

# Business Actions for a Healthy Society



## Action 2: Build Workforce Economic Security

# Background

**The Healthy Business Coalition (HBC) is a collaborative initiative working to reimagine how business can invest in health along the value chain.**

- HBC's [Business Actions for a Healthy Society](#) are the result of an extended ideation process together with a multi-sector and cross-industry coalition of companies to identify actions and collaborative solutions that companies could take to improve health and well-being in the U.S.
- This document offers a roadmap for companies that are interested to advance Action 2, building workforce economic security. It outlines a set of concrete individual and collective actions that companies can take to ensure that their direct and indirect workers in the U.S. are able to overcome poverty and build wealth. Building economic security is a critical intervention for ensuring that the changing world of work supports good health for everyone.
- This roadmap was developed and refined by BSR through an iterative qualitative research and corporate engagement process. HBC's corporate members inputted into the roadmap through a back-casting exercise, imagining which corporate actions and behavior, public policies and social expectations and norms would need to evolve over time to achieve our desired outcome by 2030, and outlining actions companies can take today to initiate the necessary evolution.



## Action 2:

# Build Workforce Economic Security

Create good jobs – including offering paid leave, living wages, financial health, and benefits that meet the basic needs of direct and indirect workers and their families – that reduce poverty and build wealth

## The health and business issue

- Economic stability is considered by the CDC to be **a social determinant of health**, one of the underlying conditions in the places where people live, learn, work, and play that affects a wide range of health risks and quality of life outcomes.<sup>1</sup>
- Financial insecurity, characterized by a lack of basic necessities and access to a safety net, causes cognitive distress. It **measurably affects worker physical and mental health**, including leading to decreased productivity and performance, and increased injury rates.<sup>2</sup>
- 54% of workers say that **financial challenges cause them the most stress out of all other factors in their lives**, self reported to impact their relationships, work productivity, work absenteeism rates, and their health.<sup>3</sup>
- **Economic insecurity is on the rise**. 25% of Americans lack any savings for retirement, and worker debt continues to grow. The net worth of working-class and poor households has declined in real terms by 20% due to an escalating accumulation of debt.<sup>4</sup>
- Economic inequality also **disproportionately impacts marginalized groups** such as women and BIPOC. For example, an average Black American family has only 10% of the wealth of a typical White family.<sup>5</sup>
- The changing world of work, including the rise in new work models such as gig work, the decline in job stability and benefits such as pensions, and growing wealth inequality and indebtedness is **leading to increased stress and health risks for the American workforce, and increased costs for businesses**.

# Building Workforce Economic Security: What needs to happen?



**HBC's Vision:** Companies provide quality work, for direct and indirect workers, that enable them to attain sustainable livelihoods for themselves and their families, balance work and life responsibilities, and plan for economically secure and prosperous futures.

## Objectives that need to be met in order to reach our vision



1. **Equitable access to quality work for all**, especially for traditionally marginalized communities



2. Compensation and working arrangements that deliver **sustainable livelihoods**



3. Working arrangements, family leave, and care benefits that enable workers to achieve **work-life balance** and care for themselves and their families



4. Leave and insurance provisions that act as **robust safety nets**, enabling workers, and their families, to overcome emergencies and shocks



5. Benefits, training, and support that enable workers to make financial decisions that **build security, wealth, and assets** to serve their current and future needs



6. **Freedom to choose and change** work arrangements with equitable information and without forfeiture of the benefits of Objectives 1-5

Achieving these objectives will require varying interventions and strategies across different sectors, industries, and companies; however, the objectives should be considered equally important for workers of all types including traditional, part-time, white and blue collar, and independent contractors, among others.

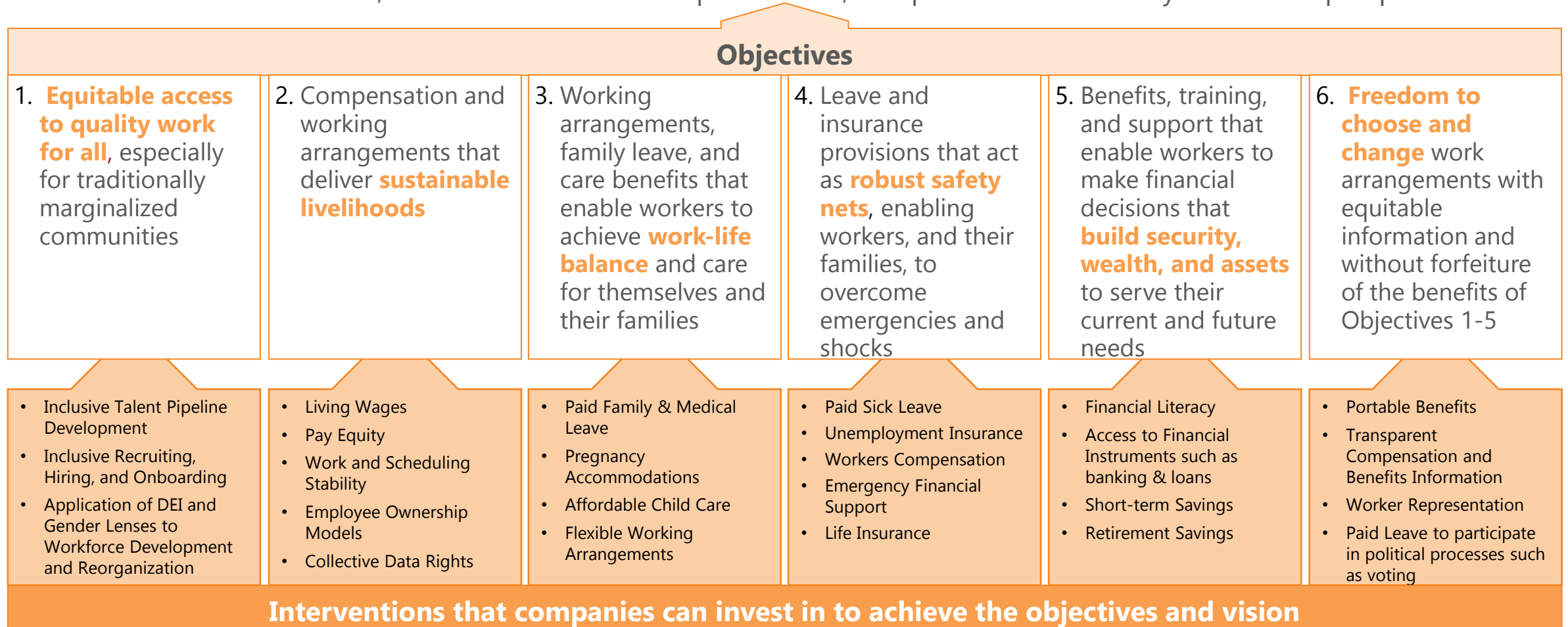


# Building Workforce Economic Security: A Roadmap for Business Action



**Vision:** Companies provide quality work, for direct and indirect workers, that enable them to attain sustainable livelihoods for themselves and their families, balance work and life responsibilities, and plan for economically secure and prosperous futures.

ACTION ROADMAP



Note: The following [HBC Business Actions for a Healthy Society](#) are critical to Building Workforce Economic Security but are not explored in detail as a part of this Theory of Change

- Action 1: Ensure Access to Healthcare (Including Sexual and Reproductive Healthcare)
- Action 4: Invest in Lifelong Learning

# How to use the Roadmap

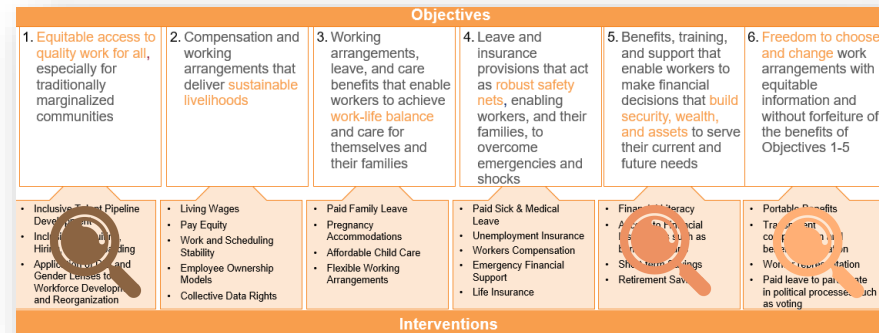
## An action plan for business

- HBC's Workforce Economic Security roadmap identifies a set of core objectives that need to be met in order to achieve workforce economic security in the U.S., as well as a set of interventions that companies can take individually and collectively to bring about these objectives. To advance holistic workforce economic security, companies are encouraged to invest in individual and collective interventions across all objectives.
- The roadmap is not intended to be formulaic, but rather to offer a framework for considering a suite of investments that a company might take to improve workforce economic security, and the expected social impacts of those investments. The interventions listed are indicative, highlighting existing approaches that have demonstrated high potential to contribute to their objective. Companies may identify additional interventions that complement the objectives.
- Companies can apply the roadmap framework to:
  - ☐ Refine the vision for workforce economic security and wellbeing to be relevant to the company's unique workforce
  - ☐ Review the objectives to identify:
    - ☐ Where the company is already supporting workers to meet the objectives
    - ☐ Where there might be gaps, either for all or part(s) of the workforce, where the company can invest further
  - ☐ Review the list of interventions to identify specific opportunities that the company can take further
  - ☐ Across each objective, select the intervention/set of interventions that enable the company to improve the economic security of direct and indirect workers across their value chain.
  - ☐ Review the Intervention Deep Dives on the following pages to find inspiration for actions the company can take for each intervention.

# Intervention Deep Dives

## Case studies on specific intervention opportunities

- HBC participants identified three interventions where there is significant opportunity to advance workforce economic security.
- The following pages evaluate these three interventions in deeper detail, demonstrating the steps companies can take themselves, in collaboration with peers, and in partnership with suppliers to advance workforce economic security. Each deep dive is accompanied by a curated set of resources that offer deeper guidance across each action step.
- Through this analysis, HBC finds that significant progress can be made on Inclusive Employment and Financial Literacy through individual and collective company action. However, advancing greater portability of the benefits and social safety nets that underwrite workforce economic security is an evolving effort that requires significant cross-sector will and collaborative action to make progress.



### Inclusive Recruiting, Hiring, and Onboarding

- All people, with a specific focus on marginalized groups such as women and BIPOC, have full access to job and advancement opportunities in truly inclusive work environments



### Financial Literacy

- All workers have access to training and support to make financial decisions that build security, wealth, and assets to serve their current and future needs



### Portable Benefits

- All workers, regardless of employment classification or status, have the freedom to choose and change work arrangements without forfeiture of benefits that contribute to workforce economic security



# Inclusive Recruiting, Hiring, and Onboarding

**All people, with a specific focus on marginalized groups such as women and BIPOC, have full access to job and advancement opportunities in truly inclusive work environments**



# Inclusive Recruiting, Hiring, and Onboarding



## The Business and Health Issue

- Businesses have the opportunity to contribute to worker and community health while also supporting their core business needs through offering roles to people who might otherwise have limited prospects to attain a quality job.
- There is strong evidence that unemployed people face poorer health outcomes than their employed peers, in large part due to the stresses of being unemployed and without an income.<sup>6</sup> While not all employment contributes to positive health outcomes, quality jobs that offer job security, a safe work environment, and financial stability supports good physical and mental health outcomes.<sup>7</sup>
- Minority populations in the U.S. particularly face systemic barriers that limit their access and retention of quality jobs employment. For example, the National Bureau of Economic Research finds that black workers receive extra scrutiny from bosses than their white peers, which can lead to worse performance reviews, lower wages, and even job loss, exacerbating racial gaps in the labor force.<sup>8</sup>
- According to a population survey conducted in 2020, more than 80 percent of Black Americans believe it is very important for companies to pay a living wage, commit to diverse hiring and apprenticeships, and create a diverse supplier pipeline, not only as a tenet of a company's social contract with society, but also to contribute to social justice and equal opportunity for all in the U.S. <sup>9</sup>
- By investing in inclusive hiring practices that promote equal opportunity, diversity, fair treatment in the workplace, human capital, and skill development throughout worker's careers, companies can help ensure their own continued success and see to it that economic benefits and wellbeing also accrue to their workers and communities in which they conduct business.

## What is Workforce Inclusion?

"The achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success."

– **SHRM**

# Inclusive Recruiting, Hiring, and Onboarding: Taking Action



**HBC's Vision:** All people, with a specific focus on marginalized groups such as women and BIPOC, have full access to job and advancement opportunities in truly inclusive work environments.

| Opportunities to Take Action   |  |
|--|--|
| 1) Use the business case to advocate for inclusive employment initiatives  | <ul style="list-style-type: none"><li>• There is a robust business case for increasing the inclusion and diversity of corporate workforces. Companies that proactively cultivate diverse workforces at all levels in the organization and create inclusive work cultures consistently financially outperform their less diverse peers.<sup>10</sup></li><li>• A culture of inclusion and diversity is increasingly important to workforce satisfaction and retention as well: 47% of millennial workers view a commitment to diversity and inclusion as a key aspect of corporate culture that they look for in their job search.<sup>11</sup></li><li>• Companies that seek to impact wellness must also cultivate a culture of inclusion that actively works against discrimination and subordination and builds trust amongst diverse employees.<sup>12</sup></li></ul> |
| 2) Tap into existing collaborations and networks of resources to guide your efforts  | <ul style="list-style-type: none"><li>• Companies can participate in collaborative efforts with peers and stakeholders that aim to increase the diversity and inclusion of workplaces through cultivating diverse talent pipelines, contribute to the development of new research, resources, and tools to help companies launch, manage, and measure their inclusive employment efforts, and raise awareness among peer companies, suppliers, business partners, investors, governments, and other stakeholders to create a better market for inclusive employment.</li></ul>   |
| 3) Review and refine your organization's recruitment, hiring, and onboarding policies and practices to eliminate bias and ensure that diverse workers succeed in securing and retaining a good job | <ul style="list-style-type: none"><li>• Low-income groups and people who face frequent discrimination such as BIPOC are confronted by many, often unacknowledged and systemic, barriers to securing and retaining quality jobs. For example, requirements for academic qualifications have risen over time across the job market, blocking many low-income applicants from getting their foot in the door to a quality job. Recent research finds that 67% of production supervisor job postings request college degrees, while only 16% of current supervisors have one.<sup>13</sup></li><li>• Companies can review and refine every system through which job candidates are identified, selected, and cultivated for future roles within the company, to eliminate bias and improve accountability to the company's diversity and inclusion goals.</li></ul>            |
| 4) Monitor and evaluate the company's policies and practices over time to continuously improve   | <ul style="list-style-type: none"><li>• Companies can establish diversity, equity, and inclusion targets and goals and measure progress against meeting these goals, including evaluating the outcomes of all workforce changes (i.e., recruiting/ hiring, compensation, attrition) to identify and rectify any racial, gender, or other discriminatory disparities.</li></ul>   |
| 5) Support extension of inclusive employment efforts for your suppliers' workforces  | <ul style="list-style-type: none"><li>• Companies can prioritize suppliers that intentionally hire and provide career development opportunities to people who otherwise have limited prospects for formal employment, thus contributing to their capacity to offer more good jobs to people in need.</li><li>• Companies can also encourage their suppliers to establish or advance their internal inclusive employment practices to reflect the diversity of the communities they operate in.</li></ul>   |

# Inclusive Recruiting, Hiring, and Onboarding: Resources



| Action  | Resources   |
|---|---|
| Use the business case to advocate for inclusive employment initiatives  | <ul style="list-style-type: none"> <li>Report: <a href="#">McKinsey: Delivering through Diversity</a> (McKinsey &amp; Co., 2017)</li> <li>Report: <a href="#">The Competitive Advantage of Racial Equity</a> (FSG and PolicyLink, 2017)</li> </ul>  |
| Tap into existing collaborations and networks of resources to guide your efforts  | <ul style="list-style-type: none"> <li>Collaboration: <a href="#">100,000 Opportunities Initiative</a> is a coalition of employers and community partners committed to hiring opportunity youth and helping businesses thrive</li> <li>Collaboration: <a href="#">Talent Rewire</a> is a network of employers to unlock business value through advancing opportunity employment; improving the livelihoods of people facing systemic barriers to employment while generating a return on investment to their companies</li> <li>Collaboration: <a href="#">One Fair Wage (OFW)</a> is a national campaign, coalition, and organization that works to ensure a full and fair minimum wage for all, including young, tipped, disabled, incarcerated, and gig workers</li> <li>Collaboration: <a href="#">Recover Stronger Initiative</a> is a coalition of employers leading the way by adopting and implementing sustainable talent practices that increase career opportunity and mobility for their people</li> </ul>            |
| Review and refine your organization's recruitment, hiring, and onboarding policies and practices to eliminate bias and ensure that diverse workers succeed in securing and retaining a good job | <ul style="list-style-type: none"> <li>Tool: <a href="#">Opportunity Navigator</a> (Talent Rewire and Grads of Life): Learn about best practices in Opportunity Employment, how you might work on them at your company, and which resources are right for you</li> <li>Report: <a href="#">Reducing Poverty through Employment</a> (BSR, 2019)</li> <li>Report: <a href="#">A Guide to Recruiting and Hiring the Long-Term Unemployed</a> (Deloitte, 2014)</li> <li>Resource: <a href="#">The Good Jobs Institute</a>: Good Jobs Scorecard and Strategy Diagnostic</li> <li>Resource: <a href="#">WorkRise Research-to-Action Network</a> (The Urban Institute): Evidence based research</li> <li>Tool: <a href="#">Job Design Framework</a> (National Fund for Workforce Solutions)</li> <li>Report: <a href="#">Fund the People: Talent Justice Toolkit</a> (Fund the People, 2019)</li> <li>Report: <a href="#">Intersectionality in the Workplace: Broadening the Lens of Inclusion</a> (Bentley University, 2019)</li> </ul> |
| Monitor and evaluate the company's policies and practices over time to continuously improve   | <ul style="list-style-type: none"> <li>Tool: <a href="#">Working Metrics</a>: a data analytics platform that lets you improve business decisions and results through deep insights into job quality and diversity</li> <li>Tool: <a href="#">Social Impact Measurement Framework</a> (BSR, 2019)</li> </ul>   |
| Support extension of inclusive employment efforts for your suppliers' workforces  | <ul style="list-style-type: none"> <li>Article: <a href="#">Why You Need a Supplier Diversity Program</a> (HBR, 2020)</li> <li>Report: <a href="#">D&amp;B Supplier Diversity Solutions Overview: The Growing Business Imperative for Supplier Diversity</a> (D&amp;B, 2014)</li> <li>Resource: The <a href="#">Impact Sourcing Buyers' Guide, and Impact Sourcing Standard</a> (BSR, 2018)</li> </ul>  |



# Financial Literacy

**All workers have access to training and support to make financial decisions that build security, wealth, and assets to serve their current and future needs**



# Financial Literacy



## The Business and Health Issue

- American workers are increasingly being put in charge of managing their own financial future and are ill equipped to do so.
- Combined with an increase in access to various debt options such as credit cards, mortgages, and student loans, many workers are also facing a reduction in access to the social safety nets and pension plans that previous generations depended upon to navigate financial shocks and on-time retirement planning.<sup>14</sup>
- At the same time, the American workforce are facing substantial debts and savings challenges: at the beginning of the COVID 19 pandemic in 2020, a survey found that 38% of all workers had less than \$1,000 saved to deal with unexpected expenses.<sup>15</sup>
- Employees who report being worried about their financial health also indicate that their financial stress causes them to be less productive at work.<sup>16</sup> Many financially stressed employees also report that financial worries negatively impact their health and relationships.<sup>17</sup>
- By supporting workforce financial literacy, companies and workers will benefit from increased productivity and retention, lower stress levels, lower health care costs and absenteeism, and greater resilience to economic shocks.

## What is Financial Literacy?

“The ability to make informed judgments and to take effective actions regarding the current and future use and management of money. It includes the ability to understand financial choices, plan for the future, spend wisely, and manage the challenges associated with life events such as a job loss, saving for retirement, or paying for a child’s education.”

– ***The Government Accounting Office***  
***(GAO)***

# Financial Literacy: Taking Action

**HBC's Vision:** All workers have access to training and support to make financial decisions that build security, wealth, and assets to serve their current and future needs.



| Opportunities to Take Action   |   |
|--|---|
| 1) Use the business case to advocate for financial literacy training and support at your company                 | <ul style="list-style-type: none"> <li>A strong business case can be made for investing in financial literacy by combining financial assessment results to HR metrics such as rates of absenteeism, performance, turnover, medical costs etc.</li> <li>Companies can start by surveying their workers to assess the financial issues they are facing by different demographic categories. They can then tailor their offerings, and monitor progress on uptake combined with the HR metrics.<sup>18</sup></li> </ul>  |
| 2) Tap into existing collaborations and networks of resources to guide your efforts                              | <ul style="list-style-type: none"> <li>Employers need not go it alone in ensuring their workforce has access to the programs, services, and learning opportunities they need to improve their financial literacy and resilience. Companies can support local, state, and national efforts to improve population financial literacy (such as the <a href="#">Jump\$tart Coalition for Financial Literacy</a>), as well as enroll in collaborative programs that reach their own workforces.</li> </ul>   |
| 3) Make financial wellness training and financial coaching equitably available and accessible for your employees | <ul style="list-style-type: none"> <li>40% of employees want their employer to provide access to a financial professional to help them manage their financial matters, including general trainings, education tailored to age, and access to financial professionals who can assist them in developing personalized financial strategies.</li> <li>Survey employees to understand what information they seek, covering not only savings and retirement, but also budgeting, debt counseling, and using health savings accounts to save for future healthcare expenses.<sup>19</sup></li> <li>Employees may benefit also from assistance from an on-site resource navigator to help in navigating complex system of government benefits they may be eligible for, as well as other resources that can help them manage personal finances and access affordable childcare.<sup>20</sup></li> <li>Offer trainings and access to resource navigator support during paid work hours so employees do not have to forfeit earnings to participate.</li> <li>Pay attention to the unique needs of different demographic groups, such as women, minorities, entry-level workers, and employees who are close to their retirement age.</li> </ul> |
| 4) Improve access to short and long-term financial instruments   | <ul style="list-style-type: none"> <li>Employers can increase worker financial security through offering direct access to savings, loan, and retirement options.</li> <li>For example, a company can offer workers the ability to send automatic deposits from payroll deductions to emergency savings accounts (ESAs)<sup>21</sup>, access affordable loans, or access income advances to help them pay for unexpected expenses and build resilience to economic shocks such as illness.<sup>22</sup></li> <li>Consider how to design offerings with behavioral “nudging” (e.g., making short and long-term savings programs opt-out rather than opt-in), to encourage employees to take advantage of financial instruments provided.</li> <li>Bank at work partnerships can encourage worker uptake of savings and investment accounts.</li> </ul>  |
| 5) Support extension of financial literacy efforts for your suppliers’ workforces                                | <ul style="list-style-type: none"> <li>Going beyond their own workforces to address community and value chain needs, companies can help to address the financial literacy and barriers that supply chain workers face to accessing financial products and services. Such investments create more resilient and healthy workforces across value chains and contributes to global financial inclusion goals.<sup>23</sup></li> </ul>  |

# Financial Literacy: Resources



| Action   | Resources  |
|--|--|
| Use the business case to advocate for financial literacy training and support at your company                  | <ul style="list-style-type: none"> <li>Report: <a href="#">Special Report: Financial Stress and the Bottom Line</a> (PWC, 2017)</li> <li>Tool: <a href="#">How To Calculate The ROI Of A Financial Fitness Program</a> (Financial Fitness Group)</li> <li>Report: <a href="#">Pathways to Financial Well-Being: The Role of Financial Capability</a> (Consumer Financial Protection Bureau, 2018)</li> </ul> |
| Tap into existing collaborations and networks of resources to guide your efforts                               | <ul style="list-style-type: none"> <li>Collaboration: <a href="#">JUST Capital, PayPal, Good Jobs Institute, Financial Health Network Collaboration: Worker Financial Wellness Initiative</a></li> <li>Collaboration: <a href="#">Jump\$Start Coalition for Financial Literacy, and Financial Literacy Month</a> (Jump\$Start)</li> </ul>  |
| Make financial literacy trainings and financial coaching equitably available and accessible for your employees | <ul style="list-style-type: none"> <li>Report: <a href="#">Workplace Financial Wellness Services: A Primer for Employers</a> (SHRM and Prosperity Now, 2017)</li> <li>Article: <a href="#">Employers Feel More Responsible for Employees' Financial Wellness</a> (SHRM, 2020)</li> </ul>   |
| Improve access to short and long-term financial instruments  | <ul style="list-style-type: none"> <li>Research on current employer financial offerings trends: <a href="#">Financial Wellbeing Research Center and the EBRI Financial Wellbeing Employer Survey</a> (EBRI)</li> </ul>   |
| Support extension of financial literacy efforts for your suppliers' workforces                                 | <ul style="list-style-type: none"> <li>Report: <a href="#">Financial Inclusion in the Supply Chain</a> (BSR, 2011)</li> <li>Supply Chain Collaboration: <a href="#">HERfinance</a>: A collaborative initiative that strives to empower low-income women working in global supply chains</li> </ul>   |



# Portable Benefits

**All workers, regardless of employment classification or status, have the freedom to choose and change work arrangements without forfeiture of the benefits that contribute to workforce economic security**



# Portable Benefits



## The Business and Health Issue

- In the U.S., key aspects of the social safety net are tied to traditional, full-time employment, with many related benefits provisioned privately, at the discretion of the employer. Not only does this restrict access to important benefits for a growing pool of non-traditional workers, but it also puts traditional employees at risk when they lose or change their jobs.
- This is not just a gig economy issue. Trends show benefits for all workers have eroded over the past decades while non-traditional employment, which includes part-time, on-demand, and contract workers of all types, is growing, currently providing the primary source of income for at least 1 in 10 workers across the U.S. today. It is estimated that at least another tenth of workers supplement household income with non-traditional work.<sup>24</sup> Some estimate total independent contractors in the U.S. as high as 60 million.<sup>25</sup>
- Since non-traditional workers are disproportionately people of color<sup>25</sup>, failure to address this benefits gap contributes to ongoing racial and economic injustice.
- These workers have limited access to accrue, contribute to, and manage benefits critical to workforce economic security, leaving them vulnerable to economic and health shocks, and leaving companies vulnerable to workforce instability and productivity losses.



## What are Portable Benefits?

“Portable benefits are connected to an individual, rather than a particular employer, and so they can be taken from job to job without interruption in coverage or loss of funding.”

- [The Aspen Institute](#)

Portable benefits should be an “integrated system of benefits that is **inclusive** of all workers; **portable** to prevent interruption due to job loss; **people-centric** to prioritize the experience of those who need it to work; and **interoperable** across technology systems.”

- [Benefits21](#)

# Portable Benefits: Taking Action



**HBC's Vision:** All workers, regardless of employment classification or status, have the freedom to choose and change work arrangements without forfeiture of benefits that contribute to workforce economic security

| Opportunities to Take Action   |  |
|--|--|
| 1) Proactively provide benefits that contribute to workforce economic security to your direct workforces, and request that your suppliers do as well   | <ul style="list-style-type: none"> <li>• Since many benefits key to workforce economic security are not mandated, especially for non-traditional workforces, companies can demonstrate leadership in contributing to workforce economic security by providing quality voluntary benefits for their workforces.</li> <li>• Companies should consider strategies for how to provide equitable benefits to all workers, including full-time, part-time, and on-demand workforces. For subcontracted workforces, companies can use their purchasing power to negotiate minimum benefits requirements, similar to what they provide to their direct employees, in their contract terms.</li> <li>• There is a strong business case for providing voluntary benefits, based on their connection with worker well-being and business outcomes – broadly, 69% of employees report ‘having a wider array of benefits would increase loyalty to their employer.’<sup>26</sup> Companies can build the business case for specific benefits by focusing on employees’ expressed needs, how related benefits address business pain points, and how employees will uptake and benefit from the offering.<sup>27</sup> It is important to engage workers to ensure relevancy of benefits provided.</li> <li>• In addition to providing quality voluntary benefits, companies can facilitate on-site resource navigators to connect workers with available company and community resources that best address their specific needs.<sup>28</sup> Of employees who ‘understand their benefits’, 49% are “holistically well compared with only 15% of employees who report not understanding their benefits.”<sup>29</sup></li> </ul> |
| 2) Learn more about what portable benefits are, how they can work for all workers, and how business can advance them   | <ul style="list-style-type: none"> <li>• Although proactively providing voluntary benefits to direct and indirect workforces is foundational way for companies to contribute to building workforce economic security, achieving this more broadly will require advocating for more universal and equitable access to benefits for all workers. Companies can begin to familiarize themselves with portable benefits systems as a means to achieve this.</li> </ul>   |
| 3) Get familiar with existing examples of Portable Benefits Systems, including existing systems and mechanisms that may be relevant to your workforce or workforces across your value chains | <ul style="list-style-type: none"> <li>• While by no means ubiquitous, portable benefits systems are also not theoretical. There are many examples including national (e.g., Social Security, the Affordable Care Act), state (e.g., Washington State Paid Family &amp; Medical Leave, the Black Car Fund), and industry or sector-led (<i>Alia</i> for domestic workers, <i>Trupo</i> for freelancers) that offer ideas for how these systems can initiate and grow, as well as lessons learned.</li> <li>• Companies can familiarize themselves with these examples both to better understand the current landscape and to identify existing opportunities that may benefit their existing direct and indirect workforces. For example, <i>Stride</i> is a non-sector specific platform that enables companies to establish portable benefits systems for their “non-benefitted” employees and independent contractors.</li> </ul>   |
| 4) Participate in on-going dialogue towards collaborative action and policy advocacy that advances portable benefits   | <ul style="list-style-type: none"> <li>• While this roadmap begins to outline actions companies can take to demonstrate leadership as benefits providers and get familiar with portable benefits systems concepts and existing examples, significant collaborative action and advocacy will be required in order to make these systems broadly available and functional in support of greater workforce economic security for all.</li> <li>• Achieving this will require the collaboration of the private sector, workforces and workforce representation, government, investors, finance and technology innovators, non-profit and research experts, and others over the next decade. Companies, as employers of direct and indirect workforces and as historically primary benefits providers, have a key responsibility and opportunity to shape the path forward.</li> </ul>  |

# Portable Benefits: Resources



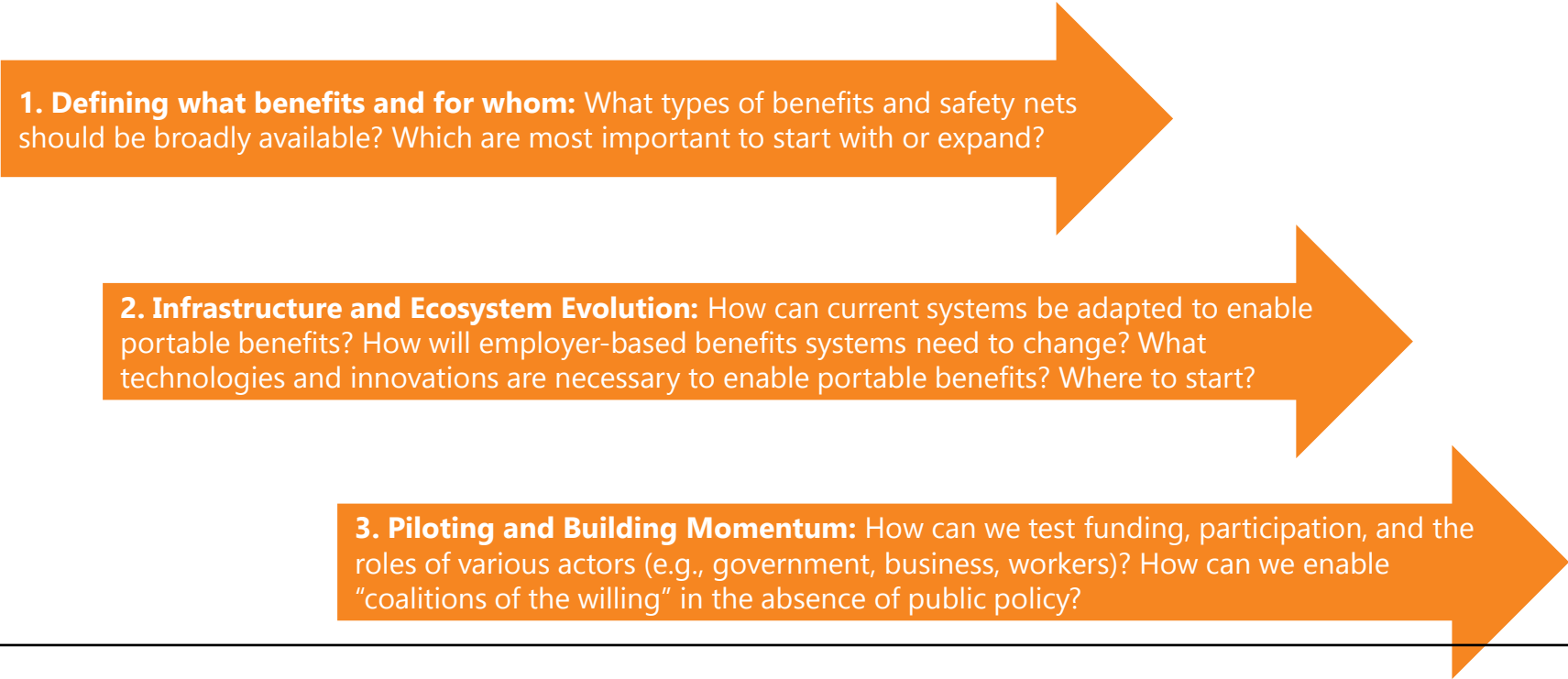
| Action  | Resources   |
|---|---|
| Proactively provide benefits that contribute to workforce economic security to your direct workforces, and request that your suppliers do as well   | <ul style="list-style-type: none"> <li>Report: <a href="#">Making the Business Case for Employee Well-Being</a> (The Urban Institute, 2020)</li> <li>Report: <a href="#">Employee Benefits in the United States</a> (Bureau of Labor Statistics, 2020)</li> <li>Report: <a href="#">Metlife Employee Benefits Trends</a> (Metlife, 2020)</li> <li>Tool: <a href="#">Employee Prioritization of Benefits, by Company and Employee Filters</a> (Metlife, 2020)</li> <li>Blog: <a href="#">Guidance on seeking employee feedback on benefits programs</a> (Qualtrics, 2020)</li> </ul>   |
| Learn more about what portable benefits are, how they can work for all workers, and how business can advance them   | <ul style="list-style-type: none"> <li>Report: <a href="#">Economic Security for the Gig Economy</a> (Etsy, 2016)</li> <li>Report: <a href="#">Designing Portable Benefits: A Resource Guide for Policy Makers</a> (The Aspen Institute, 2019)</li> <li>Overview of Action Taken by U.S. State: <a href="#">Universal Portable Benefits State Scan</a> (Bell Policy Institute, 2019)</li> <li>Panel Discussion: <a href="#">The Role of Portable Benefits in Modernizing the Social Contract</a> (BSR, 2020)</li> <li>Report: <a href="#">A Modernized System of Benefits is the Foundation for an Inclusive Economy</a> (Benefits21, 2020)</li> </ul>  |
| Get familiar with existing examples of Portable Benefits Systems, including existing systems and mechanisms that may be relevant to your workforce or workforces across your value chains | <ul style="list-style-type: none"> <li>Example: The <a href="#">Washington State Paid Family &amp; Medical Leave Program</a>, launched in 2020, provides a state-level example that built on previous State examples and brought government, employers, and worker representation together to oversee program design. See some <a href="#">early lessons learned</a>.</li> <li>Example: The <a href="#">Black Car Fund</a> is an example of a publicly mandated, privately administered portable benefit. It emerged from New York state law in 1999, mandating workers compensation for black car drivers and later expanded to include ride-share drivers. Benefit provision is funded by a surcharge on passengers.</li> <li>Example: <a href="#">Stride</a> is a non-sector specific platform that enables companies to establish portable benefits systems for their "non-benefitted" employees and independent contractors.</li> <li>For more examples, see <a href="#">Designing Portable Benefits Guide for Policy Makers, Existing Models Guide</a></li> </ul> |
| Participate in on-going dialogue towards collaborative action and policy advocacy that advances portable benefits   | <ul style="list-style-type: none"> <li>Initiative: <a href="#">Benefits21</a> engages and activates leaders with deep expertise in the fields of public, private, and portable benefits, to radically reimagine benefits design and delivery with workers at the center of the process.</li> <li>Collaboration: <a href="#">BSR</a> and the <a href="#">Healthy Business Coalition (HBC)</a> are continuing development of a roadmap for how companies can advance collaborative action and advocacy to make portable benefits systems broadly available in support of greater workforce economic security for all.</li> </ul>  |

# Portable Benefits: Continued Exploration



**Opportunity identified:** While the roadmap begins to outline actions companies can take, significant collaborative action and advocacy will be required to advance access to the safety nets and portable benefits systems that support health, well-being, and economic security for all workers. Some of the key steps towards achieving this include:

A key next step is to **define, validate, communicate, and organize action** around the **key policy positions and opportunities for collaboration** that the business community can be pursuing to create an enabling environment for portable benefits. Focus areas include:



## 2030 Vision of Portable Benefits:

All workers, regardless of employment classification or status, have the freedom to choose and change work arrangements while maintaining the ability to contribute to, accrue, and manage benefits critical to personal and household economic security

## Workforce outcomes:

Reduced inequality, increased economic security and resilience

## Business outcomes:

Efficiency gains, access to talent, workforce stability, reputation

2021

2030



The background of the slide is a photograph of two men in a warehouse. They are wearing white hard hats and high-visibility orange safety vests. The man on the left is holding a blue clipboard and pointing at it with his right hand. The man on the right is looking at the clipboard. They are standing in an aisle between tall metal shelving units filled with boxes. The lighting is bright, and the overall tone is professional and industrial.

To learn more about the Business Actions,  
along with resources and case studies,  
visit our website:



# Current Corporate Contributors to HBC\*



**With support provided by:** Robert Wood Johnson Foundation

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# Conclusion

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If your company is interested in learning more and participating in thought and action leadership on the Business Actions for a Healthy Society, please contact the Healthy Business Coalition at:

**[healthybusiness@bsr.org](mailto:healthybusiness@bsr.org)**

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