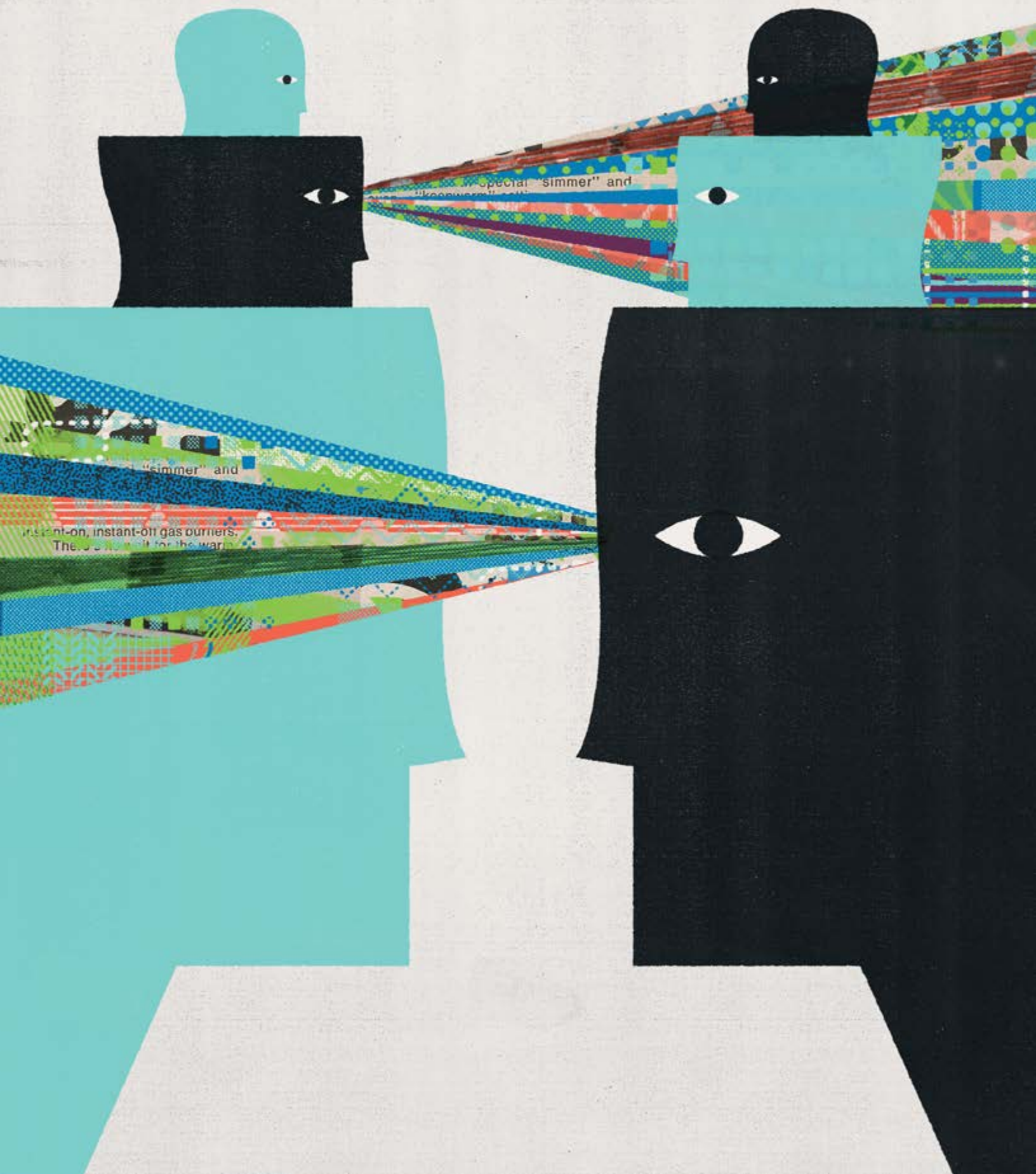


Holistic HR Solutions to Help Sharpen Strategy and Accelerate Progress

It's been a challenging couple of years for everyone and human resources professionals have stepped up in extraordinary ways. Managing through a wave of adversity and change – a global pandemic, massive turnover, leave policy updates, new regulations and hybrid work models – has taken a toll.

More than ever, employers need to rethink their approach, work with the right partners and embrace a holistic mindset that aligns with their goals and their employees' needs.

Maria Trapenasso,
Vice President, National Practice Leader, HR Solutions



Special "simmer" and

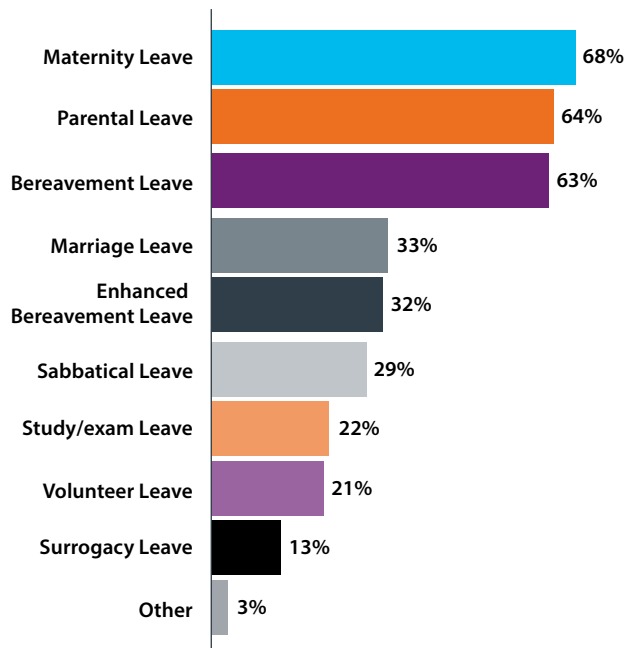
"simmer" and

instant-on, instant-off gas burners.
The... wait for the warm...

When you think about everything an HR team touches, it can be overwhelming. From compensation and benefits to work environment to culture, HR professionals have a hand in all the pieces of the employee experience that elevate performance. And in one of the most competitive labor markets we've seen in years, it's increasingly important to create an experience that's attractive to the talented people essential to an organization's growth and success.

Many Employers Will Offer More than Maternity, Parental and Bereavement Leave

HR Figure 1:
Other Types of Leave Offered



According to NFP's survey data, employers are expanding leave benefits in an attempt to improve their ability to attract and retain talent, including through enhanced "soft benefit" offerings.

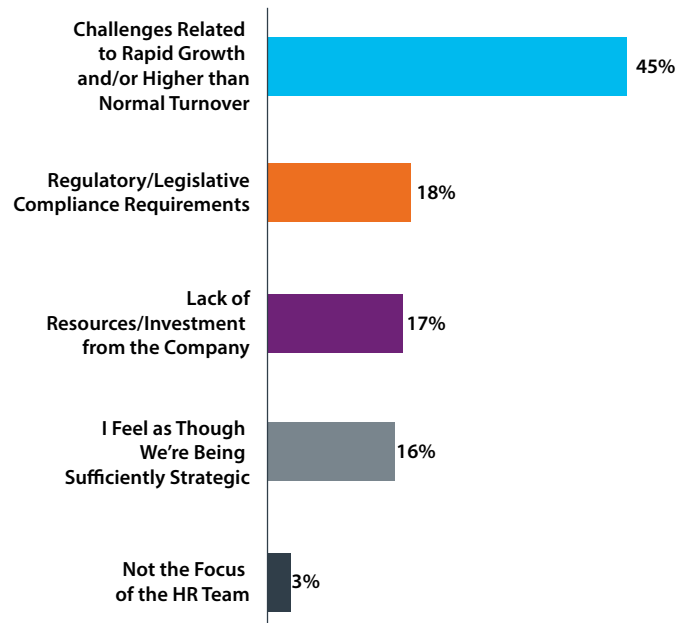
With HR teams responsible for an array of employee-related objectives – including attracting, retaining, training, motivating and engaging them – the need for a proactive and holistic approach is clear. What's less clear is how to do it.

Comprehensive Help Is Hard to Find

With the complexities of HR combined with the reality that employees are increasingly discerning consumers of everything an employer has to offer, more and more employers are finding themselves ill-equipped to effectively navigate the landscape. The reality is that trying to do it alone can stall progress toward your goals.

HR Leaders Are Facing Rapid Growth and/or Higher than Normal Turnover

HR Figure 2:
HR Primary Strategic Obstacle

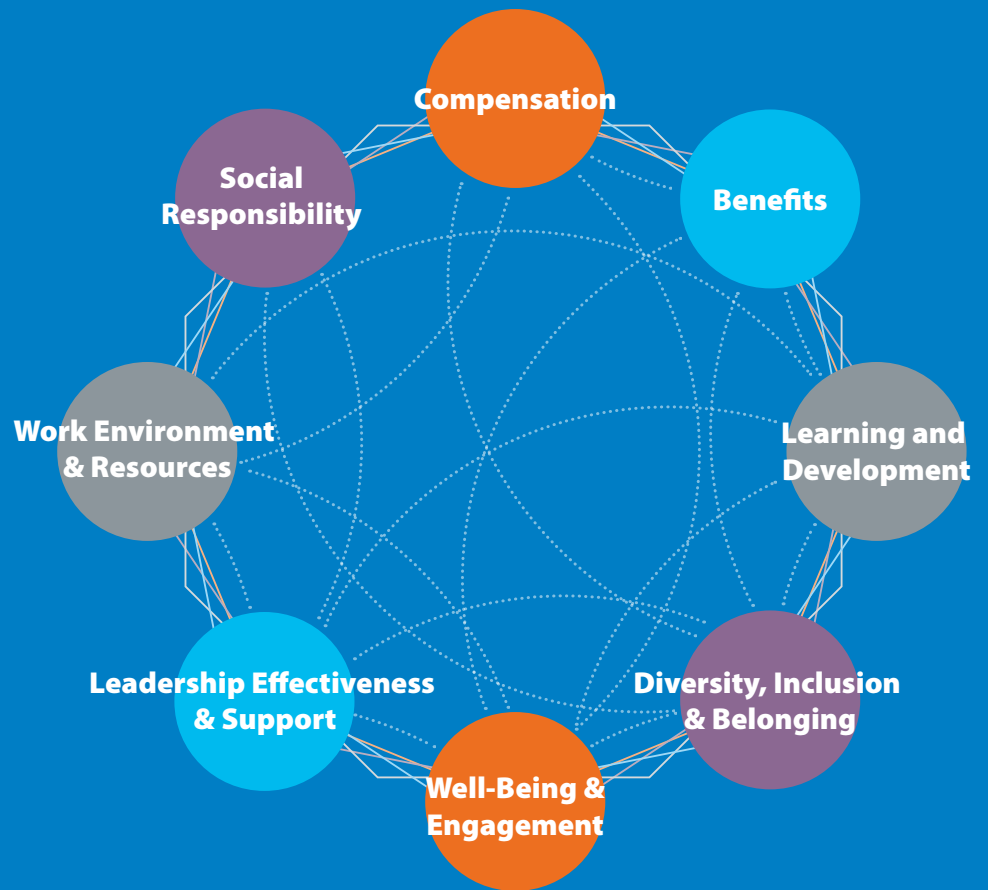


With so much already on their plate, HR practitioners struggle with demanding issues, NFP survey results reveal.

Finding the right partner involves embracing the need for a strategic approach and identifying goals. In the end you want a partner who listens to your needs, understands the complexity and diversity of what's on your plate, and has the ability to customize comprehensive solutions across everything you oversee and are trying to achieve.

When policy and process are not aligned there can be regulatory fines, employee confusion and frustration, a sense of defeat, or all of the above.

NFP's Comprehensive Approach to HR Solutions



Leave Policy Challenges

- *Regulatory mandates*
- *Multistate compliance*
- *Competitive leave offerings*
- *People to manage leaves*
- *ADA compliance*
- *Consistency and communication*

Staying ahead of the curve requires being ready to answer a variety of questions. How does our time off policy align with our culture? What are others in our industry doing — are our policies competitive?

Employee Experience Focus

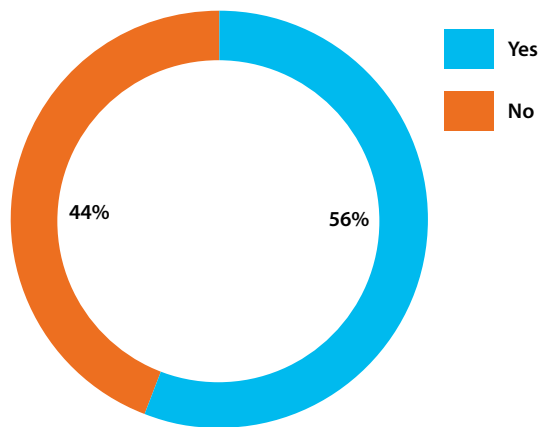
One complex area where more employers are seeking external expertise and support is leave management. Reconciling federal and state requirements, evolving regulation and employee needs takes significant time and attention, which many HR departments simply don't have. HR practitioners ask, "Do we have the resources to keep up with federal and state requirements? We operate in multiple states, how do we ensure equity and compliance?"

Employee Experience Focus: Time Away from Work

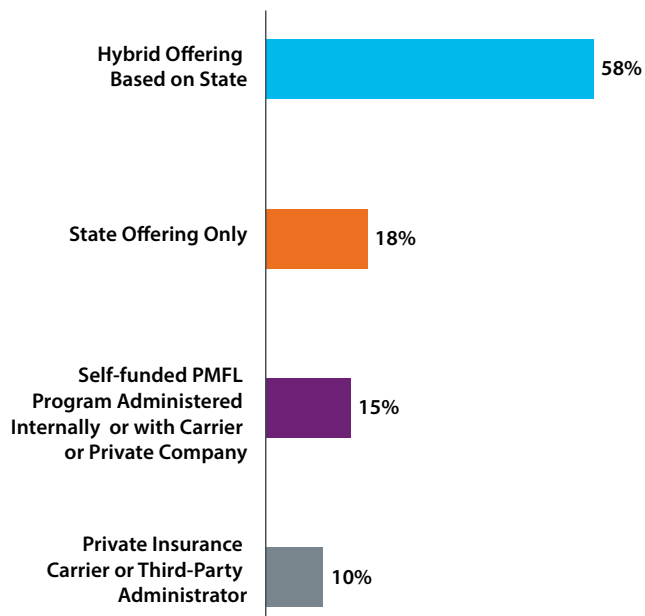
Half of Employers Do Business in More than One State Where a PMFL Is Implemented

HR Figure 3:

Business in More than One State with Statutory PMFL



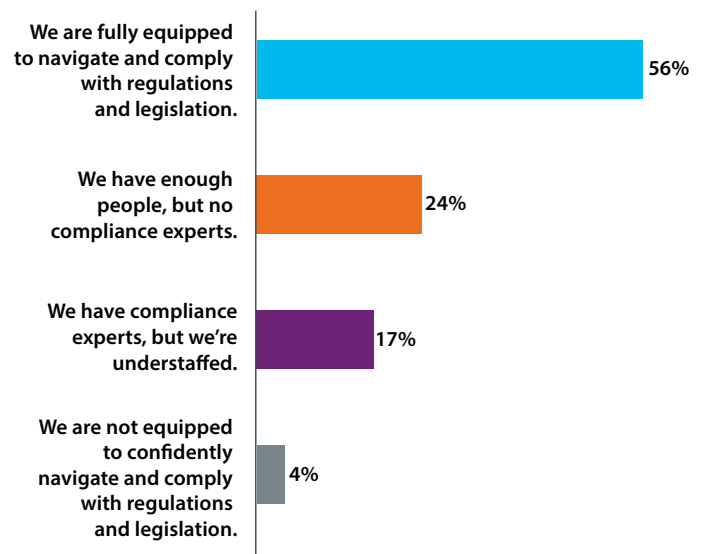
Administration of PMFL Leave



If you are a multistate employer, you have some strategic decisions to make about how to integrate state leave requirements into your leave program.

HR Figure 4:

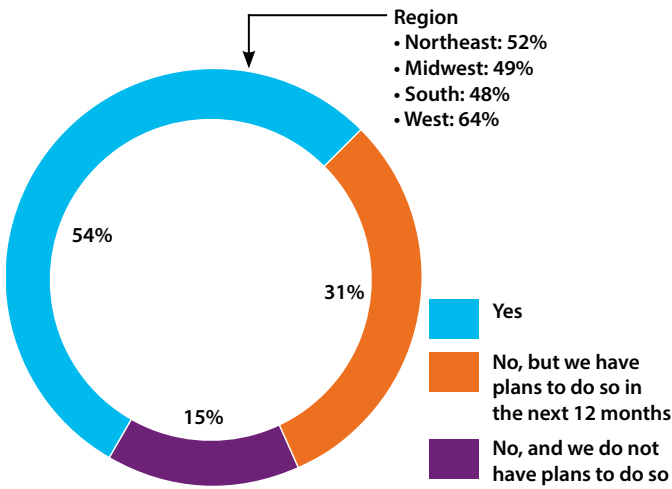
Confidence in Ability to Navigate Regulatory and Legislative Requirements



NFP's survey revealed that many employers believe they are equipped to withstand the barrage of new leave regulations. Unfortunately, without a dedicated compliance manager, it may be a more difficult challenge to overcome than most employers realize.

HR Figure 5:

Reviewed and/or Changed Leave Policy In Past Year

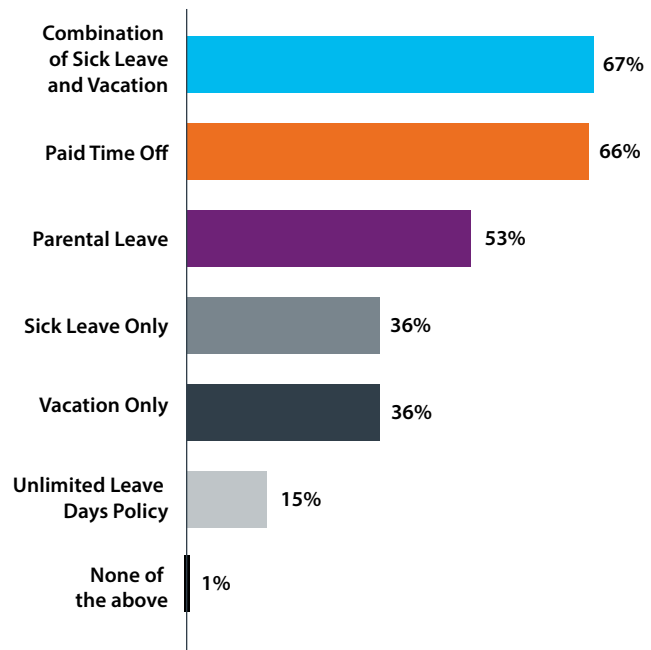


Benchmarking your policies annually will help your organization stay on the cutting edge of the best-in-class offerings. Fortunately, NFP survey results show that most employers are staying up to date.

Two-Thirds of Employers Are Offering a Combination of Sick Leave, Vacation and Other Paid Time Off

HR Figure 6a:

Company Offerings for Paid Leave

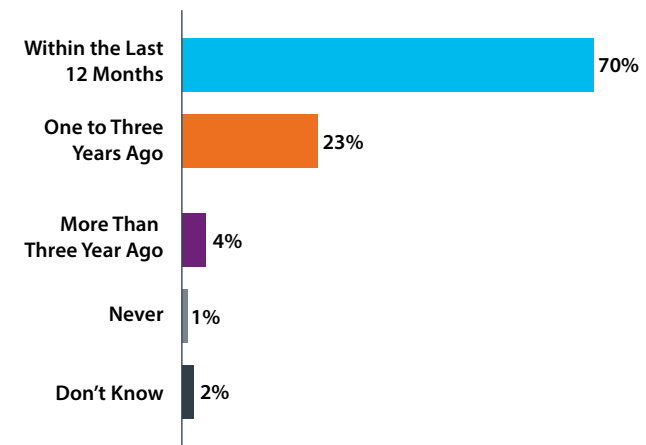


To be competitive in today's market, employers must consider parental leave an essential offering. NFP data shows that only a little over half offer it, however.

Most Employers Have Conducted an Audit of Their HR Policies and Procedures in the Past 12 Months

HR Figure 6b:

Most Recent Audit of HR Policies



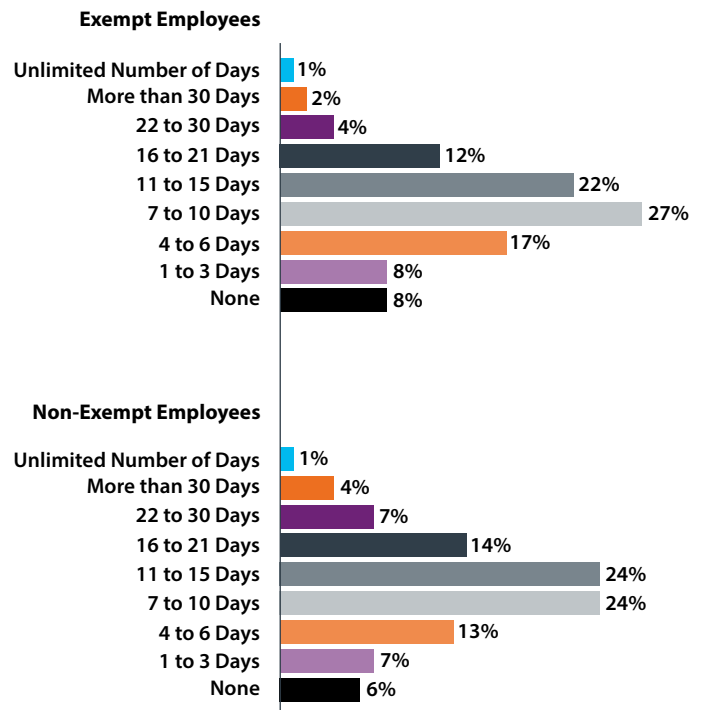
NFP survey data shows that exempt employees are most likely to get six to eight paid holidays off per year (33%), while non-exempt employees most frequently get nine to ten days per year (28%).

Paid Leave Plans Based on Tenure Differ Slightly between Exempt and Non-Exempt Employees

- **Exempt employees** with more than five years of service are likely to get a few more days of paid leave than their less tenured counterparts (28% >5 years receive 11 to 15 days) (27% <5 years 7 to 10 days), according to our survey data.
- **Non-exempt employees** with less than one year of service most frequently get between 7 and 15 days of paid leave (24% <1 year 7 to 15 days), while those with more than five years of service typically get 11 to 21 days of leave (25% >5 year up to 15 days, 24% >5 years up to 21 days), per our survey data.

HR Figure 7:

Company Annual Paid Leave for Employees with Less than One Year of Service

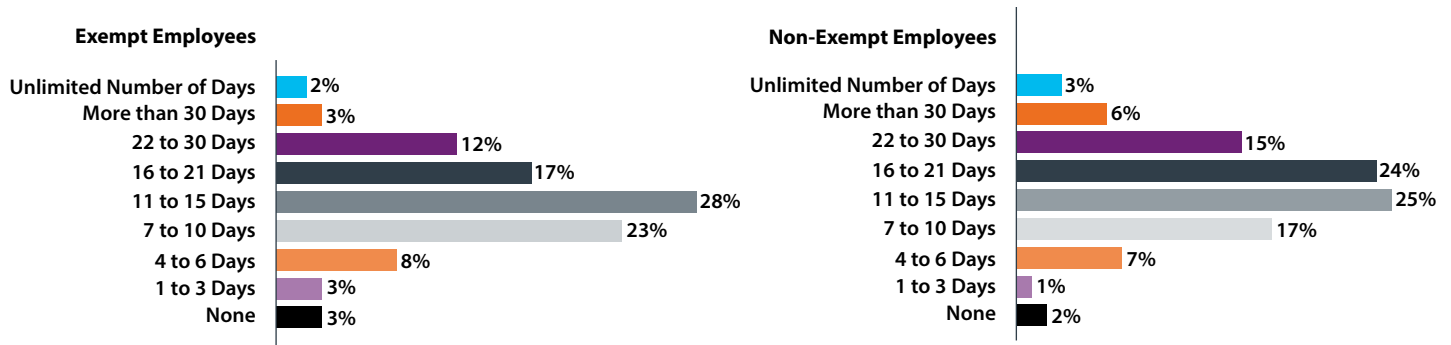


Most employers need to create a balance of paid leave for both non-exempt and exempt employees that takes into account the strategic goals of the company.

Sometimes, answering these questions requires resources. Having a partner at your side with focused expertise and an understanding of your organization and needs will help guide you with the answers, focus decisions, bring clarity to complexity and help shape your strategy.

HR Figure 8:

Company Annual Paid Leave for Employees with More than Five Years of Service



The Path Forward

The people solutions that work enhance your HR team by allowing them to be more proactive and innovative in elevating the employee experience. But the specific solutions depend on the organization. The ultimate plan is a collaboration between your team and the partner you engage.

So in the meantime, what are the common themes an employer should focus on to get on the right track?

- **Strengthen your communication:** No matter how well you think you are communicating, there's always room for improvement. The most effective communication is a two-way dialogue. Tell employees what you're going to do, what you're doing and what you did, and be accessible to engage on questions and feedback.
- **Take a data-driven approach through benchmarking:** Knowing what others are doing and how it's working can be game-changing insight. Partners that can provide access to benchmarking specific to you and your goals, and extract actionable insights from it, are gold.
- **Embrace customization:** Employees have diverse needs and challenges, so don't try to address them with one solution. And don't assume customization always comes with added cost — it's about the value. Good things happen when people have choices.

- **Prioritize equity and belonging:** In all the pieces that comprise an employee experience, equity and belonging often get overlooked. If your policies and programs aren't accessible by all, if your performance management is inconsistent or if your leave policies favor certain cohorts, you still have work to do.
- **Be empowered by the diversity of your workforce:** Your workforce is made up of individuals with different backgrounds, experiences, needs and goals. When the employee experience you create reflects that you understand and appreciate this, it enhances outcomes for your employees, your organization and your customers.

The time is now to sharpen your focus on the employee experience and invest in HR solutions that enhance outcomes. More demands, more change and more complexity should motivate a new, more holistic approach.

Engage a partner that helps you reach your goals more quickly and effectively and improves your employee experience. Those who seek out and find the right partner will be able to turn the corner, clarify their vision and drive real progress.