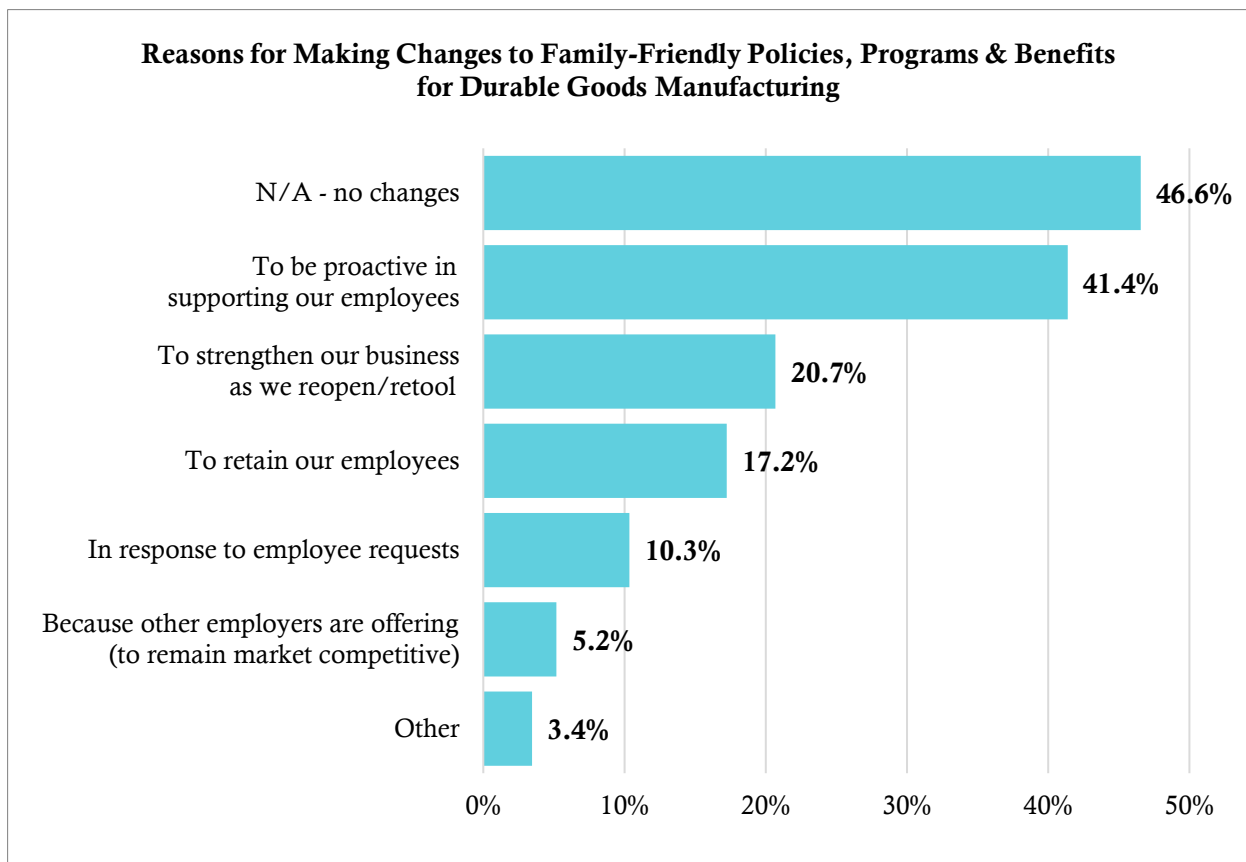
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| Durable Goods Manufacturing (N=58)                                  | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 24    | 41.4%      |
| To strengthen our business as we reopen/retool                      | 12    | 20.7%      |
| In response to employee requests                                    | 6     | 10.3%      |
| Because other employers are offering (to remain market competitive) | 3     | 5.2%       |
| To retain our employees                                             | 10    | 17.2%      |
| Other                                                               | 2     | 3.4%       |
| N/A - no changes                                                    | 27    | 46.6%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| Education / Social Services & Public Administration (N=47) | Pre-COVID-19 | New in Response to COVID-19 | N/A   |
|------------------------------------------------------------|--------------|-----------------------------|-------|
| <b>Paid Leave</b>                                          |              |                             |       |
| Parental Leave                                             | 46.8%        | 4.3%                        | 48.9% |
| Sick and Safe Leave                                        | 83.0%        | 4.3%                        | 12.8% |
| Family and Medical Leave                                   | 80.9%        | 6.4%                        | 12.8% |
| Parental Involvement Leave                                 | 44.7%        | 2.1%                        | 53.2% |
| PTO Sharing Programs                                       | 42.6%        | 4.3%                        | 53.2% |
| <b>Flexible Work and Scheduling</b>                        |              |                             |       |
| Working from Home/Telecommuting                            | 42.6%        | 55.3%                       | 2.1%  |
| Flextime                                                   | 53.2%        | 23.4%                       | 23.4% |
| Job Sharing/Part-Time Work                                 | 23.4%        | 12.8%                       | 63.8% |
| Predictable Scheduling                                     | 61.7%        | 4.3%                        | 34.0% |
| Extra Shifts                                               | 10.6%        | 2.1%                        | 87.2% |
| <b>Health Benefits</b>                                     |              |                             |       |
| Health Insurance                                           | 97.9%        | 0.0%                        | 2.1%  |
| Wellness Benefits                                          | 70.2%        | 0.0%                        | 29.8% |
| Flexible Spending Accounts                                 | 76.6%        | 0.0%                        | 23.4% |
| <b>Child Care</b>                                          |              |                             |       |
| Backup or Emergency Child Care                             | 4.3%         | 0.0%                        | 95.7% |
| On-Site or Consortium Sponsored Child Care                 | 2.1%         | 4.3%                        | 93.6% |
| Subsidized/Reimbursed Child Care                           | 8.5%         | 0.0%                        | 91.5% |
| <b>Accommodations and Support</b>                          |              |                             |       |
| Support for Breastfeeding Mothers                          | 76.6%        | 0.0%                        | 23.4% |
| Pregnant Worker Accommodations                             | 72.3%        | 0.0%                        | 27.7% |
| Babies at Work                                             | 8.5%         | 2.1%                        | 89.4% |
| Emergency Fund Programs/Loans                              | 8.5%         | 0.0%                        | 91.5% |

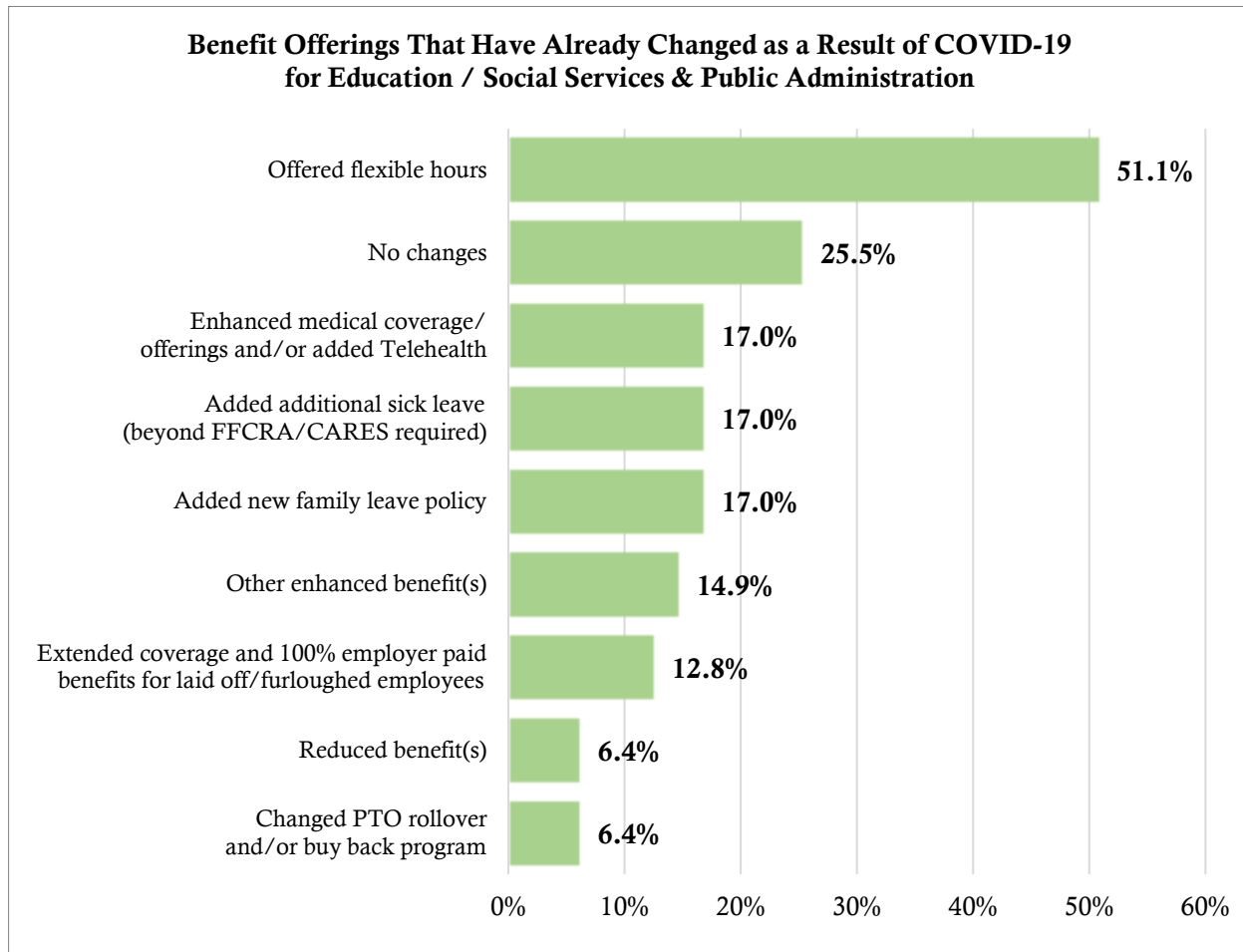
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| Education / Social Services & Public Administration (N=47)                          | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 8     | 17.0%      |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 8     | 17.0%      |
| Offered flexible hours                                                              | 24    | 51.1%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 8     | 17.0%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 6     | 12.8%      |
| Changed PTO rollover and/or buy back program                                        | 3     | 6.4%       |
| Other enhanced benefit(s)                                                           | 7     | 14.9%      |
| Reduced benefit(s)                                                                  | 3     | 6.4%       |
| No changes                                                                          | 12    | 25.5%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

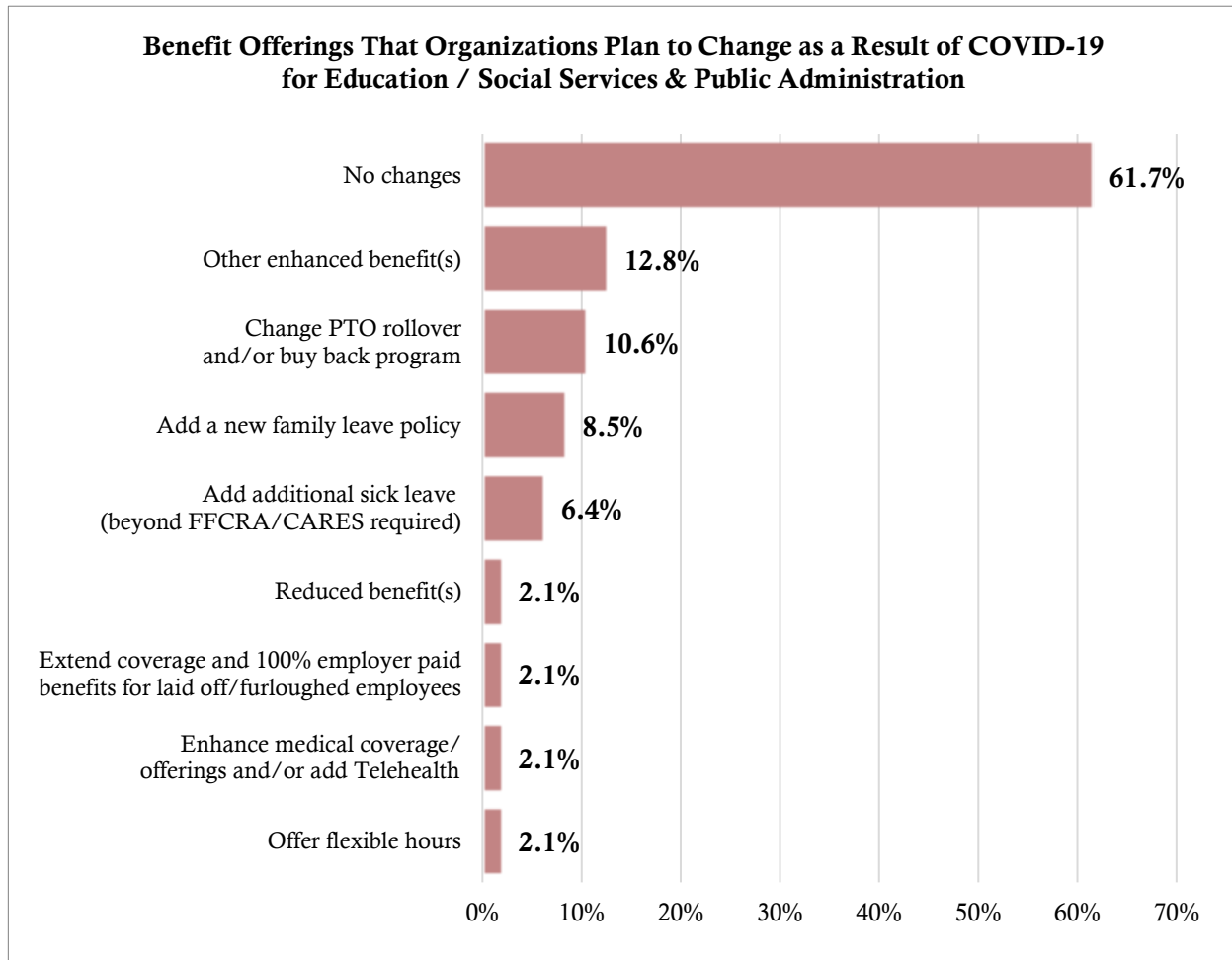


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| Education / Social Services & Public Administration (N=47)                        | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 4     | 8.5%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 3     | 6.4%       |
| Offer flexible hours                                                              | 1     | 2.1%       |
| Enhance medical coverage/offerings and/or add Telehealth                          | 1     | 2.1%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 1     | 2.1%       |
| Change PTO rollover and/or buy back program                                       | 5     | 10.6%      |
| Other enhanced benefit(s)                                                         | 6     | 12.8%      |
| Reduced benefit(s)                                                                | 1     | 2.1%       |
| No changes                                                                        | 29    | 61.7%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| <b>Education / Social Services &amp; Public Administration (N=47)</b> | <b>Ranked #1</b> | <b>Ranked #2</b> | <b>Ranked #3</b> | <b>Overall Importance</b> |
|-----------------------------------------------------------------------|------------------|------------------|------------------|---------------------------|
| <b>Paid Leave</b>                                                     |                  |                  |                  |                           |
| Parental Leave                                                        | 0.0%             | 4.3%             | 8.5%             | 12.8%                     |
| Sick and Safe Leave                                                   | 17.0%            | 29.8%            | 12.8%            | 59.6%                     |
| Family and Medical Leave                                              | 0.0%             | 12.8%            | 17.0%            | 29.8%                     |
| Parental Involvement Leave                                            | 0.0%             | 2.1%             | 0.0%             | 2.1%                      |
| PTO Sharing Programs                                                  | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| <b>Flexible Work and Scheduling</b>                                   |                  |                  |                  |                           |
| Working from Home/Telecommuting                                       | 36.2%            | 17.0%            | 19.1%            | 72.3%                     |
| Flextime                                                              | 2.1%             | 12.8%            | 10.6%            | 25.5%                     |
| Job Sharing/Part-Time Work                                            | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| Predictable Scheduling                                                | 0.0%             | 2.1%             | 6.4%             | 8.5%                      |
| Extra Shifts                                                          | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| <b>Health Benefits</b>                                                |                  |                  |                  |                           |
| Health Insurance                                                      | 44.7%            | 17.0%            | 10.6%            | 72.3%                     |
| Wellness Benefits                                                     | 0.0%             | 0.0%             | 4.3%             | 4.3%                      |
| Flexible Spending Accounts                                            | 0.0%             | 0.0%             | 6.4%             | 6.4%                      |
| <b>Child Care</b>                                                     |                  |                  |                  |                           |
| Backup or Emergency Child Care                                        | 0.0%             | 2.1%             | 0.0%             | 2.1%                      |
| On-Site or Consortium Sponsored Child Care                            | 0.0%             | 0.0%             | 2.1%             | 2.1%                      |
| Subsidized/Reimbursed Child Care                                      | 0.0%             | 0.0%             | 2.1%             | 2.1%                      |
| <b>Accommodations and Support</b>                                     |                  |                  |                  |                           |
| Support for Breastfeeding Mothers                                     | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| Pregnant Worker Accommodations                                        | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| Babies at Work                                                        | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| Emergency Fund Programs/Loans                                         | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |

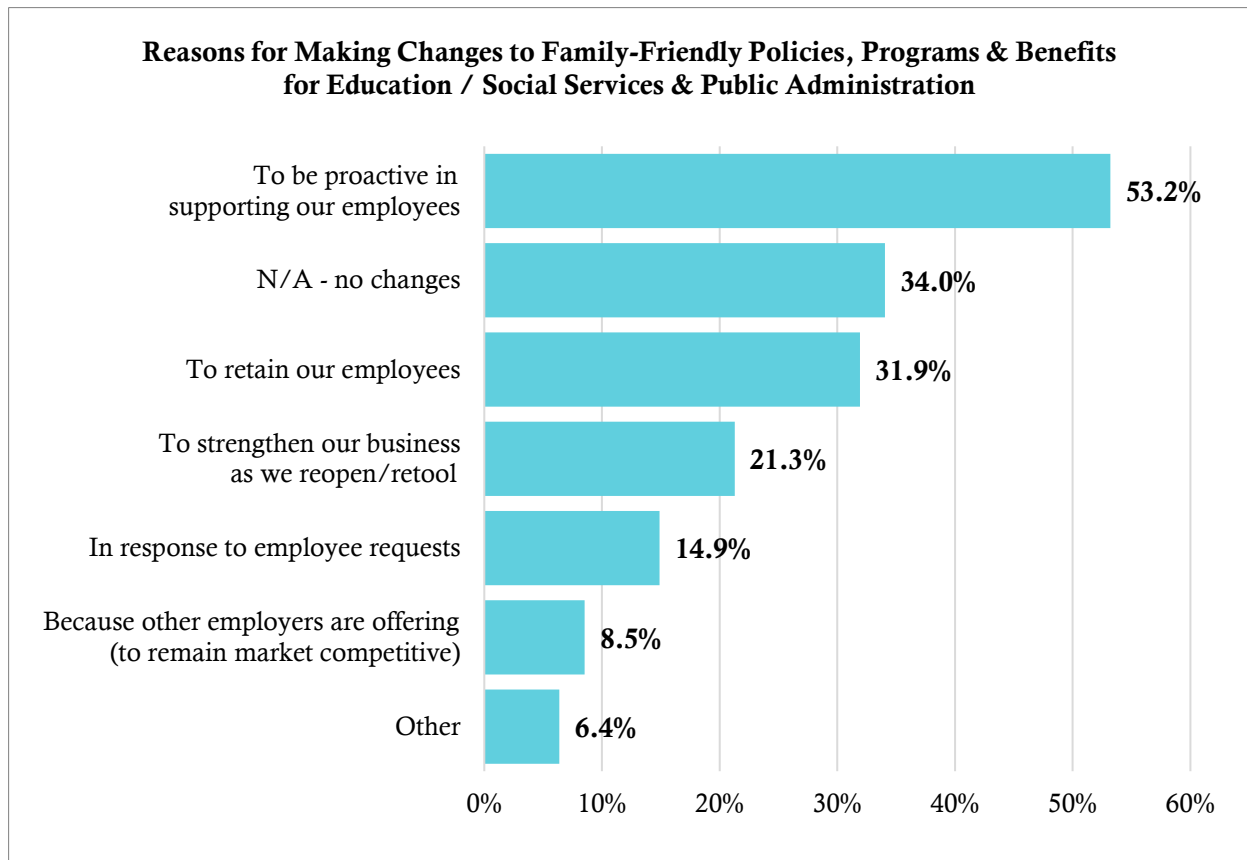
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| Education / Social Services & Public Administration (N=47)          | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 25    | 53.2%      |
| To strengthen our business as we reopen/retool                      | 10    | 21.3%      |
| In response to employee requests                                    | 7     | 14.9%      |
| Because other employers are offering (to remain market competitive) | 4     | 8.5%       |
| To retain our employees                                             | 15    | 31.9%      |
| Other                                                               | 3     | 6.4%       |
| N/A - no changes                                                    | 16    | 34.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| <b>Goods Producing (non-mfg), Trade, Transportation &amp; Warehousing (N=59)</b> | <b>Pre-COVID-19</b> | <b>New in Response to COVID-19</b> | <b>N/A</b> |
|----------------------------------------------------------------------------------|---------------------|------------------------------------|------------|
| <b>Paid Leave</b>                                                                |                     |                                    |            |
| Parental Leave                                                                   | 27.1%               | 6.8%                               | 66.1%      |
| Sick and Safe Leave                                                              | 61.0%               | 10.2%                              | 28.8%      |
| Family and Medical Leave                                                         | 74.6%               | 6.8%                               | 18.6%      |
| Parental Involvement Leave                                                       | 28.8%               | 3.4%                               | 67.8%      |
| PTO Sharing Programs                                                             | 16.9%               | 1.7%                               | 81.4%      |
| <b>Flexible Work and Scheduling</b>                                              |                     |                                    |            |
| Working from Home/Telecommuting                                                  | 20.3%               | 71.2%                              | 8.5%       |
| Flextime                                                                         | 35.6%               | 16.9%                              | 47.5%      |
| Job Sharing/Part-Time Work                                                       | 15.3%               | 3.4%                               | 81.4%      |
| Predictable Scheduling                                                           | 32.2%               | 3.4%                               | 64.4%      |
| Extra Shifts                                                                     | 15.3%               | 5.1%                               | 79.7%      |
| <b>Health Benefits</b>                                                           |                     |                                    |            |
| Health Insurance                                                                 | 100.0%              | 0.0%                               | 0.0%       |
| Wellness Benefits                                                                | 76.3%               | 0.0%                               | 23.7%      |
| Flexible Spending Accounts                                                       | 71.2%               | 0.0%                               | 28.8%      |
| <b>Child Care</b>                                                                |                     |                                    |            |
| Backup or Emergency Child Care                                                   | 0.0%                | 1.7%                               | 98.3%      |
| On-Site or Consortium Sponsored Child Care                                       | 0.0%                | 0.0%                               | 100.0%     |
| Subsidized/Reimbursed Child Care                                                 | 1.7%                | 1.7%                               | 96.6%      |
| <b>Accommodations and Support</b>                                                |                     |                                    |            |
| Support for Breastfeeding Mothers                                                | 64.4%               | 0.0%                               | 35.6%      |
| Pregnant Worker Accommodations                                                   | 59.3%               | 1.7%                               | 39.0%      |
| Babies at Work                                                                   | 1.7%                | 1.7%                               | 96.6%      |
| Emergency Fund Programs/Loans                                                    | 22.0%               | 1.7%                               | 76.3%      |

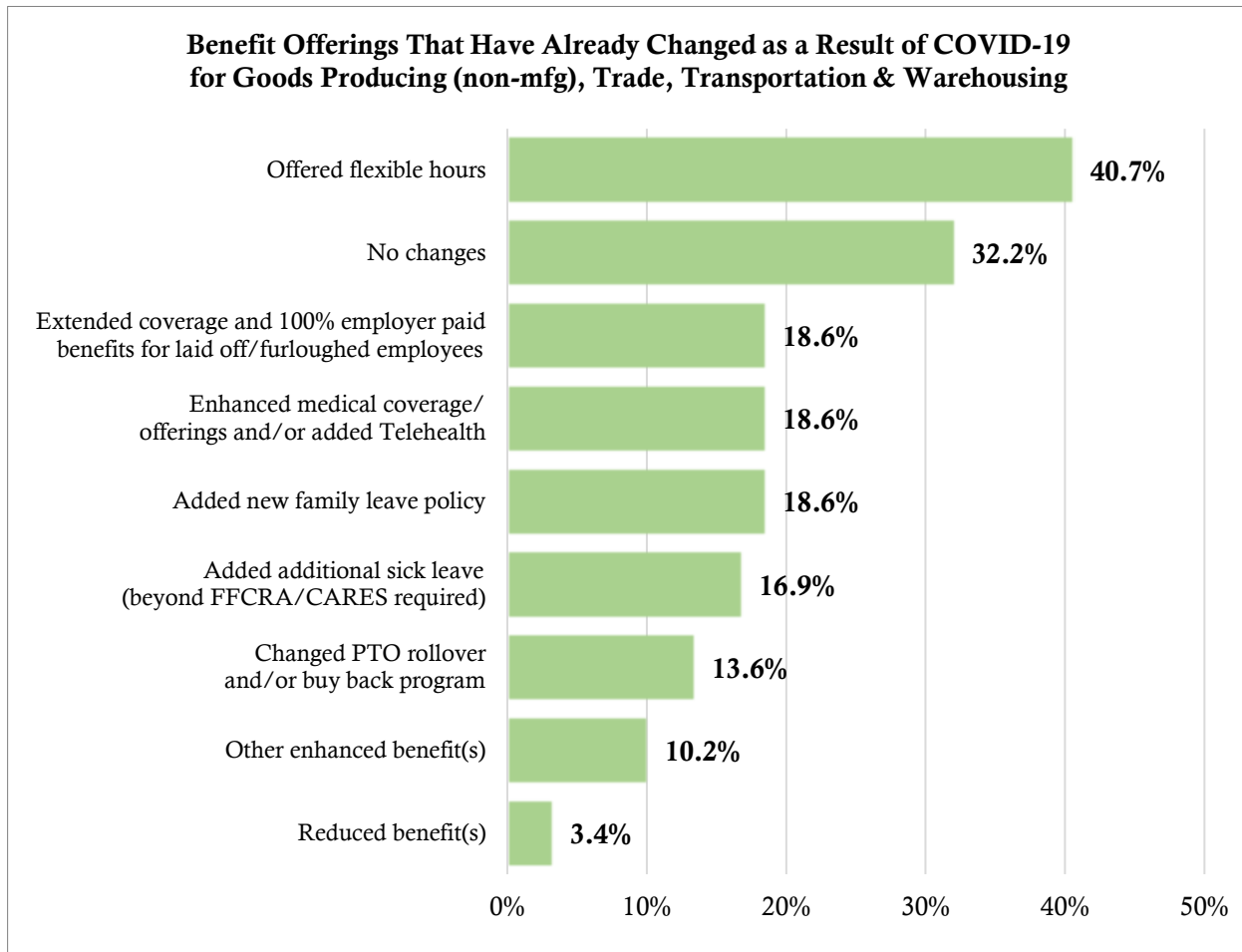
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| Goods Producing (non-mfg), Trade, Transportation & Warehousing (N=59)               | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 11    | 18.6%      |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 10    | 16.9%      |
| Offered flexible hours                                                              | 24    | 40.7%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 11    | 18.6%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 11    | 18.6%      |
| Changed PTO rollover and/or buy back program                                        | 8     | 13.6%      |
| Other enhanced benefit(s)                                                           | 6     | 10.2%      |
| Reduced benefit(s)                                                                  | 2     | 3.4%       |
| No changes                                                                          | 19    | 32.2%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

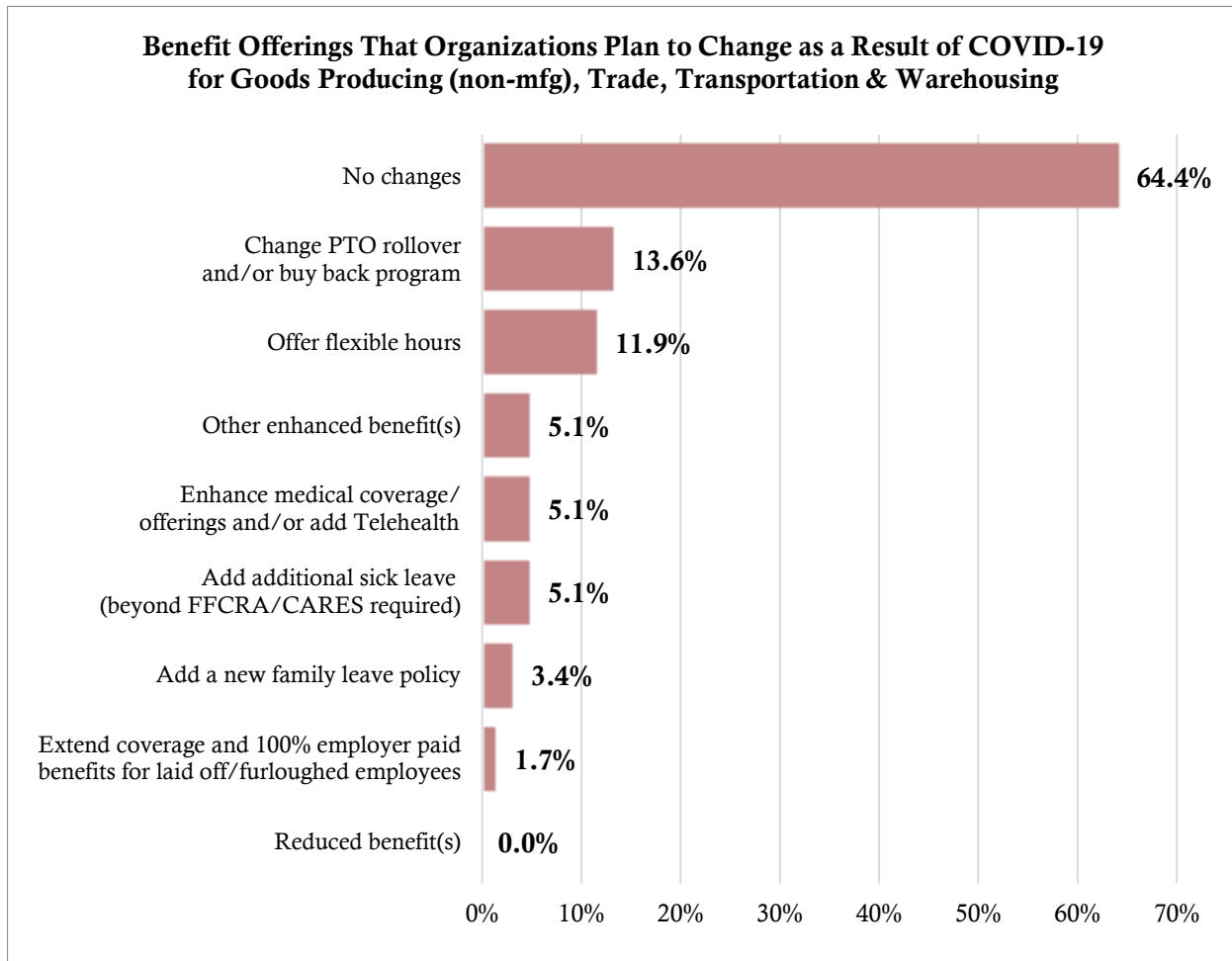


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| Goods Producing (non-mfg), Trade, Transportation & Warehousing (N=59)             | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 2     | 3.4%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 3     | 5.1%       |
| Offer flexible hours                                                              | 7     | 11.9%      |
| Enhance medical coverage/offerings and/or add Telehealth                          | 3     | 5.1%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 1     | 1.7%       |
| Change PTO rollover and/or buy back program                                       | 8     | 13.6%      |
| Other enhanced benefit(s)                                                         | 3     | 5.1%       |
| Reduced benefit(s)                                                                | 0     | 0.0%       |
| No changes                                                                        | 38    | 64.4%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| <b>Goods Producing (non-mfg), Trade, Transportation &amp; Warehousing (N=59)</b> | <b>Ranked #1</b> | <b>Ranked #2</b> | <b>Ranked #3</b> | <b>Overall Importance</b> |
|----------------------------------------------------------------------------------|------------------|------------------|------------------|---------------------------|
| <b>Paid Leave</b>                                                                |                  |                  |                  |                           |
| Parental Leave                                                                   | 1.7%             | 0.0%             | 3.4%             | 5.1%                      |
| Sick and Safe Leave                                                              | 6.8%             | 23.7%            | 16.9%            | 47.5%                     |
| Family and Medical Leave                                                         | 5.1%             | 11.9%            | 20.3%            | 37.3%                     |
| Parental Involvement Leave                                                       | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| PTO Sharing Programs                                                             | 1.7%             | 1.7%             | 0.0%             | 3.4%                      |
| <b>Flexible Work and Scheduling</b>                                              |                  |                  |                  |                           |
| Working from Home/Telecommuting                                                  | 27.1%            | 22.0%            | 13.6%            | 62.7%                     |
| Flextime                                                                         | 3.4%             | 8.5%             | 13.6%            | 25.4%                     |
| Job Sharing/Part-Time Work                                                       | 0.0%             | 5.1%             | 1.7%             | 6.8%                      |
| Predictable Scheduling                                                           | 3.4%             | 3.4%             | 5.1%             | 11.9%                     |
| Extra Shifts                                                                     | 0.0%             | 1.7%             | 0.0%             | 1.7%                      |
| <b>Health Benefits</b>                                                           |                  |                  |                  |                           |
| Health Insurance                                                                 | 50.8%            | 16.9%            | 5.1%             | 72.9%                     |
| Wellness Benefits                                                                | 0.0%             | 1.7%             | 6.8%             | 8.5%                      |
| Flexible Spending Accounts                                                       | 0.0%             | 1.7%             | 8.5%             | 10.2%                     |
| <b>Child Care</b>                                                                |                  |                  |                  |                           |
| Backup or Emergency Child Care                                                   | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| On-Site or Consortium Sponsored Child Care                                       | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| Subsidized/Reimbursed Child Care                                                 | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| <b>Accommodations and Support</b>                                                |                  |                  |                  |                           |
| Support for Breastfeeding Mothers                                                | 0.0%             | 1.7%             | 1.7%             | 3.4%                      |
| Pregnant Worker Accommodations                                                   | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| Babies at Work                                                                   | 0.0%             | 0.0%             | 0.0%             | 0.0%                      |
| Emergency Fund Programs/Loans                                                    | 0.0%             | 0.0%             | 3.4%             | 3.4%                      |

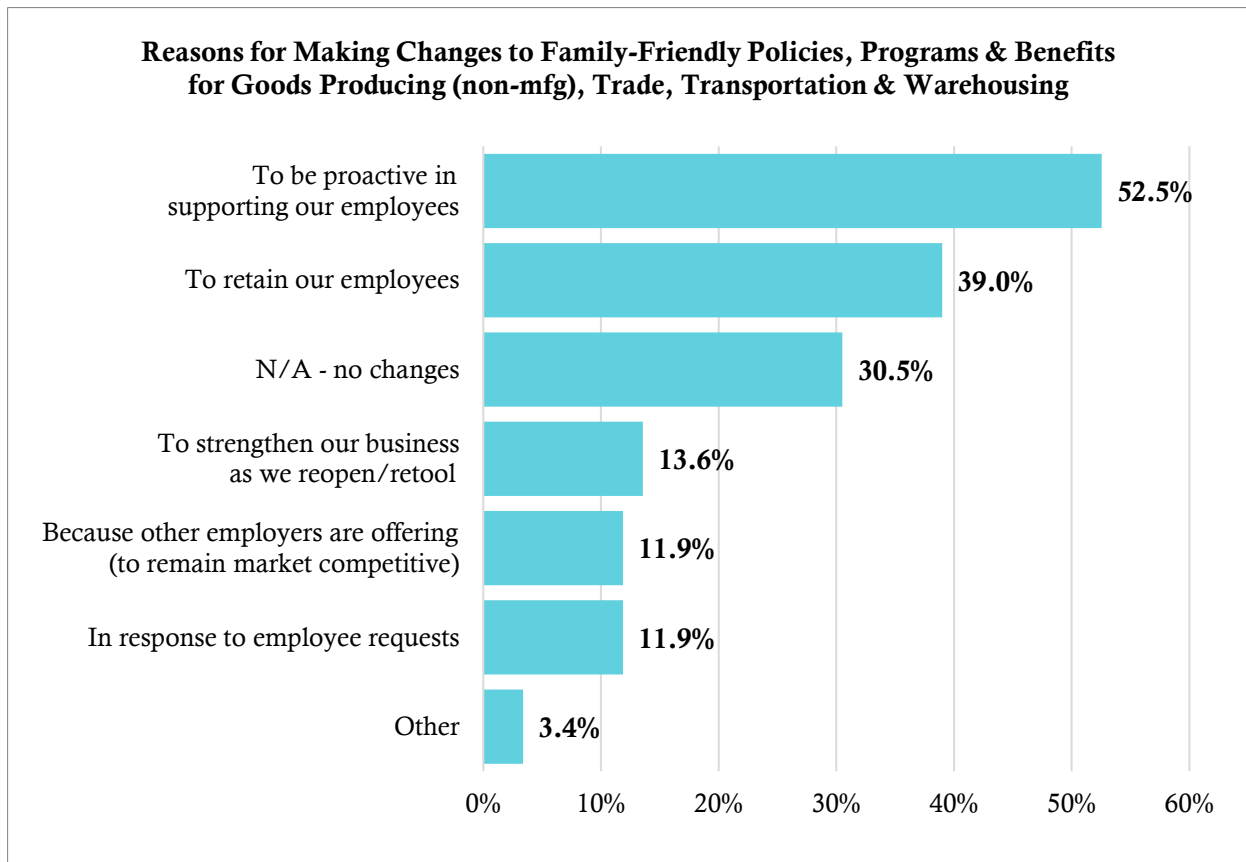
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| <b>Goods Producing (non-mfg), Trade, Transportation &amp; Warehousing (N=59)</b> | <b>Count</b> | <b>% of Total</b> |
|----------------------------------------------------------------------------------|--------------|-------------------|
| To be proactive in supporting our employees                                      | 31           | 52.5%             |
| To strengthen our business as we reopen/retool                                   | 8            | 13.6%             |
| In response to employee requests                                                 | 7            | 11.9%             |
| Because other employers are offering (to remain market competitive)              | 7            | 11.9%             |
| To retain our employees                                                          | 23           | 39.0%             |
| Other                                                                            | 2            | 3.4%              |
| N/A - no changes                                                                 | 18           | 30.5%             |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| Health Services (N=30)                     | Pre-COVID-19 | New in Response to COVID-19 | N/A    |
|--------------------------------------------|--------------|-----------------------------|--------|
| <b>Paid Leave</b>                          |              |                             |        |
| Parental Leave                             | 36.7%        | 3.3%                        | 60.0%  |
| Sick and Safe Leave                        | 46.7%        | 10.0%                       | 43.3%  |
| Family and Medical Leave                   | 80.0%        | 3.3%                        | 16.7%  |
| Parental Involvement Leave                 | 43.3%        | 0.0%                        | 56.7%  |
| PTO Sharing Programs                       | 43.3%        | 0.0%                        | 56.7%  |
| <b>Flexible Work and Scheduling</b>        |              |                             |        |
| Working from Home/Telecommuting            | 23.3%        | 53.3%                       | 23.3%  |
| Flextime                                   | 26.7%        | 26.7%                       | 46.7%  |
| Job Sharing/Part-Time Work                 | 26.7%        | 26.7%                       | 46.7%  |
| Predictable Scheduling                     | 53.3%        | 6.7%                        | 40.0%  |
| Extra Shifts                               | 20.0%        | 16.7%                       | 63.3%  |
| <b>Health Benefits</b>                     |              |                             |        |
| Health Insurance                           | 100.0%       | 0.0%                        | 0.0%   |
| Wellness Benefits                          | 76.7%        | 0.0%                        | 23.3%  |
| Flexible Spending Accounts                 | 70.0%        | 0.0%                        | 30.0%  |
| <b>Child Care</b>                          |              |                             |        |
| Backup or Emergency Child Care             | 3.3%         | 3.3%                        | 93.3%  |
| On-Site or Consortium Sponsored Child Care | 0.0%         | 0.0%                        | 100.0% |
| Subsidized/Reimbursed Child Care           | 0.0%         | 0.0%                        | 100.0% |
| <b>Accommodations and Support</b>          |              |                             |        |
| Support for Breastfeeding Mothers          | 70.0%        | 0.0%                        | 30.0%  |
| Pregnant Worker Accommodations             | 70.0%        | 0.0%                        | 30.0%  |
| Babies at Work                             | 3.3%         | 0.0%                        | 96.7%  |
| Emergency Fund Programs/Loans              | 26.7%        | 3.3%                        | 70.0%  |

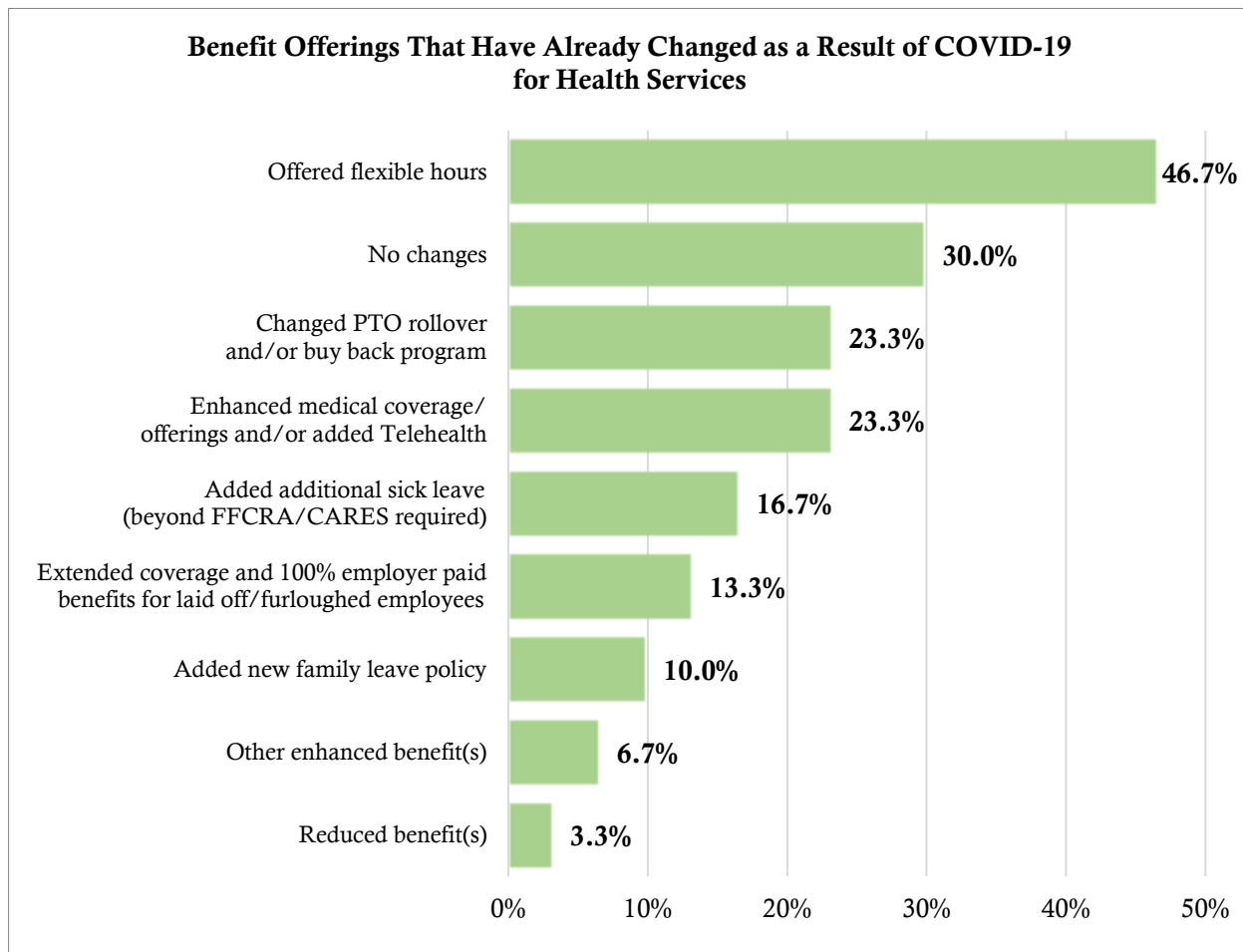
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| Health Services (N=30)                                                              | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 3     | 10.0%      |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 5     | 16.7%      |
| Offered flexible hours                                                              | 14    | 46.7%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 7     | 23.3%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 4     | 13.3%      |
| Changed PTO rollover and/or buy back program                                        | 7     | 23.3%      |
| Other enhanced benefit(s)                                                           | 2     | 6.7%       |
| Reduced benefit(s)                                                                  | 1     | 3.3%       |
| No changes                                                                          | 9     | 30.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

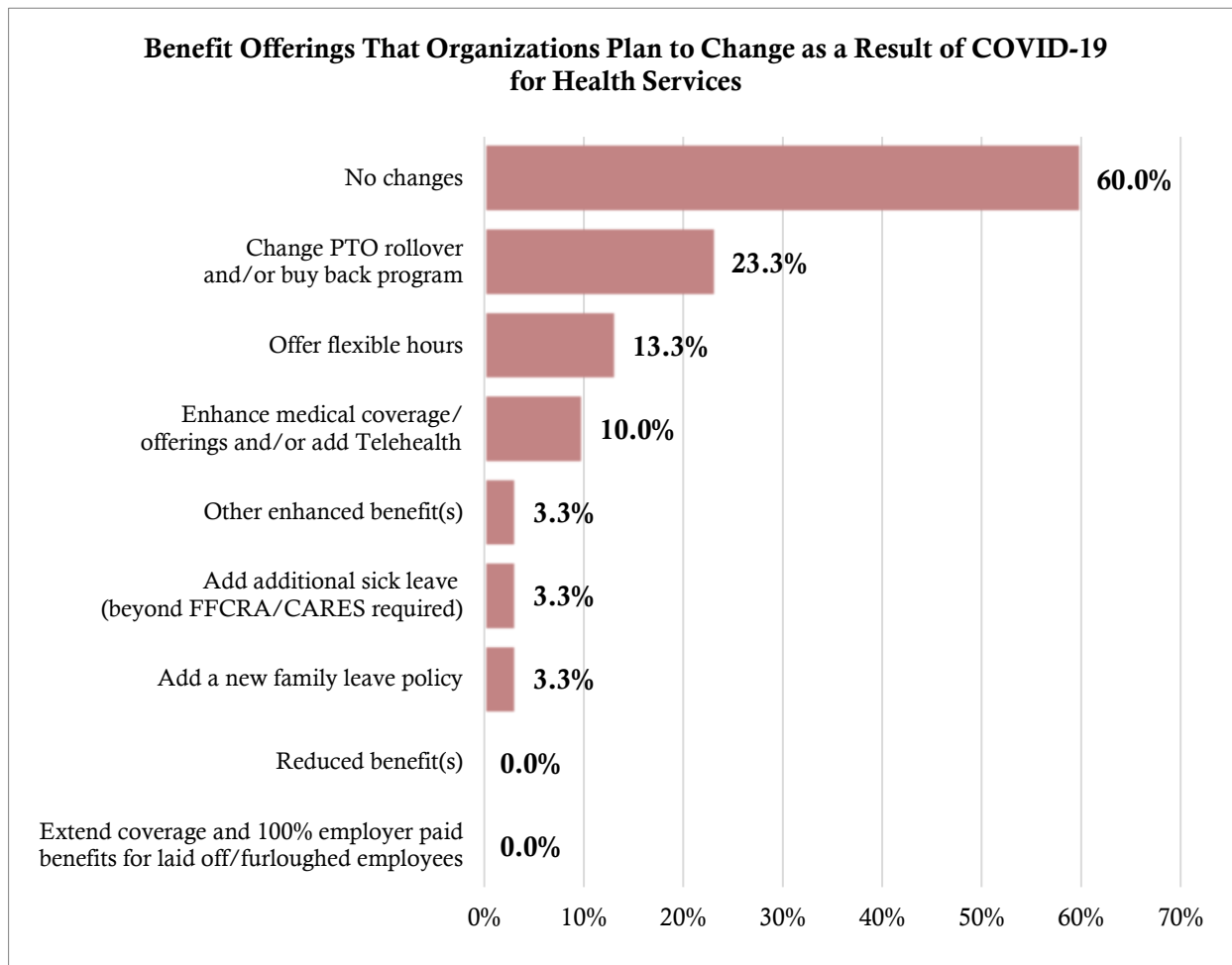


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| Health Services (N=30)                                                            | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 1     | 3.3%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 1     | 3.3%       |
| Offer flexible hours                                                              | 4     | 13.3%      |
| Enhance medical coverage/offerings and/or add Telehealth                          | 3     | 10.0%      |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 0     | 0.0%       |
| Change PTO rollover and/or buy back program                                       | 7     | 23.3%      |
| Other enhanced benefit(s)                                                         | 1     | 3.3%       |
| Reduced benefit(s)                                                                | 0     | 0.0%       |
| No changes                                                                        | 18    | 60.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| Health Services (N=30)                     | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 0.0%      | 10.0%     | 0.0%      | 10.0%              |
| Sick and Safe Leave                        | 10.0%     | 16.7%     | 6.7%      | 33.3%              |
| Family and Medical Leave                   | 3.3%      | 16.7%     | 36.7%     | 56.7%              |
| Parental Involvement Leave                 | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| PTO Sharing Programs                       | 0.0%      | 0.0%      | 3.3%      | 3.3%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 36.7%     | 13.3%     | 6.7%      | 56.7%              |
| Flextime                                   | 3.3%      | 6.7%      | 0.0%      | 10.0%              |
| Job Sharing/Part-Time Work                 | 0.0%      | 3.3%      | 6.7%      | 10.0%              |
| Predictable Scheduling                     | 0.0%      | 3.3%      | 6.7%      | 10.0%              |
| Extra Shifts                               | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 40.0%     | 16.7%     | 26.7%     | 83.3%              |
| Wellness Benefits                          | 0.0%      | 6.7%      | 3.3%      | 10.0%              |
| Flexible Spending Accounts                 | 0.0%      | 3.3%      | 3.3%      | 6.7%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Pregnant Worker Accommodations             | 0.0%      | 3.3%      | 0.0%      | 3.3%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 6.7%      | 0.0%      | 0.0%      | 6.7%               |

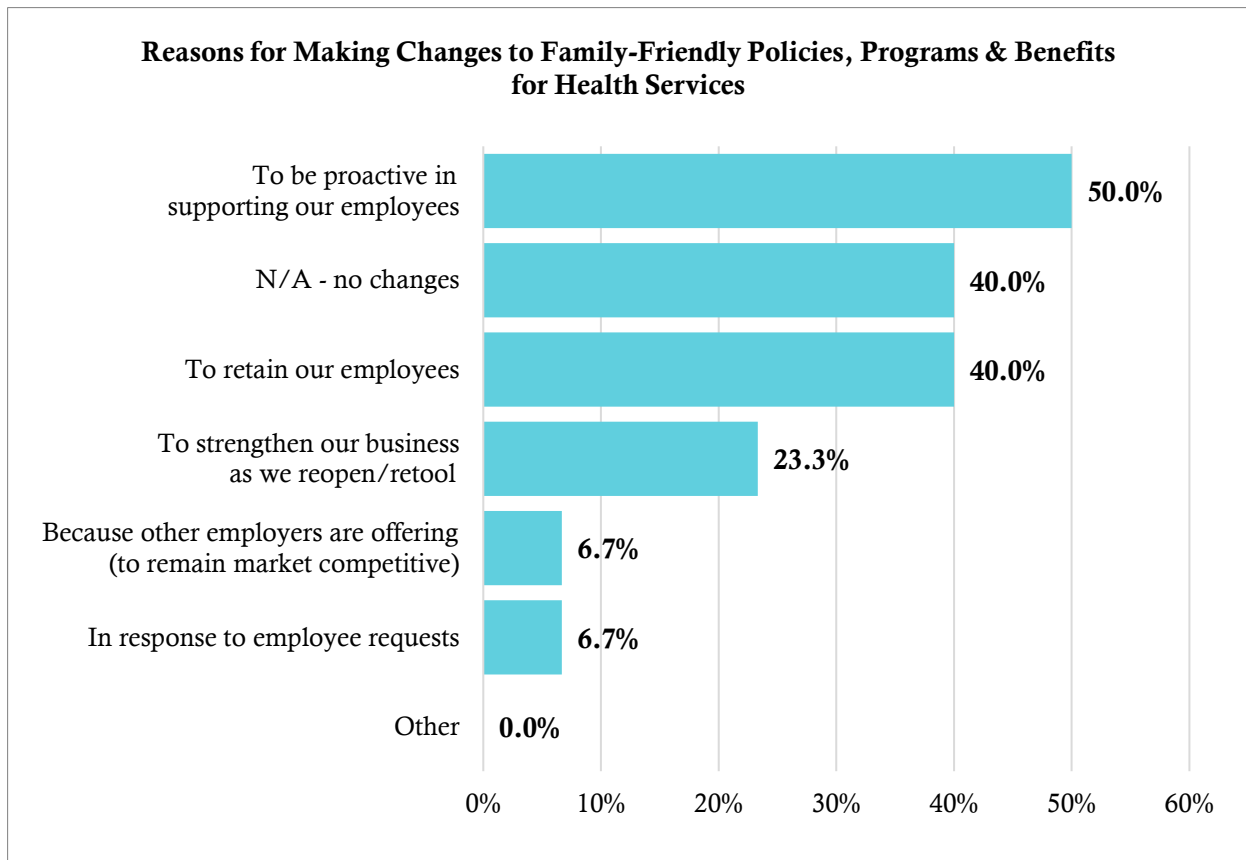
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| Health Services (N=30)                                              | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 15    | 50.0%      |
| To strengthen our business as we reopen/retool                      | 7     | 23.3%      |
| In response to employee requests                                    | 2     | 6.7%       |
| Because other employers are offering (to remain market competitive) | 2     | 6.7%       |
| To retain our employees                                             | 12    | 40.0%      |
| Other                                                               | 0     | 0.0%       |
| N/A - no changes                                                    | 12    | 40.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| Information & Financial Activities (N=32)  | Pre-COVID-19 | New in Response to COVID-19 | N/A    |
|--------------------------------------------|--------------|-----------------------------|--------|
| <b>Paid Leave</b>                          |              |                             |        |
| Parental Leave                             | 59.4%        | 0.0%                        | 40.6%  |
| Sick and Safe Leave                        | 59.4%        | 15.6%                       | 25.0%  |
| Family and Medical Leave                   | 81.3%        | 3.1%                        | 15.6%  |
| Parental Involvement Leave                 | 46.9%        | 3.1%                        | 50.0%  |
| PTO Sharing Programs                       | 9.4%         | 0.0%                        | 90.6%  |
| <b>Flexible Work and Scheduling</b>        |              |                             |        |
| Working from Home/Telecommuting            | 53.1%        | 43.8%                       | 3.1%   |
| Flextime                                   | 40.6%        | 21.9%                       | 37.5%  |
| Job Sharing/Part-Time Work                 | 6.3%         | 6.3%                        | 87.5%  |
| Predictable Scheduling                     | 50.0%        | 0.0%                        | 50.0%  |
| Extra Shifts                               | 3.1%         | 0.0%                        | 96.9%  |
| <b>Health Benefits</b>                     |              |                             |        |
| Health Insurance                           | 100.0%       | 0.0%                        | 0.0%   |
| Wellness Benefits                          | 75.0%        | 0.0%                        | 25.0%  |
| Flexible Spending Accounts                 | 71.9%        | 0.0%                        | 28.1%  |
| <b>Child Care</b>                          |              |                             |        |
| Backup or Emergency Child Care             | 0.0%         | 0.0%                        | 100.0% |
| On-Site or Consortium Sponsored Child Care | 0.0%         | 0.0%                        | 100.0% |
| Subsidized/Reimbursed Child Care           | 0.0%         | 0.0%                        | 100.0% |
| <b>Accommodations and Support</b>          |              |                             |        |
| Support for Breastfeeding Mothers          | 75.0%        | 0.0%                        | 25.0%  |
| Pregnant Worker Accommodations             | 71.9%        | 0.0%                        | 28.1%  |
| Babies at Work                             | 0.0%         | 0.0%                        | 100.0% |
| Emergency Fund Programs/Loans              | 15.6%        | 6.3%                        | 78.1%  |

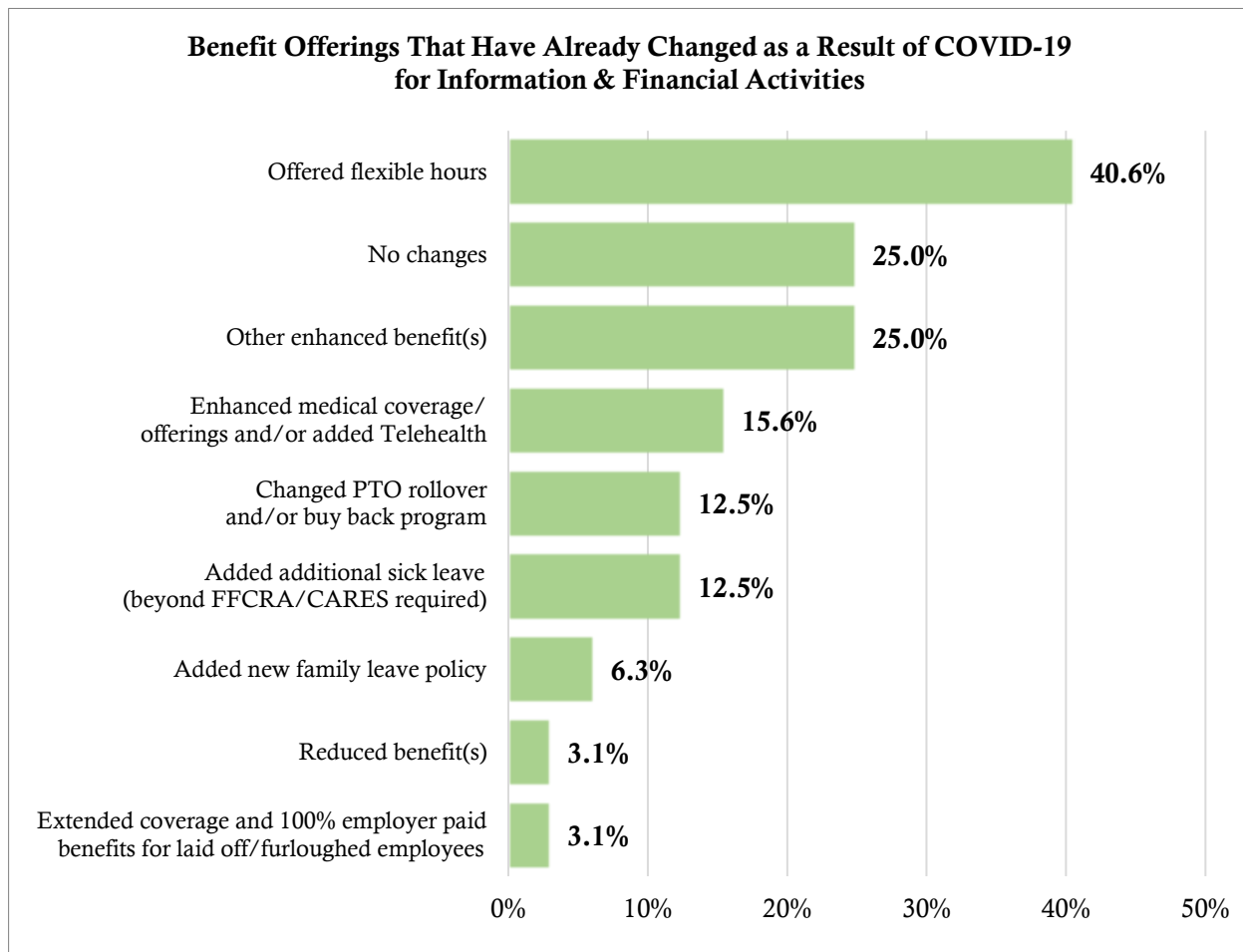
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| Information & Financial Activities (N=32)                                           | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 2     | 6.3%       |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 4     | 12.5%      |
| Offered flexible hours                                                              | 13    | 40.6%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 5     | 15.6%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 1     | 3.1%       |
| Changed PTO rollover and/or buy back program                                        | 4     | 12.5%      |
| Other enhanced benefit(s)                                                           | 8     | 25.0%      |
| Reduced benefit(s)                                                                  | 1     | 3.1%       |
| No changes                                                                          | 8     | 25.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

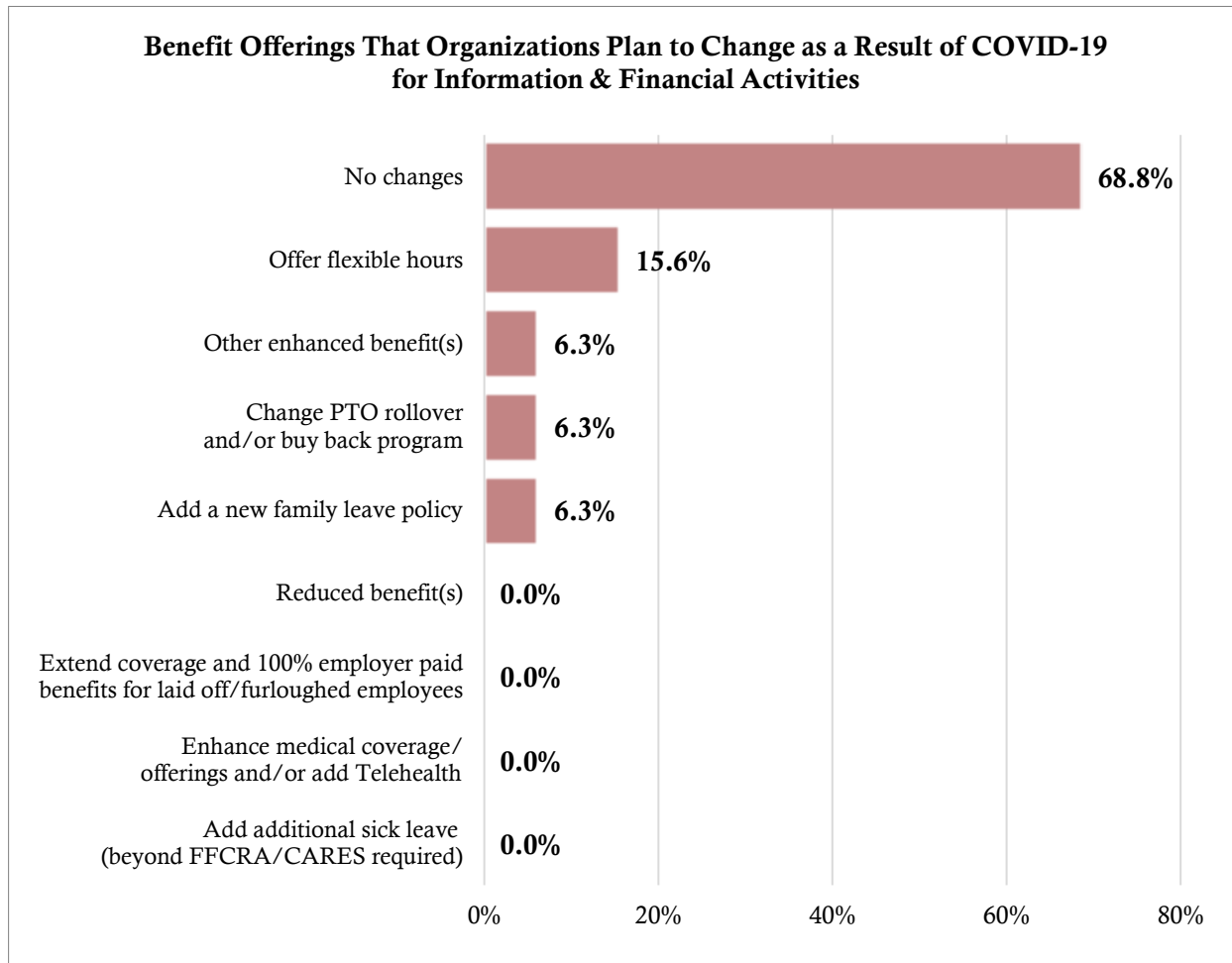


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| Information & Financial Activities (N=32)                                         | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 2     | 6.3%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 0     | 0.0%       |
| Offer flexible hours                                                              | 5     | 15.6%      |
| Enhance medical coverage/offerings and/or add Telehealth                          | 0     | 0.0%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 0     | 0.0%       |
| Change PTO rollover and/or buy back program                                       | 2     | 6.3%       |
| Other enhanced benefit(s)                                                         | 2     | 6.3%       |
| Reduced benefit(s)                                                                | 0     | 0.0%       |
| No changes                                                                        | 22    | 68.8%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| Information & Financial Activities (N=32)  | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 3.1%      | 3.1%      | 9.4%      | 15.6%              |
| Sick and Safe Leave                        | 3.1%      | 9.4%      | 15.6%     | 28.1%              |
| Family and Medical Leave                   | 6.3%      | 12.5%     | 21.9%     | 40.6%              |
| Parental Involvement Leave                 | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| PTO Sharing Programs                       | 0.0%      | 0.0%      | 3.1%      | 3.1%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 46.9%     | 21.9%     | 9.4%      | 78.1%              |
| Flextime                                   | 3.1%      | 25.0%     | 9.4%      | 37.5%              |
| Job Sharing/Part-Time Work                 | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Predictable Scheduling                     | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Extra Shifts                               | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 37.5%     | 28.1%     | 15.6%     | 81.3%              |
| Wellness Benefits                          | 0.0%      | 0.0%      | 9.4%      | 9.4%               |
| Flexible Spending Accounts                 | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 0.0%      | 3.1%      | 3.1%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 0.0%      | 3.1%      | 3.1%               |
| Pregnant Worker Accommodations             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 0.0%      | 0.0%      | 0.0%      | 0.0%               |

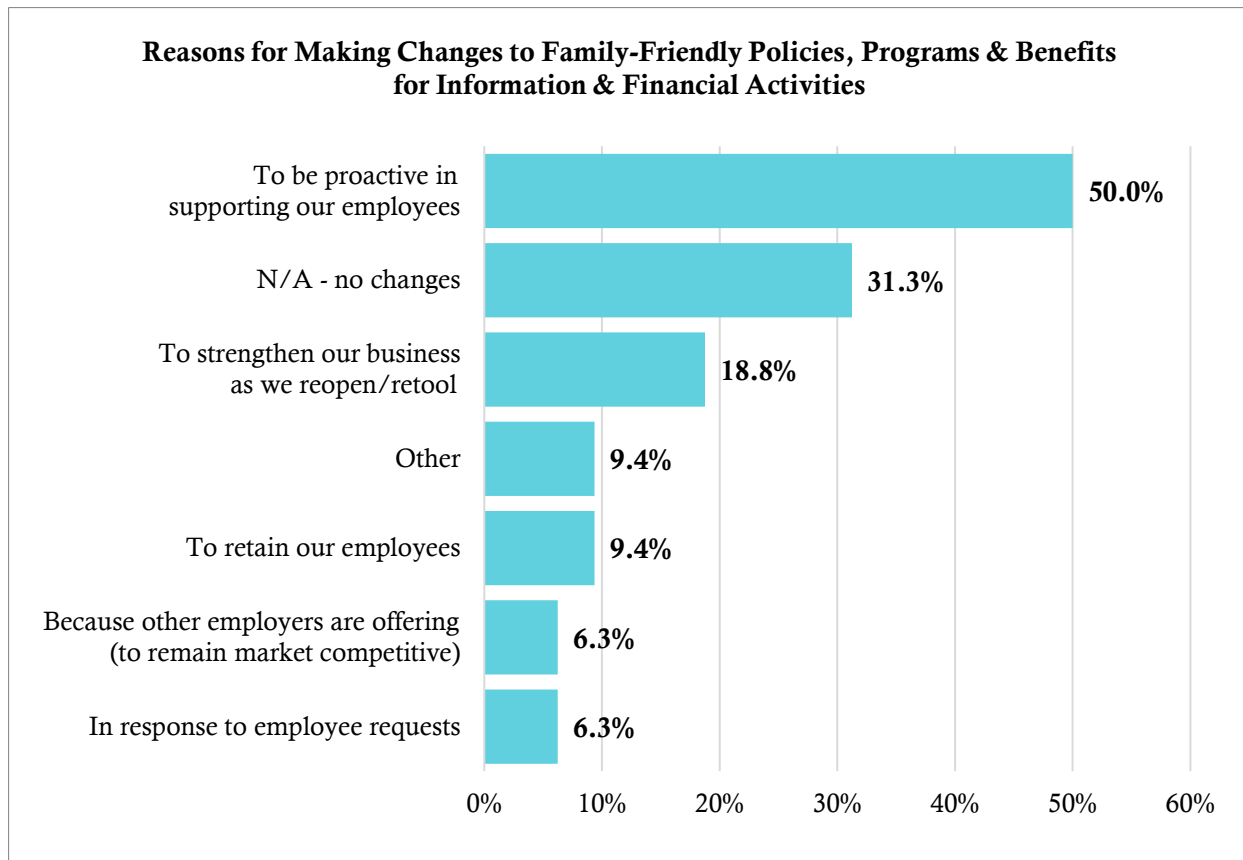
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| Information & Financial Activities (N=32)                           | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 16    | 50.0%      |
| To strengthen our business as we reopen/retool                      | 6     | 18.8%      |
| In response to employee requests                                    | 2     | 6.3%       |
| Because other employers are offering (to remain market competitive) | 2     | 6.3%       |
| To retain our employees                                             | 3     | 9.4%       |
| Other                                                               | 3     | 9.4%       |
| N/A - no changes                                                    | 10    | 31.3%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| Leisure, Hospitality & Other Services (N=20) | Pre-COVID-19 | New in Response to COVID-19 | N/A    |
|----------------------------------------------|--------------|-----------------------------|--------|
| <b>Paid Leave</b>                            |              |                             |        |
| Parental Leave                               | 55.0%        | 5.0%                        | 40.0%  |
| Sick and Safe Leave                          | 60.0%        | 15.0%                       | 25.0%  |
| Family and Medical Leave                     | 50.0%        | 5.0%                        | 45.0%  |
| Parental Involvement Leave                   | 35.0%        | 5.0%                        | 60.0%  |
| PTO Sharing Programs                         | 25.0%        | 0.0%                        | 75.0%  |
| <b>Flexible Work and Scheduling</b>          |              |                             |        |
| Working from Home/Telecommuting              | 20.0%        | 70.0%                       | 10.0%  |
| Flextime                                     | 55.0%        | 10.0%                       | 35.0%  |
| Job Sharing/Part-Time Work                   | 50.0%        | 10.0%                       | 40.0%  |
| Predictable Scheduling                       | 45.0%        | 0.0%                        | 55.0%  |
| Extra Shifts                                 | 20.0%        | 5.0%                        | 75.0%  |
| <b>Health Benefits</b>                       |              |                             |        |
| Health Insurance                             | 95.0%        | 0.0%                        | 5.0%   |
| Wellness Benefits                            | 60.0%        | 0.0%                        | 40.0%  |
| Flexible Spending Accounts                   | 75.0%        | 0.0%                        | 25.0%  |
| <b>Child Care</b>                            |              |                             |        |
| Backup or Emergency Child Care               | 0.0%         | 5.0%                        | 95.0%  |
| On-Site or Consortium Sponsored Child Care   | 0.0%         | 0.0%                        | 100.0% |
| Subsidized/Reimbursed Child Care             | 20.0%        | 0.0%                        | 80.0%  |
| <b>Accommodations and Support</b>            |              |                             |        |
| Support for Breastfeeding Mothers            | 50.0%        | 0.0%                        | 50.0%  |
| Pregnant Worker Accommodations               | 50.0%        | 0.0%                        | 50.0%  |
| Babies at Work                               | 0.0%         | 0.0%                        | 100.0% |
| Emergency Fund Programs/Loans                | 15.0%        | 0.0%                        | 85.0%  |

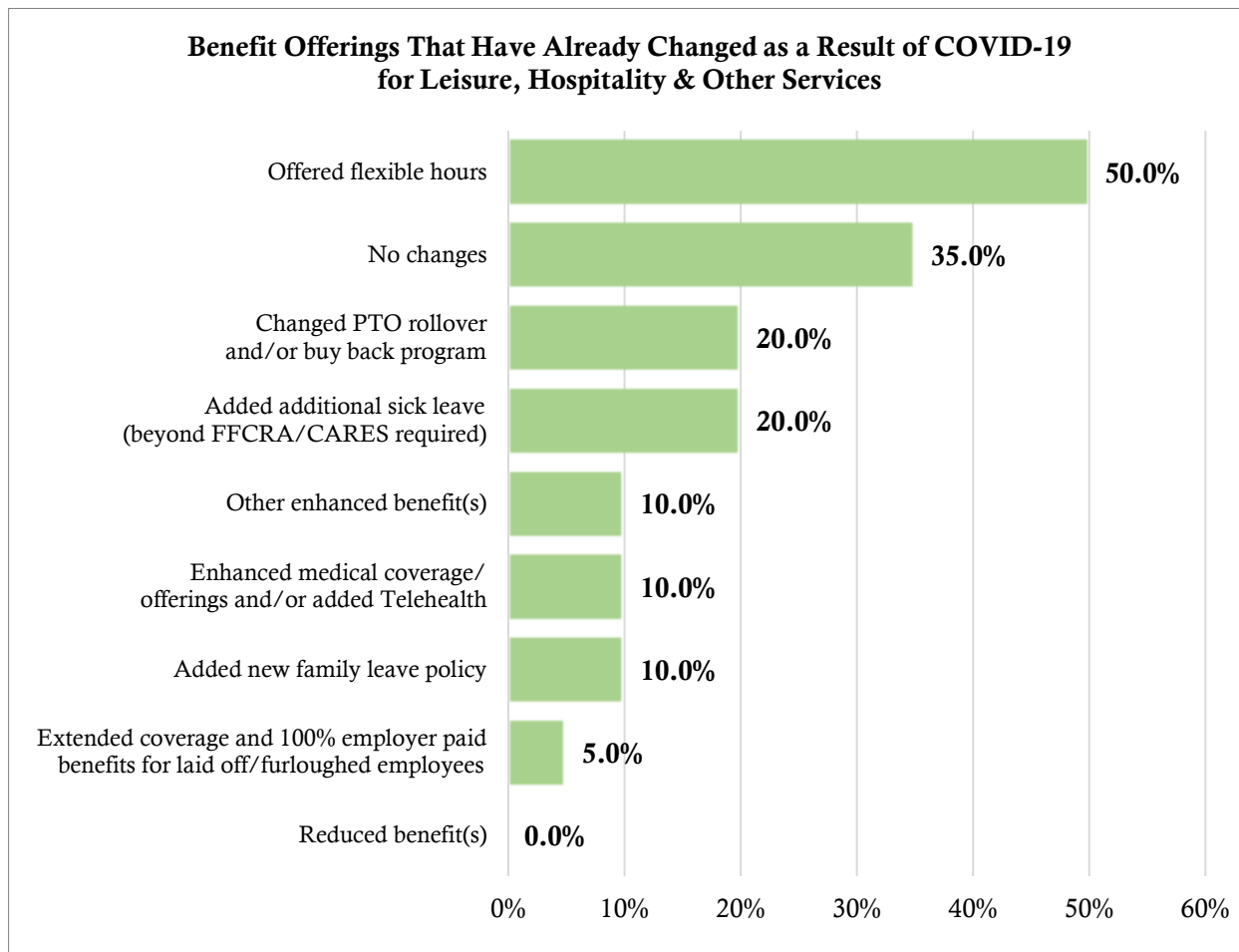
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| Leisure, Hospitality & Other Services (N=20)                                        | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 2     | 10.0%      |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 4     | 20.0%      |
| Offered flexible hours                                                              | 10    | 50.0%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 2     | 10.0%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 1     | 5.0%       |
| Changed PTO rollover and/or buy back program                                        | 4     | 20.0%      |
| Other enhanced benefit(s)                                                           | 2     | 10.0%      |
| Reduced benefit(s)                                                                  | 0     | 0.0%       |
| No changes                                                                          | 7     | 35.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

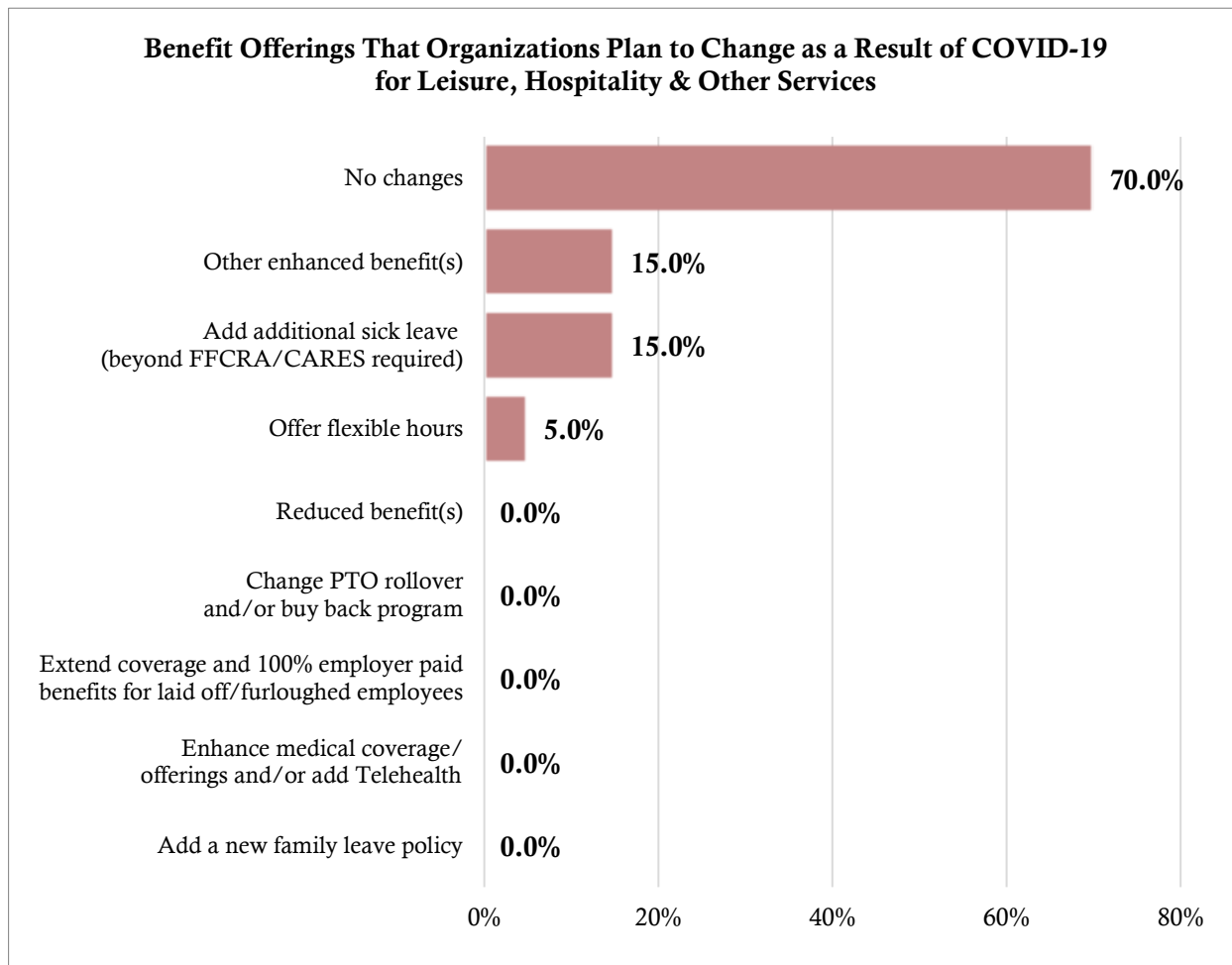


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| Leisure, Hospitality & Other Services (N=20)                                      | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 0     | 0.0%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 3     | 15.0%      |
| Offer flexible hours                                                              | 1     | 5.0%       |
| Enhance medical coverage/offerings and/or add Telehealth                          | 0     | 0.0%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 0     | 0.0%       |
| Change PTO rollover and/or buy back program                                       | 0     | 0.0%       |
| Other enhanced benefit(s)                                                         | 3     | 15.0%      |
| Reduced benefit(s)                                                                | 0     | 0.0%       |
| No changes                                                                        | 14    | 70.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| Leisure, Hospitality & Other Services (N=20) | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|----------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                            |           |           |           |                    |
| Parental Leave                               | 5.0%      | 0.0%      | 5.0%      | 10.0%              |
| Sick and Safe Leave                          | 0.0%      | 35.0%     | 10.0%     | 45.0%              |
| Family and Medical Leave                     | 0.0%      | 10.0%     | 10.0%     | 20.0%              |
| Parental Involvement Leave                   | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| PTO Sharing Programs                         | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Flexible Work and Scheduling</b>          |           |           |           |                    |
| Working from Home/Telecommuting              | 20.0%     | 20.0%     | 25.0%     | 65.0%              |
| Flextime                                     | 0.0%      | 10.0%     | 5.0%      | 15.0%              |
| Job Sharing/Part-Time Work                   | 5.0%      | 0.0%      | 10.0%     | 15.0%              |
| Predictable Scheduling                       | 0.0%      | 10.0%     | 0.0%      | 10.0%              |
| Extra Shifts                                 | 0.0%      | 0.0%      | 5.0%      | 5.0%               |
| <b>Health Benefits</b>                       |           |           |           |                    |
| Health Insurance                             | 70.0%     | 5.0%      | 20.0%     | 95.0%              |
| Wellness Benefits                            | 0.0%      | 5.0%      | 5.0%      | 10.0%              |
| Flexible Spending Accounts                   | 0.0%      | 0.0%      | 5.0%      | 5.0%               |
| <b>Child Care</b>                            |           |           |           |                    |
| Backup or Emergency Child Care               | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| On-Site or Consortium Sponsored Child Care   | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Subsidized/Reimbursed Child Care             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Accommodations and Support</b>            |           |           |           |                    |
| Support for Breastfeeding Mothers            | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Pregnant Worker Accommodations               | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Babies at Work                               | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans                | 0.0%      | 5.0%      | 0.0%      | 5.0%               |

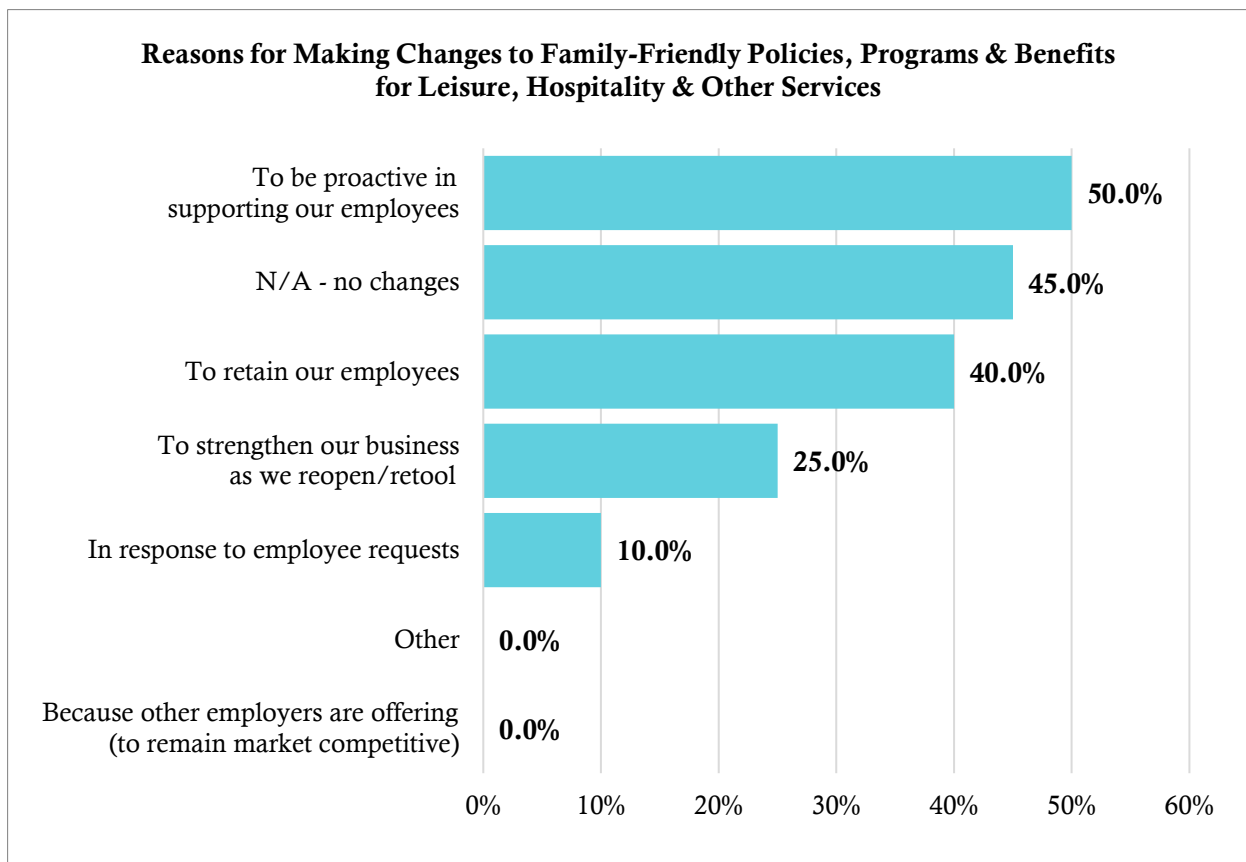
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| Leisure, Hospitality & Other Services (N=20)                        | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 10    | 50.0%      |
| To strengthen our business as we reopen/retool                      | 5     | 25.0%      |
| In response to employee requests                                    | 2     | 10.0%      |
| Because other employers are offering (to remain market competitive) | 0     | 0.0%       |
| To retain our employees                                             | 8     | 40.0%      |
| Other                                                               | 0     | 0.0%       |
| N/A - no changes                                                    | 9     | 45.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| Non-Durable Goods Manufacturing<br>(including BioPharma) (N=45) | Pre-COVID-19 | New in Response<br>to COVID-19 | N/A   |
|-----------------------------------------------------------------|--------------|--------------------------------|-------|
| <b>Paid Leave</b>                                               |              |                                |       |
| Parental Leave                                                  | 62.2%        | 4.4%                           | 33.3% |
| Sick and Safe Leave                                             | 51.1%        | 22.2%                          | 26.7% |
| Family and Medical Leave                                        | 86.7%        | 2.2%                           | 11.1% |
| Parental Involvement Leave                                      | 42.2%        | 8.9%                           | 48.9% |
| PTO Sharing Programs                                            | 11.1%        | 2.2%                           | 86.7% |
| <b>Flexible Work and Scheduling</b>                             |              |                                |       |
| Working from Home/Telecommuting                                 | 37.8%        | 55.6%                          | 6.7%  |
| Flextime                                                        | 51.1%        | 17.8%                          | 31.1% |
| Job Sharing/Part-Time Work                                      | 8.9%         | 4.4%                           | 86.7% |
| Predictable Scheduling                                          | 22.2%        | 4.4%                           | 73.3% |
| Extra Shifts                                                    | 24.4%        | 8.9%                           | 66.7% |
| <b>Health Benefits</b>                                          |              |                                |       |
| Health Insurance                                                | 97.8%        | 0.0%                           | 2.2%  |
| Wellness Benefits                                               | 82.2%        | 0.0%                           | 17.8% |
| Flexible Spending Accounts                                      | 84.4%        | 0.0%                           | 15.6% |
| <b>Child Care</b>                                               |              |                                |       |
| Backup or Emergency Child Care                                  | 2.2%         | 6.7%                           | 91.1% |
| On-Site or Consortium Sponsored Child Care                      | 2.2%         | 0.0%                           | 97.8% |
| Subsidized/Reimbursed Child Care                                | 13.3%        | 2.2%                           | 84.4% |
| <b>Accommodations and Support</b>                               |              |                                |       |
| Support for Breastfeeding Mothers                               | 73.3%        | 2.2%                           | 24.4% |
| Pregnant Worker Accommodations                                  | 62.2%        | 4.4%                           | 33.3% |
| Babies at Work                                                  | 2.2%         | 0.0%                           | 97.8% |
| Emergency Fund Programs/Loans                                   | 11.1%        | 4.4%                           | 84.4% |

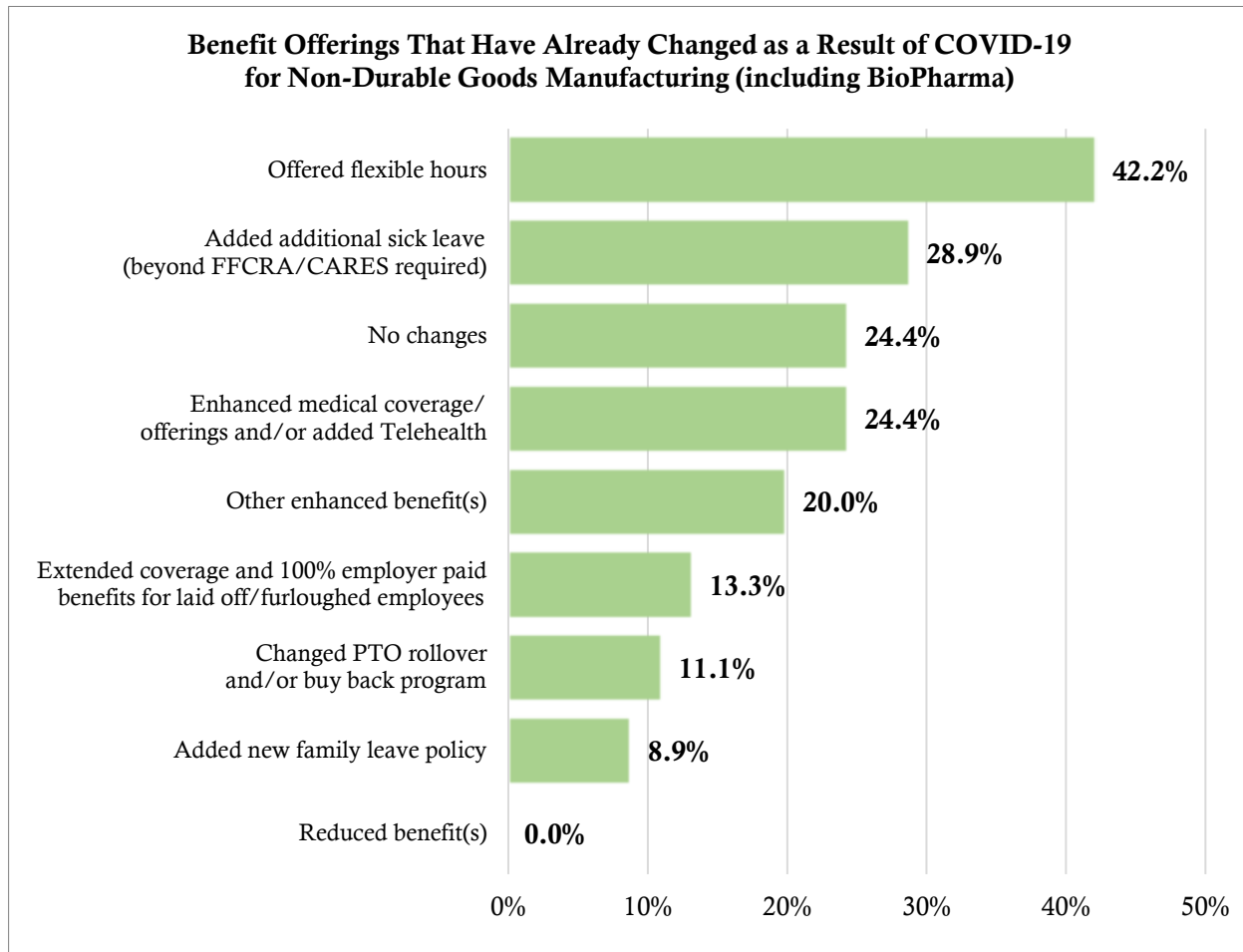
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| Non-Durable Goods Manufacturing (including BioPharma) (N=45)                        | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 4     | 8.9%       |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 13    | 28.9%      |
| Offered flexible hours                                                              | 19    | 42.2%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 11    | 24.4%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 6     | 13.3%      |
| Changed PTO rollover and/or buy back program                                        | 5     | 11.1%      |
| Other enhanced benefit(s)                                                           | 9     | 20.0%      |
| Reduced benefit(s)                                                                  | 0     | 0.0%       |
| No changes                                                                          | 11    | 24.4%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

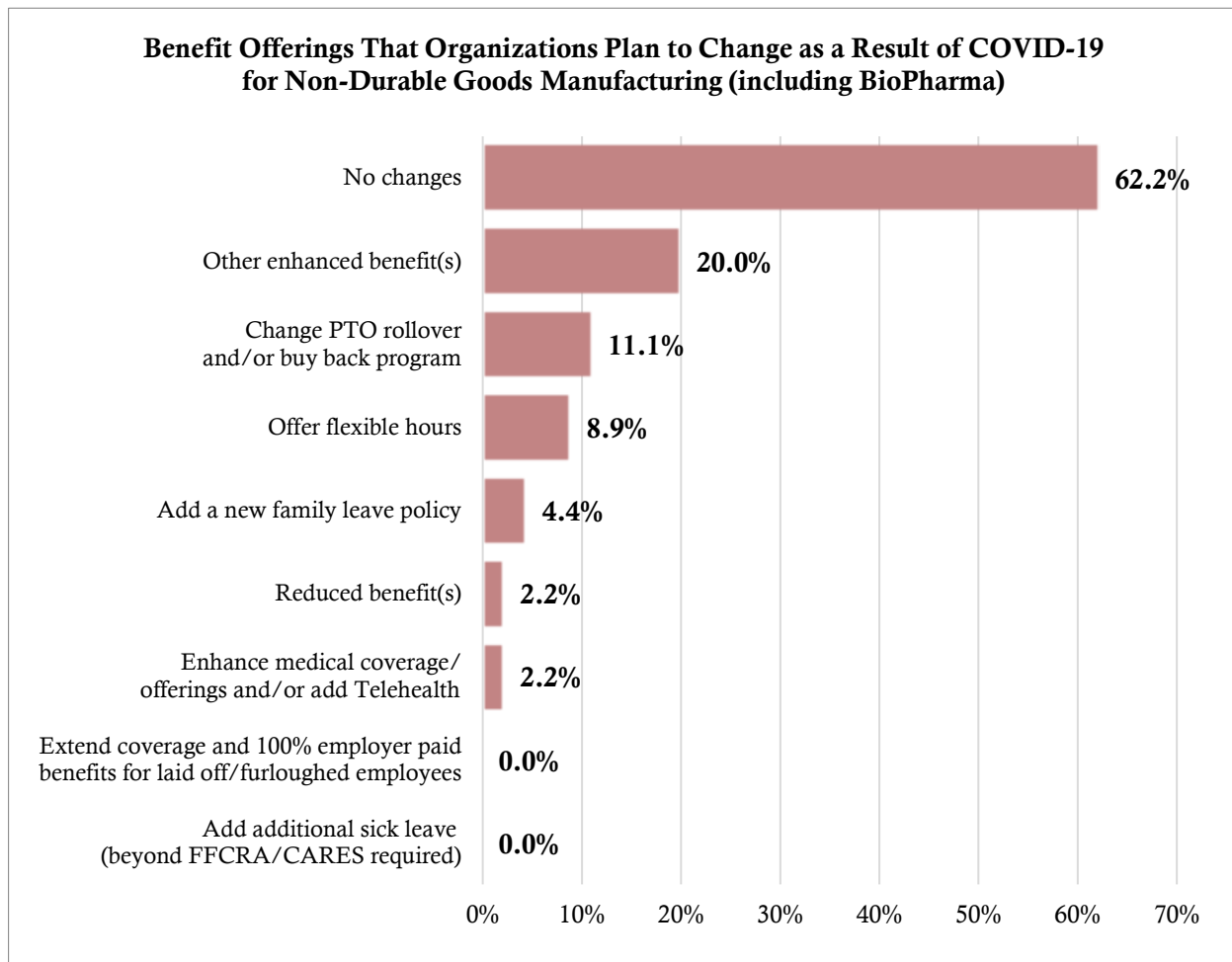


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| Non-Durable Goods Manufacturing (including BioPharma) (N=45)                      | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 2     | 4.4%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 0     | 0.0%       |
| Offer flexible hours                                                              | 4     | 8.9%       |
| Enhance medical coverage/offerings and/or add Telehealth                          | 1     | 2.2%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 0     | 0.0%       |
| Change PTO rollover and/or buy back program                                       | 5     | 11.1%      |
| Other enhanced benefit(s)                                                         | 9     | 20.0%      |
| Reduced benefit(s)                                                                | 1     | 2.2%       |
| No changes                                                                        | 28    | 62.2%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| <b>Non-Durable Goods Manufacturing<br/>(including BioPharma) (N=45)</b> | <b>Ranked<br/>#1</b> | <b>Ranked<br/>#2</b> | <b>Ranked<br/>#3</b> | <b>Overall<br/>Importance</b> |
|-------------------------------------------------------------------------|----------------------|----------------------|----------------------|-------------------------------|
| <b>Paid Leave</b>                                                       |                      |                      |                      |                               |
| Parental Leave                                                          | 2.2%                 | 6.7%                 | 15.6%                | 24.4%                         |
| Sick and Safe Leave                                                     | 6.7%                 | 15.6%                | 8.9%                 | 31.1%                         |
| Family and Medical Leave                                                | 4.4%                 | 6.7%                 | 15.6%                | 26.7%                         |
| Parental Involvement Leave                                              | 0.0%                 | 2.2%                 | 2.2%                 | 4.4%                          |
| PTO Sharing Programs                                                    | 0.0%                 | 0.0%                 | 0.0%                 | 0.0%                          |
| <b>Flexible Work and Scheduling</b>                                     |                      |                      |                      |                               |
| Working from Home/Telecommuting                                         | 26.7%                | 22.2%                | 8.9%                 | 57.8%                         |
| Flextime                                                                | 6.7%                 | 13.3%                | 8.9%                 | 28.9%                         |
| Job Sharing/Part-Time Work                                              | 0.0%                 | 0.0%                 | 0.0%                 | 0.0%                          |
| Predictable Scheduling                                                  | 0.0%                 | 4.4%                 | 2.2%                 | 6.7%                          |
| Extra Shifts                                                            | 0.0%                 | 2.2%                 | 4.4%                 | 6.7%                          |
| <b>Health Benefits</b>                                                  |                      |                      |                      |                               |
| Health Insurance                                                        | 53.3%                | 15.6%                | 8.9%                 | 77.8%                         |
| Wellness Benefits                                                       | 0.0%                 | 8.9%                 | 11.1%                | 20.0%                         |
| Flexible Spending Accounts                                              | 0.0%                 | 2.2%                 | 8.9%                 | 11.1%                         |
| <b>Child Care</b>                                                       |                      |                      |                      |                               |
| Backup or Emergency Child Care                                          | 0.0%                 | 0.0%                 | 0.0%                 | 0.0%                          |
| On-Site or Consortium Sponsored Child Care                              | 0.0%                 | 0.0%                 | 0.0%                 | 0.0%                          |
| Subsidized/Reimbursed Child Care                                        | 0.0%                 | 0.0%                 | 0.0%                 | 0.0%                          |
| <b>Accommodations and Support</b>                                       |                      |                      |                      |                               |
| Support for Breastfeeding Mothers                                       | 0.0%                 | 0.0%                 | 0.0%                 | 0.0%                          |
| Pregnant Worker Accommodations                                          | 0.0%                 | 0.0%                 | 0.0%                 | 0.0%                          |
| Babies at Work                                                          | 0.0%                 | 0.0%                 | 0.0%                 | 0.0%                          |
| Emergency Fund Programs/Loans                                           | 0.0%                 | 0.0%                 | 4.4%                 | 4.4%                          |

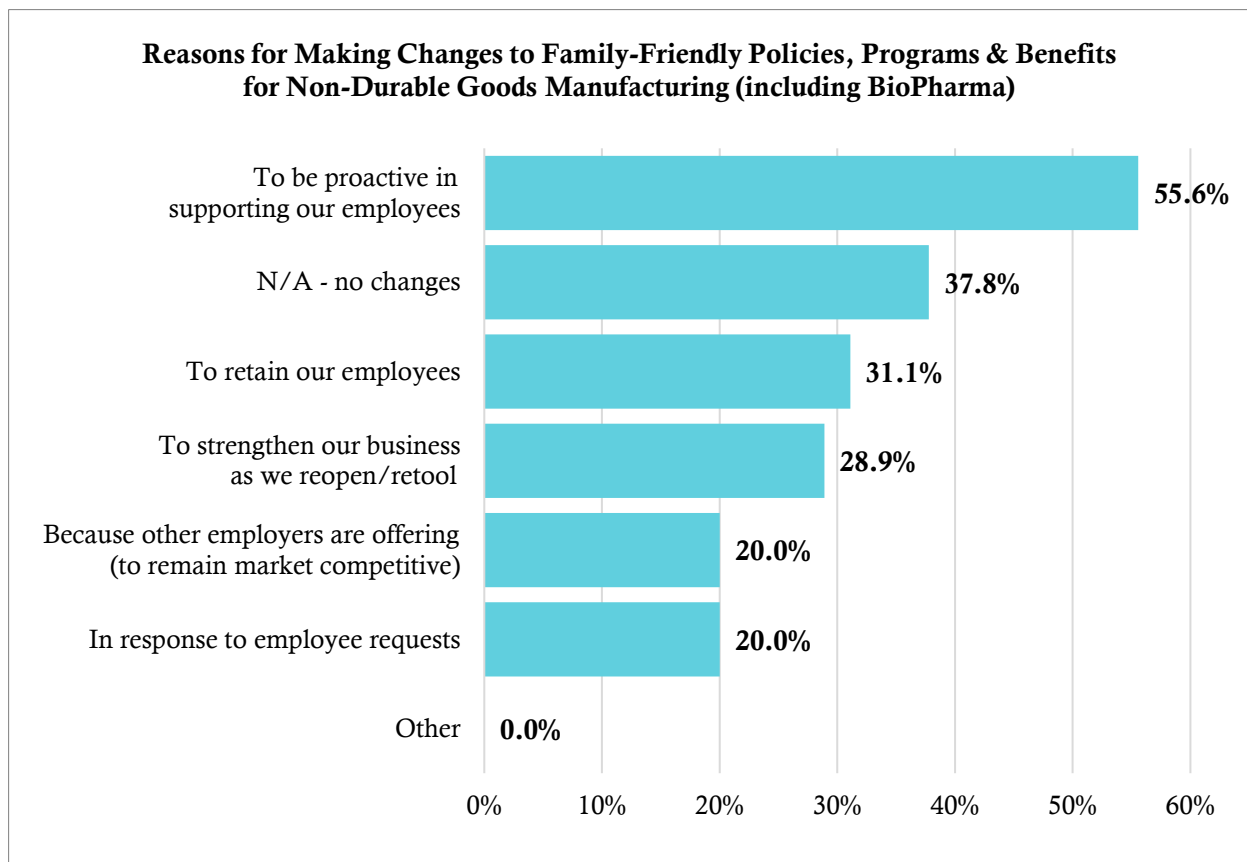
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| Non-Durable Goods Manufacturing (including BioPharma) (N=45)        | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 25    | 55.6%      |
| To strengthen our business as we reopen/retool                      | 13    | 28.9%      |
| In response to employee requests                                    | 9     | 20.0%      |
| Because other employers are offering (to remain market competitive) | 9     | 20.0%      |
| To retain our employees                                             | 14    | 31.1%      |
| Other                                                               | 0     | 0.0%       |
| N/A - no changes                                                    | 17    | 37.8%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| Professional / Business Services (N=66)    | Pre-COVID-19 | New in Response to COVID-19 | N/A    |
|--------------------------------------------|--------------|-----------------------------|--------|
| <b>Paid Leave</b>                          |              |                             |        |
| Parental Leave                             | 59.1%        | 6.1%                        | 34.8%  |
| Sick and Safe Leave                        | 56.1%        | 7.6%                        | 36.4%  |
| Family and Medical Leave                   | 68.2%        | 3.0%                        | 28.8%  |
| Parental Involvement Leave                 | 30.3%        | 0.0%                        | 69.7%  |
| PTO Sharing Programs                       | 16.7%        | 1.5%                        | 81.8%  |
| <b>Flexible Work and Scheduling</b>        |              |                             |        |
| Working from Home/Telecommuting            | 59.1%        | 37.9%                       | 3.0%   |
| Flextime                                   | 60.6%        | 16.7%                       | 22.7%  |
| Job Sharing/Part-Time Work                 | 24.2%        | 6.1%                        | 69.7%  |
| Predictable Scheduling                     | 39.4%        | 1.5%                        | 59.1%  |
| Extra Shifts                               | 7.6%         | 0.0%                        | 92.4%  |
| <b>Health Benefits</b>                     |              |                             |        |
| Health Insurance                           | 98.5%        | 1.5%                        | 0.0%   |
| Wellness Benefits                          | 72.7%        | 1.5%                        | 25.8%  |
| Flexible Spending Accounts                 | 75.8%        | 0.0%                        | 24.2%  |
| <b>Child Care</b>                          |              |                             |        |
| Backup or Emergency Child Care             | 0.0%         | 0.0%                        | 100.0% |
| On-Site or Consortium Sponsored Child Care | 0.0%         | 0.0%                        | 100.0% |
| Subsidized/Reimbursed Child Care           | 1.5%         | 0.0%                        | 98.5%  |
| <b>Accommodations and Support</b>          |              |                             |        |
| Support for Breastfeeding Mothers          | 56.1%        | 0.0%                        | 43.9%  |
| Pregnant Worker Accommodations             | 57.6%        | 1.5%                        | 40.9%  |
| Babies at Work                             | 7.6%         | 1.5%                        | 90.9%  |
| Emergency Fund Programs/Loans              | 12.1%        | 6.1%                        | 81.8%  |

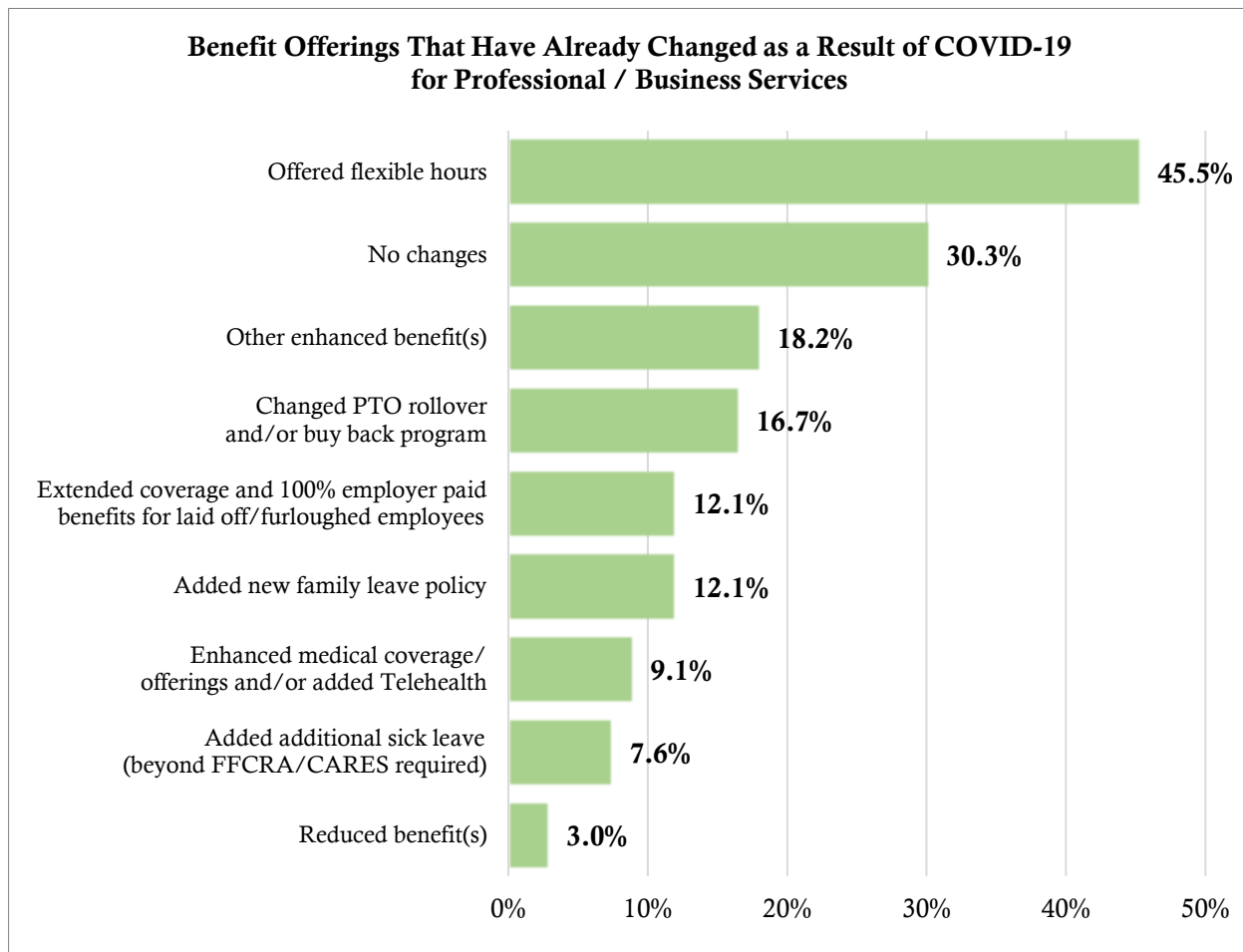
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| Professional / Business Services (N=66)                                             | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 8     | 12.1%      |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 5     | 7.6%       |
| Offered flexible hours                                                              | 30    | 45.5%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 6     | 9.1%       |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 8     | 12.1%      |
| Changed PTO rollover and/or buy back program                                        | 11    | 16.7%      |
| Other enhanced benefit(s)                                                           | 12    | 18.2%      |
| Reduced benefit(s)                                                                  | 2     | 3.0%       |
| No changes                                                                          | 20    | 30.3%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

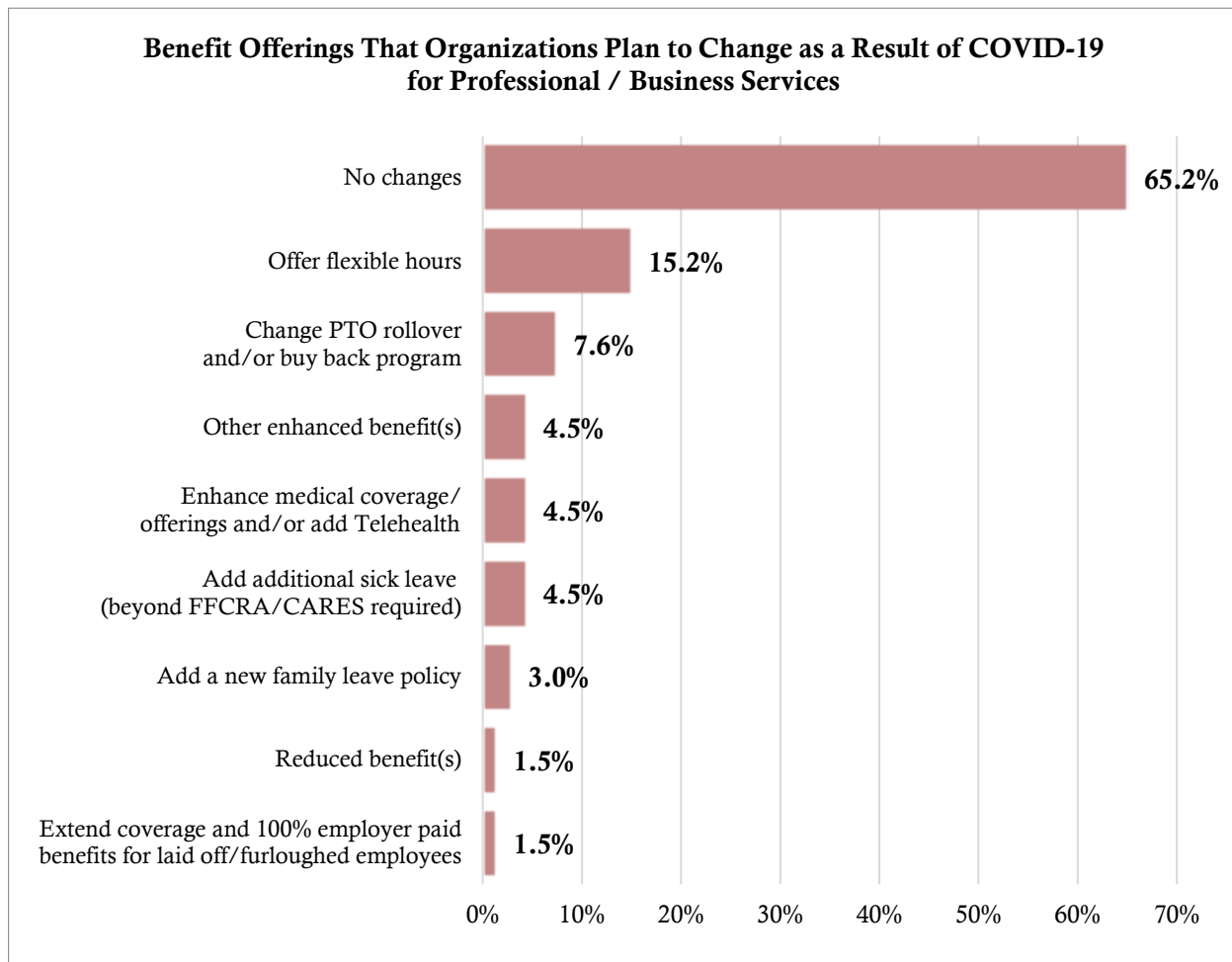


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| Professional / Business Services (N=66)                                           | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 2     | 3.0%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 3     | 4.5%       |
| Offer flexible hours                                                              | 10    | 15.2%      |
| Enhance medical coverage/offerings and/or add Telehealth                          | 3     | 4.5%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 1     | 1.5%       |
| Change PTO rollover and/or buy back program                                       | 5     | 7.6%       |
| Other enhanced benefit(s)                                                         | 3     | 4.5%       |
| Reduced benefit(s)                                                                | 1     | 1.5%       |
| No changes                                                                        | 43    | 65.2%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| Professional / Business Services (N=66)    | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 3.0%      | 3.0%      | 12.1%     | 18.2%              |
| Sick and Safe Leave                        | 1.5%      | 12.1%     | 7.6%      | 21.2%              |
| Family and Medical Leave                   | 0.0%      | 9.1%      | 16.7%     | 25.8%              |
| Parental Involvement Leave                 | 0.0%      | 0.0%      | 3.0%      | 3.0%               |
| PTO Sharing Programs                       | 0.0%      | 0.0%      | 1.5%      | 1.5%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 48.5%     | 22.7%     | 18.2%     | 89.4%              |
| Flextime                                   | 6.1%      | 24.2%     | 12.1%     | 42.4%              |
| Job Sharing/Part-Time Work                 | 0.0%      | 0.0%      | 4.5%      | 4.5%               |
| Predictable Scheduling                     | 1.5%      | 1.5%      | 1.5%      | 4.5%               |
| Extra Shifts                               | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 39.4%     | 22.7%     | 9.1%      | 71.2%              |
| Wellness Benefits                          | 0.0%      | 0.0%      | 6.1%      | 6.1%               |
| Flexible Spending Accounts                 | 0.0%      | 4.5%      | 3.0%      | 7.6%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 0.0%      | 3.0%      | 3.0%               |
| Pregnant Worker Accommodations             | 0.0%      | 0.0%      | 1.5%      | 1.5%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 0.0%      | 0.0%      | 0.0%      | 0.0%               |

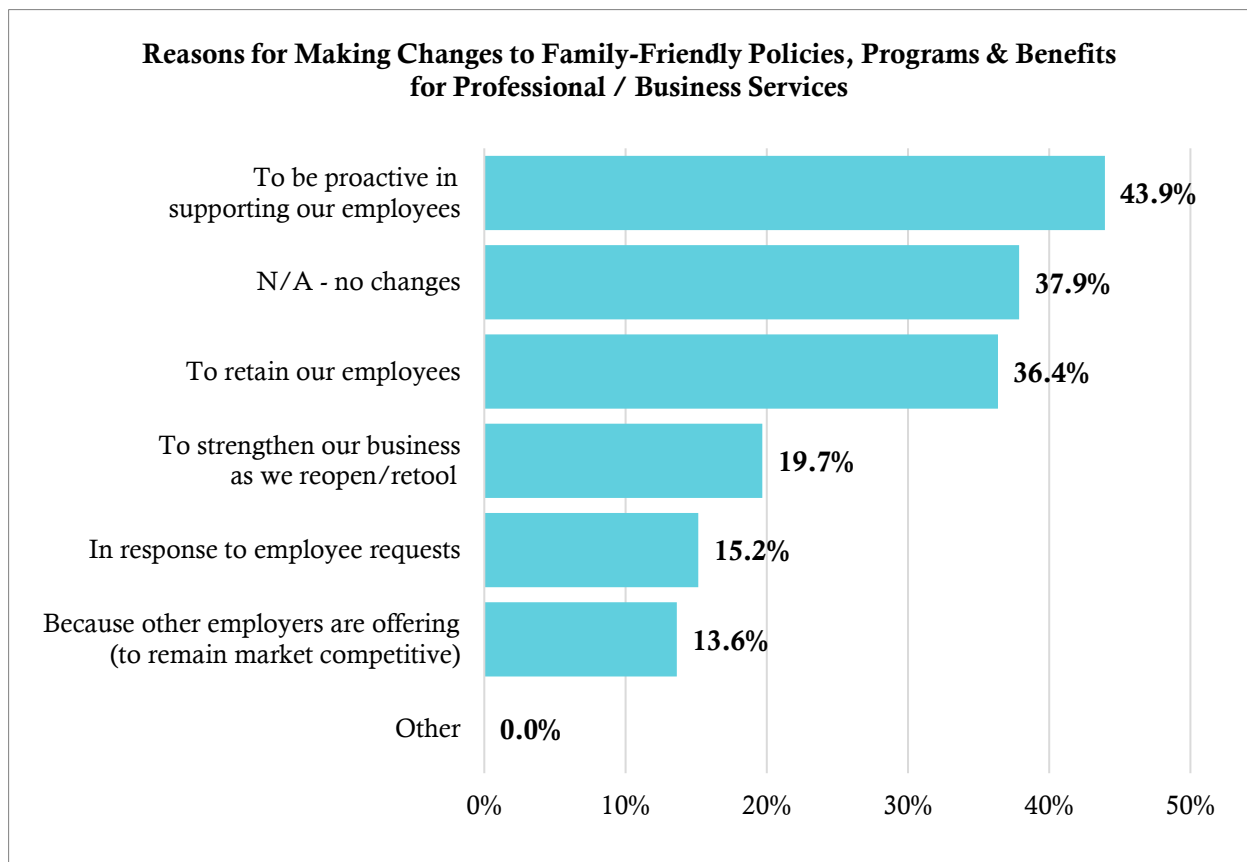
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| Professional / Business Services (N=66)                             | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 29    | 43.9%      |
| To strengthen our business as we reopen/retool                      | 13    | 19.7%      |
| In response to employee requests                                    | 10    | 15.2%      |
| Because other employers are offering (to remain market competitive) | 9     | 13.6%      |
| To retain our employees                                             | 24    | 36.4%      |
| Other                                                               | 0     | 0.0%       |
| N/A - no changes                                                    | 25    | 37.9%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| 1-49 Employees (N=91)                      | Pre-COVID-19 | New in Response to COVID-19 | N/A    |
|--------------------------------------------|--------------|-----------------------------|--------|
| <b>Paid Leave</b>                          |              |                             |        |
| Parental Leave                             | 41.8%        | 5.5%                        | 52.7%  |
| Sick and Safe Leave                        | 68.1%        | 4.4%                        | 27.5%  |
| Family and Medical Leave                   | 39.6%        | 6.6%                        | 53.8%  |
| Parental Involvement Leave                 | 31.9%        | 2.2%                        | 65.9%  |
| PTO Sharing Programs                       | 16.5%        | 1.1%                        | 82.4%  |
| <b>Flexible Work and Scheduling</b>        |              |                             |        |
| Working from Home/Telecommuting            | 44.0%        | 48.4%                       | 7.7%   |
| Flextime                                   | 49.5%        | 20.9%                       | 29.7%  |
| Job Sharing/Part-Time Work                 | 19.8%        | 7.7%                        | 72.5%  |
| Predictable Scheduling                     | 40.7%        | 3.3%                        | 56.0%  |
| Extra Shifts                               | 4.4%         | 2.2%                        | 93.4%  |
| <b>Health Benefits</b>                     |              |                             |        |
| Health Insurance                           | 96.7%        | 1.1%                        | 2.2%   |
| Wellness Benefits                          | 47.3%        | 0.0%                        | 52.7%  |
| Flexible Spending Accounts                 | 48.4%        | 0.0%                        | 51.6%  |
| <b>Child Care</b>                          |              |                             |        |
| Backup or Emergency Child Care             | 0.0%         | 0.0%                        | 100.0% |
| On-Site or Consortium Sponsored Child Care | 0.0%         | 1.1%                        | 98.9%  |
| Subsidized/Reimbursed Child Care           | 4.4%         | 0.0%                        | 95.6%  |
| <b>Accommodations and Support</b>          |              |                             |        |
| Support for Breastfeeding Mothers          | 42.9%        | 0.0%                        | 57.1%  |
| Pregnant Worker Accommodations             | 45.1%        | 0.0%                        | 54.9%  |
| Babies at Work                             | 7.7%         | 1.1%                        | 91.2%  |
| Emergency Fund Programs/Loans              | 13.2%        | 3.3%                        | 83.5%  |

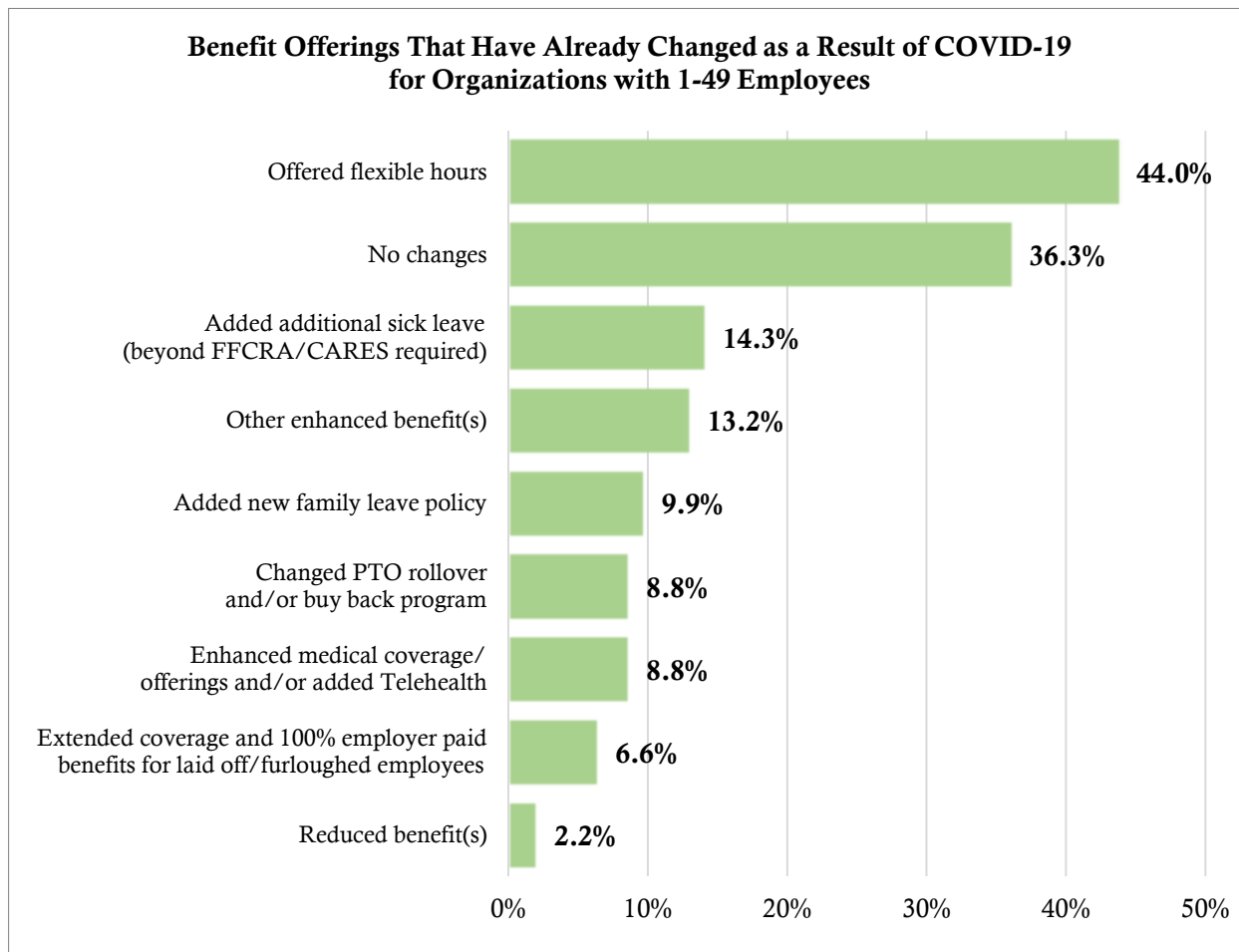
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| 1-49 Employees (N=91)                                                               | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 9     | 9.9%       |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 13    | 14.3%      |
| Offered flexible hours                                                              | 40    | 44.0%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 8     | 8.8%       |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 6     | 6.6%       |
| Changed PTO rollover and/or buy back program                                        | 8     | 8.8%       |
| Other enhanced benefit(s)                                                           | 12    | 13.2%      |
| Reduced benefit(s)                                                                  | 2     | 2.2%       |
| No changes                                                                          | 33    | 36.3%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

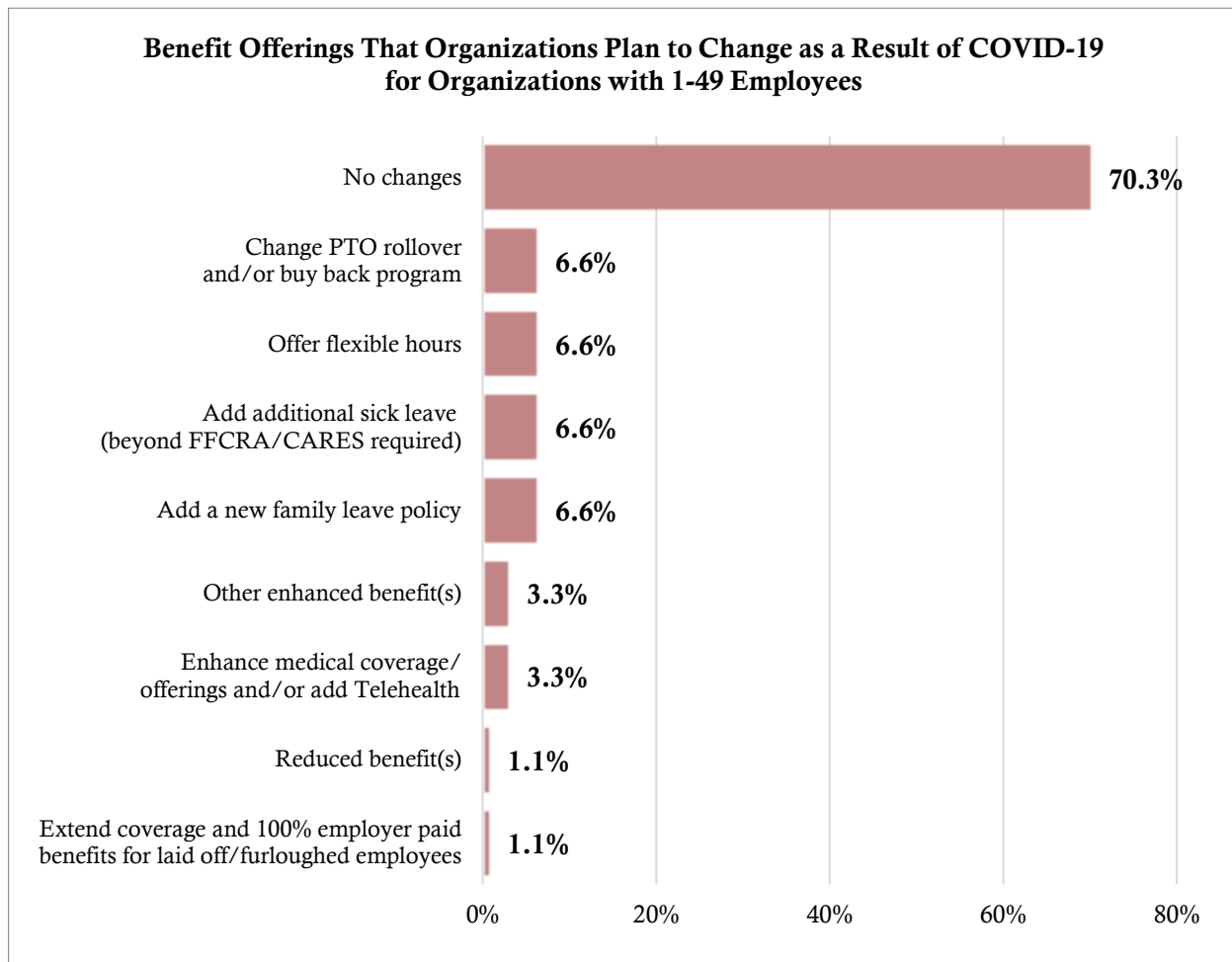


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| 1-49 Employees (N=91)                                                             | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 6     | 6.6%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 6     | 6.6%       |
| Offer flexible hours                                                              | 6     | 6.6%       |
| Enhance medical coverage/offerings and/or add Telehealth                          | 3     | 3.3%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 1     | 1.1%       |
| Change PTO rollover and/or buy back program                                       | 6     | 6.6%       |
| Other enhanced benefit(s)                                                         | 3     | 3.3%       |
| Reduced benefit(s)                                                                | 1     | 1.1%       |
| No changes                                                                        | 64    | 70.3%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| 1-49 Employees (N=91)                      | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 2.2%      | 1.1%      | 7.7%      | 11.0%              |
| Sick and Safe Leave                        | 6.6%      | 22.0%     | 14.3%     | 42.9%              |
| Family and Medical Leave                   | 0.0%      | 3.3%      | 12.1%     | 15.4%              |
| Parental Involvement Leave                 | 0.0%      | 1.1%      | 0.0%      | 1.1%               |
| PTO Sharing Programs                       | 0.0%      | 1.1%      | 2.2%      | 3.3%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 37.4%     | 19.8%     | 15.4%     | 72.5%              |
| Flextime                                   | 4.4%      | 22.0%     | 11.0%     | 37.4%              |
| Job Sharing/Part-Time Work                 | 1.1%      | 0.0%      | 2.2%      | 3.3%               |
| Predictable Scheduling                     | 0.0%      | 6.6%      | 5.5%      | 12.1%              |
| Extra Shifts                               | 0.0%      | 0.0%      | 2.2%      | 2.2%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 48.4%     | 15.4%     | 16.5%     | 80.2%              |
| Wellness Benefits                          | 0.0%      | 0.0%      | 4.4%      | 4.4%               |
| Flexible Spending Accounts                 | 0.0%      | 5.5%      | 3.3%      | 8.8%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 1.1%      | 0.0%      | 1.1%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 1.1%      | 1.1%      | 2.2%               |
| Pregnant Worker Accommodations             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 0.0%      | 0.0%      | 2.2%      | 2.2%               |

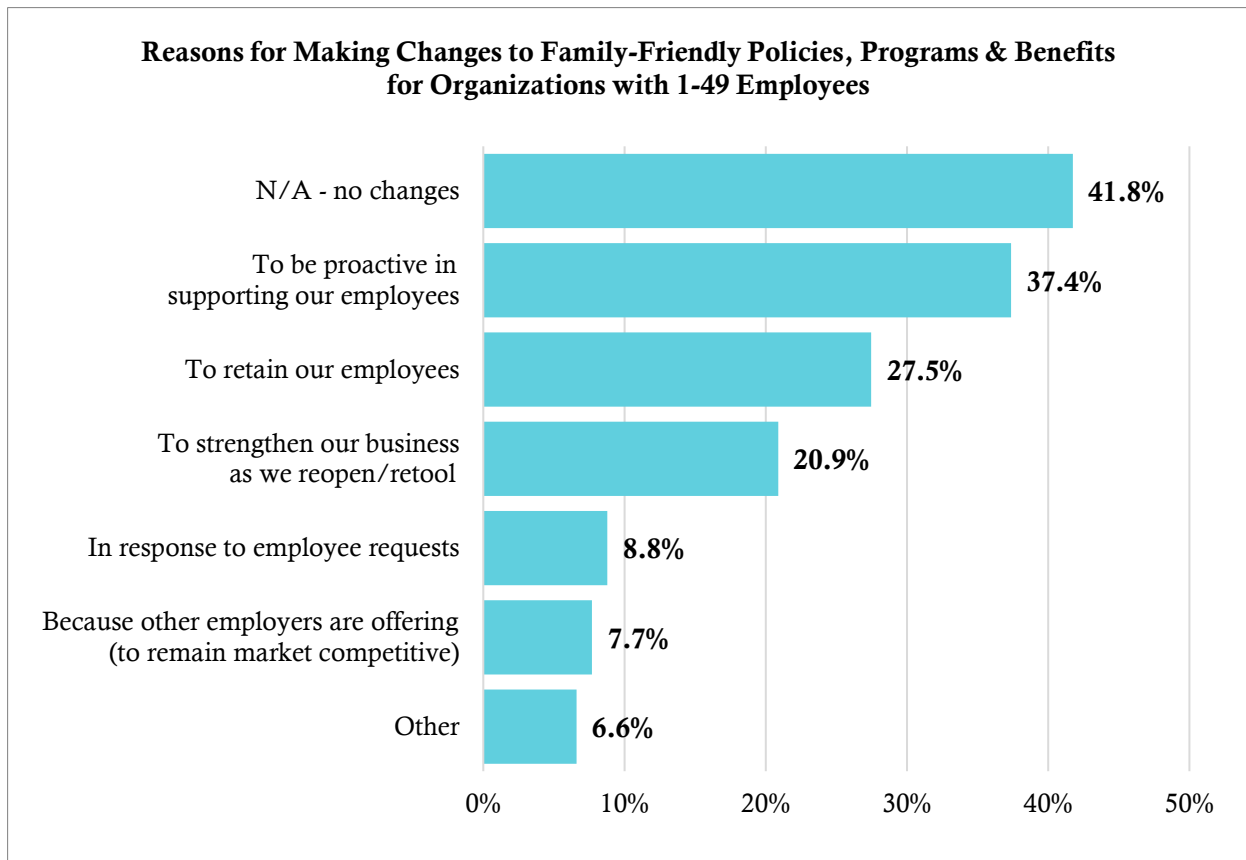
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| 1-49 Employees (91)                                                 | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 34    | 37.4%      |
| To strengthen our business as we reopen/retool                      | 19    | 20.9%      |
| In response to employee requests                                    | 8     | 8.8%       |
| Because other employers are offering (to remain market competitive) | 7     | 7.7%       |
| To retain our employees                                             | 25    | 27.5%      |
| Other                                                               | 6     | 6.6%       |
| N/A - no changes                                                    | 38    | 41.8%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| 50-199 Employees (N=137)                   | Pre-COVID-19 | New in Response to COVID-19 | N/A   |
|--------------------------------------------|--------------|-----------------------------|-------|
| <b>Paid Leave</b>                          |              |                             |       |
| Parental Leave                             | 51.1%        | 7.3%                        | 41.6% |
| Sick and Safe Leave                        | 57.7%        | 17.5%                       | 24.8% |
| Family and Medical Leave                   | 85.4%        | 5.8%                        | 8.8%  |
| Parental Involvement Leave                 | 38.0%        | 5.8%                        | 56.2% |
| PTO Sharing Programs                       | 18.2%        | 2.2%                        | 79.6% |
| <b>Flexible Work and Scheduling</b>        |              |                             |       |
| Working from Home/Telecommuting            | 32.8%        | 59.9%                       | 7.3%  |
| Flextime                                   | 38.7%        | 14.6%                       | 46.7% |
| Job Sharing/Part-Time Work                 | 14.6%        | 5.8%                        | 79.6% |
| Predictable Scheduling                     | 38.7%        | 2.2%                        | 59.1% |
| Extra Shifts                               | 13.1%        | 5.8%                        | 81.0% |
| <b>Health Benefits</b>                     |              |                             |       |
| Health Insurance                           | 97.8%        | 0.0%                        | 2.2%  |
| Wellness Benefits                          | 75.9%        | 0.0%                        | 24.1% |
| Flexible Spending Accounts                 | 78.1%        | 0.0%                        | 21.9% |
| <b>Child Care</b>                          |              |                             |       |
| Backup or Emergency Child Care             | 0.7%         | 1.5%                        | 97.8% |
| On-Site or Consortium Sponsored Child Care | 0.7%         | 0.0%                        | 99.3% |
| Subsidized/Reimbursed Child Care           | 2.9%         | 0.0%                        | 97.1% |
| <b>Accommodations and Support</b>          |              |                             |       |
| Support for Breastfeeding Mothers          | 67.2%        | 0.7%                        | 32.1% |
| Pregnant Worker Accommodations             | 61.3%        | 3.6%                        | 35.0% |
| Babies at Work                             | 2.2%         | 0.7%                        | 97.1% |
| Emergency Fund Programs/Loans              | 16.8%        | 3.6%                        | 79.6% |

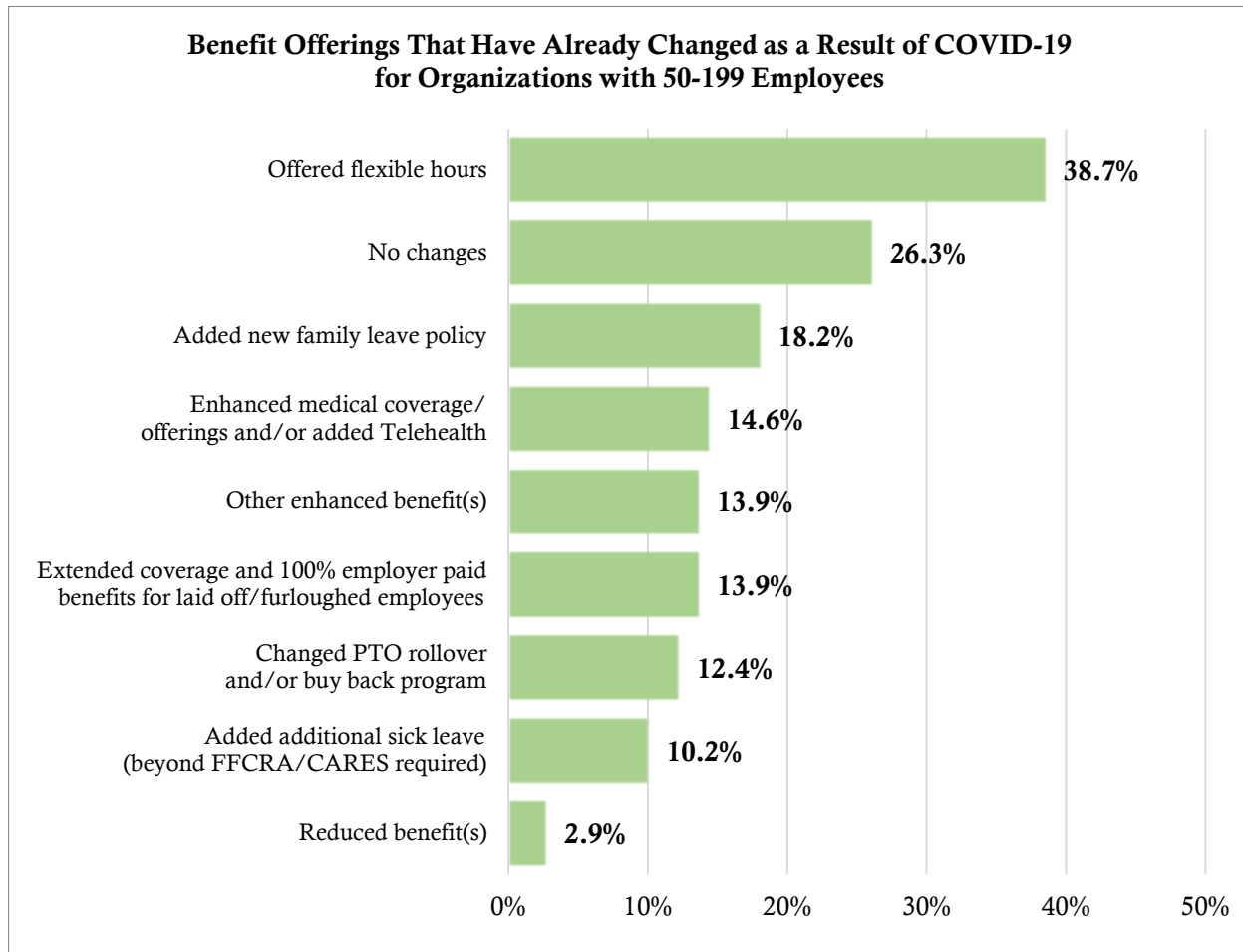
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| 50-199 Employees (N=137)                                                            | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 25    | 18.2%      |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 14    | 10.2%      |
| Offered flexible hours                                                              | 53    | 38.7%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 20    | 14.6%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 19    | 13.9%      |
| Changed PTO rollover and/or buy back program                                        | 17    | 12.4%      |
| Other enhanced benefit(s)                                                           | 19    | 13.9%      |
| Reduced benefit(s)                                                                  | 4     | 2.9%       |
| No changes                                                                          | 36    | 26.3%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

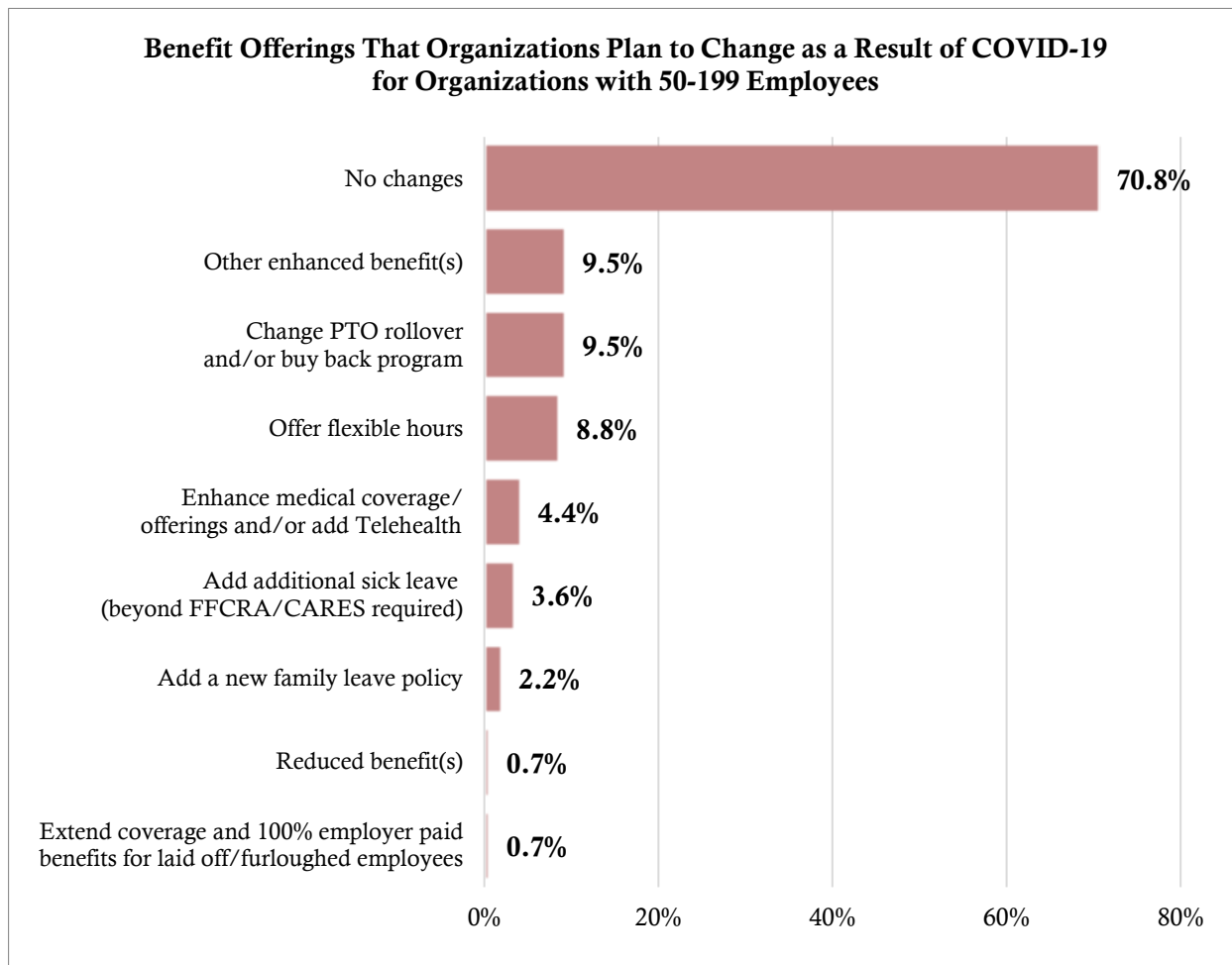


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| 50-199 Employees (N=137)                                                          | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 3     | 2.2%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 5     | 3.6%       |
| Offer flexible hours                                                              | 12    | 8.8%       |
| Enhance medical coverage/offerings and/or add Telehealth                          | 6     | 4.4%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 1     | 0.7%       |
| Change PTO rollover and/or buy back program                                       | 13    | 9.5%       |
| Other enhanced benefit(s)                                                         | 13    | 9.5%       |
| Reduced benefit(s)                                                                | 1     | 0.7%       |
| No changes                                                                        | 97    | 70.8%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| 50-199 Employees (N=137)                   | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 1.5%      | 2.9%      | 5.8%      | 10.2%              |
| Sick and Safe Leave                        | 6.6%      | 17.5%     | 10.9%     | 35.0%              |
| Family and Medical Leave                   | 5.1%      | 10.9%     | 25.5%     | 41.6%              |
| Parental Involvement Leave                 | 0.0%      | 1.5%      | 2.9%      | 4.4%               |
| PTO Sharing Programs                       | 0.7%      | 0.7%      | 2.2%      | 3.6%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 34.3%     | 21.2%     | 13.1%     | 68.6%              |
| Flextime                                   | 3.6%      | 10.9%     | 10.2%     | 24.8%              |
| Job Sharing/Part-Time Work                 | 0.0%      | 1.5%      | 1.5%      | 2.9%               |
| Predictable Scheduling                     | 1.5%      | 3.6%      | 0.7%      | 5.8%               |
| Extra Shifts                               | 0.7%      | 0.7%      | 1.5%      | 2.9%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 46.0%     | 24.1%     | 7.3%      | 77.4%              |
| Wellness Benefits                          | 0.0%      | 3.6%      | 8.0%      | 11.7%              |
| Flexible Spending Accounts                 | 0.0%      | 0.7%      | 6.6%      | 7.3%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 0.0%      | 0.7%      | 0.7%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.7%      | 0.7%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 0.0%      | 0.7%      | 0.7%               |
| Pregnant Worker Accommodations             | 0.0%      | 0.0%      | 0.7%      | 0.7%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 0.0%      | 0.0%      | 0.7%      | 0.7%               |

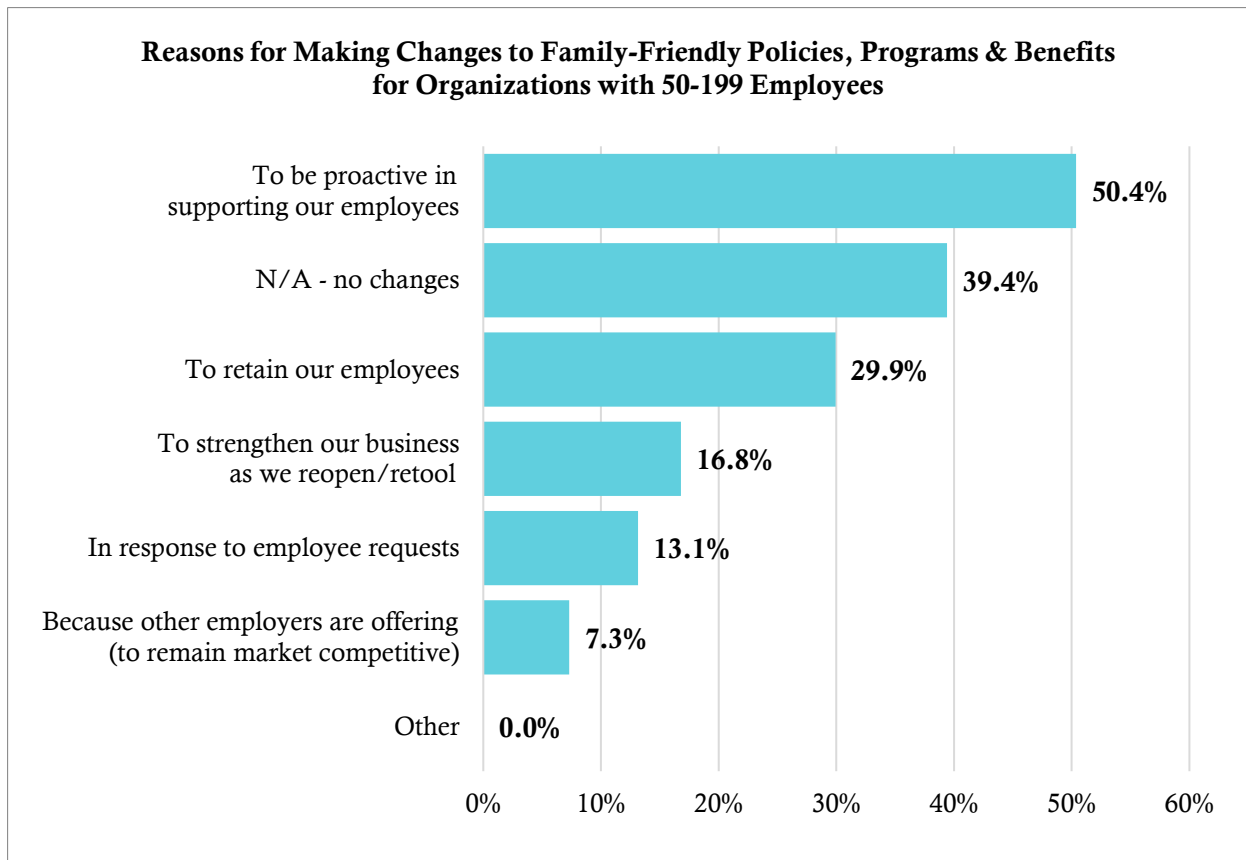
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| 50-199 Employees (137)                                              | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 69    | 50.4%      |
| To strengthen our business as we reopen/retool                      | 23    | 16.8%      |
| In response to employee requests                                    | 18    | 13.1%      |
| Because other employers are offering (to remain market competitive) | 10    | 7.3%       |
| To retain our employees                                             | 41    | 29.9%      |
| Other                                                               | 0     | 0.0%       |
| N/A - no changes                                                    | 54    | 39.4%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| 200-499 Employees (N=75)                   | Pre-COVID-19 | New in Response to COVID-19 | N/A   |
|--------------------------------------------|--------------|-----------------------------|-------|
| <b>Paid Leave</b>                          |              |                             |       |
| Parental Leave                             | 50.7%        | 2.7%                        | 46.7% |
| Sick and Safe Leave                        | 50.7%        | 10.7%                       | 38.7% |
| Family and Medical Leave                   | 92.0%        | 2.7%                        | 5.3%  |
| Parental Involvement Leave                 | 38.7%        | 2.7%                        | 58.7% |
| PTO Sharing Programs                       | 37.3%        | 0.0%                        | 62.7% |
| <b>Flexible Work and Scheduling</b>        |              |                             |       |
| Working from Home/Telecommuting            | 36.0%        | 54.7%                       | 9.3%  |
| Flextime                                   | 52.0%        | 21.3%                       | 26.7% |
| Job Sharing/Part-Time Work                 | 22.7%        | 9.3%                        | 68.0% |
| Predictable Scheduling                     | 37.3%        | 4.0%                        | 58.7% |
| Extra Shifts                               | 18.7%        | 4.0%                        | 77.3% |
| <b>Health Benefits</b>                     |              |                             |       |
| Health Insurance                           | 97.3%        | 1.3%                        | 1.3%  |
| Wellness Benefits                          | 94.7%        | 1.3%                        | 4.0%  |
| Flexible Spending Accounts                 | 90.7%        | 1.3%                        | 8.0%  |
| <b>Child Care</b>                          |              |                             |       |
| Backup or Emergency Child Care             | 0.0%         | 5.3%                        | 94.7% |
| On-Site or Consortium Sponsored Child Care | 0.0%         | 1.3%                        | 98.7% |
| Subsidized/Reimbursed Child Care           | 6.7%         | 2.7%                        | 90.7% |
| <b>Accommodations and Support</b>          |              |                             |       |
| Support for Breastfeeding Mothers          | 77.3%        | 0.0%                        | 22.7% |
| Pregnant Worker Accommodations             | 68.0%        | 0.0%                        | 32.0% |
| Babies at Work                             | 2.7%         | 1.3%                        | 96.0% |
| Emergency Fund Programs/Loans              | 17.3%        | 6.7%                        | 76.0% |

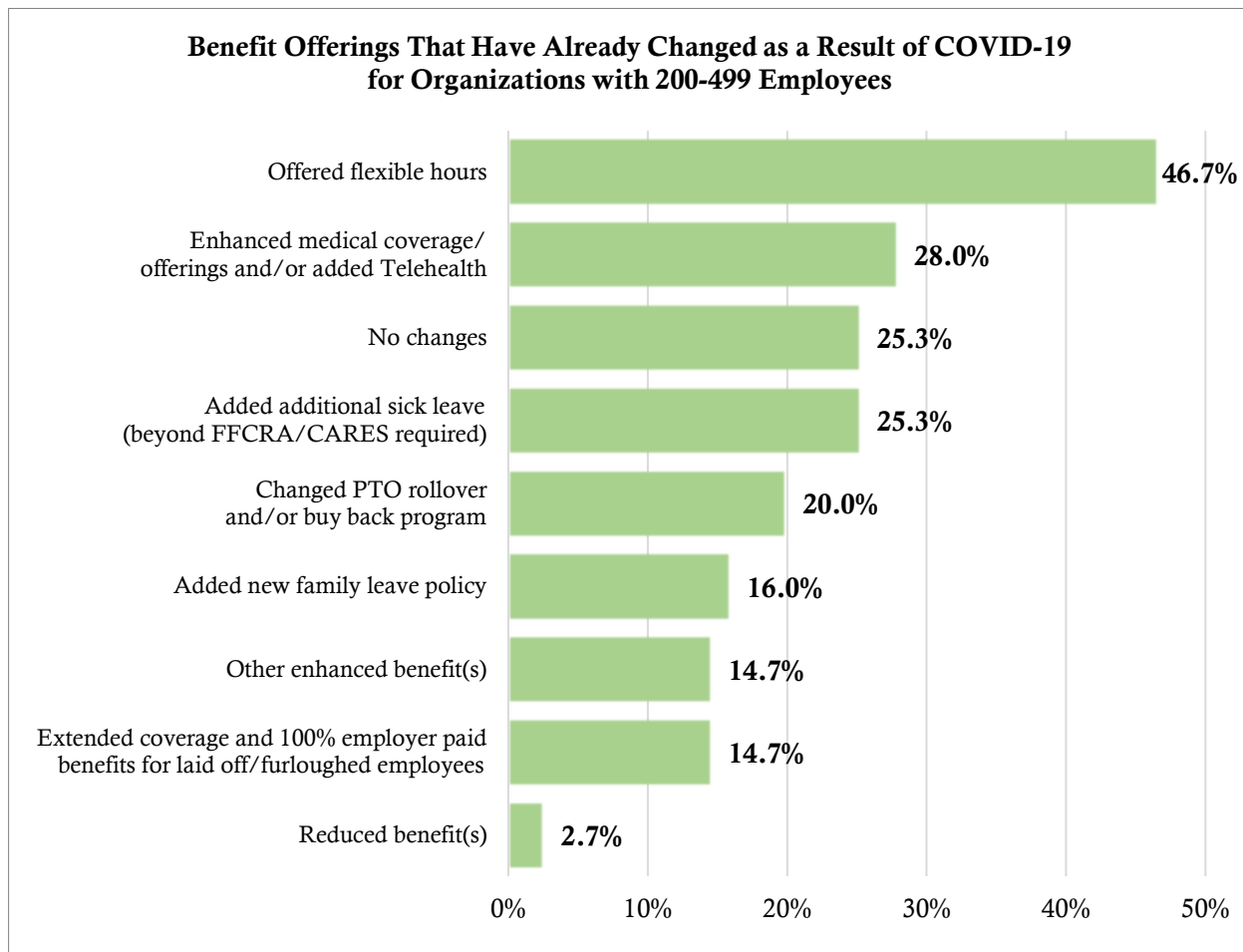
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| 200-499 Employees (N=75)                                                            | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 12    | 16.0%      |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 19    | 25.3%      |
| Offered flexible hours                                                              | 35    | 46.7%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 21    | 28.0%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 11    | 14.7%      |
| Changed PTO rollover and/or buy back program                                        | 15    | 20.0%      |
| Other enhanced benefit(s)                                                           | 11    | 14.7%      |
| Reduced benefit(s)                                                                  | 2     | 2.7%       |
| No changes                                                                          | 19    | 25.3%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

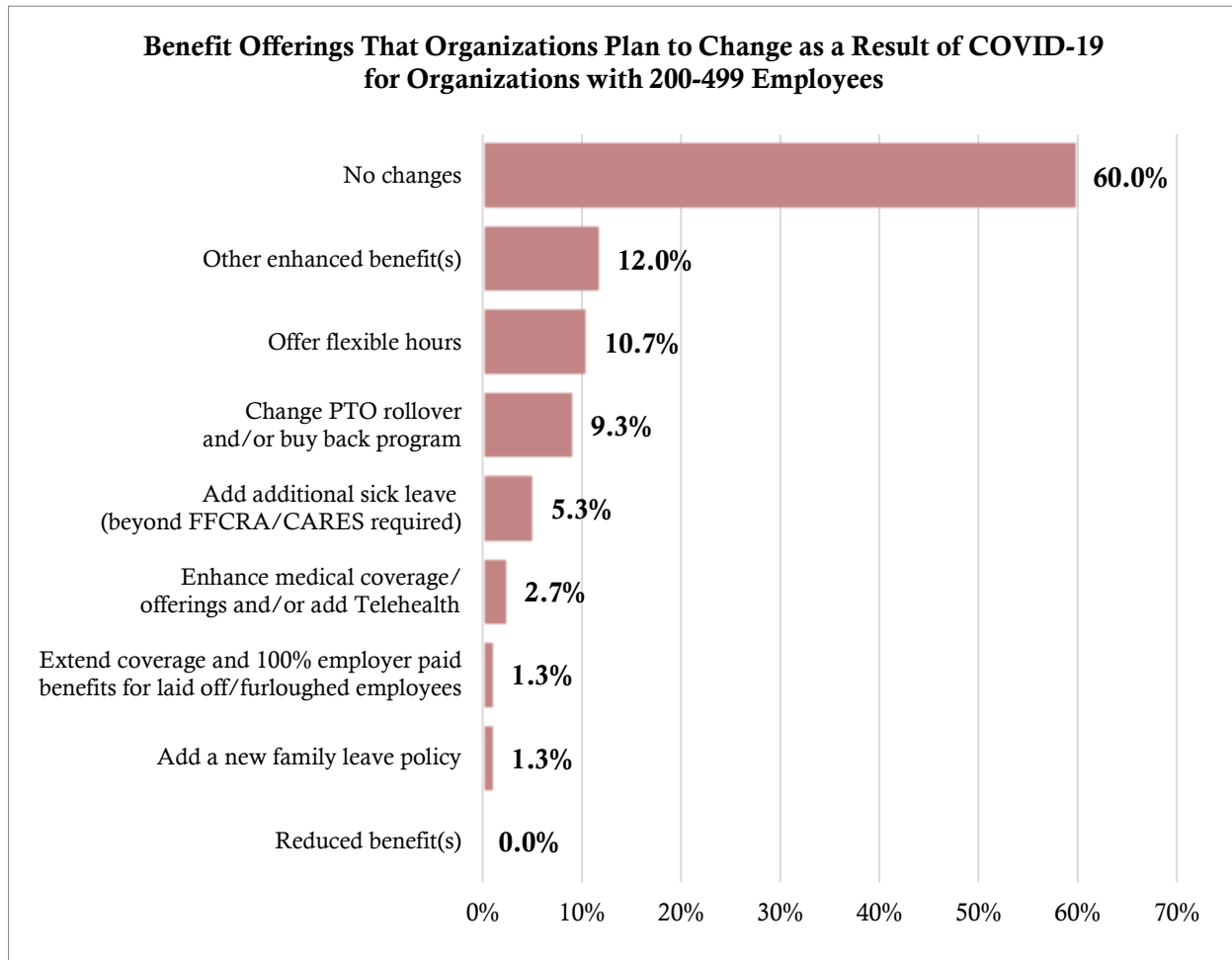


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| 200-499 Employees (N=75)                                                          | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 1     | 1.3%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 4     | 5.3%       |
| Offer flexible hours                                                              | 8     | 10.7%      |
| Enhance medical coverage/offerings and/or add Telehealth                          | 2     | 2.7%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 1     | 1.3%       |
| Change PTO rollover and/or buy back program                                       | 7     | 9.3%       |
| Other enhanced benefit(s)                                                         | 9     | 12.0%      |
| Reduced benefit(s)                                                                | 0     | 0.0%       |
| No changes                                                                        | 45    | 60.0%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| 200-499 Employees (N=75)                   | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 0.0%      | 5.3%      | 9.3%      | 14.7%              |
| Sick and Safe Leave                        | 6.7%      | 12.0%     | 16.0%     | 34.7%              |
| Family and Medical Leave                   | 4.0%      | 21.3%     | 22.7%     | 48.0%              |
| Parental Involvement Leave                 | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| PTO Sharing Programs                       | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 36.0%     | 17.3%     | 14.7%     | 68.0%              |
| Flextime                                   | 1.3%      | 14.7%     | 6.7%      | 22.7%              |
| Job Sharing/Part-Time Work                 | 0.0%      | 1.3%      | 4.0%      | 5.3%               |
| Predictable Scheduling                     | 2.7%      | 0.0%      | 4.0%      | 6.7%               |
| Extra Shifts                               | 0.0%      | 1.3%      | 0.0%      | 1.3%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 46.7%     | 18.7%     | 8.0%      | 73.3%              |
| Wellness Benefits                          | 0.0%      | 5.3%      | 5.3%      | 10.7%              |
| Flexible Spending Accounts                 | 0.0%      | 0.0%      | 4.0%      | 4.0%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 1.3%      | 1.3%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 0.0%      | 2.7%      | 2.7%               |
| Pregnant Worker Accommodations             | 0.0%      | 1.3%      | 0.0%      | 1.3%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 2.7%      | 1.3%      | 1.3%      | 5.3%               |

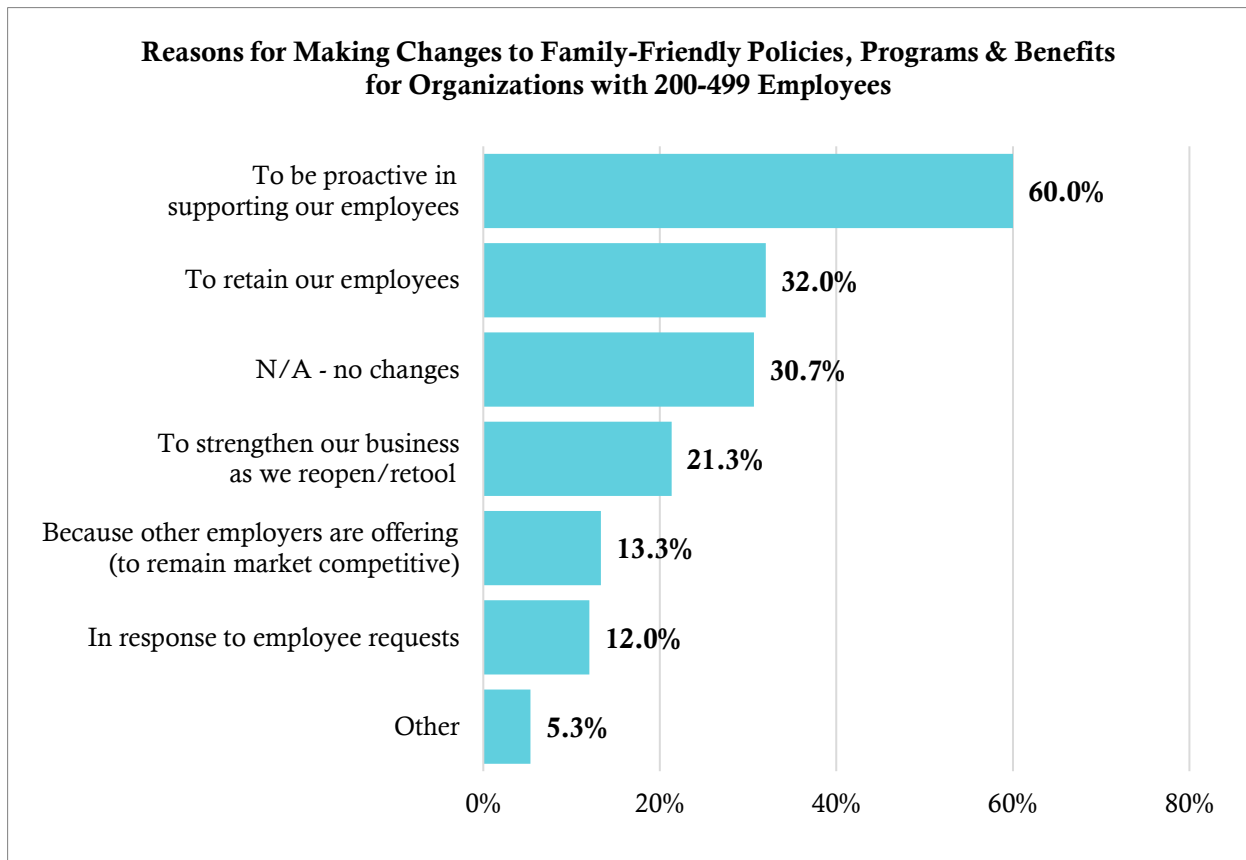
Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| 200-499 Employees (75)                                              | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 45    | 60.0%      |
| To strengthen our business as we reopen/retool                      | 16    | 21.3%      |
| In response to employee requests                                    | 9     | 12.0%      |
| Because other employers are offering (to remain market competitive) | 10    | 13.3%      |
| To retain our employees                                             | 24    | 32.0%      |
| Other                                                               | 4     | 5.3%       |
| N/A - no changes                                                    | 23    | 30.7%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.



**Q1. What employee "family-friendly" policies, programs, and benefits do you offer?**

| 500+ Employees (N=54)                      | Pre-COVID-19 | New in Response to COVID-19 | N/A    |
|--------------------------------------------|--------------|-----------------------------|--------|
| <b>Paid Leave</b>                          |              |                             |        |
| Parental Leave                             | 48.1%        | 1.9%                        | 50.0%  |
| Sick and Safe Leave                        | 50.0%        | 13.0%                       | 37.0%  |
| Family and Medical Leave                   | 87.0%        | 0.0%                        | 13.0%  |
| Parental Involvement Leave                 | 42.6%        | 1.9%                        | 55.6%  |
| PTO Sharing Programs                       | 14.8%        | 3.7%                        | 81.5%  |
| <b>Flexible Work and Scheduling</b>        |              |                             |        |
| Working from Home/Telecommuting            | 33.3%        | 59.3%                       | 7.4%   |
| Flextime                                   | 37.0%        | 13.0%                       | 50.0%  |
| Job Sharing/Part-Time Work                 | 22.2%        | 13.0%                       | 64.8%  |
| Predictable Scheduling                     | 50.0%        | 0.0%                        | 50.0%  |
| Extra Shifts                               | 31.5%        | 9.3%                        | 59.3%  |
| <b>Health Benefits</b>                     |              |                             |        |
| Health Insurance                           | 100.0%       | 0.0%                        | 0.0%   |
| Wellness Benefits                          | 87.0%        | 1.9%                        | 11.1%  |
| Flexible Spending Accounts                 | 92.6%        | 0.0%                        | 7.4%   |
| <b>Child Care</b>                          |              |                             |        |
| Backup or Emergency Child Care             | 5.6%         | 1.9%                        | 92.6%  |
| On-Site or Consortium Sponsored Child Care | 1.9%         | 0.0%                        | 98.1%  |
| Subsidized/Reimbursed Child Care           | 11.1%        | 1.9%                        | 87.0%  |
| <b>Accommodations and Support</b>          |              |                             |        |
| Support for Breastfeeding Mothers          | 83.3%        | 0.0%                        | 16.7%  |
| Pregnant Worker Accommodations             | 79.6%        | 0.0%                        | 20.4%  |
| Babies at Work                             | 0.0%         | 0.0%                        | 100.0% |
| Emergency Fund Programs/Loans              | 16.7%        | 1.9%                        | 81.5%  |

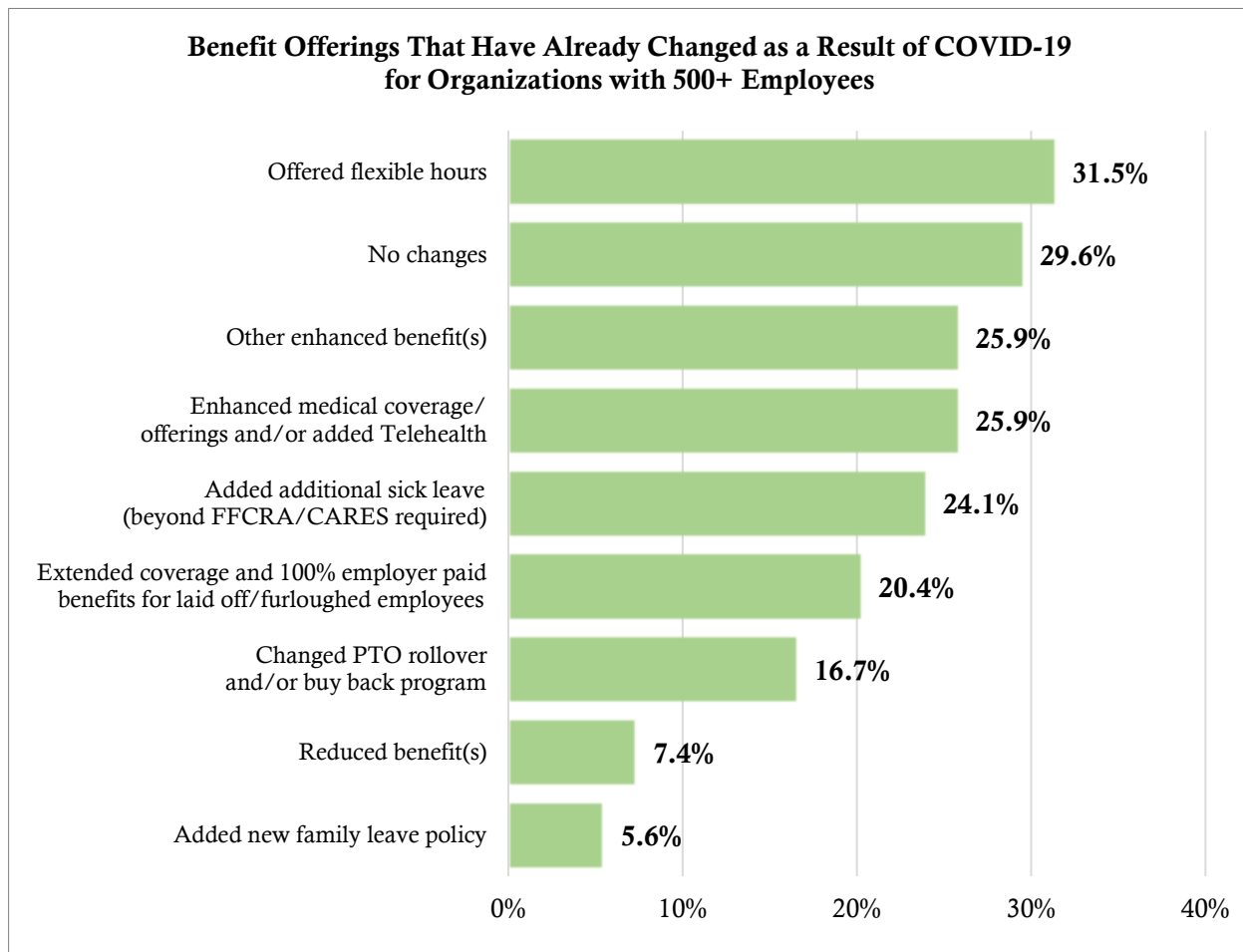
Note: Rows total 100%.

**Q2. What benefit offerings have already changed as a result of COVID-19?**

| 500+ Employees (N=54)                                                               | Count | % of Total |
|-------------------------------------------------------------------------------------|-------|------------|
| Added new family leave policy                                                       | 3     | 5.6%       |
| Added additional sick leave (beyond FFCRA/CARES required)                           | 13    | 24.1%      |
| Offered flexible hours                                                              | 17    | 31.5%      |
| Enhanced medical coverage/offerings and/or added Telehealth                         | 14    | 25.9%      |
| Extended coverage and 100% employer paid benefits for laid off/furloughed employees | 11    | 20.4%      |
| Changed PTO rollover and/or buy back program                                        | 9     | 16.7%      |
| Other enhanced benefit(s)                                                           | 14    | 25.9%      |
| Reduced benefit(s)                                                                  | 4     | 7.4%       |
| No changes                                                                          | 16    | 29.6%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.

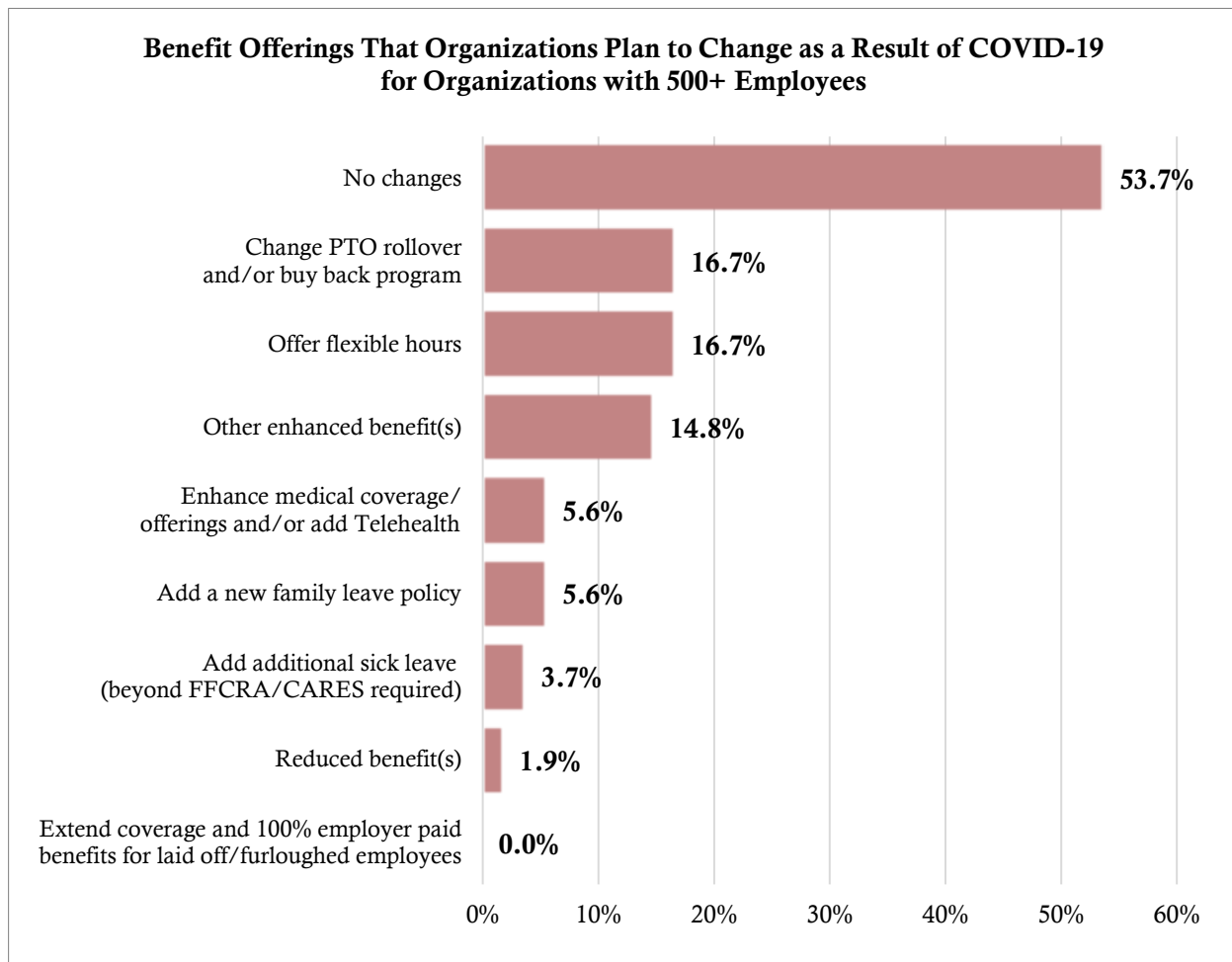


**Q3. Based on your experience during COVID-19, what benefit offerings do you plan to change?**

| 500+ Employees (N=54)                                                             | Count | % of Total |
|-----------------------------------------------------------------------------------|-------|------------|
| Add a new family leave policy                                                     | 3     | 5.6%       |
| Add additional sick leave (beyond FFCRA/CARES required)                           | 2     | 3.7%       |
| Offer flexible hours                                                              | 9     | 16.7%      |
| Enhance medical coverage/offerings and/or add Telehealth                          | 3     | 5.6%       |
| Extend coverage and 100% employer paid benefits for laid off/furloughed employees | 0     | 0.0%       |
| Change PTO rollover and/or buy back program                                       | 9     | 16.7%      |
| Other enhanced benefit(s)                                                         | 8     | 14.8%      |
| Reduced benefit(s)                                                                | 1     | 1.9%       |
| No changes                                                                        | 29    | 53.7%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'No changes' was an exclusive response.



**Q4. Of the family-friendly policies, programs, and benefits you currently offer, what are the top three that are most important to the success of your organization?**

| 500+ Employees (N=54)                      | Ranked #1 | Ranked #2 | Ranked #3 | Overall Importance |
|--------------------------------------------|-----------|-----------|-----------|--------------------|
| <b>Paid Leave</b>                          |           |           |           |                    |
| Parental Leave                             | 3.7%      | 7.4%      | 11.1%     | 22.2%              |
| Sick and Safe Leave                        | 5.6%      | 18.5%     | 9.3%      | 33.3%              |
| Family and Medical Leave                   | 3.7%      | 14.8%     | 16.7%     | 35.2%              |
| Parental Involvement Leave                 | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| PTO Sharing Programs                       | 0.0%      | 0.0%      | 1.9%      | 1.9%               |
| <b>Flexible Work and Scheduling</b>        |           |           |           |                    |
| Working from Home/Telecommuting            | 24.1%     | 22.2%     | 11.1%     | 57.4%              |
| Flextime                                   | 3.7%      | 9.3%      | 5.6%      | 18.5%              |
| Job Sharing/Part-Time Work                 | 0.0%      | 1.9%      | 3.7%      | 5.6%               |
| Predictable Scheduling                     | 3.7%      | 5.6%      | 3.7%      | 13.0%              |
| Extra Shifts                               | 0.0%      | 1.9%      | 0.0%      | 1.9%               |
| <b>Health Benefits</b>                     |           |           |           |                    |
| Health Insurance                           | 53.7%     | 9.3%      | 16.7%     | 79.6%              |
| Wellness Benefits                          | 1.9%      | 9.3%      | 13.0%     | 24.1%              |
| Flexible Spending Accounts                 | 0.0%      | 0.0%      | 5.6%      | 5.6%               |
| <b>Child Care</b>                          |           |           |           |                    |
| Backup or Emergency Child Care             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| On-Site or Consortium Sponsored Child Care | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Subsidized/Reimbursed Child Care           | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| <b>Accommodations and Support</b>          |           |           |           |                    |
| Support for Breastfeeding Mothers          | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Pregnant Worker Accommodations             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Babies at Work                             | 0.0%      | 0.0%      | 0.0%      | 0.0%               |
| Emergency Fund Programs/Loans              | 0.0%      | 0.0%      | 1.9%      | 1.9%               |

Note: Columns (Ranked #1, Ranked #2, Ranked #3) each total 100%.

**Q5. If you have added or plan to add family-friendly policies, programs, and benefits, please select your reason(s) for making the change.**

| 500+ Employees (54)                                                 | Count | % of Total |
|---------------------------------------------------------------------|-------|------------|
| To be proactive in supporting our employees                         | 27    | 50.0%      |
| To strengthen our business as we reopen/retool                      | 16    | 29.6%      |
| In response to employee requests                                    | 10    | 18.5%      |
| Because other employers are offering (to remain market competitive) | 9     | 16.7%      |
| To retain our employees                                             | 19    | 35.2%      |
| Other                                                               | 0     | 0.0%       |
| N/A - no changes                                                    | 19    | 35.2%      |

Note: Total percent greater than 100% due to multiple responses.

Note: 'N/A - no changes' was an exclusive response.

