



Supporting Nursing Mothers at Work National Online Dialogue

**August 6 – September 13, 2019
Final Summary Report**



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Introduction

Background

Coinciding with National Breastfeeding Awareness Month 2019, the U.S. Department of Labor's (USDOL) Office of Compliance Initiatives (OCI), in partnership with the Wage and Hour Division (WHD), Women's Bureau (WB), and Office of Disability Employment Policy (ODEP), hosted the [*Supporting Nursing Mothers in the Workplace National Online Dialogue*](#).

During the online dialogue, 232 stakeholders including nursing employees, employers, advocacy organizations, and state and local government representatives shared ideas on compliance guidance, resources, and other tools that would help employers and nursing employees understand their responsibilities and rights under Section 7(r) of the Fair Labor Standards Act – Break Time for Nursing Mothers Provision (the Nursing Mothers Provision). In addition, participants shared best practices and innovative ideas that could assist employers to meet their responsibilities under the law. Ideas were also gathered on how to assist lactating parents to work with their employers to ensure they are aware of the provisions and that they have access to lactation breaks. States and localities also shared policies and programs they have successfully implemented in support of lactating employees in the workplace.

To further the conversation, ePolicyWorks hosted the *Supporting Nursing Mothers in the Workplace* Twitter chat. During the Twitter chat, participants shared key resources and ideas that people who are breastfeeding, employers, and policymakers can use. Contributors to the Twitter chat highlighted the value of policies and practices that provide support and resources for breastfeeding employees and their employers.

Moving forward, USDOL will use the results of the online dialogue and the Twitter chat to improve the efficacy and usability of its existing guidance and tools, as well in the development of new resources, for employers and nursing employees to understand their responsibilities and rights under the Nursing Mothers Provision.

Online Dialogue Topics

The *Supporting Nursing Mothers in the Workplace National Online Dialogue* was divided into the following three different topics by stakeholder group:

1. Employers and Employer Groups

Under this topic, employers and employer groups were asked to share ideas on how USDOL can help them meet their responsibilities under the Nursing Mothers Provision. Specifically, they were asked to focus on compliance guidance, resources, or other tools they thought might be helpful. They were also asked to share compliance best practices or innovative ideas that may assist employers to meet their responsibilities.

2. Nursing Mothers and Nursing Mother Groups

Under this topic, nursing mothers and nursing mothers' advocacy groups were asked to share ideas on how USDOL can best inform lactating employees of their rights in the workplace under the Nursing Mothers Provision. In addition, they were asked how USDOL could assist lactating employees to work with their employers to ensure they are aware of the provisions and that they have access to lactation breaks.

3. State and Local Policymakers

Under this topic, state and local policymakers were asked to share examples of how their state or local area has supported employers and nursing employees in understanding and meeting their responsibilities and rights, under the Nursing Mothers Provision.

Outreach Efforts

The *Supporting Nursing Mothers in the Workplace National Online Dialogue* looked to nursing employees, employers, state and local governments, advocacy groups, and other stakeholders to share their perspectives. In order to ensure a broad range of participants, ePolicyWorks conducted numerous strategic outreach efforts, including distributing targeted eblasts and social media posts, partnering in promotions around Breastfeeding Awareness Month, and hosting a Twitter chat. Eblasts were sent to the ePolicyWorks community, along with a large number of advocacy organizations representing nursing mothers and employers, as well as state and local government representatives, and other key stakeholders.

Total ePolicyWorks Outreach

- Emails Delivered: 53,870 (20 emails sent to 56,071 total recipients)
- Emails Opened: 8,190
- Total number of clicks on links in emails (excluding multiple clicks of the same link): 1,245
- Number of @ePolicyWorks impressions of online dialogue promotions: 46,390 (from 33 online dialogue promotion tweets)
- Social media traffic to the online dialogue:
 - Facebook: 77%
 - Twitter: 14%
 - Instagram: 6%
 - LinkedIn: 3%
- Approximately 18.3% of the total traffic to the online dialogue came from social media.

Independent Online Dialogue and Twitter Chat Promotion

Over the course of the online dialogue, many organizations and advocacy groups promoted the online dialogue and Twitter chat through Facebook, LinkedIn, Twitter, emails, blogs, newsletters,

and action alerts. Below is a sampling of the organizations that published details regarding the online events:

- La Leche League USA
- United States Lactation Consultant Association
- Mamava
- Oregon Tradeswomen
- The National Council on Family Relations
- US Breastfeeding Committee
- FCE Benefit Administrators, Inc.
- WIC Montana
- Support Nursing Tradeswomen on Construction Sites
- Splash Coworking
- United States Lactation Consultant Association
- Policy Group on Tradeswomen's Issues
- CHAMPS: Communities and Hospitals Advancing Maternity Practices
- Ohio Breastfeeding Alliance
- Reaching Our Sisters Everywhere (ROSE)
- The Fleet & Family Support Center NAS JRB New Orleans
- Breastfeeding Success Company
- Massachusetts Lactation Consultant Association
- New York Statewide Breastfeeding Coalition
- Om Baby Pregnancy & Parenting Center
- USS Mobile Bay (CG 53) Ombudsman
- Black Moms Breastfeed

Twitter Chat on Supporting Nursing Mothers in the Workplace

Twitter Chat Overview

On August 20, 2019, as a complement to the insights garnered in the *Supporting Nursing Mothers in the Workplace Online Dialogue*, ePolicyWorks hosted its seventh Twitter chat. During this Twitter chat, participants joined an online real-time, interactive discussion via Twitter on policies and best practices around challenges or barriers breastfeeding employees might encounter in successfully staying at or returning to work, and how USDOL can help employers and lactating employees understand their responsibilities and rights under the Nursing Mothers Provision.

The Twitter chat supported and augmented the ePolicyWorks' online dialogue by allowing employers, employees, advocates, state and local leaders, along with targeted individuals with compliance-related knowledge and expertise to discuss their experiences and recommendations. It was promoted to dialogue registrants and through the @ePolicyWorks twitter handle and email blasts to the vast ePolicyWorks community. The ePolicyWorks team also partnered with ODEP, OCI, WHD, and WB to leverage their communications networks to further promote the event.

The Twitter chat was moderated by an ePolicyWorks team member and all participants were asked to take part by using the unique hashtag #EPWChat. The Twitter chat was open to anyone with an active Twitter account. The U.S. Breastfeeding Committee's Interim Executive Director, Amelia Psmythe, and Senior Workplace Program Manager, Cheryl Lebedevitch, as well as Society for Human Resource Management's (SHRM) Knowledge Center Director, Amber Clayton, joined the Twitter chat as featured guests.

During the Twitter chat, the moderator posed questions to the featured guests; participants were encouraged to join the conversation. In addition, participants interacted with each other during the Twitter chat, responding to and commenting on replies. Many participants also retweeted resources and responses from the featured guests to their followers, furthering the reach of the conversation. Throughout the Twitter chat, all participants were reminded to visit the online dialogue following the Twitter chat to continue and expand on the conversation. Following the conclusion of the Twitter chat, the ePolicyWorks team reviewed the statistics and analyzed the results, using them to glean additional information and build upon the momentum for the online dialogue.

A compilation of all tweets from the Twitter chat can be found at <https://wke.lt/w/s/BS66ID>.

Twitter Chat Metrics

- Number of Tweets posted with the #EPWChat during Twitter chat: (including tweets from ePolicyWorks): 147
- Number of impressions received on tweets sent by ePolicyWorks during the Twitter chat (total number of views): 9,240
- Number of active tweeters (participants who posted at least once) during Twitter chat: 29
- Number of resources shared during the Twitter chat (Appendix A): 36
- Number of tweets highlighting employer best practices (Appendix B): 8
- Number of tweets highlighting state/local government policies and practices (Appendix C): 8

Key Stakeholder Groups

In addition to our featured guests, their colleagues from the Society for Human Resource Management and the U.S. Breastfeeding Committee, and individual participants, several key stakeholder groups participated in the Twitter chat and shared links relevant to breastfeeding accommodations, resources, policies, and other compliance supports. These organizations include:

- @ABetterBalance
- @AskEARN
- @CALIFORNIABF (California Breastfeeding Coalition)
- @First5SCC (FIRST 5 Santa Clara County)
- @KSBreastfeeding
- @MomsRising
- @NIOSH

- @NYCCWC (The NYC Coalition for Women in Construction)
- @BostonWomen
- @WorkLifeLawCtr (Center for Work, Life, Law)

Key Themes from Twitter Chat

During the hour-long *Supporting Nursing Mothers in the Workplace Twitter Chat*, participants shared resources and best practices targeted to both employers and nursing employees. The wealth of information tweeted and retweeted during the Twitter chat will not only assist USDOL in its mission but will also serve as a resource for lactating employees, employers, advocates and individual stakeholders. Based on the tweets during the Twitter chat, several themes emerged including the following:

- Employers and nursing employees can successfully work together on accommodations by consulting resources that are available on multiple platforms in multiple languages to understand their rights and responsibilities.
- Many states and localities have created their own programs and resources to support breastfeeding parents and their employers.
- Supportive policies and programs for breastfeeding parents can benefit both employees and employers and help ensure that breastfeeding parents can successfully return to and stay at work.
- It's important that parents with disabilities also have access to workplace nursing locations.

Twitter Chat Results

The multitude of ideas gathered from both the online dialogue and Twitter chat illustrate that collaboration and crowdsourcing are imperative for the advancement and development of USDOL's compliance assistance strategies. Ideas and comments gathered from these two online events will be used to guide USDOL's work to expand and enhance compliance assistance resources and materials to assist employers and nursing employees in understanding their responsibilities and rights under the Nursing Mothers Provision.

Online Dialogue Participant Summary

The *Supporting Nursing Mothers in the Workplace National Online Dialogue* opened for participation at 8 a.m. ET on August 5, 2019 and closed at midnight on September 13, 2019. Below is the information on the number of online dialogue visits*, registrants, participation rates, location of registrants, and profile information provided by registrants during the registration process.



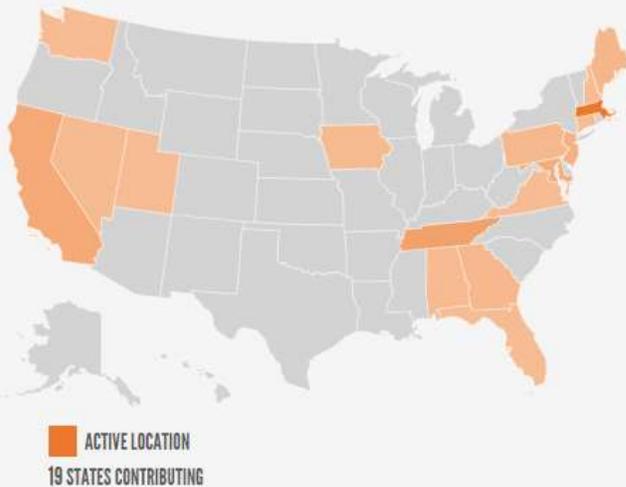
COMMUNITY REPORT

AUGUST-2019 TO SEPTEMBER-2019

POWERED BY IDEASCALE

SUPPORTING NURSING MOTHERS IN THE WORKPLACE

COMMUNITY INFO



 **44**
IDEAS POSTED

 **370**
VOTES

 **149**
COMMENTS

 **232**
USERS

Visitors and Participants During the Online Dialogue

- Total unique visits: 4,653
- Total page views: 12,142
- Total unique visitors*: 3,625
- Average pages per visit: 2:61
- Average visit duration (minutes): 2:18
- Average number of sessions per visitor: 1.28
- Returning visitors: 10.4%
- Bounce rate (percentage of participants who leave after viewing the first page of the online dialogue): 65%
- Total number of registrants: 232
- Number of ideas: 44
- Number of comments: 149
- Number of votes: 370
- Total number of registrants who participated**: 83 (36% of registrants)

**Visitors are all individuals who have viewed the online dialogue. This includes individuals who did not completed the registration process.*

***"Participation" includes registering and submitting ideas, comments or votes to the dialogue's online platform.*

Reported State Affiliation of Online Dialogue Registrants

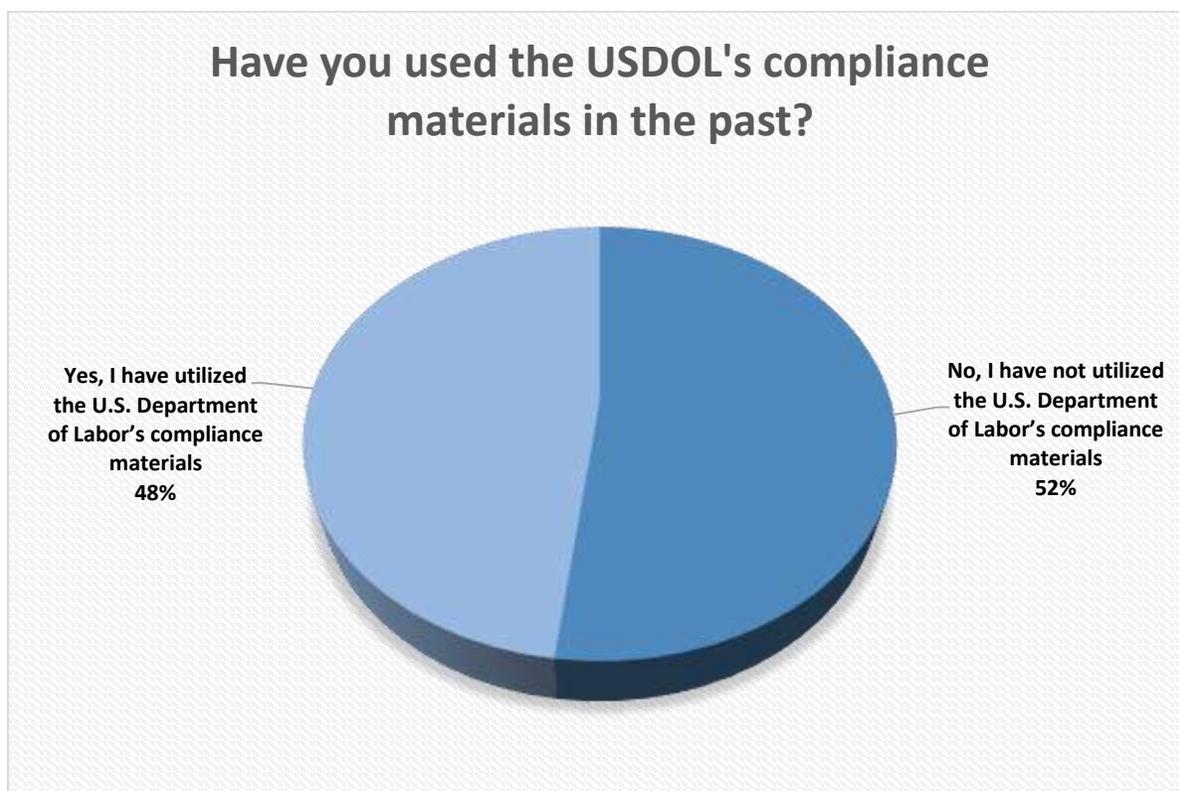
State	Total Number	Percentage of Total
Alabama	2	0.86%
Arizona	2	0.86%
California	23	9.91%
Colorado	3	1.29%
Connecticut	4	2.16%
District of Columbia	11	4.74%
Florida	12	5.17%
Georgia	14	6.03%
Hawaii	5	1.72%
Idaho	1	0.43%
Illinois	6	2.59%
Indiana	2	0.86%
Iowa	2	0.86%
Kansas	2	0.86%
Kentucky	1	0.43%
Maine	1	0.43%
Maryland	7	3.02%
Massachusetts	5	2.16%
Michigan	15	6.47%
Minnesota	2	0.86%
Mississippi	2	0.86%
Missouri	2	0.86%
Montana	1	0.43%
Nebraska	1	0.43%
Nevada	2	0.86%
New Hampshire	4	1.72%
New Jersey	9	3.88%
New York	19	8.19%
North Carolina	1	0.43%
Ohio	4	1.72%
Oklahoma	3	1.29%
Oregon	2	0.86%
Pennsylvania	11	4.74%
Rhode Island	1	0.43%
South Carolina	4	1.72%
South Dakota	3	1.29%
Tennessee	8	3.45%
Texas	8	3.45%
Utah	1	0.43%

State	Total Number	Percentage of Total
Vermont	1	0.43%
Virginia	11	4.74%
Washington	11	4.74%
Wisconsin	2	0.86%
Wyoming	1	0.43%

Online Dialogue Registrant Profiles

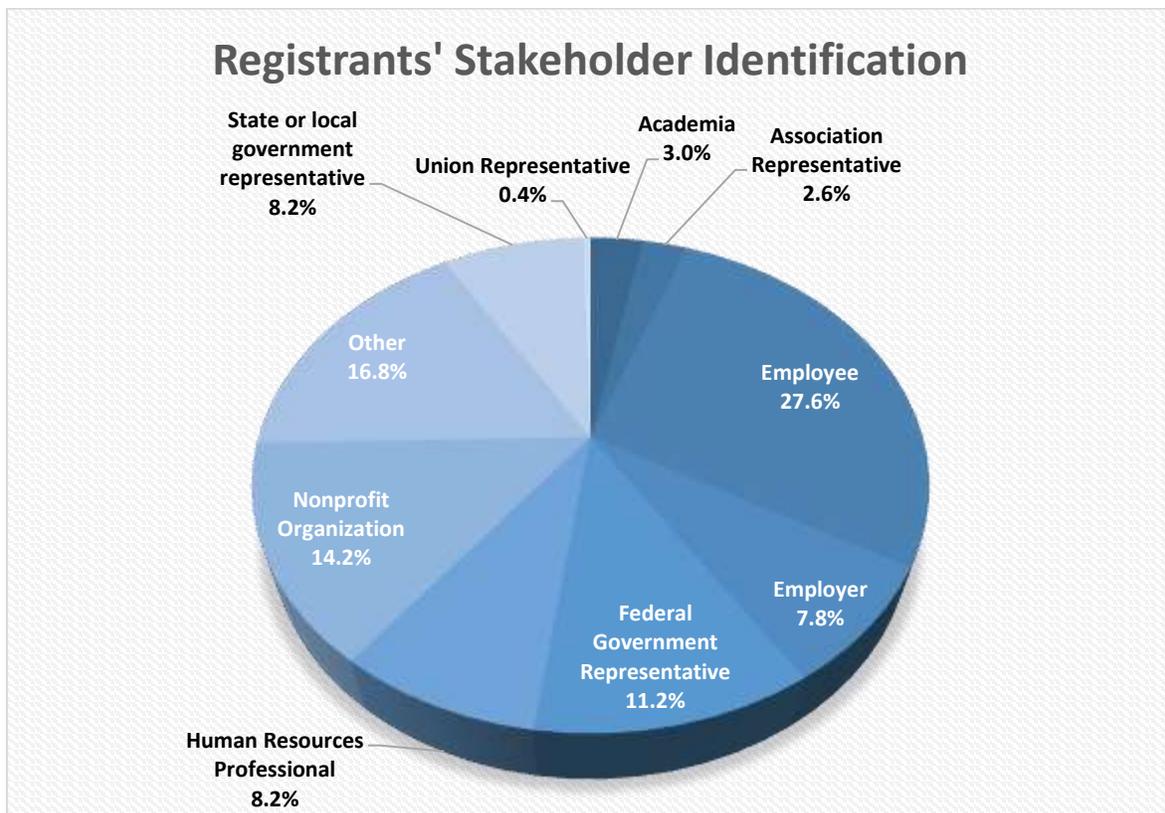
When registering for the *Supporting Nursing Mothers in the Workplace National Online Dialogue*, participants were asked a series of questions including if they had utilized USDOL compliance materials in the past. Approximately 52% of the respondents had never utilized the Department’s compliance materials before (48% had):

- No, I have not utilized the USDOL’s compliance materials: 121 (52%)
- Yes, I have utilized the USDOL’s compliance materials: 111 (48%)



In addition, online dialogue registrants were asked to identify their stakeholder group. The choices were predetermined for this question and participants were only allowed to choose one answer. Below is a summary of the responses:

- Academia: 7 (3%)
- Association Representative: 6 (2.6%)
- Employee: 64 (27.6%)
- Employer: 18 (7.8%)
- Federal Government Representative: 26 (11.2%)
- Human Resources Professional: 19 (8.2%)
- Nonprofit Organization: 33 (14.2%)
- State or local government representative: 19 (8.2%)
- Union Representative: 1 (0.4%)
- Other: 39 (16.8%)



Review and Analysis of Online Dialogue Contributions

Over the course of the *Supporting Nursing Mothers in the Workplace National Online Dialogue*, participants from across the U.S. shared thought-provoking and innovative suggestions and recommendations to improve employers and employees understanding of the provisions under the Nursing Mothers Provision. The range and depth of the ideas submitted and discussed during the online dialogue demonstrates the immense value of engaging citizens in policymaking efforts. Nursing employees, employers, advocates and government representatives all joined together to contribute 44 ideas, 149 comments and 370 votes. Based on these contributions, several themes emerged as key interests among the different stakeholders in the discussion around supporting lactating employees in the workplace.

Key Themes and Takeaways

Clarification and Assistance for Employers

Several ideas focused on the need to clarify for employers what “reasonable” is and to offer assistance for creative solutions to address the needs of nursing employees. Many of the employers covered by the Nursing Mothers Provision are small businesses who may not have the resources or “know-how” to best support the lactating employees working for them. One idea in the online dialogue pointed out that where providing lactation support is difficult (e.g. field operations, small/single staff, non-traditional work sites, employee family obligations, or work hours conflicts), providing support and guidance for employers to work to address the difficulties is essential. One contributor specifically noted that small businesses often see the need to provide space as financial burden and suggested providing examples of low-cost ways to provide breastfeeding areas. In addition, one advocacy group highlighted the fact that even when lactation rooms are available, many mothers report that existing breaks often do not allow sufficient time for expression. This is compounded by the fact that hourly wage workers typically have less control over their schedules than salaried workers. Several ideas provided specific recommendations on how USDOL could better inform employers about which employees are covered, the breastfeeding space requirements (including privacy) and what is considered reasonable breastfeeding break times.

Timely Communication and Support for Lactating Employees from Employers

Many participants submitted ideas to the online dialogue around the need to educate employees of their rights covered by the Nursing Mothers Provision before they have to ask for breastfeeding accommodations. One idea in the online dialogue suggested having information about breastfeeding accommodations as part of the onboarding process, including reviewing where the pump rooms are and sharing a copy of the breastfeeding policy. Another participant discussed preparing materials for when an employee comes back from FMLA leave or as part of a yearly training for all employees. Several other ideas discussed the need for materials in different languages, as well as materials that focus on nontraditional workplaces, especially workplaces that are traditionally majority male, such as firefighting and construction. In addition,

one idea stressed the need to ensure accommodations and supports address the needs of all lactating employees, not just nursing mothers.

Work on Compliance at the Local Level

Several participants suggested ways to increase compliance locally. A number of ideas were submitted to the online dialogue that discussed requiring posters to be hung in local applicable businesses, engaging local healthcare providers in educating women on their rights, and working with local organizations or nonprofits to support employers. Two ideas even discussed creating local awards for innovative compliance efforts by local businesses, stating that “employers are always looking for ways to build their reputation among prospective employees. An award would help achieve this, while simultaneously educating nursing employees and their employers. The showplace could also serve to generate ideas for employers who need guidance about creating a lactation location.”

Most Popular Ideas in the Online Dialogue

Below are the two most popular ideas from each of the *Supporting Nursing Mothers in the Workplace National Online Dialogue's* three topic areas. Most popular is determined based on the idea's number up votes, comments, and followers.

The ideas listed in the following section include minor typographical corrections, which have in no way impacted the substance or the intention of the revised posts.

Reasonable Break Time: Frequency, Duration, Factors to Consider

Topic: Employers and Employer Groups

15 Up Votes | 0 Down Votes | 15 Net Votes

Comments: 7

Followers: 5

“As detailed in the Department's Request for Information on Break Time for Nursing Mothers, the amount of time needed is impacted by many factors, including travel time, pump set up, pump break down, cleaning and packing, and milk storage. The U.S. Breastfeeding Committee recommends that in assessing the reasonableness of break time provided to a nursing employee, the Department considers all the steps reasonably necessary to express breast milk, not merely the time required to express the milk itself.

Recommended Language for Added FAQ:

Q: How much time is considered “reasonable”?

A: The length of time necessary to express milk varies from person to person. The act of expressing breast milk alone typically takes about 15 to 20 minutes, but there are many other

factors that will determine a reasonable break time. Employers should consider these factors when determining how they will provide both reasonable break time and space for nursing mothers. For example, factors such as the location of the space and the amenities nearby (e.g., proximity to employee's work area, availability of sink for washing, location of refrigerator or personal storage for the milk, etc.) can affect the length of break an employee will need to express milk. Some of the factors employers should consider in determining whether the time needed for a nursing employee to express milk is "reasonable" include:

- (i) The time it takes to walk to and from the lactation space and the wait, if any, to use the space;
- (ii) Whether the employee has to retrieve their pump and other supplies from another location;
- (iii) Whether the employee will need to unpack and set up their own pump or if a pump is provided for them;
- (iv) The efficiency of the pump used to express milk (employees using different pumps may require more or less time);
- (v) Whether there is a sink and running water nearby for the employee to use to wash their hands before pumping and to clean the pump attachments when they are done expressing milk, or what additional steps they will need to take to maintain the cleanliness of the pump attachments;
- (vi) The time it takes for the employee to store their milk either in a refrigerator or personal cooler."

Space Functionality

Topic: Employers and Employer Groups

12 Up Votes | 0 Down Votes | 12 Net Votes

Comments: 6

Followers: 3

"Employers continually request additional guidance on space requirements under the "Break Time for Nursing Mothers" law. The U.S. Breastfeeding Committee recommends including additional information from the Request for Information on Break Time for Nursing Mothers, including to further define the term "functional" from the FAQ and provide more information on the provision of sinks and refrigerators. Additionally, we recommend the Department add language clarifying that the space should require proper ventilation, lighting, climate control, cleanliness, and freedom from mold, bacteria, and chemical contaminants in any lactation space. To respond to questions regarding breast milk storage, we recommend the Department add language stating that while employers are not required to provide refrigeration options for nursing mothers for the purpose of storing expressed milk, they must allow a nursing mother to bring a pump and insulated food container to work for expressing and storing the milk and

*ensure there is a place where she can store the pump and insulated food container while she is at work. Additionally, we recommend highlighting the Occupational Safety and Health Administration statement that expressed breast milk is not a biohazard:
<https://www.osha.gov/laws-regs/standardinterpretations/1992-12-14>*

Recommended Language for Added FAQ:

Q: What must an employer provide to workers who need to express breast milk in the workplace?

A: The space should have proper ventilation, lighting, climate control, cleanliness, and freedom from mold, bacteria, and chemical contaminants. To be considered functional, at a minimum, the space must contain a place for the nursing mother to sit, and a flat surface, other than the floor, on which to place the pump. Ideally, the space will have access to electricity, so that a nursing mother can plug in an electric pump rather than use a pump with battery power. There are a range of additional features that some employers have included when providing spaces for their employees to use to express breast milk, such as sinks within or nearby the room for washing hands and cleaning pump attachments, and refrigerators within or nearby the room for storing expressed milk. While such additional features are not required, the Department notes that their provision may decrease the amount of break time needed by nursing employees to express milk.

While employers are not required to provide refrigeration options for nursing mothers for the purpose of storing expressed milk, they must allow a nursing mother to bring a pump and insulated food container to work for expressing and storing the milk and ensure there is a place where she can store the pump and insulated food container while she is at work. Please note that the Occupational Safety & Health Administration states that breast milk can be safely stored in a shared refrigerator with other food and beverages."

Importance of language and need for change

Topic: Nursing Mothers and Nursing Mother Groups

19 Up Votes | 0 Down Votes | 19 Net Votes

Comments: 8

Followers: 4

"One hurdle I have come across is that the law is worded as "Nursing mothers" and not every lactating woman is a nursing mother. I was a surrogate so have no baby at home but am exclusively pumping and providing that milk to the baby I carried and birthed. My employer initially said they didn't have to accommodate me because I am not a 'nursing mother' like the law names. I fought that and won the ability to pump at work but others may not have the same luck.

The phrasing of the law doesn't cover women who exclusively pump for their newborn, adoptive mothers or mothers via surrogacy who may be trying to induce lactation ahead of their child's birth and more.

The language should be more expansive to name "lactating individuals" as opposed to the specific nursing mother."

Supporting Teachers

Topic: Nursing Mothers and Nursing Mother Groups

19 Up Votes | 0 Down Votes | 19 Net Votes

Comments: 2

Followers: 3

"Under the federal law, teachers are not covered when it comes to pumping at work. For some lucky woman, some states have their own breastfeeding laws which give them more protection, but there are still hundreds of thousands of woman who must rely on the kindness of their employer or principal to be given a reasonable amount of time to pump in a safe, clean, secluded area. Planning time is not consistent across the board-- from school to school, from grade to grade. It is not enough to assume that it will work with the lactating mother's needs.

In a field where over seventy percent of employees are woman, this is especially unacceptable. This is not a small problem. This is potentially affecting over two million woman. There needs to be a policy change. There are already enough hardships on teachers who spend countless hours and their hundreds of dollars of own money to teach and be caretakers of their students; having to stop breastfeeding early because of the lack of language in a law is deplorable."

Resources to identify which employees are covered

Topic: State and Local Policymakers

0 Up Votes | 0 Down Votes | 0 Net Votes

Comments: 6

Followers: 3

"There is widespread confusion about which employees are covered by the "Break Time for Nursing Mothers" law. The U.S. Breastfeeding Committee recommends highlighting existing resources to help workers and employers determine coverage under the law.

Recommended language to be added to Fact Sheet #73 section on Coverage and Compensation: For help determining whether you are covered, call the Wage and Hour Division at 1-866-487-9243, or use the online Fair Labor Standards Act Advisor:

<https://webapps.dol.gov/elaws/whd/flsa/scope/menu.htm>."

Additional explanation of undue hardship exemption

Topic: State and Local Policymakers

0 Up Votes | 0 Down Votes | 0 Net Votes

Comments: 2

Followers: 1

"By far, the most common misunderstanding about the "Break Time for Nursing Mothers" law is related to the undue hardship exemption for small businesses. The media, employers, and employees often report that small businesses with fewer than 50 employees are not required to meet the obligations of the "Break Time for Nursing Mothers" law. The U.S. Breastfeeding Committee recommends adding clarification from the Request for Information on Break Time for Nursing Mothers that the undue hardship exemption will operate as an affirmative defense raised by an employer that seeks to demonstrate to the Department why it is unable to accommodate a particular nursing employee under the law.

Recommended Language for Added FAQ:

Q: How can my business receive an undue hardship exemption?

A: Because the factors that would cause the employer "significant difficulty or expense in relation to the size, financial resources, or structure of the employers business" and the number of employees employed by a particular employer will vary depending on the circumstances at the time the request for break time is made, the Department will not grant prospective undue hardship exemptions to employers. The undue hardship exemption will operate as an affirmative defense raised by an employer that seeks to demonstrate to the Department why it is unable to accommodate a particular nursing employee under the law.

If the Department were investigating a complaint made by a nursing mother who claims her employer is not complying with the law, the employer would have an opportunity at that time to demonstrate to the Department why it qualifies in that instance for an undue hardship exemption based on the statutory factors. Employers with 50 or more employees must comply with the law without exception.

Because the law only requires space and time for unpaid breaks for one year after a child's birth, and the employer must be able to demonstrate "significant" difficulty or expense, the Department believes that this is a stringent standard that will result in employers being able to avail themselves of the exemption only in limited circumstances. The break time for nursing mother's statutory provision provides an undue hardship exemption that is only available for employers with fewer than 50 employees that meet certain conditions. Employers with fewer than 50 employees may not presume that having a smaller workforce by itself sufficiently demonstrates that compliance would pose a significant difficulty or expense."

Appendix A: Resources Shared during the Twitter Chat

A Better Balance

- [State Laws for Nursing Mothers at Work: How to Talk to Your Boss About Your Pump](#)

Boston.gov

- [Public Lactation Room Unveiled at Boston City Hall](#)

BreastfeedingPartners.org

- [Making It Work Toolkit](#)

California Breastfeeding Coalition

- [The Real Risk of Returning to Work as a Mom](#)
- [Breastfeeding Rights – Workplace and School](#)

Centers for Disease Control and Prevention

- [Promoting Worker Well-Being through Maternal and Child Health: Breastfeeding Accommodations in the Workplace](#)
- [Promoción del bienestar de las trabajadoras a través de la salud maternal e infantil: Adaptaciones para facilitar la lactancia materna en el lugar de trabajo](#)

First Shift Justice Project

- [Family Responsibilities at Work](#)

Florida Breastfeeding Coalition, Inc.

- [Business Case for Breastfeeding](#)

Job Accommodation Network

- [Trending Topics- Nursing Mothers and the ADA](#)
- [Accommodation and Compliance: Breastfeeding](#)

Kansas Breastfeeding Coalition

- [Support for Breastfeeding Employees and Students](#)

Mamava

- [Oregon Breastfeeding Laws](#)

National Business Group on Health

- [Investing in Workplace Breastfeeding Programs and Policies](#)

National Conference of State Legislatures

- [Nursing Mothers in the Workplace – Feds Seeking Input from States](#)

New Mexico Breastfeeding Taskforce

- [Workplace Solutions](#)

Pregnant @ Work: An Initiative of the Center for WorkLife Law

- [Pumping at Work: How Medical Professionals Can Support Breastfeeding Patients](#)
- [Breastfeeding Employees](#)
- [State Workplace Lactation Laws](#)

SHRM

- [Support for New Parents Can Keep Employees on Board](#)
- [It's Mother's Day! Are You Creating a Supportive Culture?](#)

SSRN (Academic Papers)

- [Breastfeeding and a New Type of Employment Law](#)
- [Lactation Law](#)

United States Breastfeeding Committee

- [Fairness for Breastfeeding Mothers Act](#)
- [Workplace Support in Federal Law](#)
- [Breastfeeding Works How to Support Nursing Employees and Students](#)

USDOL

- [Break Time for Nursing Mothers](#)
- [Employment Protections for Workers Who Are Pregnant or Nursing](#)

Washington Lawyers' Committee

- [Employment Justice](#)

WomensHealth.gov

- [Supporting Nursing Moms at Work](#)
- [Location for breaks](#)
- [It's Only Natural](#)
- [Lactation break time and space in all industries](#)
- [Apoyo a la lactancia materna en el trabajo](#)
- [Breastfeeding at work - Reiter Affiliated Farms](#)
- [Breastfeeding at work -- Walgreens](#)

Appendix B: Tweets on Employer Best Practices

Tweet	Link
Some amazing employers, like the @YWBoston have established progressive family-friendly policies, like allowing employees to bring their infants (under 6 months) to work. This encourages and supports breastfeeding. We need more of that!	http://bit.ly/33TKsUP
This example from @womenshealth shows how a pharmacy made #breastfeeding work at work: https://youtu.be/aUMsHWU5V3I .	http://bit.ly/2P7ztne
This example from @womenshealth shows how a California farm supported their #breastfeeding employees: https://youtu.be/L3nmybFnNT0	http://bit.ly/2L2zW4T
"For me, not having to travel for work in the first year & a half was critical. We actually implemented this accommodation earlier, during pregnancy, because of complications I was having, so we just kept it going once my twins were here." – Rebecca S.	http://bit.ly/2ZchAbt
"I was lucky to have clients and coworkers who understood my need to step out of long meetings to visit the nursing room, work from home as needed and limit business travel the year after my children were born. It made all the difference." -Greta M.	http://bit.ly/2Mxx0Ao
"Our office was equipped with private rooms for breastfeeding moms w/ wifi, outlets, and a comfortable table/chair, so I could keep working while I pumped." – Katherine D.	http://bit.ly/2HnzmNY
Worked with @KASBTopeka to help school districts adopt a policy to support all breastfeeding staff and not leave it up to individual building principals to figure it out. Developed communication plan, coverage plans, etc.	http://bit.ly/2zgs4Hw
@NMBfingTskFrce worked with the New Mexico Department of Labor to send information on workplace lactation laws to all employers in the state. https://breastfeedingnm.org/programs-services/workplace-solutions/	http://bit.ly/30BoVOJ

Appendix C: Tweets on State/Local Policy

Tweet	Link
Mayor @marty_walsh unveiled our public lactation room earlier this year. We need to make sure all public spaces welcome breastfeeding people!	http://bit.ly/2Nmi9Zj
USBC has published guides to the Rights of Breastfeeding Employees in many states with workplace laws. Compares the intersection of state and federal law and provides a chart outlining federal and state protections. http://usbreastfeeding.org/workplace-guide	http://bit.ly/2KOQSgb
@NMBfingTskFrce worked with the New Mexico Department of Labor to send information on workplace lactation laws to all employers in the state. https://breastfeedingnm.org/programs-services/workplace-solutions/	http://bit.ly/30BoVOJ
Many #breastfeeding coalitions and health departments recognize businesses that support their breastfeeding employees. Programs like the Florida Breastfeeding Friendly Employer Award provide incentive and good PR for businesses https://bit.ly/2NlyxcC	http://bit.ly/33OSkH0
@USDOL in CA has been doing a great job outreaching to employers when concerns come up. We need more outreach from @USDOL before there are concerns. Employers need your guidance. @USDOL outreach dept in CA are great partners!	http://bit.ly/2ZbJfS
Our national office is in VA. In VA, #breastfeeding employees may be exempted from jury duty upon request, nursing mothers are exempt from indecent exposure laws and employers are encouraged to provide space and breaks.	http://bit.ly/2ZkT8QC
Proud to say that Oregon is considered a "#breastfeeding positive state," with state legislation that extends FLSA protections to all breastfeeding employees (not just those who are hourly).	http://bit.ly/2TTxIcd