

The Business Case for Child Care

HOW PARENT-FOCUSED EMPLOYEE VALUE PROPOSITIONS HELP COMPANIES WIN THE WAR FOR TALENT





Table of Contents

- 3** Executive Summary: The Business Case for Child Care
- 5** A Letter from Marshall Plan for Moms Founder & CEO Reshma Saujani
- 6** COVID-19 and the Reduction of Women's Labor Force Participation
- 7** Lessons from the Child Care Crisis Could Boost Economic Output
- 8** Child Care, the Great Resignation, and How Businesses Can Bring Back Workers
- 9** A Four-Step Approach for Businesses
- 10** Case Studies: How Companies are Supporting Working Parents
- 11** Conclusion, Methodology, Disclaimers
- 12** References

The Business Case for Child Care

HOW PARENT-FOCUSED EMPLOYEE VALUE PROPOSITIONS HELP COMPANIES WIN THE WAR FOR TALENT

This report seeks to understand the impact of the U.S. child care support ecosystem on companies and workers and how the private sector can address child care needs and help companies win the war for talent. McKinsey & Company served as a knowledge partner for this report, providing research, data, and analysis, including insights from a survey of 1000+ American parents with children ages 0-5. Survey details can be found in the Methodology and Disclaimers sections.

COVID-19 and the Reduction of Women’s Labor Force Participation

Disruptions to school and child care during the COVID-19 pandemic caused working mothers to leave or lose their jobs at a higher rate than fathers—and many have not returned. Single mothers of color have been particularly affected with the highest unemployment rates among different parent populations.¹ Even before the COVID-19 pandemic, household labor was already imbalanced. In fact, women in the United States spent 37% more time on unpaid household and care work than men,² with insufficient policy attention focused on meeting the needs of working mothers.³

1.1M

THE NUMBER OF WOMEN STILL OUT OF THE LABOR FORCE AS OF JANUARY 2022. BY THE SAME POINT, MEN HAD RECOUPED ALL PANDEMIC-RELATED JOB LOSSES, EVEN GAINING AN ADDITIONAL 100,000 JOBS.⁴

3:1

RATIO OF WOMEN⁵ WHO LOST THEIR JOBS RELATIVE TO MEN⁶ SINCE FEBRUARY 2020.

CHILD CARE CHALLENGES IMPACT WOMEN MORE THAN MEN ACCORDING TO SURVEY RESPONDENTS.

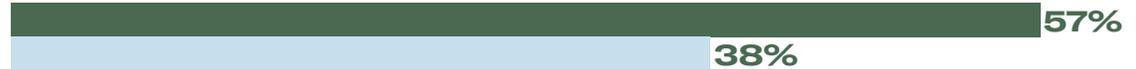
Survey participants with children ages 0-5

■ WOMEN ■ MEN

CHILD CARE AVAILABILITY OR EXPENSE CITED AS A REASON FOR LEAVING THE WORKFORCE



HELD BACK PROFESSIONALLY DUE TO CHILD CARE RESPONSIBILITIES



U.S. Child Care in Crisis

The U.S. child care system not only often fails working families—it is also contributing to long-term trends that could imperil American competitiveness.

Other countries are increasingly investing in child care as a lever for economic competitiveness. For example, China provides tax exemptions for the cost of raising children under three and for day care providers,⁷ while Germany guarantees day care spots for all children over the age of one.⁸

PARENTS IDENTIFIED 5 PRIMARY CHALLENGES IN THE U.S. CHILD CARE SYSTEM



AFFORDABILITY

For 80% of families, child care exceeds Department of Health and Human Services (HHS) recommended affordability level.^{10,11}



ACCESSIBILITY

51% of Americans live in child care deserts.¹²



CONVENIENCE

28% of parents said that convenience was their greatest concern.



RELIABILITY

Only 6% of hourly workers surveyed have access to emergency back-up care.



QUALITY

Only 13% of families attend child care rated “high quality.”¹³

\$840B

AMOUNT IN ECONOMIC OUTPUT THAT THE U.S. IS POTENTIALLY LOSING OUT ON WITH WOMEN’S LABOR FORCE PARTICIPATION MUTED, ACCORDING TO MCKINSEY GLOBAL INSTITUTE.⁹

Making the Business Case for Child Care Benefits

PROVIDING CHILD CARE BENEFITS CAN IMPROVE RECRUITMENT AND RETENTION RATES, WHICH MAY INCREASE WORKER PRODUCTIVITY AND REDUCE BURN-OUT.



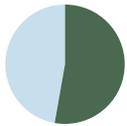
RECRUITMENT
69%

of women with children ages 0-5 looking for employment stated that benefits that help with child care expenses or on-site child care would make them more likely to choose an employer.



RETENTION
83%

of women and 81% of men with children ages 0-5 said that child care benefits would be a very important or somewhat important factor in deciding whether to stay at their current employer or switch employers.



ADVANCEMENT
53%

of women with children ages 0-5 cited child care as one of the reasons they left the workforce temporarily, took on fewer hours, or moved to a less demanding job.

88%

OF WOMEN WITH CHILDREN AGES 0-5 LOOKING FOR A JOB SAID THAT HAVING WORK FLEXIBILITY, PREDICTABLE HOURS, OR CHILD CARE SUPPORT WOULD MAKE THEM MORE LIKELY TO CHOOSE AN EMPLOYER.
(N=98)

How Businesses Can Support Parents and Mitigate the Great Resignation

MARSHALL PLAN FOR MOMS SUGGESTS A FOUR-STEP APPROACH FOR BUSINESSES TO CREATE THEIR OWN CHILD CARE BENEFITS SOLUTIONS:



1. UNDERSTAND EMPLOYEE NEEDS.

Conduct assessments of employee child care needs to understand where gaps may exist for working parents in your organization.



2. RECOGNIZE THAT ONE SIZE DOES NOT FIT ALL.

Analyze survey results by race, gender, ethnicity, hourly vs. salaried workers, and single vs. multi-parent households to ensure solutions are adapted to different life experiences.



3. DESIGN IN CONSIDERATION OF BUSINESS FACTORS.

Create an approach that supports employees and works within your business model by analyzing various solutions and considering the return on investment of offering child care benefits.



4. BUILD AWARENESS.

Provide child care benefits—and empower employees to use them, which may also increase company loyalty and boost confidence in the workplace.



A Letter from Marshall Plan for Moms Founder & CEO Reshma Saujani

Eighty years ago, America faced a problem. It was the second year of the Second World War, and with men off fighting for our freedom, the government needed more laborers to staff its factories. So, they devised a plan: encourage stay-at-home mothers to join the workforce and subsidize child care to ensure their kids don't fall through the cracks. The plan worked: over half a million children attended government-subsidized nursery schools, which cost parents between 50 and 75 cents a day (or around \$12 today).

When the war ended, so too did the day care program (though, again thanks to moms, it didn't go down without a fight). But in the years since, as more and more women entered the workforce, the demand for affordable, reliable, high-quality child care only grew.

And then, America was hit with another once-in-a-generation crisis—one that didn't compel women to join the workforce, so much as force millions of us from it. The pandemic exposed and exacerbated the cracks in our long-broken child care system: one where the cost of care is often higher than a woman's wages; where existing day care options are neither high quality nor convenient; where "child care deserts" cover more than half the country. And though it seems only fair that men take on their share of the burden in filling in the gaps, it's women who take on the bulk of caregiving, often at the expense of their careers.

Though women are disproportionately affected by this disparity, they're hardly the only ones to pay the price. With the lowered women's labor force participation rate, of which insufficient child care is a contributing cause, the U.S. is potentially losing up to \$840 billion in economic output annually. And in the midst of a talent crisis—in which the "Great Resignation" has given way to a historic labor shortage—companies are in desperate need of a "Great Return."

As we emerge from this crisis, America can't afford to follow down the same path it took in 1946. Rather, we have to seize this opportunity to fundamentally rebuild our child care system and make work finally work for mothers. And this time, we're asking the private sector for help.

Because just as the absence of child care hurts moms, their employers, and the economy as a whole—the opposite is also true. When companies offer paid, gender-neutral child care, it advances equity in the home, allowing for a more even distribution of the invisible labor of raising kids and running a household. It improves recruitment and retention, productivity and advancement in the workplace. And it stands to add trillions to the American economy.

Moms can't wait any longer—and neither can the organizations that need our talent and time.

Let's get to work.



COVID-19 and the Reduction of Women's Labor Force Participation

The emergence of COVID-19 in late 2019 and early 2020 threw the global economy into a tailspin and held up a mirror to our systems, culture, and values. The pandemic revealed hidden truths and invited Americans to question long-held assumptions about what types of labor—and whose labor—was seen as valuable, and why.

When what felt like overnight, schools, day cares, and child care programs closed, working mothers stepped in to fill the child care gap, leaving—or being forced to leave—their jobs at a higher rate than fathers. In fact, more than 1.4 million moms left the labor force in 2020 alone, adding to the dramatic drop in employment now referred to as “The Great Resignation.” Single mothers of color have been particularly affected with the highest unemployment rates among different parent populations.¹ Even before the COVID-19 pandemic, women in the United States spent 37% more time on unpaid household and care work than men,² with insufficient policy attention focused on meeting the needs of working mothers.³

1.1M THE NUMBER OF WOMEN STILL OUT OF THE LABOR FORCE AS OF JANUARY 2022. BY THE SAME POINT, MEN HAD RECOUPED ALL PANDEMIC-RELATED JOB LOSSES EVEN GAINING AN ADDITIONAL 100,000 JOBS.⁴

3:1 RATIO OF WOMEN⁵ WHO LOST THEIR JOBS RELATIVE TO MEN⁶ SINCE FEBRUARY 2020.

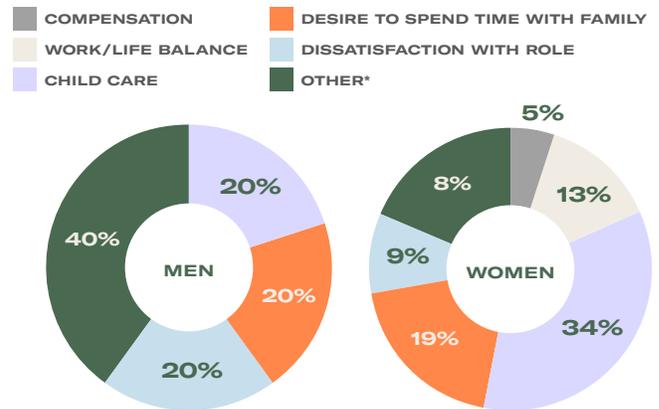
As of May 2022, many working mothers still have not returned to the workforce, confirming what a U.S. Census study warned in 2021: that the economic recession hitting working mothers would become prolonged and increasingly severe.¹ Our survey of 1000+ parents with children ages 0-5 found that child care was one of the reasons most commonly cited as to why they had left the workforce. The detailed survey methodology is outlined in the Methodology section of this report.

Even before the pandemic, women earned more than 50% of undergraduate degrees in key sectors, such as healthcare, which is critical to American economic output. However, women also faced disproportionate household and care responsibilities² and insufficient child care infrastructure, creating barriers to both entering and advancing in the workforce.



WOMEN REPORT LEAVING THE WORKFORCE DUE TO CHILD CARE AT HIGHER RATES THAN MEN.

Mothers and fathers have differing responses for voluntarily leaving the workforce (not laid off or furloughed):



*INCLUDES RESPONSIBILITY TO CARE FOR AN INFIRM FAMILY MEMBER (N=1,000)

UNDERGRADUATE DEGREES BY SEX, 2018-2019¹⁴



Lessons from the Child Care Crisis Could Boost Economic Output

During COVID-19, the U.S. child care sector underwent a systems failure brought about by decades of underinvestment. The COVID-19 pandemic focused the nation's attention on the patchwork caregiving ecosystem made up of day care (center-based, home-based), nannies/babysitters, family and friends, private pre-K, and afterschool care that parents are required to navigate.

PARENTS IDENTIFIED 5 MAIN CHALLENGES RELATED TO THE CHILD CARE ECOSYSTEM:



AFFORDABILITY

For 80% of families, child care exceeds the Department of Health and Human Services (HHS) recommended affordability level of 7% of household income.^{10, 11}

\$260K

IN HOUSEHOLD INCOME IS NECESSARY TO AFFORDABLY COVER THE CURRENT AVERAGE COST OF CARE FOR TWO CHILDREN, ACCORDING TO THE HHS THRESHOLD OF 7%.^{10, 11}



ACCESSIBILITY

51% of Americans live in child care deserts, across both rural and urban areas.

A CHILD CARE DESERT¹² IS ANY CENSUS TRACT WITH MORE THAN 50 CHILDREN UNDER AGE 5 THAT CONTAINS EITHER NO CHILD CARE PROVIDERS OR SO FEW OPTIONS THAT THERE ARE MORE THAN 3X AS MANY CHILDREN AS LICENSED CHILD CARE SLOTS.



CONVENIENCE

28% of parents with children ages 0-5 in our survey say that their most important concern with paid child care is convenience; this was particularly true for Black and Native American respondents, compared to other races and ethnicities.



RELIABILITY

35% of child care centers that closed early in the COVID-19 pandemic have remained closed one year later,¹³ while only 6% of hourly workers with children ages 0-5 in our survey indicated they had access to emergency back-up care.



QUALITY

Only 13% of two-year-old children attend child care that is rated as "high quality."¹³ 48% of parents with children ages 0-5 reported that the quality of child care was their main concern.

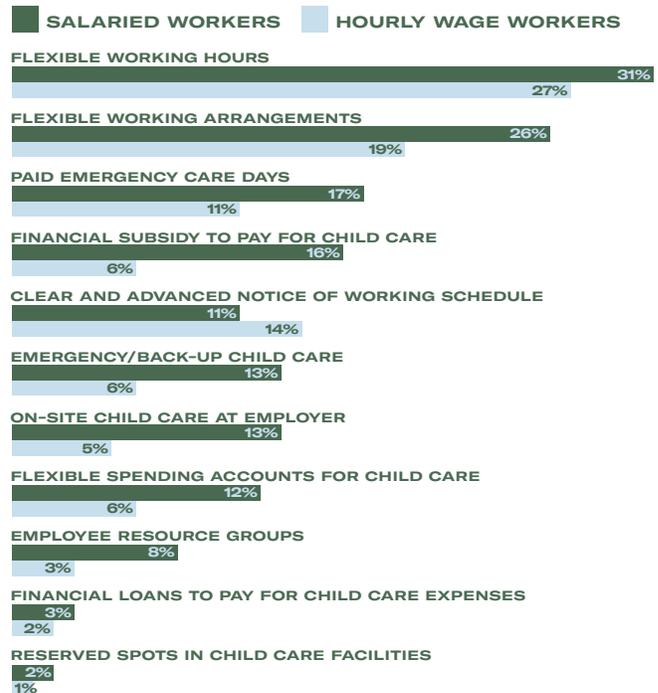
Access to suitable child care is key to helping women return to the workplace and stay there long-term. Unfortunately, the opposite is also true: when families cannot find suitable care, women's employment is disproportionately impacted.¹⁵ Our study found that states with fewer child care deserts have higher maternal labor force participation. This is particularly true of parents with lower incomes: 67% of respondents with children ages 0-5 making less than \$30,000 and 50% of those earning \$31,000-\$50,000 selected child care as a key reason they are not currently working. For many workers, their pay may not cover the cost of child care. And yet, working parents have only limited access to child care benefits in the workplace. Across the board, hourly workers have fewer child care benefits than salaried workers, and employees in rural areas have fewer benefits than those in urban areas.

1 in 11

PARENTS REPORTED HAVING ACCESS TO FINANCIAL SUBSIDIES TO PAY FOR CHILD CARE OR ON-SITE CHILD CARE AT THEIR EMPLOYER.

CHILD CARE BENEFITS THAT RESPONDENTS RECEIVE FROM THEIR CURRENT OR MOST RECENT EMPLOYER:

Survey of parents with children ages 0-5 (n=1003)



With women's labor force participation muted, the U.S. is potentially losing out on up to \$840 billion in economic output annually. That means 40% of the incremental GDP can be obtained from higher female labor force participation.⁹ Meanwhile, many countries are investing in child care as a lever for economic competitiveness, such as China,⁷ Japan,¹⁷ Canada,¹⁸ and Germany.⁸

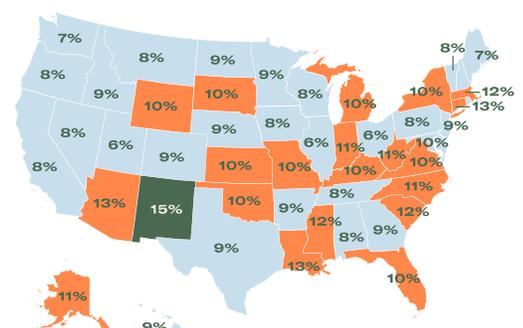
\$840B

AMOUNT IN ECONOMIC OUTPUT THAT THE U.S. IS POTENTIALLY LOSING OUT ON WITH WOMEN'S LABOR FORCE PARTICIPATION MUTED.

INCREMENTAL 2025 GDP OPPORTUNITY FROM INCREASING GENDER PARITY IN THE WORKPLACE

All states can add 5% or more to GDP by increasing women's labor force participation; 25 states could gain 10% or more.⁹

5-10 10-15 15+



Child Care, the Great Resignation, and How Businesses Can Bring Back Workers

Corporate America is in the midst of a talent crisis, with insufficient child care support for employees as one contributing cause. Nearly 4.3 million people quit their jobs in January 2022 alone, following a record year for resignations, in which almost 48 million people quit their jobs.¹⁹

Employers that provide child care benefits can improve recruitment and retention of women, increase worker productivity, and in turn, boost overall American competitiveness.

THE BENEFITS MOST IMPORTANT TO WOMEN WITH CHILDREN AGES 0-5 WHO ARE LOOKING FOR A JOB WERE:

-  Flexible working arrangements
-  Predictable hours and scheduling
-  Company support with child care expenses



of women with children five and under who are looking for employment selected **help with child care expenses** or **on-site child care** as one of the benefits that would make them more likely to choose an employer.

(N=98)



of women and 81% of men with children five and under said that child care benefits would be a very important or somewhat important factor in **deciding whether to stay at their current employer or switch employers.**

(N=1003)



of women and 39% of men with children five and under who **left the workforce temporarily, took on less hours, or moved to a less demanding job** cited child care as one of the reasons.

(N=573)

88%

OF WOMEN LOOKING FOR A JOB SAID THAT HAVING ACCESS TO ONE OF THESE BENEFITS WOULD MAKE THEM MORE LIKELY TO CHOOSE AN EMPLOYER.

(N=98)

EMPLOYERS CAN DO MORE TO PROVIDE CHILD CARE ACROSS FIVE SOLUTION AREAS TO CREATE A MORE SUSTAINABLE, EQUITABLE WORKPLACE FOR WORKING PARENTS.

 <p>AFFORDABILITY Options fit within parents' spending means and do not create outsized cost burdens</p>	 <p>ACCESSIBILITY Locations provide an adequate number of spots and sufficient child care workers to serve children's needs</p>	 <p>CONVENIENCE Options align with parental lifestyle including location and operating hours</p>	 <p>RELIABILITY Coverage that is reliably open, including when primary child care is unavailable</p>	 <p>QUALITY High-quality child care that is equitably available to employees in different roles and companies</p>
<p>POTENTIAL EMPLOYER OFFERING</p> <ul style="list-style-type: none"> Subsidies for child care costs (e.g., full or partial subsidies, for centers, at-home or friends, family or neighbor care) Creative financing models for child care (e.g., interest-free or forgivable loans to cover immediate child care costs) Dependent-care flexible spending accounts (FSA) 	<p>POTENTIAL EMPLOYER OFFERING</p> <ul style="list-style-type: none"> On-site day care (on-site or in-building, child care workers on company payroll) Demand guarantees for centers in child care deserts (e.g., companies collaborate to provide financial guarantees to centers, encouraging center operations) Provision of company real estate at a low-cost lease for new child care centers 	<p>POTENTIAL EMPLOYER OFFERING</p> <ul style="list-style-type: none"> Flexible hours or working arrangements Telework or "bring baby to work" programs Support to cover individual care arrangements (e.g., center-based, in-home or friends, family or neighbor care) 	<p>POTENTIAL EMPLOYER OFFERING</p> <ul style="list-style-type: none"> Predictable scheduling (e.g., providing schedules in advance to hourly workers, keeping schedules consistent) Back-up child care options (e.g., emergency coverage through center or home-based care) Paid emergency care days (e.g., dedicated child care leave days) 	<p>POTENTIAL EMPLOYER OFFERING</p> <ul style="list-style-type: none"> Child care census to understand employee needs Expansion of child care benefits to hourly workers and contractors (directly or through contractor requirements) Pooling of resources for child care benefits among small businesses to distribute costs

Marshall Plan for Moms Recommends a Four-Step Approach for Businesses to Create their Own Child Care Benefits Solutions

Companies can better meet their employees' child care needs by diagnosing the problem, designing feasible solutions, and driving adoption. Organizations that are just beginning their journey to better support working parents with child care can follow this four-step approach—one that centers employee feedback, accounts for different life experiences, and creates practices that work best for all employees:



1. UNDERSTAND EMPLOYEE NEEDS

Taking a market-research approach to employee benefit planning can result in higher employee motivation and satisfaction with the benefits package that is developed. Leaders can start by conducting employee surveys, individual interviews or focus groups, and more in-depth research to better understand their employees' current child care challenges, needs, and ideas about how the company can best support those needs. If a current

benefits plan exists, undertake a corporate audit to understand the level of support for working parents and review existing child care benefits to measure uptake, satisfaction, barriers, and limitations. Lastly, conduct affordability assessments to uncover gaps in support across hourly-wage and salaried workers. As indicated in our data, these two groups have different needs that should be addressed.



2. RECOGNIZE THAT ONE SIZE DOES NOT FIT ALL

Leaders must be mindful of varying circumstances and life experiences when creating global policy changes. Analyze survey results by race, ethnicity, and household make-up to ensure solutions are designed to meet different employees' needs. For example, in our survey, Black and Native American workers were more interested in child care convenience factors (e.g., aligning work hours with irregular work hours, distance, and availability of back-up care) than other racial and ethnic groups. You should also consider how race and parental responsibilities co-mingle in workplace cultures. For example, 34% of Black primary caregivers felt that they have been penalized at work because of their caregiving responsibility, more than respondents from other racial or ethnic backgrounds. Furthermore, approximately a quarter of children in the U.S. live in single-parent households, over 80% of whom live with their mothers. A study conducted prior to the COVID-19 pandemic estimated that single moms

spend an average of 36% of their income on child care, making affordability a primary concern.²⁰

The same sensitivity to variance goes for hourly and salaried employees. Hourly workers with children ages 0-5 were over three times more likely than salaried workers to value on-site child care when deciding between employers. Fifty-eight percent of hourly workers with children ages 0-5 said predictive scheduling would make them more likely to select one employment offer over another, while flexible working arrangements were the benefit most likely to lead both salaried and hourly workers to choose one employer over another. If your organization employs parents making low or minimum wage, you may consider sliding-scale solutions that provide support to those who most need it. These types of insights can help employers accurately distribute resources and make decisions that will benefit the most workers.



3. DESIGN IN CONSIDERATION OF BUSINESS FACTORS

The right child care benefits solutions for any company that meet employee needs contextualized within their company's operational, financial, and resource realities.

First, when it comes to operational considerations, leaders must assess how the child care interests of employees can work within an organization's existing business model. For example, if offsite work arrangements are not practical for hands-on professions, predictive scheduling may be a viable alternative.

Second, evaluate how child care benefits could influence your bottom line from a holistic perspective. For example, some companies may recoup much or all of the expenses related to the cost of child care benefits through improved employee retention.

Third, review your capabilities and assets. This calls for critical and creative thinking. Pooling resources for child care benefits among small businesses could help distribute costs. Consider what underutilized corporate assets could be brought to bear. For example, vacant or under-used real estate could be a viable location for worker child care centers.



4. BUILD AWARENESS OF BENEFITS AND DRIVE ADOPTION

Educating employees about the available programs and normalizing their use is critical for securing employee retention, supporting recruiting efforts, and capturing important data that informs a longer-term child care benefit strategy. Senior executives can emphasize the importance of child care in their

own lives. Leadership can also help remove the hesitance some workers might have about seeking help with child care by speaking out in town halls and public events about how important child care is to meeting company goals.

CASE STUDIES

How Companies are Supporting Working Parents

Bank of America

Bank of America provides child care subsidies to make child care more affordable for all employees. Employees can receive up to \$275 per month, per eligible child, through the Child Care Plus program. The benefit is offered for employees making less than \$100,000 per year. It can be used for both formal and informal child care (e.g., nanny, neighbor), is applicable to children under 13 years old, and is available for full and part-time employees, as well as salaried and hourly wage workers.²¹

Patagonia

Patagonia's on-site child care centers are available to both retail and corporate employees. The organization provides on-site child care at headquarters in Ventura, CA, and a distribution center in Reno, NV. The tuition is assessed on a sliding scale based on household income. Spaces are available to both hourly and salaried workers and to retail workers at locations near the child care centers. Patagonia recoups ~90% of the cost of the child care center through tax benefits, employee retention, and employee engagement.²²

Synchrony

Synchrony credits its approach to supporting families through the pandemic for how well they weathered the storm as an institution. Synchrony assessed child care needs for both corporate and call center employees through surveys and listening sessions to empower employees to identify the most pressing needs and solutions. Synchrony offers a package of benefits including 60 days of back up child care, virtual afterschool/summer camp programs and tutoring, flexibility in hours and in working from home. Synchrony's back-up care benefit made it easy for their employees to choose the best provider for their situation (e.g., family member, home-based care or child care center), ensuring employees could access backup care on short notice.



AFFORDABILITY



ACCESSIBILITY



CONVENIENCE



RELIABILITY



QUALITY

Conclusion

This report and its supporting research establish child care as a key policy issue that the private sector can no longer afford to ignore or relegate to being only a “women’s issue.” As American companies restructure the labor landscape to reintegrate working parents, senior leaders have a once-in-a-generation opportunity to accelerate innovation, support families across the country, and build a more resilient American economy.



Methodology

The survey and accompanying research conducted by McKinsey & Company with Marshall Plan for Moms sought to understand the U.S. child care landscape while exploring ways to drive corporate engagement. The data we collected sought to understand parents’ needs, identify levers to meet those needs, and isolate the business case for corporate engagement. McKinsey surveyed 1,000+ respondents with a focus on parents with children ages 0-5 with a population that is census-representative across different archetypes (e.g., hourly vs. salaried employees; low-, mid-, and high-income). Survey data was disaggregated and analyzed by ethnicity and race where possible. Survey data was augmented by industry reports and data, interviews with subject matter experts and corporate leaders, and a survey of American families (N=5000) with the goal of understanding U.S. workers’ perceptions of the current and future state of the inclusive economy and views on child care.

Disclaimer

We define “mothers” as caregivers that identify as women and “fathers” as caregivers that identify as men. Although gender is non-binary, for the purposes of this survey, only “men” and “women” (a binary approach) are portrayed in the data. As we move towards more inclusive solutions, we encourage organizations to provide equitable data-driven platforms where gender non-binary employees have the ability to be as visible as those identifying as “men” and “women.”

Marshall Plan for Moms is a national movement to center mothers in our economic recovery and value their labor. Download the full report to learn how your business can support mothers and secure a more prosperous economic future for all.

MARSHALLPLANFORMOMS.COM/CHILDCARE-REPORT

WWW.MARSHALLPLANFORMOMS.COM
FOLLOW @RESHMASAUJANI

CREATED BY



MARSHALL PLAN FOR
MOMS IS SUPPORTED BY



ARCHEWELL

MARSHALL PLAN | FOR MOMS

References

1. The United States Census Bureau (2021, March 3). Moms, Work and the Pandemic. <https://www.census.gov/library/stories/2021/03/moms-work-and-the-pandemic.html>
2. Hess, C., Ahmed, T., Phil, M., & Hayes, J. (2020). Providing Unpaid Household and Care Work in the United States: Uncovering Inequality. <https://iwpr.org/wp-content/uploads/2020/01/IWPR-Providing-Unpaid-Household-and-Care-Work-in-the-United-States-Uncovering-Inequality.pdf>
3. Glynn, S., & Hamm, K. (2019, December 10). The Economics of Caregiving for Working Mothers [Review of The Economics of Caregiving for Working Mothers]. Center for American Progress. <https://www.americanprogress.org/article/economics-caregiving-working-mothers/>
4. Tucker, J. (n.d.). Men Have Now Recouped Their Pandemic-Related Labor Force Losses While Women Lag Behind. Retrieved April 4, 2022, from <https://nwlc.org/wp-content/uploads/2022/02/January-Jobs-Day-updated.pdf>
5. U.S. Bureau of Labor Statistics. (1948, January 1). Employment Level - Women. FRED, Federal Reserve Bank of St. Louis. <https://fred.stlouisfed.org/series/LNS12000002>
6. U.S. Bureau of Labor Statistics. (1948a, January 1). Employment Level - Men. FRED, Federal Reserve Bank of St. Louis. <https://fred.stlouisfed.org/series/LNS12000001>
7. Tone, S. (2021). China Hopes More Day Care Will Reduce Cost of Having Kids. Sixth Tone. <https://www.sixthtone.com/news/1006955/china-hopes-more-day-care-will-reduce-cost-of-having-kids>
8. Miller, C. C. (2021, October 6). How Other Nations Pay for Child Care. The U.S. Is an Outlier. The New York Times. <https://www.nytimes.com/2021/10/06/upshot/child-care-biden.html>
9. McKinsey Global Institute, The power of parity: Advancing women's equality in the United States, April 2016
10. US Department of Health and Human Services considers 7% of a family's income as the maximum allowable amount for affordable childcare. Fed. Reg. / FR. (Federal Register) Vol 81, No.190/Friday, September 30, 2016
11. The US and the High Price of Child Care: 2019. (n.d.). Child Care Aware® of America. <https://www.childcareaware.org/our-issues/research/the-us-and-the-high-price-of-child-care-2019/>
12. Do you live in a Child Care Desert? (n.d.). Do You Live in a Child Care Desert? <https://childcaresdeserts.org/>
13. Lee, E. K., & Parolin, Z. (2021). The Care Burden during COVID-19: A National Database of Child Care Closures in the United States. Socius: Sociological Research for a Dynamic World, 7, 237802312110320. <https://doi.org/10.1177/23780231211032028>
14. Women earned the majority of doctoral degrees in 2020 for the 12th straight year and outnumber men in grad school 148 to 100. (2021, October 14). American Enterprise Institute - AEI.
15. The Economics Of Child Care Supply In The United States [2021, September] https://home.treasury.gov/system/files/136/The-Economics-of-child-care-Supply-09-14-final.pdf?utm_source=morning_brew
16. Bureau, U. C. (n.d.). 2019 American Community Survey Single-Year Estimates. The United States Census Bureau. <https://www.census.gov/newsroom/press-kits/2020/acs-1year.html>
17. Fujita, S. R. C., Akiko. (2018, April 3). Japan's "womenomics" plans are driving change in the country. CNBC. <https://www.cnbc.com/2018/04/02/working-in-japan-investing-in-women-could-boost-economic-growth.html#:~:text=Investing%20in%20%27Womenomics>
18. Canada Department of Finance (2021, April 19). Budget 2021: A Canada-wide Early Learning and Child Care Plan. [www.canada.ca](https://www.canada.ca/en/department-finance/news/2021/04/budget-2021-a-canada-wide-early-learning-and-child-care-plan.html) <https://www.canada.ca/en/department-finance/news/2021/04/budget-2021-a-canada-wide-early-learning-and-child-care-plan.html>
19. Lacurci, G. (2022, March 9). 4.3 million people quit their jobs in January as the Great Resignation shows no sign of slowing down. CNBC. <https://www.cnbc.com/2022/03/09/the-great-resignation-is-still-in-full-swing.html>
20. The US and the High Price of Child Care: 2019. (n.d.). Child Care Aware® of America. <https://www.childcareaware.org/our-issues/research/the-us-and-the-high-price-of-child-care-2019/>
21. Child Care Plus overview (n.d.). https://www.bankofamerica.com/content/documents/employees/CCP_new.pdf
22. Patagonia's secret to employee engagement? Onsite daycare. (2017, June 29). Employee Benefit News. <https://www.benefitnews.com/news/patagonias-secret-to-employee-engagement-onsite-daycare>