

MAKING WORKPLACES WORK FOR MOMS

Building a Mom-Friendly Workplace
for the Post-Pandemic Future



MARSHALL PLAN | FOR MOMS

APCO | Impact



FOREWORD

Since COVID-19 first hit in early 2020, over two million women have left — or been forced to leave — their jobs, bringing our workforce participation to the lowest point in 30 years. But the pandemic didn't undermine a functioning system. Rather, it exposed what women have known for decades: **work doesn't work for moms, and work-life balance is an illusion.**

America's failure to provide even basic protections — from paid family leave to affordable, high-quality child care — has compelled countless women to choose between their careers and their kids. For too long, our nation has neglected public and private sector policies that support mothers, while relying on women to

shoulder the unpaid caregiving that keeps our economy afloat. It's a chauvinistic system and it must end.

Marshall Plan for Moms is a national movement fighting to center mothers in our country's economic recovery and advocating for policies that value and prioritize women's labor. We began this fight in January, calling on the White House and Congress to pass long overdue policies like paid family leave, affordable child care and pay equity.

But government is only part of the solution. The private sector must step up — or risk losing moms forever.



Reshma Saujani

  @RESHMASAUJANI

Mom in New York, leading activist and founder of **Girls Who Code** and the **Marshall Plan for Moms**

Author of the forthcoming book *PAY UP*

IT'S TIME TO PRIORITIZE MOMS AT WORK

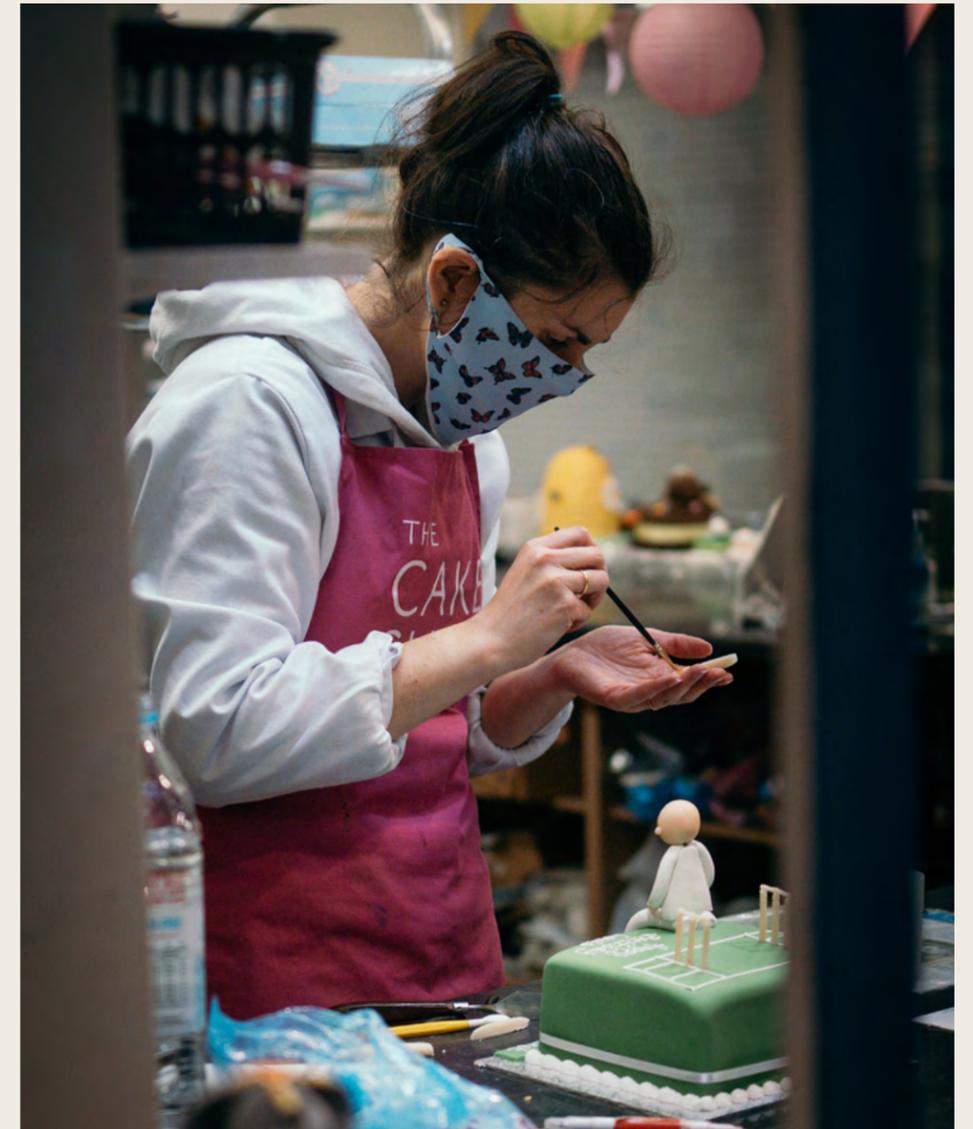


It's been difficult to see the gains moms have made in the workplace get wiped out during the pandemic. I feel ignored and forgotten. I have so much to offer as a professional in the workforce, and a deep well of experience that should have value to many organizations.

And yet, the **lack of pay equity, lack of flexibility, and lack of child care options,** is keeping me out of jobs I am well-qualified to do.

Where are the allies for working moms?

Where are the folks who have our backs? The pandemic feels like two giant steps back for moms, and if it's two steps back for us, it's two or more for the country.



Emily, Mom in Missouri and Nonprofit Executive

INTRODUCTION

Support for moms at work is not a “nice to have” -- it’s a must do for companies of all sizes.



HOW DO WE DEFINE A “MOM”?

A caregiver who identifies as a woman. A mom can be biological or adoptive (either by traditional adoption or [via kinship networks](#)).

COVID-19 forced more than 2.3 million women out of the U.S. labor force.¹ Today, 1 in 4 women are contemplating downshifting their careers or leaving the workforce entirely. Without systemic change, decades of progress on women’s labor force participation - along with the value women bring to businesses - will be obliterated.² That change starts with reimagining the ways our workplaces are constructed.



of moms described being a working mom as “very challenging” during the pandemic.

So, it’s unsurprising that 74% of moms we surveyed have left the workforce, reduced their hours or become self-employed over the last year.

Building a ‘mom-friendly workplace’ goes beyond office baby showers and pump rooms. Comprehensive public and corporate policies that support mothers are what’s needed to enable women to return to work.

In order for the ideal of work-life inclusion to become a reality, moms need more control over when, where and how they work — and

the protections and cultural norms to ensure that bias doesn’t hold back their potential.

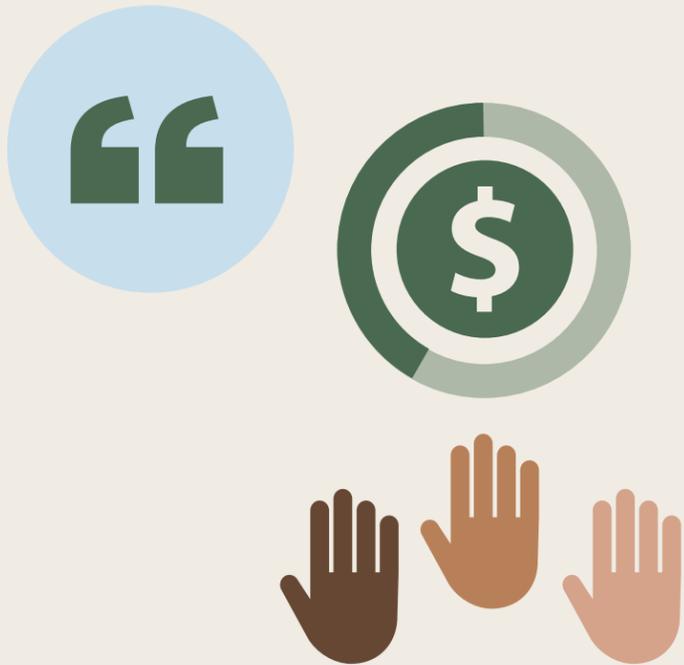
We surveyed over 1000 American moms about employer policies and programs that matter most; reviewed hundreds of academic studies and articles; and spoke with leading labor experts, diversity and inclusion practitioners, activists, community leaders and visionaries shaping the future of the workplace and our communities.

The most disturbing thing we uncovered in our research is that moms want the very same things they’ve been calling for for years. And yet, employers continue to fail to provide the basic policies and practices moms need to thrive — at work and at home.

Where these policies and practices do exist, corporate cultures inhibit women from actually using them, or outright penalize them for doing so.

It’s time for corporate America to take action — and with this playbook, we’re making it simple for your company to do just that. When you make a workplace work for moms, you make it work better for everyone. The potential is enormous, so get on board.

HERE'S WHAT WE HEARD FROM MOMS ACROSS AMERICA



While **76%** of moms say **equitable pay** is an issue they are “somewhat concerned” or “very concerned” about, **women of color** were more likely to feel impacted by this issue. Black, Latina and Asians moms were 11% more likely to rank it as a top area of concern.



of moms want access to **back-up care**, with the need highest amongst Black, Latina and Asian moms.



Moms are tired.



of moms describe being a working mom during the pandemic as “very challenging.” Nearly 90% want more paid time off.



80% of moms want more **paid maternity leave**.

Amongst Black women, the demand is highest.

HERE'S WHAT WE HEARD FROM MOMS ACROSS AMERICA

92%

of moms ranked **paid sick leave** as critical, not only for themselves, but also for their children — a form of caregiving leave that already exists in countries like Australia, Germany, and Sweden.



While demand for remote work and flexible start/end times is nearly universal, regular and predictable schedules are most critical to Black and Latina moms.

58%

of Black and Latina moms want their employers to adopt these policies.

WHY FOCUS ON MOMS?

We focus on moms explicitly because moms have borne the brunt of caregiver bias and suffered the sharpest declines in employment as a result of the COVID-19 crisis. However, these policies should be available to all caregivers in your workforce regardless of gender in order to foster an inclusive culture.



74% of moms say that it is “very important” that their employers take a stand for **mom-friendly public policy.**

But when it comes to increasing the minimum wage, Black moms are the biggest champions:



of Black moms support this policy



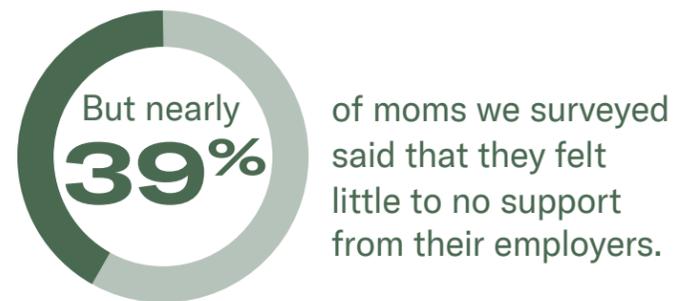
of white, Asian and Latina moms support this policy



10 WAYS TO MAKE THE WORKPLACE (FINALLY) WORK FOR MOMS

Let's catch up with the rest of the industrialized world, shall we?

The pandemic exacerbated the daily injustices moms have long faced at work. Many employers that felt the urgency of losing top talent during COVID-19 were pushed to introduce interim policies that have long been the norm abroad. These included basics like sick leave to care for yourself or a sick child, affordable child care, the right to work schedule flexibility.



With that in mind, it is unsurprising that over 74% have left the workforce,

reduced their hours, or become self-employed since the start of the pandemic.

We recognize our recommendations for creating a mom-friendly workplace cannot be one-size-fits-all, nor can they be so rigid that companies cannot respond to changing needs. But every employer, regardless of size or industry, has a responsibility to do as much as they can to build a workplace culture and society rooted in gender equity that truly values all aspects of women's labor.

We learned during the pandemic that as an employer your influence doesn't stop at the office. Your workplace policies and gender dynamics also impact the balance of labor in our homes. That's why this work is absolutely critical.

THE BILL OF RIGHTS FOR WORKING MOMS

- 1** Every mom should have maximum control over her schedule
- 2** Every mom deserves support for child care
- 3** Every mom deserves workplace policies that promote gender equality at home
- 4** Every mom deserves paid time off and an employer who supports her mental health and well-being
- 5** Every mom should have fair pay and a living wage
- 6** Every mom should be free from facing a motherhood penalty at work
- 7** Every mom deserves adequate time to recover from childbirth and bond with her babies
- 8** Every mom should have on-ramps back into the workforce
- 9** Every mom should get time off to care for herself or her loved ones when they are sick
- 10** Every mom deserves an employer that advocates for them publicly



1

GIVE US CONTROL OVER OUR SCHEDULES

We can handle it, seriously

HOW TO GET IT DONE

Companies can support moms with these solutions

It all boils down to control. For salaried workers, control means flexibility, and for hourly workers, it means predictability.

For salaried workers

- Give options like flextime, a compressed workweek, shift work, part-time schedules or job-sharing to promote work hour flexibility.
- When you give moms control, don't treat them as second-class workers when they take it. Commit to using communication tools to make sure everyone is "in the room" where decisionmaking happens.
- Implement core collaboration hours for meetings (e.g. 10a.m.– 2p.m.), and allow employees to set their own hours for asynchronous work.
- Use the language "work remotely" over "work from home." Why? When women "work from home," they're unfairly assumed to be neglecting work in favor of caring for their children.

- Ensure a mix of in-person and virtual networking opportunities. Enough with the old boys' club at the pub or golf course.

For hourly workers

- Provide employees with clear and advance notice of their schedules.
- Compensate employees for some or all of their hours when they are required to be available to work a shift.
- Pay employees for some portion of their originally scheduled shifts when they report for work only to learn that their shifts have been cancelled or reduced.
- Provide a minimum amount of rest time between shifts.

WHY IT MAKES SENSE

Here's how companies benefit from these policies

Your employees will keep showing up

Predictable scheduling reduces absenteeism. In 2018, Walmart, the U.S.'s largest private employer, introduced a new system that provides more fixed shifts and worker-controlled scheduling options. Through an app, associates can view schedules, swap shifts with other associates and even pick up unfilled shifts. This gives associates more control of their time than ever before. To help give associates consistency, the system schedules using a method called "core hours."

Your employees will work smarter and be happier for it

Flexibility improves productivity and engagement. Of those with work flexibility, one study finds that 60% report they feel "more productive and engaged." Only 4% said they are less so, with 34% feeling their level of productivity and engagement is consistent.³

While demand for remote work and flexible start/end times is nearly universal, regular and predictable schedules are most critical to Black and Latina moms.



58% of Black and Latina moms want their employers to adopt these policies.

“It's absurd the way Americans have been asked to carry on as normal during a pandemic. So many are unemployed or working impossible schedules because they don't have the option to scale back at work. We can't expect parents to be full-time caregivers and full-time workers for the long term. It is impossible.”



Ashley,
Mom in Nebraska
and Journalist

2

SUPPORT US WITH CHILD CARE

We simply cannot work without it

HOW TO GET IT DONE

Companies can support moms with these solutions

Our country is in a childcare crisis. Employers need to recognize we do not have access to quality, affordable childcare options — and do something about it.

- Provide free or subsidized on-site care, insite care, center-based care, and/or backup care.
- Negotiate discounts on behalf of employees at local child care centers.
- Offer Flexible Spending Accounts for child care expenses with pre-tax dollars.
- At a minimum, give your employees information about local child care providers.

WHY IT MAKES SENSE

Here's how companies benefit from these policies

More people will want to work for you

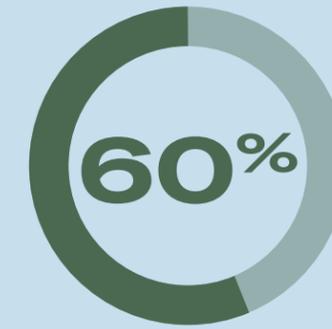
Greater availability of child care can aid recruitment efforts. Post-pandemic, experts have suggested that child care assistance will emerge as an in-demand benefit beyond traditional offerings.⁹

Your employees will work smarter and stick around longer

Offering child care can improve productivity and retention. A 2014 study published in the Journal of Managerial Psychology found that employee performance was higher and absenteeism was lower among employees using on-site child care than employees using an off-site center or who had no children.¹⁰

Better benefits enhance corporate reputation

Supporting the child care needs of employees can boost the reputation of companies as “employers of choice”.



of moms want access to **back-up care**, with the need highest amongst Black, Latina and Asian moms. Nearly 40% of moms want information about quality and accessible child care providers — the demand for this information is highest among Black women (54%).

“ Child care has been a nightmare. I had to take time off from my job way more than I want to. I am now **considering staying home** until things change.



Vinniece,
Mom in New York and Stylist

3

OWN YOUR ROLE IN SHAPING DYNAMICS AT HOME

Incentivize paternity leave and encourage men to take it — all of it.

HOW TO GET IT DONE

Companies can support moms with these solutions

Parental leave policies not only impact women's career trajectories, but also establish norms of unpaid labor and caregiving responsibilities in the home.

- Ensure moms and dads receive the same parental leave benefits.
- It's not enough to just offer paternity leave. Build a culture that encourages dads to fully take it without professional consequences. Today, while 90% of fathers take some time off after their children are born, the majority of them take less than 10 days away from the job.¹²
- Encourage leaders to set an example by taking full paternity leave to eliminate social stigma, minimize penalization for caregiving, and create a new norm of dads taking time off for their kids.

WHY IT MAKES SENSE

Here's how companies benefit from these policies

You'll have happier, more productive men on your team

Paternity leave supports the well-being and productivity of working dads. One study finds that fathers feel more motivated after taking leave and remain more committed to their employers. Moreover, taking paternity leave led them to change the way they work, becoming more productive and prioritizing their time better.¹³

Women will also become loyal employees

Paid paternity leave may increase women's labor force participation by promoting men's involvement at home and making it easier for women to return to the workforce. Research from Sweden shows that each additional month of parental leave taken by a child's father increases the mother's wages by nearly 7%.¹⁴

73% of moms think providing paid paternity leave is "very important."



“ The hardest day has probably been since my husband went back to work after paternity leave. When it is raining outside and our puppy has energy and our son is fussy, it can **feel isolating** and I found myself watching the clock, waiting for my husband to get home so I could pass off the baby and responsibilities to have some time for myself.



Heather,
Mom in Vermont and Teacher

4

PRIORITIZE MOMS' MENTAL HEALTH

Normalize paid time off and promote well-being

Moms are tired.



of moms describe being a working mom during the pandemic as “very challenging.” Nearly 90% want more paid time off.

“ I gave up my job, my source of income and my career that I had a very hard time building to be a stay at home mom. Being an online special education teacher, a teacher to my kindergartener at home, a caregiver for my 1-year old and carrying a pregnancy all while making sure my household stays afloat was too much for me to handle. I had to think about my sanity and my well-being. I got to a place where I realized that unless I put me and my needs first, I wouldn't be able to care for my children.



Awa,
Mom in California and Teacher

HOW TO GET IT DONE

Companies can support moms with these solutions

Moms are shouldering too much. Period. Employers have to change their cultures to better support moms' mental health and productivity.

- Offer flexibility to support employees navigating stressors like child care challenges or the pressure to be “always on.”
- Offer paid time off in line with OECD averages and establish an annual time-off minimum to encourage employees to use their vacation days.
- If you offer unlimited paid time off, accompany it with clear guidelines to give employees a sense of what is acceptable so they feel safe taking it (e.g. minimum mandated vacation or a cap on consecutive days out of the office).
- Model healthy behaviors. Encourage managers to lead by example in prioritizing self-care and setting boundaries.

- Alleviate anxiety by communicating regularly, setting expectations and emphasizing the importance of prioritization. Employees whose managers are not good at communicating are 23% more likely to experience mental health declines.⁷

WHY IT MAKES SENSE

Here's how companies benefit from these policies

PTO reduces absenteeism and improves retention

Employers who offer PTO see 6-8% decrease in employees who miss work without giving notice.⁸

Prioritizing productivity over people has a high cost

Up to half of annual workforce turnover is due to burnout.

5

CLOSE YOUR GENDER PAY GAP AND PAY MOMS FAIRLY

HOW TO GET IT DONE

Companies can support moms with these solutions

Why would moms go back to work if they don't get equal pay for equal work or if they can't pay their expenses because they aren't paid what they deserve? It's time to pay moms fairly.

- Women are disproportionately in low-wage jobs. Employers should pay all employees the living wage rate for their region.
- Create equal opportunities for high-paying positions and evaluate how bias may impact hiring and promotions. Track data on uptake of flexibility and paid time off to ensure they do not impact pay progress.
- Audit salaries to identify disparities, ensure discrepancies can be explained by legitimate, nondiscriminatory reasons, and to create opportunities to improve equity.

WHY IT MAKES SENSE

Here's how companies benefit from these policies

You'll stop losing money by losing employees

Implementing a living wage reduces turnover costs. One study estimates that the cost of replacing low-wage workers is equal to about 16% of the employee's annual salary.⁴

Your employees contribute more when they're paid what they're worth

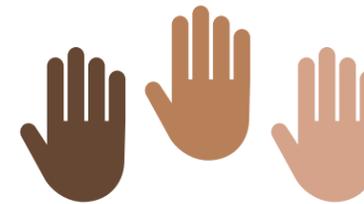
Studies have found that employee morale and work ethic increase when employees believe they are paid a fair wage.

Paychecks have failed to keep up with the times

Today's average hourly wage has just about the same purchasing power it did in 1978.⁵

You'll avoid getting taken to court. Pay inequity creates legal risks for organizations

As states continue to pass pay-equity laws, equal-pay litigation has also increased.⁶



While **76%** of moms say **equitable pay** is an issue they are "somewhat concerned" or "very concerned" about, women of color were more likely to feel impacted by this issue. Black, Latina and Asians moms were 11% more likely to rank it as a top area of concern.

“ I can't think of a job that would have grace for parents in this situation, or pay a salary that would cover my living expenses and a nanny for my children while I work.



Janine,
Mom in New York and
Creative Strategist

6

ROOT OUT THE MOTHERHOOD PENALTY

Stop penalizing women for having kids



of moms say their workplace should take more steps to challenge bias towards mothers.



“ Because these are unprecedented times it’s hard for people to grasp the experience of mothers all around the world right now. As a mother in a normal world you already carry the weight of the world on your shoulders, yet it has doubled during this time. This is the most minimized I’ve ever felt actually.



Kamilah,
Mom in New York and Writer

HOW TO GET IT DONE

Companies can support moms with these solutions

Studies show that mothers face a “Motherhood Penalty” while fathers earn a “Fatherhood Premium.” Employers can change that by reducing and eliminating the discrimination that mothers face in the workplace.

- Require unconscious bias training for employees to root out the stigmas moms face for caretaking and push leaders to regularly speak out against these biases.
- Implement leadership development programs that target moms and check for bias in the allocation and assessment of developmental assignments.
- Ensure performance evaluations reward leadership qualities like fostering team building that moms are more likely to possess.
- Assess algorithms in hiring software that disqualify moms who have taken career breaks for caregiving.

- Recognize and reward unseen labor disproportionately performed by women (e.g., organizing the holiday party), and take steps to more equitably distribute that work.

WHY IT MAKES SENSE

Here’s how companies benefit from these policies

You’ll benefit from a more diverse workforce

Bias impacts moms’ ability to access opportunities. In a landmark study, researchers sent out fictitious applications to employers, some with subtle references to having children and some without. The study revealed that applications that didn’t reference children were twice as likely to get called in for an interview.¹¹

Data collection can capture how bias impacts career outcomes

While employers now commonly track data related to performance, retention, people management and more across factors like race, gender, sexuality and disability status, parental status is rarely tracked.

7

DON'T RUSH NEW MOMS BACK TO WORK BEFORE THEY'RE READY

HOW TO GET IT DONE

Companies can support moms with these solutions

- Give moms the maximum amount of time to be with their babies and recover from childbirth. Offer paid maternity leave that aligns with OECD standards by offering a minimum of 12 weeks.
- Offer bereavement leave to mothers and their partners who have experienced pregnancy loss, including miscarriages and stillbirths. It takes physical time and mental space to recover from such losses. These policies already exist in countries like New Zealand, India and the Philippines.

WHY IT MAKES SENSE

Here's how companies benefit from these policies

Your employees will be less likely to leave your company after having kids

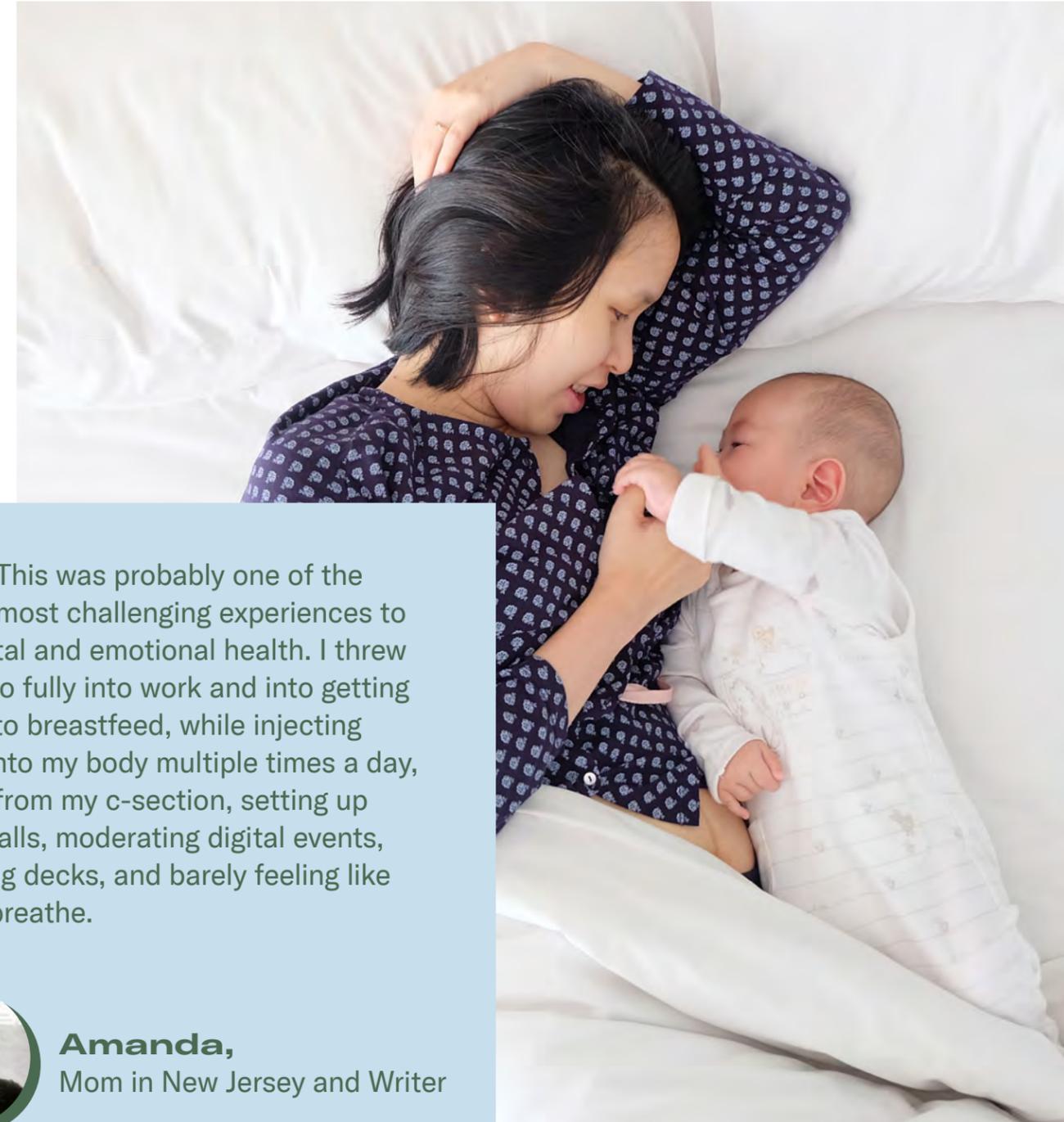
Maternity leave can reduce turnover. According to one Rutgers study, women who take maternity leave are 93% more likely to be in the workforce 9 to 12 months after a child's birth than women who take no leave.¹⁵ First-time moms are more likely to return to their employer if their leave is paid.



80% of moms want more paid maternity leave.



Amongst Black women, the demand is highest – **84%** want better maternity leave benefits.



“ This was probably one of the most challenging experiences to my mental and emotional health. I threw myself so fully into work and into getting my son to breastfeed, while injecting insulin into my body multiple times a day, healing from my c-section, setting up phone calls, moderating digital events, designing decks, and barely feeling like I could breathe.



Amanda,
Mom in New Jersey and Writer

8

PROVIDE BETTER ON-RAMPS TO BRING MOMS BACK TO WORK

HOW TO GET IT DONE

Companies can support moms with these solutions

Moms returning to work after having kids are met with unwelcoming environments that often lead them to leave again.

- Offer support for basic things moms need to come back to work, like lactation rooms.
- Build returnship programs to offer experienced working moms who have taken a career break an opportunity for a career “reboot.” Collect and report on the number of moms you recruit and retain.
- Offer a spectrum of opportunities from flexible work to part time or job-sharing opportunities to allow new moms to transition back to work.
- Train managers to avoid making assumptions around which projects a new mom can take on. Instead, check in with new moms to understand their career aspirations.
- Create a non-gendered parents’ employee resource group.
- Create a tailored coaching program for new moms to discuss work-life issues and career paths.

WHY IT MAKES SENSE

Here’s how companies benefit from these policies

Moms are more likely to come back when they are welcomed back Companies like Goldman Sachs, Cloudflare and IBM have offered a return-to-work program to their new staff as a way to help professionals transition back into the workforce after a hiatus.¹⁶ Despite accounting for 58% of the “highly credentialed” talent pool, nearly a third of women take a break from their career to fulfill caregiving responsibilities.¹⁷

Your company will benefit from a more diverse team

Most people who take a career break for caregiving reasons are female—meaning that returnship programs can be a powerful way to build a pipeline of diverse talent at the mid- and senior-level.¹⁸

You’ll have happier, loyal employees long term

Phasing new moms back into work or creating tailored programs can improve their work experience as they undergo life transitions and improve retention rates, which can drop off 12–18 months after returning to work if such approaches are not implemented.¹⁹



of moms wanted phased transitions when it comes time to return to work post-maternity and for those workplaces to improve their design to meet mom’s needs.

Low-income moms were the most likely to say that resources and groups for new moms are “very important.”



of low-income moms voice support for resources and groups for these policies vs. only a quarter of those making over \$150,000.



The hardest thing about the pandemic by far has been the post-partum experience...

I haven’t had the same opportunities to meet others and build the support a new mom needs. The pandemic has added an extra layer of isolation to the new mom experience.



Lauren,
Mom in Vermont and Business Executive



GUARANTEE PAID SICK LEAVE

Moms can't work when they (or their loved ones) are sick

HOW TO GET IT DONE

Companies can support moms with these solutions

Moms should never have to choose between their health or their paycheck.

- Give moms time off to support their loved ones when sick. Offer paid sick leave that occurs based on length of employee tenure.
- Offer paid, job-protected caregiving leave that allows at least one parent to provide short-term care to a sick child or care to an infant at home.

WHY IT MAKES SENSE

Here's how companies benefit from these policies

A sick workforce can't work

Paid sick leave reduces the risk of contagion. Research has shown that employees who lack paid sick leave are more likely to go to work sick, have financial hardships, skip preventive health care and spread contagious diseases.²⁰ For example, 49% of food workers who had worked at least one shift while suffering from vomiting or diarrhea in the last year said they did so because they would not be paid if they stayed home.²¹

92%

of moms ranked **paid sick leave**

as critical, not only for themselves, but also for their children -- a form of caregiving leave that already exists in countries like Australia, Germany, and Sweden.



[Paid sick leave] would have given me the time to get tested and safely see my mother and care for her when she was diagnosed with leukemia. It would have given me time to care for my daughter, and be present for her, while her school shut down because of COVID. It would have given me time to take care of myself, struggling between sickness and the pressure to keep going at all costs. I would be in a much different state right now, if I was afforded the time to unapologetically care for myself and my loved ones.



Adrienne,
Mom in Tennessee
and Media Expert

10 ADVOCATE FOR MOMS PUBLICLY



74% of moms say that it is “very important” that their employers take a stand for **mom-friendly public policy.**

But when it comes to increasing the minimum wage, Black moms are the biggest champions:



of Black moms support this policy

“ I felt like this country was barbaric when I took maternity leave (both times) and this brought it all together. Women are clearly not valued by society or our elected officials — local, state and federal. Elected officials talk a good game about family values but they don’t care what happens to people.



Catherine,
Mom in California and
Parks Manager

HOW TO GET IT DONE

Companies can support moms with these solutions

When it comes to supporting moms, the United States is an embarrassment. Rather than pointing fingers, companies must use their outsized influence to shift policy.

Lobby for policies that benefits moms including but not limited to:

- Expansion of child tax credits or subsidies
- Higher limits on flexible-spending accounts that can be used for child care
- Expanded access to preschool, free or subsidized after-school care programs
- Revisions to the tax system to eliminate the penalization of dual-income households

WHY IT MAKES SENSE

Here’s how companies benefit from these policies

Your employees will help you in this process

Employee resource groups can help identify policies that would most benefit moms in your workforce and liaise with your managers, HR and government affairs team to push for a broader shift in public policy.

It’s easier on your company in the long run

Championing a holistic, comprehensive approach to public policy around care reduces compliance burdens on companies and enables working moms to better balance caregiving responsibilities and work obligations.

HOW (AND WHY) YOUR COMPANY NEEDS TO USE THIS GUIDE

It's time to radically re-imagine our future. The pandemic has illuminated workplace inequity across this country. Now, as the pandemic shows signs of receding and a so-called "great resignation" wave builds, employers must redesign work so it works for everyone.

We at APCO Impact – many of us moms ourselves – are proud to support the Marshall Plan for Moms in the fight to ensure all caregivers are given the tools and resources they need to thrive. We believe, and our research has shown, that supporting moms is good for everyone and good for business.

The solutions exist. We just need to implement them. They are not revolutionary, but they can have a revolutionary impact on the future of our workforce. It's about using tools we already have at our disposal and outlined in this document, like paid time off, child care, on-ramps for moms re-entering

work and a living wage. It's also about engendering a culture that respects and rewards those who take time off and welcomes them back.

As a women-owned business, started 37 years ago by a working mom, we feel a particular responsibility for making sure our workplace is working for moms. Our clients also represent some of the nation's largest employers and, like us, they realize that we need to plan for a different future that is truly inclusive.

We have a once-in-a-generation opportunity to make good on all of the sweeping promises that were made to equity and justice in the last year. We can't afford to let it pass by. We hope this playbook can be your guide to making tough, but necessary changes that your current or potential employees need. We need to do right by them -- and the millions of moms in this country.



Denielle Sachs

Mom in New York and Global Head & Senior Director, **APCO Impact**





“

Health insurance, retirement benefits, paid leave, paid sick leave, vacation leave and child care should all be within a compensation package, but what else is being offered to attract women back?



Betsey Stevenson,
Economist and Professor of Public Policy and
Economics at University of Michigan

RESOURCES AND ACKNOWLEDGEMENTS

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Katharine Zaleski Co-founder, Power To Fly

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Margery Kraus Founder and Executive Chairman, APCO Worldwide

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Tim Allen CEO, Care.com

Tina Lawler Senior Research Associate, Center for Work and Family at the Carroll School of Management at Boston College



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