

MERCER SELECT
INTELLIGENCESM

2018

GLOBAL PARENTAL LEAVE INDUSTRY SCORECARD

SAMPLE



MAKE TOMORROW, TODAY



4	MERCER'S GLOBAL PUBLICATIONS	52	PREVALENCE RESULTS
5	INTRODUCTION	54	Banking/Finance/Insurance
6	Report Structure	74	Consumer Goods
7	Reading the Report	94	Energy
		114	Healthcare
15	INDUSTRY SCORECARD	134	High Tech
17	Supplementing The Amount Of Leave	154	Life Sciences
18	What's My Company Score?	174	Manufacturing
19	Employee Support	194	Nonmanufacturing
21	Work-Life Balance	214	Retail & Wholesale
23	Diversity & Inclusion	234	Services Non-Financial
25	Compensation & Benefits		
26	My Total Points	254	ABOUT THIS REPORT
		255	Methodology
27	SCORECARD QUADRANTS	256	Glossary
28	Overall Industry Rankings		
30	Scorecard Quadrants Overview	261	ABOUT MERCER
31	Employee Support		
36	Work-Life Balance		
41	Diversity & Inclusion		
46	Compensation & Benefits		

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Vacation and Other Leave Policies Around the World



Vacation and Other Leave Industry Scorecard



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GCPR 20 Year Look Back



Global Pay Summary



International Geographic Salary Differentials



New Graduate Starting Salaries



Short-Term Incentives Around the World



STI Trends — A 10 Year Review



Workforce Turnover Around the World

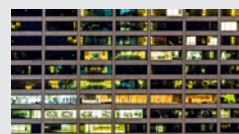
HANDBOOKS & GUIDES



Compensation Handbook



Global Mobility Handbook



HR Atlas



HR Guide to Doing Business



HR Management Terms

INTRODUCTION

Today's business landscape requires HR and business leaders to rethink the traditional employee value proposition. The competitive labor market and increased mobility in the Millennial generation means that employees are re-evaluating their compensation package, and potential hires are becoming savvier about comparing benefits when considering a new employer.

Chief among many prospective employees' desires is a better work-life balance that allows them to pursue personal goals while still attaining success in their career, and no personal goal is as widespread as the desire to raise a family. This could mean that more and more employees are putting a spotlight directly on parental leave programs, and employers who wish to remain competitive should consider how their parental leave policies may impact their employment brand and ability to recruit new talent.

KNOW WHERE YOUR COMPANY STANDS

Because employees' priorities are shifting and more potential hires are scrutinizing benefit packages, it is critical for HR managers to know exactly where their company's policies deliver value and where they are more limited. While even the most seasoned HR manager may feel that they have a strong grasp of their company's offerings, the rapidly developing nature of this evolving employee benefit area may mean that a once generous plan has become outdated in a hurry.

This new resource from Mercer is the perfect tool for measuring the strengths and weaknesses of your company's parental leave policies. By systematically deconstructing a holistic leave program into four universal quadrants, the enclosed quiz allows any HR professional to discern how their company's offering compares to the ideal policy. Moreover, because this scorecard draws from a global survey of 1,200+ companies in 50 countries around the world, scorecard users can easily compare their results to the global standard in 10 major industries.

HOW ARE COMPANIES REALLY ADAPTING?

Although it is valuable to compare your company's score to our international survey findings, these results may not be the most helpful in discerning which individual policy offerings are most common around the world. For instance, learning that your company's in-office lactation policy is more permissive than the average energy company's likely will not help you decide whether you need to revise your practices. Instead, the prevalence scores in the second section of this report provide the actual percentage of companies in each industry that have adopted, plan to adopt, or failed to adopt a given policy, allowing users to determine the individual components of a parental leave program that are most or least common. Using these figures, HR and business managers can see the most prevalent parental leave policies in each industry included in the study, and they can use these figures to identify any glaring omissions in their own program.

REPORT STRUCTURE

The 2018 **Global Parental Leave Industry Scorecard** allows you to assess your own company's parental leave policy and compare it to the market standard for 10 global industries. Identify the specific components of your parental leave policy that lag behind or exceed those offered by your direct competitors, and learn the standard practices of industry leaders around the world.

The report includes the following sections:

INDUSTRY SCORECARD

This section provides the overall rankings and score for each industry. Complete the “What's my company's score?” quiz to find out how your company compares to all 10 industries included in this report.

SCORECARD QUADRANTS

This section provides additional detail on the scores and rankings of each industry by evaluating questions in the following quadrants:

- ▶ Employee support
- ▶ Work-life balance
- ▶ Diversity and inclusion
- ▶ Compensation benefits

PREVALENCE RESULTS

This section provides the general prevalence data for each industry to allow readers to understand which practices are most common for their industry. Results in this section are grouped by industry:

- ▶ Banking/Financial Services/Insurance
- ▶ Consumer Goods
- ▶ Energy
- ▶ Healthcare
- ▶ High Tech
- ▶ Life Sciences
- ▶ Manufacturing
- ▶ Nonmanufacturing
- ▶ Retail & Wholesale
- ▶ Services (Nonfinancial)

ABOUT THIS REPORT

This section delineates the methods of data-gathering and cleaning used for the report and lists key definitions.

- ▶ **Methodology** includes data sources used to compile this report, currency conversion rates, and other details on calculations and assumptions.
- ▶ **Glossary** provides definitions for many of the terms used throughout this report, as well as other HR-related terms.

READING THIS REPORT

EMPLOYEE SUPPORT

WHICH OF THE FOLLOWING PROGRAMS DO YOU PROVIDE FOR MANAGEMENT TO ACTIVELY MANAGE MATERNITY LEAVE?

CHOOSE **ALL** OPTIONS THAT APPLY.

COACHING FOR MANAGERS

GUIDELINES AND TIPS FOR MANAGERS ON HOW TO MANAGE EMPLOYEE LEAVES

OTHER SUPPORT PROGRAMS, TOOLS AND CHECK LISTS FOR MANAGERS WITH EMPLOYEES TAKING EXTENDED LEAVE

SCHEDULED CONVERSATIONS OR CHECKLIST WITH MANAGER WHEN EMPLOYEES RETURN FROM LEAVE PERIOD

SCHEDULED CONVERSATIONS WITH MANAGER DURING ABSENCE

TRAINING FOR EMPLOYEES WHO WILL TAKE LEAVE; E.G., THEIR ROLE IN THE PROCESS

NONE OF THESE

Some questions will allow multiple responses, some will allow only one.

HOW DO YOU TYPICALLY COVER JOB DUTIES FOR EMPLOYEES WHILE OUT ON MATERNITY LEAVE?

CHOOSE **ALL** OPTIONS THAT APPLY.

HIRE A CANDIDATE EXTERNALLY FOR TEMPORARY ASSIGNMENT

SECONDMENT OF EXISTING EMPLOYEE

SHARE DUTIES WITH EXISTING TEAM

USE THE JOB FOR A PROFESSIONAL DEVELOPMENT OPPORTUNITY FOR A TALENTED EMPLOYEE

NO REPLACEMENT

The answers you select for all question will create your total score. A summary of all scores will then display on page 24, along with a summary of each industry's scores.

READING THIS REPORT

EMPLOYEE SUPPORT

The policy elements are organized into four quadrants. Content relating to **Employee Support** is shaded in green.

RANK	INDUSTRY	SCORE
1	BANKING/FINANCIAL SERVICES/INSURANCE	300
2	CONSUMER GOODS	300
3	ENERGY	300
4	HEALTHCARE	300
5	HIGH TECH	300
6	LIFE SCIENCES	300
7	MANUFACTURING	300
8	NONMANUFACTURING	300
9	RETAIL & WHOLESALE	300
10	SERVICES (NONFINANCIAL)	300

This page indicates the ranking of each industry within each quadrant. These rankings may differ for each quadrant and when compared to the overall rankings.

WORK-LIFE BALANCE

All content relating to the **Work-Life Balance** quadrant is pink.

RANK	INDUSTRY	SCORE
1	BANKING/FINANCIAL SERVICES/INSURANCE	300
2	CONSUMER GOODS	300
3	ENERGY	300
4	HEALTHCARE	300
5	HIGH TECH	300
6	LIFE SCIENCES	300
7	MANUFACTURING	300
8	NONMANUFACTURING	300
9	RETAIL & WHOLESALE	300
10	SERVICES (NONFINANCIAL)	300

DIVERSITY & INCLUSION

All content relating to the **Diversity & Inclusion** quadrant is yellow.

RANK	INDUSTRY	SCORE
1	BANKING/FINANCIAL SERVICES/INSURANCE	300
2	CONSUMER GOODS	300
3	ENERGY	300
4	HEALTHCARE	300
5	HIGH TECH	300
6	LIFE SCIENCES	300
7	MANUFACTURING	300
8	NONMANUFACTURING	300
9	RETAIL & WHOLESALE	300
10	SERVICES (NONFINANCIAL)	300

See the **Glossary** in **About this Report** for a list of sub-industries included in each industry.

COMPENSATION & BENEFITS

All content relating to the **Compensation & Benefits** quadrant is purple.

RANK	INDUSTRY	SCORE
1	BANKING/FINANCIAL SERVICES/INSURANCE	300
2	CONSUMER GOODS	300
3	ENERGY	300
4	HEALTHCARE	300
5	HIGH TECH	300
6	LIFE SCIENCES	300
7	MANUFACTURING	300
8	NONMANUFACTURING	300
9	RETAIL & WHOLESALE	300
10	SERVICES (NONFINANCIAL)	300

READING THIS REPORT

EMPLOYEE SUPPORT

WHICH OF THE FOLLOWING PROGRAMS DO YOU OFFER FOR MANAGEMENT TO ACTIVELY MANAGE MATERNAL AND PATERNAL LEAVES?



This question considers programs offered to male and female employees.



The question score indicates how well the industry performed for this question. The higher the score, the more generous the benefit or policy.



The Scorecard Quadrant section shows the individual questions that make up each quadrant.

FACTORS MEASURED

- ▶ Coaching for managers
- ▶ Guidelines and tips for managers on how to manage employee leaves
- ▶ Other support programs, tools, and checklists for managers with employees taking extended leave
- ▶ Scheduled conversations or checklist with manager when employees return from leave period
- ▶ Scheduled conversations with manager during absence
- ▶ Training for employees who will take leave; e.g., their role in the process
- ▶ None of these

The Factors Measured are the same as the response options in the What's My Company Score? quiz.

See Methodology in About this Report for details on how these scores are calculated.

READING THIS REPORT

INDUSTRY

MATERNITY LEAVE

All pages relating to maternity leave feature pink as an accent color.

PREPARING FOR LEAVE

WHICH OF THE FOLLOWING PROGRAMS ARE PROVIDED TO HELP MANAGE MATERNITY LEAVE PERIODS?

The information on 'Preparing for Leave' covers common types of support programs that companies provide to employees.

25%	HEALTH-RELATED PROGRAMS (E.G., HEALTHY PREGNANCY, SLEEP MANAGEMENT)
25%	ADVICE OR SUPPORT-RELATED PROGRAMS (E.G., PREPARING FOR PARENTHOOD)
25%	EXTENDED LEAVE PREPARATION PROGRAMS (E.G., HOW TO PREPARE FOR THE LEAVE PERIOD)
25%	FINANCIAL AND LEGAL PLANNING ADVICE
25%	ACCESS TO EMPLOYEE ASSISTANCE PROGRAM (EAP)
25%	FIRST AID TRAINING
25%	HEALTH AND WELLNESS COACHES
25%	NONE OF THESE

N=25

Note: More than one response was permitted; the sum may total more than 100%.

The N= figure provides the number of companies that responded to each question.

WHICH OF THE FOLLOWING PROGRAMS ARE PROVIDED TO HELP MANAGEMENT ACTIVELY MANAGE MATERNITY LEAVE PERIODS?

26%	GUIDELINES AND TIPS FOR MANAGERS ON HOW TO MANAGE EMPLOYEE LEAVES
26%	COACHING FOR MANAGERS
26%	TRAINING FOR EMPLOYEES WHO WILL TAKE LEAVE; E.G., THEIR ROLE IN THE PROCESS
26%	SCHEDULED CONVERSATIONS WITH MANAGER DURING ABSENCE
26%	SCHEDULED CONVERSATIONS OR CHECKLIST WITH MANAGER WHEN EMPLOYEES RETURN FROM LEAVE PERIOD
26%	OTHER SUPPORT PROGRAMS, TOOLS, AND CHECKLISTS FOR MANAGERS WITH EMPLOYEES TAKING EXTENDED LEAVE
26%	NONE

N=25

Note: More than one response was permitted; the sum may total more than 100%.

Some questions allowed more than one response from survey participants. The total percentage of these questions may be greater than 100%.

READING THIS REPORT

INDUSTRY

DURING LEAVE

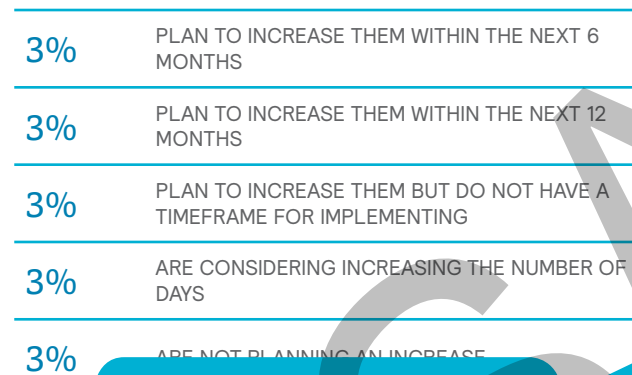
The information on the 'During Leave' period primarily focuses on whether additional leave or pay is provided to the employee.

DO COMPANIES SUPPLEMENT STATUTORY REQUIREMENTS FOR THE LENGTH OF PATERNITY LEAVE?



N=25

ARE COMPANIES CONSIDERING INCREASING THE NUMBER OF SUPPLEMENTAL DAYS PROVIDED FOR PATERNITY LEAVE?



N=25

These percentages indicate the portion of companies that provide supplemental leave as paid or unpaid.

HOW MUCH SUPPLEMENTAL PATERNITY LEAVE IS PROVIDED?

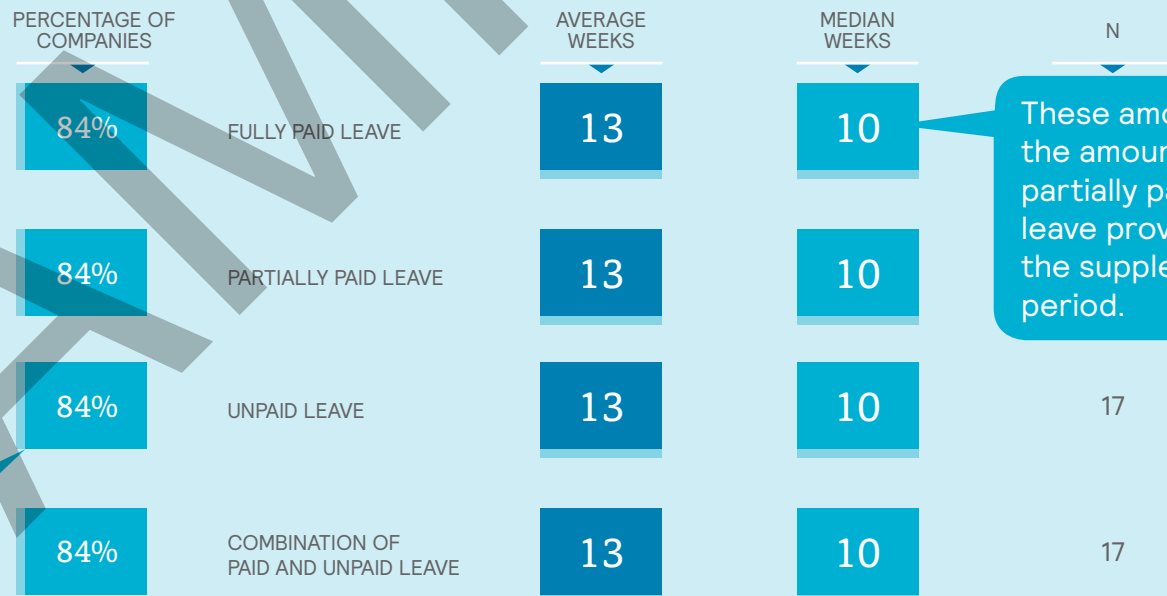


N=25

All pages relating to paternity leave feature blue as an accent color.

This is the overall length of supplemental leave provided; the median and average amounts are provided.

IS THIS SUPPLEMENTAL LEAVE PROVIDED AS PAID OR UNPAID LEAVE?



N=25

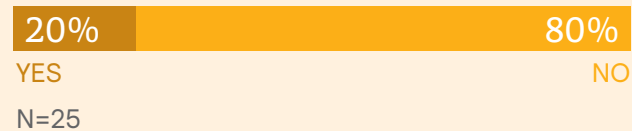
These amounts indicate the amount of fully paid, partially paid and unpaid leave provided during the supplemental leave period.

READING THIS REPORT

INDUSTRY

PAYMENTS DURING THE STATUTORY PORTION OF LEAVE

DO COMPANIES PROVIDE PAY IN EXCESS OF THE STATUTORY REQUIREMENTS?



FOR WHAT PORTION OF THE STATUTORY PARENTAL LEAVE PERIOD IS PAY PROVIDED IN EXCESS OF THE STATUTORY REQUIREMENTS?

FULL PAY (100% OF BASE SALARY)



This content relates specifically to additional payments made to the employee during the statutory portion of leave.

PARTIAL PAY (LESS THAN 100% OF BASE SALARY)



The average and median number of weeks are provided based on whether the employee is receiving payments that are equal to their full salary, or payments that are less than their full, regular salary.

PARENTAL LEAVE

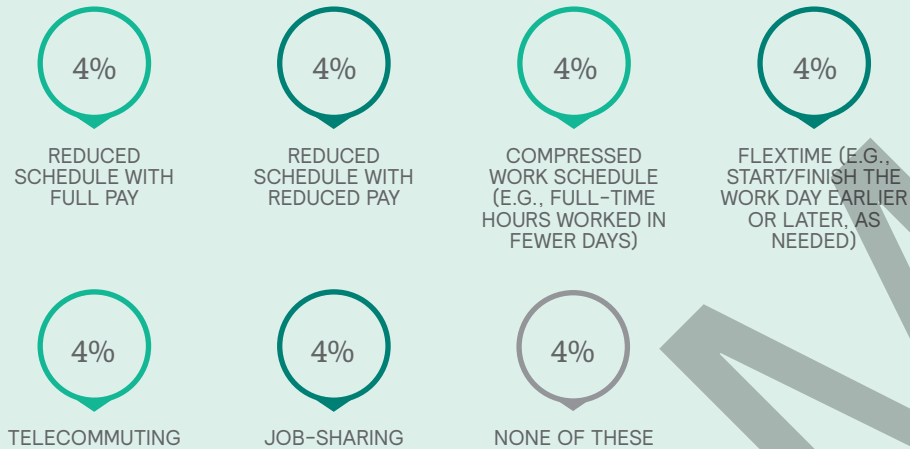
All pages relating to parental leave feature yellow as an accent color.

Globally, less than half of companies provide parental leave that may be used by the birth mother or the birth father.

READING THIS REPORT INDUSTRY

RETURNING TO WORK

WHICH OF THE FOLLOWING TIME MANAGEMENT OPTIONS ARE OFFERED TO HELP PROVIDE SUPPORT TO NEW PARENTS RETURNING FROM ADOPTION LEAVE?



N=25

Note: More than one response was permitted; the sum may total more than 100%.

Some questions allowed more than one response from survey participants. The total percentage of these questions may be greater than 100%.

The 'Returning to Work' section includes information on the types of support and flexible working arrangements available to employees who have returned from an extended leave.

ADOPTION LEAVE

All pages relating to adoption leave feature green as an accent color.

HOW MANY WEEKS CAN THE EMPLOYEE STAY ON A REDUCED SCHEDULE?

REDUCED SCHEDULE WITH FULL PAY

7%	7%	7%	7%	7%	7%
2 WEEKS OR LESS	MORE THAN 2 BUT LESS THAN 4 WEEKS	MORE THAN 4 BUT LESS THAN 6 WEEKS	MORE THAN 6 BUT LESS THAN 8 WEEKS	MORE THAN 8 WEEKS	NO TIME LIMIT

REDUCED SCHEDULE WITH REDUCED PAY

7%	7%	7%	7%	7%	7%
2 WEEKS OR LESS	MORE THAN 2 BUT LESS THAN 4 WEEKS	MORE THAN 4 BUT LESS THAN 6 WEEKS	MORE THAN 6 BUT LESS THAN 8 WEEKS	MORE THAN 8 WEEKS	NO TIME LIMIT

N=25

READING THIS REPORT

INDUSTRY

HOW MUCH FAMILY CAREGIVER LEAVE IS PROVIDED?

All pages relating to family caregiver leave feature blue as an accent color.

FAMILY CAREGIVER LEAVE

The paid portion of this leave can be relatively short so it is reported in workdays (based on a five day working week).

The unpaid portion of this leave can be long so it is reported in weeks.

This table provides the amount of leave companies grant, including any statutory leave amounts.

	PAID			UNPAID		
	WORKDAYS			WEEKS		
	AVERAGE	MEDIAN	N=	AVERAGE	MEDIAN	N=
OPPOSITE-SEX DOMESTIC PARTNER	4	2	203	17	12	377
SAME-SEX SPOUSE	5	2	149	18	12	269
SAME-SEX DOMESTIC PARTNER	4	2	203	17	12	377
CHILDREN	5	2	149	18	12	269
PARENTS	4	2	203	17	12	377
PARENTS-IN-LAW	5	2	149	18	12	269
SIBLINGS	4	2	203	17	12	377
	5	2	149	18	12	269

PREVALENCE RESULTS



PREVALENCE RESULTS

PREVALENCE RESULTS

Although industry scores are effective for self-comparison or measuring oneself against an ideal program, they do not tell the tale of company policies around the world. For that purpose, this section provides prevalence data for each of the questions in the industry scorecard quiz, plus additional questions collected in our Global Parental Leave survey. Arranged by industry, the prevalence results show how many respondents within each industry have adopted the policy in question, allowing users to see which aspects of a parental leave policy have been most widely embraced by the world's leading companies.

SAMPLE

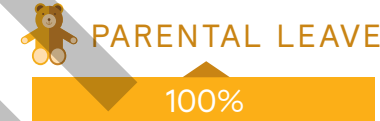
OVERVIEW OF BENEFITS FOR PARENTS PROGRAM ELIGIBILITY

WHICH OF THESE PARENTAL-BASED LEAVE BENEFITS ARE PROVIDED TO EMPLOYEES?



N=200

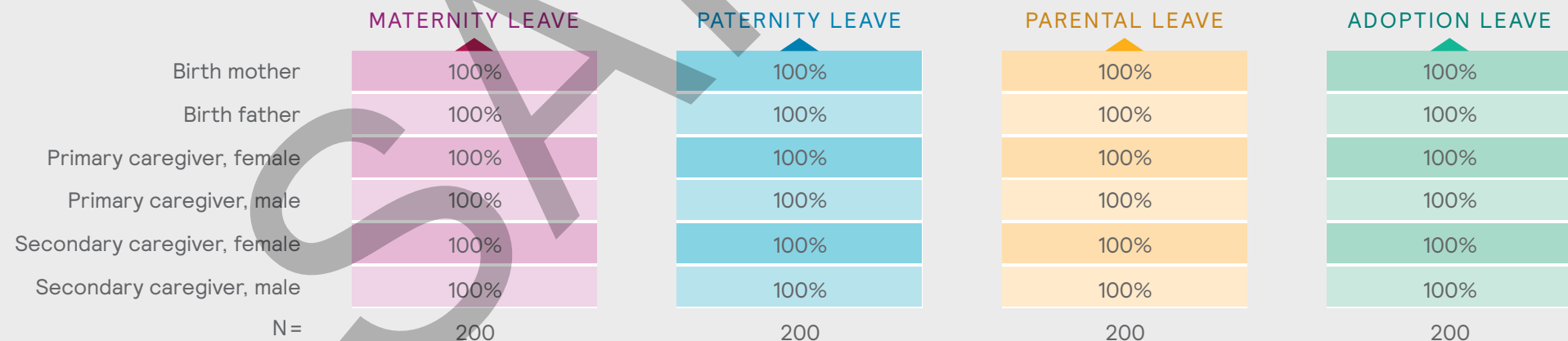
IS ADOPTION LEAVE COVERED IN ANY OF THESE LEAVE BENEFITS?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

WHO IS ELIGIBLE TO PARTICIPATE IN EACH BENEFIT PROGRAM?



Note: More than one response was permitted; the sum may total more than 100%.

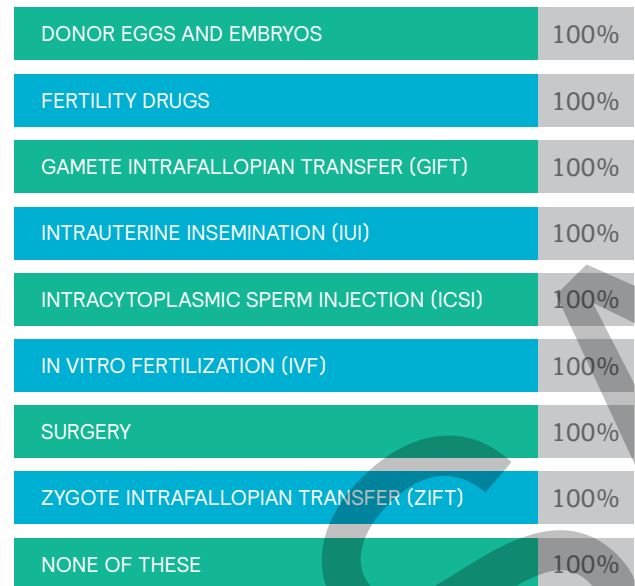
INDUSTRY

FERTILITY TREATMENT

DO COMPANIES PROVIDE BENEFITS COVERAGE FOR ANY FERTILITY TREATMENTS?



WHICH FERTILITY TREATMENTS ARE COVERED IN BENEFITS PLANS?

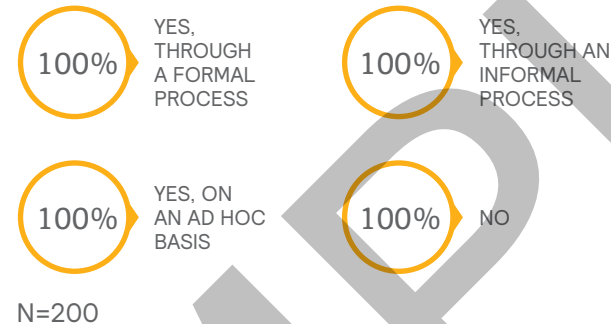


N=200

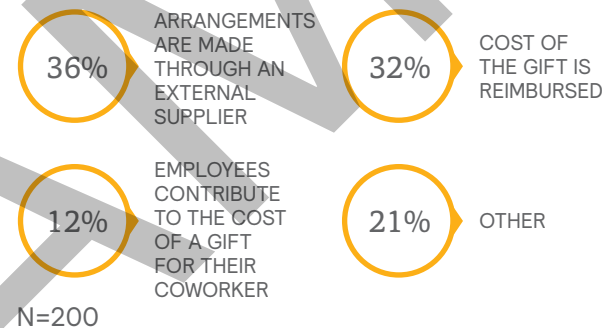
Note: More than one response was permitted; the sum may total more than 100%.

BABY GIFTS

DO COMPANIES PROVIDE A “BABY GIFT” OR CARE PACKAGE TO NEW PARENTS?



WHO PAYS FOR THE “BABY GIFT” OR CARE PACKAGE?



100%

OF COMPANIES PROVIDE FERTILITY TREATMENT BENEFITS FOR SAME-SEX COUPLES (N=77)

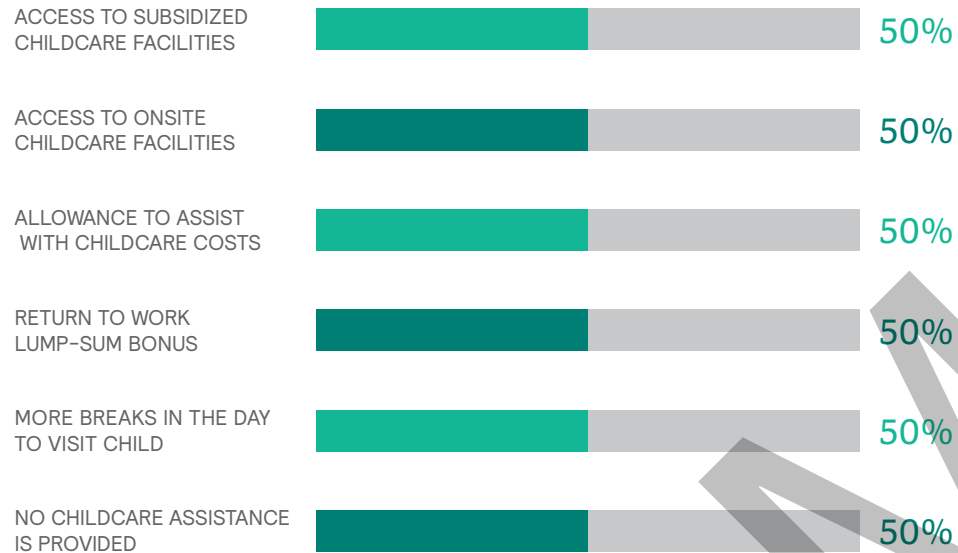
100%

OF COMPANIES COVER ANY APPLICABLE TAXES FOR THE EMPLOYEE RECEIVING THE GIFT (N=64)

INDUSTRY

CHILDCARE ASSISTANCE

WHICH OF THE FOLLOWING TYPES OF CHILDCARE ASSISTANCE DO COMPANIES PROVIDE?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

Globally, almost one-third of companies provide some form of childcare assistance to their employees.

INDUSTRY

MATERNITY LEAVE

PREPARING FOR LEAVE

WHICH OF THE FOLLOWING SUPPORT PROGRAMS ARE PROVIDED TO NEW OR FUTURE MOTHERS?

100%	HEALTH-RELATED PROGRAMS (E.G., HEALTHY PREGNANCY, SLEEP MANAGEMENT)
100%	ADVICE OR SUPPORT-RELATED PROGRAMS (E.G., PREPARING FOR PARENTHOOD)
100%	EXTENDED LEAVE PREPARATION PROGRAMS (E.G., HOW TO PREPARE FOR THE LEAVE PERIOD)
100%	FINANCIAL AND LEGAL PLANNING ADVICE
100%	ACCESS TO EMPLOYEE ASSISTANCE PROGRAM (EAP)
100%	FIRST AID TRAINING
100%	HEALTH AND WELLNESS COACHES
100%	NONE OF THESE

N=200

Note: More than one response was permitted; the sum may total more than 100%.

WHICH OF THE FOLLOWING PROGRAMS ARE PROVIDED TO HELP MANAGEMENT ACTIVELY MANAGE MATERNITY LEAVE PERIODS?

100%	GUIDELINES AND TIPS FOR MANAGERS ON HOW TO MANAGE EMPLOYEE LEAVES
100%	COACHING FOR MANAGERS
100%	TRAINING FOR EMPLOYEES WHO WILL TAKE LEAVE; E.G., THEIR ROLE IN THE PROCESS
100%	SCHEDULED CONVERSATIONS WITH MANAGER DURING ABSENCE
100%	SCHEDULED CONVERSATIONS OR CHECKLIST WITH MANAGER WHEN EMPLOYEES RETURN FROM LEAVE PERIOD
100%	OTHER SUPPORT PROGRAMS, TOOLS, AND CHECKLISTS FOR MANAGERS WITH EMPLOYEES TAKING EXTENDED LEAVE
100%	NONE OF THESE

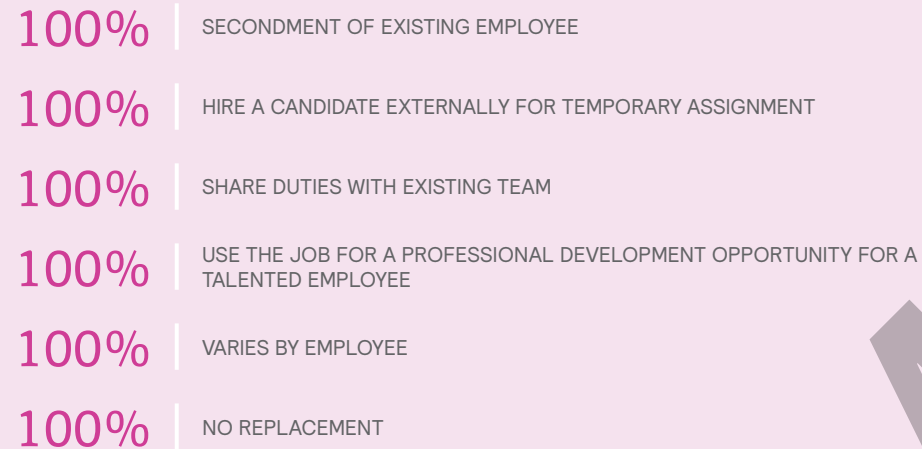
N=200

Note: More than one response was permitted; the sum may total more than 100%.

INDUSTRY

DURING LEAVE

HOW DO COMPANIES COVER JOB DUTIES WHILE EMPLOYEES ARE OUT ON MATERNITY LEAVE?

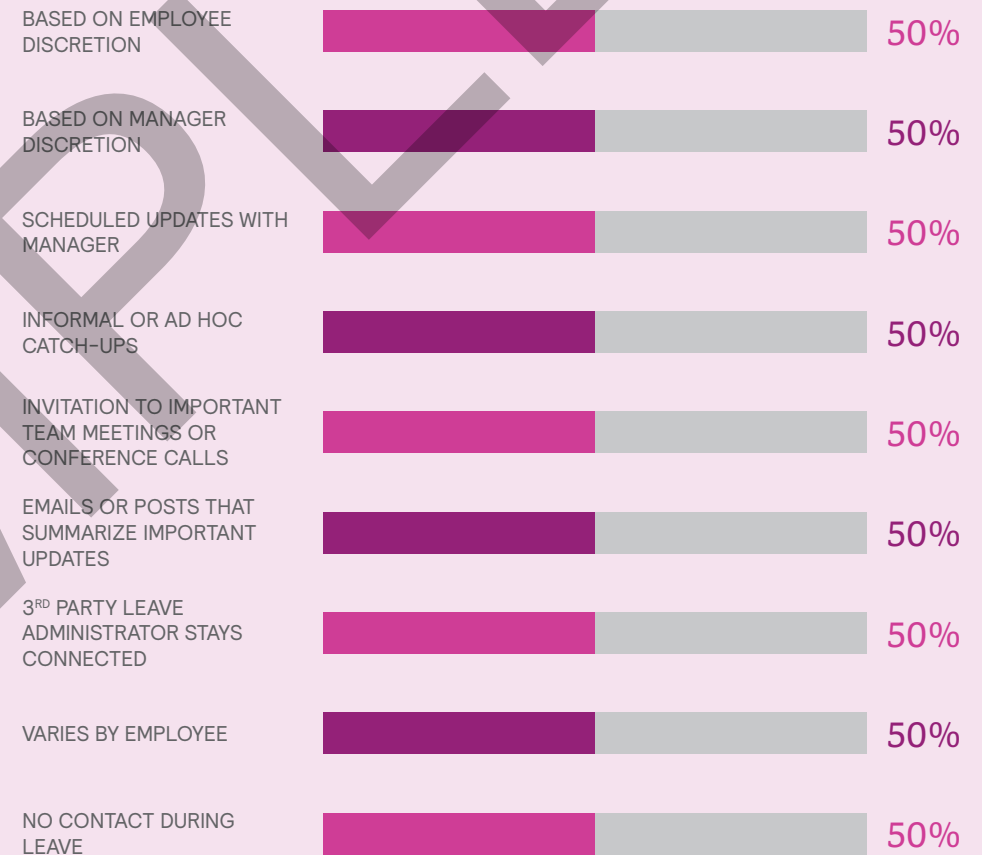


N=200

Note: More than one response was permitted; the sum may total more than 100%.

MATERNITY LEAVE

HOW DO COMPANIES STAY IN CONTACT WITH AN EMPLOYEE WHILE THEY ARE ON MATERNITY LEAVE?



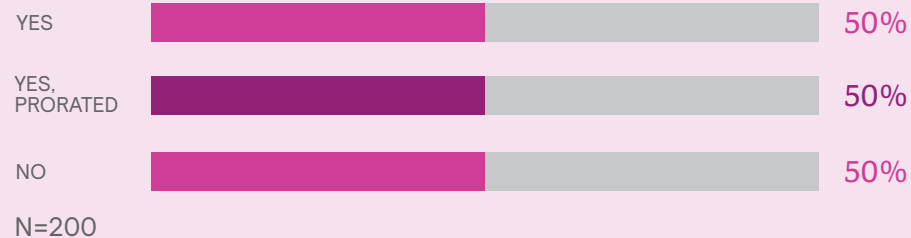
N=200

Note: More than one response was permitted; the sum may total more than 100%.

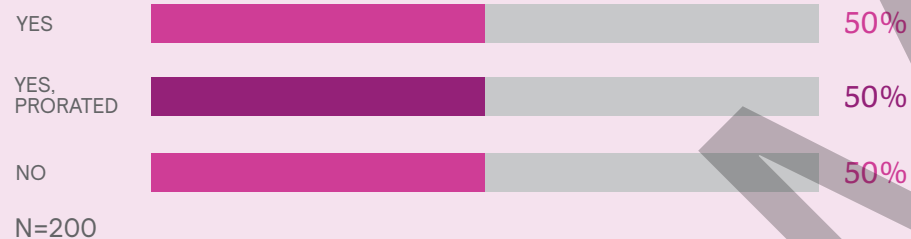
INDUSTRY

DO PART-TIME OR REDUCED HOURS EMPLOYEES RECEIVE THE SAME SUPPLEMENTAL BENEFITS AS FULL-TIME EMPLOYEES?

PART-TIME EMPLOYEES



REDUCED HOURS EMPLOYEES



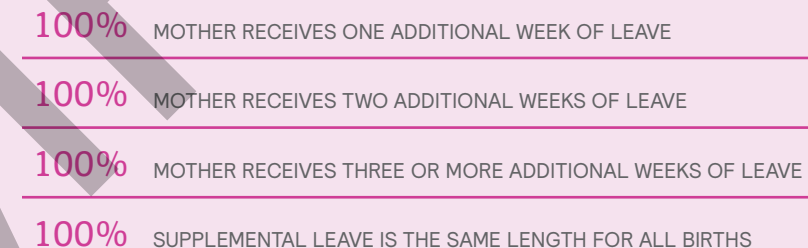
MATERNITY LEAVE

PROVIDING ADDITIONAL LEAVE

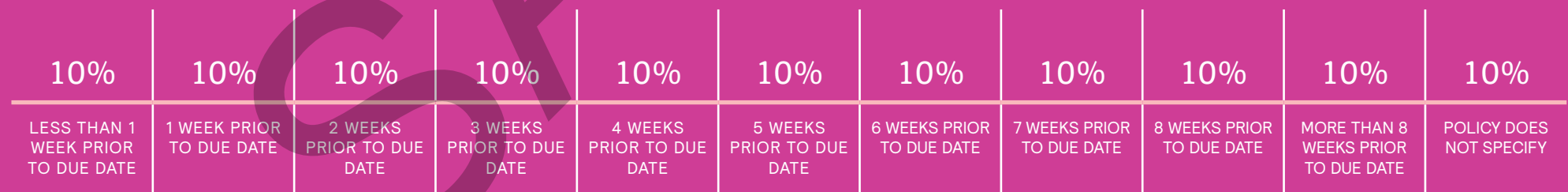
DO COMPANIES SUPPLEMENT STATUTORY REQUIREMENTS FOR THE LENGTH OF MATERNITY LEAVE?



HOW DOES THE LENGTH OF SUPPLEMENTAL MATERNITY LEAVE DIFFER FOR A CESAREAN BIRTH?



FOR A TYPICAL, HEALTHY PREGNANCY, HOW FAR IN ADVANCE OF AN EMPLOYEE'S DUE DATE CAN THEY BEGIN THEIR MATERNITY LEAVE?



N=200

INDUSTRY

HOW MUCH SUPPLEMENTAL MATERNITY LEAVE IS PROVIDED?



IS THIS SUPPLEMENTAL LEAVE PROVIDED AS PAID OR UNPAID LEAVE?



MATERNITY LEAVE

PAYMENTS DURING THE STATUTORY PORTION OF LEAVE

DO COMPANIES PROVIDE PAY IN EXCESS OF THE STATUTORY REQUIREMENTS?



FOR WHAT PORTION OF THE STATUTORY MATERNITY LEAVE PERIOD IS PAY PROVIDED IN EXCESS OF THE STATUTORY REQUIREMENTS?

FULL PAY (100% OF BASE SALARY)



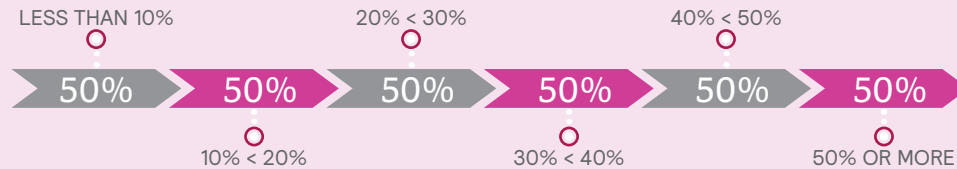
PARTIAL PAY (LESS THAN 100% OF BASE SALARY)



INDUSTRY

RETURNING TO WORK

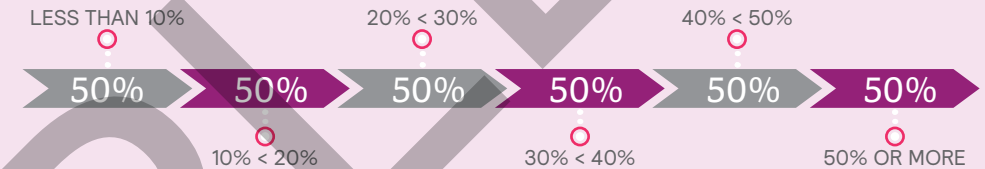
APPROXIMATELY WHAT PERCENTAGE OF EMPLOYEES DO NOT RETURN TO WORK AFTER THEIR MATERNITY LEAVE?



N=200

MATERNITY LEAVE

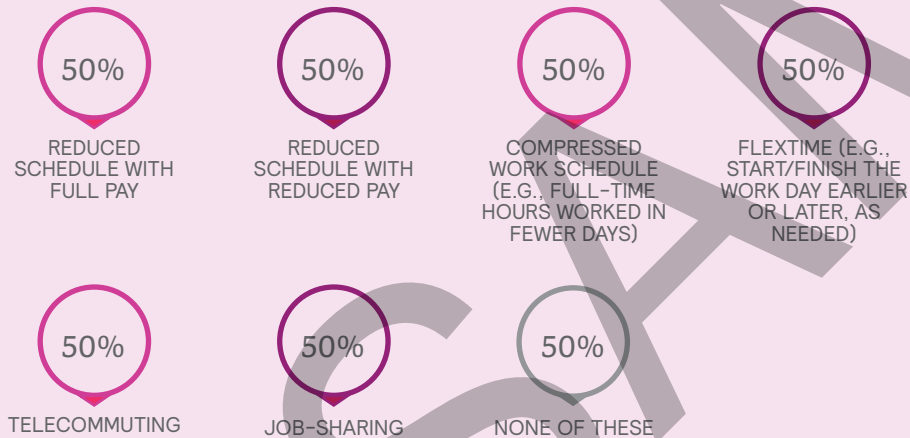
APPROXIMATELY WHAT PERCENTAGE OF EMPLOYEES LEAVE WITHIN ONE YEAR OF RETURNING FROM MATERNITY LEAVE?



N=200

79% OF COMPANIES PROVIDE LACTATION FACILITIES FOR NEW MOTHERS WHO HAVE RETURNED TO WORK (N=186)

WHICH OF THE FOLLOWING TIME MANAGEMENT OPTIONS ARE OFFERED TO HELP PROVIDE SUPPORT TO A MOTHER RETURNING FROM MATERNITY LEAVE?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

HOW MANY WEEKS CAN THE EMPLOYEE STAY ON A REDUCED SCHEDULE?

REDUCED SCHEDULE WITH FULL PAY

50%	50%	50%	50%	50%	50%
2 WEEKS OR LESS	MORE THAN 2 BUT LESS THAN 4 WEEKS	MORE THAN 4 BUT LESS THAN 6 WEEKS	MORE THAN 6 BUT LESS THAN 8 WEEKS	MORE THAN 8 WEEKS	NO TIME LIMIT

N=200

REDUCED SCHEDULE WITH REDUCED PAY

50%	50%	50%	50%	50%	50%
2 WEEKS OR LESS	MORE THAN 2 BUT LESS THAN 4 WEEKS	MORE THAN 4 BUT LESS THAN 6 WEEKS	MORE THAN 6 BUT LESS THAN 8 WEEKS	MORE THAN 8 WEEKS	NO TIME LIMIT

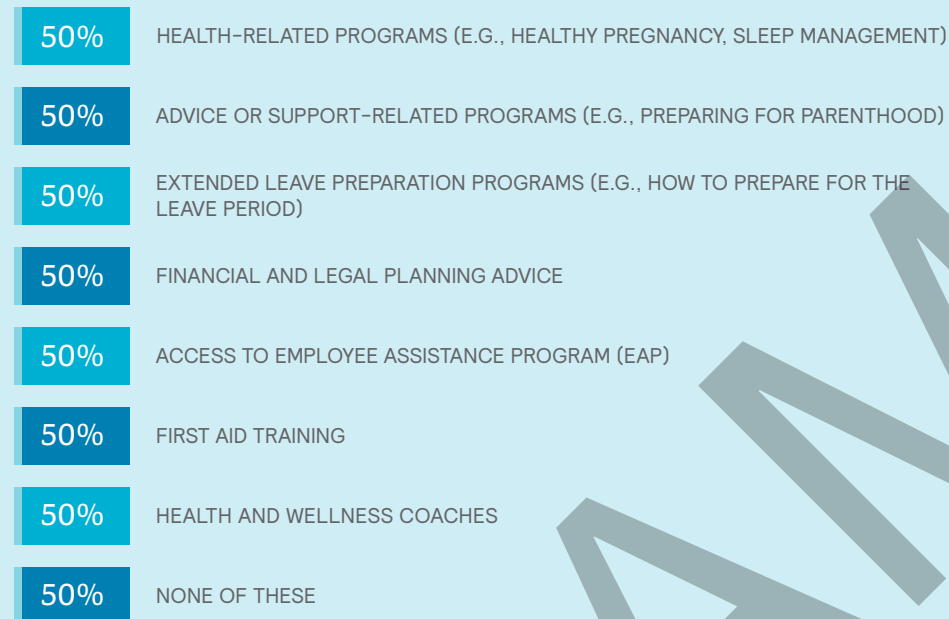
N=200

INDUSTRY

PATERNITY LEAVE

PREPARING FOR LEAVE

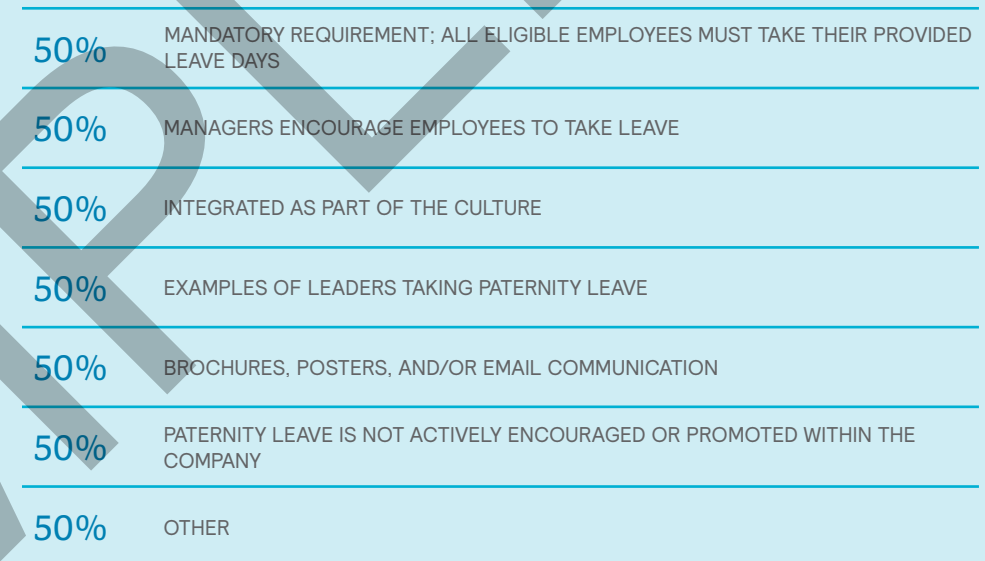
WHICH OF THE FOLLOWING SUPPORT PROGRAMS ARE PROVIDED TO NEW OR FUTURE FATHERS?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

HOW ARE ELIGIBLE EMPLOYEES ENCOURAGED TO TAKE PATERNITY LEAVE?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

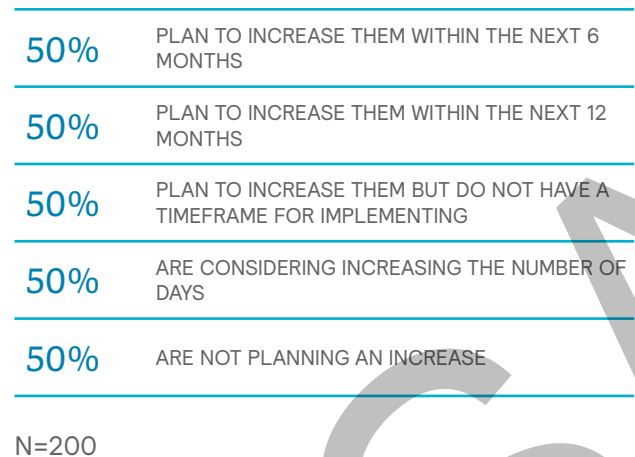
INDUSTRY

DURING LEAVE

DO COMPANIES SUPPLEMENT
STATUTORY REQUIREMENTS
FOR THE LENGTH OF
PATERNITY LEAVE?



ARE COMPANIES CONSIDERING
INCREASING THE NUMBER OF
SUPPLEMENTAL DAYS PROVIDED
FOR PATERNITY LEAVE?

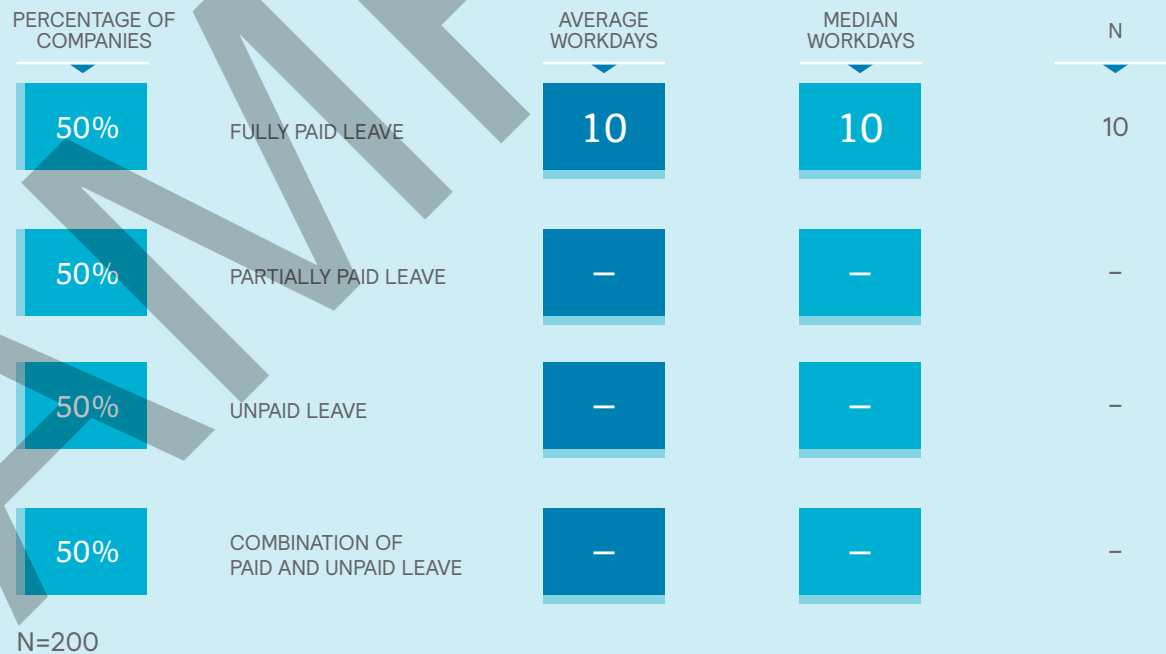


PATERNITY LEAVE

HOW MUCH SUPPLEMENTAL PATERNITY LEAVE IS PROVIDED?



IS THIS SUPPLEMENTAL LEAVE PROVIDED AS PAID OR UNPAID LEAVE?



INDUSTRY

PAYMENTS DURING THE STATUTORY PORTION OF LEAVE

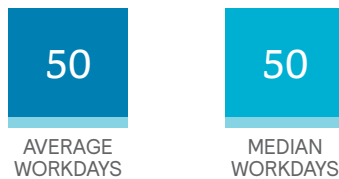
DO COMPANIES PROVIDE PAY IN EXCESS OF THE STATUTORY REQUIREMENTS?



N=200

FOR WHAT PORTION OF THE STATUTORY PATERNITY LEAVE PERIOD IS PAY PROVIDED IN EXCESS OF THE STATUTORY REQUIREMENTS?

FULL PAY (100% OF BASE SALARY)



N=200

PARTIAL PAY (LESS THAN 100% OF BASE SALARY)

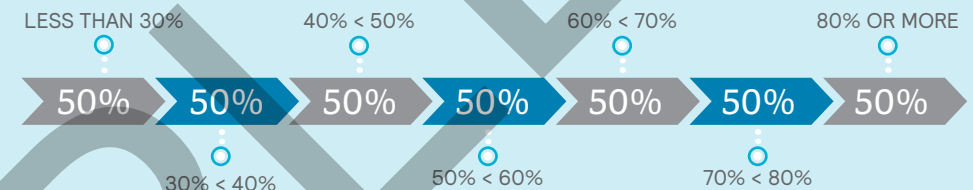


N=200

PATERNITY LEAVE

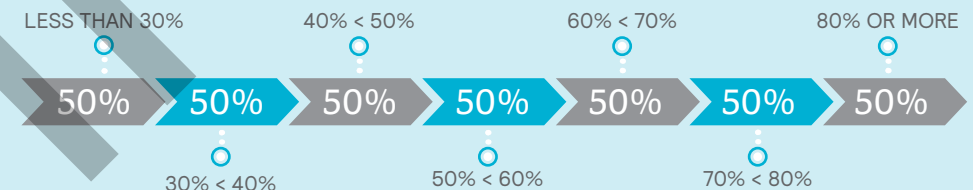
WHAT IS THE ESTIMATED PERCENTAGE OF ELIGIBLE EMPLOYEES WHO USE THEIR PATERNITY LEAVE?

FULLY PAID LEAVE



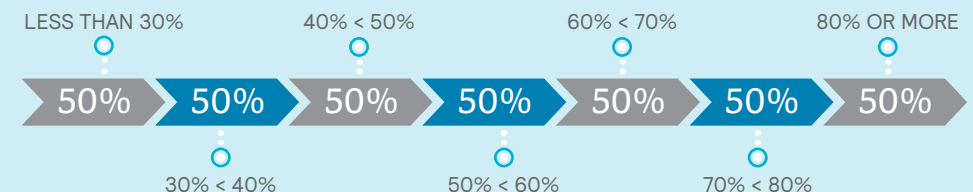
N=200

PARTIALLY PAID LEAVE



N=200

UNPAID LEAVE

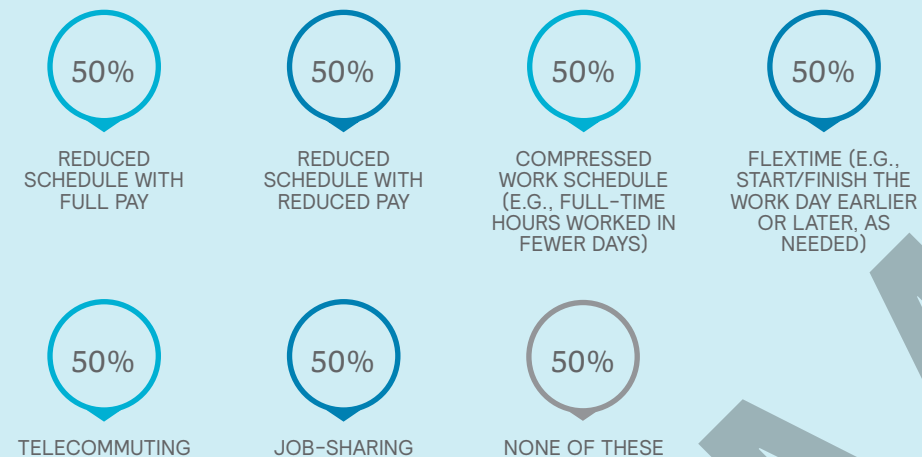


N=200

INDUSTRY

RETURNING TO WORK

WHICH OF THE FOLLOWING TIME MANAGEMENT OPTIONS ARE OFFERED TO HELP PROVIDE SUPPORT TO A NEW FATHER RETURNING FROM PATERNITY LEAVE?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

PATERNITY LEAVE

HOW MANY WEEKS CAN THE EMPLOYEE STAY ON A REDUCED SCHEDULE?

REDUCED SCHEDULE WITH FULL PAY

50%	50%	50%	50%	50%	50%
2 WEEKS OR LESS	MORE THAN 2 BUT LESS THAN 4 WEEKS	MORE THAN 4 BUT LESS THAN 6 WEEKS	MORE THAN 6 BUT LESS THAN 8 WEEKS	MORE THAN 8 WEEKS	NO TIME LIMIT

N=200

REDUCED SCHEDULE WITH REDUCED PAY

50%	50%	50%	50%	50%	50%
2 WEEKS OR LESS	MORE THAN 2 BUT LESS THAN 4 WEEKS	MORE THAN 4 BUT LESS THAN 6 WEEKS	MORE THAN 6 BUT LESS THAN 8 WEEKS	MORE THAN 8 WEEKS	NO TIME LIMIT

N=200

INDUSTRY

PARENTAL LEAVE

PROVIDING ADDITIONAL LEAVE

DO COMPANIES SUPPLEMENT STATUTORY REQUIREMENTS FOR THE LENGTH OF PARENTAL LEAVE?



HOW MUCH SUPPLEMENTAL PARENTAL LEAVE IS PROVIDED?



IS THIS SUPPLEMENTAL LEAVE PROVIDED AS PAID OR UNPAID LEAVE?

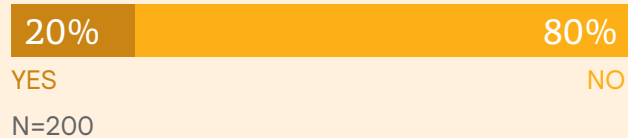
PERCENTAGE OF COMPANIES		AVERAGE WEEKS	MEDIAN WEEKS	N
50%	FULLY PAID LEAVE	10	10	10
50%	PARTIALLY PAID LEAVE	—	—	—
50%	UNPAID LEAVE	—	—	—
50%	COMBINATION OF PAID AND UNPAID LEAVE	—	—	—

N=200

INDUSTRY

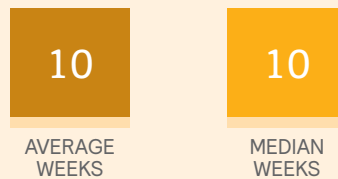
PAYMENTS DURING THE STATUTORY PORTION OF LEAVE

DO COMPANIES PROVIDE PAY IN EXCESS OF THE STATUTORY REQUIREMENTS?



FOR WHAT PORTION OF THE STATUTORY PARENTAL LEAVE PERIOD IS PAY PROVIDED IN EXCESS OF THE STATUTORY REQUIREMENTS?

FULL PAY (100% OF BASE SALARY)



PARTIAL PAY (LESS THAN 100% OF BASE SALARY)



PARENTAL LEAVE

Globally, less than half of companies provide parental leave that may be used by the birth mother or the birth father.

INDUSTRY

ADOPTION LEAVE

PREPARING FOR LEAVE

WHICH OF THE FOLLOWING SUPPORT PROGRAMS DO COMPANIES PROVIDE TO NEW OR FUTURE ADOPTIVE PARENTS?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

WHAT TYPES OF ASSISTANCE DO COMPANIES PROVIDE TO ADOPTIVE PARENTS?



N=200

Note: More than one response was permitted; the sum may total more than 100%.



INDUSTRY

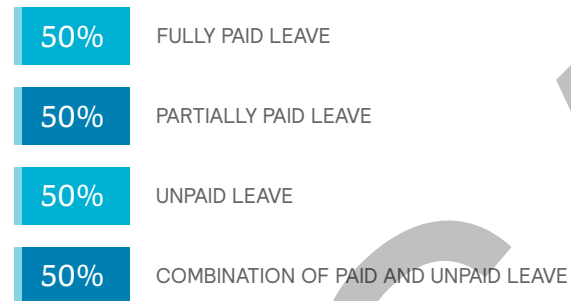
DURING LEAVE

HOW MUCH LEAVE IS PROVIDED BASED ON THE AGE OF THE CHILD AT THE TIME OF THE ADOPTION?

PRIMARY CAREGIVER			AGE OF ADOPTIVE CHILD	SECONDARY CAREGIVER		
AVERAGE WEEKS	MEDIAN WEEKS	N=		AVERAGE WEEKS	MEDIAN WEEKS	N=
10	10	200	LESS THAN 12 MONTHS OLD	10	10	200
10	10	200	1-2 YEARS OLD	10	10	200
10	10	200	2-5 YEARS OLD	10	10	200

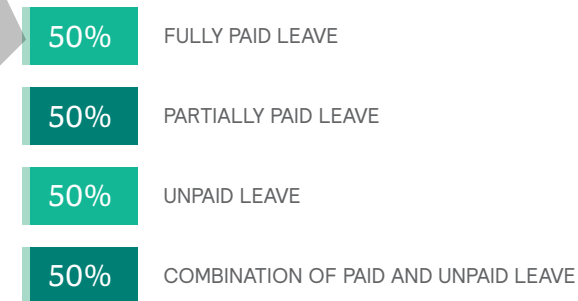
IS ADOPTION LEAVE PROVIDED AS PAID (BY COMPANIES) OR UNPAID LEAVE?

PRIMARY CAREGIVER



N=200

SECONDARY CAREGIVER



N=200

INDUSTRY

ADOPTION LEAVE

HOW MUCH PAID AND UNPAID ADOPTION LEAVE IS PROVIDED?

PRIMARY CAREGIVER

	LESS THAN 12 MONTHS OLD			1-2 YEARS OLD			2-5 YEARS OLD		
	AVERAGE WEEKS	MEDIAN WEEKS	N=	AVERAGE WEEKS	MEDIAN WEEKS	N=	AVERAGE WEEKS	MEDIAN WEEKS	N=
FULLY PAID LEAVE	10	10	200	10	10	200	10	10	200
PARTIALLY PAID LEAVE	–	–	–	–	–	–	–	–	–
UNPAID LEAVE	10	10	200	10	10	200	10	10	200
COMBINATION OF PAID AND UNPAID LEAVE	10	10	200	10	10	200	10	10	200

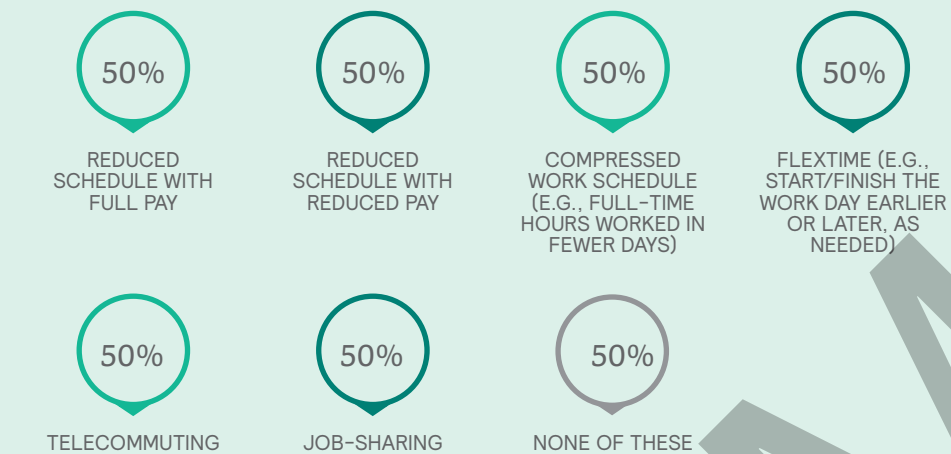
SECONDARY CAREGIVER

	LESS THAN 12 MONTHS OLD			1-2 YEARS OLD			2-5 YEARS OLD		
	AVERAGE WEEKS	MEDIAN WEEKS	N=	AVERAGE WEEKS	MEDIAN WEEKS	N=	AVERAGE WEEKS	MEDIAN WEEKS	N=
FULLY PAID LEAVE	10	10	200	10	10	200	10	10	200
PARTIALLY PAID LEAVE	–	–	–	–	–	–	–	–	–
UNPAID LEAVE	10	10	200	10	10	200	10	10	200
COMBINATION OF PAID AND UNPAID LEAVE	10	10	200	10	10	200	10	10	200

INDUSTRY

RETURNING TO WORK

WHICH OF THE FOLLOWING TIME MANAGEMENT OPTIONS ARE OFFERED TO HELP PROVIDE SUPPORT TO NEW PARENTS RETURNING FROM ADOPTION LEAVE?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

ADOPTION LEAVE

HOW MANY WEEKS CAN THE EMPLOYEE STAY ON A REDUCED SCHEDULE?

REDUCED SCHEDULE WITH FULL PAY

10%	10%	10%	10%	10%	10%
2 WEEKS OR LESS	MORE THAN 2 BUT LESS THAN 4 WEEKS	MORE THAN 4 BUT LESS THAN 6 WEEKS	MORE THAN 6 BUT LESS THAN 8 WEEKS	MORE THAN 8 WEEKS	NO TIME LIMIT

N=200

REDUCED SCHEDULE WITH REDUCED PAY

10%	10%	10%	10%	10%	10%
2 WEEKS OR LESS	MORE THAN 2 BUT LESS THAN 4 WEEKS	MORE THAN 4 BUT LESS THAN 6 WEEKS	MORE THAN 6 BUT LESS THAN 8 WEEKS	MORE THAN 8 WEEKS	NO TIME LIMIT

N=200

INDUSTRY

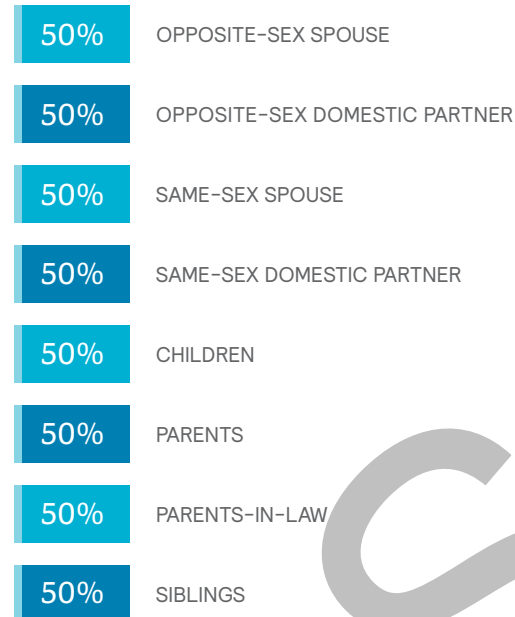
FAMILY CAREGIVER LEAVE

DO COMPANIES PROVIDE FAMILY CAREGIVER LEAVE BENEFITS TO EMPLOYEES?



N=200

WHICH OF THE EMPLOYEE'S FAMILY MEMBERS ARE COVERED IN THE FAMILY CAREGIVER LEAVE POLICY?



N=200

Note: More than one response was permitted; the sum may total more than 100%.

IS FAMILY CAREGIVER LEAVE PROVIDED AS PAID OR UNPAID LEAVE?

FAMILY MEMBER	PAID LEAVE	UNPAID LEAVE	COMBINATION OF PAID AND UNPAID LEAVE	N=
OPPOSITE-SEX SPOUSE	50%	50%	50%	200
OPPOSITE-SEX DOMESTIC PARTNER	50%	50%	50%	200
SAME-SEX SPOUSE	50%	50%	50%	200
SAME-SEX DOMESTIC PARTNER	50%	50%	50%	200
CHILDREN	50%	50%	50%	200
PARENTS	50%	50%	50%	200
PARENTS-IN-LAW	50%	50%	50%	200
SIBLINGS	50%	50%	50%	200

INDUSTRY

HOW MUCH FAMILY CAREGIVER LEAVE IS PROVIDED?

FAMILY MEMBER	PAID LEAVE			UNPAID LEAVE		
	WORKDAYS			WEEKS		
	AVERAGE	MEDIAN	N=	AVERAGE	MEDIAN	N=
OPPOSITE-SEX SPOUSE	10	10	200	10	10	200
OPPOSITE-SEX DOMESTIC PARTNER	10	10	200	10	10	200
SAME-SEX SPOUSE	10	10	200	21	21	200
SAME-SEX DOMESTIC PARTNER	10	10	200	18	18	200
CHILDREN	10	10	200	18	18	200
PARENTS	10	10	200	18	18	200
PARENTS-IN-LAW	10	10	200	19	19	200
SIBLINGS	10	10	200	20	20	200

ABOUT THIS REPORT



ABOUT THIS REPORT

ABOUT THIS REPORT

This section provides information on the methods of collecting, collating, and analyzing data for this publication. Below are notes on exceptions and exclusions in the data and a list of data sources, relevant equations, and currency conversions rates. Readers will also find a glossary of key terms.

METHODOLOGY

Data for this publication were sourced from Mercer's 2018 Global Parental Leave Survey, conducted in May, June and July 2018. The survey collected information on the types of parental leave policies companies offered, what forms of support they offered employees and managers, and other specific aspects and terms of their program.

The scorecard analysis within this report is intended to provide an alternate viewpoint to the data and a method for comparing each industry to each other. Each industry's set of global prevalence data was used as the foundation of the scorecard. The following steps were applied:

- ▶ A selection of 21 questions from the Global Parental Leave Survey was identified based on their global applicability and their relevance and importance when creating a policy intended to truly benefit employees.
- ▶ These questions were categorized into four policy areas, or quadrants: employee support, work-life balance, diversity & inclusion and compensation & benefits
- ▶ A scoring system was applied to each question response option according to the value and importance of that component to an employee (or prospective employee). For example, in the question below, "no" has a value of 0 as this does not add to the employee value proposition. Whereas, "yes" has the highest level of importance to the employee and has a score of 10 points.

DO YOU PROVIDE FAMILY CAREGIVER LEAVE?

	POINTS
YES	10
NO	0
QUESTION SCORE	MAX=10

- ▶ These scores were used, along with the prevalence data of each question and answer, to calculate a question score for each industry. This means that the "no" response in the example above results in 0 points for that answer. If a high percentage of companies in a given industry indicated "no," they would receive a low overall score for this question.

	PREVALENCE	SCORE	POINTS
YES	40%	10	4
NO	60%	0	0
QUESTION SCORE			4
MAXIMUM POSSIBLE SCORE			10

- ▶ Question scores within each quadrant were summed together to identify the policy areas that industries outperformed and underperformed.
- ▶ Industry quadrant scores were summed together to identify how industries stacked up overall.
- ▶ The maximum points available for each quadrant and overall are listed to the right.

QUADRANT	SCORE
EMPLOYEE SUPPORT	270
WORK-LIFE BALANCE	200
DIVERSITY & INCLUSION	310
COMPENSATION & BENEFITS	60
TOTAL SCORE	840

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18-GLOBAL PARENTAL LEAVE
INDUSTRY SCORECARD-SAMPLE