



# For the Benefit of All

How Organizations Win When They  
Recognize and Support Caregivers and  
Employees with Disabilities

**VOYA** | Cares®

Helping people with special needs and  
caregivers plan for the future they envision.

## Executive Summary

A growing subset of employees in the workforce is going unnoticed — caregivers and employees with disabilities and special needs. This group of employees is not only growing, but also made up of significant numbers of top-level staff members who are increasingly costly to replace in an organization. The majority (64%) of employees surveyed who identified as caregivers earn between \$74,000 to \$150,000+ annually, and recent research has shown a majority of caregivers are manager- or senior-leader-level employees.

Yet surveyed benefits decision makers showed a lack of awareness of the increasing numbers of caregivers and people who have disabilities and special needs in their workplace. As a result, some employers are not meeting their unique benefits needs, potentially resulting in valued employees leaving their company, increased turnover costs, and ultimately leading to a negative impact on profitability.

Voya Financial, through its Voya Cares® program, partnered with LRW to conduct extensive market research and to assess the complex realities and needs of caregivers and employees with disabilities to help better inform plan sponsors and employee benefits decision makers on how to best support them. This report intends to raise awareness among employers of the prevalence of caregivers and people with disabilities and special needs in the workplace, foster understanding of their unique circumstances, and suggest actions – actions that are valued by all employees – that companies can take in order to avoid the high cost of employee turnover.

### Among the study's top findings

**Benefits decision makers are in a position to make a positive impact in their organizations by understanding that ALL employees — including caregivers and those with disabilities — value a strong benefits package.** With 87% of all employees saying that benefits are an important reason they stay at their company, it's clear that a strong benefits package is a critical investment for any organization. Caregivers and employees with disabilities value benefits as much as, if not more than, the general population. There are certain benefits, such as

financial wellness programs, health savings accounts and paid family and eldercare leave, that these groups value more than the general population of employees.

**Employers underestimate how many caregivers they employ.** One in five American employees is a caregiver, and that number continues to grow, in part by a growing need for care. According to the U.S. Centers for Disease Control's most recent report in 2014, one of every 59 children in the United States had a diagnosis of autism spectrum disorder (ASD) by age 8. On the other side of the caring issue, 5.7 million older Americans have Alzheimer's disease. By 2050, that total is expected to reach 14 million people.

But the increase in the number of caregivers actually is caused by a confluence of factors — a large aging population, people living longer with more chronic conditions than ever before and families living apart from one another. The result for families is that they are managing more complex care for more loved ones, some even sandwiched between caring for aging parents and children with disabilities and special needs.

But while the caregiver crisis grows larger, 44% of all employers are unaware that so many of their employees are caregivers, as the national statistic indicates. Nevertheless, 80% of employers recognize that their company could be doing more to help caregiving employees. They say the biggest barrier to doing more, however, is making a compelling business case to invest in additional relevant benefits.

**There's a significant physical, emotional, and financial impact on caregiving employees and employees with disabilities.** Four out of five caregiving employees said that they experienced increased stress or anxiety as a result of their dual roles, and a majority also report using sick, personal leave, or vacation time to provide care. As a result, common issues reported by caregivers include trouble sleeping, depression and anxiety. In addition, both caregivers and employees with disabilities are much more concerned than the general population that their money will not cover their current expenses or future retirement aspirations.

**Employers cannot afford to ignore the needs of caregivers and employees with disabilities.** Both caregivers and employees with disabilities bring unique and important skillsets to any organization. But if the needs of these employees go unaddressed, companies may pay billions of dollars annually in higher health benefits costs, lost productivity, legal liabilities, loss of talent, and more. The good news is that by acknowledging the growing issue and by making strategic investments, employers are in a great position to significantly reduce these costs and retain good talent while supporting the needs of these employees.

**There are five recommendations to help employers address the needs of caregivers and employees with disabilities:**

1. Develop a culture of support and inclusion.
2. Review and consider offering flexible paid time off (PTO) and paid family medical leave.
3. Offer financial support services, such as savings vehicles and financial wellness education and resources.
4. Open and maintain new channels of communication with employees by using surveys.
5. Consider offering specific benefits for caregivers.

**Introduction**

With benefits packages weighing in as a top factor for recruiting and retaining most employees, leaders who are benefits decision makers have tremendous influence on their companies' future success. The responsibility isn't made any easier with budget and resource constraints, legal obligations and other factors that must be considered before selecting benefits packages that will affect the lives of hundreds or even thousands of employees. In the end, business

leaders judge the success of these decisions on two specific criteria: employee satisfaction and bottom-line return on investment (ROI). There's particular pressure to deliver on the latter, given the general high costs associated with benefits packages.

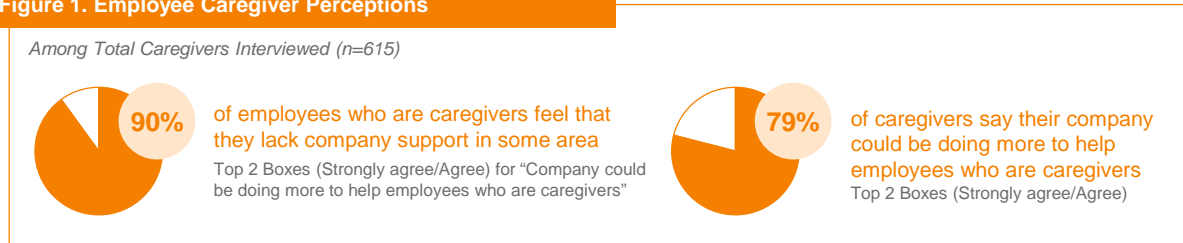
Benefits decision makers also must strive to meet the needs of all employees, and it's a juggling act to balance the needs of one group of individuals against another. But new research shows that by making benefits decisions that also meet the needs of two specific overlooked groups — employees with disabilities and caregivers — companies tend to see overall improvements in employee loyalty, ultimately leading to increased employee retention, financial performance and productivity.<sup>1</sup>

Studies show that 35.5% of Americans with disabilities and special needs are currently employed<sup>2</sup> and that one in five employees in the U.S. identifies as a caregiver. That means the American workforce includes 7.5 million people with disabilities and special needs<sup>3</sup> and 24 million caregivers.<sup>4</sup>

With so many affected workers, one might assume that most — if not all — workplaces offer benefits and accommodations to help meet the needs of these individuals, but employers are not always aware of the prevalence and unique circumstances of employees with disabilities and caregivers.

While laws like the Americans with Disabilities Act (ADA) carefully spell out employment protections for those with special needs and disabilities, not all disabilities and special needs are obvious to employers. More than 60% of all disabilities are invisible, 26% are sometimes visible, and only 13% are obvious, if not disclosed.<sup>5</sup> Many employees with disabilities and special needs, however, do not disclose their disabilities, due to a perception that any disclosure will hurt their career prospects.

**Figure 1. Employee Caregiver Perceptions**



<sup>1</sup> "Getting to Equal: The Disability Inclusion Advantage," Accenture, 2018. [https://www.accenture.com/20181029T185446Z\\_w\\_us-en/acrmedia/PDF-89/Accenture-Disability-Inclusion-Research-Report.pdf](https://www.accenture.com/20181029T185446Z_w_us-en/acrmedia/PDF-89/Accenture-Disability-Inclusion-Research-Report.pdf)  
<sup>2</sup> "2018 Annual Report on People with Disabilities in America," Institute on Disability/UCED, 2019. <https://disabilitycompendium.org/sites/default/files/user-uploads/Final-Annual-Report-2018.pdf>  
<sup>3</sup> Ben Paynter, "People with Disabilities Face a Massive Employment Gap," Fast Company, 2/20/19. <https://www.fastcompany.com/90309504/people-with-disabilities-face-a-massive-employment-gap>  
<sup>4</sup> Lynn Friss Feinberg, "The Dual Pressures of Family Caregiving and Employment" AARP Public Policy Institute, 5/16.  
<sup>5</sup> Laura Sherbin, Julia Taylor Kennedy, et al., "Disabilities and Inclusion US Findings," Center for Talent Innovation, 2017. [https://www.talentinnovation.org/\\_private/assets/DisabilitiesInclusion\\_KeyFindings-CTI.pdf](https://www.talentinnovation.org/_private/assets/DisabilitiesInclusion_KeyFindings-CTI.pdf)

Meanwhile, because laws that protect employee caregivers are either vague or non-existent, it may be no surprise to learn that caregivers feel they are not getting the assistance and resources they need from their employers. While employees are generally happy with their benefits, 90% of employees who are caregivers feel that their company falls short of providing the right amount of support and resources to balance their jobs and personal responsibilities, and 79% say that their company could be doing more to help employees who are caregivers.

Conversely, nearly half of benefits decision makers strongly believe that their company cares about caregivers and their families. The real concern seems to lie in the awareness of the size and scope of the employee population that is affected. Just as individuals with disabilities and special needs are often reluctant to self-identify, caregivers are similarly unlikely to disclose their caregiving responsibilities. As a result, 44% of employers believe that their workforce includes fewer caregivers than national statistics imply.

The first step to bridging the gap between these two seemingly contradictory viewpoints of benefits decision makers and employees is to increase awareness and recognize the magnitude of the issue.

The next step is to understand the consequences of overlooking the needs of people with disabilities and caregiving employees — both for employers and the employees themselves. It's even more helpful to look at how addressing these needs can benefit the long-term success and performance of both parties.

Finally, employers should seek out and consider solutions in the marketplace to address these critical needs. Not only can these solutions serve as a key differentiator in the competition for top talent, but they also may lead to a reduction in turnover and acquisition costs, while boosting employee productivity and engagement.

### The Reality of Caregivers in the Workplace

To confront an issue, awareness that the issue exists must first be built. With only 40% of employers aware that one in five Americans are caregivers, and 44% insisting that their companies employ fewer caregivers than this statistic indicates, employers may

not understand the full scope of caregivers' concerns and who they are in the workplace.

#### Who Are the Caregivers in the Workplace?

Caregiving employees are fairly evenly distributed among the employee population, but the research did show some interesting demographics:

- Millennials are the highest percentage of caregivers for children.
- Gen X employees are the highest percentage of employees caring for aging parents.
- Men are more likely to be caregivers of spouses with disabilities and parents.
- Women are more likely to be caregivers to children with special needs and spouses with mental illnesses.

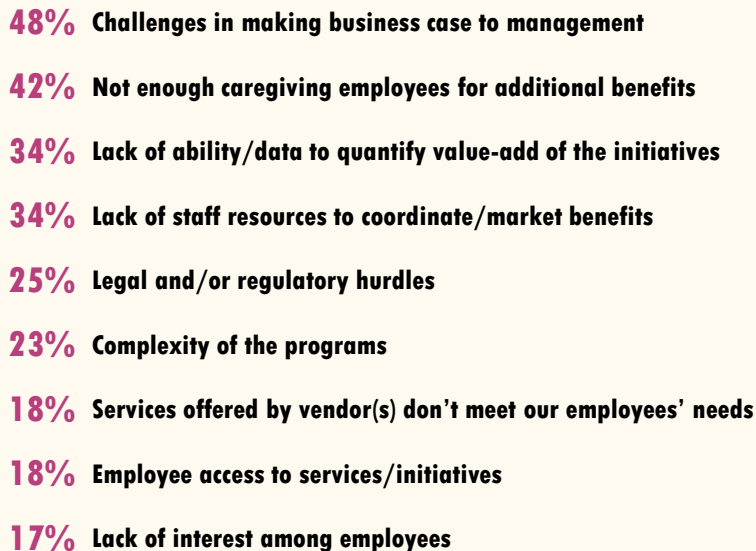
Making sure employers understand the statistics is only one part of the solution. According to AARP, 56% of employed caregivers say that their supervisors are aware of their caregiving responsibilities.<sup>6</sup> Caregivers do not disclose for many reasons, including basic personal privacy concerns. There also may be a fear that disclosing added responsibilities might give the impression that they are distracted, not dedicated, or not interested in advancement opportunities and additional responsibilities at work. Employers should look for ways to address these fears by showing a greater level of understanding, inclusion and appreciation for caregivers and their contributions to the organization.

Even though many employers may not yet recognize the full magnitude of caregivers in the workplace, they still recognize that their caregiving employees' needs are not entirely being met. Four out of every five employers surveyed said that they believe their company could be doing more to help employees who are caregivers. Unfortunately, these employers say that there are a number of barriers to getting employees the proper support. Among the top barriers stated by employers are a lack of understanding of the number of caregiving employees in their ranks, a lack of staff and resources to coordinate new benefits, funding, and an inability to quantify the value-add for these potential new benefits for caregivers.

6 "2015 Report: Caregiving in the U.S.," National Alliance for Caregiving and AARP, 2015, p.11. <https://www.aarp.org/content/dam/aarp/ppi/2015/caregiving-in-the-united-states-2015-report-revised.pdf>

**Figure 2. Challenges to Providing Additional Benefits to Caregiver Employees**

*Among Total Employers Interviewed (n=510)*



But the biggest barrier, say employers, is making a business case for investing in relevant benefits to meet caregiver needs. This is one barrier that research can assist in overcoming, first by highlighting the personal and financial effects on caregivers, and then by quantifying the bottom-line impact on companies when these effects go unaddressed.

### **The Physical and Emotional Impact on Caregivers and Employees with Disabilities**

Research has shown that caregiving responsibilities take a toll on the well-being of employees. Four out of five caregiving employees said that they experienced increased stress or anxiety as a result of their dual role, and a majority also report using sick, personal leave, or vacation time to provide care. Other issues reported by caregivers include trouble sleeping (72%), limited time for personal appointments (70%), depression or sadness (62%), and weight loss or weight gain (61%).

Most of these effects are amplified for caregivers of spouses. This subset reports stress, sleep troubles and weight fluctuations at a higher rate than all other caregivers. They also are more likely than other caregivers to smoke or use alcohol as a coping mechanism, take an additional job to earn more money or even quit work entirely.

The general effects of caregiving have not gone unnoticed by employers, 74% of whom report that stress is an issue for caregivers at their companies. Yet these effects go unaddressed.

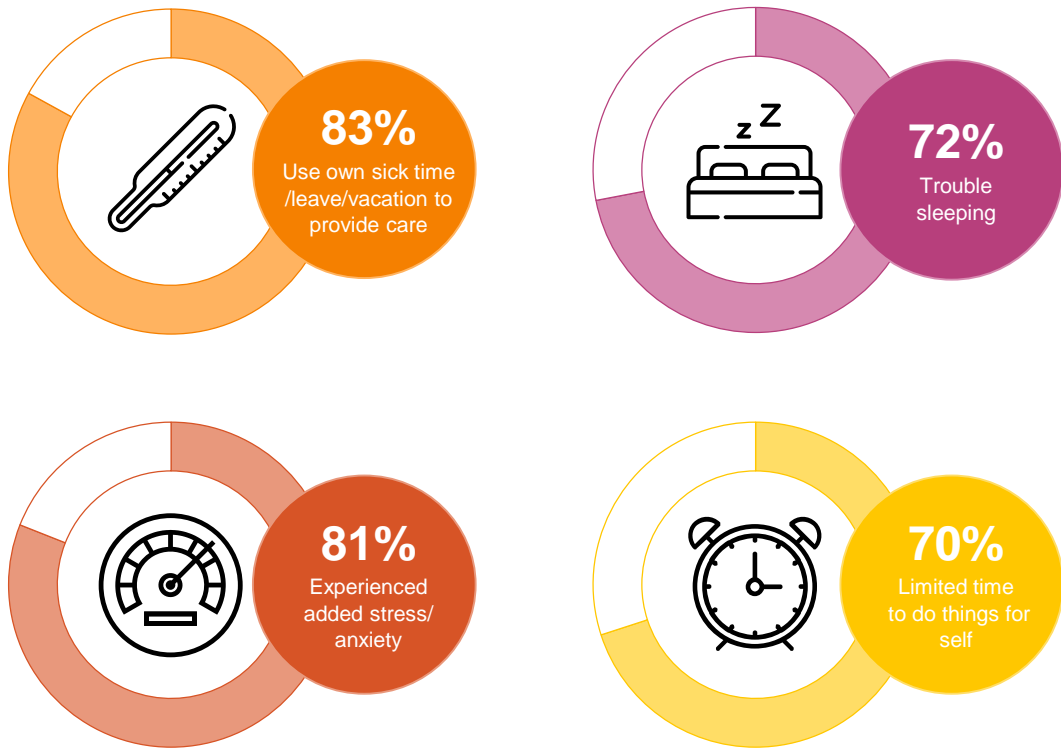
### **The Financial Toll on Caregivers and Employees with Disabilities**

Compared to the general population of employees, caregivers and employees with disabilities and special needs are in a more uncertain financial situation.



**Figure 3. Personal Impact of Being a Caregiver Employee**

Among Total Caregivers Interviewed (n=615)



Sixty-five percent of employees with disabilities and 57% of caregivers surveyed are concerned that the money they have or the money they will save won't last. By comparison, only 39% of the general population feels the same way. Employees with disabilities and caregivers also are more likely to live paycheck-to-paycheck and "just get by financially." Moreover, one in five caregivers reports having to quit work entirely as a result of caregiving responsibilities, which can potentially lead to more than \$300,000 in lost wages, social security and pension benefits over a lifetime.<sup>7</sup>

In addition to lost wages and benefits, caregivers report that their caregiving expenses add up significantly. Including medical expenses, home essentials, equipment, legal fees, and more, caregivers spend up to \$825 per month, on average. To make ends meet and to make sure their loved

ones receive the proper resources, caregivers report having to make a number of financial sacrifices.

**Caregivers spend an average of \$825 per month on caregiving expenses**

Those sacrifices include cutting back on personal vacation or travel, eliminating hobbies and other leisure activities and delaying major purchases such as a car, a home or a home improvement project.

A further financial toll is realized, as well, when caregivers' work and careers are affected. While all employees are forced to make these difficult decisions from time to time, losing quality employees because of their caregiving demands may be a costly outcome for employers and should be something that both parties consider carefully.

<sup>7</sup> "Caregiver Statistics: Work and Caregiving," Family Caregiver Alliance, 2016. <https://www.caregiver.org/caregiver-statistics-work-and-caregiving>

One of the most concerning revelations from the research was the fact that caregivers reported their responsibility caused them to:

**56%** ●●●●●●○○○○○○  
*cut back on work hours*

**31%** ●●○○○○○○○○○○○○  
*leave one job for another*

**22%** ●○○○○○○○○○○○○  
*quit work entirely*

Despite these very present concerns, caregivers and employees with disabilities and special needs keep focused on their financial futures, as well. Much like the general population, both groups count saving for retirement, paying off debt and generally saving more as their top three financial goals.

Employees with disabilities and special needs, however, also reported being concerned about paying off student loans at a higher rate (21%) than other groups: 14% for caregivers and 11% for general population employees.

Both caregivers and employees with disabilities may need more support to meet their financial goals, with less than half of them working with a financial professional. Close to one in five report being unsure or “completely lost” when it comes to developing a financial plan that accommodates someone with a disability or special needs.

### Organizational Impact

When left unaddressed, the physical, emotional and financial issues that confront caregivers and employees with disabilities present a significant financial impact to businesses. The minutes, hours and days of productivity that are lost because of

stress, reduced concentration, doctors’ appointments and more can add up very quickly over time. Consider the following:

1. The cost of caregiving to businesses (including higher health benefits costs, lost productivity and legal liabilities) exceeds \$50 billion annually — or an estimated \$3,200 per employee.<sup>8</sup>
2. The replacement cost of a typical employee can be up to 150% of his or her annual salary, or more.<sup>9</sup> To put it in dollars, it can cost as much as \$150,000 to replace a worker with an annual salary of \$100,000.
3. Very highly paid jobs and those at the senior or executive levels tend to have disproportionately high turnover costs as a percentage of salary (up to 213%).<sup>10</sup> Research shows that caregivers and individuals with disabilities are on average higher-income employees.
4. Caregivers miss on average over five days of work per month because of their responsibilities.
5. Because their responsibilities can be emotionally draining and physically exhausting, caregivers cost employers an estimated 8% more than non-caregivers — or \$13.4 billion per year — in health care costs.<sup>11</sup>

Note that none of these data points suggest employing caregivers and people with disabilities has a negative effect on a company. In fact, recent research has shown that a majority of employee caregivers are senior level and likely some of the highest performing talent in an organization.

Another recent study discovered that companies that most championed employment and inclusion of people with disabilities enjoyed 28% higher revenues and 30% higher profit margins than their peers.<sup>12</sup>

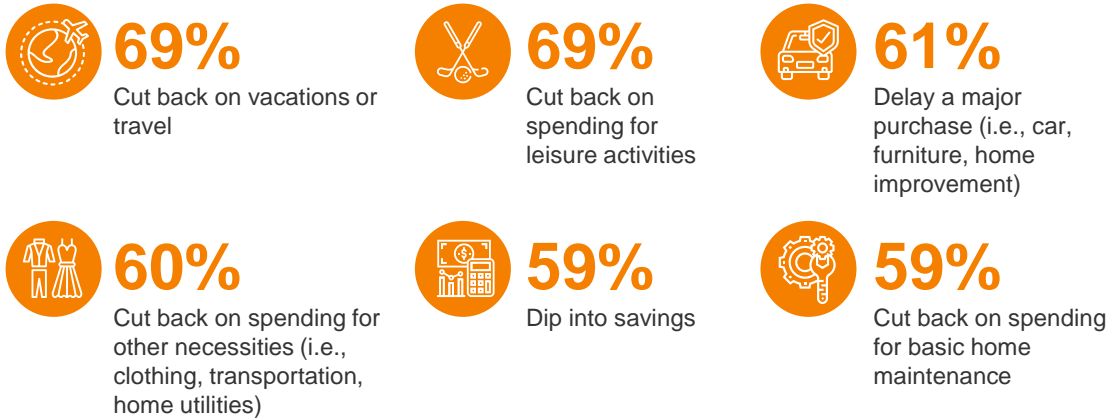
### Understanding the Value of Employee Benefits

Benefits can make all the difference between acquiring and retaining good talent and acquiring and retaining great talent. Overall, 87% of employees say that benefits are an important reason they stay at their company, and 90% say that benefits are equally as important to them as a higher salary.

8 Assisting Caregiving Employees (ACE) Program one-page overview.  
9 Brandon Rigoni and Bailey Nelson, “Many Millennials Are Job-Hoppers – But Not All,” Gallup, 8/9/16. [https://www.gallup.com/workplace/236294/millennials-job-hoppers-not.aspx?g\\_source=link\\_NEWSY9&g\\_medium=TOPIC&g\\_campaign=item\\_&g\\_content=Many%2520Millennials%2520Are%2520Job-Hoppers%2520-%2520But%2520Not%2520All](https://www.gallup.com/workplace/236294/millennials-job-hoppers-not.aspx?g_source=link_NEWSY9&g_medium=TOPIC&g_campaign=item_&g_content=Many%2520Millennials%2520Are%2520Job-Hoppers%2520-%2520But%2520Not%2520All)  
10 Heather Boushey and Sarah Jane Glynn, “There are Significant Business Costs to Replacing Employees,” Center for American Progress, 11/16/12. <https://www.americanprogress.org/issues/economy/reports/2012/11/16/44464/there-are-significant-business-costs-to-replacing-employees/>  
11 “Supporting Caregiving in the Workplace: A Practical Guide for Employers.” 2017. [https://nebhq.org/wp-content/uploads/2017/11/NEBGH-Caregiving\\_Practical-Guide-FINAL.pdf](https://nebhq.org/wp-content/uploads/2017/11/NEBGH-Caregiving_Practical-Guide-FINAL.pdf)  
12 “Getting to Equal: The Disability Inclusion Advantage,” Accenture, P. 6-7.

**Figure 4. Financial Impact of Being a Caregiver Employee**

Among Total Caregivers Interviewed (n=615)



Strong benefits packages appeal to all workers, and they appeal as much — if not more — to employee caregivers and employees with disabilities.

Generally, employers and employees report satisfaction with their overall benefits package. A survey of HR decision makers found that 77% believe employees are either extremely satisfied or very satisfied with their overall employee benefits package. Employees with disabilities (70%) and caregivers (73%) reported being satisfied at a slightly higher rate than the general population (67%) of employees.

Nevertheless, employers stand to benefit by opening a dialogue with employees to understand exactly how their benefits packages might be strengthened. According to one study, only 18% of employers survey their employees on a regular basis to find out which benefits they are interested in, while 34% admit to never doing so.<sup>13</sup>

Compounding this issue, many employees are either unaware of or they do not value benefits that are available to them.

When asked to rate which benefits are most important to them, all employees list three typical top choices: medical insurance, retirement plan and Paid Time Off (PTO). Not surprisingly, medical insurance and PTO have an impact on the day-to-day needs of caregivers and employees with special needs and disabilities.

Retirement plans, however, are particularly important for their future goals, since employees with disabilities may face early retirement, and caregivers may need to plan for both their own future, as well as those for whom they care. Interestingly, research shows that people with disabilities value retirement plans less than the general population, perhaps because traditional retirement plan contributions by employers could adversely affect an employee's government benefits eligibility.

**Figure 5. Importance of Benefits to Employees**

Among Total Employees Interviewed (n=1,325)



<sup>13</sup> Anita Potter, "Workplace Benefits Resource Guide: A Holistic Overview of the Changing Benefits Landscape," LIMRA, 2019. <https://www.poweredbyc2.com/wp-content/uploads/2019/02/LIMRA-Workplace-Benefits-Resource-Guide-2019.pdf>



**Figure 6. Importance of Benefits**

Among Total Employees Interviewed (n=1,325)  
Top 2 Boxes (Extremely Important/Very Important)



In addition to the benefits that are typically top choices, there are benefits and resources that especially appeal to caregivers and employees with disabilities and special needs. These benefits include:

**1. Legal Benefits:** About a third of general population employees value legal services, but more than half of employees with disabilities and special needs and caregivers rate this as an important benefit. These benefits may include access to prepaid legal services or reimbursement to employees who work with their own attorneys. People with special needs may have additional considerations that drive demand for legal

services, including detailed estate planning and establishing powers of attorney, guardianship and special needs trusts.

**2. Health Saving Accounts (HSA) and Flexible Spending Accounts (FSA):** All employees, especially individuals with disabilities and special needs and caregivers, value tax-advantaged benefits that help them save for current and future expenses. HSAs and FSAs can help cover medical costs, while dependent care flexible spending accounts can go toward caregiving costs. Employers also can provide emergency fund accounts for day-to-day emergencies.

3. **Disability and Long-Term Care Coverage:** Four out of five caregivers and individuals with disabilities rate disability insurance as an important benefit, compared to two out of three general population employees. Caregivers also find long-term care insurance significantly more important than the general population (82% vs. 57%), likely because they have experienced the high cost of rehabilitation and long-term care.
4. **Paid Family or Elder Care Leave:** This benefit can be a tremendous help for employees who are in need of time away from work, but depend on their income to make ends meet. Over 80% of caregivers and employees with disabilities recognize the importance of specific paid leave for caregiving, as compared to 60% of general population employees. Among caregivers, the highest demand was among those caring for children or aging parents.
5. **Assistance Finding Providers and Resources:** One of the biggest stressors for caregivers is the demand on their time from making phone calls, applying for benefits and finding help with the day-to-day care of their loved ones. Offering a benefit that helps caregivers find service providers and resources in the area where they live not only can add value to employees, but also can help relieve the stress and time demands that may otherwise detract from productivity.
6. **Online Resource Centers:** Two-thirds of both caregivers and employees with disabilities indicated that they value digital tools such as online resource centers to help employees manage caregiving, organize documents and find information to assist in special needs planning.

### Recommendations to Address the Needs of Caregivers and Employees with Disabilities

When the needs of caregivers and employees with disabilities go unaddressed, the negative impact resonates across the entire company. By doing more to understand and to accommodate caregivers and employees with disabilities, all employees of an organization stand to benefit. As benefits decision makers evaluate and review solutions to address

these issues, they may want to consider the following recommendations:

1. **Develop a culture of support and inclusion.** Approximately one out of every five caregivers or employees with disabilities and special needs does not feel supported by employers. Benefits decision makers can show their support by offering employee resource groups (ERGs), which are voluntary, employee-led groups made up of individuals who join together based on common interests, backgrounds or demographic factors — in this case caregivers and people with disabilities. A comprehensive Employee Assistance Program (EAP) with caregiver resources can be implemented, as well. EAPs can offer counseling from trained professionals to help caregivers and people with disabilities handle any stress that comes out of their personal and professional responsibilities.
2. **Review and consider offering flexible paid time off (PTO) and paid family medical leave policies.** Besides money, time may be the most important commodity for employees who are caregivers or have a disability. Having flexible paid time off to be used as needed gives employees the opportunity to use at their discretion. Caregivers are especially in need of this flexibility, with 83% of them reporting that they use their own sick, personal leave or vacation time to provide care. Ninety percent of caregivers also indicated that they value paid family leave.
3. **Offer financial support services.** Benefits such as flexible spending and health spending accounts can help ease more immediate financial concerns. Financial wellness programs that provide informational resources and workshops also can help employees understand the importance of beneficiary planning and how to incorporate employee and government benefits into a financial plan. Some employers can offer assistance from financial professionals who specialize in long-term financial planning for caregivers and people with disabilities. The programs can help incorporate employee benefits as part of an overall financial plan.

4. **Open and maintain new channels of communication.** Talking with employees and understanding their needs may be more important than just about any change in benefits. Take a regular census of employees to get a feel for how many identify as caregivers or people with disabilities. A survey also gives employers an opportunity to hear directly from employees on benefits that they do and would value the most.
5. **Consider offering specific benefits for caregivers and employees with disabilities.** In addition to the standard benefits packages, employers can offer options that directly affect caregivers and employees with disabilities and special needs, such as subsidized back-up home care, legal services and support for caregivers. An ABLE account, for example, is a benefit that directly affects individuals with disabilities, allowing them to save in a tax-advantaged way that won't jeopardize their eligibility for government benefits. Other programs may act as a concierge that help caregivers coordinate appointments and other care options and may help to negotiate reducing insurance bills. Caregivers with disabilities also showed demand for online resources and digital tools to help manage care.

By applying some or all of these recommendations, employers stand to keep employees happier and more engaged over a longer period of time. And while organizations may hesitate to invest more money into new and updated benefits, the cost of ignoring the needs of caregivers and people with disabilities is far more significant. In the end, it's not only an investment into specific groups within the organization, it's an investment into the comprehensive health and well-being of the entire organization.

### Research Background

Voya Financial, through its Voya Cares program, partnered with LRW to assess the complex realities and needs of caregivers and employees with disabilities in the workplace and beyond to help better inform plan sponsors and employee benefits decision makers on how to best support them.

This research is based on approximately 2,325

unique respondents of two separate 20-minute surveys conducted using online panel methodology between December 2018 and January 2019. The employer survey gathered responses from 510 human resource (HR) professionals and benefit decision makers (margin of error +/-4% pts at 95% confidence). The employee survey gathered responses from 200 employees with disabilities (margin of error +/-7% pts at 95% confidence), 615 employees with caregiving responsibilities (margin of error +/-4% pts at 95% confidence), and 1,000 general employees (margin of error +/-3% pts at 95% confidence). The sample includes all major industries and is limited to the U.S. market.

### HR Decision Makers

Voya Cares and LRW assessed HR decision makers from a mix of for-profit and not-for-profit company types and sizes. HR decision makers were defined as full-time employees between the ages of 24 and 65 at companies that offer retirement plans and at least three additional benefits to employees, and are the primary or shared decision maker for at least retirement plan benefits.

### Employees

Any full- or part-time employees between the ages of 24 and 64 who are eligible for a retirement plan and at least one other employee benefit qualified as general employee respondents.

### Caregiving Employees

The Centers for Disease Control and Prevention (CDC; <https://www.cdc.gov>) define caregiving as providing care to people who need some degree of ongoing assistance with everyday tasks on a regular or daily basis. The recipients of care can live either in residential or institutional settings, range from children to older adults, and have chronic illnesses or disabling conditions. For the purpose of this research, caregivers were defined as full- or part-time employees between the ages of 24 and 64 who are eligible for a retirement plan and at least one other benefit, self-identify as a caregiver for an immediate family member (parent, spouse, or child), regularly complete at least one task for the person they provide care for, and spend at least an hour a week providing care.

## Employees with Disabilities

The Americans with Disabilities Act Amendments Act (ADAAA; <https://www.ada.gov>) defines a person with a disability as someone who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such an impairment; or is regarded as having such an impairment. In accordance with this definition, respondents included full- or part-time employees between the ages of 24 and 64 who are eligible for a retirement plan and at least one other benefit, and also self-identify as having any of the following disabilities:

1. A disorder present at birth, such as Down syndrome, Autism, Fragile X, Cystic Fibrosis or other conditions that cause impairment.
2. A debilitating disease that diminishes physical capabilities, including Multiple Sclerosis, Muscular Dystrophy, Parkinson's disease or other conditions that cause impairment.
3. A disability resulting from a catastrophic event, such as stroke, heart attack, an accident or another event that has caused impairment.
4. An aging-related disability, including Alzheimer's, dementia, other cognitive impairments or mobility issues.
5. A debilitating mental health issue, such as severe depression, anxiety, bipolar disorder, schizophrenia or other behavioral disorders.

### About Voya Financial®

Voya Financial, Inc. (NYSE: VOYA), helps Americans plan, invest and protect their savings — to get ready to retire better. Serving the financial needs of approximately 13.8 million individual and institutional customers in the United States, Voya is a *Fortune 500* company that had \$8.5 billion in revenue in 2018. The company had \$547 billion in total assets under management and administration as of March 31, 2019. With a clear mission to make a secure financial future possible — one person, one family, one institution at a time — Voya’s vision is to be America’s Retirement Company®. Certified as a “Great Place to Work” by the Great Place to Work® Institute, Voya is equally committed to conducting business in a way that is socially, environmentally, economically and ethically responsible. Voya has been recognized as one of the 2019 World’s Most Ethical Companies® by the Ethisphere Institute; as a member of the Bloomberg Gender Equality Index; and as a “Best Place to Work for Disability Inclusion” on the Disability Equality Index by Disability:IN. For more information, visit [voya.com](http://voya.com). Follow Voya Financial on [Facebook](#), [LinkedIn](#) and Twitter [@Voya](#).

### About Voya Cares®

An extension of Voya’s vision and mission to help all Americans have the quality of life they seek in retirement, the Voya Cares program is committed to being a leader in making a positive difference in the lives of individuals with special needs and disabilities—as well as their families, caregivers and other providers—by offering a depth of resources focused on education, planning and solutions. Go to [voya-cares.com](http://voya-cares.com) to learn more.

### About LRW

LRW is a global collaboration of data-driven companies best known for its ability to translate deep human understanding and sophisticated data analytics into business success for its clients. LRW has been advising top global brands on issues of strategy, branding, communications, innovation, product development and customer experience since 1973 and is recognized among the 10 most innovative and 20 largest market research consultancies in the world. LRW is headquartered in Los Angeles with offices in London, New York, Philadelphia, Charlotte, Atlanta, Chicago, and Orange County, CA.

