Appendix A: MFWPI Key Stakeholders

Texas DSHS Internal Program Staff and Partners
- DSHS executive-level staff
- DSHS Infant Feeding Workgroup
- Building Healthy Texans, Statewide Agency Wellness Program
- Healthy Texas Babies Initiative
- Nutrition, Physical Activity and Obesity Prevention Program
- Transforming Texas (a community transformation/chronic disease prevention program)
- DSHS chronic disease prevention programs
- Texas WIC
- Office of Program Decision Support (a maternal and child health epidemiology, research, and evaluation support team)
- Office of Title V and Family Health
- DSHS Regional and Local Health Services
- Every Ounce Counts (a Texas WIC initiative)
- Texas Ten Step Program

Partners and Stakeholders Outside of DSHS
- Other Texas state agencies with an interest in breastfeeding promotion and support
- Texas Breastfeeding Coalition
- DSHS outreach partners, including state and local breastfeeding, wellness, and perinatal health coalitions/organizations, WIC Local Agencies, local public health departments, and other health and wellness promotion organizations
- Healthy Texas Babies Expert Panel members
- Texas Worksite Wellness Advisory Board
- Federal public health partners, including the CDC, the Maternal and Child Health Bureau, and the Office on Women’s Health
- Professional associations, including Texas Association of Local WIC Directors, Texas Medical Association, Texas Pediatric Society, Texas Association of Obstetricians and Gynecologists, Texas Hospital Association, Texas Association of Local Health Officials, Association of Maternal and Child Health Professionals, human resource and benefits management associations, and others
- Breastfeeding support, maternal and child health, and chronic disease prevention programs in the health departments and state breastfeeding coalitions of other states
- Thirty MFWPI pilot sites and two MFWPI mini-grant sites
- Public, private, and nonprofit organizations currently designated as Mother-Friendly Worksites in various industries around Texas
### Appendix B: MFWPI Social Marketing Strategy Matrix

<table>
<thead>
<tr>
<th>Target Population</th>
<th>Product</th>
<th>Price (Cost/Benefit)</th>
<th>Promotion</th>
<th>Place</th>
</tr>
</thead>
</table>
| Employers (Primary) | Implementation of worksite lactation program and policy | Perceived Costs  
- Space constraints and expense of setting up a lactation room  
- Concern about co-worker perceptions of “special treatment”  
- Concern about logistics of scheduling break times | 30 pilot site programs | Role model organizations: Hospitals, WIC Local Agencies, local public health departments, state health agencies, state agencies and universities |
|                   |         | Perceived Benefits  
- Aligns with organizational values and is “the right thing to do”  
- Compliance with Fair Labor Standards Act “reasonable break time for nursing mothers” provision  
- Increased retention of experienced employees; cost savings via reduced turnover  
- Increased employee productivity, morale, and loyalty; reduction in stress  
- Reduction in sick time taken by both mothers and fathers for children’s illnesses  
- Lower health care and prescription costs for employees and their dependents  
- Up to a three-dollar return for every dollar invested in worksite lactation programs  
- Options to continue breastfeeding for all employees improves health outcomes and reduces health disparities | Earned media coverage of pilot sites  
Outdoor media  
Presentations, meetings and exhibits targeting key stakeholders and audiences  
Website (TexasMotherFriendly.org)  
Employer Toolkit with turnkey tools and resources |
<table>
<thead>
<tr>
<th>Breastfeeding and pregnant employees (Secondary)</th>
<th>Providing knowledge and tools for women to start conversation and advocate for lactation support at their worksites</th>
<th>Perceived Costs</th>
<th>Perceived Benefits</th>
<th>Website (Breastmilkcounts.com)</th>
<th>Outdoor media Brochures</th>
<th>WIC Local Agencies</th>
<th>Hospitals</th>
<th>Community organizations</th>
<th>Texas Breastfeeding Coalition</th>
</tr>
</thead>
</table>
Appendix D: Executive Summaries and Key Excerpts from Formative Assessment Research Reports

- Stakeholder (Outreach Partners and Breastfeeding Experts) Research Report (Key Informant Interviews)
- Non-Participating Business Research Report (Key Informant Interviews)
- Participating Business Research Report (Key Informant Interviews)
- Focus Group Report: Mothers, Fathers, and Businesses
Texas DSHS Mother-Friendly Worksite Policy Initiative:
Stakeholder Research Report

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Research on the Mother-Friendly Worksite Program: Findings from Key Stakeholders

Executive Summary

During December 2010, SUMA/Orchard Social Marketing, Inc. (SOSM), on behalf of the Texas Department of State Health Services (Texas DSHS) Mother Friendly Worksite Program (MFWP), conducted research with key stakeholders in the fields of breastfeeding and mother-friendly worksite promotion. This is one portion of a comprehensive research study that includes in-depth telephone interviews with key stakeholders, MFWP-participating and non-participating businesses, as well as focus groups with mothers, fathers, and employers throughout Texas. All research is grounded in an understanding of pertinent background literature. Taken together, this research will inform a statewide social marketing campaign aimed at promoting and expanding the MFWP in Texas.

SOSM researchers conducted 22 in-depth telephone interviews with a total of 27 stakeholders and made follow-up contact with several individuals. Interviewees represented states from Rhode Island to Georgia to California; nearly half are from Texas cities. Stakeholder names were provided by the Texas DSHS Office of Program Decision Support.

The telephone interviews were designed to learn about stakeholders’ professional roles and associations, to explore their past and current initiatives to create mother-friendly work environments, and to gather feedback on successful projects, campaigns, and toolkit elements. A significant portion of each interview was dedicated to discussion of how to take the Business Case for Breastfeeding (BCB) toolkit to the next level.

The following lines of inquiry were included:

- Background information on stakeholders, including the activities they undertake to create mother-friendly work environments
- Perceptions of the definition of mother-friendly work environment and the benefits of such environments
- Success stories and lessons learned from current initiatives and business partnerships
- Incentives and barriers for businesses to become mother-friendly
- Feedback on BCB and recommendations on essentials for a potential business toolkit
Summary of Findings

The stakeholders interviewed were experienced and passionate advocates for mother-friendly worksites and breastfeeding. Although stakeholders are doing grassroots work to influence their employers and others in their areas to be more mother-friendly, they lack the structure and resources to reach businesses systematically and with confidence. Stakeholders conveyed two key messages in interviews: that becoming mother-friendly has many concrete benefits and is easier than business leaders think it is; and that mother-friendly worksite and breastfeeding advocacy takes patience and persistence and is not possible without support. They defined a mother-friendly work environment as a holistic term that includes breastfeeding accommodations as well as considerations for maternity leave and flexible scheduling. In nearly all cases, stakeholders’ work involved but was not limited to initiatives with businesses. They are involved in a range of worksite programs, interfacing with business leaders themselves or training others to do so. While each stakeholder had at least one business-related success story, they tended to find this aspect of their work a struggle and desired better tools and support.

Interviewees had limited experience with employers of hourly or low-wage workers, but some had worked with women in these types of jobs to develop creative, individualized solutions to continue breastfeeding after returning to work. To reach other populations with disparate breastfeeding outcomes (e.g., women of color), stakeholders recommended utilizing and leveraging WIC tools and programming. Those who did not work for WIC programs felt ill-equipped to reach these populations in any systematic way. Helping employers understand the challenges faced by these populations and developing self-advocacy tools for women to use with their employers were the main suggestions.

Overall, respondents recommended approaching businesses with straightforward information on how they would benefit and see returns on their investments by becoming more mother-friendly. This type of information includes simple and affordable suggestions for making accommodations. Community advocates and workplace champions of these efforts must exercise creativity, persistence, collaboration, outreach, and education to be successful. Some businesses will continue to have space or policy limitations – or a workplace culture that does not support families or flexibility. With this in mind, stakeholders recommended prioritizing “low-hanging fruit,” or businesses and community allies that already value mothers, families, and wellness. Publicizing the success stories of existing mother-friendly businesses to serve as role models can create a snowball effect.
Stakeholders have some tools, but they desire more. They are using the BCB toolkit but find it overwhelming and not as practical as they would like. Several had adapted the toolkit’s content to suit their needs and/or supplemented it with other materials. There was a resounding call for handouts that boil the mother-friendly worksite information down to just a few pages for businesses.

There is national interest and excitement around creating mother-friendly worksites. Stakeholders were happy to offer their support to Texas DSHS efforts and see the momentum growing for breastfeeding and better support of mothers.

Summary of Recommendations

Stakeholders’ ideas encompassed a range of topics and innovative methods, with many points of agreement. The recommendations that came out of the research fall into four categories: tools and messages to motivate employers to become mother-friendly and support advocates in their work in the field; education and training needs; special targets and considerations for hourly employees and teachers; and allies to consider and target.

A broad array of tools and tactics is likely to spur more businesses in Texas to become mother-friendly. These should focus on the message that becoming mother-friendly can be simple and have a substantial return on investment. By providing employers with straightforward handouts on bottom-line benefits to both themselves and families, case examples of both simple and creative or exemplary accommodations, and policy and other templates, they will be well prepared for an initiative at their organizations. Updates and additions to BCB, such as making it simpler and adding brief take-away elements, can fill this need. Publicity and financial incentives are likely to further motivate businesses and make MFWP more appealing and visible.

Along with these tools, public health and breastfeeding advocates desire additional training and support on step-by-step methods for approaching businesses. While a number of these advocates have already received training on the BCB toolkit, they continue to feel unsure and overwhelmed at the prospect of influencing businesses systematically.
Hourly and low-wage employees as well as teachers face substantial barriers when trying to breastfeed while working. A targeted effort to support these populations and educate their employers would be extremely valuable. As stakeholders reported, successfully accommodating these workers takes creativity and additional advocacy; employers must become aware of the barriers and see examples of simple and creative solutions. WIC tools and curricula can support the employees directly.

Finally, numerous stakeholders emphasized the need to find allies in mother-friendly worksite initiatives. This could involve seeking out “low-hanging fruit” and building from those successes. It could also involve identifying projects and work at the state and local levels that tie into breastfeeding goals and mothers’ rights efforts (e.g., obesity prevention initiatives).

Stakeholders offered rich perspectives into what it takes to create more mother-friendly worksites in Texas. Recommendations drawn from this research provide the groundwork for additional research endeavors and offer concrete steps that Texas DSHS can take to improve and expand MFWP.
Introduction

The combination of the increasing number of women in the workforce, a push for work-life balance, and momentum around the issue of breastfeeding creates an opportunity to address and improve mother-friendly support in the workplace.\(^1\) SOSM researchers conducted in-depth telephone interviews with key stakeholders across the country who are working to create and promote mother-friendly work environments. Potential social marketing strategies are grounded in the experience and expertise of these individuals, as well as in existing research literature from the United States and abroad.

Methodology

SOSM researchers conducted 22 telephone interviews with a total of 27 key stakeholders in the fields of breastfeeding and mother-friendly worksite promotion (See Appendix A for interview guide and Appendix B for a list of organizations represented by interviewees). Prior to the interviews, researchers reviewed relevant research literature, laws, and policies provided by the Texas DSHS Office of Program Decision Support (see select citations throughout this report and a complete list of background literature in Appendix C). Stakeholders were identified by Texas DSHS, and participation in interviews was optional. To protect the confidentiality of the respondents, their names are not provided in this report. Lines of inquiry included the respondents’ definitions of mother-friendly work environment; details of their mother-friendly worksite initiatives; perceptions on incentives and barriers for businesses in this area; feedback on the Business Case for Breastfeeding (BCB) toolkit; lessons learned; and success stories.

Researchers made follow-up contact with several stakeholders, who provided additional information, contacts, and examples of best practices. At the suggestion of a stakeholder, one interview took the form of a conference call (organized by the stakeholder) with 5 individuals representing different aspects of the work and prevalent issues in their regions. In two other cases, researchers conducted partial telephone interviews with additional contacts in order to round out information on a particular initiative or innovation.

The sample is not large enough to be considered statistically valid. Rather, these qualitative findings provide rich insights into questions of what, why and how. Findings should be considered strictly directional, not statistically definitive.
Stakeholder Background Information

Interviewed stakeholders represent a range of organizations and roles, all connected to public health in some capacity. Their job titles include state or county breastfeeding coordinators, a WIC program director, the president of a local breastfeeding coalition, and grant/project coordinators. A few hold positions in associations or projects with a national reach. Two stakeholders are leaders in a coalition in their county that draws members from businesses and the health care sector. Whereas some stakeholders are considered informal community or workplace experts on breastfeeding, others play more formal roles and/or hold professional designations in the field. Some stakeholders have been working on breastfeeding and/or mother-friendly worksite issues for over 20 years, while others are much newer to these fields (e.g., 3 months on the job). Nearly all consider themselves outspoken champions of breastfeeding and mother-friendly worksite advocacy, and many have personal experience with returning to work after childbirth and attempting to continue breastfeeding. They represent states from Rhode Island to Georgia to California (see the map below); nearly half were from cities throughout Texas.

States Represented by Stakeholders
Appendix A:
Stakeholder Interview Guide

ONE-ON-ONE INTERVIEW GUIDE WITH STAKEHOLDERS
MFWP

Interviewee:
Contact Information:
Date:
Interviewer:

INTRODUCTION TO INTERVIEWS: SOSM has been contracted by the Texas Department of State Health Services to research information on mother friendly work policies and programs. Our research will be used to help inform a social marketing campaign around mother friendly worksites. The goal of this interview is to get your opinion and thoughts on how to achieve this and to learn from you about your experiences and best practices.

A LITTLE BIT ABOUT US: We are a social marketing company based in Austin, Texas and we have extensive research experience on subjects such as this. This interview will take 30 to 40 minutes and is completely confidential.

A BIT ABOUT THE INTERVIEW. I’m going to begin by asking you some background questions and then move to more detail about some of the initiatives you may be working on. Then we’ll talk about the Business Case for Breastfeeding and a Toolkit. The final phase is a quick wrap up to ensure that we haven’t missed anything.

Before we begin do you have any questions or concerns? If not … commence.

I. Background

1. I’d like to begin by getting a bit of background information. Please tell me your job title, your responsibilities, and how long you have worked in this position?

2. What does the term mother friendly work environment mean to you?

   Probe: What does it include: maternity leave? Flexible return to work?, etc.

3. What role do you and your organization currently play in creating breastfeeding friendly work environments?
4. How long has your organization been working on this issue?
   
   **Probe:** What was the catalyst?

II. **Initiatives**

5. What kinds of mother friendly workplace initiatives are you working on currently or have you worked on in the past?

6. How did these initiatives and programs come about? For example, what was the process, how long it took, and who were the key players to successful implementation?
   
   **Probe:** Nuts and Bolts

7. Which businesses are you currently working with?
   
   **Probe:** What size businesses?

8. When you were creating these initiatives where did you go or to whom did you contact to learn about the possibilities of what could be done to create more mother friendly work places?

9. Who are the big employers in your area that we should be aware of as we attempt to engage organizations to become more mother friendly in the work place?
   
   **Probe:** If they have mentioned specific businesses ask: Do you have contacts for these businesses and have you attempted to reach out to them in the past?

10. What kinds of experience have you had working with businesses that have a high percentage of hourly employees?
   
   **Probe:** Are there specific challenges or lessons learned you can share about these types of organizations?

11. What incentives do businesses respond to and what do you think motivates them to participate in a mother friendly initiative?

12. What challenges have you heard from businesses that either choose not to participate or who had to be convinced to participate? Are there challenges to specific industries in your region?

13. What are the lessons you have learned that we should be aware of as we work to create more mother friendly work places in Texas?
14. What are the most successful strategies you have used to engage businesses?

**Probe:** Any measurable outcomes? Anecdotal evidence?

15. What has been your greatest success story?

16. What do you consider the best practices that we in Texas should be looking to as we create a campaign to increase mother friendly work environments?

17. What is the most innovative or memorable tool or practice that you have seen or heard about in educating people in the workforce about becoming more breastfeeding friendly?

18. What insights do you have about reaching disparate populations through the initiatives you’ve worked on?

III. **Business Case for Breastfeeding and Toolkit**

19. How do you use the Business Case for Breastfeeding?

20. What are the most positive aspects of the Business Case for Breastfeeding?

21. What are the challenges associated with using the Business Case for Breastfeeding?

22. If you could update the Business Case for Breastfeeding, how would you update it?

23. What kind of tools would you like to have in your hands to educate businesses to become more breastfeeding friendly?

24. If you were creating a toolkit for businesses what would be in it and how would it be used?

IV. **Conclusion**

25. Who else do you think we should speak with in order to learn the barriers, challenges and innovative methods in which to create a more mother friendly environment in work places across Texas?

26. Is there anything that I have not asked you that you feel is important to share with DSHS as they work to help businesses create more mother friendly work places across Texas?
Appendix B:
Organizations Represented by Interviewees

Austin/Travis County WIC Program – Breastfeeding Coordination
Brazoria County WIC
Breastfeeding Task Force of Greater Los Angeles – Project RENEW
Dallas Parkland Hospital – Women and Education
Every Mother, Inc.
Florida Department of Health – Communities Putting Prevention to Work
   Harris County Breastfeeding Coalition
   Healthy Tarrant County Collaboration
   Hidalgo County Breastfeeding Coalition
   Hidalgo County WIC Office
Indiana Breastfeeding Alliance, Indiana Perinatal Network
   Kansas Department of Health and Environment
Mom’s Place – Driscoll Children’s Hospital (Corpus Christi)
Mom’s Place – WIC Breastfeeding Clinic (Austin)
New York Department of Public Health – Breastfeeding Coordination; Child Nutrition Program
   New York State WIC Program
New York State, Child and Adult Care Food Program – Breastfeeding Friendly Child Care
   North Georgia Health District – WIC Breastfeeding Coordination
   Northeast Texas Public Health District – WIC Program
   Oregon Public Health Division - Office of Family Health
   Rhode Island Breastfeeding Coalition
   Rhode Island Department of Health – Breastfeeding Coordination
   South West Area Breastfeeding Advocates
State of Kansas – WIC Nutrition and Breastfeeding Coordination
   Tarrant County - Breastfeeding Coordination
   Texas Breastfeeding Coalition
Texas Department of State Health Services – Tyler WIC Program
   Texas Tech University Health Sciences Center at El Paso

1 Please note that organizations listed describe the affiliations depicted by stakeholders as best as possible.
Appendix C:
Background Literature


Texas Department of State Health Services. (2010, November 2). Mother-Friendly Worksite policy initiative: Call 1, getting started [Presentation].

Texas Department of State Health Services. (n.d.). Texas Mother-Friendly Worksite training and technical assistance [Presentation].


Texas DSHS Mother-Friendly Worksite Policy Initiative: Non-Participating Business Research Report

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Acknowledgments

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Executive Summary

During January and February 2011, SUMA/Orchard Social Marketing, Inc. (SOSM), on behalf of the Texas Department of State Health Services (Texas DSHS), conducted in-depth telephone interviews with a diverse sample of business representatives across Texas, with a focus on industries that tend to employ a majority of women. None of the businesses represented currently participates in the Texas DSHS Mother-Friendly Worksite Program (MFWP).

This report is part of a multifaceted qualitative research endeavor that also includes telephone interviews with key stakeholders and with a sample of leaders at businesses that participate in MFWP, as well as focus groups with mothers, fathers, and employers throughout Texas. This qualitative research is grounded in pertinent research literature. Taken as a whole, the project will inform a statewide social marketing campaign aimed at promoting and expanding the MFWP in Texas.

SOSM researchers conducted 35 in-depth telephone interviews with business leaders, human resources professionals, and key decision makers. Interviewees represented large and small cities throughout Texas as well as a mix of industries and businesses of different sizes. Businesses were identified on the basis of a labor market analysis and stakeholder recommendations; they were contacted by a professional recruiting company.

The purposes of the telephone interviews were to learn how the businesses support mothers, breastfeeding, and a work-life balance for employees, as well as to gauge interest in MFWP as it currently stands and with proposed program additions.

The following lines of inquiry were covered in the interviews.

- Basic background information on each business, including its size, details about its workforce, and how it provides a work-life balance to employees
- Perceptions of the definition of mother-friendly work environment and how the business does or does not provide mother-friendly policies, benefits, and accommodations
- Perceptions of breastfeeding as an employee wellness issue, including opportunities and barriers to support for breastfeeding in the workplace
- Information on each organization’s policy creation process and motivators for creating mother-friendly policies
- Appeal of and knowledge about MFWP, and preferred modes of communication from Texas DSHS
- Feedback on proposed MFWP changes, including a toolkit, a website, resources, and Gold and Silver program participation levels
- General insights and industry-specific recommendations (e.g., from school districts, restaurants, retail stores) on what is needed to better support mothers.
Summary of Findings

The interviews yielded rich qualitative information on work-life balance issues in general and on breastfeeding and mother-friendly accommodations in particular. The majority of interviewees indicated that they provide their employees a work-life balance by being flexible with non-work needs that arise. Several organizations allow employees to set their own schedules. In certain cases, especially in fast-paced industries, finding a work-life balance is more difficult. To support mothers and families, many representatives from organizations large, medium, and small noted that they follow Family Medical Leave Act guidelines, but few have mother-friendly policies beyond that. However, the majority of business leaders expressed compassion for the needs of the mothers on staff and a willingness to make accommodations as needs arise.

With a few exceptions from respondents who were uncomfortable with the topic, employers were open to discussing employees’ breastfeeding needs in the workplace. However, the majority cited that there is little to no demand for breastfeeding support at their businesses, including those that employ numerous women of childbearing age. Notably, some organizations have offered breastfeeding support without issue, either by providing a formal lactation location or by accommodating individual women on a case-by-case basis. Invariably, there was a call for employees to be discrete when expressing milk, and in some settings there was uncertainty about where a woman would find a private space to pump if the need arose. Over half of the respondents did not see breastfeeding as an employee wellness issue but as something that could contribute to employee satisfaction and community health.

Across the board, respondents had not heard about MFWP. However, almost half stated that they would be interested in applying for such a program and hearing more about similar opportunities. Others, especially those in small businesses, do not employ women of childbearing age or perceive too many worksite limitations to implement such a program rather than just accommodate employees when asked. That said, most employers did not identify major barriers to implementing MFWP. Larger businesses tend to have lengthier policy creation processes, and interviewees from industries such as restaurants cited space and scheduling concerns. Responses revealed a need for employer education about appropriate, non-bathroom spaces for milk expression.
Employers were enthusiastic about the proposed tools, resources, and program expansions. Those whose companies do not provide health care services or lack experience with breastfeeding employees seemed especially appreciative of the opportunity for targeted tools and supports presented in an easy-to-digest format. There was interest in both hard-copy materials and electronic versions; employers at larger businesses seem to prefer electronic formats. The greatest enthusiasm was expressed for policy and case examples, as well as an employee assessment tool. However, small and large businesses have different needs and capacities to implement mother-friendly accommodations, so tools must be customized for and reflect businesses of diverse sizes and types.

**Summary of Recommendations**

Business leaders are open to learning how to become more mother-friendly and need information that is relevant to them. Recommendations for Texas DSHS fall into four categories: outreach, education, tools and resources, and other considerations. They are intended to support and complement the recommendations presented in the accompanying reports on key stakeholders and MFWP-participating businesses.

Outreach to a wide variety of businesses is the first step in increasing awareness of mothers’ needs in the workplace and of MFWP. Outreach through e-mail and conventional mail targeted to key personnel is an approach worth considering; these individuals can lend credibility to the information as they pass it on within their organizations. Texas DSHS can then provide interested businesses with toolkits or other resources to become more mother-friendly and apply for the MFWP designation.

Education will be key in reaching and supporting employers as they become more mother-friendly. First, educational materials on the value and benefits of MFWP must be straightforward and include information on how the program impacts the business’s bottom line. Second, the materials must address the fact that many women may not ask for accommodations but may utilize them once they are in place. Third, educational materials must explain to employers why it is necessary to have a policy and not just make accommodations as needed. However, Texas DSHS would do well to explore ways to recognize businesses that support mothers without meeting the MFWP minimum criteria. Finally, employers need to be educated on how to support mothers and families beyond breastfeeding accommodations; this allows MFWP to be applicable to a greater number of employees.
Tools and resources will dovetail nicely with education pieces. Specifically, include an employee assessment tool and consider creating another assessment tool so that employers can gauge how mother-friendly they already are. Additionally, offer case examples from other businesses, making sure to include school districts, restaurants, and small, medium, and large organizations. Also, employers will benefit from tools that they can use to publicize their MFWP designations within their organizations to increase employee awareness and utilization. Finally, allow employers to access hard-copy or electronic versions of Texas DSHS brochures on breastfeeding and related topics as needed. Provide the option of a materials library.

Employers can become more comfortable with mother-friendly workplace topics, especially breastfeeding, if information in presented in a way that balances health and biological information with information that is relevant to business benefits. Information for employees will be most effective if it is available in English and Spanish. Finally, support for employee self-advocacy remains an important component of creating a higher demand for mother-friendly accommodations. Focus group research with mothers and fathers, and collaboration with WIC initiatives in this area, can help direct distribution of information aimed at employees.

Employers value employee satisfaction, loyalty, and retention. However, they see little demand for breastfeeding accommodations and cannot always see the direct benefits of increasing their mother-friendly support, especially with a new policy. Targeted tools, information, and support can help employers to feel more connected to and comfortable with mother-friendly workplace initiatives. Additional focus group research will round out the qualitative research and further inform campaign development.
Introduction

According to the Business Case for Breastfeeding,1 every dollar that a business invests in creating a mother-friendly worksite can yield a $3 return on investment and improve its public relations. Organizations that offer policies and accommodations that support breastfeeding in particular – and mothers in general – enjoy greater employee loyalty and satisfaction as well as lower rates of absenteeism and turnover.2 Moreover, when more women are able to breastfeed and to breastfeed longer, babies and communities are healthier.3,4 However, many business leaders do not see a need to support breastfeeding in the workplace or have too many competing priorities to give the issue adequate attention. Others may be unsure of how to effectively support mothers or overcome physical, logistical, and cultural barriers in the work environment.5 SOSM researchers conducted in-depth telephone interviews with leaders and decision makers in businesses across Texas that do not currently participate in MFWP. Taken together with the other research elements of the project, and grounded in the literature, insights offered by these business representatives can be used to direct potential social marketing strategies.

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Methodology

SOSM researchers conducted 35 telephone interviews with business leaders, human resources professionals, and other key decision makers throughout Texas (see Appendix A for an interview guide and Appendix B for a list of organizations in the sample). Specific organizations and industries were selected on the basis of a labor market analysis and stakeholder recommendations. Businesses in the sample have a vast range of sizes – from three to 30,000 employees – and are located in both small towns and large cities. Participation was optional. To protect the confidentiality of the respondents, their names are not provided in this report. All findings are grounded in a review of the literature provided by Texas DSHS (see selected citations throughout this report; see Appendix C for a complete list of the background literature).

Lines of inquiry addressed workplace benefits and accommodations that support work-life balance, mothers, and breastfeeding; opportunities for or barriers to mother-friendly support and policies specific to each organization or industry; and feedback on the appeal and usefulness of an expanded MFWP.

The sample is not large enough to be considered statistically valid. Rather, these qualitative findings provide rich insights into questions as to what, why, and how. Findings should be considered strictly directional, not statistically definitive.

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See the previously submitted report entitled “Research on the Mother-Friendly Worksite Program: Findings from Key Stakeholders.”
**Workforce Analysis**

A workforce analysis was conducted to determine the key business sectors in which both employees and employers stand to benefit most from becoming more mother-friendly. These include industries that employ mostly women or are growing sectors for women in the workforce. They also include sectors that employ women with suboptimal breastfeeding outcomes (e.g., low-income women, hourly workers, women of color). It may also be useful to target “low-hanging fruit” – businesses that already have a vested interest in wellness, women, and families and/or those that can easily implement mother-friendly policies and have access to educational resources and support.

A labor market analysis (see Appendix D for references) indicated that certain sectors employ more women than men and should be priority targets for mother-friendly worksite initiatives.

Seventy-nine percent of employees in the health care industry are women; education follows, with 69% female employees. Other large employers of women are retail stores, financial service providers, and leisure and hospitality businesses. These trends hold for Hispanic and African American women as well. The fastest growing occupations in Texas include many that are dominated by women, such as positions in home health care, other health care services, educational services, and social assistance.

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Overview of Businesses Represented in the Interviews: Scope, Size, and Workforce

Businesses in the sample are located throughout Texas, from small rural towns to the largest metropolitan areas in the state (see map below). They operate in various sectors, including health care, education, and the retail, restaurant, and service industries (See Table 1 for numerical data and Appendix B for a list of organizations in the sample, by field or focus). Over half of the individuals interviewed own small businesses or franchises of a larger business,\(^{12}\) including a preschool, a wrecker service, a flower shop, a resale store, a garage door company, a realty office, and an accounting firm. Interviewees who are not business owners are human resources professionals or other key decision makers in their organizations. While time of employment at their places of business varies widely among the respondents, a large majority are experienced in their roles, and a few have as many as 30 years on the job.

Locations of Businesses Represented in the Sample

Abilene
Athens
Austin
Bellville
Carrollton
Corpus Christi
Dallas
Denton
Fort Worth
Galveston
Houston
Kress
Liberty
Longview
McAllen
New Braunfels
Pflugerville
Plano
Rosenberg
San Antonio
San Marcos
Sugarland
Wharton
Wichita Falls

\(^{12}\) For the purpose of this report, small businesses are defined as those with 0-49 employees; medium-sized businesses as those with 50-499 employees; and large businesses as those with 500 or more employees.
Table 1
Types of Businesses Represented in the Sample (N = 35)

<table>
<thead>
<tr>
<th>Type of Business</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health care</td>
<td>7</td>
</tr>
<tr>
<td>Education</td>
<td>6</td>
</tr>
<tr>
<td>Retail</td>
<td>8</td>
</tr>
<tr>
<td>Restaurants</td>
<td>4</td>
</tr>
<tr>
<td>Hospitality, financial, and other services</td>
<td>9</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
</tbody>
</table>

Of the 35 individuals interviewed, 18 are from small businesses, 11 from medium-sized businesses, and six from large businesses (see Chart 1). Throughout the report, findings about businesses of a particular size category are highlighted when they offer additional insights.

It is important to note that some large organizations are categorized as small businesses because the interviewee spoke only for his or her particular franchise. However, in many cases the corporate or parent organization determines new policies. Additionally, some organizations experience significant seasonal fluctuations in staff size.

Chart 1: Business Sizes in Sample

- Small (0-49 employees) 17%
- Medium (50-499 employees) 51%
- Large (500+ employees) 31%
Table 2 shows the male-to-female distribution within the businesses represented in the sample. While some organizations are skewed significantly toward men or toward women, many hover close to an even split. Respondents were not directly asked about gender breakdown by position type, but across the board many commented that men tend to hold the management positions. For small businesses, especially those with only a few employees, gender distribution trends are less clear.

<table>
<thead>
<tr>
<th>Majority women</th>
<th>17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Majority men</td>
<td>12</td>
</tr>
<tr>
<td>About equal</td>
<td>5</td>
</tr>
<tr>
<td>Unknown</td>
<td>1</td>
</tr>
</tbody>
</table>

When asked to describe the workforce at their organizations, interviewees provided various job titles and functions. The range of the occupations they mentioned included dental hygienists, doctors, accountants, administrative assistants, day care workers, teachers, maintenance staff, tow truck drivers, personal trainers, and more.

Across the board, organizations have a majority of hourly employees, and several have employees working on commission or on a strictly part-time basis. Salaried employees tend to hold management positions.

Businesses in the sample represent a diverse mix of employers in Texas, with staff who work in a range of environments and conditions (See Appendix B). As the following findings reveal, these employers offer – or are open to offering – various mother-friendly policies and supports. Nevertheless, some have significant limitations on flexibility or have not heard that their employees need or want such accommodations.
Motivators for Policy Creation: Employee Demand. When asked what would motivate the creation of a policy supporting breastfeeding accommodations in the workplace, respondents across the board answered that they would respond most to a need expressed by employees. A few also mentioned that having female employees of childbearing age might motivate policy creation or greater attention to mother-friendly work environment issues in general. A few others also mentioned that they would implement a policy to set boundaries if employees were taking advantage of current accommodations. Small businesses tended not to have many policies at all and did not see a reason to create them.

*If an employee came forward with a need, that would definitely jump-start it.*

*We’re not always reactive, but I think this would be a situation to be more reactive. I’d be interested to see what our lawyers think.*

In addition to women advocating for breastfeeding accommodations at work, employer education on breastfeeding and working may raise awareness and spark policy creation. Table 3 indicates how motivating certain types of information on breastfeeding and work would be in the policy creation process.

<table>
<thead>
<tr>
<th>Table 3</th>
<th>What would motivate the creation of breastfeeding policies? (N = 35)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Breastfeeding support increases employee loyalty and reduces absenteeism due to illness</td>
<td>24</td>
</tr>
<tr>
<td>Women who cannot express milk regularly experience discomfort, leaking, and health problems</td>
<td>21</td>
</tr>
<tr>
<td>Lack of supportive policies is the leading reason working women stop breastfeeding</td>
<td>11</td>
</tr>
<tr>
<td>Breastfeeding support policies increase breastfeeding duration</td>
<td>9</td>
</tr>
</tbody>
</table>

It is important to note that respondents who expressed uncertainty did so for various reasons, the main ones being that they are not in a position to make policy decisions for their organizations, and that they see employee demand for accommodations as the top priority, and other motivators for policy creation as secondary or even unimportant.
A Toolkit and Other Resources to Support Breastfeeding in the Workplace

**Toolkit.** Respondents were receptive to the idea of a toolkit and enthusiastic about several of the items suggested for it. However, some respondents continued to reiterate that they had no need for mother-friendly accommodations at their organizations, but felt confident that they could address any employee needs that arose. Respondents requested information on the basic MFWP criteria, applicable laws and forms, and the nuts and bolts of becoming mother-friendly. Of the proposed tools, interviewees showed the most enthusiasm for policy guides and examples, case examples from other businesses, and an assessment tool to survey employee needs and wants. Representatives from the restaurant industry and school districts asked for case examples specific to their work environments; others requested case examples depicting an array of business sizes and types. Additional comments and ideas include the following.

You always want to get thoughts on how things can be done better or differently and be more efficient. What can we do to boost employee morale without everyone getting a big raise? …I would want to also see a list of the benefits [of being mother-friendly] and how supportive we could be of each other, so that one who wanted to breastfeed wouldn’t be viewed as something of a stigma or a lewd act for a mother.

A state study would be enough information or research literature. …[Information on space requirements] would help out for a new building going up. As far as preexisting buildings, the space we would have to offer would be employee bathrooms and single stalls. [A survey would be] beneficial. A lot of the time employees don’t feel comfortable speaking to management and then it goes unsaid, and they get upset without us even having a clue of what’s going on.

A few interviewees made a special request that any MFWP toolkit of information be simple and not contain too much information to digest. In line with the findings of the MFWP participating businesses report,14 business leaders pointed out that they are busy and have many competing priorities, so they prefer information that is straightforward and applicable to their situations.

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14 See the previously submitted report entitled “Research on the Mother-Friendly Worksite Program: Findings from Participating Businesses.”
Websites. When asked what should be included on an MFWP website, interviewees had just a few ideas beyond the tools already discussed for potential inclusion in the toolkit.

Maybe a tool or quiz to figure out "how mother-friendly are you?" or [to see] if you are already mother-friendly enough – yes or no questions. Plus what was already mentioned [for the toolkit].

Fabulous. That would be the place to put company contacts. More than putting it in the toolkit, case examples and success stories would be great here, or troubleshooting on what didn’t work also. A place where people could go back and look at it. An idea on how to set up a flexible schedule, time management. Time seems to be the biggest thing for us.

No – if it got too complicated we probably wouldn’t read it. We would just want to know the laws about it. If there were no laws, we would probably help an employee who needed it anyway.

I would assume just a spot where you could see questions that might be asked and some type of responses. I think that would be very helpful. Also, naturally, pictures and examples and things. And something that says [our company name] supports this initiative.

Table 4 indicates the interviewees’ interest in various tools and resources. The text that follows offers additional information on preferences and the level of enthusiasm for each proposal.

<table>
<thead>
<tr>
<th>Proposed Tool</th>
<th>Interested</th>
<th>Not Interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step-by-step guide to policy writing</td>
<td>31</td>
<td>1</td>
</tr>
<tr>
<td>Examples/case studies from other businesses</td>
<td>30</td>
<td>2</td>
</tr>
<tr>
<td>Contacts at other businesses</td>
<td>27</td>
<td>5</td>
</tr>
<tr>
<td>Assessment tool to survey employees’ needs</td>
<td>27</td>
<td>4</td>
</tr>
<tr>
<td>Information on space requirements</td>
<td>25</td>
<td>4</td>
</tr>
<tr>
<td>Access to Texas DSHS resources</td>
<td>25</td>
<td>7</td>
</tr>
<tr>
<td>Resource library</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>Gold and Silver program levels</td>
<td>20</td>
<td>7</td>
</tr>
</tbody>
</table>

*Note: The totals do not equal 35 because some respondents, especially those in small businesses, were unable to answer or were unsure of the value of the proposed tool.
Appendix A:  
Non-Participating Business Interview Guide  

ONE-ON-ONE INTERVIEW GUIDE WITH NON-MEMBER- BUSINESSES  
MFWP

Interviewee:  
Contact Information:  
Date:  
Interviewer:  

INTRODUCTION TO INTERVIEWS: SOSM has been contracted by the Texas Department of State Health Services to research information on mother friendly work policies and programs. The goal of this interview is to get your opinion and thoughts on creating mother friendly worksites.

A BIT ABOUT THE INTERVIEW: I’m going to begin by asking you some background questions and then move to more detail about your place of work and tools that may be helpful to you. The final phase is a quick wrap up to ensure that we haven’t missed anything. The interview will take about 30 minutes and it is completely confidential.

Before we begin do you have any questions or concerns? If not … commence.

I. Background

1. I’d like to begin by getting a bit of background information. Please tell me your job title, your responsibilities, and how long you have worked in this position?

2. Will you please briefly describe your workforce to me?

   Probe: How many people work at your company?

   Probe: Percentage of men/women

   Probe: Percentage of hourly vs. salaried
3. How does your organization provide a work life balance for your employees?

   **Probe:** Family leave?

   **Probe:** Flexible return to work?

   **Probe:** Breastfeeding?

4. What are some of the important issues that come up when women return to work after having a baby?

   **Probe:** If breastfeeding is not mentioned, what about lactation and working, child care, family leave?

5. What does the term mother friendly work environment mean to you?

6. When you think of women breastfeeding or pumping and working what is your top of mind reaction?

   **Probe:** what kinds of challenges come to mind?

II. General Knowledge and Attitude Toward Breastfeeding in the Workplace

7. How is breastfeeding an employee wellness issue?

8. How has breastfeeding come up in an organizational capacity at your business?

   **Probe:** Is it discussed at an HR level?

   **Probe:** Have women brought it up as an issue or a concern?

9. What happens at your business when a woman wants to pump or breastfeed?

10. What kind of policies does your business have to support families who want to combine breastfeeding and working?

    **Probe:** How was this policy received by leadership?

    **Probe:** How was this policy received by employees?

    **Probe:** what challenges have you had around this policy?
**Probe:** If no policies are mentioned- What challenges do you have in creating breastfeeding support policies?

11. What do you think are the benefits of allowing women to breastfeed or pump in the workplace?

12. What would motivate your company to create more breastfeeding friendly policies?

**Probe:** How motivating do you think it would be for companies to create mother friendly worksites if they knew that mothers who are breastfeeding may suffer pain and discomfort, embarrassing leaking, infection, reduction of milk supply, and an inability to provide milk to her baby if she is unable to pump on a regular basis?

**Probe:** How motivating do you think it would be for companies if they knew that women who breastfeed their babies are more likely to stay with a company and miss fewer days due to illness?

**Probe:** How motivating do you think it would be for companies if they knew that having supportive breastfeeding policies has been proven to increase breastfeeding duration?

**Probe:** How motivating do you think it would be for companies if they knew that the lack of supportive breastfeeding policies at work is the leading reason that working women stop breastfeeding?

### III. Knowledge of and Mother Friendly Program Guidelines

13. What have you heard about the mother friendly designation for companies from the Department of State Health Services?

*I am going to read you a statement about the mother friendly work policy and I’d like to hear your reaction and how interested you are in something like this?*

A business may receive the designation “mother-friendly” if the business develops a policy supporting the practice of worksite breast-feeding and submits its policy that addresses the following:

1. **Work schedule flexibility, including scheduling breaks and work patterns to provide time for expression of milk;**
2. **The provision of accessible locations allowing privacy;**
3. access nearby to a clean, safe water source and a sink for washing hands and
rinsing out any needed breast-pumping equipment; and
4. Access to hygienic storage alternatives in the workplace for the mother's breast
milk.

(B) The business shall submit its breast-feeding policy to the department. The department shall
maintain a list of "mother-friendly" businesses covered under this section and shall make the list
available for public inspection

14. How likely would your company be in participating in a program like this and
receiving this type of designation?

  Probe: What makes you say that?

15. What would be the best way to inform your company of this program?

16. If your company had to implement this tomorrow what would need to happen?
  What would be the nuts and bolts issues?

17. How would the policy get passed? Communicated to employees?

  Probe: Which department would "own" this policy and be in charge of
  implementing it?

18. The Department of State Health Services is going to create a tool-kit for
businesses to support breastfeeding. What do you think should be in it?

  Probe: Moderator probes each idea.
  - the step by step writing of a policy
  - Examples or case studies
  - Contacts from other companies who have successfully
    implemented this
  - Information on space requirements
  - An assessment tool to learn what your employees need and want
  - Other idea?

19. In addition to the tool-kit, DSHS is creating a website to support businesses who
are interested in being mother-friendly, what would you suggest they have on
that website?

20. What do you think of the idea of DSHS offering standard levels to participating
businesses? For example, a business could obtain a Silver level if they provided
things like breastfeeding education or educational resources, flexible return to
work options, etc and a Gold Standard if they provided a very high level of mother-friendly support such as paid maternity leave, flexible scheduling, bring your baby to work or onsite childcare options, etc?

21. DSHS has a wide array of materials about breastfeeding. For example, they have educational materials about breastfeeding and information on transitioning back to work for breastfeeding mothers. How helpful would it be to have those materials available to your employees?

22. How interested is your organization in having those materials in a “library” for employees to use as needed?

IV. Conclusion

23. Is there anything that I have not asked you that you feel is important to share with DSHS as they work to help businesses create more mother friendly work places across Texas?

Thank you very much for your time!
## Appendix B:
Non-Participating Businesses Represented

<table>
<thead>
<tr>
<th>Health Care</th>
<th>Hospitality, Financial, and Other Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 Dental</td>
<td>2 Dine For Catering</td>
</tr>
<tr>
<td>Christus Stehlin Foundation for Cancer Research</td>
<td>24 Hour Wrecker Service</td>
</tr>
<tr>
<td>Everlasting Home Health Care</td>
<td>3D Insurance Service</td>
</tr>
<tr>
<td>Green Oaks Health Care</td>
<td>5 Star Country Properties</td>
</tr>
<tr>
<td>Hospital (Anonymous)</td>
<td>600 Plus Gym Spa</td>
</tr>
<tr>
<td>South Texas Medical Clinic</td>
<td>Alpha Omega Building Service</td>
</tr>
<tr>
<td>The University of Texas Southwestern Medical Center</td>
<td>Crowne Plaza</td>
</tr>
<tr>
<td></td>
<td>Johnson Horak &amp; Hopkins PC</td>
</tr>
<tr>
<td></td>
<td>San Luis Resort &amp; Spa</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Worth ISD</td>
<td>Houston Airport System</td>
</tr>
<tr>
<td>Houston ISD</td>
<td></td>
</tr>
<tr>
<td>Kress ISD</td>
<td></td>
</tr>
<tr>
<td>Pflugerville ISD</td>
<td></td>
</tr>
<tr>
<td>Preschool (Anonymous)</td>
<td></td>
</tr>
<tr>
<td>Tuloso Midway ISD</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Restaurants</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Becks Prime Rib</td>
<td></td>
</tr>
<tr>
<td>K&amp;N Management</td>
<td></td>
</tr>
<tr>
<td>Lombardi’s</td>
<td></td>
</tr>
<tr>
<td>MPP Investments</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Retail</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Rivers Coffee</td>
<td></td>
</tr>
<tr>
<td>2U It’s NU</td>
<td></td>
</tr>
<tr>
<td>6K Enterprise</td>
<td></td>
</tr>
<tr>
<td>7 Days Food Store</td>
<td></td>
</tr>
<tr>
<td>Amaya Garage Doors</td>
<td></td>
</tr>
<tr>
<td>Crestview RV</td>
<td></td>
</tr>
<tr>
<td>Flowers By Mary</td>
<td></td>
</tr>
<tr>
<td>Stein Mart</td>
<td></td>
</tr>
</tbody>
</table>
Appendix C: Background Literature


National Women’s Health Resources Center. (2007). Breastfeeding at work toughest for younger moms and retail workers. Retrieved February 16, 2011 from:


Texas Department of State Health Services. (2010, November 2). Mother-Friendly Worksite policy initiative: Call 1, getting started [Presentation].

Texas Department of State Health Services.(n.d.).Texas Mother-Friendly Worksite training and technical assistance [Presentation].


Appendix D:
Labor Analysis References

Basic Labor Force and Texas Information

"100 Best Companies to Work For" (CNN, 2009) – includes the number of U.S. employees and Texas headquarters locations

http://www.texasahead.org/economy/indicators/texas100.html
"Texas Economy in Focus: The Texas 100” (Texas Ahead, 2009) – Comptroller’s Office list of largest publicly traded employers in Texas measured by average number of workers. Provides company name, industry, and headquarters locations

http://www.twc.state.tx.us/
Texas Workforce Commission (2011) – the state government agency charged with overseeing and providing workforce development services to employers and job seekers of Texas offers various resources and data

Women in the Labor Force

http://www.workingmother.com/BestCompanies/node/7818/list/94
“2010 Working Mother 100 Best Companies” (Working Mother Magazine) – Highlights Texas Dell and Texas Instruments

http://jobs.aol.com/articles/2009/01/26/10-industries-where-women-rule/
“10 Industries Where Women Rule” (Selena Dehne/Aol Jobs, 2006) – lists fields with an above-average percentage of women, including salary information and expected growth by field

http://www.wbea-texas.org/home
Women’s Business Enterprise Alliance (2011) – based in Texas and recognized as a national resource and certification organization for women business owners. Women on board of directors may be of interest.

Diversity in the Labor Force

http://diversityinc.com/content/1757/article/1738/

http://www.texasdiversitymagazine.org/test-1/
“The New Work/Life Expectations: How Smart Employers Meet the Needs of Today’s Working Women” (Texas Diversity, n.d.) – highlights a railroad company headquarters in Fort Worth (BNSF Railway) that have exemplary policies to support mothers

Employee named in article is Carole Ishii, Vice President of Customer Relationship Marketing
“What Are Top Industries for Black Women?” (DiversityInc, 2010) – Highlights industries where black women are achieving management positions

“Southwest Airlines Celebrates Diversity with North Texas Summit” (PR Newswire, 2010) – showcases diversity within Southwest Airlines, a Texas-based employer of 35,000 people

U.S. Department of Labor Data and Trends

http://www.acinet.org/acinet/oview6.asp?stfips=48&level=state1
“Texas State Profile: Largest Employers” (U.S. Department of Labor CareerOneStop, 2010) – lists the 50 largest employers in the state, their location and number of employees per business

“State Profile: Texas Labor Market Information” (U.S. Department of Labor CareerOneStop, 2010) – an array of websites with resources and information on Texas labor information

http://www.acinet.org/oview1.asp?next=oview1&Level=Overall&optstatus=&jobfam=&id=1&nodeid=3&soccode=&ShowAll=&stfips=48
“Top 50 Fastest-Growing Occupations (Texas, All Education Levels)” (U.S. Department of LaborCareerOneStop, 2010) – includes information on how many people are employed in each industry

Bureau of Labor Statistics Data

http://stats.bls.gov/eag/eag.TX.htm


“Table 12:Employed women by occupation, race, and Hispanic or Latino ethnicity, 2007 annual averages” (U.S. Department of Labor Bureau of Labor Statistics, 2008)

“Table 14: States: employment status of the civilian noninstitutional population, by sex, age, race, Hispanic or Latino ethnicity, and marital status, 2009 annual averages” (U.S. Department of Labor Bureau of Labor Statistics, 2010)


Industry-Specific Information

http://call-center.jobs.net/jobs/fort-worth,texas.aspx
(Job.net, 2010) – lists call center open positions throughout Texas

http://www.manta.com/mb_44_D0052_44/home_health_care_services/texas
“5,258 Home Health Care Services Companies in Texas” (Mantra Media, 2010) – Database to search employment by industry category and refine by city and company size

http://www.txretailers.org/index.cfm
Texas Retailers Association (2010) – Resources of interest since retail is a high employer of women

“Mother-Friendly Workplace Strategies and Solutions: A Workplace Policy Assessment Tool for Hospital Leaders” (Motherhood Priority and South Carolina Hospital Association, 2008) – A fascinating look at healthcare and breastfeeding for health care workers
Texas DSHS Mother-Friendly Worksite Policy Initiative: Participating Business Research Report
Acknowledgments

This report was prepared for the Texas Department of State Health Services, Division of Family and Community Health Services, with the assistance of:

Julie Stagg, MSN, RN, IBCLC, RLC
State Breastfeeding Coordinator
Women’s and Perinatal Health Nurse Consultant

This report was prepared by: SUMA/Orchard Social Marketing, Inc.

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Melanie Susswein, MSW
Lara O’Toole, MSSW

Research Assistant
Heather Noble
Research on the Mother-Friendly Worksite Program: Findings from Participating Businesses

Executive Summary

During December 2010, SUMA/Orchard Social Marketing, Inc. (SOSM), on behalf of the Texas Department of State Health Services (Texas DSHS), conducted research with businesses participating in the Texas DSHS Mother-Friendly Worksite Program (MFWP). This is one of multiple research endeavors that include in-depth telephone interviews with key stakeholders, MFWP participating and non-participating businesses, as well as focus groups with mothers, fathers, and employers throughout Texas. This research will inform a statewide social marketing campaign aimed at promoting and expanding the MFWP in Texas.

SOSM researchers conducted 37 in-depth telephone interviews with a total of 40 business leaders. Interviewees represented large and small cities throughout Texas. Businesses were selected from the participant listing found on the Texas DSHS MFWP website.1

The purpose of the telephone interviews was to learn about businesses participating in MFWP – the size and focus of each organization as well as their experiences with the program and their feedback for its improvement and expansion.

The following lines of inquiry were included:

- Basic background information on each business, including its size, details about its workforce, and how it provides a mother-friendly work environment
- Knowledge of MFWP, including its appeal and value, as well as the interviewee’s experience interfacing with Texas DSHS in the application process
- Perceptions of the definition of mother-friendly work environment and how the business provides mother-friendly policies, programs, and accommodations
- Impact of participation in the program and other mother-friendly endeavors
- Feedback on proposed MFWP changes, incentives, resources, and tools to support mother-friendly businesses (e.g., Gold, Silver, and Bronze program levels)
- General insights and recommendations drawn from interviewees’ experiences with MFWP and other mother-friendly programs or endeavors.

1 Available at http://www.dshs.state.tx.us/wichd/lactate/mother.shtm.
Summary of Findings

The business leaders and decision makers interviewed are all advocates of providing mother-friendly support in the workplace, and many find considerable value in the Texas DSHS MFWP. Is it notable that a few of the organization leaders interviewed did not know they held the MFWP designation and were unsure about the mother-friendly accommodations provided at their places of business. Respondents represented businesses as diverse as hospitals, milk banks, retail clothing stores, furniture stores, schools and daycare centers, large oil and gas companies, a gaming business, and a small magazine production company. The majority of interviewees represented health care organizations or other businesses focusing on mothers or families. Each organization expresses its appreciation for working mothers and their families by working to provide support and accommodations that meet or exceed MFWP criteria. The majority of the organizations also look to Texas DSHS for support, education, and leadership in this area. It was clear in the interviews that MFWP has framed or directly driven some of the policies and thinking on mother-friendly support within these organizations, especially those that are not in the business of health care.

Some gaps in MFWP were identified and suggestions were made. Overwhelmingly, businesses called for greater publicity for the program and for participating businesses; publicity for participating businesses was suggested as an incentive for new businesses to join the program as well. It was also clear that employers could use more support and education as they go through the process of becoming mother-friendly. This might include policy examples, program evaluation guidance, internal communications graphics and tools, and/or guidance in assessing the needs of the women in their workforce – from hourly line staff to salaried office workers.

Hourly employees tend to be left out of mother-friendly accommodations in some organizations. While an organization may have a pro-breastfeeding policy and lactation room, this information is not always communicated consistently, or accommodations may be inconvenient to non-corporate staff. In several cases, business leaders in the sample stated that mothers do not learn about the mother-friendly accommodations until they ask about them. However, some also realized during their interviews that women may not know that they should ask. In other cases, human resources departments communicate their policies and programs on internal websites that are not always available to factory line workers, hourly workers, or those who work primarily in the field. Employer education in this area is critical so that all employees consistently receive information about mother-friendly accommodations.
Interviewees offered mixed feedback on the proposed MFWP changes. Responses to the idea of implementing Gold, Silver, and Bronze program levels were split between positive and negative: some individuals saw this as a terrific motivator, while others saw it as unnecessary competition that did not consider the financial and policy limitations some businesses face. In contrast, respondents were more uniformly open to ongoing communication efforts from Texas DSHS (i.e., LISTSERV, newsletter, technical support by telephone). The majority of individuals were open to receiving these types of communication if they could target or adapt them to their needs.

Support for a dynamic and well-publicized website and a business toolkit for MFWP was strong. Respondents wanted to see the website include elements such as basic program information, concrete examples of accommodations provided by a range of other businesses, templates and tools for policy and accommodation development, and links to Texas DSHS and other resources on health topics. Respondents requested similar items in a business toolkit. The overlap of responses suggests that a mother-friendly worksite campaign should provide information in multiple ways, especially electronically, so that businesses can choose to receive it in the format that is best for them. The following report offers more detail and insight into interview responses.

**Summary of Recommendations**

Recommendations from this qualitative research fall into four main categories: publicity for participating businesses and MFWP in general; communication, tools, and support needed and desired by organizations; general and special considerations for moving the program forward; and ongoing research questions. These recommendations come from specific suggestions made by business representatives in the sample or are culled from overarching themes that arose again and again in the interviews.

Organizations will draw greater value from MFWP if they receive publicity and recognition for their efforts. While some businesses become mother-friendly purely for altruistic reasons, the majority balance employee wellness benefits against the program’s impact on the bottom line. Offering public recognition to participating and exemplary businesses on an MFWP website and through other media outlets (e.g., a tie-in to lists of best places to work) is both an incentive to those businesses to continue in their efforts and a draw for businesses new to the program.
Participating businesses desire specific tools and supports, and the majority welcome communication from Texas DSHS. Handouts and other materials are most useful if they are framed in a simple, straightforward manner and demonstrate the bottom-line business benefits of being mother-friendly. Certain businesses would like ongoing electronic communication options so that they can learn about program, public health, and legal updates and view spotlights on what other organizations are doing to be mother-friendly. Businesses would also benefit from tools for publicizing their MFWP designations within their organizations; policy templates; and resource referrals for lactation support, child care and other family needs, and work–life balance information.

Respondents offered several broad considerations for Texas DSHS to consider as it moves forward. Respondents prefer to have options when receiving information, and many prefer electronic over hard-copy formats for easier dissemination. It is important to busy business leaders that all MFWP materials be to the point and attractive; simplicity makes the program appealing to many. The current MFWP application process is working well for most, but it could benefit from special considerations for large, multi-site organizations and guidance on when and how applicants should involve their corporate offices in the process.

It is crucial that MFWP reflect and cater to the needs of a range of employers and employees. Respondents requested case examples for organizations with both small and large budgets and for a variety of industries and business types. Examples should include basic lactation rooms as well as creative or exemplary accommodations. Businesses with hourly and low-wage employees present special challenges, and there appears to be a need for employer education about the barriers and needs of such employees.

Finally, this research identified two ongoing questions that can be explored in upcoming focus groups. The first pertains to how employees approach their employers about mother-friendly accommodations, whether or not they know to ask, and how they find out about existing policies and programs. Since there were considerably mixed opinions on whether or not Texas DSHS should offer Gold, Silver, and Bronze levels in MFWP, focus groups can be conducted to further explore this proposal as well.

Employers value the ways MFWP supports their efforts, values, and employees, as well as its positive impact on the bottom line. While experiences with the program have been largely positive, there is room for improvement and expansion. Texas DSHS is in a position to further define what it means to have a mother-friendly workplace and to drive more businesses toward this goal. By offering employers additional tools, templates, communications, and publicity options, MFWP can be more meaningful to them and attract more businesses to the program.
Introduction

It is well established in the literature that returning to work is a barrier to breastfeeding, and that employers can create a workplace environment that effectively supports new mothers and families. Organizations that provide mother-friendly policies and program support can have a considerable impact on both community health and their own bottom lines. SOSM researchers conducted in-depth telephone interviews with leaders and decision makers in mother-friendly businesses across Texas to capture their perspectives on MFWP and on mother-friendly worksites in general. Taken together with the other research elements of the project, and grounded in the literature, insights offered by these business representatives can be used to direct potential social marketing strategies.

Methodology

SOSM researchers conducted 37 telephone interviews with a total of 40 business leaders and decision makers (see Appendix A for interview guide and Appendix B for a list of interviewees and the businesses they represent). Two of the interviews were held on conference calls with multiple business representatives. SOSM staff contacted representatives of nearly all MFWP-participating businesses listed on the Texas DSHS MFWP website, and interviews were scheduled with those who responded in a timely manner. Each individual interviewed was listed by Texas DSHS as his or her organization’s point of contact for MFWP; if that person was no longer working at the organization, the researchers were directed to an alternate leader or decision maker to interview. Participation was optional. To protect the confidentiality of the respondents, their names are not provided in this report. All findings are grounded in an extensive review of the literature provided by Texas DSHS (see selected citations throughout the report, and a complete list of background literature in Appendix C).

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Lines of inquiry included respondents’ experiences with MFWP and its perceived value; observable benefits of being mother-friendly; definitions of mother-friendly work environment; feedback for program improvements; feedback on proposed program changes and supporting tools; and general insights and recommendations for Texas DSHS.

The sample is not large enough to be considered statistically valid. Rather, these qualitative findings provide rich insights into questions of what, why, and how. Findings should be considered strictly directional, not statistically definitive.

Overview of Businesses Represented in the Interviews: Scope, Size, and Workforce

Interviewees represented businesses across Texas (see the map below for locations) and were from various industries with a predominance of health care and public health organizations (see Table 1). Regardless of their job titles, many respondents were certified nurses. Sixteen of the 40 individuals were human resources professionals; three others worked in employee wellness. Other types of businesses included a large international oil company, a small breastfeeding apparel retail store, a circuit company, a land acquisition company, a parenting magazine, a food and flour production company, and a milk bank. The majority of participating businesses included in the sample focus on health care and wellness, or target women and families in other ways.

Locations of Businesses Represented in the Sample

Abilene
Austin
Beaumont
Canton
Cleveland
Conroe
Daingerfield
Dallas
Dayton
El Paso
Fort Worth
Grapevine
Houston
Marble Falls
New Braunfels
San Antonio
Temple
Webster
Table 1
Types of Businesses/Departments (N = 37*)

<table>
<thead>
<tr>
<th>Types of Businesses/Departments</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lactation support/outreach/education</td>
<td>11</td>
</tr>
<tr>
<td>WIC</td>
<td>2</td>
</tr>
<tr>
<td>Hospital or clinic (non-WIC)</td>
<td>14</td>
</tr>
<tr>
<td>School/day care/university</td>
<td>4</td>
</tr>
<tr>
<td>Other business type</td>
<td>10</td>
</tr>
</tbody>
</table>

*Note: The total is greater than 37 because some organizations/departments fell into more than one category.

Businesses included in this sample varied in size. The smallest had five employees, and the largest had over 30,000 employees internationally. Seventeen of the businesses had mostly hourly employees, while a few had mostly salaried employees. In many cases, the interviewee did not have specific demographic and salary information but took an educated guess or refrained from answering.

Table 2 shows the male to female distribution within the businesses represented in the sample.

Table 2
Gender Breakdown of Employees in Businesses Surveyed

<table>
<thead>
<tr>
<th>Gender Breakdown</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Majority women</td>
<td>22</td>
</tr>
<tr>
<td>Majority men</td>
<td>7</td>
</tr>
<tr>
<td>About equal</td>
<td>2</td>
</tr>
<tr>
<td>A mixture – specific figures unknown</td>
<td>6</td>
</tr>
</tbody>
</table>

When asked to describe the workforce at their organizations, interviewees provided various job titles and functions. The more atypical answers came from non-health-care organizations and included migrant workers, prison guards and wardens, geologists and other scientists, pasteurization staff, carpenters and machinists, office and sales staff, engineers, and circuit and semiconductor designers.

In most cases, one business was interviewed in each city; in the larger cities (e.g., Austin, Dallas, Houston), interviewees from multiple businesses were included.
Final Thoughts

At the conclusion of the interviews, respondents expressed support for Texas DSHS and offered their final recommendations. For the most part, the feedback on MFWP was positive; however, some individuals hoped for more communication and publicity from Texas DSHS as the program grows.

Hooray for them! I think it’s great. I am a big advocate for [the Texas DSHS] system, especially if they figure out a way to get more companies involved. …I’m looking forward to seeing big things!

I really have not had any contact with them since we set up the program. Maybe just more follow-up with companies to check in, see how they’re doing, be a resource if any laws or regulations have changed that need to be considered.

It’s important to have a lactation consultant available to employees.

I think there needs to be more public notice of it. I stumbled onto [MFWP] by word of mouth. Publicize more! I’m not sure the general public understands what MFWP means.

I think it’s wonderful that they’re doing this. In general, Texas is very forward-thinking in this way.
Appendix A:
Participating Business Interview Guide

ONE-ON-ONE INTERVIEW GUIDE WITH MEMBER-BUSINESSES
MFWP

Interviewee:
Contact Information:
Date:
Interviewer:

INTRODUCTION TO INTERVIEWS: SOSM has been contracted by the Texas Department of State Health Services to research information on mother friendly work policies and programs. Our research will be used to help inform a social marketing campaign around mother friendly worksites. The goal of this interview is to get your opinion and thoughts on how to achieve this and to learn from you about your experiences and perceptions of what this is like for Texas businesses.

A LITTLE BIT ABOUT US: We are a social marketing company based in Austin, Texas and we have extensive research experience on subjects such as this. This interview will take a half hour, and is completely confidential.

A BIT ABOUT THE INTERVIEW: This interview should take about 30 minutes and is structured in 4 parts. I’m going to begin by asking you some background questions and then move to more detail about your place of work and tools that may be helpful to you. The final phase is a quick wrap up to ensure that we haven’t missed anything.

Before we begin do you have any questions or concerns? If not … commence.

I. Background

1. I’d like to begin by getting a bit of background information. Please tell me your job title, your responsibilities, and how long you have worked in this position?

2. Will you please briefly describe your workforce to me?
   
   **Probe:** How many people work at your company?
   
   **Probe:** Percentage of men/women
   
   **Probe:** Percentage of hourly vs. salaried
3. What do you know about the mother-friendly worksite program?

4. How long has your business been a part of the mother-friendly worksite program? If they aren’t familiar with the program explain it and also let them know their company is actually a designated MFW site.

5. How did you first learn about the mother-friendly worksite program?

6. What things in the program appealed to your organization and made your organization want to join the program?

7. Who had to approve joining the program and what was the approval process like?
   
   **Probe**: What kind of buy-in was needed from Administration?

8. What kinds of internal roadblocks did you encounter?

9. What kinds of challenges did you experience with the application process?

II. General Knowledge and Attitude Toward the Mother-Friendly Worksite Program

10. What does the term mother friendly work environment mean to you?

11. How do you provide a mother friendly work environment for your employees?
   
   **Probe**: Does it include leave, flexible return to work, etc.

12. How has that environment changed with participation in the Mother-Friendly Worksite program?

13. Do you have employees who have breastfeeding needs that have not been met? If so, please describe what those needs are?

14. In general, what do you think is the value of the Mother-Friendly Worksite program?

15. How has participating in the program impacted your business?
   
   **Probe**: Internal changes such as less turnover?

   **Probe**: Recruitment
How are you/the organization communicating these policies/accommodations to employees?

16. What would you like to change about the program?

17. In terms of the program’s usefulness to your business how would you rate in on a scale of 1 to 5, with 5 being, “very satisfied” and 1 being, “not satisfied at all”?

18. How could the program be more meaningful to your organization?

19. What do you think of the idea of DSHS offering standard levels to participating businesses? For example, a business could obtain a Silver level if they provided things like breastfeeding education or educational resources, flexible return to work options, etc and a Gold Standard if they provided a very high level of mother-friendly support such as paid maternity leave, flexible scheduling, bring your baby to work or onsite childcare options, etc..?

Probe: What are your thoughts on the types of benefits provided in order to receive those designations?

20. How should DSHS promote businesses that have those standards to make it appealing for businesses to obtain one of those standard levels?

III. Toolkit

21. What kind of tools would you like DSHS to offer you to support your organizations efforts to create a mother-friendly work environment?

Probe: would a list serve with other member-businesses be helpful?

Probe: would a newsletter for you to share with employees be helpful?

Probe: would a bi-annual technical support phone call with DSHS staff be helpful?

22. DSHS has a wide array of materials about breastfeeding. For example, they have educational materials about breastfeeding and information on transitioning back to work for breastfeeding mothers. How helpful would it be to have those materials available to your employees?

23. How interested is your organization in having those materials in a “library” for employees to use as needed?
24. DSHS is creating a website for businesses who are interested in being mother-friendly, what would you suggest they have on that website?

25. If you were creating a toolkit for businesses what would be in it and how would it be used?

IV. Conclusion

26. Is there anything that I have not asked you that you feel is important to share with DSHS as they work to help businesses create more mother friendly work places across Texas?

Thank you very much for your time!
Appendix B:
Participating Businesses Represented by Interviewees

ABC Child Development Center (Austin Site)
Abilene Regional Medical Center
AMD: Advanced Micro Devices
Andrews Women's Hospital at Baylor All Saints Medical Center
Baptist Health System
Bazaarvoice
Bell County Public Health District, WIC Office
Centro De Salud Familiar La Fe
CH Guenther and Son, Inc.
Children's Health Center
Children's Medical Center of Dallas
Children's Memorial Hermann Hospital
CHRISTUS Santa Rosa Hospital, New Braunfels
CHRISTUS St. Elizabeth Hospital
Clear Lake Regional Medical Center
Cleveland Regional Medical Center
Conroe Regional Medical Center
Cypress Fairbanks Medical Center
Daingerfield Lone Star ISD
Exxon Mobil (Corporate Human Resources)
Exxon Mobil Corporation (Houston Site)
Fixtures International
GameStop
Houston Northwest Medical Center
Lucille G. Plane State Jail
Memorial Hermann Memorial City Medical Center
Mothers' Milk Bank of Austin
Mothers' Milk Bank of North Texas
Oxy: Occidental Petroleum Corporation
Pecan Ridge School
Pleticha Publishing, Inc./ Parent:Wise Austin Magazine
Seton Medical Center
Special Addition Maternity and Nursing Boutique
Taylor County Health Department, WIC Clinic
Texas General Land Office
University of Texas Medical School at Houston
Williams Gas Pipeline/Transco (Houston Site)
Appendix C:
Background Literature


Texas Department of State Health Services. (2010, November 2). Mother-Friendly Worksite policy initiative: Call 1, getting started [Presentation].

Texas Department of State Health Services. (n.d.). Texas Mother-Friendly Worksite training and technical assistance [Presentation].


Texas DSHS Mother-Friendly Worksite Policy Initiative:  
Focus Group Findings

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Research on the Mother-Friendly Worksite Program: Findings from Focus Groups

Executive Summary

Overview and Context

During March 2011, SUMA/Orchard Social Marketing, Inc. (SOSM) conducted fifteen focus groups with a total of 119 participants in six Texas cities on behalf of the Texas Department of State Health Services (Texas DSHS). The objective of the focus groups was to ascertain the experiences, attitudes, challenges, and opportunities presented to working and breastfeeding mothers, fathers who had supported a breastfeeding partner, and employers around the state. The majority of participating mothers and fathers were low-income individuals; participants reflected the racial and ethnic diversity of Texas as well as the range of employers and industries in the state.

The focus groups were part of a multifaceted research endeavor that also included in-depth telephone interviews with key stakeholders and business representatives. This research will inform a statewide social marketing campaign aimed at promoting and expanding the Texas DSHS Mother-Friendly Worksite Program (MFWP) in businesses and organizations throughout the state.

In each focus group, participants were asked to provide basic background information about themselves and/or their organizations, discuss their attitudes and experiences with breastfeeding in general and in the workplace in particular, and consider the MFWP and proposed additions to the program in light of new federal legislation that will require many workplaces to accommodate breastfeeding employees.
Findings

The majority of employers in the sample were unaware that their employees might have unmet breastfeeding needs and have not had employees approach them with requests for accommodations. Mothers and fathers, in turn, reported that they faced many obstacles when trying to combine work and breastfeeding; as a result, mothers were often not able to breastfeed their children as long as they had planned to. This was particularly true for employees with lower incomes and those working in non-office environments; those with higher incomes and those in office environments are the most likely to breastfeed successfully at work. These facts bring to light a clear communication gap between employers and their employees, and a need for education about breastfeeding in the workplace. However, nearly all respondents were supportive of the concept of workplace breastfeeding, especially after learning more about its benefits during the focus groups.

Participants in all focus groups understood that breastfeeding has clear health benefits for mothers and children, and their support of breastfeeding grew even stronger throughout focus group discussions and activities that highlighted additional benefits to families and employers. Nevertheless, even with that knowledge, women face barriers to continuing breastfeeding for as long as they would like; returning to work was a major barrier for participants. On the one hand, some employers were flexible, supportive of families, and open to making requested accommodations; they could see a clear return on investment in the form of employee loyalty, satisfaction, and reduced absenteeism. On the other hand, there were stories of rigid and occasionally even unethical employers who created environments in which women were told they could not breastfeed or were too scared to even initiate the conversation. The majority of reported experiences fell between those two extremes. Most workplaces represented in the focus groups did not support breastfeeding in the workplace, especially from the point of view of low-income mothers and fathers.

Participants mentioned a range of workplace benefits and policies that support work/life balance, but they often did not consider breastfeeding support to be in this category until they were prompted. In many cases, employers were open to making accommodations for family-related needs, including breastfeeding, or had already made them. However, these accommodations were often undocumented, not part of official policies, and not routinely communicated to other employees who might have similar needs. For women, this seemed to create uncertainty or fear about speaking up and requesting accommodations. Most employers, for their part, perceived no need for more formal breastfeeding support among their employees. Thus, there is a need for clear and publicized policies and a workplace culture that encourages open communication.
Overall, both mothers and fathers struggled to balance what they felt was best for their children and families against the realistic demands of maintaining their employment and incomes. Employers struggled to balance the needs of all employees and upper management against the responsibility of maintaining a productive work environment. The findings reported here are based on many real-life scenarios from the perspectives of mothers, fathers, and employers that address the viability (or lack thereof) of breastfeeding while working under various conditions. There is a significant need for strategies that support employees who do not have their own offices. Many opportunities for Texas DSHS to intervene to achieve better public health outcomes are identified.

Conclusions and Recommendations

In order for an MFWP communications campaign to be effective, it will have to reach audiences through a variety of channels. As focus group research indicates, the fact that federal law now requires employers to support workplace breastfeeding motivates employers to pay attention to this issue; it can also give mothers and fathers confidence in advocating for their rights. Employers are most attracted to the MFWP or other forms of breastfeeding support if programs seem simple and straightforward and appear to have concrete benefits. Women need tools to be able to advocate for themselves in the workplace, as well as practical strategies for overcoming the challenges of returning to work while breastfeeding. Breastfeeding is an issue that impacts the whole family, so fathers need continued education about breastfeeding accommodations and rights in order to be able to support their partners and champion the issue. A detailed list of recommendations is provided at the end of this report.
Introduction

On behalf of the Texas Department of State Health Services (DSHS), and for the purpose of determining strategies for further promotion of the Texas DSHS Mother-Friendly Worksite Program (MFWP), SUMA/Orchard Social Marketing, Inc. (SOSM) conducted a series of focus groups throughout Texas to gauge the experiences, attitudes, challenges, and opportunities concerning workplace breastfeeding and work/life balance for families in general. To gain insights from the multiple perspectives regarding the issue of breastfeeding in the workplace, focus groups were held with three populations: breastfeeding mothers, fathers of breastfed infants, and employers.

Now that federal law requires employers to accommodate breastfeeding mothers, it is valuable to Texas DSHS to learn how best to reach families and employers and support breastfeeding in workplaces throughout the state.

The focus group research presented in this report is part of a larger research endeavor that also included in-depth telephone interviews with key stakeholders and with representatives of both businesses that participate in the MFWP and those that do not. All research is grounded in a review of the background literature as discussed and referenced in prior reports. Taken together, this research will inform a statewide social marketing campaign aimed at promoting and expanding the MFWP in Texas.

2 See the previously submitted report entitled “Research on the Mother-Friendly Worksite Program: Findings from Key Stakeholders.”
3 See the previously submitted report entitled “Research on the Mother-Friendly Worksite Program: Findings from Participating Businesses.”
4 See the previously submitted report entitled “Research on the Mother-Friendly Worksite Program: Findings from Non-Participating Businesses.”
Methodology

In March 2011, SOSM conducted a total of fifteen focus groups ($N = 119$) in six locations throughout Texas (Dallas, Lubbock, Houston, Beaumont, San Antonio, and McAllen (in the Rio Grande Valley). Researchers conducted focus groups with employers and mothers in all six cities. Focus groups with fathers were held in Houston, San Antonio, and McAllen only. In McAllen, focus groups with mothers and fathers took place in Spanish. The map below indicates the approximate location of each focus group, as well as which participant populations were included in each city.

Focus Group Makeup and Locations

The focus group discussions were held in research facilities or hotel meeting rooms and were led by a trained moderator. Some of the sessions were videotaped, and an audio recorder was used at others. In addition to participating in the group discussions, participants were asked to fill out a handout on demographic information and to complete worksheet activities, which varied by participant population. The findings from these focus group sessions were transcribed verbatim and then analyzed with an eye toward common themes and response patterns.
The focus group findings offer purely qualitative data. Although some findings are presented in terms of numbers and percentages, they should be considered indicative of a direction or trend rather than statistically definitive. Quantitative research seeks to understand “how many” and yields statistical information, while qualitative research such as this seeks to understand “what, why, and how.”

In this report, italicized, indented text indicates participants’ quotes. They are included to illustrate the findings and enhance their credibility. Focus group guides, including all supplemental participant worksheets and materials, are presented in Appendix A. Please note that the focus group guides for fathers and employers were slightly revised after the first week of focus group research to incorporate feedback from Texas DSHS. The final versions are the ones included in said Appendix.

**Selection Criteria**

Potential respondents were recruited and screened by a professional recruiter through both targeted and random-digit dialing. Texas DSHS provided lists of WIC participants to aid in recruiting mothers and fathers with incomes at or below 200% of the Federal Poverty Level (FPL), which is one of WIC’s eligibility criteria. They were asked to participate in a two-hour focus group on “an important health care issue.” Individuals were recruited to reflect the racial and ethnic diversity of Texas, and the majority of participants in the mothers’ and fathers’ focus groups were low-income individuals, who tend to face greater health disparities and challenges than those with higher incomes. Other selection criteria varied by target population, as presented below.

- **Mothers:** Working mothers who were currently breastfeeding a child one year old or younger, or who had breastfed a child of that age in the past six months, were eligible to participate in the focus groups. These mothers had to have combined breastfeeding and working for some length of time, or had to have intended to continue breastfeeding after returning to work and later changed their minds, either about working outside the home or about breastfeeding. The majority of mothers in each focus group had to have a family income at or below 200% of the FPL; the remaining few could have higher family incomes.
• **Fathers:** Fathers who had a child one year old or younger that was breastfed in the past six months were eligible to participate in the focus groups. They were also required to have a partner who was working at the time of the focus group and who had combined breastfeeding and working for some length of time, or had intended to continue breastfeeding after going back to work and later changed her mind, either about working outside the home or about breastfeeding. The majority of fathers participating in each focus group had to have a family income at or below 200% of the FPL; the remaining few could have higher family incomes. Early in the recruitment process, the income limit for fathers was raised to 250% of the FPL due to the difficulty of locating income-eligible households with two working parents.

• **Employers:** Human resources professionals and other decision makers were eligible to participate. The majority of participants in this category were from fields that tend to attract female employees, but other fields and industries were included in the sample in order to learn about a variety of work environments. Recruiters aimed for a mixture of employers that represented both salaried and hourly employees in various work environments. Prior telephone interviews with employers\(^5\) revealed that small businesses have very individualized concerns and challenges regarding workplace breastfeeding, and these had been captured adequately through the interview research. Thus, the number of small business employers participating in the focus groups was limited.

Potential participants were ineligible to participate if they were employed by a market research facility, a public health entity, or had participated in a focus group or interview in the past twelve months.

The following findings are specific to focus group type, but they build on information gleaned from prior in-depth telephone interviews as well. Recommendations are based on a compilation of findings from all three group types.

\(^5\) See Footnote 4.
Findings from Mothers’ Focus Groups

Background Information

SOSM conducted six focus groups with mothers \((N = 50)\) who were currently breastfeeding or had breastfed within the past six months, and who either had returned to work after giving birth or had planned to do so and later changed their minds. Focus group locations were chosen to mirror the geographic and ethnic diversity of the state. One focus group was conducted in Spanish. The demographic details about the 50 participants, which were provided by the participants themselves on the demographic worksheets, are outlined in the charts below.\(^6\)

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In the demographic charts, the legends list all possible answers to the respective question, not all of which were chosen by the participants.

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\(^6\) In the demographic charts, the legends list all possible answers to the respective question, not all of which were chosen by the participants.
Lines of inquiry for the mother’s groups included knowledge and attitudes pertaining to breastfeeding; the impact of returning to work on breastfeeding habits and parenting; employers’ perception of breastfeeding and work/life balance; and knowledge of breastfeeding rights.

The data gathered in these focus groups will be used to inform the development of a campaign to increase awareness, knowledge, and support of lactation and work/life balance policies in the workplace to better accommodate and support mothers.
Findings from Fathers’ Focus Groups

Background Information

This section of the report contains findings from three focus groups (N = 19) with fathers whose wives or partners continued to breastfeed their babies after they returned to work, or had intended to breastfeed after returning to work and later changed their minds, either about working outside the home or about continuing to breastfeed. One men’s group each was held in Houston, San Antonio, and McAllen. It is important to note that recruiting fathers who fit the desired profile and income guidelines (as detailed in the Methodology section) was difficult because 73% of the homes called included single mothers, and of those with fathers, 82% of the mothers were not working. Therefore, these findings may not be typical of the larger population of families who will be targeted for a social marketing campaign to promote continued breastfeeding when mothers return to work.

The following charts offer demographic details about the 19 fathers in the sample, as provided by the fathers on the demographic worksheets.8

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8 In the demographic charts, the legends list all possible answers to the respective question, not all of which were chosen by the participants. Counts may not sum to total number of participants due to non-response.
As a warm-up exercise, participants were asked to talk about their families, where they worked, and their most memorable moments when their babies were born. Examples of the fathers’ workplaces include restaurants, retail shops, factories, and nightclubs, but some were unemployed. In describing their best memories of the birth of their babies, they told stories about cutting the umbilical cord, hearing a first cry, looking into the baby’s eyes, and the realization of the responsibility of parenthood.

### Fathers’ Education (N = 19)

- **Less than grade 12**: 4
- **Grade 12 (High school graduate/GED)**: 7
- **Some college**: 6
- **College graduate**: 2
- **Graduate or professional school**: 2

### Fathers’ Gross Annual Household Income

- **Less than $10,000**: 9
- **$10,000 to $14,999**: 2
- **$15,000 to 19,999**: 2
- **$20,000 to 24,999**: 3
- **$25,000 to $34,999**: 2
- **$35,000 to $49,000**: 3
- **$50,000 or more**: 0
Findings from Employers’ Focus Groups

Background Information

SOSM researchers conducted focus groups with employers (N = 50) in Dallas, Lubbock, Houston, Beaumont, San Antonio, and McAllen. The employers represented a wide range of professional fields and organizations, including a symphony, a range of manufacturing organizations, churches and ministries, staffing agencies, a trucking company, home health care providers and nursing homes, and social service and other nonprofit organizations. The sample represented many female-dominated industries but also included organizations that employ mainly men or a fairly even combination of men and women. The organizations represented in the sample had a mixture of hourly and salaried employees on staff, in a range of position types and work environments. Organization size varied from just a few to 55,000 employees, with the majority falling in the range of 50-499. Some organizations had national or international reach or affiliations, but the majority were described as state-based or locally based. The demographic details of participants are provided in the charts below.

Focus group participants were identified as decision makers and influencers in their organizations. Thirty-one percent (31%) were human resources professionals and 40% were mid-level managers, supervisors, or program directors, but in every focus group at least one participant was an owner, CEO, or other top executive staff member. In Houston in particular, the entire focus group was intentionally made up of top-level staff. All but two of the participants were female, despite efforts to recruit both male and female decision makers. This likely reflects the fact that human resources professionals tend to be female and that, even when potential participants were given very general information that the focus group would cover “an important health care issue,” the organizations themselves selected female employees to participate.

![No. of Employees at Represented Organizations (N = 50)](image)
Employers’ Positions ($N = 50$)

- Owner/CEO: 6
- Human Resources: 15
- Executive level: 19
- Middle management: 3
- Administration: 6
- Other: 1

Employee Gender in Represented Organizations ($N = 50$)

- Female Dominated:
  - 51-90% female: 15
  - >90%: 20
- About Equal (50%/50%): 5
- Male Dominated:
  - 51-90% male: 10
  - >90%: 5
Recommendations

There are clearly a number of ways that Texas DSHS can assist employers throughout the state in providing support and resources to enable women to continue breastfeeding when they return to work, and, consequently, in supporting families in general. In all categories of focus groups, there was solid support for breastfeeding, which seemed to grow even stronger by the end of the discussion. Participants in the employer groups seemed especially impressed by information about the specific health, wellness, workplace, and financial benefits of breastfeeding. Simple, straightforward information resonated best in all groups. The following recommendations, organized according to focus group population, build on and reinforce prior recommendations.12

Mothers

1) Campaign Strategies and Messages. Campaign strategies targeting mothers should include the following.

a. Timeline: Women need assistance in planning for their return to work. A timeline will help them understand that the planning process begins well before they take leave to have their babies and continues through their return. Key points include when to broach the subject at work, when and how to ensure that they have all they need to return to work, errands that should be completed before returning to work to help facilitate the transition (e.g. stocking the refrigerator, scheduling and attending appointments), when to have a follow-up conversation with their employers prior to returning to work, and when to have a “check-in” conversation once they have returned to work.

b. Testimonials: Women want to hear and learn from other women who have been through what they are experiencing. This includes testimonials about subjects that fall under the umbrella of mother friendly but are not specific to breastfeeding. For example, many women expressed nervousness about childcare and sadness at leaving their children when they returned to work. Testimonials addressing issues of this type help to normalize the feelings these mothers may experience and offer guidance from peers about solutions and strategies.

12 See Footnotes 2, 3, and 4.
c. FAQs: Women expressed common concerns and lack of knowledge about subjects such as leaking, reduction of milk supply with the return to work, and unsupportive co-workers. A list of FAQs would provide a quick and easy way to address these common concerns, as well as insights into the physiological changes they may experience when they return to work and are separated from their babies.

d. Tips: Women faced common challenges that they had not foreseen prior to returning to work. Sharing tips with women before they return to work may increase the duration of breastfeeding and reduce unnecessary angst. Examples include encouraging women to try out a feeding/pumping schedule before returning to work; providing a list of everything they will need to bring to work; advising them to ensure there are electrical outlets for the pump, or to use a manual pump if there are none; and giving tips on what to do if they forget a necessary item at home, and how to balance everyday errands with their new schedule as breastfeeding and working mothers.

e. Breaks: One of the biggest barriers to breastfeeding in the workplace was a lack of adequate break time. This will remain a reality for some women, and they need specific strategies and ideas in order to continue breastfeeding with limited breaks.

f. Restrooms: Women and employers spoke of pumping in the restroom. Additional education is needed on why restrooms are not appropriate places to pump.

2) Health Benefits. Build on the benefits of breastfeeding, because this is a strong motivator for women. Women chose to breastfeed because of the health benefits for themselves and their children. Continue to communicate the benefits of breastfeeding, highlighting the special benefits of breastfeeding exclusively for the first six months.

3) Breastfeeding in the Workplace Card. Develop a card (similar to the breastfeeding in public card, which affirms a woman’s legal right to breastfeed in public) that states that federal law protects women who want to breastfeed at work. On the card, provide the contact information of a resource mothers can turn to for specific support.
4) **Script.** Develop a script or set of talking points for women to use when approaching their employers, HR contact persons, or managers to discuss breastfeeding/pumping at work. Cover topics such as the benefits of breastfeeding to the business, the legal right to breastfeed in the workplace, and a resource for employers should they need assistance. Include a message about the inappropriateness of pumping in restrooms. The talking points should also address how to approach a male manager.

5) **Distribution.** In order to reach as many women as possible and to normalize breastfeeding in the workplace, distribution should be multi-pronged. Points of distribution should include obstetricians’ and pediatricians’ offices, WIC offices, hospitals, the Every Ounce Counts website, and direct mailings to Medicaid and/or WIC participants. Women specifically spoke of Every Ounce Counts, so continued promotion of this website is warranted.

6) **Commissioner Letter.** Provide a letter addressed to employers and signed by the Commissioner of Health. The letter should praise the decision to breastfeed while working, point out that businesses can support breastfeeding mothers through the Mother Friendly Work Program, enumerate the health benefits breastfeeding exclusively for the first six months, point out the benefits to businesses (including financial benefits, improved employee retention, and increased company loyalty), and provide guidance on where to obtain additional information for both the employer and the employee.

**Fathers**

7) **Campaign Strategies and Messages.** Strategies and messaging should present breastfeeding as a family issue, touching on the role of fathers in supporting their breastfeeding partners and being advocates for breastfeeding and families in the workplace.

8) **Distribution.** Distribution points for materials should include all places where Texas DSHS already provides information (WIC clinics, hospitals, etc.). On the Every Ounce Counts website, dedicate a section for fathers that specifically addresses their role in supporting a breastfeeding mother’s return to work (e.g., how to transition your baby to taking breast milk from a bottle, juggling work/school and parenting responsibilities).
9) **Educational Tactics and Messages.** Efforts to educate fathers should continue to promote the benefits of breastfeeding for mothers and children, and should continue to normalize the choice to breastfeed. Messages should reference the fact that parents can work together as a team to support the mother’s transition back to work. Specific messages should include the following.

- The benefits of breastfeeding (including financial benefits) for mothers, babies and families, and why continued exclusive breastfeeding is important
- What a family can expect when a mother returns to work and plans to continue breastfeeding
- Information on the federal law and mothers rights
- How a father can be an advocate for breastfeeding and family support in his workplace and community
- Specific information on the workplace accommodations and supplies a breastfeeding mother needs when she returns to work

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**Employers**

10) **Campaign Strategies.** Strategies for employers must, above all, present the act of supporting breastfeeding in the workplace as simple to accomplish. Highlight the facts that the MFWP application is brief, there are few requirements for participation, and a workplace breastfeeding policy does not have to be rigid or lengthy. Strategies must present Texas DSHS as able to provide support and expert information.

11) **Federal Law.** Campaign materials must express the urgency of the issue by highlighting the federal law requiring employers to accommodate breastfeeding mothers. While many employers in the sample were motivated to make accommodations on the basis of expressed employee needs, the law was equally motivating. Moreover, it was memorable and lent additional credibility and importance to the issue of breastfeeding in the workplace.

12) **Internal Distribution.** Encourage employers to publicize and distribute their breastfeeding support policies and accommodations. DSHS materials should include customizable pieces that employers can download and easily adapt to communicate within their organizations.
13) **Tools and Messages.** Tools and messages should be targeted to various fields and industries and promote creative thinking about space and scheduling. They can include case studies or examples of accommodations made in specific work environments (e.g., schools, factories, restaurants) and for employees with rigid schedules. A website is an important vehicle for reaching employers. Messages should include information on financial benefits, enhanced employee loyalty, and reduced turnover. They should also package and present breastfeeding support as a way employers can support not just women, but families as well.

14) **Publicity and Recognition.** Employers are motivated by publicity and recognition. Leverage established local streams of communication, such as chambers of commerce, professional associations, breastfeeding coalitions, and local media outlets, to publicize and highlight the achievements of local businesses that support breastfeeding. This can be done through brief case study articles, by dovetailing with existing “top places to work” lists, and by offering awards to exemplary businesses.

15) **MFWP Promotion.** Leverage established local streams of communication, such as chambers of commerce, professional associations, breastfeeding coalitions, and local media outlets, to present the benefits of breastfeeding for employers. Include information on financial savings and employee retention, satisfaction, and health benefits. Place editorials (e.g., on topics such as “why supporting breastfeeding is good for your business”) in local newspapers and newsletters, and present a prestigious award to all organizations that achieve the MFWP designation.

16) **Workplace Wellness.** Education tactics should be directed, in part, to those responsible for workplace wellness efforts, to help them understand that breastfeeding is a wellness issue that impacts a large cross-section of employees – possibly more than they may realize. These messages should specifically make the connection between breastfeeding and prevention of obesity, type 2 diabetes, cancer, and other major diseases.

17) **Employee Assessment.** To gain traction for breastfeeding accommodations in the workplace, encourage employers to use an assessment tool to determine the breastfeeding and family-related needs among their employees. Research indicated that employers are not aware of these needs and that women are often afraid to advocate for themselves on these issues. Testimonials (video or written) from an employer and from a mother on how they overcame these issues is one method of promotion that was recommended.
Appendix A:  
Focus Group Guides

Mothers Focus Group Guide  
Mother Friendly Workplace

I.  Introductions

*Moderator begins by introducing the concept, process, and purpose of the focus group. She will also lay ground rules for the discussion, explain the purpose of the tape recording equipment, and assure participants that their remarks are confidential in the sense that their names will never be attached to their statements.*

**Introduce purpose of group:** *The purpose of this group is to discuss information related to being a mother. The group will last about 2 hours. There are no right or wrong answers and your honest answers are very important to our client. (Explain where restrooms are, etc.)*

**Icebreaker:** *First lets go around the table and introduce ourselves tell us how many children you have and their ages, where you work and what you do, and your most challenging experience so far as a working mother.*

II.  Knowledge and Attitudes Pertaining to Breastfeeding

*One of the things that everyone in this room has in common is that you all plan on breastfeeding or have breastfed a child less than 6 months of age. I'd like to talk about this.*

- What led you to make the decision to breastfeed?

- What kinds of benefits do you and/or your child receive because of breastfeeding?

- When you thought ahead to breastfeeding how long did you think you would breastfeed and how long did you actually breastfeed? *(moderator goes around the room)*

- For those of you who have stopped breastfeeding, why did you stop?
III. Returning to Work-
- Before you returned to work, I’m sure you had some thoughts or plans as to what it would be like to breastfeed or pump when you went back to work. How did you plan to continue to provide breast milk to your baby when you returned to work?
- Now, let’s switch gears and talk about the reality of what it was like for you to breastfeed or pump (NOTE TO MODERATOR: use the language that women just used in terms of pumping, breastfeeding etc) when you returned to work after having your baby.

**Probe for details- nuts and bolts of what their reality was like.**
**Probe:** What were the challenges?

IV. Experience with Breastfeeding at Work
- What were the first few days like for you when you returned to work?

**Probe:** child care, leaking,
- How did returning to work impact your breastfeeding/pumping decisions?

**Probe:** What was your biggest concern going in?  
**Probe:** How did that compare to the reality?
**Probe:** what were the actual barriers you faced?
**Probe:** How did it affect the duration of your breastfeeding?

- What did you do to prepare for returning to work and to continue to breastfeed?
- **Probe:** Who at work did you speak to about the possibility of breastfeeding/pumping at work?
- **Probe:** What was it like the first few times you breastfed/pumped at work?  
**Probe:** How did it affect your work?
- **Probe:** What kind of support did you have to breastfeed or pump when you returned to work?

**Probe:** What do your co-workers think of you breastfeeding/pumping? Your boss? If anyone objected, what kinds of things did they say?

**Probe:** What kind of support did you have from family, partner, and friends?
➢ What kinds of challenges are associated with breastfeeding or pumping and returning to work?

➢ What kind of access do you have to the things you need to be able to breastfeed or pump at your workplace such as a pump, refrigerator, breaks, and comfortable lactation room?

  **Probe:** Do you have enough time to breastfeed/pump? How are your breaks structured? Location? Comfort of lactation room? Refrigeration?

➢ What is it like to use those things at work?

➢ What is/was most surprising to you about breastfeeding/pumping at work?

  **Probe:** What would make you more comfortable?

➢ I’d like you to pretend that there is a new employee at your company and she is interested in continuing to breastfeed when she returns to work. What advice would you give them? Just take a minute and jot down key points you would include in a note/letter.

  **Probe:** What information would you want that person to know?

➢ Now, let’s think about writing one more letter. I’d like you to jot down key points that you would include in a letter to your employer. What do you wish you could tell your employer about what women really need when they return to work after having a baby? How would you address any concerns that you think he/she might have?

➢ As a working mother who wants to continue to provide breast milk to her baby either through pumping or breastfeeding at work, what support would be helpful to you? **Probe:** A website? What information would you want to see on a website? A social network?
Moderator goes through a list of support options to determine participant enthusiasm for ideas.

- Mother to mother web communications (social networking such as a Facebook group)
- Website with information and ability to request additional support?
- E-newsletter with information on breastfeeding and more.
- Blog for working mothers.
- List serv information for working and breastfeeding mothers
- More list options to be provided from client

V. Employers and Breastfeeding at Work

- What do you think are the benefits to employers when they allow women to pump at work?

  **Probe:** What is your reaction to learn that it increases productivity, decreases health care cost, decreases turnover, and decreases absenteeism?

- How much do you think these benefits would motivate your employers to make it easier for women to breastfeed/pump at work?

- What do you think is the best way to communicate this to your employer?

VI. Knowledge of Rights and Mother Friendly Program Guidelines

- What would you think of a program that encouraged businesses to become breastfeeding friendly and support mothers by having flexible work schedules to provide time for expression of milk; providing an accessible location allowing privacy; providing access to a nearby clean and safe water source and a sink for washing hands and rinsing out any breast-pump equipment; and providing access to hygienic storage alternatives for the mother to store her breast milk?

- How does this compare to your experience?

  **Probe:** What is different? What is similar?

- How would having your company publicize this information impact your breastfeeding/pumping decisions?
➢ How realistic is this for the business you currently work for? Probe: Why do you say that?

➢ How do you think working for a company that supported breastfeeding in that way would impact your breastfeeding/pumping choices?

VII. Closing

At the beginning of the discussion I told you that all of you had one thing in common and that was that you have had breastfed a child in the past 6 months. I want to tell you now that our client is the Department of State Health Services and they are working on a program that will encourage businesses to become more breastfeeding friendly. Your input tonight was very helpful and I appreciate your responses very much.

I’d like to find out what do you think your legal rights are about breastfeeding in the workplace?

Moderator reads:

An employer shall provide—

(A) a reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child’s birth each time such employee has need to express the milk; and a place, other than a bathroom, that is shielded from view and free from intrusion from workers and the public, which may be used by an employee to express breast milk.

An employer shall not be required to compensate an employee receiving reasonable break time under paragraph for any work time spent for such purpose.

An employer that employs less than 50 employees shall not be subject to the requirements of this subsection, if such requirements would impose an undue hardship by causing the employer significant difficulty or expense when considered in relation to the size, financial resources, nature, or structure of the employer’s business.

Nothing in this subsection shall preempt a State law that provides greater protections to employees than the protections provided for under this subsection.’

Thank you for your time!
Employee Advice

[Please print neatly.]

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Demographics

Thank you very much for your time and for sharing your opinions with us. We would also like to get some basic information about you. This is completely confidential so please don’t put your name on it.

Location: ____________________________   Time Focus Group Began: _H:M0 pm_____

1) How old are you?
   - □ 18-21
   - □ 22-25
   - □ 26-30
   - □ 31-35
   - □ 36-40
   - □ 40+

2) What is your highest grade completed?
   - □ Less than grade 12
   - □ Grade 12 (High school graduate/GED)
   - □ Some college
   - □ College graduate
   - □ Graduate or professional school

3) What is your yearly total household income before taxes?
   - □ Less than $10,000
   - □ $10,000 to $14,999
   - □ $15,000 to $19,999
   - □ $20,000 to $24,999
   - □ $25,000 to $34,999
   - □ $35,000 to $49,000
   - □ $50,000 or more

4) Which of the following would you say applies to you?
   - □ White
   - □ African American/Black
   - □ Asian
   - □ Hispanic/Latino
   - □ American Indian/Alaska Native
   - □ Hawaiian/Pacific Islander
   - □ Other (please tell us): ____________________________

Thanks again!
Fathers Focus Group Guide
Mother Friendly Workplace

VIII. Introductions

_Moderator begins by introducing the concept, process, and purpose of the focus group. She will also lay ground rules for the discussion, explain the purpose of the tape recording equipment, and assure participants that their remarks are confidential in the sense that their names will never be attached to their statements._

**Introduce purpose of group:** The purpose of this group is to discuss information related to being a father of a child who was or is being breastfed. The group will last about 2 hours. There are no right or wrong answers and your honest answers are very important to our client. (Explain where restrooms are, etc.)

**Icebreaker:**

- Tell us your name, how many children you have, their ages, and your profession? Thinking back to when your first baby was born, what was your most memorable thing? It can be a thought, a moment, an emotion or a story.

IX. Knowledge and Attitudes Pertaining to Breastfeeding

- How have you been involved in the care of your baby or babies? (If necessary, go around the table and ask each participant about his experience with his baby)

- How have you been involved in feeding the baby (newborn)? (If necessary go around the table and ask each participant about their experience feeding the baby).

- Before or when the baby was born, what kind of conversations did you have with the baby’s mother about how to feed the baby?

- How do you support your partner so that the baby is breastfed?

- What kinds of benefits do you think your child and partner receive from breastfeeding?

**Probe:** What about breastfeeding exclusively- no formula- are there additional benefits?
➢ How long did/do you plan on your child being breastfed? *(moderator goes around the room)*

➢ For those of you who have a child who is no longer being breastfed, why was breastfeeding stopped?

➢ How would you describe your interest in learning more about breastfeeding?

➢ Where do men learn information about breastfeeding?

X. Returning to Work-

➢ What was it like for you when your partner returned to work?

   **Probe:** Challenges? What concerns did you have about your partner returning to work?

➢ What kind of support and policies does your work place provide for work-life balance?

   **Probe:** Paternity leave, did anyone take it?

➢ What kinds of policies does your work have to support families that would like to breastfeed once both parents return to work?

   **Probe:** Prenatal education?

➢ Before your partner returned to work what kinds of conversations did the two of you have about her breastfeeding the baby after she returned to work?

➢ What was your expectation about your partner continuing to breastfeed or pump after returning to work?

➢ What did you and your partner do to prepare for her to return to work and to continue to breastfeed?

➢ Now, let’s switch gears and talk about what the reality was like for your partner to breastfeed or pump when she returned to work after having your baby. What was it like for her?
➢ How did returning to work impact your baby being breastfeed?

   **Probe:** How did it affect the length of time the baby was/is going to be breastfed?

➢ What kinds of challenges do **you** face with your partner breastfeeding or pumping at work?

➢ What kinds of challenges **does your partner** face with breastfeeding or pumping at work?

   **Probe:** Does she have enough time to breastfeed/pump? Location? Comfort of lactation room? Refrigeration?

➢ How did you or do you support her breastfeeding/pumping while she is working?

➢ What is/was most surprising thing your partner told you about breastfeeding/pumping at work?

➢ What is it like at your place of work in regards to women breastfeeding/pumping at work?

   **Probe:** Are there policies? Do you know of women at your work place who breastfeed/pump?

XI. **Employers and Breastfeeding at Work**

➢ What do you think are the benefits to employers who have supportive environment that encourage women to pump or breastfeed at work?

➢ What is your reaction to learn that it increases productivity, decreases health care cost, decreases turnover, and decreases absenteeism?

➢ How much do you think these benefits would motivate an employer to make it easier for women to breastfeed/pump at work?

➢ What do you think is the best way to communicate this to an employer?
XII. Knowledge of Rights and Mother Friendly Program Guidelines

Moderator- I’d like to move the conversation to a discussion about what the law is for breastfeeding.

- What legal rights do mothers have when it comes to breastfeeding at work?
  
  **Probe:** Lactation room? Breaks?

- What would you think of a program that encouraged businesses to become breastfeeding friendly and support mothers by having flexible work schedules to provide time for expression of milk; providing an accessible location allowing privacy; providing access to a nearby clean and safe water source and a sink for washing hands and rinsing out any breast-pump equipment; and providing access to hygienic storage alternatives for the mother to store her breast milk?

- How does this compare to your partner’s experience?
  
  **Probe:** What is different? What is similar?

- How does this compare to your experiences at work?
  
  **Probe:** What is different? What is similar?

- How do you think having your company publicize this information would impact people at your place of work?

XIII. Closing

I want to tell you now that our client is the Department of State Health Services and they are working on a program that will encourage businesses to become more breastfeeding friendly. Your input tonight was very helpful and I appreciate your responses very much. I have one additional question for you. I’d like to go around the table and have you answer one final question. Now that you know our client and what they are trying to do, **what is one piece of advice that you would want them to know about breastfeeding for working mothers?**

*Thank you for your time!*
**Fathers Focus Group Exercise**

*Please let us know how much each statement would make you want to support your partner to breastfeed. Please mark a box by each statement. Thank you.*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breastfeeding is healthier for your baby than formula feeding.</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Breastfeeding helps women lose weight after the baby is born.</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Breastfeeding can raise the baby’s IQ.</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Breastfeeding can help prevent a child from growing up to be obese</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breastfed babies are sick less often.</td>
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<td></td>
</tr>
<tr>
<td>Breast milk can be frozen and stored to use later.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breastfeeding saves money.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breastfeeding helps the mother, father, and baby bond better.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breastfeeding helps reduce the chances of breast cancer and ovarian cancer for the mother</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breastfeeding helps reduce the chances of Type 2 Diabetes for the baby</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breast milk pumps are available to buy or borrow</td>
<td></td>
<td></td>
</tr>
<tr>
<td>($40 for manual; $150 for electronic; free to borrow through WIC)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Demographics

Thank you very much for your time and for sharing your opinions with us. We would also like to get some basic information about you. This is completely confidential so please don’t put your name on it.

Location: ____________________________ Time Focus Group Began: _H:M0 pm_____

4) How old are you?
   □ 18-21
   □ 22-25
   □ 26-30
   □ 31-35
   □ 36-40
   □ 40+

5) What is your highest grade completed?
   □ Less than grade 12
   □ Grade 12 (High school graduate/GED)
   □ Some college
   □ College graduate
   □ Graduate or professional school

6) What is your yearly total household income before taxes?
   □ Less than $10,000
   □ $10,000 to $14,999
   □ $15,000 to $19,999
   □ $20,000 to $24,999
   □ $25,000 to $34,999
   □ $35,000 to $49,000
   □ $50,000 or more

5) Which of the following would you say applies to you?
   □ White
   □ African American/Black
   □ Asian
   □ Hispanic/Latino
   □ American Indian/Alaska Native
   □ Hawaiian/Pacific Islander
   □ Other (please tell us): _________________________

Thanks again!
Employer Focus Group Guide
Mother Friendly Workplace Employers

XIV. Introductions

Moderator begins by introducing the concept, process, and purpose of the focus group. She will also lay ground rules for the discussion, explain the purpose of the tape recording equipment, and assure participants that their remarks are confidential in the sense that their names will never be attached to their statements.

_introduce purpose of group: The purpose of this group is to discuss information related to companies and how they can support women and children’s health. The group will last about 2 hours. There are no right or wrong answers and your honest answers are very important to our client. (Explain where restrooms are, etc.)

Icebreaker: Please introduce yourself, tell us a little about what you do professionally, the name organization you work for, what they do, how many employees are there and what types of jobs people perform. Also, please answer the question of what is your biggest challenge as an employer.

XV. Knowledge and Attitudes Pertaining to Breastfeeding

- How do you learn about employee needs and concerns regarding returning to work after the birth of a child? Can you share an example?

  Probe: How would you describe this communication process?

- What are some of the important issues that come up when women return to work after having a baby?

  Probe: If breastfeeding isn’t mentioned probe about lactation and working, child care, family leave?

- How has breastfeeding at work come up in an organizational capacity at your place of business?

  Probe: Is it discussed at an HR level?
  Probe: Have women brought it up as an issue?
When you think of women working and breastfeeding or pumping what is your top of mind reaction?

**Probe:** What kinds of challenges/issues come to mind?

What do you think are the benefits of breastfeeding vs. formula feeding for the mother and the baby?

**Probe:** how long do you think it is recommended for a baby to be breastfed? **Probe:** What difference does it make if a women breastfeeds exclusively?

### XVI. Breastfeeding in the Work Place-

- How is breastfeeding an employee wellness issue?
- What happens at your business when a woman wants to pump/breastfeed?

**Probe:** What do you or did you anticipate as the biggest issue when someone wanted to breastfeed? How did what you anticipated match to the reality?

**Probe:** Corporate/salaried staff?

- What kinds of policies does your work have about work life balance?

**Probe:** Family leave?
**Probe:** Flexible return to work?
**Probe:** Breastfeeding?

- How do these policies differ between salaried and hourly staff?

*Moderator leads discussion about the different types of positions in the organization and the challenges associated with each in accessing work-life benefits/accommodations.*

- What kind of policies does your business have to support families who want to combine breastfeeding and working?

**Probe:** For men?
**Probe:** For women?

- How did these policies come about?

**Probe:** Nuts and bolts of how the policies were implemented.
➢ How was this policy received by employees?

**Probe:** Was there any resistance?

➢ How has it been implemented?

**Probe:** What has worked best? **Probe:** What has not worked? **Moderator, write down nuts and bolts of how this policy was implemented.**

➢ For those of you who don’t have policies at your organization, what challenges do you have in creating breastfeeding support policies?

**Probe:** Have they been tried?

**Probe:** How are the challenges different between hourly and salaried staff?

- How are policies, like a breastfeeding policy, communicated to employees?
- What are the benefits to a company when they support lactation?

* I am going to hand out a worksheet and I’d like you to complete it and then we are going to talk about it? **Moderator leads discussion and records answers on the flip chart.**

- How do you feel about this list of benefits?
- What benefit is the most surprising to you?
- What benefit is the most important for you to know about?
- What benefit is the least important for you to know about?
- What would need to happen in your organization for more enhanced breastfeeding support and policies to be implemented?
- What would motivate your company to create more breastfeeding friendly policies?
- What is your top of mind reaction to the fact that a mother who is providing breast milk to her child has a physiological need to express that milk on her bodies schedule or she will suffer negative health consequences such as, pain and discomfort, embarrassing leaking, infection, reduction of milk supply, and an inability to provide milk to her baby?
XVII. Knowledge of Health Care Reform and Mother Friendly Program Guidelines

- What have you heard about the mother friendly designation for companies from the Department of State Health Services?

_I am going to read you a statement about the mother friendly work policy and I’d like to hear your reaction and how interested you are in something like this?_

Note: Moderator should have this written on a handout or on the flip chart.

_A business may use the designation "mother-friendly" in its promotional materials if the business develops a policy supporting the practice of worksite breastfeeding that addresses the following:_

2. _work schedule flexibility, including scheduling breaks and work patterns to provide time for expression of milk;_
3. _the provision of accessible locations allowing privacy;_
4. _access nearby to a clean, safe water source and a sink for washing hands and rinsing out any needed breast-pumping equipment; and_
5. _access to hygienic storage alternatives in the workplace for the mother’s breast milk._

(B) _The business shall submit its breastfeeding policy to the department. The department shall maintain a list of "mother-friendly" businesses covered under this section and shall make the list available for public inspection_

- What is your reaction to this?
- How does this compare to your organization?

_Probe:_ What is different? What is similar?

- How interesting is this initiative to you? Probe: How would your interest change if women at your work place brought this issue up to management?

- What are the potential business benefits to your business if you became a MFWP?
• If your company had to implement this tomorrow what would need to happen? What would be the nuts and bolts issues?

  **Probe:** Which department would “own” this policy and be in charge of implementing it?

• How would the policy get passed? Communicated to employees?

• What support would your organization need to get something like this up and running? **MODERATOR:** lead this discussion through a flip chart documentation exercise

• The Department of State Health Services is going to create a tool-kit for businesses to support breastfeeding. What do you think should be in it?

  **Probe:** Moderator probes each idea.
  • The step by step writing of a policy
  • Examples or case studies
  • Contacts from other companies who have successfully implemented this
  • Information on space requirements
  • An assessment tool to learn what your employees need and want?

• How interesting is the idea of having different levels such as a silver level and gold level of breastfeeding support for your organization. For example, a company would receive gold classification for doing things like providing a company pump, providing onsite child care, having written educational materials and workplace support groups for breastfeeding mothers?
Closing

I want to tell you now that our client is the Department of State Health Services and they are working on a program that will support businesses to become more breastfeeding friendly. Your input tonight was very helpful and I appreciate your responses very much. We’ve discussed many difference facets of breastfeeding in the workplace and now I’d like to find out from you what you think is the legal requirement concerning this?

Moderator reads:

An employer shall provide—

(A) a reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child’s birth each time such employee has need to express the milk; and a place, other than a bathroom, that is shielded from view and free from intrusion from workers and the public, which may be used by an employee to express breast milk.

An employer shall not be required to compensate an employee receiving reasonable break time under paragraph for any work time spent for such purpose.

An employer that employs less than 50 employees shall not be subject to the requirements of this subsection, if such requirements would impose an undue hardship by causing the employer significant difficulty or expense when considered in relation to the size, financial resources, nature, or structure of the employer’s business.

Nothing in this subsection shall preempt a State law that provides greater protections to employees than the protections provided for under this subsection.

Do you have any final pieces of advice for our client about how they can support businesses who are interested in becoming more breastfeeding friendly?

Thank you for your time!
(A) A business may use the designation "mother-friendly" in its promotional materials if the business develops a policy supporting the practice of worksite breast-feeding that addresses the following:

1. work schedule flexibility, including scheduling breaks and work patterns to provide time for expression of milk;
2. the provision of accessible locations allowing privacy;
3. access nearby to a clean, safe water source and a sink for washing hands and rinsing out any needed breast-pumping equipment; and
4. access to hygienic storage alternatives in the workplace for the mother's breast milk.

(B) The business shall submit its breast-feeding policy to the department. The department shall maintain a list of "mother-friendly" businesses covered under this section and shall make the list available for public inspection.
Please put an X in the column that represents the level of importance you place on the benefit.

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Not Important at All</th>
<th>Unimportant</th>
<th>Important</th>
<th>Very Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increases Loyalty</td>
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<tr>
<td>Increases Retention</td>
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<tr>
<td>86%-92% of breastfeeding women return to work if there is a lactation support program compared to the national average of 59%.</td>
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<tr>
<td>Reduces Business Cost</td>
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<tr>
<td>Employers bank $3.00 for every $1.00 they invest in breastfeeding support</td>
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<tr>
<td>Improves morale</td>
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<tr>
<td>Improves Community Image</td>
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<tr>
<td>Increases productivity</td>
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<tr>
<td>Reduces Turnover</td>
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<tr>
<td>Less Absenteeism</td>
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<tr>
<td>Up to ½ the number of 1 day absences</td>
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</table>
Please put an X in the column that represents the level of importance you place on the benefit.

Date: ____________  
Time Group Began: __H:00 pm________

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Not Important at All</th>
<th>Unimportant</th>
<th>Important</th>
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<tbody>
<tr>
<td>Recruitment benefit – because of lower turnover</td>
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<td>Lower and fewer health insurance claims</td>
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<tr>
<td>Employee Benefit: Breastfeeding is linked to lower risks for Type 2 Diabetes</td>
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<tr>
<td>Employee Benefit: Breastfeeding is linked to lower risks of breast cancer</td>
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<tr>
<td>Employee Benefit: Breastfeeding is linked to lower risks of ovarian cancer</td>
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<tr>
<td>Employee Benefit: Breastfeeding is linked to lower risks of postpartum depression</td>
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</table>
Demographics

Thank you very much for your time and for sharing your opinions with us. We would also like to get some basic information about your organization. This is completely confidential so please don’t put your name on it.

Location: _________________________________  Time Focus Group Began: ______:00 pm ______

1) What field or industry is your business in?
☐ Health care
☐ Education
☐ Retail
☐ Restaurant
☐ Hospitality
☐ Financial services
☐ Other services
☐ Other: __________________________

2) How many people work at your company?
☐ 1-49
☐ 50-499
☐ 500+

3) What category does your position fall into?
☐ Owner /CEO
☐ Human resources
☐ Executive level
☐ Middle management
☐ Other: __________________________

4) What is the breakdown of male and female employees?
☐ 90%+ women
☐ Majority women
☐ About equal (50%/50%)
☐ Majority men
☐ 90%+ men

5) What policies/benefits does your organization have to support employee work-life balance? (Check all that apply.)
☐ Family leave/maternity leave
☐ Flexible return to work after childbirth
☐ Breastfeeding support policy
☐ Breastfeeding support program
☐ Designated lactation room or location
☐ No formal policies, but we work with employee needs on an individual basis
☐ Other: __________________________________________________________

Thanks again!

DSHS Mother-Friendly Worksite Policy Initiative: Focus Group Guides  Appendix A
SUMA/Orchard Social Marketing, Inc.
Appendix B:
Mothers’ Verbatim Open Responses

Mothers’ Advice to Employees

Question:

Pretend that there is a new employee at your company and she is interested in continuing to breastfeed when she returns to work. What advice would you give her? Probe: What information would you want that person to know? (On handout: Employee Advice [Please print neatly.])

Responses:

<table>
<thead>
<tr>
<th>Group</th>
<th>Quote</th>
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</thead>
<tbody>
<tr>
<td>Dallas</td>
<td>Breastfeeding does not hurt. It's easy once you get the hang of it. It helps your baby in every way possibly immunity heart etc and you also helps not to have Breast cancer and you to lose weight. It healthy and you won't have to buy milk and it expensive. At nite no worries of getting up and you'll have a very strong bond with your Baby. Storage, time, and have understanding people.</td>
</tr>
<tr>
<td></td>
<td>Breastfeeding - Know that it is not painful, don't be stressed, try to stay calm and comfortable. Breastfeeding with a blanket over your shoulder is fine, don't worry people aren't going to get upset with breastfeeding the child because it's natural.</td>
</tr>
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<td></td>
<td>Don't be afraid to nurse in front of others; If you're able to pump before work, do so; We can give you a break to nurse your baby; Don't give up...verbalize concerns; You can store milk in refrigerator</td>
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<tr>
<td></td>
<td>Returning to work and breastfeeding are two important time consuming routines. I can tell you that making schedule for yourself and the management of breastfeeding breaks will make the work day flow smoother. This will eliminate the confusion on where you could possibly be at, knowing your progress of productivity and making a clear time block for breastfeeding so its successful. Its also helpful to sanitize the area your breastfeeding in to secure a healthy pump.</td>
</tr>
<tr>
<td></td>
<td>Breastfeeding is healthy for you and your child. Your child is less sick. Its helpful when losing the baby fat and lowers risk of breast cancer. When going back to work, breastfeeding, things that will be helpful, time, place, understanding, storage. And the supplies, such as breast pump, pads, bottles, etc. Eat</td>
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<td>Group</td>
<td>Quote</td>
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<tr>
<td>Dallas</td>
<td>Eat right; have a storage plan; make sure you have a place to pump; stay calm and think happy thoughts; don't stress; drink plenty of fluids to keep the flow; try to pump before you get too full so it doesn't hurt; stay consistent so you don't dry up; if you begin to dry up massage your breast to try to get the flow going; talk to your co-workers (boss) to ensure it's OK that you have your personal time to pump</td>
</tr>
<tr>
<td>Lubbock</td>
<td>With this job, you will be very able to breastfeed easily. However, you need to make a very well thought out schedule and make sure you get your assigned reports finished on time. Manage your time wisely. Not easy and is very time consuming; STRESSFUL! ;); Have to manage EVERYTHING, plus a new blessing; Know your breast and when you need to pump; Especially with demands of working, watch your baby's signs (face expressions, hands in mouth) It's great, but time consuming; Have extra supply before you go back to work; Stock everything before pumping; Carry extra bottles Legally - employer has to allow you to pump; Don't worry about employer's opinion (as much as possible); Be very straightforward about what you need (like a room with an outlet) from day 1; Bring your lunch Get help from your family; Try to get more rest if you can; Get a good pump; Make sure you get enough nutrition, vitamins Don't give up! It's nice to work in a daycare so you can keep an eye on them and feed them when you need to. Working split shifts so your not away from them so long. Talk to your Employer about what you are going to do when the baby comes, about how you need to work with your hours having to breastfeed. Work around your other kids, make time for yourself. Take care of your diet. When baby is sleeping have some time for your man.</td>
</tr>
<tr>
<td>Houston</td>
<td>My advice would be to plan ahead bcuz proper preparation prevents poor performance. Also make sure u have a safe, secure &amp; clean environment to continue. Check the store's policies and procedures to clear it. My advise would be just make sure you put your job description first. Never leave your job in someone else's hand. Take responsibility for your actions. To keep breastfeeding it is the best option for you and your baby. Returning to work is challenging, but just explain to your employer that you are breastfeeding and would like to know if it's possible for you to have a place where you can do so. Get electronic pump; Get ac adapter for cigarette lighter for car; Always keep extra shirts and nursing pads in car/briefcase; Keep extra ice packs in freezer/cooler; Keep same schedule as much as possible I would encourage her to continue breastfeeding, but she would need to have a plan already set. She would need to speak with the supervisor and let her know how often she plans to pump and the approximate time she will need to do so. I would let her know that. I did it and it works out well. Make sure you bring a cooler to store it.</td>
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<td>Group</td>
<td>Quote</td>
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<tr>
<td>Houston</td>
<td>Pump as much as possible before and after work to avoid multiple breaks; Be sure that the decision to continue breastfeeding while working is the right choice; Discuss option with management before returning to work; Designate area to pump before returning to work; Do what's best for you and your child. Pump at work; Communicate with manager or supervisor for taking breaks; Breast milk is best milk for children and healthy; Pump on regular schedule time everyday; Do not hesitate to ask for taking breaks for pump. 1. Keep your head up! 2. Make a checklist of things to bring every day; 3. Get a GOOD breast pump; 4. Pump at home as much as possible to build up a lot of extra milk.</td>
</tr>
<tr>
<td>Beaumont</td>
<td>To whom it may concern, [Name] is coming back to work from maternity leave and she's interested in continuing to breastfeed. Could you please be supporting, understanding, because it's not an easy task breastfeeding. If we have an area in the workplace she can go, please let her. Thanks in advance. Make a schedule comfortable for you; Pick a place where it's secluded and serene; Try the schedule during your off days to see if you can stick with it and if it works for you; Don't let others influence your choices. Be consistent in the decision your making so if you want to breastfeed and pump while working show your employer that your dedicated and mean it. Don't be or get embarrassed it normal (natural) for women. Don't be ashamed. Pump and store as much milk as possible at home and freeze it so that way you have back up in case something don't go well or as you planned or expected. Well there is an open area connected to RR upstairs where the lights are normally off. You could sit in recliners and pump there. There are also plugs if needed. Bring something to cover yourself and keep your things in your locker. Fulltime you get two 15 min breaks and hr lunch. Use time for pumping. To maybe consider pumping at home before work. Because to work for this company you won't be able to really pump anywhere and they don't allow you to leave during breaks. But since I still breastfeed I would recommend you pump before work and breastfeed at nights in order to continue breastfeeding. Also try pumping on your off days. But working here you won't be able to pump at work so you would need to find alternatives. Try to pump as much as possible; Don't get stressed out; Keep an upbeat attitude; Pump before you come to work so you won't have to pump as much; Keep it discreet, because some people are very negative about breastfeeding. If you would like to continue, I suggest to pump at home or night time only due to hygiene and safety here at the refinery. Try to make the time to continue if it is possible in your free time. Build a close relationship with your client. This way you will feel at home. Advise her that you are breastfeeding &amp; will need time to pump. It doesn't necessarily have to be a team effort, but considering your position, your client will like to be included. Discretion may be necessary on the other hand during the process.</td>
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<td>Group</td>
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<tr>
<td>Beaumont</td>
<td>I would advise her to discuss it up front with the members of management. Make sure that she had all the adequate materials at her disposal and I would also encourage her to try to get a routine down so that she could utilizing her time wisely. I would also encourage her to do it.</td>
</tr>
<tr>
<td>San Antonio</td>
<td>Just speak to the HR Specialist. Advise them you are going to be breastfeeding and you need access to the mothers’ room.</td>
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<tr>
<td></td>
<td>You can breast feed whenever you can or need. Breast feeding is very good for a baby. Stick to it don't give up.</td>
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<tr>
<td></td>
<td>To do as much at home, and if you have to pump at work ask the manager if you could have sometime for yourself when it slows down to pump. Maybe you could pump on your lunch break if you need to. Don't be ashamed to ask.</td>
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<tr>
<td></td>
<td>I advice you to continue to do. It will help the baby and you as well. If you need to step away for a couple minutes just let me know that way I can have someone cover your spot while your gone.</td>
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<tr>
<td></td>
<td>I would encourage her decision; Provide her with the options and means she has available; I would advise her to ask for more time that would not count against her to allow her to pump when she needs to.</td>
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<tr>
<td></td>
<td>Speak to a supervisor. Ask them if you can pump during lunch. If they allow you there is a locker room &amp; sofa accessible and also you can store in the refrigerator in break room.</td>
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<td></td>
<td>Let supervisor know your decision; Make sure you have everything you need; Ask if any way you can take extra time</td>
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<td></td>
<td>Make sure you keep and open communication relationship w/ management. Make sure there is a place to store your milk. Make sure there is a outlet for pump or get a pump that is battery operated. Keep a watch to keep track of what hours you are pumping.</td>
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<tr>
<td></td>
<td>Make sure you have a scheduled time to pump; Bring container to store milk; Label her belongings; Advise those around you of situation</td>
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<td></td>
<td>Be comfortable, be prepared, pump where there is a plug, bring a blanket just in case spectators get offended and cover up. I personally wouldn't worry about it as far as who's uncomfortable. It's for baby. Always inform management. Don't be ashamed.</td>
</tr>
<tr>
<td>Rio Grande Valley</td>
<td>That they should talk with a manager and ask if they can have 20 minutes to pump. Anyway, they say that you have rights when it comes to pumping at work.</td>
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<tr>
<td></td>
<td>Not be shy; Talk with their boss or manager; Do what they feel is right; Go for it; Don't feel ashamed</td>
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<tr>
<td></td>
<td>To talk to your supervisors about the opportunity to pump your milk and or during work.</td>
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<td></td>
<td>I would tell her to keep on breastfeeding, and to ask her boss for permission to express her milk, since it's a natural thing.</td>
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<td></td>
<td>You can keep breastfeeding at work; Ask the boss for permission; You just need time and an appropriate location; Don't be embarrassed to ask permission; Don't quit breastfeeding just to go back to work; The baby grows better, is sick less often, and there are many benefits.</td>
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<td></td>
<td>Encourage them to breastfeed. Tell them how important it is for the baby. How it can help in health.</td>
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</tr>
<tr>
<td>Rio Grande Valley</td>
<td>Talk to the manager so that he will give you permission.</td>
</tr>
<tr>
<td></td>
<td>Ask the manager to give us time to express, or for someone to bring us the baby so we can breastfeed.</td>
</tr>
<tr>
<td></td>
<td>I'd advise her to speak up and not be embarrassed to ask because it's something normal.</td>
</tr>
<tr>
<td></td>
<td>Don't stay quiet, talk to your employer and don't let them take away your intention to breastfeed. Don't let them take away your rights.</td>
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### Mothers’ Advice to Employers

**Question:**

Key points that you would include in a letter to your employer. What do you wish you could tell your employer about what women really need when they return to work after having a baby? How would you address any concerns that you think he/she might have? (On handout: Employers [Please print neatly.])

#### Responses:

<table>
<thead>
<tr>
<th>Group</th>
<th>Quote</th>
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<tbody>
<tr>
<td>Dallas</td>
<td>Time; Place; Storage; Relaxed; Support; When returning to work after having a baby its hard. Moms need to be able to have a snack often in stay hydrated, a place and time and storage support. In to feel ok about doing it and not scared.</td>
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<tr>
<td></td>
<td>Would like to have information in the handbook about breastfeeding and pumping. Be able to take the breaks needed for pumping or breastfeed. For new employees you should have information in the orientation on mothers returning to work breastfeeding or needing to pump</td>
</tr>
<tr>
<td></td>
<td>Reassure a woman coming back to work after maternity leave that it's fine to breastfeed/pump at work and give details about how that would happen: -location, -time/break, -storage</td>
</tr>
<tr>
<td></td>
<td>Give enough time to pump; Don't be judgemental for breaks for pumping; You don't have to keep the breast pumping a secret it can be talked about in a professional manner; Have concern for mothers who are breastfeeding to eat; Make the environment comfortable for breastfeeding area; Commend breastfeeding mother instead of being judgemental; Make breastfeeding an Important ISSUE to respect</td>
</tr>
<tr>
<td></td>
<td>Time: breaks; Daycare (for returning to work); Location to pump; Storage for milk; Understanding: mention Breastfeeding in Handbook; Help with work to pump milk; Making sure the shift is covered while pumping</td>
</tr>
<tr>
<td></td>
<td>Be understanding; try to adapt to the needs of the mother; give the mother her personal time and space to B.F.; allow extra breaks to B.F.; if there isn't a private area, make one accessible; allow more time off to adjust properly</td>
</tr>
<tr>
<td>Lubbock</td>
<td>They need to know that there will need to be a designated place for pumping mothers. They would also need to understand that sometimes mothers have to leave to breastfeed on their own body's schedule. It will be a bit difficult to manage and balance out working and breastfeeding for the first week.</td>
</tr>
<tr>
<td></td>
<td>Need to keep phone on vib for emergency situations; Time to pump and a location; Emotional stress of being a new mom; Not to</td>
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</table>
| Lubbock | be treated different because you have to pump/feed; Have to take baby to doctor appointments for shots  
To allow time for mothers to pump without time limits; To not be judgemental; To give mothers a good area, nursing room; Be familiar with the pumping laws  
Pumping is frequent, every 3 hours approximately; A room is needed, and the more comfortable it is, the more relaxed the mother, the faster the pumping session is; If possible a "pumping station" would expedite pumping if the mother didn't have to pack and unpack  
Be patient and supportive; Realize that being a mom is very important for a woman; To be productive and effective at work, a woman needs help and support from a manager and other employees.  
You will have to give them breaks more often and you can't put a specific time limit on it. Most likely they are not taking advantage of the breaks so don't judge and think they are slacking.  
Having a place to breastfeed; Work with me on my time and how long, if I have to make up my hours; Privacy, no one to bother me.                                                                                                                                                                                                                     |
| Houston | Room designed for women employees for breastfeeding; Plenty of plugs available; Be more considerate!!!  
Support from coworkers; Time to pump in private; Make me feel comfortable when I return  
To whom it may concern, I am returning back to work and I am in the process of breastfeeding. I would like to have time if possible to schedule my pumping and place to do so. I just want to feel comfortable.  
Women need privacy in order to be able to pump. All laws & policies should be explained to all co-workers in order to avoid them thinking favoritism is being shown. Privacy and storage cannot be at the whim of the employee and a schedule should be set so everyone feels they are being treated equally.  
If I wasn't able to pump it would have been hard to feed my baby. I would have a hard time knowing but I would not be willing to compromise the nutrition and health of my baby.  
There should be a policy in place for working mothers giving them the option to be able to be a breastfeeding mother without having to be embarrassed about their situation  
Need extra time for pump break; Need some privacy or clean room or any area where you can pump  
1. We need a quiet, clean place that is private; 2. We need enough time to be comfortable & not feel rushed; 3. We need understanding; 4. We need good communication; 5. We need an easy, clean place to store the milk; 6. Support from coworkers; We will most likely not take advantage of the time.  
Commitment; pump and store; managing breaks  
Adjusted schedule; Understanding; A "woman's" space is needed that will include privacy & comfort |
<table>
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<th>Quote</th>
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<tbody>
<tr>
<td>Houston</td>
<td>Women need some kind of support of in some way be shown that motherhood is natural/normal or is not a bad thing in the workplace. They need a clean or secluded place to pump. At least 1 break for at least 15 min.</td>
</tr>
<tr>
<td>Beaumont</td>
<td>There should be a door that leads to RR in case breastfeeding is needed; Combine two 15 min breaks with 1 hr lunch to have more time to take care of things; Give schedules two weeks in advance. Flexibility; Useable breakroom w/ sink and outlet plugs/sitting room/away from the main room; Childcare allowance; Schedules accommodating to the work day; Maternity leave/returning to work.</td>
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<td></td>
<td>Family friendly environment; A daycare center at work; Work hours that fit day care schedules; More advanced schedules. To start off there should be a restroom and sink area. CHILD CARE! CHILD CARE! CHILD CARE! CHILD CARE! Flexibility in scheduling. Job security upon returning to work. Leniency on requesting time off in emergency or non-emergency situations. Additional options in keeping in contact w/ children while at work.</td>
</tr>
</tbody>
</table>
| San Antonio| I have made the decision to breastfeed and need to know if there is a private room I could pump and if I will be allowed to pump. I will also need to make sure the room I am allowed to use will have an outlet. We need a room to get our milk together a little time to pump it out. 
*I would really like for you to understand that I have just had a baby*, and I need some time to readjust. I need restroom breaks at least every hour. Moods may be a little shaky, I'm very homesick and will be missing my Baby so just be patient with me. Breastfeeding should be allowed at the time needed. *Quiet room just for breastfeeding*. Be open to breastfeeding and don't judge. 

Need time to breastfeed if they are; A schedule that they need; A special storing place/an area for pumping; Can't discriminate on this; Consideration for the baby & mother; Knowledge of the situation; Let them know how important it is to breastfeed. 

Time to pump without being penalized; Support groups like we have for Weight Watchers & diabetes, **this is just as important a health issue** 

I believe that after having a child a woman needs support from her supervisors as well as coworkers. I feel that as an employee I am doing everything possible to make your business run smoothly and as an employer you should know that I will be having separation anxiety. Also I will be wanting to breastfeed my child so please allow me time to pump because as a parent you should know the benefits of breastfeeding. 

Understanding; Make the situation comfortable; Ask her (mother) if she needs anything; Give extra time; Secluded area
<table>
<thead>
<tr>
<th>Group</th>
<th>Quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Antonio</td>
<td>After women return to work after having a baby women really need support and understanding. They should be given breaks when needed just like restroom breaks. They shouldn't have to come to supervisor but instead have a written protocol that would be given to each woman.</td>
</tr>
<tr>
<td></td>
<td>When returning to after having babies employers should take into consideration stress level. What the mother has to do while at work. Break area for woman. Open communication with supervisor.</td>
</tr>
<tr>
<td></td>
<td>For the health and strength of your baby you should have understanding and accommodations for breastfeeding mothers. As far as where they can pump, how long they can pump and also don't pass judgment on breastfeeding mothers. It is very important and plays a huge role in a child's health and brain development, provide a chair, a plug, and time. Be openminded.</td>
</tr>
<tr>
<td>Rio Grande Valley</td>
<td>I would like to have the opportunity to have time to pump and a room in which to do so at work. Understand a woman needs time to be able to breastfeed a child while working.</td>
</tr>
<tr>
<td></td>
<td>More time for breast/milk pumping; Be more understanding; Understand that a lot of situations are like ours; Have/build a room where a woman can pump out her milk; Communicate with employees about what they are going through; Respect what is needed to be done in a situation like this</td>
</tr>
<tr>
<td></td>
<td>Flexibility in work hours; More opportunities to talk about mothers' needs; Just to understand a little more and help out with the mother's transition into work</td>
</tr>
<tr>
<td></td>
<td>That we women need more breaks or time to rest, so that we don't lose our milk production and can keep our babies healthy. They should respect us for that.</td>
</tr>
<tr>
<td></td>
<td>What we need is an appropriate place to express our milk. Clean, somewhere to sit, private, easily accessible. Somewhere that we could change clothes if necessary.</td>
</tr>
<tr>
<td></td>
<td>Understand the need of the infant. Breastfeeding is very important for some mothers. Give more time like a break so we can be able to pump or do our needs. A special place for us to breastfeed and encourage us to keep breastfeeding.</td>
</tr>
<tr>
<td></td>
<td>Women need a small room, and to be given the time to express their milk. Also, respect the women that you employ.</td>
</tr>
<tr>
<td></td>
<td>I would ask that they give us some time to be at home so we don't lose our attachment to our baby, and someplace where we would have permission to breastfeed or express.</td>
</tr>
<tr>
<td></td>
<td>For a woman who returns to work after having a baby, they need to understand that it's necessary to have a place to breastfeed or express with a pump.</td>
</tr>
<tr>
<td></td>
<td>I would like to return to work after having a baby, understand what we go through and allow us to breastfeed or express without excuses. They should respect the situation.</td>
</tr>
</tbody>
</table>
Appendix C:
Fathers’ Worksheet Compiled Data

Fathers’ Focus Group Exercise

*Please let us know how much each statement would make you want to support your partner to breastfeed. Please mark a box by each statement. Thank you.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Important</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breastfeeding is healthier for your baby than formula feeding.</td>
<td></td>
<td>95%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Breastfeeding helps women lose weight after the baby is born.</td>
<td></td>
<td>74%</td>
<td>16%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breastfeeding can raise the baby’s IQ.</td>
<td></td>
<td>89%</td>
<td>5%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breastfeeding can help prevent a child from growing up to be obese</td>
<td></td>
<td>84%</td>
<td>5%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breastfed babies are sick less often.</td>
<td></td>
<td>89%</td>
<td>0%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breast milk can be frozen and stored to use later.</td>
<td></td>
<td>79%</td>
<td>16%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breastfeeding saves money.</td>
<td></td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breastfeeding helps the mother, father, and baby bond better.</td>
<td></td>
<td>89%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breastfeeding helps reduce the chances of breast cancer and ovarian cancer for the mother</td>
<td></td>
<td>95%</td>
<td>0%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breastfeeding helps reduce the chances of Type 2 Diabetes for the baby</td>
<td></td>
<td>89%</td>
<td>0%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Breast milk pumps are available to buy or borrow ($40 for manual; $150 for electronic; free to borrow through WIC)</td>
<td></td>
<td>74%</td>
<td>21%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Percentages may not total 100% due to non-response.**
Appendix D:  
Employer Worksheet Compiled Data

Please put an X in the column that represents the level of importance you place on the benefit.

Date: ____________  
Time Group Began: ____________  
(Final data, ranked in order of participant responses.)

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Not Important at All</th>
<th>Unimportant</th>
<th>Important</th>
<th>Very Important</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Less Absenteeism</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to ½ the number of 1 day absences</td>
<td>2%</td>
<td>4%</td>
<td>22%</td>
<td>72%</td>
</tr>
<tr>
<td><em>Employee Benefit</em>: Breastfeeding is linked to lower risks of postpartum depression</td>
<td>4%</td>
<td>4%</td>
<td>20%</td>
<td>72%</td>
</tr>
<tr>
<td>Improves morale</td>
<td>2%</td>
<td>2%</td>
<td>28%</td>
<td>68%</td>
</tr>
<tr>
<td>Increases productivity</td>
<td>0%</td>
<td>8%</td>
<td>24%</td>
<td>68%</td>
</tr>
<tr>
<td><em>Employee Benefit</em>: Breastfeeding is linked to lower risks of breast cancer</td>
<td>4%</td>
<td>6%</td>
<td>24%</td>
<td>66%</td>
</tr>
<tr>
<td>Reduces Turnover</td>
<td>2%</td>
<td>6%</td>
<td>28%</td>
<td>64%</td>
</tr>
<tr>
<td><em>Employee Benefit</em>: Breastfeeding is linked to lower risks of ovarian cancer</td>
<td>4%</td>
<td>4%</td>
<td>28%</td>
<td>64%</td>
</tr>
</tbody>
</table>
Please put an X in the column that represents the level of importance you place on the benefit.

Date: __________
Time Group Began: __________

(Final data, ranked in order of participant responses.)

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Not Important at All</th>
<th>Unimportant</th>
<th>Important</th>
<th>Very Important</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increases Retention</strong></td>
<td>0</td>
<td>6%</td>
<td>32%</td>
<td>60%</td>
</tr>
<tr>
<td>86%-92% of breastfeeding women return to work if there is a lactation support program compared to the national average of 59%.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employee Benefit:</strong> Breastfeeding is linked to lower risks for Type 2 Diabetes</td>
<td>4%</td>
<td>4%</td>
<td>34%</td>
<td>58%</td>
</tr>
<tr>
<td><strong>Lower and fewer health insurance claims</strong></td>
<td>4%</td>
<td>4%</td>
<td>34%</td>
<td>58%</td>
</tr>
<tr>
<td><strong>Increases Loyalty</strong></td>
<td>2%</td>
<td>0</td>
<td>44%</td>
<td>54%</td>
</tr>
<tr>
<td><strong>Reduces Business Cost</strong></td>
<td>2%</td>
<td>8%</td>
<td>42%</td>
<td>46%</td>
</tr>
<tr>
<td>Employers bank $3.00 for every $1.00 they invest in breastfeeding support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Improves Community Image</strong></td>
<td>2%</td>
<td>12%</td>
<td>50%</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Recruitment benefit – because of lower turnover</strong></td>
<td>2%</td>
<td>14%</td>
<td>48%</td>
<td>36%</td>
</tr>
</tbody>
</table>