

Paid Time Off Programs and Practices

A Report by WorldatWork
June 2016



research





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Introduction & Methodology

This report summarizes the results of a January 2016 survey of WorldatWork members to better understand PTO bank-style and traditional paid time off (e.g., vacation time, sick time, personal days) programs and practices.

On Jan. 20, 2016, survey invitations were sent electronically to 5,005 WorldatWork members. Members invited to participate were randomly selected benefits specialists.

The survey closed on Feb. 5, 2016, with 667 responses, a 13% response rate. The dataset was cleaned and analyzed using statistical software. Any duplicate records were removed, resulting in a final dataset of 625 responses. Data comparisons with any relevant, statistically significant differences are noted in this report.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America.

The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a dataset. Due to rounding, frequencies of data responses provided in this survey may not total 100%.

WorldatWork conducted similar paid time off/PTO surveys in 2014, 2010, 2006 and 2002. These reports can be viewed on the WorldatWork [website](#). Where possible, historical comparisons from data gathered in the previous survey are shown.

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Demographics

Figure 1: “Which of the following best describes your employer:” (n=566)

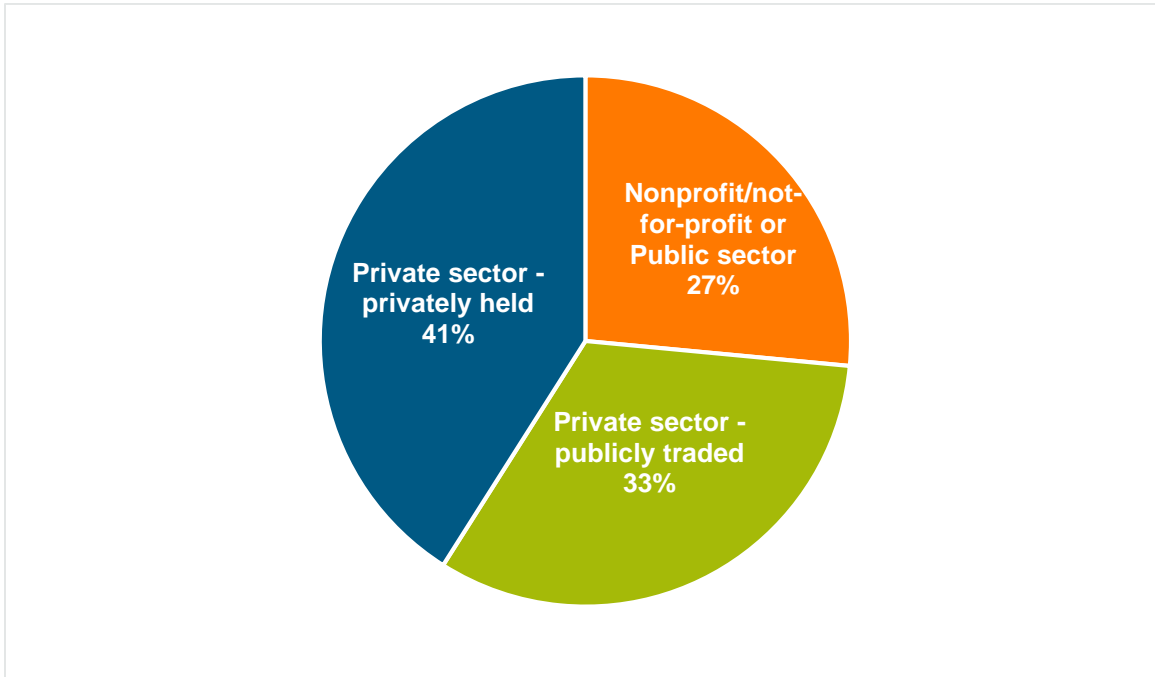


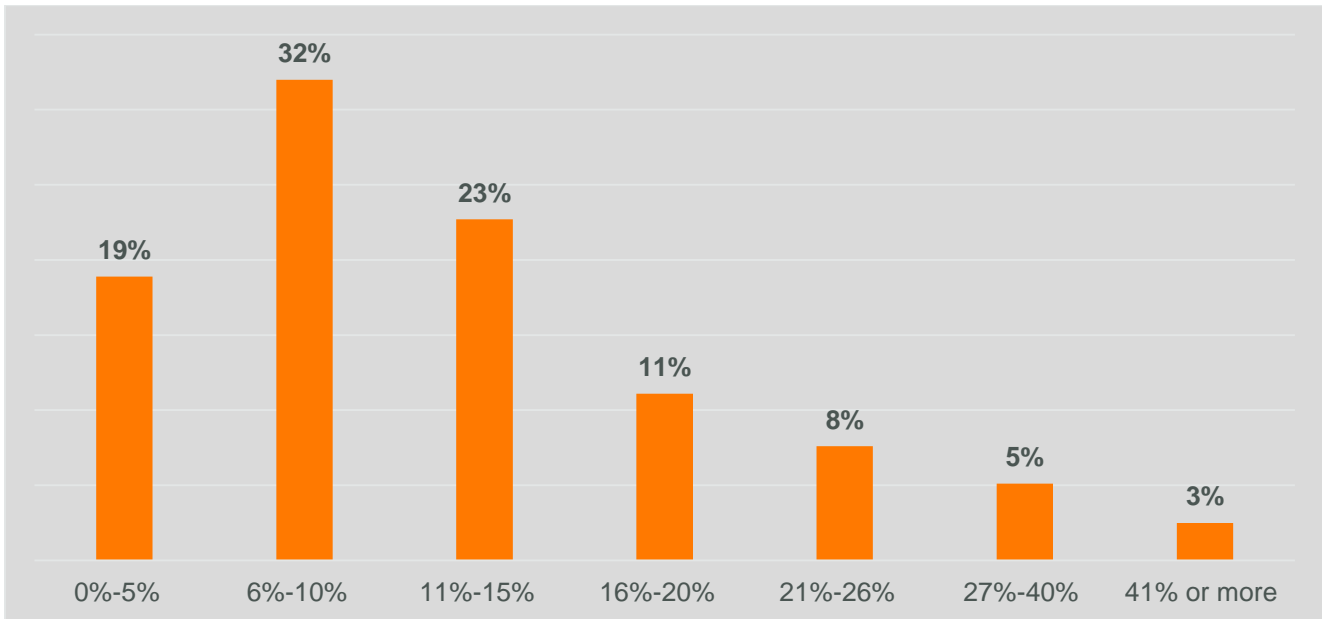
Figure 2: “Please choose the total number of full-time employees (FTEs) your organization employs worldwide:” (n=571)

Option	Percentage
Fewer than 100 employees	5%
100 to 499	24%
500 to 999	17%
1,000 to 2,499	18%
2,500 to 4,999	14%
5,000 to 9,999	10%
10,000 to 19,999	5%
20,000 to 39,999	3%
40,000 to 99,999	3%
100,000 or more employees	1%

Figure 3: “Please choose one category that best describes the industry in which your organization operates:” (n=567)
Industries with less than 2% are not listed in this table.

Option	Percentage
All Other Manufacturing	16%
Finance & Insurance	14%
Health Care & Social Assistance	11%
Consulting, Professional, Scientific & Technical Services	8%
Utilities, Oil & Gas	5%
Educational Services	4%
Pharmaceuticals	3%
Public Administration	3%
Real Estate & Rental & Leasing	3%
Retail Trade	3%
Computer and Electronic Manufacturing	2%
Construction	2%
Information (includes Publishing, IT, etc.)	2%
Other services (except Public Administration)	2%
Other	20%

Figure 4: “What is the approximate annual voluntary turnover for employees?” (n=550)



Executive Summary

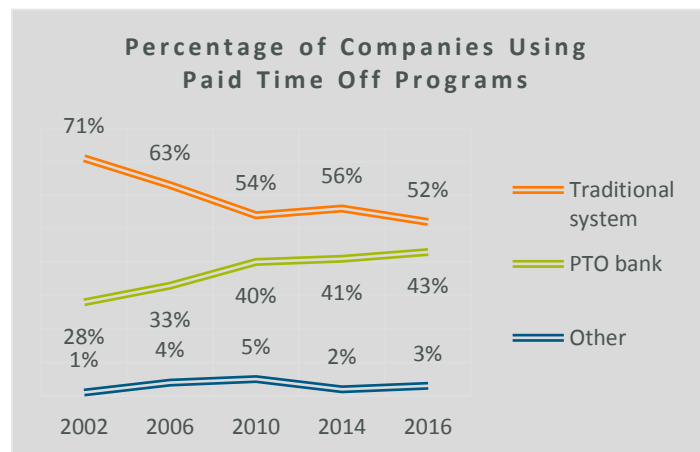
While the use of PTO bank-type systems have continued to increase steadily since 2002, the traditional systems remain most prevalent despite a decline from 2014. 88% of organizations believe it is necessary to offer some type of paid time off program to be competitive in the labor market. (See Figure 54.) The top three reasons for offering these programs to employees include: encouraging employees to rest and rejuvenate, improve employee attraction and satisfy employee paid time off expectations. (See Figure 55.) Many companies encourage their employees to take paid time off, but do not require a minimum level of usage. (See Figure 56.)

Traditional System

Traditional leave systems allocate employee paid time off in separate items, such as vacation, sick and personal days.

- **Vacation time** (e.g., travel, visit family, care for children during school breaks)
- **Sick time** (e.g., illness/injury of employee or family member)
- **Personal days** (e.g., time to

handle family members, personal business, court appearances): For the purposes of this survey, questions regarding paid personal days are not to be confused with PTO bank-type systems where many types of time-off allowances are grouped together.



Employee tenure often dictates total paid days off by traditional leave categories. On average, organizations offer 10 to 22 days of vacation time (see Figure 18) and seven to 11 days of sick leave annually. (See Figure 25.) More organizations in 2016 are crediting employees sick time accrual throughout the year as opposed to the majority of organizations in 2014 that provided an annual allocation at one specific time. The number of personal days offered change with employee years of service after three years, which is when employees are provided one additional paid day. The average is three and a half days per year for all employee tenure levels. (See Figure 28.)

The structure of these programs with extensive rules applied to their use may not meet the needs of individual employees. 26% of organizations are considering rolling various types of leave together to offer employees a PTO bank-type system that they can use for a variety of needs. Top reasons for transitioning to a PTO bank-type system include the simplicity of plan administration and cost savings, as well as competitiveness and recruiting. (See Figure 17.)

PTO Bank-Type System

A PTO bank-type system is a defined plan that offers a combined bucket of available days to be used for a variety of types of absences. This creates a pool of paid days employees may use at their discretion. Half of participating organizations have had their PTO bank in place for 10 or more years, and 30% between five and nine years. (See Figure 11.)

PTO banks tend to offer fewer total paid days off than traditional systems. The amount of annual PTO received usually grows with employee tenure, averaging between 16 and 27 paid days off per year.

(See Figure 8.) Aside from employees within their first year of service and those within five to six years, the average annual total of paid days off has decreased by one day for all other service thresholds.

Average Number of Days Off by Paid Time Off		
	Traditional	PTO Bank
Less than one year of service	20	16
1-2 years of service	23	17
3-4 years of service	24	18
5-6 years of service	28	22
7-8 years of service	28	22
9-10 years of service	29	23
11-15 years of service	32	25
16-19 years of service	34	26
20+ years of service	37	27

Traditional total is equal to the combined averages of vacation, sick and personal leave.

While fewer days are often granted than traditional plans, PTO banks offer greater workplace flexibility and are easier to administer. (See Figure 12.) More than 40% of organizations agree these plans improved absenteeism when they were first implemented (see Figure 13), and 69% feature their PTO bank as a key employee benefit when attempting to attract new employees. (See Figure 14.)

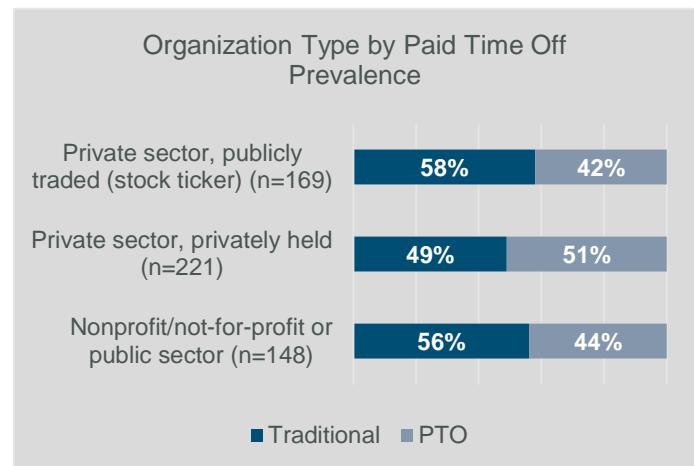
Prevalence by Industry, Sector, Size and Voluntary Turnover

Industry by Paid Time Off Prevalence		
	Traditional	PTO Bank
All Other Manufacturing (n=84)	64%	36%
Finance & Insurance (n=77)	51%	49%
Health Care & Social Assistance (n=61)	21%	79%

Of the industries that received sufficient response to this survey, all but the Finance & Insurance industry appear to have a strong preference toward one system. In 2016, 79% of Health Care & Social Assistance companies use a PTO bank. Greater than 60% of All Other Manufacturing organizations favor traditional leave programs. (See Figure 5b.)

Company sizes between 1,000 and 9,999 are more likely to offer traditional leave plans than PTO banks. In larger organizations, particularly those between 10,000 and 19,999 employees, PTO bank systems are more prevalent. (See Figure 5a.) Greater than 50% of private sector, publicly traded companies (58%) and nonprofit/government organizations (56%) prefer traditional programs, while private sector, privately held companies are nearly split in favor of either plan. (See Figure 5c.)

Organizations with a traditional leave system are more likely to report higher percentages of low (0% to 5%) voluntary turnover (65%) than their PTO bank counterparts (35%). (See Figure 5d.)



Unlimited PTO

Only 1% of organizations offer unlimited paid time off programs. The most cited reason for offering this leave was that it, “aligns with organizational culture” (n=5). If an organization experiences any challenges with unlimited leave, it is likely due to “managerial fear/concern about abuse” (n=3).

Holidays

On average, organizations offer eight paid holidays per year. (See Figure 33.) Most companies do not allocate floating holidays to employees; however, 17% offer one day per year and 16% offer two days per year.

Floating Holidays by Type of Paid Time Off Program		
	Traditional	PTO Bank
One day per year	16%	18%
Two days per year	17%	14%
Three days per year	11%	3%
More than three days	5%	4%
Varies by employee tenure	0%	0%
We do not offer floating holidays to employees	50%	61%

Sabbatical Leave

Fewer organizations (10%) are offering sabbaticals, whether paid or unpaid, as compared to both 2010 (15%) and 2014 (14%). (See Figure 35.) When taking a sabbatical leave, 46% require that employees' further education relate to their current employer or job. (See Figure 38.)

Parental Leave

2016 was the first year this section was introduced. The goal was to learn about the prevalence and practices of organizations that are offering employees more job-protected time off than is required by federal, state or local laws, in order to recover from the birth of a child, and/or care or bond with a new child. However, this effort quickly led to questions about *paid* parental leave as well, with a desire to better understand what organizations are doing above-and-beyond any legal requirements.

While there are a number of key findings to come out of this survey on parental leave, as noted below, more research is needed to identify:

- Overall prevalence of separate paid parental leave programs that do not require employees to exhaust PTO, vacation, sick, etc. accruals or access other income-replacement options such as short-term disability.
- More detailed information about structure of paid parental leave programs whether legally required or just part of employee value proposition.

Before interpreting any data, it is important to understand that parental leave has two possible components: (1) job-protected time off (meaning the employee's job is safe while he/she is on leave) and (2) payment or income replacement (meaning that the employee is kept in a paid status for some or all of his/her leave). For most responding organizations, the obligation to offer job-protected time off

to qualifying new-parent employees is a legal requirement, *but the time off is not necessarily required to be paid*. If the job-protected leave is paid (in whole or in part), it could be paid from the employee’s other available paid time off, per the organization’s policies, by other income replacement programs such as short-term disability, or per a separate paid parental leave benefit the organization offers (because they are subject to a law that requires them to do so, or they choose to do so). The separate paid parental leave benefit could also be part of a larger “family leave” benefit or solely dedicated to parental leave only.

Job-Protected Parental Leave (regardless of whether any or all of the leave is paid)

96% of participating organizations are “covered employers” under the U.S. Family and Medical Leave Act of 1993 (FMLA), meaning that they are subject to the requirements of the FMLA and must allow employees with qualifying reasons to take a specific duration of job-protected leave (See Figure 39). 45% of organizations are subject to state/local laws that require job-protected leave for new-parent employees. (See Figure 40.) A majority of companies (82%) offer the job-protected leave that is mandated by the FMLA and any state/local laws. The remaining 18% of mandated organizations are more employee friendly with job security provisions for new parents, meaning that they offer more job-protected leave, or are more flexible with provisions in terms of qualifying reasons and/or administrative requirements. This data is independent of whether these organizations offer income replacement options during job-protected leave for new-parent employees. (See Figure 41.)

Organizations Exceeding Job-Protected Leave Requirements

Of the 18% of organizations that are more employee friendly with their job-protected leave provisions, the most common new-parent employees offered job-protected leave include: birth mothers (98%), biological fathers (96%) and adoptive parents (96%). (See Figure 43.) Furthermore, of these employee-friendly organizations, 72% offer all new-parent employees the same amount of leave, regardless of their caregiver status or other classifications; some requirements (such as tenure) may have to be met, and variations may exist for birth mothers in recovery. (See Figure 44.)

Paid Parental Leave

When organizations offer separate paid parental leave, 54% offer fewer than six weeks of paid leave, 16% offer six weeks and 16% offer 12 weeks. (See Figure 49.) 44% require a tenure of 12 months or more before the employee can use paid parental leave (see Figure 50) and 47% allow use for one year from the parental effective date for qualifying employees. (See Figure 51.)

Part-Time Employees

At least seven in 10 organizations in either type of paid time off system offer paid time off to part-time employees. (See Figure 52.) The amount of paid time off allocated to these employees is often prorated based on scheduled number of hours per week or pay period. (See Figure 53.)

Paid Time Off for Part-Time Employees		
	Traditional	PTO Bank
Yes	70%	72%
No	30%	28%

Results and Analysis

PTO Bank-Type Systems

Figure 5: “For the largest workforce segment/level, does your organization currently use a traditional paid time off system in which each employee is allocated a certain number of paid days in categories (e.g., vacation, sick, personal), or does it use a PTO bank-type system in which paid vacation, sick, personal, etc. is combined into one category of available time off?”

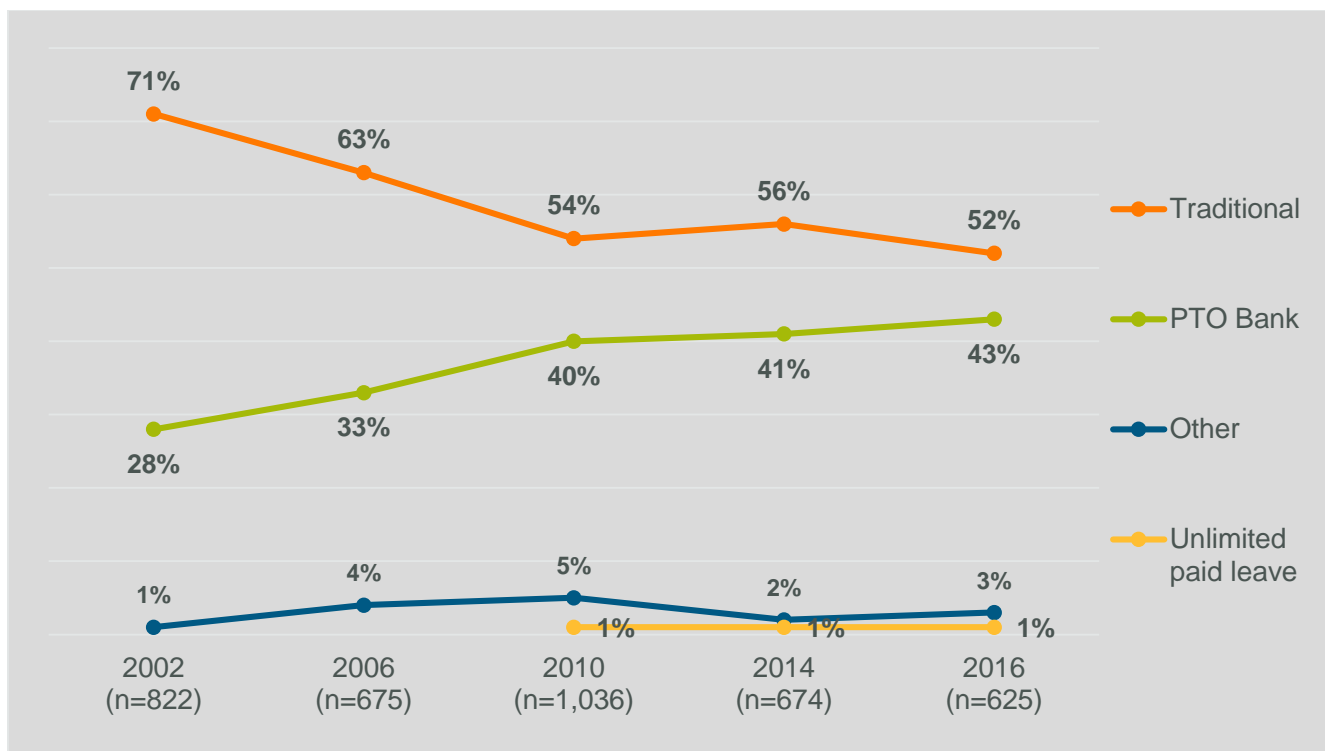


Figure 5a: Organization Size by Paid Time Off System Prevalence

	Traditional		PTO Bank	
	2014	2016	2014	2016
n=	343	294	256	249
Fewer than 100 employees	41%	41%	59%	59%
100-499	59%	53%	41%	47%
500-999	47%	45%	53%	55%
1,000-2,499	60%	57%	40%	43%
2,500-4,999	61%	63%	39%	37%
5,000-9,999	61%	60%	39%	40%
10,000-19,999	55%	31%	45%	69%
20,000 or more	60%	69%	40%	31%

Figure 5b: Industry by Paid Time Off System Prevalence

	Traditional	PTO Bank
All Other Manufacturing (n=84)	64%	36%
Finance & Insurance (n=77)	51%	49%
Health Care & Social Assistance (n=61)	21%	79%

Figure 5c: Organization Type by Paid Time Off System Prevalence

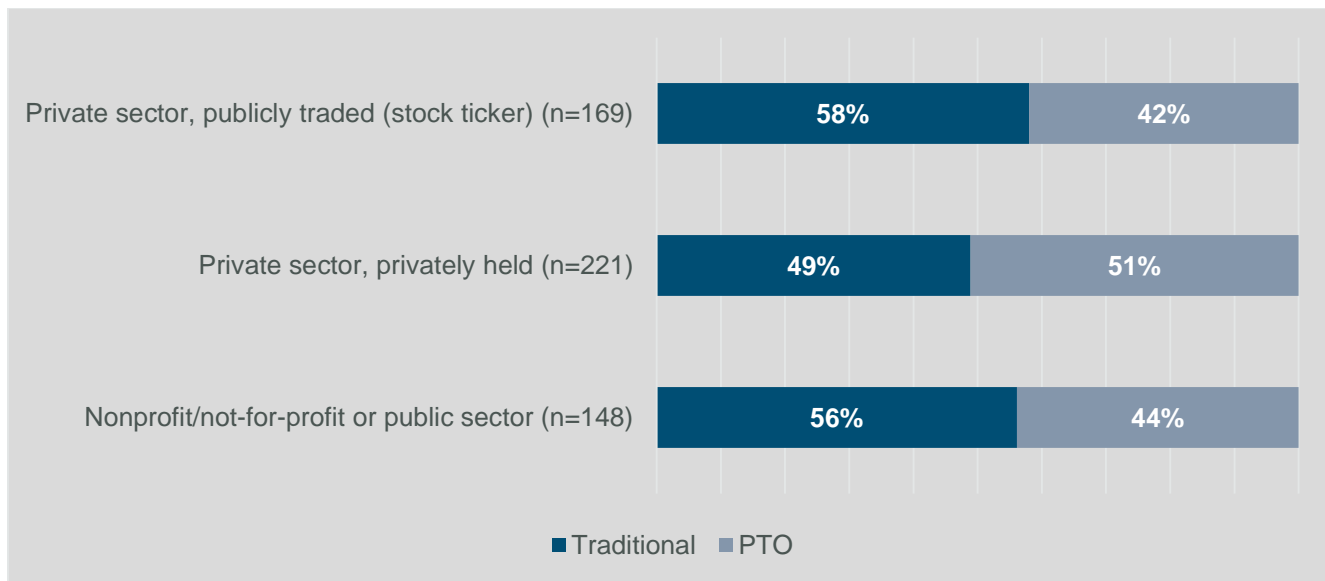


Figure 5d: Employee Turnover by Paid Time Off System Prevalence

	Traditional		PTO Bank	
	2014	2016	2014	2016
n=	333	280	249	245
0%-5% (Low)	65%	65%	35%	35%
6%-10% (Medium)	55%	56%	45%	44%
11%-15% (High)	56%	47%	44%	53%

Figure 6: “Does your organization offer different paid time off programs to different workforce segments/levels? For example, does one employee classification use a traditional paid time off system and another classification use a PTO bank-type program? Or does only a specific employee group operate under an unlimited leave program while the remainder of the employees use a traditional or PTO bank-type program?”

	2014	2016
n=	666	618
Yes, program type varies by employee level	12%	13%
Yes, program type varies by FLSA (or equivalent) classification	7%	7%
Yes, program type varies by department or location	4%	3%

Yes, program types varies by other criteria	5%	7%
No	72%	70%

PTO-Bank-Type System

The following results include only organizations that use a PTO bank-type system as their primary leave program (n=271).

Figure 7: “For which types of absences are employees expected to use PTO time?” (n=269)

	Employee is expected to use PTO	We offer separate programs for some or all of this type of absence
Vacation (e.g., travel, visit family, care for children during school breaks)	99%	1%
Personal (e.g., time to handle family matters, personal business, court appearances)	97%	3%
Sick (e.g., illness/injury of employee or family member)	90%	10%
Volunteer/community work (e.g., volunteering for local charity, donating time to a community group)	64%	36%
Parental leave (e.g., time to recover from the birth of a child or bond with or care for a new child)	51%	49%
Holidays (e.g., generally recognized federal and state holidays)	13%	87%
Bereavement (e.g., grieving the loss of a family member, planning services)	8%	92%
Jury duty (e.g., summons for civil service)	6%	94%

Note: The data for parental leave do NOT imply that 49% of organizations with a PTO bank-type system offer paid parental leave. The data simply show that 49% of these organizations also offer another type of paid time off that can be used for new-parent leave, perhaps in addition to other types of family-related absences. See Figures 39-51 for more on parental leave.

Figure 8: “Please indicate how many PTO days an employee is allocated annually, based on the employee’s tenure in whole years. (If your employee allocation is awarded in *hours*, please convert to *days* based on the typical number of hours in a workday at your organization.)”

	Average Number of Days		
	2010	2014	2016
n=	413	266	259
Less than one year of service	15	16	16
1-2 years of service	19	18	17
3-4 years of service	20	19	18
5-6 years of service	23	22	22
7-8 years of service	23	23	22
9-10 years of service	24	24	23
11-15 years of service	26	26	25
16-19 years of service	28	27	26

20+ years of service	29	28	27
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Figure 9: “When do employees become eligible to use PTO time?”

	2010	2014	2016
n=	392	265	256
Date of hire	40%	56%	56%
Beginning of next pay period	13%	10%	9%
Beginning of next month	11%	7%	6%
After 90 days/3 months of employment	n/a	22%	23%
After 6 months of employment	7%	3%	3%
After 1 year of employment	1%	1%	0%
After specific number of days	28%	2%	2%

Figure 10: “What is the maximum number of hours an employee can accumulate in his/her PTO bank at any given time?”¹ (n=255)

	2016
No maximum	8%
One times the annual allocation for the employee	15%
One and one-half times the annual allocation for the employee	8%
Two times the annual allocation for the employee	3%
80-99 hours	2%
100-199 hours	6%
200-299 hours	16%
300-399 hours	9%
400-499 hours	6%
500 or more hours	1%
Maximums vary depending on tenure	14%
Other <ul style="list-style-type: none"> • 1.25x annual allocation • 1.75x annual allocation • 3x annual allocation • Annual allocation + 40 hours 	15%

Figure 11: “How long has your organization had a PTO bank-type system?”

	2014	2016
n=	264	222
Less than one year	7%	3%

¹ The answer options in this question changed significantly in 2016, and therefore are not comparable to the 2014 results.

1-2 years	6%	7%
3-4 years	12%	11%
5-9 years	30%	30%
10+ years	45%	50%

Figure 12: “What was the primary motivation(s) for implementing a PTO bank-type system? (Select all that apply.)”

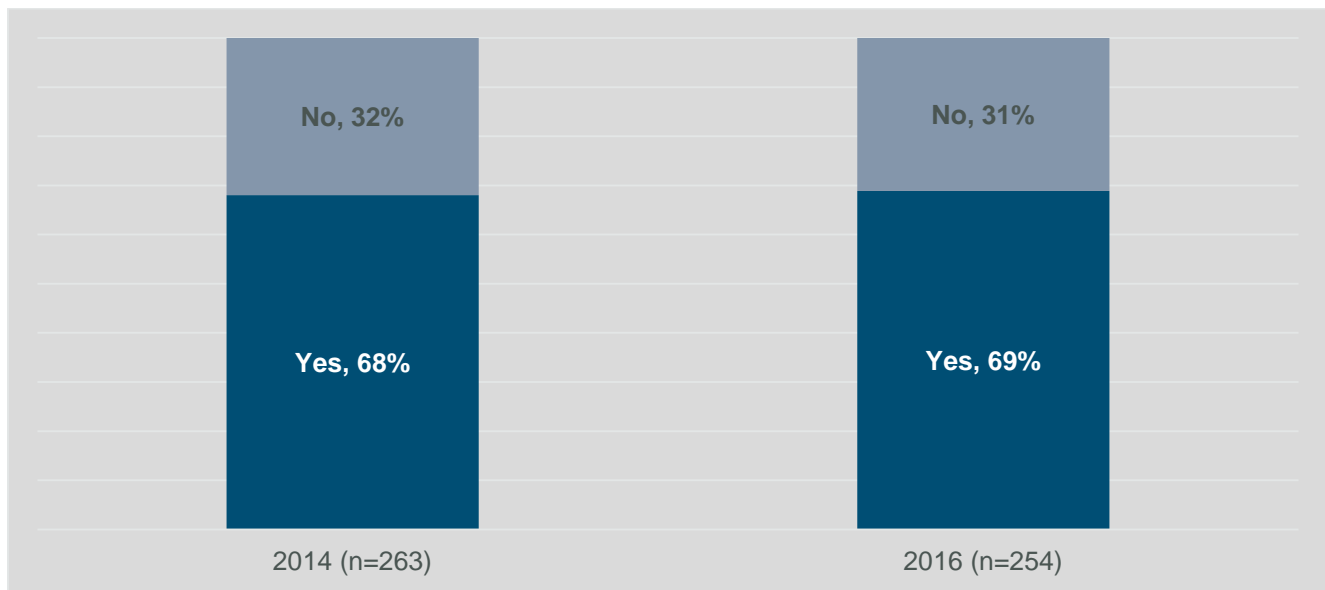
	2014	2016 ²
n=	197	255
To grant employees more flexibility	49%	63%
Easier to administer	20%	55%
To stay competitive with other companies	14%	29%
Cost effectiveness	7%	20%
Reduce absenteeism	7%	23%
Improve employee morale	1%	22%
I don't know	n/a	18%
Other	2%	3%

Figure 13: “How would you describe the effect of the PTO bank-type system on your organization’s absentee situation when it was first implemented?” (“I don’t know” was removed from analysis.)

	2014	2016
n=	263	129
Improved absenteeism	48%	41%
Worsened absenteeism	2%	1%
Had no impact on absenteeism	50%	58%

² In 2016, the question was asked as a “select all that apply” for the first time.

Figure 14: “Does your organization feature or market the PTO bank as a key employee benefit when attempting to attract new employees?”



Traditional Paid Time Off System

The following results include only organizations that use a traditional paid time off system as their primary program (n=326).

Figure 15: “Which separate categories of paid time off are offered to eligible employees of your organization? (Note: “Flex time” or “flex days” do not count as paid time off.) (Select all that apply.)”

	2014	2016
n=	366	319
Vacation time	99%	99%
Holiday (floating holidays)	82%	96% ³
Jury duty	90%	93%
Bereavement leave	89%	93%
Sick time	85%	88%
Military leave (an actual category of paid leave; not just qualification under FMLA)	39%	42%
Personal days (not PTO bank-type leave)	43%	40%
Volunteer/community service	22%	28%
Parental leave (an actual category of paid leave for new-parent employees; not just qualification under FMLA)	n/a	23%
Family sick leave (an actual category of paid leave; not just qualification under FMLA)	17%	17%
Other	7%	5%

³ A statistically significantly larger percentage of companies offer holiday paid time off as a separate category to eligible employees in 2016 (96%) than in 2014 (82%).

Figure 16: “Does your organization feature or market the traditional time off system as a key employee benefit when attempting to attract new employees?”

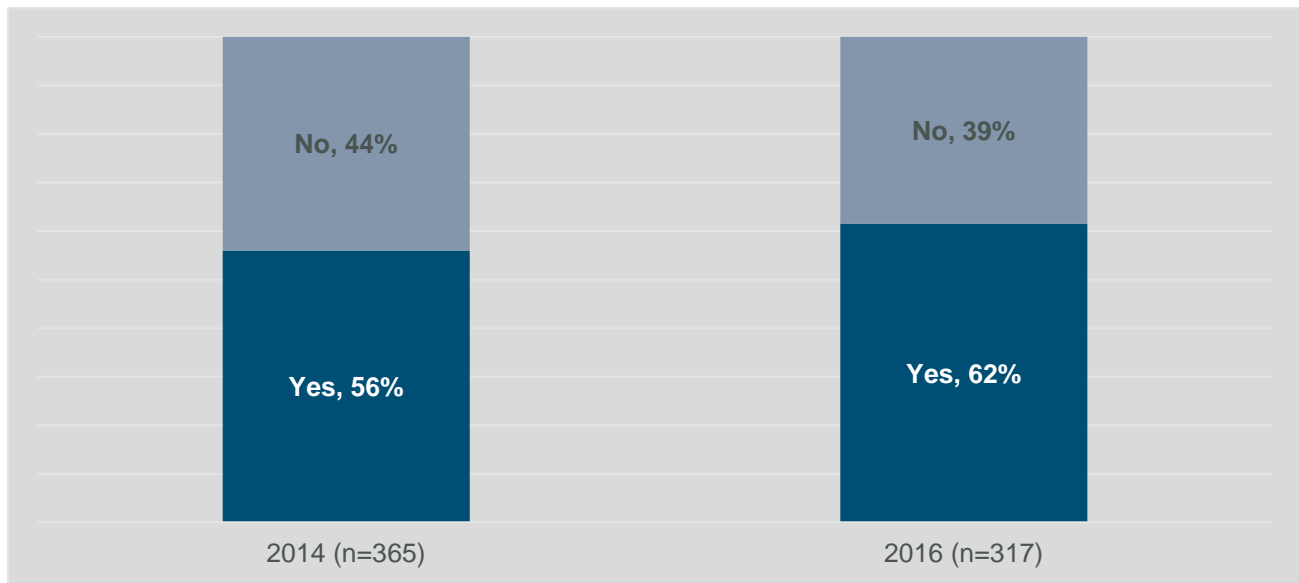
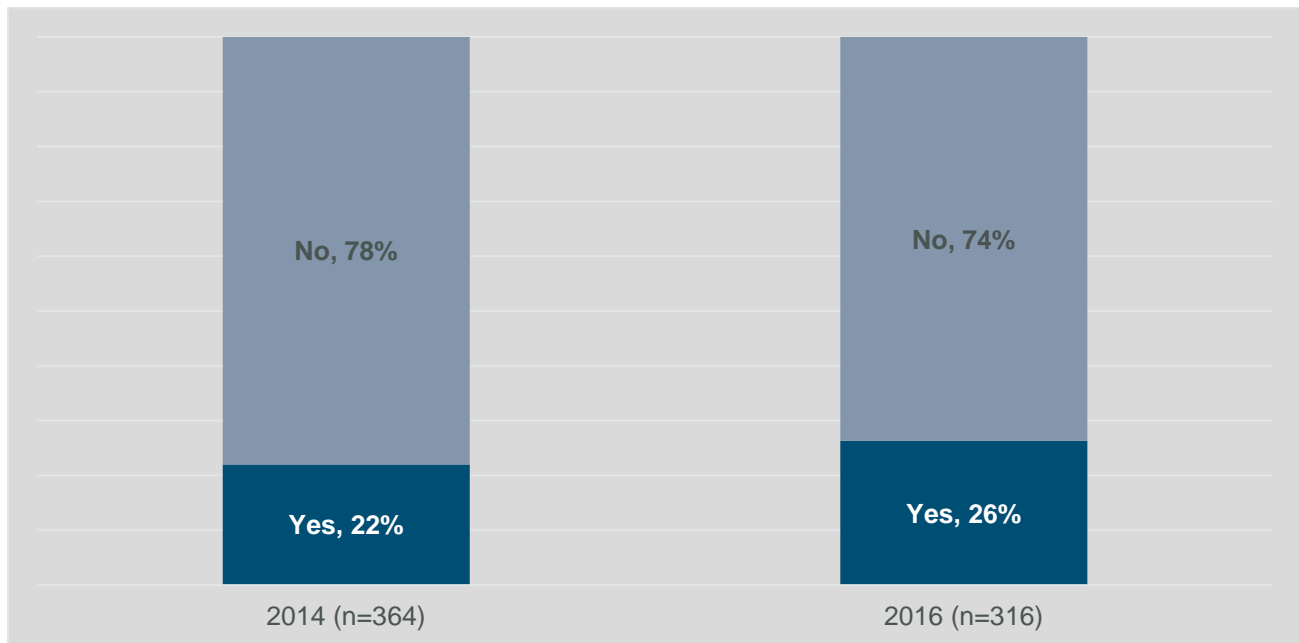


Figure 17: “Is your organization considering rolling various types of leave together to offer employees a PTO bank-type leave that they can use for a variety of needs? Please explain why or why not.”



Noted responses from participants answering “Yes:”

- Ease of administration/tracking
- Cost of savings
- Competitiveness
- Flexibility

Noted responses from participants answering “No:”

- Current system meets needs
- Cost of transitioning to a new program

Vacation Time

Figure 18: “Please indicate how many days an employee is allocated annually, based on the employee’s tenure in whole days. (If your employee allocation is awarded in *hours*, please convert to *days* based on the typical number of hours in a workday at your organization.)”

	Average Number of Days		
	2010	2014	2016
n=	545	363	303
Less than one year of service	8	9	10
1-2 years of service	12	12	12
3-4 years of service	13	12	13
5-6 years of service	16	16	16
7-8 years of service	16	16	16
9-10 years of service	17	17	17
11-15 years of service	19	19	19
16-19 years of service	20	20	20
20+ years of service	22	22	22

Figure 19: “What is the method for crediting vacation time to employees?”

	2014	2016
n=	349	298
Accrued throughout the year	71%	70%
Yearly allocation awarded at one specific time	29%	30%

Figure 20: “When is vacation time credited to employees?”

	2014	2016
n=	102	94
Beginning of the calendar year	77%	76%
Anniversary date of employee	17%	14%
Beginning of the fiscal year, if not on a calendar year schedule	5%	7%
Other	1%	3%

Figure 21: “When do employees become eligible to use vacation time?”

	2014	2016
n=	348	302
Date of hire	48%	44%
Beginning of next pay period	5%	8%

Beginning of next month	6%	10%
After 90 days/3 months of employment	17%	19%
After 6 months of employment	13%	12%
After 1 year of employment	5%	3%
After specific number of days	6%	4%

Figure 22: “What is the maximum number of vacation hours an employee can accumulate?”⁴ (n=298)

	2016
No maximum	4%
One times the annual allocation for the employee	14%
One and one-half times the annual allocation for the employee	5%
Two times the annual allocation for the employee	9%
80-99 hours	2%
100-199 hours	8%
200-299 hours	21%
300-399 hours	3%
400-499 hours	1%
500 or more hours	1%
Maximums vary depending on tenure	10%
Other <ul style="list-style-type: none"> • No accumulation • Accumulation based on employee level • 40 hours 	21%

Sick Time

Figure 23: “What is the method for crediting sick time to employees?”

	2014	2016
n=	321	270
Accrued throughout the year	40%	46%
Yearly allocation awarded at one specific time	48%	39%
Sick time is unlimited, so there is no “crediting” to employees	12%	15%

⁴ The answer options in this question changed significantly in 2016, and therefore are not comparable to the 2014 results.

Figure 24: “When is sick time credited to employees?”

	2014	2016
n=	141	105
Beginning of the calendar year	83%	86%
Anniversary date of employee	3%	5%
Beginning of the fiscal year, if not on a calendar year schedule	11%	8%
Other	3%	2%

Figure 25: “Please indicate how many days an employee is allocated annually, based on the employee’s tenure in whole years. (Please do not include days off paid by separate salary continuation or disability insurance plans. If your employee allocation is awarded in *hours*, please convert to *days* based on the typical number of hours in a workday at your organization.)”

	Average Number of Days		
	2010	2014	2016
n=	481	262	229
Less than one year of service	7	7	7
1-2 years of service	9	8	8
3-4 years of service	9	8	9
5-6 years of service	9	8	9
7-8 years of service	9	8	9
9-10 years of service	9	9	9
11-15 years of service	9	9	10
16-19 years of service	9	9	10
20+ years of service	9	9	11

Figure 26: “When do employees become eligible to use sick time?”

	2014	2016
n=	296	268
Date of hire	57%	55%
Beginning of next pay period	6%	10%
Beginning of next month	6%	6%
After 90 days/3 months of employment	19%	19%
After 6 months of employment	5%	3%
After 1 year of employment	2%	1%
After specific number of days	5%	6%

Figure 27: “What is the maximum number of sick hours an employee can accumulate?”⁵ (n=226)

	2016
No maximum	27%
One times the annual allocation for the employee	12%
One and one-half times the annual allocation for the employee	1%
Two times the annual allocation for the employee	3%
80-99 hours	4%
100-199 hours	6%
200-299 hours	8%
300-399 hours	2%
400-499 hours	8%
500 or more hours	8%
Maximums vary depending on tenure	3%
Other <ul style="list-style-type: none"> • No accumulation • Less than 80 hours (e.g., 40, 48, 56) 	20%

Personal Days

Personal days, when offered under a traditional leave system, are usually made available for employees to take care of personal business, family matters, court appearances, etc. Additionally, although floating holidays can often be used for personal time, they are not the same as personal days awarded under a traditional system.

Figure 28: “Please indicate how many days an employee is allocated annually, based on the employee’s tenure in whole years. (If your employee allocation is awarded in *hours*, please convert to *days* based on the typical number of hours in a workday at your organization.)”

	Average Number of Days		
	2010	2014	2016
n=	212	145	122
Less than one year of service	2	3	3
1-2 years of service	3	3	3
3-4 years of service	3	3	4
5-6 years of service	3	3	4
7-8 years of service	3	3	4
9-10 years of service	3	3	4
11-15 years of service	3	3	4
16-19 years of service	3	3	4

⁵ The answer options in this question changed significantly in 2016, and therefore are not comparable to the 2014 results.

20+ years of service	3	3	4
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Figure 29: “What is the method for crediting personal days to employees?”

	2014	2016
n=	145	122
Accrued throughout the year	21%	13%
Yearly allocation awarded at one specific time	79%	87%

Figure 30: “When are personal days credited to employees?”

	2014	2016
n=	114	105
Beginning of the calendar year	79%	73%
Anniversary date of employee	7%	5%
Beginning of the fiscal year, if not on a calendar year schedule	6%	10%
Other <ul style="list-style-type: none"> • July 1 • Beginning of academic year 	8%	12%

Figure 31: “When do employees become eligible to use personal days?”

	2014	2016
n=	145	121
Date of hire	54%	50%
Beginning of next pay period	4%	3%
Beginning of next month	3%	3%
After 90 days/3 months of employment	21%	29%
After 6 months of employment	6%	5%
After 1 year of employment	3%	2%
After specific number of days	8%	9%

Figure 32: “What is the maximum number of personal days an employee can accumulate?”⁶ (n=118)

	2016
No maximum	4%
One times the annual allocation for the employee	24%
Two times the annual allocation for the employee	2%
Two days	20%

⁶ The answer options in this question changed significantly in 2016, and therefore are not comparable to the 2014 results.

Three days	11%
Maximums vary depending on tenure	1%
Other <ul style="list-style-type: none"> No accumulation Use or lose 	39%

Holidays

Figure 33: “Which of the following are/will be observed as paid holidays in 2016 at your organization? (Select all that apply.)”

	Traditional System	PTO Bank
n=	291	218
Average Number of Paid Holidays	9	8
Thanksgiving Day	100%	100%
New Year’s Day	99%	100%
Memorial Day	99%	99%
Labor Day	99%	99%
Independence Day	98%	100%
Christmas Day	94%	94%
Day after Thanksgiving	79%	81%
Christmas Eve	52%	49%
Martin Luther King Jr. Day	43%	33%
Presidents Day/Washington’s Birthday	41%	38%
New Year’s Eve	27%	25%
Good Friday	24%	18%
Day after Christmas	22%	16%
Veteran’s Day	18%	10%
Columbus Day	15%	7%
Easter	7%	5%
Other <ul style="list-style-type: none"> Floating holidays Additional days surrounding the Christmas and New Year’s holidays 	21%	23%

Figure 34: “If your organization offers employees floating holidays that they can use when they choose, in addition to any observed, paid holidays, please indicate the number of floating holidays that are allocated per year:” (n=522)

	2016
One day per year	17%
Two days per year	16%
Three days per year	8%
More than three days	5%

Varies by employee tenure	0%
We do not offer floating holidays to employees	55%

Sabbatical Leave

Figure 35: “Does your organization currently offer a sabbatical leave program?”

	2010	2014	2016
n=	936	624	586
Yes, at full pay	3%	5%	3%
Yes, at partial pay	2%	2%	1%
Yes, unpaid	10%	7%	6%
No	86%	86%	90% ⁷

Figure 36: “When do employees of your organization become eligible to take a sabbatical leave?”

	2014	2016
n=	85	54
Specific number of years of employment <ul style="list-style-type: none"> • 5 years • 7 years • 10 years 	54%	59%
Date of hire	20%	17%
Specific number of days of employment	5%	4%
Other	21%	20%

⁷ A statistically significant greater percentage of organizations reported they do not have a sabbatical leave program in 2016 (90%) than in 2010 (86%).

Figure 37: “Is there a limit to the number of sabbatical leaves an employee may take?”

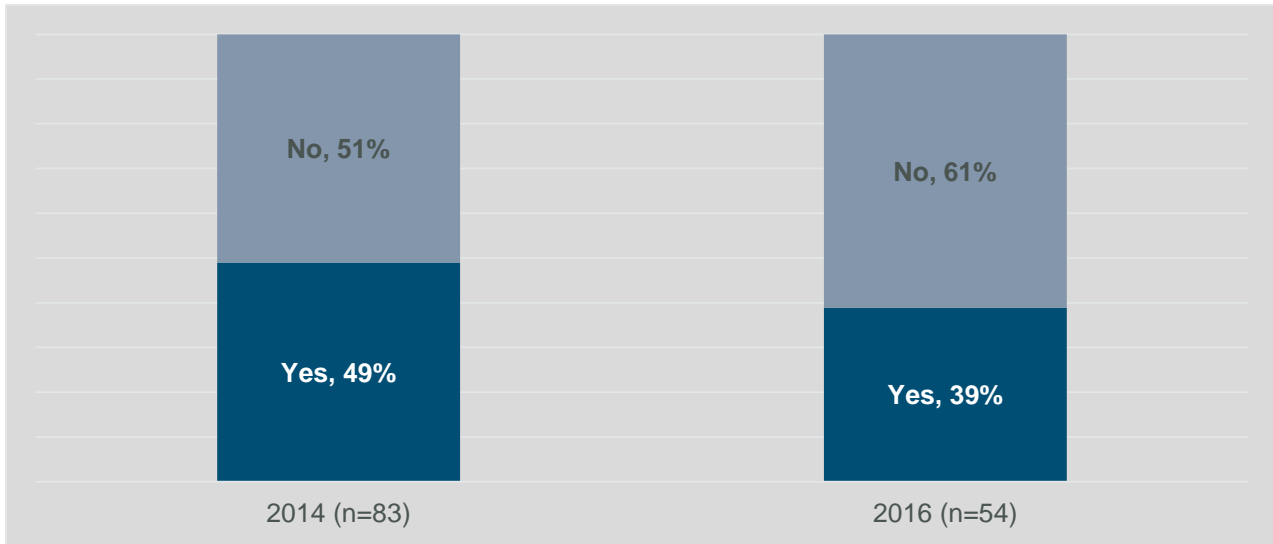
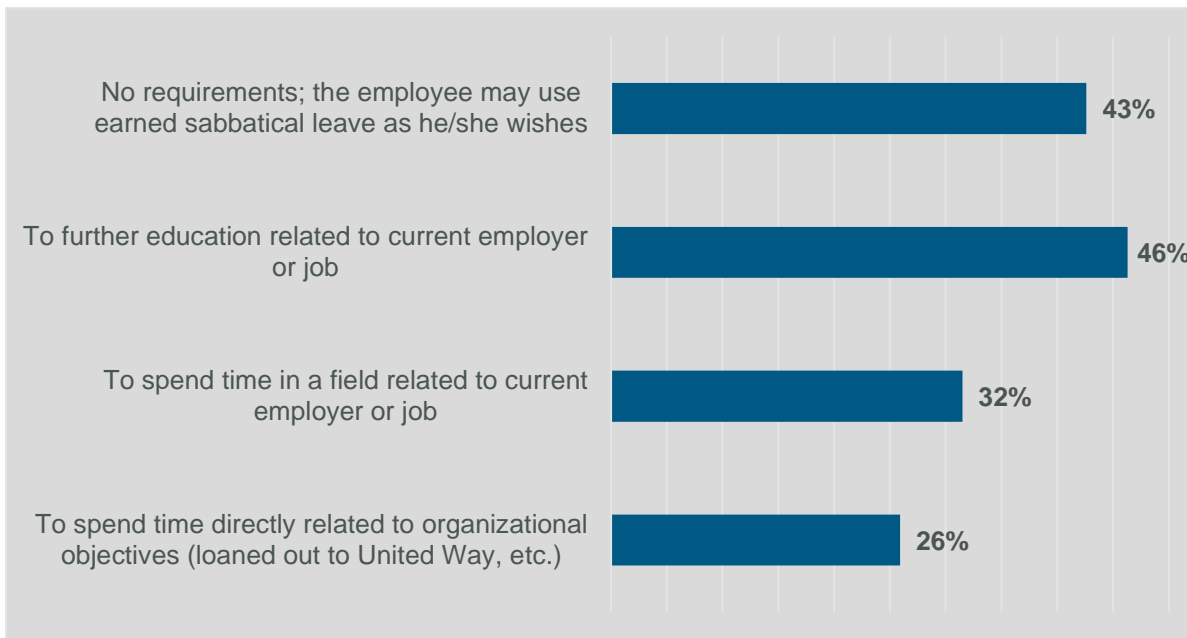


Figure 38: “Are there requirements that employees must adhere to when taking their sabbatical leave?” (Select all that apply.) (n=54)



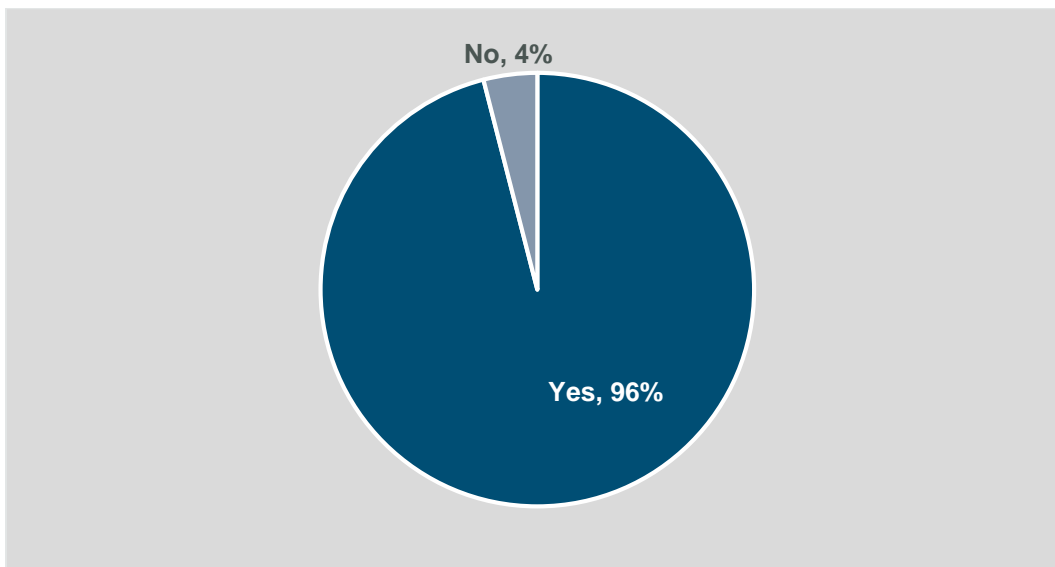
Parental Leave

The figures below relate to leave benefits specifically for employees who are new parents. Our goal is to learn about the prevalence and practices of organizations that are offering employees more job-protected time off than is required by federal and/or state/local laws in order to recover from the birth of a child, and/or care for or bond with a new child. This type of leave is often referred to as “parental leave”, but may have other names as well. It may or may not be paid, and if paid, could be paid from the employee’s other available paid time off per the organization’s policies or from a separate parental-type leave benefit.

For the following figures, please note that they are only reflective of the job-protected leave that organizations may offer to new-parent employees, whether the time off is paid or unpaid. See Figures 49-51 for “paid parental leave” data.

Job-Protected Parental Leave (regardless of whether any or all of the leave is paid)

Figure 39: “Is your organization a “covered employer” under the U.S. Family and Medical Leave Act of 1993 (FMLA), meaning that it is subject to the requirements of the FMLA and must allow employees with qualifying reasons to take a specific duration of job-protected leave?” (n=581)



Reminder: “Job-protected leave” can be paid or unpaid. Figures 41-48 only represent job protection given to new-parent employees. See pages 31-32 for more explanation and Figures 49-51 for “paid parental leave” data.

Figure 40: “Is your organization subject to any state/local laws that require job-protected leave for new-parent employees?” (n=570)

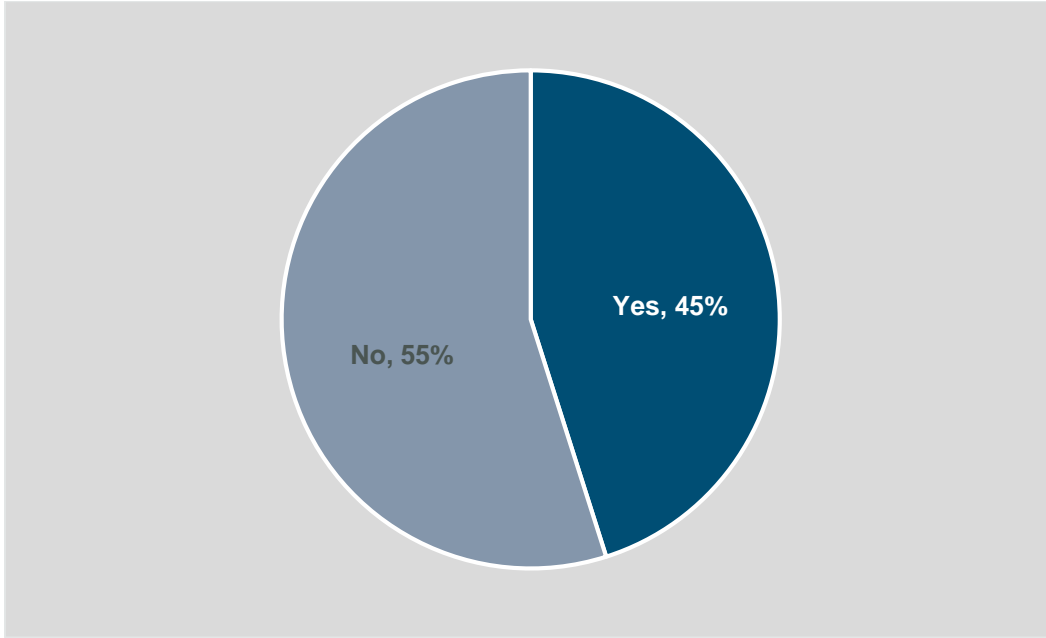


Figure 41: “Do you offer new-parent employees more/expanded job-protected leave than what is required by the FMLA and any state/local laws to which your organization is subject? (Select all that apply.)” (n=569)
Only respondents answering “yes” in Figure 39 or Figure 40 received this question.



Organizations Exceeding Job-Protected Leave Compliance (n=104) ⁸	
	2016
We offer a longer duration of job-protected leave	47%
We offer job-protected leave for a broader set of new-parent circumstances than we are legally required to offer	51%
We offer job-protected leave with fewer/no administrative requirements to which the employee must adhere than we are legally allowed to require (e.g., less or no documentation needed)	23%

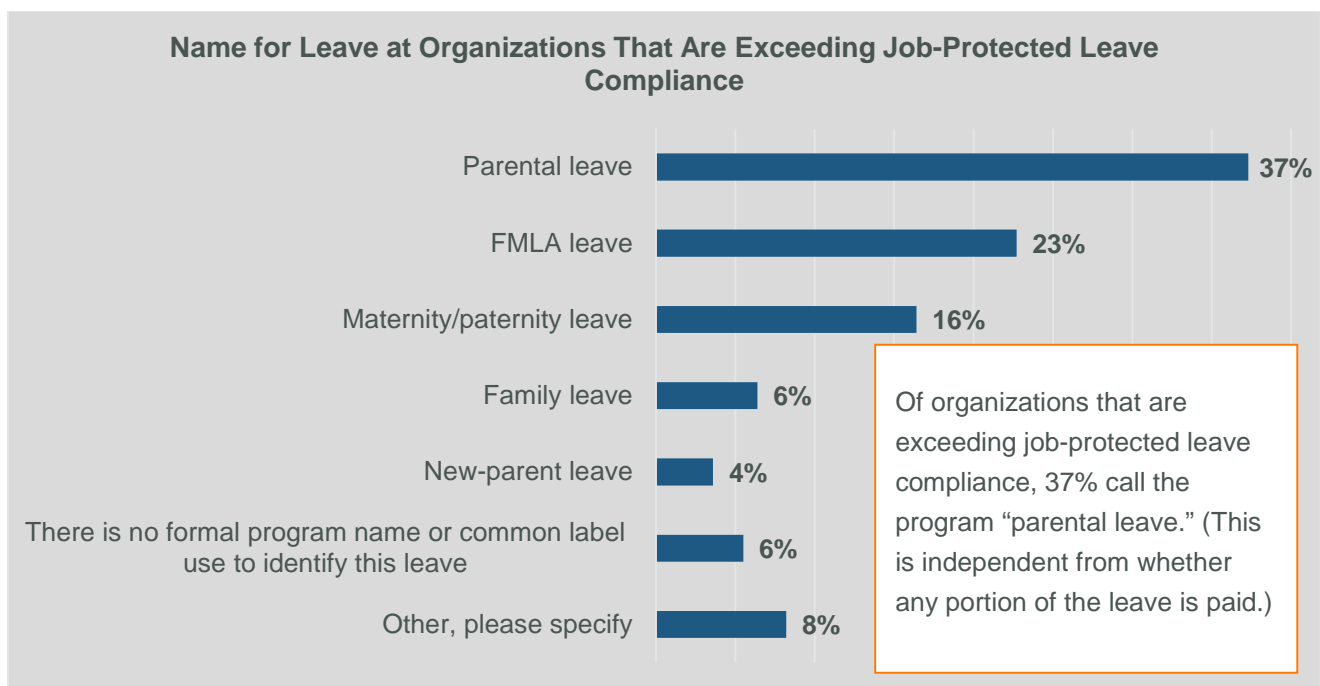
⁸ Respondents were asked to select all that apply.

Reminder: “Job-protected leave” can be paid or unpaid. Figures 41-48 only represent job protection given to new-parent employees. See pages 31-32 for more explanation and Figures 49-51 for “paid parental leave” data.

Organizations Exceeding Job-Protected Leave

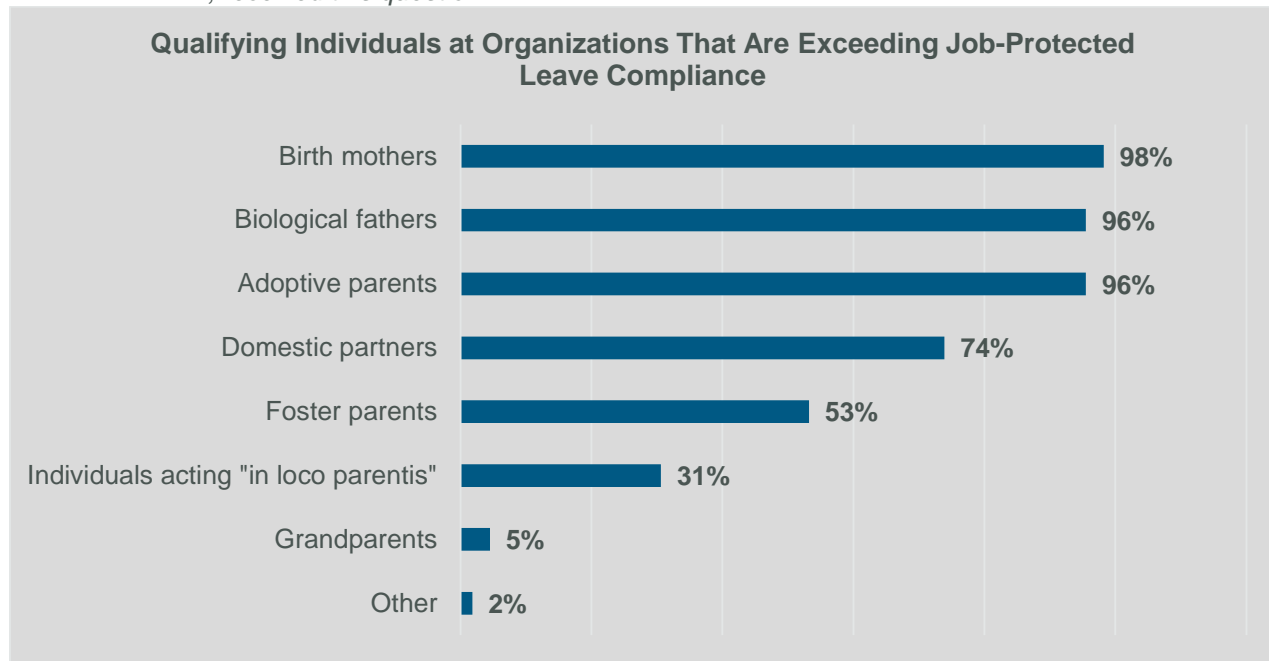
Figures 42-44 represent the 18% of responding organizations that are more employee friendly with job-protected leave than they are legally required to be. These data show: (1) the names associated with this type of leave, (2) who qualifies and (3) the structure of the program.

Figure 42: “What is the formal program name or label most often used to identify job-protected leave for new-parent employees? (This may or may not align with the name(s) of the paid time off banks that employees may be able to use while on leave, per your organization’s policies.)” (n=110)
Only respondents from organizations that are exceeding job-protected leave compliance, per Figure 41, received this question.



Reminder: “Job-protected leave” can be paid or unpaid. Figures 41-48 only represent job protection given to new-parent employees. See pages 31-32 for more explanation and Figures 49-51 for “paid parental leave” data.

Figure 43: “For which of the following new-parent employees does your organization offer job-protected leave? (Select all that apply.)” (n=111)
Only respondents from organizations that are exceeding job-protected leave compliance, per Figure 41, received this question.



Reminder: “Job-protected leave” can be paid or unpaid. Figures 41-48 represent only job protection given to new-parent employees. See pages 31-32 for more explanation and Figures 49-51 for “paid parental leave” data.

Figure 44: “Which of these descriptions best captures the type of new-parent, job-protected leave for your organization offers to employees?” (n=109)
Only respondents from organizations that are exceeding job-protected leave compliance, per Figure 41, received this question.

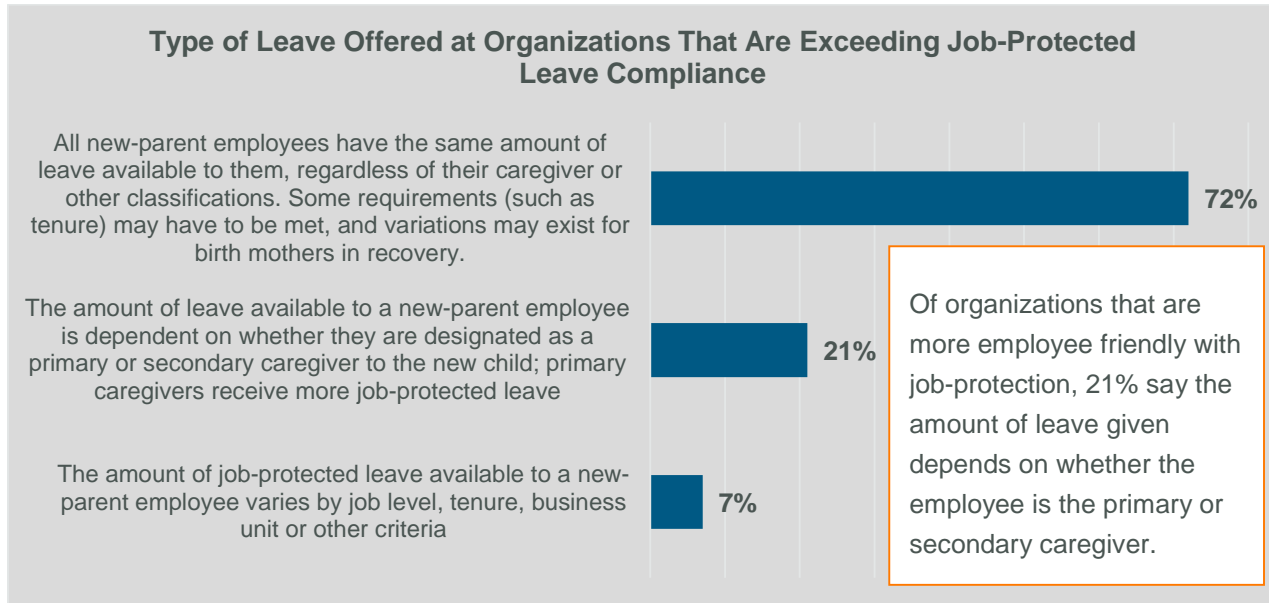


Figure 45: “What is the total amount of job-protected leave your organization offers to eligible new-parent employees? Please count any simultaneous use of job-protected leave that is required of your organization by the FMLA and any state/local laws, just once. For example, if your organization offers 20 total weeks of job-protected leave to a new parent and is an FMLA-covered employer such that the first 12 weeks is technically required by the FMLA, your total amount of job-protected leave is still 20 weeks. If your organization offers 20 weeks *beyond* the FMLA-protected leave of 12 weeks, your total amount is 32 weeks (or 8 months). (If the amount varies by job level, business unit, tenure or other criteria, please respond for the largest eligible employee group at your organization.)” (n=560)

Organizations Subject to the FMLA and/or State/Local Laws	
Total Amount of Job-Protected Leave	2016
Less than 6 weeks	3%
6 weeks	2%
7-11 weeks	0%
12 weeks	75%
13-16 weeks	7%
17-20 weeks	6%
21-24 weeks	3%
6-8 months	3%
9-11 months	0%

This is the total amount of job-protected leave employees are receiving, but is independent from whether any portion of the leave is paid.

1 year	0%
13-23 months	0%
2 or more years	0%

Reminder: “Job-protected leave” can be paid or unpaid. Figures 41-48 only represent job protection given to new-parent employees. See pages 31-32 for more explanation and Figures 49-51 for “paid parental leave” data.

Figure 46: “How much job-protected leave does your organization offer to eligible new-parent employees BEYOND what is required of your organization by the FMLA and any state/local laws? (If the amount varies by job level, business unit, tenure or other criteria, please respond for the largest eligible employee group at your organization.)” (n=47)
Only respondents answering “We offer a longer duration of job-protected leave” in Figure 41 received this question.

Organizations Giving More Job - Protected Leave than is Required by FMLA and/or State/Local Laws	
Amount of Job-Protected Leave Beyond Requirement	2016
Less than 6 weeks	47%
6 weeks	17%
7-11 weeks	4%
12 weeks	17%
13-16 weeks	4%
17-20 weeks	4%
21-24 weeks	2%
6-8 months	2%
9-11 months	0%
1 year	2%
13-23 months	0%
2 or more years	0%

Of organizations that give more job-protection, 47% give less than six weeks of additional job-protected leave. (This is independent from whether any portion of the leave is paid.)

Reminder: “Job-protected leave” can be paid or unpaid. Figures 41-48 only represent job protection given to new-parent employees. See pages 31-32 for more explanation and Figures 49-51 for “paid parental leave” data.

Figure 47: “How long does an eligible employee need to work for the organization before he/she can take job-protected, new-parent leave? (If the requirement varies by job level, business unit, tenure or other criteria, please respond for the largest eligible employee group at your organization.)” (n=94)

Only respondents from organizations that are exceeding job-protected leave compliance, per Figure 41, received this question.

Organizations That Are More Employee Friendly with Job-Protected Leave Provisions	
Tenure Before Use of Leave	2016
Upon hire date	43%
1-3 months	3%
4-6 months	9%
7-11 months	2%
12 months or more	44%

Of organizations that are more employee friendly with job protection, 43% allow usage upon hire.

Figure 48: “How long does an eligible employee have from the child’s birth/parental effective date to take job-protected, new-parent leave? (If the duration varies by job level, business unit, tenure or other criteria, please respond for the largest eligible employee group at your organization.)” (n=94)

Only respondents from organizations that are exceeding job-protected leave compliance, per Figure 41, received this question.

Organizations That Are More Employee Friendly with Job-Protected Leave Provisions	
Timeframe for Use of Leave	2016
Within the first 6 months of parenthood	38%
Within the first year of parenthood	48%
Within the first 18 months of parenthood	2%
Within the first 2 years of parenthood	0%
Other, please specify	12%

Of organizations that are more employee friendly with job-protection, 48% allow usage for one year from the parental effective date.

Paid Parental Leave

Figures 49-51 represent the limited data gathered in this survey on paid parental leave. More research is needed to better understand overall prevalence of separate paid parental leave programs that do not require employees to exhaust PTO, vacation, sick, etc. accruals or access other income replacement options such as short-term disability. There is also more to learn about how these paid parental leave programs are structured. WorldatWork intends to further study this area in the near future.

Organizations that indicated earlier in the survey that they either have a PTO bank-type system and offer a separate category of leave that *could* be used for parental leave (and potentially other reasons for absence), or they have a traditional system and offer a separate category of leave specifically for new-parent employees, were presented with the questions in Figures 49-51. These respondents then self-selected into the question in Figure 49 based on whether they actually have a separate and distinct paid parental leave program. **Because of**

possible response from organizations with PTO bank-type systems that have a separate category of leave that may extend beyond just new-parent employees, this data cannot be interpreted as overall prevalence of paid parental leave programs. Further research is needed.

Figure 49: “If your organization offers paid parental leave, which is an allotment of paid time off to be used by new-parent employees that is separate from other PTO banks or traditional leave programs, how much paid parental leave do they receive within the eligible period? (If the amount varies by job level, business unit, tenure or other criteria, please respond for the largest eligible employee group at your organization.)” (n=129)
Only respondents answering “Parental leave – we offer separate programs for some or all of this type of absence” in Figure 7 (49% of organizations with PTO banks) or “Parental leave” in Figure 15 (23% for organizations that use a Traditional Leave System) received this question.

Organizations Offering Paid Parental Leave, Separate From PTO Banks or Traditional Programs	
Amount of Paid Parental Leave Offered	2016
Less than 6 weeks	54%
6 weeks	16%
7-11 weeks	5%
12 weeks	16%
13-16 weeks	3%
17-20 weeks	2%
21-24 weeks	2%
6-8 months	1%
9-11 months	0%
1 year	0%
13-23 months	0%
2 or more years	0%

Of organizations offering paid parental leave, 54% offer fewer than six weeks of paid leave under this program.

Figure 50: “How long does an eligible employee need to work for the organization before he/she can take paid parental leave? (If the duration varies by job level, business unit, tenure or other criteria, please respond for the largest eligible employee group at your organization.)” (n=149)
Only respondents answering “Parental leave – we offer separate programs for some or all of this type of absence” in Figure 7 or “Parental leave” in Figure 15 received this question.

Organizations Offering Paid Parental Leave, Separate From PTO Banks or Traditional Programs	
Tenure Before Use of Paid Parental Leave	2016
Upon hire date	38%
1-3 months	9%
4-6 months	7%
7-11 months	2%

Of organizations offering paid parental leave, 44% require tenure of 12 months or more before use.

12 months or more	44%
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Figure 51: “How long does an eligible employee have from the child’s birth/parental effective date to take paid parental leave? (If the duration varies by job level, business unit, tenure or other criteria, please respond for the largest eligible employee group at your organization.)”

(n=144)

Only respondents answering “Parental leave – we offer separate programs for some or all of this type of absence” in Figure 7 or “Parental leave” in Figure 15 received this question.

Organizations Offering Paid Parental Leave, Separate From PTO Banks or Traditional Programs	
Timeframe for Use of Paid Parental Leave	2016
Within the first 6 months of parenthood	38%
Within the first year of parenthood	47%
Within the first 18 months of parenthood	1%
Within the first 2 years of parenthood	2%
Other, please specify	13%

Of organizations offering paid parental leave, 47% allow use for one year from the parental effective date.

General

Figure 52: “Do you offer paid time off to part-time employees (based on the definition of “part-time” in your organization)?

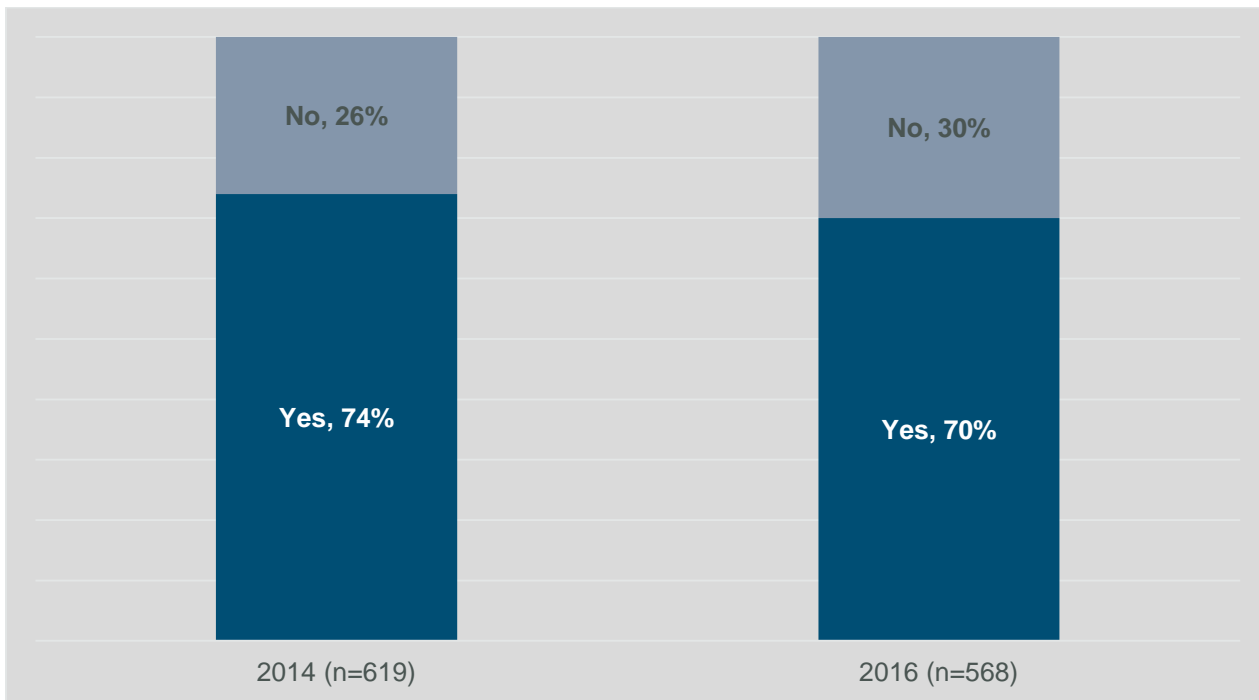


Figure 53: “Whether your organization offers a PTO bank-type or traditional paid leave program, how is the amount of paid time off allocated to part-time employees?”

	2014	2016
n=	447	394
Amount of paid time off is prorated based on <i>scheduled</i> number of hours per week/pay period	69%	70%
Amount of paid time off is prorated based on <i>actual</i> number of hours worked per week/pay period	22%	20%
Same amount of paid time off is awarded/accrued to part-time employees as full-time employees	3%	3%
Other	6%	8%

Figure 54: “Is it necessary for your organization to offer a paid time off program (whether traditional or PTO bank-type) to be competitive in the labor market?”

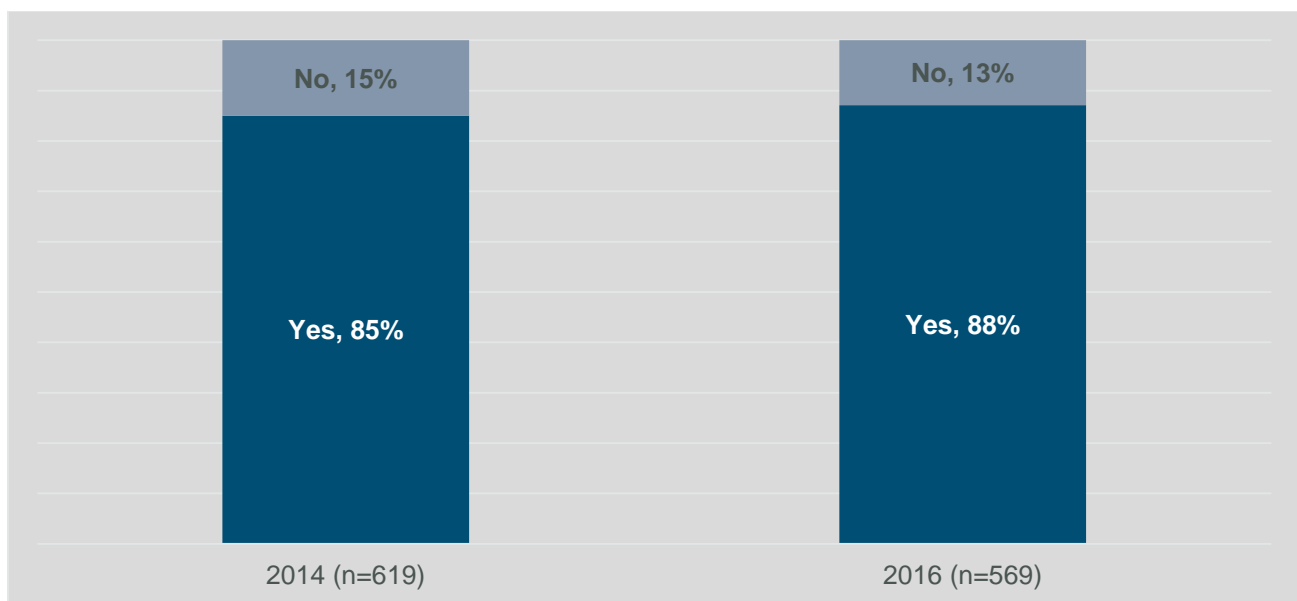


Figure 55: “What are the top three reasons for offering paid time off programs to your employees?”

	Average Item Ranking
Encourage employees to rest and rejuvenate (n=235)	1.9
Improve employee attraction (n=144)	1.9
Satisfy employee paid time off expectations (n=236)	1.9
Build an “employer of choice” reputation (n=172)	1.9
Reduce absenteeism (n=63)	1.9
Enhance work-life effectiveness (n=312)	2.0
Drive of support overall culture (n=220)	2.1
Improve employee retention (n=114)	2.2
Increase employee engagement (n=93)	2.3
Improve employee productivity (n=83)	2.3

Reduce presenteeism (n=5)	2.6
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Figure 56: “Does your organization require or encourage employees to use a minimum amount of paid time off per year?” (n=568)

	2016
We are required by federal/state/local law to have employees take a minimum amount of paid time off each year.	8%
We are <i>not</i> required by federal/state/local law to have employees take a minimum number of days off, but we <i>do</i> require that employees take a minimum number of paid time off days each year.	1%
We are required to have certain professionals in our industry take a minimum amount of paid time off each year.	2%
We encourage our employees to take paid time off, but we do not require a minimum level of use.	61%
We have begun to discuss actions to encourage or require our employees to take paid time off each year.	3%
No, we do not actively encourage or require employees to take a minimum amount of paid time off each year, and we are not discussing it.	26%

Figure 57: “As more state and local municipalities continue to implement paid-leave policies with various minimum requirements, what would be your preferred federal approach to paid-leave policies in the United States?” (n=557)

	2016
No change to current federal approach (employer discretion with no federal mandate; organizations continue to comply with various state and local paid-leave policies)	72%
Federal mandate that requires a minimum amount of paid leave provided; employers required to provide the most generous leave, when federal law conflicts with state or local requirements	16%
A voluntary Employer Retirement Income Security Act-type exemption of various state and local municipality requirements if your organization meets or exceeds a federal minimum of paid leave	11%
Other	1%

Participating Organizations

AAA Arizona Inc.	BMC Software Inc.	County of Kent
Achillion Pharmaceuticals	Bottle Rocket LLC	CPMG
ACMHS Inc.	Bunge	CPS Group
Act-On Software	Burrell Communications Group	Crabil Manufacturing Inc.
Acumed	Cambridge Associates	Creighton University
Axiom Corp.	Campbell & Co.	Cristal USA Inc.
Adventist Health System	Campbell Soup Co.	CRP Industries Inc.
Aflac	Canal Barge Co. Inc.	CSM Corp.
AGIA Affinity Services	Canon Virginia Inc.	CTS Corp.
AgStar Financial Services	Capital Metro	Curtiss-Wright
AgustaWestland	Career Education Corp.	Daktronics Inc.
Philadelphia Corp.	Carpenter Technology Corporation	Dana-Farber Cancer Institute
AIPSO	CARTI Inc.	DayNine Consulting
Airbus Helicopters Inc.	Casino Pauma	DCI Marketing Inc.
Alaska Communications	Catholic Charities New Hampshire	DCP Midstream
ALLETE	Catholic Diocese of Richmond	Delta Dental of Washington
Alnylam Pharmaceuticals	CDW	DePaul University
Alta Resources	Central Valley Community Bank	Deseret Management Corp.
American Academy of Neurology	ChannelAdvisor	Desert Mountain Club Inc.
American Association of Community Colleges	Children & Family Services Center	Development Dimensions International Inc.
American National Bank of Texas	Children's Home Society of Florida	DJO Global
Amerisure Mutual Insurance Co.	Children's Hospital Colorado	DLA Piper LLP (US)
Amica	Chiricahua Community Health Centers Inc.	Dot Foods Inc.
Ancestry	Ciena Corp.	Dude Solutions Inc.
Anheuser-Busch	City & County of Denver	East Tennessee Children's Hospital
Employees' Credit Union	City of Bellevue	ECM Publishers Inc.
Applied Research Associates Inc.	City of Columbia, Mo.	Elder Services of the Merrimack Valley Inc.
Ariens Co.	City of Durham	Eli Lilly and Co.
Arkansas Electric Cooperatives	City of Murfreesboro	Employers Resource Association
ArrMaz	City of Taylor, Texas	EMQ FamiliesFirst
Arysta LifeScience	City of Vancouver	Enterprise Community Partners
Asbury Communities	Cleveland Clinic	Erie Insurance Group
Ascend Performance Materials	CME Group	ESL Federal Credit Union
ATG	CMU Medical Education Partners	Eventbrite Inc.
Axiall Corp.	Community Hospital Corp.	Exact Sciences
Bank of the West	Community Medical Centers	Excelitas Technologies
Bankwell	Continental Resources Inc.	FANUC America Corp.
Barry Callebaut	Cornerstone Chemical Co.	Farmer Brothers Co.
Baystate Health	County of Albemarle, Va.	Federal Reserve Bank of Cleveland
BBA Aviation	County of Allegany, Md.	Feeding America
Bessemer trust		Fermi National Accelerator Laboratory
Biodex Medical Systems Inc.		Fidelity Bank
Blood Systems		
Blue Cross of Idaho		

Find Great People
First Advantage Corp.
First Command
FirstMerit Corp.
FirstService Residential
Inc.
FIS
Fiskars Brands
Fluor Corp.
FMC Corp.
Forsyth County Local
Government
Fort Knox Federal Credit
Union
Freedom Mortgage Corp.
Freeman
Freudenberg North
America
FUJIFILM Dimatix Inc.
General Dynamics OTS
General Mills
Geokinetics
Geonerc Management
LLC
Gerdau
GfK
Gilead Sciences
Glazer's
Golden Rain Foundation
Goodwill of Central
Arizona
Grande Cheese Co.
Grange Mutual Casualty
Co.
GreenStone Farm Credit
Services
GreyStone Power Corp.
Guideposts
Hastings Mutual Insurance
Co.
Hayashi Telemu North
America
Hertz Corp.
Hilltop National Bank
HNTB
Hollister Inc.
HomeAway
Homesite Insurance
Horizon House Inc.
Houston Astros, LLC
HP Hood LLC

HR Green Inc.
Hydranautics
Hyundai Capital America
IDT911
IKEA
Illinois Credit Union
League
IM Flash Technologies
Immanuel
inContact Inc.
Indiana Regional Medical
Center
Infinity Insurance
Inphi
Inter-Coastal Electronics
Inc.
Interlochen Center for the
Arts
Intersil Corp.
IRET Properties
ITHAKA
Jack in the Box Inc.
Jarden
JLL
Jo-Kell Inc.
Johnson Outdoors
Jordan Valley Water
Conservancy District
Just Born Inc.
K12
King & Prince Seafood
KTM North America Inc.
(US ONLY)
KVH Industries Inc.
L.L.Bean Inc.
Lake Shore Cryotronics
Inc.
LANDESK Software
Laredo Petroleum
Layne Christensen
Lehigh Valley Health
Network
Leprino Foods
Lexicon Pharmaceuticals
Inc.
Lions Clubs International
Lisa Morris
Livingston International
Logiech
Logix Federal Credit Union
Los Alamos County

Louisiana State Civil
Service
LT Apparel Group
LyondellBasell Industries,
N.V.
M Financial Group
MAA
Maersk Group
Magnetic
MapR Technologies Inc.
Mario Sinacola & Sons
Marshall Municipal Utilities
Marymount University
Maschhoff Family Foods
Masonite
Masonite International
Corp.
Matrix Medical Network
Mattel Inc.
MBK Real Estate LLC
McCain Foods USA
McGuireWoods LLP
MD Anderson Cancer
Center
Mead & Hunt Inc.
Meda Pharmaceuticals
Medical Facilities of
America Inc.
MedImpact Healthcare
Systems
Merrimack
Midland States Bank
MidMichigan Health
Midstates Petroleum
Millennium Engineering &
Integration Co.
Molnlycke Health Care
Montana State Fund
Moraine Park Technical
College
Motorola Solutions
Mountain America Credit
Union
Multnomah Athletic Club
Mutual of Omaha
Insurance Co.
MVP Health Care
Nanosys Inc.
National Fuel Gas Co.
National Marrow Donor
Program/Be The Match

National MI
National Pen Co. LLC
Nautilus Inc.
NBA
NC Rate Bureau
NCMIC Group Inc.
Nexeo Solutions
NORMA Group
NorthShore University
HealthSystem
NorthStar Financial
Services Group LLC
NRUCFC
Nu Skin Enterprises
Nutraceutical
Ohio Gas Co.
Ohio Mutual Insurance Co.
Omaha Public Power
District
OSG Ship Management
Otterbein Homes Inc.
Oxford Global Resources
Oxford University Press
Pacific Foods
Pandora Jewelry
Panduit Corp
PCM Inc.
Pekin Insurance
Pentagon Federal Credit
Union
People Performance
Resources
PeopleFluent
PerkinElmer Inc.
Pessin Katz Law, P.A.
Phase One Consulting
Group LLC
Pixelteq Inc.
PJM Interconnection
Planned Parenthood
Federation of America Inc.
Plastic Omnium - Auto
Inergy Division
Portoloa Pharmaceutical
Precision for Medicine
Price Chopper
Supermarkets
PrimeSource Building
Products
Princeton Federal Credit
Union

Princeton HealthCare
System
Printpack Inc.
ProAssurance
Project HOPE
ProQuest
Proteus Digital Health
PTC Inc.
Public Service Credit
Union
Puffer-Sweiven
Quality Bicycle Products
Regency Centers
Regeneron
Pharmaceuticals Inc.
Reliv International Inc.
Robertshaw
Roche Diagnostics Inc.
Rockwater Energy
Solutions Inc.
Rockwell Collins
RTI Surgical
Rytec Corp.
Sabre
SAF-HOLLAND Inc.
Sage Hospitality
Saint Luke's Health
System
Salesforce
Santee Cooper
SAP America
Savers Inc.
Schwan's Shared Services
LLC
Scor Global Life
Seibels
Selective Insurance Co. of
America
SeraCare Life Sciences
Shamrock Foods Co.
Shell
Shure Inc.
Signature Brands LLC
Silver Ventures Inc.
Simpson Manufacturing
Co. Inc.
Smith Seckman Reid Inc.
SMSC Gaming Enterprise
Snapchat Inc.
Sojitz Corp. of America

Southside Electric
Cooperative
Splunk
Sports Authority
SSAB
St. Louis County
Government
Stamats Communications
Inc.
Standard Financial Group
State of North Carolina
Stillwater Mining Co.
Subsea 7
Sunbelt Rentals
Sunquest Information
Systems
Surplus Lines Stamping
Office of Texas
SurveyMonkey
Syngenta
SYNNEX
T-Mobile US Inc.
Taco John's International
Inc.
Tarrant County
Government
Team Focus Insurance
Group
Temple University
Terumo BCT
Texas Mutual Insurance
Co.
TG
The Bradford Group
The Church of Jesus
Christ of Latter-day Saints
The Ken Blanchard Co.
The Taubman Co.
The Urban Institute
The Villages of Indiana
Inc.
The Warranty Group
The Washington Center
for Internships and
Academic Seminars
The Wonderful Co.
Therma-Tru Corp.
Thomas, Judy & Tucker
Thrivent Financial
Tidewater Physical
Therapy Inc.

Time Customer Service
Inc.
Toshiba Medical Research
Istitute USA Inc.
Total Plastics Inc.
Town of Herndon
Transportation Technology
Center Inc.
Trinitas Regional Medical
Center
Truven Health Analytics
US Cellular
Unipres USA
Unisys Corp.
United Regional Health
Care System
Universal Weather and
Aviation

University of Michigan
Health System
University of Missouri
System
University of Notre Dame
Urban Science
Applications Inc.
USCCB
UW Medical Foundation
Vallourec USA Corp.
Vector Security Inc.
Verisign
Veritas
Vertafore Inc.
Villanova University
Waddell & Reed
WebsterRogers LLP
WesleyLife

Western Electricity
Coordinating Council
Western National
Insurance Group
Western Union
Willamette View Inc.
Wipfli LLP
Woodard & Curran
Woodstone Credit Union
World Relief Corp.
WPM Real Estate
Management
YKK Corp. of America
YMCA of Greater
Rochester