



Child Care Benefits Measurement Plan: A How-To Guide

BCG x Moms First

MOMS F1RST

2024

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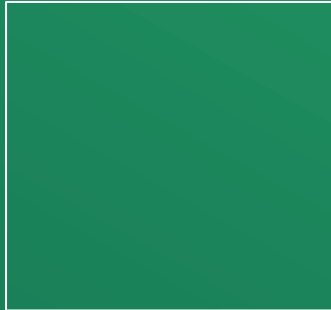
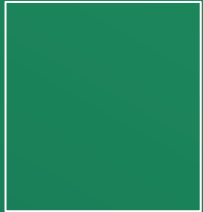
Context

Overview

Step-by-step instructions

Share your results

Appendix





Context

Summary of
measurement plan |
Measurement plan
empowers companies
to assess the impact
of child care benefits

Moms First aims to drive improved workplace child care benefits by detailing the positive ROI of these benefits for employers, including:

- Ability to attract and retain exceptional and diverse talent
- Increased employee productivity
- Increased employee satisfaction
- Improved career progression and earning potential for employees

To complement recent publications on this topic by Moms First and Boston Consulting Group (BCG), we are seeking to encourage more employers to discover and highlight the impact of their benefits

By participating in the measurement plan, you will receive crucial insights that demonstrate the economic value of the child care investments you have chosen to support and advance, while also contributing to a body of work that is changing the national narrative around support for working parents

Our goal is to make this process simple, efficient, and a light lift for companies; the data collection check list, child care benefit survey, employee interview guide, and ROI calculator are ready for implementation

Participation will position your organization as a leader in creative solutions to support the modern workforce - thank you for your collaboration!

In 2024, Moms First partnered with BCG to publish a landmark study analyzing the economic impact of child care benefits at five US employers



Five partner companies represented a range of industries, sizes, benefit offerings, and job types, including deskless jobs



Companies we studied supported parents with three types of child care benefits

✓ Benefits within scope of analysis

- **Child care stipends:** regular subsidies paid to employees by the company
- **On or near-site child care:** company managed or sponsored child care center at or near the office; employees are offered priority access; company may provide discounted tuition
- **Backup child care:** company may offer access to backup care providers, credits for vendor-provided care, or reimbursement



✗ Benefits out of scope of analysis

- **Paid parental leave:** paid time off work following the birth of a child
- **Dependent care FSAs:** pre-tax benefit account that can be used to pay for child care
- **Employee assistance programs:** resources to help employees find child care services
- **Other types of care:** benefits to assist with elderly or sick family members, tutoring for children, etc.



While not an exhaustive list, our analysis focused on child care benefits that were above and beyond the most common family benefits offered

What we learned | Child care benefits pay for themselves, with an ROI up to 425%



All companies

Experienced positive financial return



Up to
425% ROI

We saw a range of returns
All were positive, ranging up to 425% ROI



Just 1%

Retaining as few as just 1%
of eligible employees can cover the cost



Overview

Measurement plan overview

To build on the research conducted with five initial companies in 23-24, we have developed a self-service measurement plan so that additional companies can conduct their own child care benefit ROI analysis

This document includes a "how-to" guide to run this analysis on your own, and is supplemented by the tools required to do so

Through this toolkit, our goal is for additional companies like yours to gain the insights needed to demonstrate the economic value of their investments in child care benefits

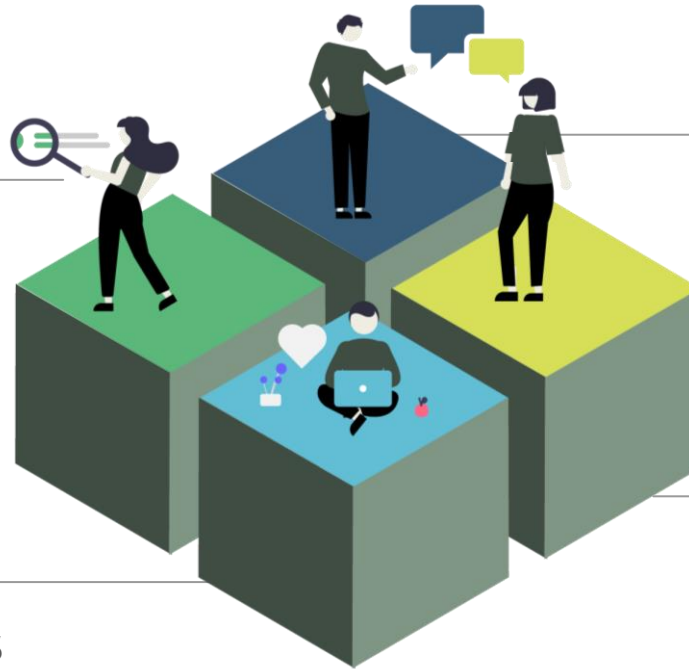
The measurement plan evaluates the impact of child care benefits across four key domains

Recruitment and Retention

Ability to **attract and retain** exceptional and diverse talent

Job Satisfaction

Increased **satisfaction** employees feel at work and with their employer



Productivity and Presence

Increased employee **productivity** and ability to be present at work

Career Progression

Potential for employees to **advance in their careers** and increase earnings

This document is one part of a suite of tools to run analysis on the impact of child care benefits



Measurement plan

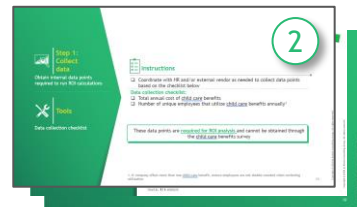


Overview and how-to guide for child care benefit ROI analysis

This document



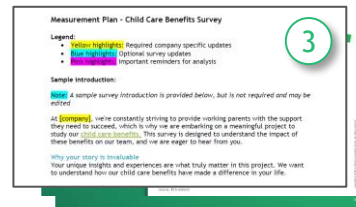
Data collection checklist



List of internal data points required to run ROI analysis



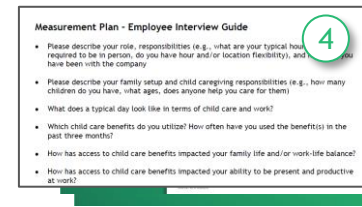
Child care benefits survey



Survey questions that enable ROI analysis



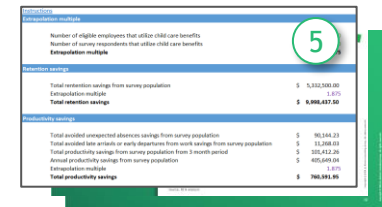
Employee interview guide



Interview questions for employees designed to collect broader impacts of child care benefits



ROI calculator



Excel model that performs ROI analysis using survey and internal data inputs

Determining child care benefit ROI will require four simple steps



Step 1: Collect data

- Collect internal data necessary to run ROI calculation

Action items



Step 2: Administer survey

- Distribute survey to employees with children
- Collect employee data to perform ROI analysis

Essential tools

- Data collection checklist



Step 3: Interview employees

- Interview variety of employees that have utilized company's child care benefits

- Child care benefits survey

- Employee interview guide



Step 4: Calculate ROI

- Input information from internal data collection and survey respondents into ROI calculator

- ROI calculator



Step-by-step instructions



Step 1: Collect data

Obtain internal data points
required to run ROI calculations



Tools

Data collection checklist



Instructions

- Coordinate with HR and/or external vendor as needed to collect data points based on the checklist below

Data collection checklist:

- Total annual cost of child care benefits
- Number of unique employees that utilize child care benefits annually¹

These data points are required for ROI analysis and cannot be obtained through child care benefits survey

1. If company offers more than one child care benefit, ensure employees are not double counted when reviewing utilization



Step 2: Administer survey

Collect quantitative employee data to enable ROI analysis



Tools

Child care benefit survey



Instructions

- Open [Child Care Benefits Survey_vShare](#)
- Review and update survey based on directions provided in document
- Upload survey questions and answer choices to preferred survey tool (e.g., Google Forms, Qualtrics)
- Generate survey link
- Identify employees that have utilized child care benefits
- Distribute child care benefits survey to employees that have utilized child care benefits
- Leave survey open for 1-2 weeks
- Close survey and download results

Supplemental instructions can be found in Appendix



Step 3: Interview employees

Collect qualitative data to better understand full impact of child care benefits



Tools

Employee interview guide



Instructions

- Open [Employee Interview Guide_vShare](#)
- Review interview guide and adjust questions (if needed)
- Identify interviewers to conduct employee interviews
- Identify employees who have utilized child care benefits
- Of those employees, create an interviewee list, ensuring variety in demographics, role, and income
- Schedule a 30-45-minute session between employees and interviewers
- Provide interviewer with employee interview guide
- Ensure completion of interview and request notes from interviewer



Step 4: Calculate ROI

Determine ROI utilizing inputs from internal data and child care benefits survey



Tools

ROI calculator



Instructions

- Assemble [data collection checklist](#) and [child care benefits survey](#) data for reference
- Open [ROI Calculator_vShare](#)
- Navigate to "Instructions" tab of ROI calculator and follow detailed steps 1 - 9

Supplemental instructions can be found in Appendix



Share your results

Share your ROI results with us and contribute to a growing body of evidence that is changing the national conversation around supporting working parents



In return for these tools, we ask that you **share your results**



Collecting this data will allow us to reinforce the **economic advantages** of investing in child care benefits

Tell us your...

- Company name
- Industry
- Number of employees
- Child care benefits offered
- Description of employee eligibility (e.g., hourly, exempt)
- Number of employees that use child care benefits
- ROI

...and help us support working parents



Appendix

Backup | Supplemental instructions for coordination, child care benefits survey and ROI calculator to facilitate successful execution



Coordination



Estimated timeline: The measurement plan process should take approximately one quarter to complete, provided there is concerted effort and timely organizational responsiveness



Project management: To ensure this work is driven forward, identify internal champion who will own the process from start to finish



Child care benefits survey



Best practices: To ensure sufficient "n" for analysis, aim to capture responses from at least 20% of distribution population (e.g., employees who utilize child care benefits) and a minimum of 20 employees



Distribution: Other survey distribution groups could include employees with dependents on insurance plan, parent employee resource groups, or employees eligible for child care benefits



ROI calculator



Analysis: The input of survey data into ROI calculator will first require identifying respondents based on unique responses to a specific series of questions - this can be accomplished using pivot tables or filters



Accessibility: The ROI calculator will only allow inputs into cells that are shaded grey or yellow; all other cells are locked

Backup | Survey questions

Screeners

- ! Do you currently care for any children under the age of 13¹?
- ! Have you utilized the [company benefit(s)] in the past three months?

Role Description

- ☆ Which of the following best describes your current leadership responsibilities at [company]?
- ☆ What is your approximate annual income at [company]?

Retention & Productivity

- ☆ Do you agree or disagree with the following statement: In the past twelve months, I have considered leaving [company] or cutting back on hours due to my child care responsibilities
- ☆ Do you agree or disagree with the following statement: All else equal, the child care benefits offered by my company have better enabled me to stay in the workforce or avoid leaving the workforce
- ☆ In the past three months, which of the following challenges have you avoided because of your child care benefits and approximately how often?

Jobs Satisfaction & Career Progression

- On a scale of 1-5, how likely would you be to recommend [company] as an employer?
- On a scale of 1-5, how would you describe your overall level of job satisfaction?
- Do you agree or disagree with the following statement: All else equal, I believe my career has been positively impacted because of the child care benefits offered by [company]
- Which of the following positive impacts have you experienced at [company] because of your child care benefits?
- Within the past three years, have you earned and/or accepted a promotion?
- Do you have anything to add about the impact of [company's] child care benefits on your personal life, career, or job satisfaction?

☆ Question used in ROI calculations ! Question used as a screener

While we encourage the inclusion of Job Satisfaction & Career Progression questions to understand the full impact of child care benefits, they are not necessary run the ROI calculation

Note: For ease of implementation, the survey has been reduced from its original length; answer choices are included in child care benefit survey tool 1. Adjust age range as needed if child care benefits only extend to children of a certain age

Backup | Employee interview guide questions

Background

- Please describe your role, responsibilities (e.g., what are your typical hours, are you required to be in person, do you have hour and/or location flexibility), and how long you have been with the company
- Please describe your family setup and child caregiving responsibilities (e.g., how many children do you have, what ages, does anyone help you care for them)
- What does a typical day look like in terms of child care and work?
- Which child care benefits do you utilize? How often have you used the benefit(s) in the past three months?
- How has access to child care benefits impacted your family life and/or work-life balance?

Productivity and presence

- How has access to child care benefits impacted your ability to be present and productive at work?

Career progression

- How has the availability of child care benefits impacted your opportunities for career advancement?

Recruitment and retention

- What role did child care benefits play in your decision to join and/or stay with the company?

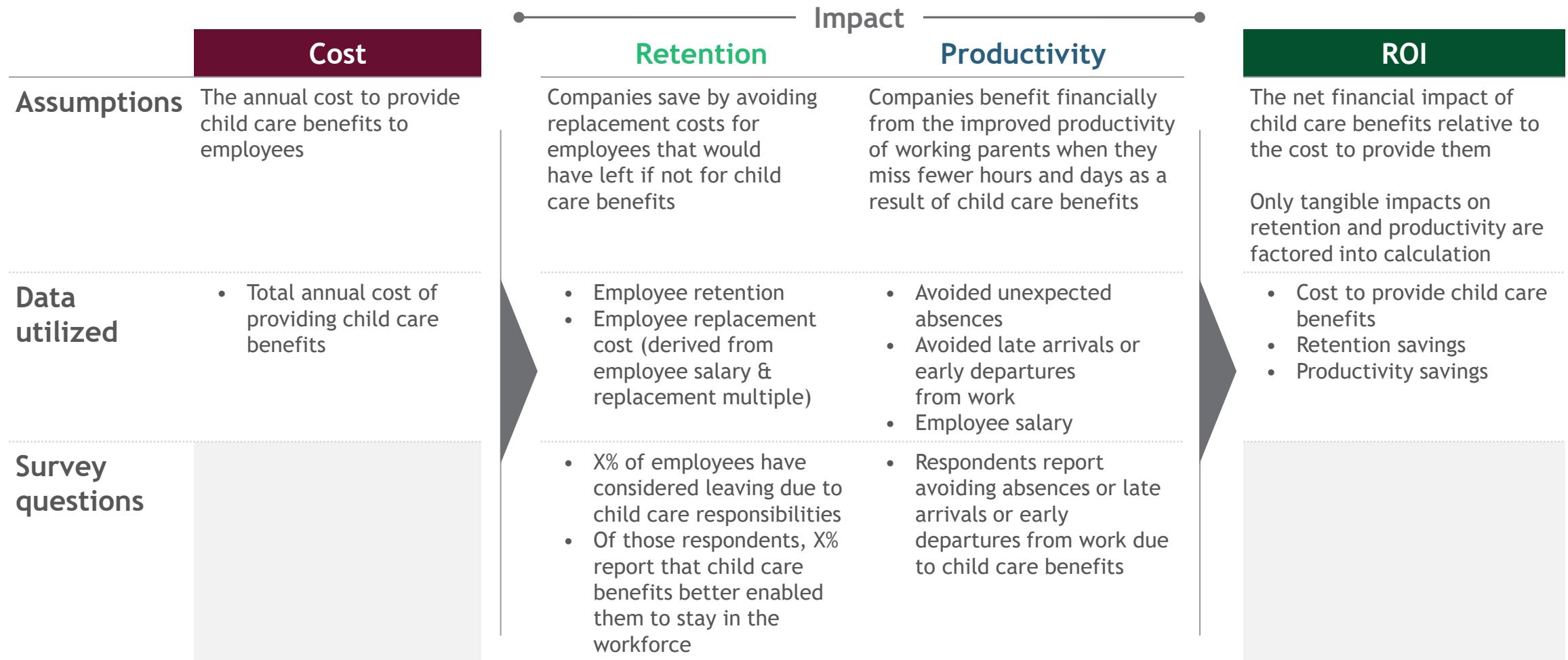
Job satisfaction

- How has the availability of child care benefits impacted your job satisfaction and/or overall well-being?

Other

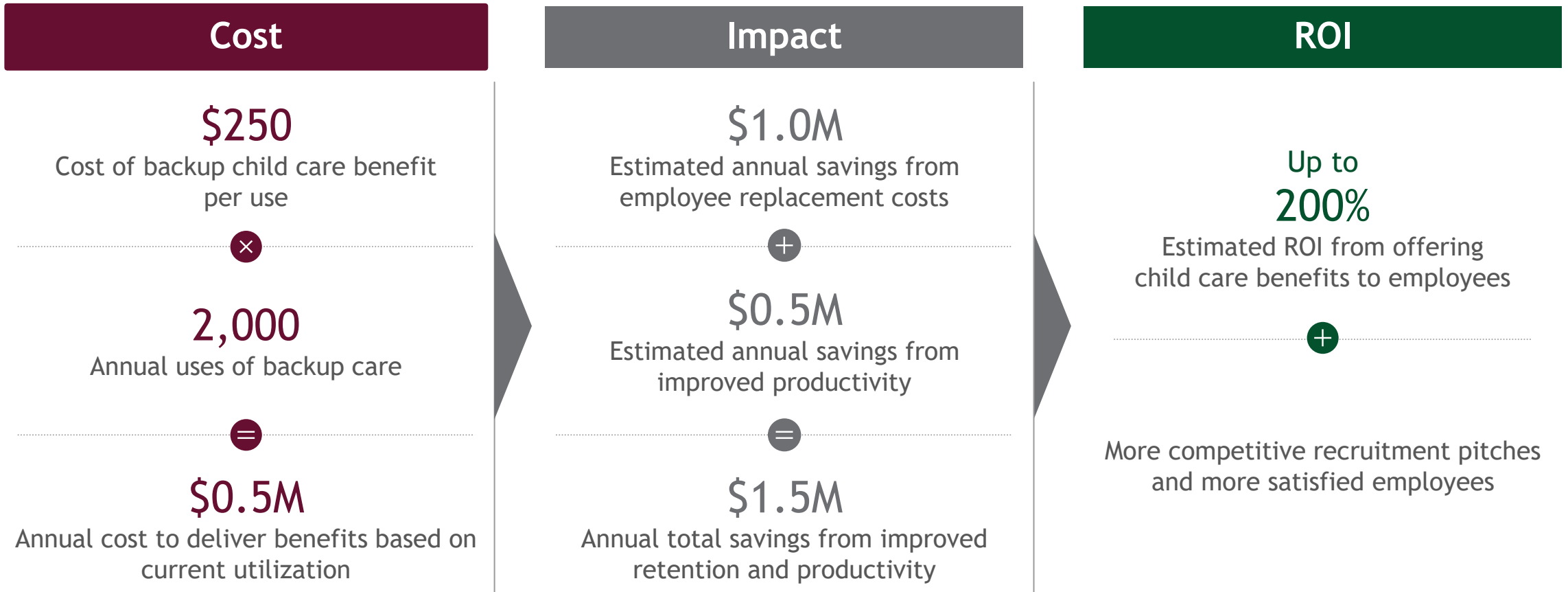
- How else have the child care benefits impacted your experience that we haven't yet discussed?

ROI methodology | Returns derived from avoiding the costs of attrition and reduced productivity



ROI methodology | Example ROI calculation (illustrative)

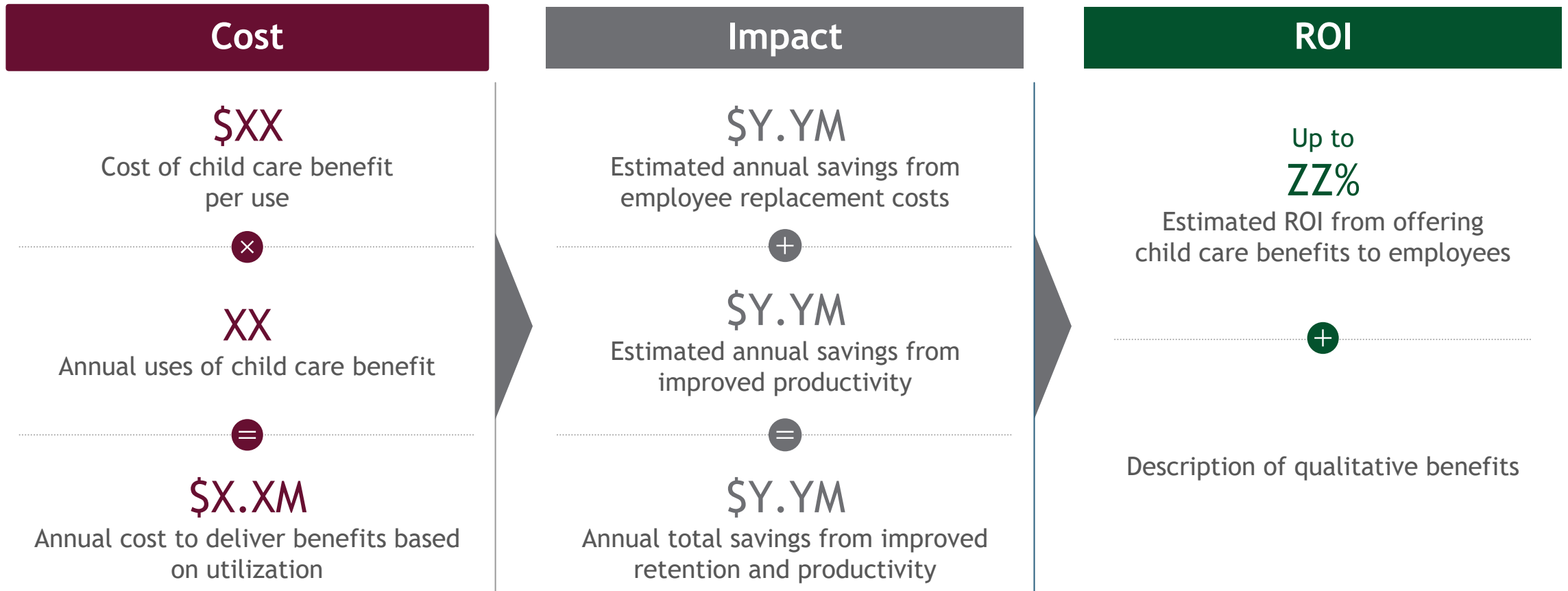
(Child care benefits only)



1. ROI calculated by dividing the net benefit by the cost, then multiplying by 100. In this case, ROI = (1.5M-0.5M)/0.5M x 100 = 200%

ROI methodology | ROI calculation template

(Child care benefits only)



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