

Great
Place
To
Work.

MAVEN

Working Parents, Burnout & the Great Resignation

Largest-Ever Study of Parents at Work Reveals
What It Will Take to Retain and Sustain Talent



Half a Million Working Parents Weigh In

Great Place to Work's annual study of the Best Workplaces for Parents™

The competition for attracting and retaining working parents is more intense than ever. In the wake of the Great Resignation, employers must rapidly evolve their practices and strategies to meet the needs of working moms and dads—or risk losing their talent to other organizations that do.

What's the key to attracting this critical talent group, and to fostering an environment where they can thrive?

This report provides an unprecedented look into the relationship between parents and their work environments. Drawing from the largest study of parents' experiences in the workforce, our findings show how employers can improve their company culture and employee benefits to

meet parents where they are and build company loyalty.

With a record number of companies participating, we heard from more working parents than ever before. Employees responded to more than 60 survey questions on our Trust Index™ survey. Their employers provided detailed information about the programs and benefits they offer to working parents and parents-to-be.

Great Place to Work® analyzed this data to uncover the most significant factors, critical demographic groups and stand-out practices distinguishing the Best Workplaces for Parents. Collectively, these insights explain why some workplaces are succeeding while others are falling behind.

Key Numbers

1,731

COMPANIES

979,423

TOTAL EMPLOYEES

493,082

WORKING PARENTS

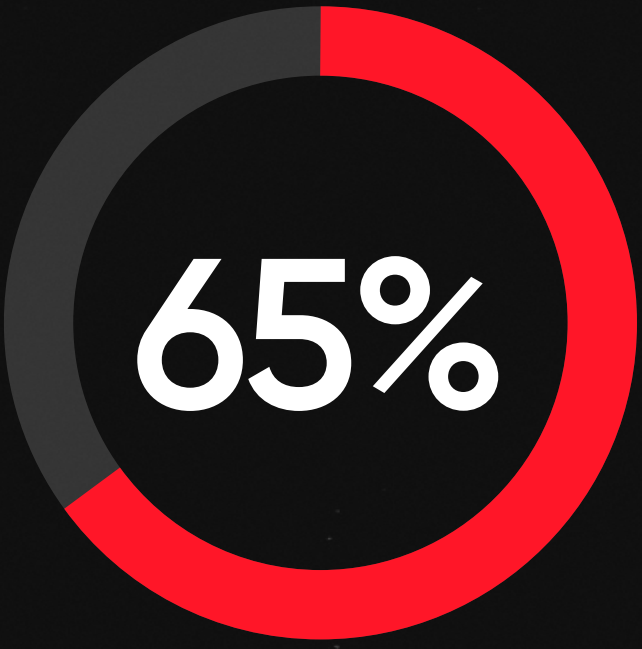
262,100

WORKING MOMS

221,452

WORKING DADS





65%

of employees are actively searching for new job opportunities

2.4x

Burnout more than doubles the chance employees will look for new job opportunities



4.8M

Number of estimated preventable cases of burnout if Best Workplaces insights and practices were more widespread

Parental Burnout Continues Its Toll in 2021, Fueling Large Talent Losses

4.8M current cases of parental burnout could be prevented

The impact of the pandemic continues to rock the U.S. labor force. Employees are increasingly refusing to put up with unsupportive, inequitable workplaces and many companies are struggling to retain and recruit talent. According to the U.S. Department of Labor, 11.5 million workers quit their jobs in Q2 2021 alone. [Two in three](#) employees are actively searching for new opportunities.

Working parents are no exception to the Great Resignation, especially working mothers. According to the U.S. Census Bureau, around 10 million U.S. mothers living with their own school-age children were not actively working in January 2021 – 1.4 million more than during the same month last year. Our study found that nearly

one in four working parents are suffering from burnout at work, signaling even more may exit soon. Other recent [research](#) suggests 64% of working parents are considering a career change, including leaving their jobs.

As parents reconsider their relationship with work, companies face growing and new pressures to win the talent war for parents. While many companies are searching for ways to stop employee burnout and talent drains, leading employers are shifting their focus and moving beyond simply “retaining” their working parents. These employers are making investments in “sustaining” working parents, ensuring this talented group stays and thrives long into the future.

The Best Workplaces for Parents Are Getting Even Better

Amid the challenges of the past year, these employers reduced parental burnout and showed the way forward for all employers

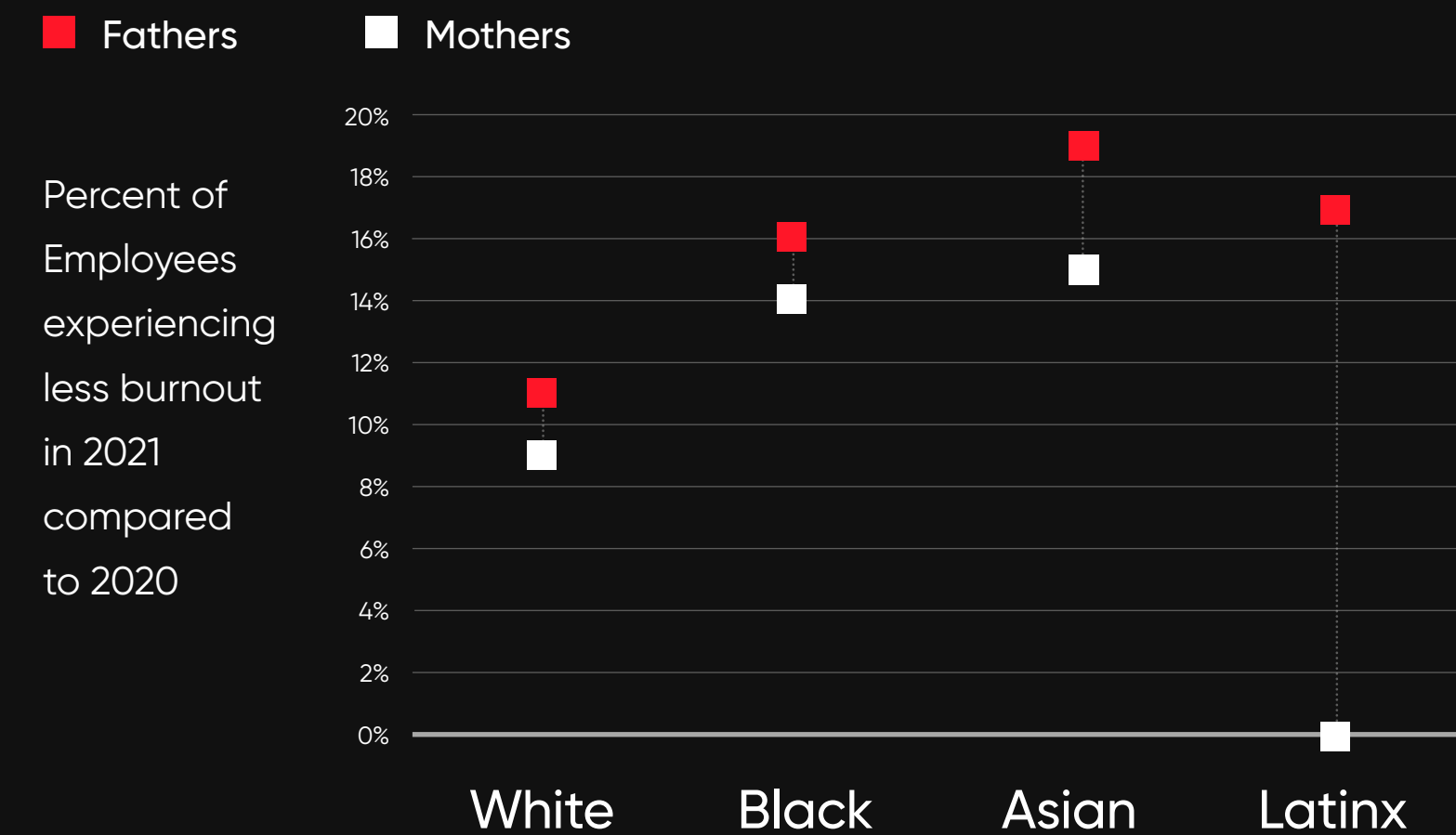
The Best Workplaces for Parents offer a model for overcoming the challenges facing working parents. Over the past year, their employees' experiences improved and reports of burnout decreased.

Overall, measures of working parents' experiences improved slightly at these workplaces, bucking downward external pressures. In 2021, a greater percentage of working parents at these organizations

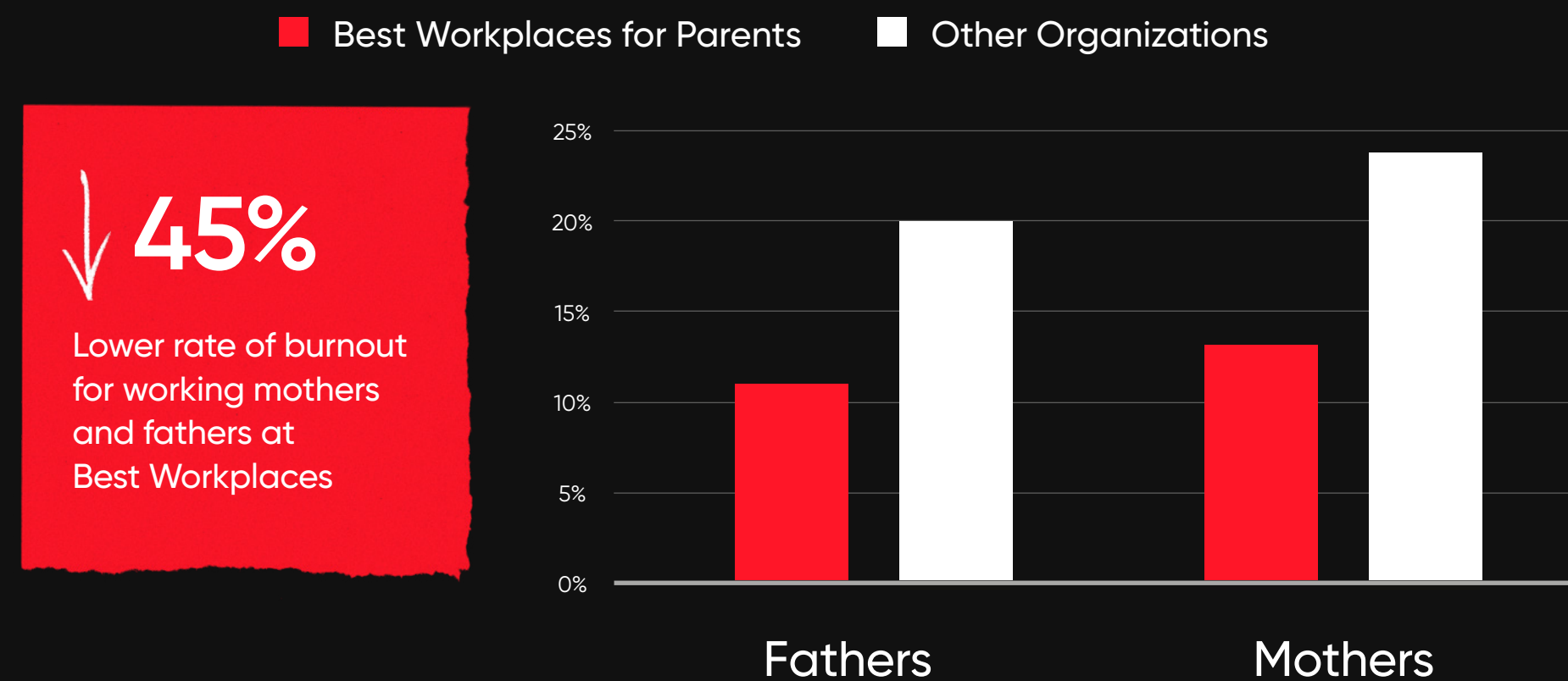
have faith in their leaders, believe their workplaces are fair and see stronger teamwork overall, compared to 2020.

Moreover, the percentage of parents experiencing burnout declined over the past year, with some of the most drastic drops occurring among parents of color. Even with these declines, however, parents of color remain the most likely to experience burnout.

Year-Over-Year Declines in Employees Experiencing Burnout at Best Workplaces for Parents



Percentage of Employees Experiencing Burnout



↓ 45%
Lower rate of burnout for working mothers and fathers at Best Workplaces

01

Seeing benefits as special and unique for their needs makes employees 2x as likely to stay

02

Feeling able to be themselves at work makes employees 2x as likely to stay

03

Experiencing a psychologically healthy work environment makes employees 3x as likely to stay

04

Believing leaders genuinely care for them as people makes employees 2.3x as likely to stay

05

Feeling treated as a full member regardless of their job role makes employees 1.6x as likely to stay

How the Best Workplaces for Parents Get Ahead

The 5 keys to retaining and sustaining working parents

Our analysis represents a deep dive into which workplace experiences contributed to burnout and impacted parents' intent to stay.

Five areas stood out. Together, they speak to the quality of support working parents need to successfully balance the unique stressors they face and unlock their full potential at work.

Working parents are at their best when they have benefits that support their unique needs, and when their work environment is empathetic, psychologically safe and accepting of who they are.

Keep 4 Out of 5 Working Parents From Wanting to Leave Their Jobs

When they thrive, their organizations do too

Parents overwhelmingly thrive in these caring, inclusive cultures that respect their individuality and unique needs. When employers are able to deliver on the five keys, it reduces burnout among working parents substantially while boosting their intent to stay. In fact, by delivering on the key factors, leaders can prevent four out of five working parents from potentially quitting.

That reduction adds up to big gains.

Given the 64% of working parents intending to leave their jobs, a typical 5,000-employee company could potentially be facing the challenge of refilling 1,000 positions. That's a large and costly disruption to the

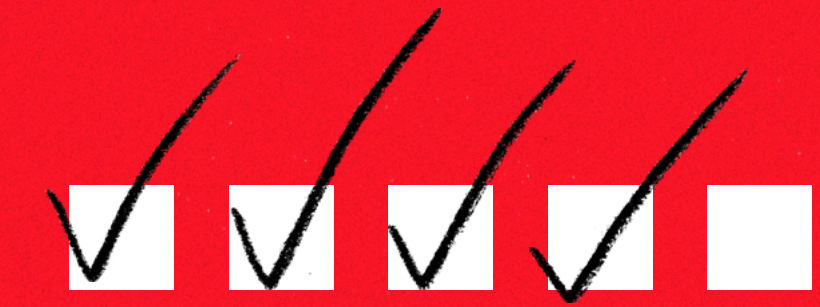
business. According to figures from [the Society for Human Resource Management](#) (SHRM), it typically costs \$37,500 to replace a single employee making \$60,000 a year. Avoiding those departures would save companies tens of millions in training and recruiting costs alone.

In the shadow of the Great Resignation, stronger retention is a powerful advantage companies can't afford to ignore. Leaders that deliver on the five keys will maximize the full potential of their working parents and help their businesses thrive.



86%

Reduction in number of working parents wanting to leave their employer

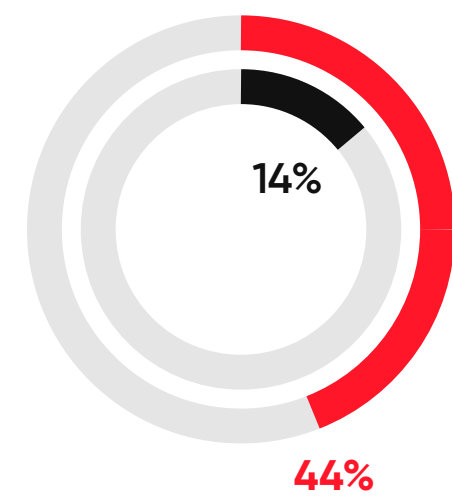


When companies deliver on the key factors, it **saves four out of five** working parents from potentially quitting

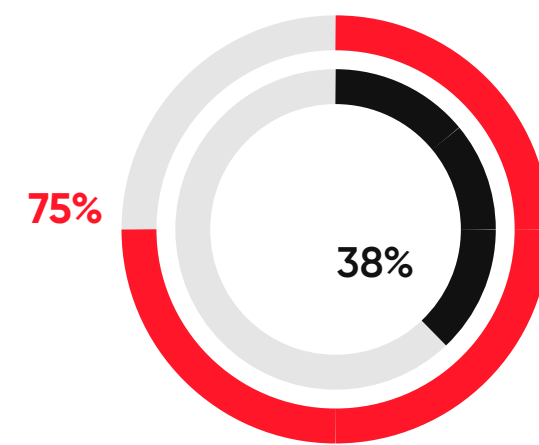
Facts About Best Workplaces for Parents

Current Benefit Offerings

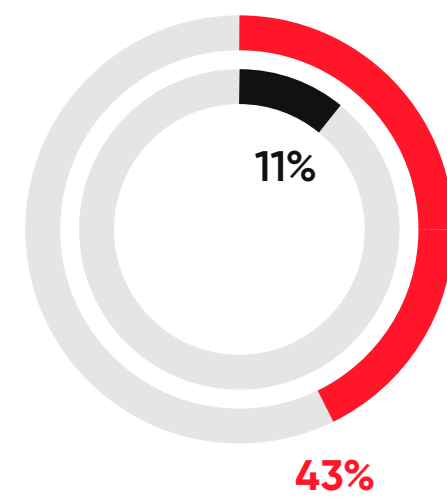
■ Best Workplaces for Parents
■ Other Organizations



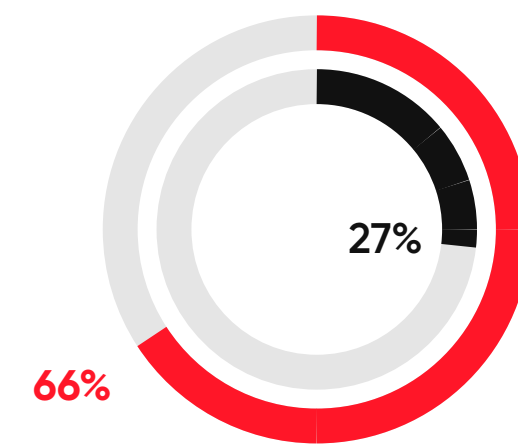
Subsidize childcare expenses



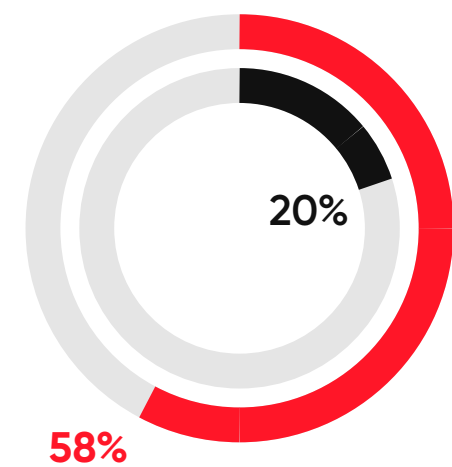
Offer fertility support programs



Surrogacy coverage

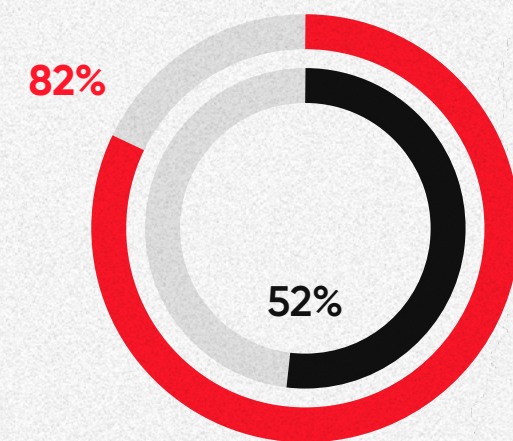
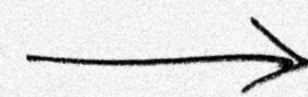


Adoption support

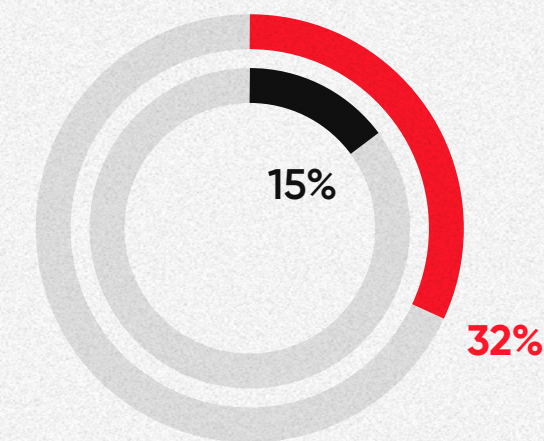


Egg freezing coverage

**Benefit
Priorities over
Next Year**



Supporting Parents



Expanding Fertility Support

The Benefit Investments Distinguishing the Best Workplaces for Parents

Support for planning and raising a family is an emerging differentiator

Best Workplaces for Parents are building an advantage in supporting parents and parents-to-be. At a much higher rate than other companies, these workplaces are investing in offsetting childcare expenses, offering fertility benefits and making family-building more inclusive through support for surrogacy and adoption.

The gap between the Best Workplaces for Parents and other organizations is showing signs of sustaining itself in the year ahead. When asked where they'll invest in the year to come, the majority of Best Workplaces for Parents continued to identify parental support as a high priority.

More Than Childcare Support Is Needed To Bring Working Mothers Fully Back to the Workforce

Companies need to eliminate the career ladder tax placed on working mothers

The inequitable burden of childcare placed on women, laid bare and made worse by the pandemic, led to an exodus of talent from the workforce. Yet, our data shows better childcare solutions will address only some of the challenges in bringing that talent back.

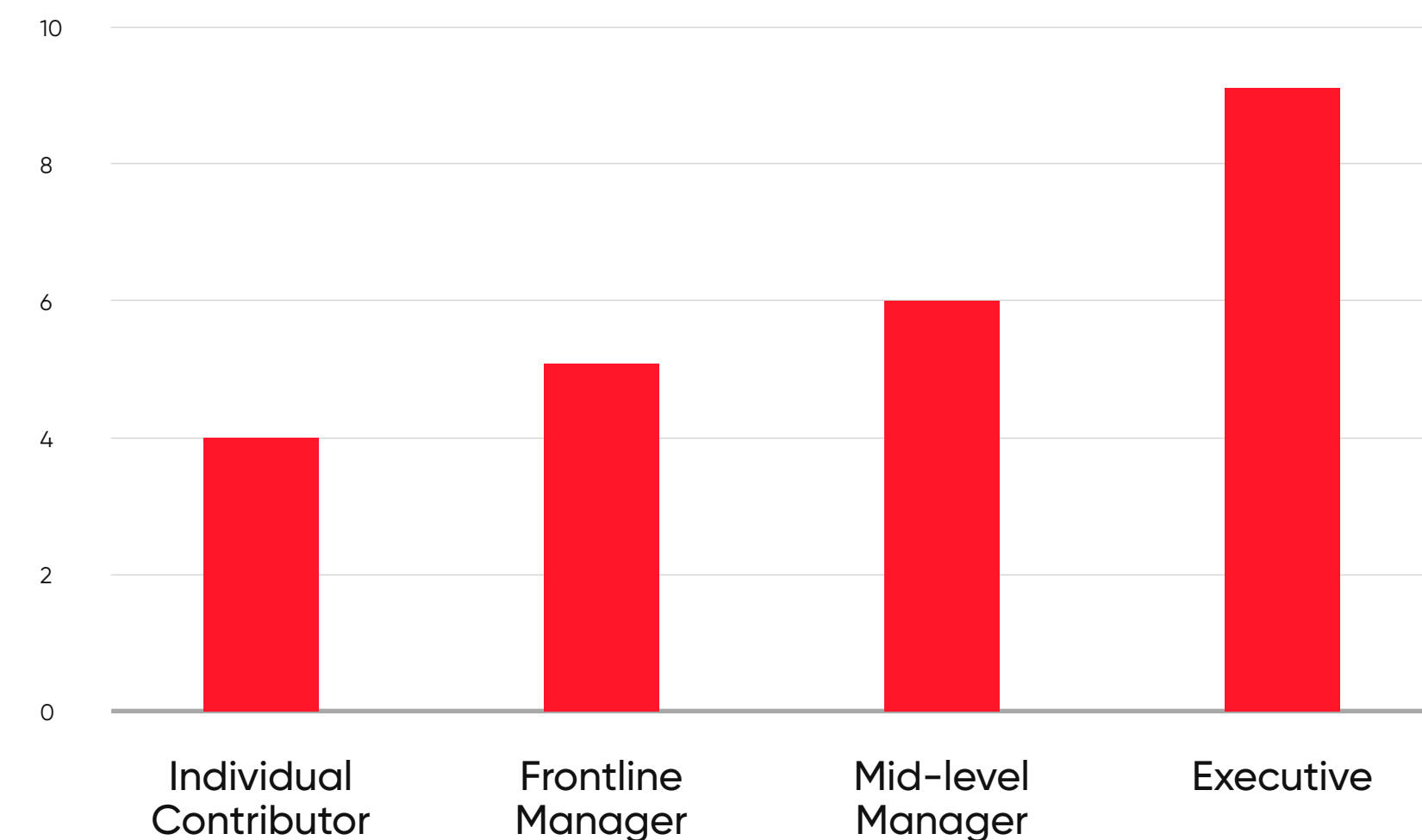
That's because working mothers aren't seeing the same gains as working fathers as they move up the career ladder. Across managerial roles, moms have lower results than dads for equity in recognition, promotions, compensation, involvement and favoritism. These gaps more than double as employees move up in managerial

responsibility. The greatest gaps happen between working mothers in executive positions and working fathers in similar roles.

The fact that working mothers fail to see the same benefits from rising in seniority could be one factor keeping many women on the sidelines of the workforce.

Organizations that take steps to address this will unlock the potential of working mothers at all levels and eliminate a barrier known to prevent great talent from returning to the workforce.

Average Gap in Equitable & Inclusive Experiences* Between Working Mothers and Fathers by Job Level



*GPTW measured equitable & inclusive experiences based on employees' experiences of fair pay, recognition opportunities, favoritism, promotions, and involvement in decision-making.

Increased chances of experiencing burnout:

Younger parents
200%

Younger parents between 26–34 working hourly roles are 200% more likely to experience burnout

Black mothers
47%

Asian mothers
33%

Latinx mothers
23%

Working Parents Are Diverse

Supporting them will take an inclusive and personalized approach

Not all parents and parents-to-be share the same experiences. It's a fact clearly seen in the disparities of burnout impacting them.

Despite improvements over the past year, mothers of color are still much more likely to suffer burnout. The same is true for younger parents or those in hourly or frontline manager roles.

Leading companies offer more inclusive and personalized support that meets needs of people from different backgrounds and walks of life.

The New Playbook for Parents

In conducting the largest study ever on working parents, we found that many are thriving in Best Workplaces. We also found that the Best Workplaces for Parents are getting better.

Sadly, there are still nearly 5 million preventable cases of parental burnout at work. At many workplaces, human potential is being wasted or lost. And businesses are falling behind as a result.

But there's great cause for hope. Our research shows what matters most to parents: personalized support, fairness and inclusivity. With the Best Workplaces as role models, and through data-driven strategies, a better future for working parents is in reach.

These Best Workplaces are showing not just how to retain working parents but also how to achieve more by sustaining them with inclusive benefits and caring, equitable work environments. The findings in this report show that for employers to emerge from the "new normal" as leaders of the new way of working, they must build a culture that respects each individual parent and their unique needs.

Organizations that take time to understand the experiences of their working parents and proactively address what matters to them will improve in ways that are better for business, better for people and better for the world.



"As a woman thinking about starting a family, working for a company that gives 16 weeks of paid time off to be with your newborn, as well as coverage options for reproductive and IVF assistance, and adoption funds, I feel like I can effectively plan my future. Knowing I am cared for and knowing my team will welcome me with open arms upon my return is something that so many women don't have access to and I feel incredibly blessed to work for a company that made the commitment to helping women feel equal in the workplace."

— Working parent-to-be
in Financial Services

The New Playbook for Parents



"As a single father, I feel like I'm given all the room I need to be a successful parent and still keep my job."

– Working parent-to-be in Manufacturing

"This year we were offered fertility benefits. I had my first pregnancy and hopefully first and last miscarriage in May and when I saw this benefit come at enrollment time, I literally cried. The fact that this is available to part-time employees as well is even more special."

– Working parent-to-be in Healthcare

"Their Infertility coverages are awesome and have helped me be able to be a parent. I also really appreciate the Parental leave policy that gives me opportunities to help raise my children and give my spouse some relief."

– Working parent-to-be in Technology

"The new change in maternity leave is a great update! Three months with 100% pay will help the transition into parenthood for so many new moms! And women who are already mothers will also benefit greatly! As a soon to be new mom, I am very proud of this change!"

– Working parent-to-be in Retail

"I was able to use full paternity leave benefit within my first year of work here after we had a baby and was fully supported by my team to use that time however I needed. It makes me feel like this company is here to support my family long term."

– Working parent-to-be in Professional Services

About Us



Great Place to Work[®] is the global authority on workplace culture.

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

We help organizations quantify their culture and produce better business results by creating a high-trust work experience for all employees. Emprising[®], our culture management platform, empowers leaders with the surveys, real-time reporting and insights they need to make data-driven[™] people decisions. We use our unparalleled benchmark data to recognize Great Place to Work-Certified[™] companies and the Best Workplaces[™] in the U.S. and more than 60 countries, including those on the 100 Best Companies to Work For[®] list published annually by Fortune.

Everything we do is driven by our mission: to build a better world by helping every organization become a Great Place to Work For All[™].

Learn more at: greatplacetowork.com



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

Maven is the largest virtual clinic for women's and family health, offering 24/7, whole-person care for fertility and family-building, pregnancy, and parenting. Maven's award-winning digital programs are trusted by leading employers and health plans to reduce costs and drive better health outcomes for both parents and children. Founded in 2014 by CEO Kate Ryder, Maven has been recognized as Fast Company's #1 Most Innovative Health Company and has supported more than 10 million women and families to date. Maven has raised more than \$200 million in funding from leading investors including Sequoia Capital, Oak HC/FT, Dragoneer Investment Group, and Lux Capital. To learn more about how Maven is reimagining life's most critical healthcare moment, visit us at mavenclinic.com