



How to Care for Caregivers

A Toolkit for Improving
Workplace Policies and
Practices

MARC
MID-AMERICA REGIONAL COUNCIL
Aging and Adult Services

March 2023

Contents

- Introduction**..... 3
- What is Family Caregiving?** 4
- Who are Family Caregivers?** 5
- Why Should Employers Care?** 7
- How Employers Can Help**..... 9
 - Domain 1: Institute generous leave policies and flexible schedules 9
 - Domain 2: Create a caregiver-friendly culture 10
 - Domain 3: Provide internal resources that help and support caregivers 10
 - Domain 4: Share guidance on external local resources for caregivers..... 11
- Evaluate An Employer**..... 12
- Strategies and Resources for Improvement**..... 13
 - Domain 1: Leave policies and flexible schedules 13
 - Domain 2: Caregiver-friendly culture 17
 - Domain 3: Internal resources to support caregivers 19
 - Domain 4: External resources to support caregivers 21
- References**..... 23

Introduction

Family caregivers provide invaluable daily support to millions of Americans. Yet they are often overlooked and poorly supported. The majority of these caregivers also work, with a 2020 AARP survey finding 61% were employed and working an average of 35.7 hours per week, further stretching their limited resources.^a When these caregivers are untrained, unsupported and don't have the opportunities to engage in meaningful self-care, the experience of family caregiving can negatively impact their physical and mental health.

The federal government prioritized supporting family caregivers in 2018 when the RAISE Family Caregivers Act was signed into law, directing the Department of Health and Human Services to develop a National Family Caregiving Strategy (NFCS). This strategy was to be set by a council made up of stakeholders interested in family caregiving, including employers, Long Term Services and Supports (LTSS) providers, state and local government officials and caregivers themselves. The council ultimately adopted 26 recommendations to improve and better coordinate support for family caregivers following the RAISE framework of Recognize, Assist, Include, Support, and Engage.

This toolkit synthesizes the employer-focused recommendations made by the NFCS council with existing work focused on how employers can do their part to support family caregivers.

This toolkit describes what family caregiving is, who does it, why employer support is important, and how employers can best provide that support. While company leadership, both broadly and within the human resources domain, is needed to make improvements in how employers support their family caregivers, the audience for this toolkit is not limited to them. An evaluation sheet is included to allow any employee to evaluate their employer performance and where improvement is needed. Empowering employees to identify specific solutions to problems activates an important pathway for increasing caregiver support.

Why Should Employers Care?

Employers in the United States lose an estimated \$34 billion annually by failing to meet the needs of their employee caregivers.^h These losses come from lost productivity, absenteeism, increased training expenses from employee turnover and healthcare costs borne from employees suffering long-term and chronic illnesses associated with being a caregiver. Employers may not even be aware of the struggles facing their employees, as only 56% of working caregivers report that their supervisor is aware of their caregiving responsibilities.^e

Employee caregivers face a number of workplace challenges:

- Trouble balancing work with caregiving, ~~KLKOHG~~ coming in late, leaving early, and spending time at work on the phone dealing with caregiving issues.
- Feeling isolated from colleagues and embarrassed about sharing personal details.
- Turning down new projects and promotion opportunities because of time concerns.
- Stress, depression, sleeplessness and other physical illnesses.

Employers that have embraced strategies supporting family caregivers have realized significant benefits:

- Attracting talent
 - ▶ 80% of millennial employees would leave their current employer to join an organization with better family-friendly benefits. Millennials will make up 75% of the United States workforce by 2025.^c
 - ▶ 84% of employers say having a caregiving-friendly environment is important for attracting talent, and employees agree. After health insurance, the most valued benefits offer flexibility and improve work-life balance.ⁱ
- Retaining talent
 - ▶ 32% of caregivers left jobs that didn't adequately support their caregiving needs.^j
- Improved employee commitment and productivity
 - ▶ Recognizing the importance of personal and family life is one of the most significant drivers of employee commitment and reduces absenteeism.^k
 - ▶ 47% of caregivers say caregiving affects their work performance all or most of the time.^k

- Positive return on investment of providing family-friendly benefits.
 - ▶ Family-friendly benefits can return between \$3 and \$13 for every \$1 invested because they reduce the absenteeism and productivity loss associated with trying to balance family and work responsibilities.^l
 - ▶ Family-friendly benefits can also reduce healthcare costs by 8%, related to employee-caregivers being at higher risk for long-term health issues such as obesity, hypertension and stroke.^k

How Employers Can Help

Employers have long understood that personal life can get in the way of work for their employees. Many employers already have generous leave policies for illness and parental care. It's rarer for employers to enact family caregiver policies, as it inherently involves more uncertainty than illness or childbirth, caregiving for a loved one can last anywhere from days to years. Employers who understand the benefits of caring for caregivers shown in this toolkit will be rewarded with a more productive, engaged, loyal, and healthy workforce that pays financial dividends.

A review of existing research, survey data, reports, and toolkits focused on support for family caregivers yielded four domains for employer best practices.

Domain 1: Institute generous leave policies and flexible schedules

Providing employees with paid leave they can use when caring for someone may be the single most important support employers can provide. While more companies are offering paid family leave each year, it's still rare. As of 2021, only 23% of private industry workers and 26% of government workers have access to this benefit.^m For those companies that do offer family leave, it's important to implement them in a way that doesn't limit the benefit to only parents, allowing all caregivers access.

Allowing flexible work schedules and remote or telework options is becoming an increasingly important need for employee caregivers. Freeing caregivers from traditionally rigid work schedules such that they can provide care when and where it's needed will help retain employees, build loyalty and improve productivity.

Make employees aware of the federal and state family leave laws that afford them paid and unpaid family leave. For those employees eligible for the Family Medical Leave Act (FMLA), offer support with the necessary paperwork. State-specific family leave laws in California, Colorado, Connecticut, Massachusetts, Maryland, New Jersey, New York, Oregon, Rhode Island, Washington, Massachusetts and the District of Columbia mandate different levels of family leave for eligible employees, which they should be informed of.

Examples:

- Separate leave for caregiving tasks.
- Ability to use sick/personal leave for caregiving.
- Family leave policies that include all caregivers, not just parents.
- Flexible work schedules and remote/telework permitted.
- Family Medical Leave Act (FLMA) guidance and paperwork support.
- State-specific family leave law awareness and support.

Domain 2: Create a caregiver-friendly culture

While the scope of caregiver benefits and support that can be offered will differ by industry and employer size, all employers can offer a caregiver-friendly culture. Building this culture should start at the top, with management being trained to recognize and understand the needs of their employee caregivers.

Building awareness of family caregiving through internal trainings can help employees seek out the resources they need, as many don't self-identify as caregivers – they just see themselves as helping out, or doing what families do. Employee-led groups can be an important vector for providing peer support and shared resources.

Examples:

- Management training highlights caregiver employee needs
- Recruiters and hiring manager training highlights unique characteristics of caregivers
- Privacy needs of caregivers are understood. Private areas for caregivers to take/make phone calls are made available
- Encourage the formation of employee-led resource groups, commonly referred to as ERGs, where employees can share resources and build support networks around their shared experience as caregivers
- Awareness and self-identification of family caregivers highlighted in internal trainings

Domain 3: Provide internal resources that help and support caregivers

Employer-provided benefits and resources are key in supporting employee caregiver health and wellbeing. These include health insurance, Employee Assistance Programs (EAP) that offer counseling and referral services, and services that assist with navigating the legal, financial, and healthcare system intricacies associated with family caregiving.

Examples:

- Employer-subsidized health insurance provided
- Subsidized back-up home care
- EAP that includes resources and assistance specifically for caregivers
- On-site caregiver support groups and education opportunities
- Legal and financial counseling services
- Health advocacy/navigator program

Domain 4: Share guidance on external local resources for caregivers

Depending on employer locality, many external caregiving resources may be available, such as support groups, education opportunities, or low/no-cost direct care services. Connecting employees to these resources can alleviate financial burden from the employer and research time burden from the employee.

Examples:

- Lists of low/no-cost caregiver services
- Home care agency directory
- Community-based services directory
- Lists of online and digital caregiver support tools

Evaluate An Employer

Employer support for family caregivers can be evaluated using the table below. Use the sub-items under each of the four categories to score how an employer performs in each domain. The intent of these scores is to identify domains where an employer can improve their support for family caregivers. Specific strategies and resources for each domain are provided in the subsequent section of this toolkit.

1. Employer has generous leave policies and flexible schedules	/ 7
Employer has...	
Any paid leave that can be used for caregiving	
Separate paid time off specifically for caregiving	
Paid leave at or above the 2–4-week (80-160 hour) average	
Flexible work schedules	
Remote or tele-work permitted	
Guidance and support for FMLA and/or state-specific family-leave laws	
2. Employer has a caregiver-friendly culture	/ 4
Employer...	
Trains management to recognize, understand, and support employee caregiver needs	
Makes private areas available to employee caregivers to have sensitive phone calls related to their caregiving tasks	
Encourages the formation of ERGs for caregivers to share support and resources	
Promotes awareness of family caregivers through trainings, meetings, or other modes	
3. Employer provides internal resources to support caregivers	/ 6
Employer provides...	
Subsidized health insurance	
Subsidized back-up home care	
On-site caregiver support groups and education opportunities	
EAP with caregiver-specific resources	
Legal and financial counseling services	
Health advocacy/navigator program	
4. Employer shares guidance on external local resources for caregivers	/ 3
Employer shares...	
Directory of local home care agencies	
Directory of local community-based services	
Lists of online/digital caregiver support tools	
Total	/ 20

Strategies and Resources for Improvement

Completing the employer evaluation table will identify areas where your employer can improve their support of family caregivers. The renewed national focus on family caregivers has helped create a wealth of resources focused on the health and wellbeing of employee caregivers. The strategies and resources presented in this section are intended to support employees and employers as they work together to make meaningful changes.

Domain 1: Leave policies and flexible schedules

◆ Gathering data on employer leave policies

The scope of paid and unpaid family leave policies differs by industry and employer size. Gathering data on how your employer compares to peers is an effective strategy for identifying specific benefits to improve and convincing leadership. Useful data sources include:

National Compensation Survey: Employee Benefits in the United States

<https://www.bls.gov/opub/hom/ncs/home.htm>

The US Bureau of Labor Statistics publishes quarterly and annual statistics on the amount of paid and unpaid family, personal, and sick leave provided by employers. This data is segmented by industry and employer size.

Employer Health Benefits Survey

<https://www.kff.org/health-costs/report/2019-employer-health-benefits-survey/>

The Kaiser Family Foundation (KFF) conducts an annual survey of employers to collect data on the health benefits being offered to employees. Relevant to family caregivers, this survey reports how many employers are offering paid parental leave, stratifying by employer size, ownership type, and union status.

Caregiving and the Workplace: Employer Benchmarking Survey

<https://fluxconsole.com/files/item/574/75979/CaregivingWorkplace-EmployerBenchmarking.pdf>

The American Association of Retired Persons (AARP) and Northeast Business Group on Health (NEBGH) publish yearly survey results from more than 100 benefits managers at mostly large US employers. This survey asks about the scope of leave benefits and availability of flexible work schedules, including remote or telework options.

◆ Getting leadership buy-in

Making changes to workplace policies on leave and flexible work will ultimately require buy-in from leadership. These resources provide effective evidence-based strategies for getting that buy-in.

The Paid Leave Playbook

<https://uspaidleave.org/the-paid-leave-playbook>

The Paid Leave Playbook, an advocacy tool for improving employee benefits, was built based on private sector research performed by the Boston Consulting Group and Panorama. Section 4 of the playbook shows how to prepare and deliver a winning business case to company decision makers for offering paid family and medical leave.

Supporting Caregivers in the Workplace: A Practical Guide for Employers

https://nebggh.org/wp-content/uploads/2017/11/NEBGH-Caregiving_Practical-Guide-FINAL.pdf

The AARP and NEGBH published a guide in 2017, titled Supporting Caregivers in the Workplace: A Practical Guide for Employers, has a section called “Getting Buy-in from the C-Suite” that lays out an effective strategy for getting leadership support for benefit improvements.

◆ Understanding FMLA

The FMLA requires employer to allow workers to take 12 weeks of unpaid family leave per year. Employees that work at employers of 50 or more employees are eligible if they have been employed there for at least 12 months and worked at least 1,250 hours in the period prior to an FMLA leave.

While all employers should provide paid family leave, this benefit is crucial in helping working caregivers maintain job security. Employers should make employees aware of their eligibility for this leave and offer support for filling out the requisite FMLA forms. Resources in this section include access and guidance to the forms and a tool to check FMLA eligibility.

Family Medical Leave Act

<https://www.dol.gov/agencies/whd/fmla>

Forms, guidance, and answers to frequently asked questions are available from the US Department of Labor.

Need Time? The Employee's Guide to the Family and Medical Leave Act

<https://www.dol.gov/sites/dolgov/files/WHD/legacy/files/employeeguide.pdf>

The DOL created an easily understandable employee-focused guide explaining the basics of the FMLA, designed to be printed and shared.

FMLA Eligibility Checker

https://www.benefits.gov/benefit/5895#Eligibility_Checker

Benefits.gov, a federal website that helps connect individuals to government benefits, created a survey tool that individuals can fill out to determine if they're eligible for FMAL benefits.

◆ Understanding state-specific family leave laws

An increasing number of states are offering paid family and sick leave laws. The eligibility requirements and extent of the coverage of these paid family leave laws differ from state to state. Employers should make their employees aware of these laws and the benefits they make available. Employees should review these laws and verify they're receiving the benefits they're entitled to. Each state maintains websites that detail the specifics of each law.

The resources in this section show how to identify if your state has an existing law and, if so, where to get detailed information on eligibility and usage.

Map of State Policies on Paid Family and Sick Leave

<https://www.kff.org/other/state-indicator/paid-family-and-sick-leave/?activeTab=map>

Kaiser Family Foundation maintains an up-to-date map of the highlighting the states that have passed laws for paid family leave. Employees can easily check if their state has passed one of these laws using this resource.

State	Paid Family Leave Law Website
California	https://edd.ca.gov/en/Disability/Am_I_Eligible_for_PFL_Benefits
Colorado	https://famli.colorado.gov/
Connecticut	https://ctpaidleave.org/s/?language=en_US
District of Columbia	https://does.dc.gov/page/about-dc-office-paid-family-leave
Massachusetts	https://www.mass.gov/info-details/paid-family-and-medical-leave-pfml-overview-and-benefits
New Jersey	https://www.njtimetocare.com/paid-family-leave
New York	https://paidfamilyleave.ny.gov/eligibility
Oregon	https://paidleave.oregon.gov/Pages/default.aspx
Rhode Island	http://ripaidleave.net/
Washington	https://paidleave.wa.gov/find-out-how-paid-leave-works/

Domain 2: Caregiver-friendly culture

◆ Training management on creating a work culture that supports caregivers

Employers can only have caregiver-friendly culture if the leadership is equipped to support their employee caregivers and buys-in to the importance of doing so. Free resources exist to help management build and maintain a caregiver-friendly culture.

Managing Caregivers: Respecting the “Sandwich Generation”

<https://www.mindtools.com/pages/article/managing-caregivers.htm>

MindTools, a learning hub focused on employee health and success, put together a short article outlining six ways managers can support family caregivers at work. This article offers specifics on how and why managers should do the following:

1. Offer meaningful support by building trust and showing empathy to caregivers
2. Be flexible in how and when your team gets work done
3. Be clear and fair in the expected standards of work and behavior
4. Give fair notice for any new workplace arrangements
5. Build an inclusive culture for caregivers and their colleagues
6. Support all of the team, recognizing both caregivers and non-caregivers

Manager Training: How to Build a Caregiver-Friendly Culture So Your Team Can Thrive

<https://elearn.aarp.org/Public/Catalog/Home.aspx?Search=caregiver+manager+training>

The AARP has a free online training course they describe as designed to “empower and equip managers with practical skills and knowledge to support working family caregivers, while also maintaining productivity and meeting work objectives.”

◆ **Create or expand an ERG where caregivers can obtain and share resources**

Employee Resource Groups are voluntary employee-led committees built around shared identities and experiences. A caregiver-focused ERG can be an effective way for working caregivers to get professional and personal support and share resources. These resources detail how to create or expand an existing ERG to support working caregivers.

Caregiving ERG Toolkit

<https://www.aarp.org/content/dam/aarp/caregiving/pdf/2020/caregiving-erg-toolkit.pdf>

The AARP's Caregiving ERG Toolkit provides a thorough overview of effective strategies anyone can use at an employer of any size to create a caregiving ERG initiative. Users of the toolkit will learn how to win buy-in from key influencers to create a caregiving ERG initiative, start a new ERG for caregivers, and build an initiative about caregiving across existing ERGs.

Global ERG Network

<https://globalergnet.com/>

The Global ERG Network is a professional membership association for ERG members. In addition to running a yearly conference, their website maintains a list of free resources that can be used to manage an ERG and engage their members, including templates, worksheets, and training webinars.

◆ Raise caregiving awareness

Not all family caregivers self-identify as such, viewing their caregiving tasks as normal life. However, they are not immune to the workplace issues faced by working caregivers. Helping family caregivers self-identify can make them more likely to seek out the support and resources that can lead to a healthier, more productive life.

ARCHANGELS Caregiver Intensity Score

<https://www.archangels-cii.me/get-started/>

ARCHANGELS, a private-insurance backed start-up dedicated to supporting caregivers, created a 25-question survey that takes 2 minutes to complete. The survey returns an intensity score, categorized as Low/Medium/High, identifying how intense their caregiving situation may be. This survey can help individuals self-identify as a caregiver, when they otherwise may not.

Supporting Caregivers in the Workplace: A Practical Guide for Employers

https://nebggh.org/wp-content/uploads/2017/11/NEBGH-Caregiving_Practical-Guide-FINAL.pdf

Supporting Caregivers in the Workplace: A Practical Guide for Employers contains a one-page flyer, “Are You A Caregiver?” that can help raise workplace awareness of family caregiving and increase self-identification.

Domain 3: Internal resources to support caregivers

◆ Promote and expand EAP caregiving services

Employee Assistance Programs (EAPs) are often an underutilized source of support which family caregivers may not be aware of. Employers should highlight these benefits, while also continuously reviewing and expanding their offering. EAPs can include a variety of caregiving-focused support, including, but not limited to:

- Help navigating health insurance
- Counseling for any member of the household
- Transportation services
- Grief Support
- Elder law attorneys
- Researching in home care, assisted living, hospice, and rehabilitation centers in the local area
- Meal delivery
- Home safety
- Geriatric case management
- End of life resources
- Alzheimer’s Disease Support

◆ Understand and promote the Return on Investment (ROI)

Decisions on expanding internal support programs often come down to financial consideration. Promoting the documented ROI of caregiver-friendly benefits can be part of a persuasive argument to employer leadership to better support family caregivers. Resources in this section provide evidence of that ROI and effective strategies for sharing it with an organization's decision makers.

The Paid Leave Playbook

<https://uspaidleave.org/the-paid-leave-playbook>

The Paid Leave Playbook, an advocacy tool for improving employee benefits, was built based on private sector research performed by the Boston Consulting Group and Panorama. Section 2 of the playbook describes how to assess the expected benefits and business costs of providing paid family and medical leave for employees. The playbook also contains a Tools & Resources section that contains real world case study of successful implementations of paid family and medical leave policies.

The Business Case for Paid Family and Medical Leave

<https://www.abetterbalance.org/resources/the-business-case-for-paid-family-and-medical-leave/>

A Better Balance, a national nonprofit advocacy organization, published a 6-page document compiling the most recent evidence on how paid family and medical leave helps businesses recruit and retain talent, increase profitability, and improve employee productivity,

Determining the Return on Investment: Supportive Policies for Employee Caregivers

<https://www.aarp.org/content/dam/aarp/work/employers/2018/11/AARP-ROI-Report-FINAL-4.1.16.pdf>

The AARP published a report establishing positive ROI for flexible work schedules and telecommuting that can be an effective tool advocating for these policies to be adopted by more employers

Small Business Caregiving Guide: The Business Case for a Caregiver-Friendly Workplace

<https://www.smallbusinesscaregivingguide.org/the-business-case>

The financial considerations for implementing benefits that support caregivers is often more complex for small businesses. The AARP has a full guide dedicated to making a persuasive business case for why small businesses should implement these policies.

Domain 4: External resources to support caregivers

◆ Identify and promote local caregiving resources

External caregiver resources are unique to employer locality. Employers should work to raise awareness of all local services that may benefit their employee caregivers.

ARCHANGELS: Caregiver Resources Near You

<https://www.archangels.me/caregiver-resources>

ARCHANGELS, a private-insurance backed start-up dedicated to supporting caregivers, maintains a directory of government caregiver resources in all 50 US states. Users of the website can click on the state where they're located and be directed to the state government website that connects caregivers with local resources.

AARP Caregiving Local Resources

<https://www.aarp.org/caregiving/local/>

The AARP provides a website that conveniently identifies local resources for in-home care, medical services, housing options, community services, and Alzheimer's programs for any city.

◆ Create and maintain a list of digital caregiving tools

Despite the rapid growth in the number of digital tools that support family caregivers, only a small proportion use them to assist in their caregiving duties. It's often difficult for caregivers to tell the good tools from the bad, and it can be time consuming to research and learn. Employers can help by creating and maintain a list of useful digital tools for their employee caregivers.

Digital Tools and Solutions for Caregivers: An Employer's Guide

https://nebgh.org/wp-content/uploads/2018/12/Digital-CG_121218.pdf

NEGBH created this guide to help employee caregivers explore support tools that may be useful in their caregiving duties. The guide also provides guidance to employers who may wish to financially invest in digital tools for their employees.

Powerful Tools for Caregivers

<https://www.powerfultoolsforcaregivers.org/>

Powerful Tools for Caregivers is an evidenced-based education program designed to help all caregivers get the skills they need to care for themselves and others. Courses help caregivers learn self-care behaviors, manage emotion, build self-confidence, and locate caregiving resources. Their website maintains an up-to-date list of web-based and in-person courses for caregivers, as well as archived recordings of past courses.

AARP Family Caregiving Tools

<https://www.aarp.org/caregiving/caregiving-tools/>

AARP maintains a list of free web-based tools to help family caregivers address a variety of needs including calculating long-term care costs, finding community resources, and crating advance directives.

References

- ^a AARP Family Caregiving & National Alliance for Caregiving. (2020). Caregiving in the U.S. <https://www.aarp.org/content/dam/aarp/ppi/2020/05/full-report-caregiving-in-the-united-states.doi.10.26419-2Fppi.00103.001.pdf>
- ^b RAISE Family Caregiving Advisory Council. (2021, September 22). Recognize, Assist, Include, Support, & Engage (RAISE) Family Caregivers Act Initial Report to Congress. https://acl.gov/sites/default/files/RAISE-InitialReportToCongress2021_Final.pdf
- ^c ELEVATE Team. (n.d.). Caregiving ERG Toolkit. AARP. Retrieved October 13, 2022, from <https://www.aarp.org/content/dam/aarp/caregiving/pdf/2020/caregiving-erg-toolkit.pdf>
- ^d Smolkin, S. (2017, October 10). Innovative employers enhance caregiver benefits. Employee Benefit News. Retrieved October 13, 2022, from <https://www.benefitnews.com/news/innovative-employers-enhance-caregiver-benefits>
- ^e Caregiver Statistics: Demographics. (2022, August 1). Family Caregiver Alliance. Retrieved October 13, 2022, from <https://www.caregiver.org/resource/caregiver-statistics-demographics/>
- ^f Lenhart, A., Swenson, H., & Schulte, B. (2019). Lifting the Barriers to Paid Family and Medical Leave for Men in the United States. New America. <https://www.newamerica.org/better-life-lab/reports/lifting-barriers-paid-family-and-medical-leave-men-united-states/>
- ^g The Sandwich Generation. (n.d.). Retrieved October 13, 2022, from <https://www.homeinstead.com/care-resources/caregiver-support/sandwich-generation-is-feeling-the-caregiving-stress/>
- ^h Nobel, J., Weiss, J., Sherman, C., Wilson-Myers, C., & Pickering, L. (2017, September). Supporting Caregivers in the Workplace: A Practical Guide for Employers. https://nebgh.org/wp-content/uploads/2017/11/NEBGH-Caregiving_Practical-Guide-FINAL.pdf
- ⁱ AARP, Northeast Business Group on Health, & Solutions Center. (2020, April). Caregiving and the Workplace: Employer Benchmarking Survey. <https://online.flippingbook.com/view/907037/>
- ^j Why Business Should Support Employees Who Are Caregivers. (2019, January 17). HBS Working Knowledge. Retrieved October 14, 2022, from <https://hbswk.hbs.edu/item/why-business-should-support-employees-who-are-caregivers>
- ^k Neal, M. B., & Hammer, L. B. (2001, June). Supporting Employees with Child and Elder Care Needs. Portland State University. http://www.caregiverslibrary.org/portals/0/Employers_Sourcebook.pdf
- ^l Walker, S. (2022, May 2). Employer's Guide to Supporting Employees with Caregiving Responsibilities. RespectCareGivers. Retrieved October 14, 2022, from <https://respectcaregivers.org/employers-guide-supporting-employees-caregiving-responsibilities/>
- ^m What data does the BLS publish on family leave? (2021, September 23). Retrieved October 14, 2022, from <https://www.bls.gov/ncs/ebs/factsheet/family-leave-benefits-fact-sheet.htm>