

Breastfeeding Alliance of Northeast Wisconsin Breastfeeding Friendly Business Toolkit



Promote. Protect. Support.



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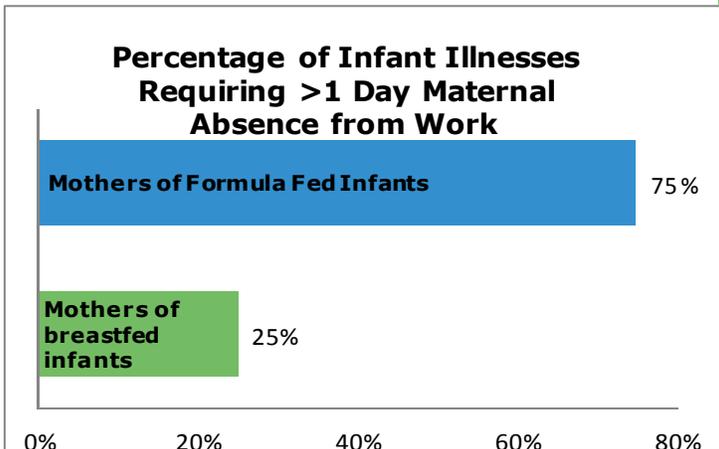
Small Investment Yields BIG Return

Supporting your breastfeeding employees saves money.

Businesses see up to a \$3 return for every \$1 invested in worksite lactation programs.

1 Breastfeeding employees miss work less often

- Formula feeding moms have 3 times as many one-day absences from work to care for sick children in the first year of life than breastfeeding moms.
- For every 1000 formula feeding babies, their mothers would miss an estimated combined total of one full year of work more than breastfeeding mothers, because their children are sick more often.

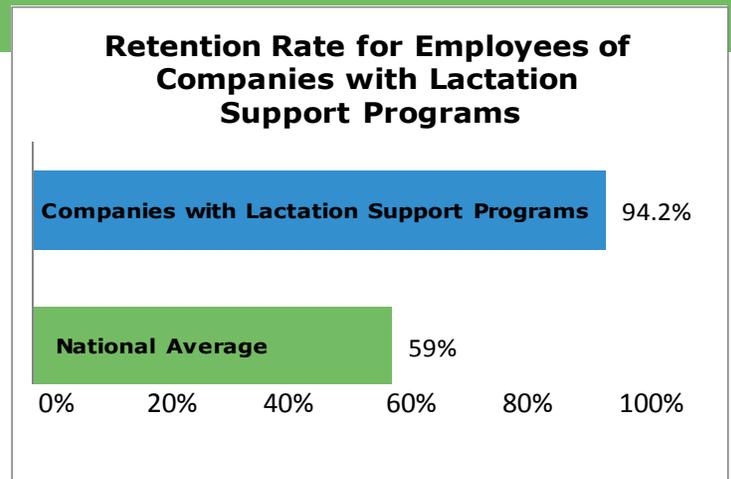


2 Breastfeeding lowers health care costs

- Due to healthier babies and moms.
- Infants who receive only their mothers' milk for the first three months incur \$331 less in health care costs over the first year of life.
- Mutual of Omaha found that their newborn healthcare costs are **three times less** when employees participate in the lactation program. They save \$2,146 for each employee!

3 Lower staff turnover

- Employers find that lactation support leads to improved staff productivity and loyalty, which helps retain talented employees.
- Increased retention of experienced employees results in cost savings due to reduced turnover.
- Positive image of a family friendly employer.





Benefits of Breastfeeding

Breastfeeding has many benefits for the baby, the mother, the community, and the employer.

The Baby

Breastfeeding provides a unique combination of nutrients and antibodies essential to a baby's health:

- Breastmilk can lower the child's risk of asthma, respiratory infections, ear infections, obesity, diabetes, and sudden infant death syndrome (SIDS).
- Breastfeeding also helps with mother-child bonding because it gives the baby time for close contact with the mother.

The Mother

Breastfeeding is also good for the mother.

- It can lower a woman's risk of breast cancer, ovarian cancer, osteoporosis and heart disease.
- Breast milk is free and takes no time to prepare. As a result, a mother will save money and have more time to spend with her family.
- Maintenance of health and balance between work and family responsibilities results in reduced stress and increased household stability.

The Community

When you value breastfeeding in your business, you show the community that you support your employee's decision to provide breastmilk to their child and understand the importance of breastfeeding.

Breastfeeding is environmentally friendly and is a natural use of resources. There is no waste from packaging, preparation, or leftovers.

The World Health Organization and the American Academy of Pediatrics recommend exclusive breastfeeding as the preferred method of infant feeding for at least the first six months of life, and continued breastfeeding with appropriate complementary foods through at least the first year.

Why Become A Breastfeeding Friendly Business?

With many mothers returning to work within a few weeks to months after childbirth, worksite lactation support is essential.

Many new mothers who return to work are unable to reach their breastfeeding goals.

Breastfeeding through a baby's first year benefits mom and baby for a lifetime. If a mother chooses to breastfeed, she needs to express breastmilk during the workday in order to maintain her milk supply. Many mothers are afraid to speak to their employers about these needs. One of the most common times women tend to stop breastfeeding is around the time they return to work. To help eliminate this, women need support in the workplace.

A law was put in place to support working mothers and protect breastfeeding.

U.S. Department of Labor Wage and Hour Division (August 2013)

Fact Sheet #73: Break Time for Nursing Mothers under the FLSA

This fact sheet provides general information on the break time requirement for nursing mothers in the Patient Protection and Affordable Care Act ("PPACA"), which took effect when the PPACA was signed into law on March 23, 2010 (P.L. 111-148). This law amended Section 7 of the Fair Labor Standards Act (FLSA).

General Requirements

Employers are required to provide "reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child's birth each time such employee has need to express the milk." Employers are also required to provide "a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk."

The FLSA requirement of break time for nursing mothers to express breast milk does not preempt State laws that provide greater protections to employees (for example, providing compensated break time, providing break time for exempt employees, or providing break time beyond 1 year after the child's birth).

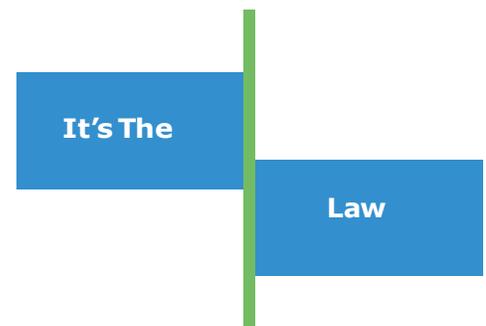
Time and Location of Breaks

Employers are required to provide a reasonable amount of break time to express milk as frequently as needed by the nursing mother. The frequency of breaks needed to express milk as well as the duration of each break will likely vary.

A bathroom, even if private, is not a permissible location under the Act. The location provided must be functional as a space for expressing breast milk. If the space is not dedicated to the nursing mother's use, it must be available when needed in order to meet the statutory requirement. A space temporarily created or converted into a space for expressing milk or made available when needed by the nursing mother is sufficient provided that the space is shielded from view, and free from any intrusion from co-workers and the public.

Coverage and Compensation

Only employees who are not exempt from section 7, which includes the FLSA's overtime pay requirements, are entitled to breaks to express milk. While employers are not required under the FLSA to provide breaks to nursing mothers who are exempt from the requirements of Section 7, they may be obligated to provide such breaks under State laws.



Why Become A Breastfeeding Friendly Business?

Employers with fewer than 50 employees are not subject to the FLSA break time requirement if compliance with the provision would impose an undue hardship. Whether compliance would be an undue hardship is determined by looking at the difficulty or expense of compliance for a specific employer in comparison to the size, financial resources, nature, and structure of the employer's business. All employees who work for the covered employer, regardless of work site, are counted when determining whether this exemption may apply.

Employers are not required under the FLSA to compensate nursing mothers for breaks taken for the purpose of expressing milk. However, where employers already provide compensated breaks, an employee who uses that break time to express milk must be compensated in the same way that other employees are compensated for break time. In addition, the FLSA's general requirement that the employee must be completely relieved from duty or else the time must be compensated as work time applies. See WHD Fact Sheet #22, Hours Worked under the FLSA.

FLSA Prohibitions on Retaliation

Section 15(a)(3) of the FLSA states that it is a violation for any person to "discharge or in any other manner discriminate against any employee because such employee has filed any complaint or instituted or caused to be instituted any proceeding under or related to this Act, or has testified or is about to testify in any such proceeding, or has served or is about to serve on an industry committee."

Employees are protected regardless of whether the complaint is made orally or in writing. Complaints made to the Wage and Hour Division are protected, and most courts have ruled that internal complaints to an employer are also protected.

Any employee who is "discharged or in any other manner discriminated against" because, for instance, he or she has filed a complaint or cooperated in an investigation, may file a retaliation complaint with the Wage and Hour Division or may file a private cause of action seeking appropriate remedies including, but not limited to, employment, reinstatement, lost wages and an additional equal amount as liquidated damages.

For additional information, visit our Wage and Hour Division Website:

<http://www.wagehour.dol.gov> and/or call our toll-free information and helpline, available 8 a.m. to 5 p.m. in your time zone, 1-866-4USWAGE (1-866-487-9243).

This publication is for general information and is not to be considered in the same light as official statements of position contained in the regulations. **U.S. Department of Labor** Frances Perkins Building 200 Constitution Avenue, NW Washington, DC 20210

1-866-4-USWAGE
TTY: 1-866-487-9243 **Contact Us**

Designation as a “Breastfeeding Friendly Business”

It’s easy and inexpensive! In fact, many businesses already have policies and procedures in place that support employees who choose to breastfeed their infants.

Becoming Breastfeeding Friendly offers flexibility and the program can be customized to meet the needs of the company and its employed mothers.

The City of Appleton Health Department, in partnership with the Breastfeeding Alliance of Northeast WI, Weight of the Fox Valley, and the Wisconsin Department of Health Services, recognizes employers that provide workplace breastfeeding support. Employers are evaluated based on criteria for three levels of support: **Gold, Silver, and Bronze**. When one of the levels is reached the business will be recognized.



Gold

Luxurious
Accommodations



Silver

Modest
Accommodations



Bronze

Essential
Accommodations

*See checklist on the next page for specific criteria.

Check List of Breastfeeding Friendly Business Accommodations

Criteria	Essential Accommodations Bronze	Modest Accommodations Silver	Luxurious Accommodations Gold
Policy & Education	<ul style="list-style-type: none"> <input type="checkbox"/> Written Lactation Accommodation policy 	<ul style="list-style-type: none"> <input type="checkbox"/> Written Lactation Accommodation policy <input type="checkbox"/> Verbal information provided to all employees about breastfeeding support 	<ul style="list-style-type: none"> <input type="checkbox"/> Written Lactation Accommodation policy <input type="checkbox"/> Educational packet about breastfeeding given to all expectant employees.
Facilities	<ul style="list-style-type: none"> <input type="checkbox"/> Private Room with a lock <input type="checkbox"/> Electrical Outlet <input type="checkbox"/> Chair <input type="checkbox"/> Small table <input type="checkbox"/> Waste Basket <input type="checkbox"/> Nearby sink with running water <input type="checkbox"/> Nearby refrigerator or storage space for small cooler <input type="checkbox"/> Employee provides her own breast pump 	<p><i>All the Essential Accommodations Plus</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Upholstered, comfortable chair <input type="checkbox"/> Sink with running water in the room <input type="checkbox"/> Refrigerator in the room <input type="checkbox"/> Nursing stool <input type="checkbox"/> Towel dispenser <input type="checkbox"/> Clock 	<p><i>All the Modest Accommodations Plus</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Breast pump provided or subsidized by employer (Mother brings own attachment kit) <input type="checkbox"/> Mirror <p><i>Optional items:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Radio/CD player <input type="checkbox"/> Telephone <input type="checkbox"/> Nursing mother art
Scheduling	<ul style="list-style-type: none"> <input type="checkbox"/> Flexible breaks (at least 15 minutes as well as a lunch break) during which the employee can express milk or nurse their infant 	<p>Same breaks as "Bronze" level</p> <p><i>One or more of the following:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Ability to work part-time or some hours from home <input type="checkbox"/> Flextime or job-sharing option <input type="checkbox"/> Onsite childcare <input type="checkbox"/> "Baby-at-work" program <input type="checkbox"/> Maternity leave available for up to 12 weeks 	<p>Same breaks as "Bronze" level</p> <p><i>Two or more of the following:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Ability to work part-time or some hours from home <input type="checkbox"/> Flextime or job-sharing option <input type="checkbox"/> Onsite childcare <input type="checkbox"/> "Baby-at-work" program <input type="checkbox"/> Maternity leave available for up to 12 weeks
Resources		<ul style="list-style-type: none"> <input type="checkbox"/> List of local breastfeeding resources 	<p><i>One or more of the following:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> List of local breastfeeding resources <input type="checkbox"/> Lactation consultant services provided for employees (via insurance, paid by employer, or through an agreement with Public Health for free services.)

5 Steps **To Breastfeeding Friendly Business**



P R O M O T E . P R O T E C T . S U P P O R T .

- 1 Assess the Needs and Capacity for Lactation Accommodation**
- 2 Create a Lactation Accommodation Policy**
- 3 Create or Designate a Lactation Space**
- 4 Identify Support Services**
- 5 Communicate the Policy**

Step 1

Assess the Needs and Capacity for Lactation Accommodation.

Assessing the business environment can help with justification and support for a breastfeeding friendly worksite program and assist in the strategic planning process. Once human resources and management are engaged, the next step is to:

- **Evaluate** how your organization currently supports worksite lactation by assessing the current population, policies, environments, supports, needs, and constraints.

→ Complete the Business Self-Assessment

Business Self-Assessment

Human Resources

Please indicate the following:

Number of employed women of childbearing age (16-44).	
Percent of female employees employed.	
Number of male employees ages 16-44.	
Number of pregnancies among employees annually.	
Breastfeeding rates of employees (if known).	
Current turnover rate among women who take maternity leave.	
Current rates of absenteeism among new mothers and fathers.	

Company Policies

Indicate which of the following support services are currently provided at your business:

	Yes	No
Have a written policy supporting breastfeeding women.		
Provide access to lactation consultants on-site or through benefits package for breastfeeding/pumping moms.		
Incentivize breastfeeding through your employee wellness program/benefits plan.		

What existing support services, policies, and/or benefits are in place that may be used to support breastfeeding mothers?

Business Self-Assessment

Company Policies

Please indicate the following:

What break policies could be adapted to allow for milk expression breaks?

What new policies would need to be developed to provide for lactation support?

Please indicate which is included as part of your business' family leave policy:

	Yes, all staff eligible	Yes, some staff eligible	No
FMLA.			
Short-Term Disability (STD) as an employee benefit.			
Additional unpaid leave beyond the 12 weeks required for some employees under the Family Medical Leave Act (FMLA).			
Creative combining of existing vacation/sick/holiday time for parental leave.			
Opportunity for employees returning from parental leave to gradually return to work, initially working reduced hours for a specified period of time.			

What policies allow for a gradual return to work following maternity leave? Check all that apply:

- Part-time employment
- Job-Sharing
- Telecommuting
- Flextime
- Other _____

Business Self-Assessment

Indicate which of the following facility supports are currently provided at your business:

<p>What department could likely serve as the administrative home for the lactation support program?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Wellness division <input type="checkbox"/> Employee health unit <input type="checkbox"/> Human Resources <input type="checkbox"/> Personnel <input type="checkbox"/> Other _____
<p>What funds are budgeted and available to support a lactation support program?</p>	
<p>Are there any barriers to consider?</p>	
<p>What realistic options do women currently have for expressing milk during the work period in privacy?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Personal office <input type="checkbox"/> Office of another employee <input type="checkbox"/> Designated lactation room <input type="checkbox"/> No space <input type="checkbox"/> Other _____
<p>If no designated lactation room exists, what options might be available for a space with an electrical outlet that can be locked?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Unused office space <input type="checkbox"/> Closet or other small space <input type="checkbox"/> A room created within another space <input type="checkbox"/> Other _____
<p>What type of breast pump equipment do breastfeeding employees currently receive?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> None – employees use their own breast pump equipment <input type="checkbox"/> Company purchases hospital-grade electric breast pumps <input type="checkbox"/> Company rents hospital-grade electric breast pumps <input type="checkbox"/> Company provides/subsidizes portable personal use pumps <input type="checkbox"/> Insurance
<p>Does your business provide employees referrals to community breastfeeding resources.</p>	
<p>How do your employees, managers, and stakeholders perceive the need for a breastfeeding friendly support program?</p>	

Step 2

Create a Lactation Accommodation Policy.

- Summarize rationale – business benefits, health benefits, laws.
- Specify expectations of employees: (program participants, management, and coworkers).
- Describe accommodations available for nursing mothers (privacy, time, support, education).



Components of a Breastfeeding Friendly

Space

Privacy During Milk Expression

It is important to establish a private location where a breastfeeding employee can comfortably and safely express milk during the workday. [See page 23 for more details.](#)

Handling Expressed Milk

Breastfeeding employees should never be expected to express milk in a restroom!

Restrooms are unsanitary, lack appropriate electrical connections, and do not provide a place to comfortably express breastmilk.

- Human milk is food. It can be stored in a company refrigerator or in the employee's personal cooler.
- The Centers for Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA) do not classify human milk as a biohazard. Universal precautions are not required when handling human milk. Businesses can encourage nursing moms to wipe the area clean with antibacterial wipes after each use.
- Restaurants may have policies for storing foods served to customers. If so, an employee's personal cooler or insulated lunch bag is a workable solution for storing human milk. Some companies prefer a mini fridge in the lactation area or the employee's personal office space.

Scheduling Room Usage

Depending on the size of the company and the number of breastfeeding employees that will use the room, companies may want to consider scheduling and logging room usage. There are a variety of ways to schedule and log room usage.

- Electronic sign-in (a computerized room schedule) that allows employees to log-in their preferred pumping times daily or weekly.
- Schedule sign-in sheet or dry-erase board kept in the room or by the person who has the key to the room.
- E-mail notices sent to employees who are using the room.
- First-come, first-served basis, with an "Occupied" sign outside the door (this is effective if there are only a few women needing the room).

Components of a Breastfeeding Friendly Business Program & Policy

Cleaning the Room

- Lactation program policies should explain who is responsible for keeping the room clean.

Time

Time to Express Milk

- Milk expression session usually takes around 15 minutes, plus time to get to and from the lactation room. They are needed about every 3 hours which typically amounts to two or three breaks throughout the day.
- Breastfeeding employees need no more than an hour per work day to express milk, which can easily be divided between usual paid breaks and the meal period.

If extra time is needed, it can be tracked and provided as unpaid leave. Many employers allow women the flexibility to come in early or stay late to make up the time. Some employers allow women to adjust their meal break to make up time. Others do not track the extra time taken.

- As the baby begins eating solid foods around 6 months, pumping sessions often become less frequent.

Flexible Breaks and Work Options

- Gradual transition back to work.
- Working part-time or working from home a few weeks before resuming full-time work.
- Working longer hours four days per week.
- Allowing employees to go home or to their child care providers to nurse their baby.
- Allow the return to work after maternity leave on a Thursday or Friday, to allow the weekend to rebuild milk supply before returning to work for an entire week.
- A positive, accepting attitude from upper management, supervisors, and coworkers helps breastfeeding employees feel confident in their ability to continue working while breastfeeding.

Components of a Breastfeeding Friendly Business Program & Policy

Support

Support From Supervisors, Co-Workers & Mothers

- Incorporate information about the basic needs of breastfeeding employees into orientation and other company training programs.
- Create a breastfeeding friendly environment.
- Provide information about the designated room and other components of the program to employees.



Sample Lactation Accommodation Policies

Accommodations for Breastfeeding Employees

BUSINESS recognizes that natural breastfeeding of infants is an excellent method of providing the infant with a healthy start on their development. To facilitate the breastfeeding process, **BUSINESS** will take appropriate measures to facilitate breastfeeding and expression of milk by mothers of infants up to one year of age. Because each case may be different, **BUSINESS** encourages the mother to discuss her particular needs with her supervisor.

- **BUSINESS** will designate an appropriate and private area for mothers to use for breastfeeding or to express milk. If the mother prefers, she may use her private office (if applicable).
- **BUSINESS** will make other reasonable accommodations to provide a comfortable and private environment for the mother to breastfeed or express milk, when access to a designated room is not practical because of the work environment or duties.
- The Wood County Health Department will be a resource to provide breastfeeding information or resources to breastfeeding employees.
- Mothers may use paid break times and/or unpaid lunch breaks for breastfeeding or expression of milk. If the designated break times are not adequate, or the scheduled break time does not meet the needs of the mother, she should discuss scheduling options with her supervisor. If the normal break time is not adequate, the mother may use compensatory time, vacation time, or approved unpaid time off. Sick time would not be an option.
- Scheduling of the room (if applicable) is the responsibility of the mother(s) using the room.
- Employees will be expected to provide their own equipment and refrigeration as needed.

Sample Lactation Accommodation Policies

Worksite Breastfeeding Policy

Breastfeeding has been shown to be the superior form of infant nutrition, providing a multitude of health benefits to both infants and their mother. Breastfeeding employees need ongoing support in the worksite to be able to provide their milk for their babies, [Organization Name] subscribes to the following policy:

1. Employees shall be provided a place to breastfeed or express their milk.

An employee lactation room is provided as a private and sanitary place for breastfeeding employees to express their milk during work hours. This room provides an electrical outlet, comfortable chair, and nearby access to running water. Employees may, of course, use their private office area for breastfeeding or milk expression, if they prefer.

2. A refrigerator will be made available for safe storage of expressed breastmilk.

Employees may use their own cooler packs to store expressed breastmilk or may store milk in a designated refrigerator/freezer. Employees should provide their own containers, clearly labeled with name and date. Those using the refrigerator are responsible for keeping it clean.

3. Employees shall be provided flexible breaks to accommodate breastfeeding or milk expression.

A breastfeeding employee shall be provided a flexible schedule for breastfeeding or pumping to provide breastmilk for her child. The time would not exceed normal time allowed for lunch and breaks. For time above and beyond normal lunch and breaks, the employee can come in a little early or leave a little later to make up the time.

4. Staff are expected to provide support for breastfeeding employees.

Realizing the importance of breastfeeding to the infant, the mother, and the company, staff should provide an atmosphere of loving support for breastfeeding employees.

5. Breastfeeding promotion information will be displayed.

The company will provide information on breastfeeding to all pregnant and breastfeeding employees, including local resources. In addition, positive promotion of breastfeeding will be on display in the company and in-house communications with staff.

6. Employee orientation will include information about the company's breastfeeding policy.

The company's breastfeeding policy will be communicated to current staff. New employees will be informed about the company policy in the new employee orientation training.

Sample Lactation Accommodation Policies

Policy for Supporting Breastfeeding Employees

In recognition of the well documented health advantages of breastfeeding for infants and mothers, [name of company] provides a supportive environment to enable breastfeeding employees to express their milk during work hours. This includes a company-wide lactation support program administered by [name of department].

[Name of company] subscribes to the following worksite support policy. This policy shall be communicated to all current employees and included in new employee orientation training.

Company Responsibilities

Breastfeeding employees who choose to continue providing their milk for their infants after returning to work shall receive:

- **Milk Expression Breaks**
Breastfeeding employees are allowed to breastfeed or express milk during work hours using their normal breaks and meal times. For time that may be needed beyond the usual break times, employees may use personal leave or may make up the time as negotiated with their supervisors.
- **A Place to Express Milk**
A private room (not a toilet stall or restroom) shall be available for employees to breastfeed or express milk. The room will be private and sanitary, located near a sink with running water for washing hands and rinsing out breast pump parts, and have an electrical outlet. If employees prefer, they may also breastfeed or express milk in their own private offices, or in other comfortable locations agreed upon in consultation with the employee's supervisor. Expressed milk can be stored [in general company refrigerators/in designated refrigerators provided in the lactation room or other location/in employee's personal cooler].
- **Breastfeeding Equipment**
[Name of company] [provides/subsidizes/rents] electric breast pumps to assist breastfeeding employees with milk expression during work hours. The company provides [hospital grade pump that can be used by more than one employee/or portable personal use electric breast pump that the employee retains] throughout the course of breastfeeding for the employee. [If using a standard hospital-grade pump, indicate whether the company provides/subsidizes personal attachment kit or where the employee can purchase the kit.] [Indicate whether breast pumps are also available for partners of male employees.]
- **Education**
Prenatal and postpartum breastfeeding classes and informational materials are available for all mothers and fathers, as well as their partners.
- **Staff Support**
Supervisors are responsible for alerting pregnant and breastfeeding employees about the company's worksite lactation support program, and for negotiating policies and practices that will help facilitate each employee's infant feeding goals. It is expected that all employees will assist in providing a positive atmosphere of support for breastfeeding employees. [List other components specific to your company's program]

Employee Responsibilities

- **Communication with Supervisors**

Employees who wish to express milk during the work period shall keep supervisors informed of their needs so that appropriate accommodations can be made to satisfy the needs of both the employee and the company.

- **Maintenance of Milk Expression Areas**

Breastfeeding employees are responsible for keeping milk expression areas clean, using anti-microbial wipes to clean the pump and area around it. Employees are also responsible for keeping the general lactation room clean for the next user. This responsibility extends to both designated milk expression areas, as well as other areas where expressing milk will occur.

- **Milk Storage**

Employees should label all milk expressed with their name and date collected so it is not inadvertently confused with another employee's milk. Each employee is responsible for proper storage of her milk using [company provided refrigerator/personal storage coolers].

- **Use of Break Times to Express Milk**

When more than one breastfeeding employee needs to use the designated lactation room, employees can use the sign-in log provided in the room to negotiate milk expression times that are most convenient or best meet their needs.

Sample Lactation Accommodation Policies

Sample Worksite Lactation Policy

[Name of company] acknowledges the worksite accommodation law in the U.S. Patient Protection and Affordable Care Act enacted in March 2010, which amends the Fair Labor Standards Act (FLSA), and Section 206-c of the New York State Labor Law, and therefore provides breastfeeding employees the following lactation accommodations:

Lactation Accommodation Provisions

- **Reasonable Time to Express Milk at Work**
Employees shall be provided reasonable time to express milk while at work for up to three years following the child's birth each time the employee has need to express milk. Employees should use usual break and meal periods for expressing milk, when possible. If additional time is needed beyond the provided breaks, employees may use personal leave or may make up the time as negotiated with their supervisors.
- **A Private Area for Milk Expression**
Employees will be provided with a private place, other than a bathroom, that is shielded from view and free from intrusion from co-workers and the public, to express breast milk. The room can be a designated space for lactation. If this is not practical or possible, a vacant office, conference room, or other small area can be used so long as it is not accessible or visible to the public or other employees while the nursing employee is using the room to express milk. The room will:
 - Be in close proximity to the employee's work station when possible
 - Have a door equipped with a functional lock or, if this is not possible, the room will have a sign advising that the room or location is in use and not accessible to other employees or the public
 - Be well lit
 - Ensure privacy by covering any windows with a curtain, blind, or other covering
 - Contain at a minimum a chair and a small table, counter, or other flat surface
 - Ideally include an electrical outlet and nearby access to clean water

No employee shall be discriminated against for breastfeeding or expressing milk during the work period, and reasonable efforts will be made to assist employees in meeting their infant feeding goals while at work.

This policy shall be communicated to all current employees and included in new employee orientation training. Any act found to be intentional that invades a nursing mother's privacy shall be treated as a disciplinary offense and reported to the appropriate manager.

Employer Responsibilities [Name of company] will:

- Maintain the cleanliness of the room or location set aside for the use of employees expressing breast milk at work.

Employee Responsibilities Breastfeeding employees utilizing lactation support services will:

- Give supervisors advance notice of the need for lactation accommodations, preferably prior to their return to work following the birth of the child. This will allow supervisors the opportunity to establish a location and work out scheduling issues.
- Maintain the designated area by wiping the pump (if provided) and surfaces with microbial wipes so the area is clean for the next user.
- Insure the safekeeping of expressed breast milk stored in any refrigerator on the premises. Breast milk can be stored in a general company refrigerator, in a refrigerator provided in the lactation room, or in the employee's personal cooler.

Step 3

Create or Designate a Lactation Space.

Creating or designating a lactation room or area is crucial for the success of a breastfeeding friendly business program. Lactation rooms provide a comfortable place for mothers to express their milk in privacy. A safe environment allows mothers to relax for more efficient milk expression. Basic lactation rooms can be created with little space and can be as simple or elaborate as desired.

Privacy During Milk Expression

- Breastfeeding employees should **never** be expected to express milk in a restroom!
 - Restrooms are unsanitary, lack appropriate electrical connections, and do not provide a place to comfortably.
 - By law, an employer must provide a space, other than a bathroom, for a breastfeeding employee to express milk.
- This can be a woman's private office (if it can be locked) or an onsite, designated lactation room(s) with an electrical outlet where breastfeeding employees can use a pump to express milk during the work period.
- The cost is usually a one-time expenditure (besides standard maintenance)
 - Multiple breastfeeding women can make use of the facility over a long period of time= continuous ROI

Space Solutions

Permanent or flexible space that has privacy

- The size can be as small as 4' x 5' to accommodate a comfortable chair and a small table or shelf for a breast pump.
- A clean, infrequently-used existing office space, closet or small storage area.
- An exam/patient room, lounge, or enclosed area.
- Adapting a "small unused space" that is currently not well-utilized.
- Sectioning off a small corner of a room with either permanent walls or portable partitions.
- A walled off corner of a lounge adjacent to the women's restroom.



Create or Designate a Lactation Space

Basic Room Amenities

- Comfortable Chair
- Small table or a shelf for the breast pump/supplies
- Waste Basket
- Electrical outlet
- Lock on the door for privacy
 - If a lockable door is not possible, provide a sign outside the door with a well-communicated policy to help prevent others from entering the space.



Additional Amenities

- Breast Pump
- Small Refrigerator
- Radio/CD player
- Telephone
- Nursing mother art
- Sink with running water in room
- Mirror
- Nursing stool



Step 4

Identify Support Services.

Breastfeeding support is everywhere.

There are lactation professionals in many settings:

- Hospitals
- Clinics
- WIC Offices
- Health Departments

Also there are breastfeeding classes and support groups.



**For a complete list of resources
see bfanwi.org**



Step 5

Communicate the Policy.

- Communicate the policy and promote the program.
- Ensure new employees learn about the breastfeeding policy and program during orientation.

Promote the Program.

Once the program is in place, it should be widely promoted with potential users (both breastfeeding employees and male employees whose partners are pregnant or breastfeeding), as well as with colleagues, supervisors and managers. Promotion builds both interest and needed support for the program.

Optional Ways to Promote the Program

- Employee wellness or health fairs.
- Staff meetings.
- Open house for the lactation room.
- Articles in internal print or web-based newsletters.
- Promotional packets for pregnant employees and partners of employees.
- Word of mouth.
- “Lunch and Learn” sessions.
- Baby shower for expectant employees and partners.
- Posters and bulletin board displays.
- Employee health benefits mailings.
- Company-wide mailing or e-mail.
- Paycheck stuffers promoting the program

Frequently Asked Questions

Are the breaks paid or unpaid?

The "Break Time for Nursing Mothers" law does not require pumping breaks to be paid. However, if your employer already offers paid breaks and you use those breaks to pump your milk, your time should be paid in the usual way. If you need extra time beyond what is usually allowed for these paid breaks, then the additional time does not need to be paid and your employer might ask you to "punch out" for the additional time.

For example, if your employer normally allows employees to take a 15 minute break, but you need 25 minutes to pump your milk, then 15 minutes should be paid and the other 10 minutes can be unpaid.

If you continue to work during your pumping breaks, you should be paid in the usual way.

How much time is "reasonable"?

The "Break Time for Nursing Mothers" law recognizes that the amount of time it takes to express breast milk is different for every mother.

According to the Business Case for Breastfeeding it usually takes around 15-20 minutes to pump breast milk, plus the time it takes to get and put away your pump from where it will be stored between pumping sessions, travel to your pumping space, set up and clean your supplies, store your milk, and travel back to your work station for a total of about 30 minutes. Pump time may vary for different pump types (single, double, electric, etc). Although uncommon, some women may need additional time.

What are the benefits to employers?

Many employers do not realize that breastfeeding can save money. Employer benefits for supporting breastfeeding employees include:

- Breastfeeding employees miss work less often because breastfed infants are healthier.
- Breastfeeding lowers health care costs.
- Breastfeeding support helps employers keep their best employees so that less money is spent hiring and training new employees.
- Breastfeeding employees who are supported in the workplace report higher productivity and loyalty.
- Supporting breastfeeding employees creates a positive public image.

Frequently Asked Questions

How often can you pump during the workday?

The "Break Time for Nursing Mothers" law requires employers to provide time and space "each time such employee has need to express the milk."

A breastfeeding mother must pump her milk as often as the baby usually eats. During the early months of your baby's life you will probably need to pump your milk every 2-3 hours during the workday.

Because a baby's feeding schedule changes over time, your pumping schedule will probably change too. Once your baby begins eating solid foods, you may be able to pump less often.

Break Time Solution Examples:

- Pumping during existing authorized breaks.
- Coming in early or staying late to make up for lost time.
- "Floating" staff to cover during pumping and other breaks (lunch, bathroom, smoking).
- Bringing a laptop or phone to the pumping space to continue working while pumping (if this works for you).
- Returning to work part-time (if possible).

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