

# REPORT

on the  
**WOMEN in the WORKPLACE**

Employment  
Scorecard 2021

Leadership + Compensation + Flexible Work Policies + Recruitment & Retention



WOMEN'S  
FOUNDATION  
of Greater Saint Louis

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**WORKPLACE**™  
**Employment**  
**Scorecard 2021**

Women's Foundation of Greater St. Louis



# Letter from Board President: Nancy Bukovic



On behalf of the Board of Directors of the Women's Foundation of Greater St. Louis and its Work Place Change Committee, I am pleased to announce the Honorees of the 2021 Women in the Workplace Employment Scorecard. This year, 24 St. Louis-area organizations are being recognized and commended as "Top Places for Women to Work" for their strong commitment to advancing women in the workplace through practices, pay equity and policies.

The Women's Foundation, through its annual Employment Scorecard program, has been privileged to evaluate employment practices of companies and non-profits in the St. Louis region for the past five years. The Scorecard is the area's only initiative that helps incentivize and educate employers on how to create workplaces where women can thrive. We continue to be proud to salute numerous organizations each year for their achievements in making careers sustainable for working families.

2021 was certainly a challenging year for women in the workplace. Unemployment rates, lack of childcare and inequitable workplace benefits have negatively affected women throughout the US and certainly in and around the St. Louis area. Now, more than ever, we seek to share the Employment Scorecard as an important data-driven tool for organizations as they evaluate how to build a diverse, inclusive and equitable workplace.

Each year, Honorees are selected as "Top Places for Women to Work" based on data submitted by the organization about structural efforts and outcomes to advance four areas of workplace gender equity – leadership, compensation, flexible work policies, and recruitment and retention. By recognizing employers who have demonstrated efforts to support women in the workplace, the Scorecard incentivizes organizations to improve their policies and practices for female employees while also researching and promoting best practices to recruit, retain and advance women. Maggie Farrell, Diversity and HR Manager of S.M. Wilson & Co. – a past Honoree and one of the 2021 Scorecard Honorees – said it best on how the Scorecard helped their company identify ways to help advance gender equity:

"Participating in the Scorecard was a great opportunity for us to review and evaluate how our policies and practices support the advancement of women in the workplace as well as identify areas for growth. Inspired by the findings and highlights from fellow honorees and with support and resources from WFSTL, we have even more momentum to continue advocating for gender equity within the construction industry and across the region. I would like to encourage women in all industries to take the first step by talking about the Women's Foundation's work and Scorecard opportunity with their leadership team."

We have all been through difficult times during the past few years. In 2022, let's work together to encourage local corporations and organizations to participate in the Scorecard to evaluate their awareness of the economic barriers and challenges women face and help them improve their workplace policies and practices. By doing so, we are making a difference by helping to improve our own area's workforce by continuing to promote and improve local work environments where more women can thrive. Congratulations to the 2021 Honorees for making a difference in your leadership and support of working women.

Nancy Bukovic  
Board President  
Women's Foundation of Greater St. Louis

# Executive Summary

Since 2017, the Women's Foundation of Greater St. Louis's has evaluated policies, practices and outcomes of employers in the St. Louis region through its Women in the Workplace: Employment Scorecard Initiative, which incentivizes and educates employers to create workplaces where women can thrive.

We conducted research on the current landscape for women in the workplace in our region, including an analysis of the impact of the COVID-19 pandemic and subsequent economic crisis.

This year, **WFSTL is recognizing 24 area employers** that demonstrated excellence in four areas of workplace gender equity – leadership, compensation, flexible work policies, and recruitment and retention. This report lists the honorees and highlights the best practices for supporting the economic advancement of women.





# Women in the Workplace Landscape

Over the past year, we have seen the workplace environment fluctuate and adapt to meet the ever-changing demands brought forth by the Covid-19 pandemic. We have watched the pandemic shine a light on the systemic issues within the workplace and bring forward a new norm of remote work, schedule flexibility, and more. However, the pandemic has disproportionately affected women, especially women of color, due to the pandemic's negative economic impacts. By May of 2020, 11.5 million women had lost their jobs. Then by September 2020, 865,000 more women left the workforce, four times greater than the number of men leaving the workforce. This pandemic-induced recession often referred to as the "she-cession," highlighted the importance of advancing policies and practices that support women and working families.

Traditionally, about 58% of Missouri's workforce is made up of women, however, many women still have not returned to the workforce due to a lack of child care and equitable workplace benefits that support the needs of women. Within St Louis City and County, nearly 63% percent of employees are women. In 2021, the gender wage gap continued to grow with women's median earnings dropping by 1.2%, while men's earnings did not change. Compared to the median weekly earnings of a white man, Hispanic women's earnings were only 58.4% of that, Black women's at 63.1%, and white women's at 79.6%.

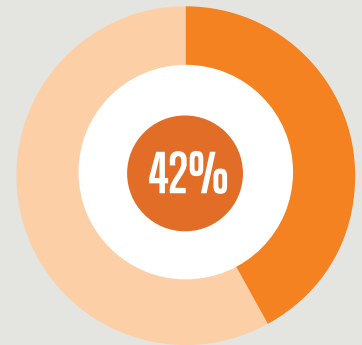


According to the Institute for Women's Policy Research, it will take another

**39 YEARS**  
BEFORE WOMEN'S EARNINGS  
REACH THE SAME AMOUNT  
AS MEN'S.

Women are also more represented than men in industries that offer lower-wage positions, such as the service and hospitality industries. Women make up 63.9% of US part-time workers and only 43% of US full-time workers. In Missouri, 6 in 10 minimum wage workers are women, many of whom are raising families.

IN 2021,  
**42%**  
of women  
reported being  
"often or  
almost always"  
burned out.



Since 2020, women have been able to climb the ladder and make gains in workplace representation, however, women are reporting burnout at higher rates compared to men. While women have been striving for and achieving promotions over the past year, women are still promoted to manager roles at lower rates. For women of color, representation between entry-level and C-Suite roles drops by 75%, meaning only 4% of women of color are C-Suite employees. Women in manager roles are reported by employees to have consistently promoted and ensured employee well-being and professional development compared to their male managers, which supports a healthy workplace and drives better outcomes for employees, however, doubles the workload women managers take on compared to their male counterparts.

Although women have made progress in moving into leadership, women are twice as likely to report that they are the only woman in the room and face daily microaggressions challenging their knowledge and experience. 36% of women in senior leadership roles shared that they are often interrupted or spoken over, 34% have their judgment questioned despite their expertise, and 20% receive comments about their emotional state. Women of color also face a wider range of microaggressions. In the 2021 study by McKinsey & Company and LeanIn.org, "Black women are more than three times as likely and Latinas and Asian women are twice as likely to hear people express surprise at their language skills or other abilities."

# Impacts of COVID-19: Two Years Later

At the height of the pandemic, women's unemployment rates reached 15.5%. Due to historic job losses for women and the additional family care burden during the pandemic, economists fear the gender wage gap will widen by five percentage points, meaning the average female worker will earn 76 cents for every dollar the average male worker makes. It could take 10 years to close the gender wage gap to where it was prior to the pandemic.

Now, job growth has been increasing for women, however, women's jobs are still 1.1 million below pre-COVID-19 levels, while men's are 473,000 below. For Black and white women, the labor force is at 1.6 and 1.7 percent below pre-pandemic levels, while Latina and Asian women's labor force is 0.3 and 2.7 higher. Numerous women faced many setbacks in their careers due to the Covid-19 pandemic, especially young women of color and LGBTQIA+ women.

29.3%

BLACK WOMEN

27.1%

LATINA WOMEN

35.7%

LGBTQIA+ OR GENDER-NONCONFORMING WOMEN

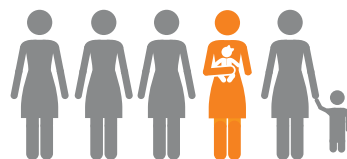
Young Black women, Latina women, and LGBTQIA+ or gender-nonconforming women

**experienced significant career setbacks due to the Covid-19 pandemic.**

These career setbacks had 70.5% of Black women, 62.9% of LGBTQIA+ women or gender-nonconforming, and 55.3% of all young women worrying about their ability to pay bills almost daily. Of young single mothers, 75.1% also report daily worries about their ability to pay their bills despite 74.3% of all young mothers being full-time employed.

Working parents, particularly mothers, have been challenged during the pandemic as the closings of schools and daycares left many families with no form of childcare during working hours. Mothers are 1.5 times more likely than fathers to spend an additional three or more hours daily on housework and childcare.

**1 in 5**  
**YOUNG MOTHERS**



reports not working due to childcare responsibilities.

The Covid-19 pandemic has highlighted the need for new workplace benefits in order for women to succeed. As women have been re-entering the workforce, quality pay and health insurance are the top two desired benefits by women. Women also are looking for schedule flexibility and paid leave in order to care for their family and themselves. Despite the pandemic highlighting the importance and the increasing desire for these benefits by employees, 37.5% of women report that their workplace does not offer paid sick leave, and 65.2% report no paid family leave benefits.

The Covid-19 pandemic has shifted our reality, created and exacerbated challenges for women in the workforce, and has accentuated the need for strong social policies. Despite these challenges, there are moments of hope during the pandemic. The pandemic has certainly elevated conversations about the issues women and working families face daily, thereby creating the momentum needed to develop and implement workplace and legislative policies to address these challenges.



# Our Approach

There are a number of Best Place to Work rankings both nationally and in various cities, typically based on employee satisfaction surveys. While employee opinion surveys provide a meaningful perspective on the workplace environment for women, the data collected presents limitations that include voluntary response bias. WFSTL intentionally took another approach to assess the workplace environment from the perspective of women employees. Rather than relying on subjective indicators, we focused on objective criteria and outcomes.

We asked a designated organizational representative to answer specific questions based on existing policies, practices, or employee data. The questions were categorized into four categories – leadership, compensation, flexible work policies, and recruitment and retention. The survey included questions such as:

- Some organizations have policies and practices in place that help to create a positive and inclusive workplace culture for women. Does your organization have any of these policies? (This question offered 10 flexible and supportive workplace policies and practices for the survey taker to choose from.)
- Some companies might have some of the following programs and policies in place to help recruit, retain and advance women. Do you have any of these policies/programs? (This question offered six options for workplace policies/programs and a comment box for additional information.)
- Is your top-earning employee a woman?
- Have you conducted a gender wage gap analysis?
- Of the top positions in your organization, vice-president or higher, what percentage are women?
- Do you ask about salary history during the interview and/or hiring process?

WFSTL sought input on the survey design and specific questions from marketing, survey research, and human resources professionals who work in various industries (manufacturing, nonprofit, commercial services, government, professional services, etc.). Many of the human resource professionals we consulted were involved in completing similar surveys on behalf of their employers.

Other important parameters surrounding the employment scorecard include:

- Because the survey asked for organization-wide responses, we asked that a designated employee complete the survey.
- Employer participation in the employment scorecard was voluntary.
- We ensured full confidentiality for participating organizations, noting that only those organizations being honored would be identified.

We redacted all information included in each of the survey responses that identified specific organizations, to ensure a blind review of the data.



# 2021

## Scorecard Criteria

When employers offer equitable and supportive benefits to their employees, women in particular, job satisfaction, productivity, and organizational dedication increases while burnout decreases. WFSTL rated employers on criteria in four areas that according to research create an environment where women can thrive. Along with maintaining comprehensive anti-harassment and anti-gender discrimination policies, all 2021 Women in the Workplace: Employment Scorecard honorees at minimum met the following criteria:



### LEADERSHIP

Honorees demonstrated results with women in strong leadership roles.

#### Best strategies include:

Top leadership roles (C-suite, equity shareholder, etc.) comprised of 28% or more women (matching or exceeding the national average of 28%)



### COMPENSATION

Honorees demonstrated that they went beyond having policies in place – these employers showed their commitment to women at both ends of the socioeconomic spectrum.

#### Best strategies include:

Women comprise **more than 25% of the top 10%** of most highly compensated employees

Starting wage that is higher than the Missouri minimum wage (\$9.45 in 2021)

**BONUS:** The majority of 2021 honorees have a starting wage that is \$15 per hour or more.

The employer does not ask about salary history during the interview process.



### FLEXIBLE WORK POLICIES

Honorees demonstrated several policies and efforts in place to support the flexibility that workers need to balance their personal lives and caregiving responsibilities.

#### Best strategies include:

Honorees offered a minimum of six out of ten policies that promote a flexible work environment, including flexible working arrangements, part-time, work-from-home, and telecommuting

Minimum of two weeks (10 working days) of paid family and/or parental leave at full salary. Parental leave benefit is offered to all employees (not just birth parents).

Paid sick time that employees can also use to care for dependents



### RECRUITMENT & RETENTION

Honorees demonstrated efforts that are aimed at recruiting and retaining women, especially in industries where there is an underrepresentation of women.

#### Best strategies include:

Gender diversity is a top talent development priority

Intentional development and advancement programs aimed at recruiting, retaining, and promoting female employees



# 2021 HONOREES

**Small Organizations**  
(less than 50 employees)

**Medium Organizations**  
(50-499 employees)

**Large Organizations**  
(500 or more employees)



**WOMEN** in the  
**WORKPLACE**™  
Employment  
Scorecard **2021**

Women's Foundation of Greater St. Louis

# Small Organizations

(less than 50 employees)



## Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C.

Tueth Keeney Cooper Mohan & Jackstadt is a certified women-owned law firm with offices in St. Louis, MO and Edwardsville, IL. Our firm is different by design. We pride ourselves on our ability to provide “big firm” quality legal services with significantly greater responsiveness, efficiency, value, and the individual touch of a dedicated boutique practice. Personal contact, quality services and efficient results are the deeply-held values that shape our relationships and drive our success. We believe clients deserve honest, accurate, and practical answers to their legal issues, delivered in the most efficient manner, from attorneys they know, like, and trust.



## National Council of Jewish Women St. Louis

National Council of Jewish Women St Louis (NCJWSTL) is inspired by Jewish values to advance social and economic justice for all women, children and families. Numerous programs and projects have been established by NCJW; Council Shop in 1940, a resale store, now called The Resale Shop, that provides funding for NCJW’s programs and projects and Delcrest Apartments, a 144-unit housing facility and activities program for low-income elders, now referred to as the Gladys and Henry Crown Center for Senior Living. This in addition to the many advocacy and leadership roles NCJWSTL has taken on behalf of the community.



## Focus St. Louis

FOCUS St. Louis® is the region’s premier leadership organization. For 25 years, FOCUS has prepared a diverse base of leaders to work cooperatively for a thriving St. Louis region through our experience-based leadership training, civic issue education and public engagement initiatives. Our continuum of civic leadership programs are designed to meet participants where they are, from high school students to senior executives. As a neutral convener and facilitator, FOCUS also brings together community members to deliberate on critical regional issues in a trusted, nonpartisan space. We educate leaders. We connect leaders. We facilitate important conversations.



## Wyman Center

Wyman is a nonprofit organization based in St. Louis, MO that has been dedicated to serving youth for 123 years. Wyman’s mission is to empower teens from economically disadvantaged circumstances to lead successful lives and build strong communities. We believe that every teen has talent and potential, needs healthy connections, and deserves equitable opportunities. Through Wyman’s programs, young people create consistent, positive relationships with adults who help them build life skills, develop a positive sense of self, and make healthy connections with others and the community. They become leaders, focus on the future, and give back.

# Small Organizations

(less than 50 employees)



## Thomas Dunn Learning Center

Thomas Dunn Learning Center (TDLC) is a community center that provides arts, humanities, and education, personal enrichment, basic skill development, and civic engagement. TDLC serves over 9,000 youth through senior citizens from the St. Louis region every year.

**TDLC's Vision:** "All people we engage move closer to reaching their personal and professional aspirations. We are the hub of community activity and an incubator of positive change." **Mission:** "We enrich lives through engaging learning experiences. Our partnerships promote individual growth and enhance the community's quality of life." **Impact:** "A peaceful, learned, and just society" – Thomas Dunn (1842-1931)

## CHRISTNER ARCHITECTS

## Christner Architects

Christner Architects is an award-winning architectural design firm. As a single-office firm, based in St. Louis, we have devoted our practice to doing exceptional work locally. Working for iconic local institutions including the Missouri Botanical Garden, Rung for Women and Washington University in St. Louis, brings a deep sense of fulfillment to our team members and generates unwavering commitment to the success of the project.

A certified Women-Owned Business Enterprise (WBE) since 2018, we have consciously transitioned to an ownership structure that is more inclusive of diverse perspectives and the full spectrum of talents that contribute to creating excellent projects.



## Safe Connections

Safe Connections works to reduce the impact and incidence of relationship violence and sexual assault through education, crisis intervention, counseling, and support services. We are proud to be one of the St. Louis region's oldest and largest organizations working to prevent and end domestic and sexual violence while helping survivors thrive.

Over 45 years ago, Safe Connections started as the Women's Self Help Center. Today, Safe Connections is a well-established and innovative nonprofit leader in the St. Louis region. Additionally, Safe Connections serves nearly 20,000 individuals each year, inclusive of all genders and sexual orientations.



## Rung for Women

Rung for Women is an organization that empowers women to grow and achieve sustained independence through co-located and coordinated educational, professional, and economic resources. Rung for Women offers the resources, space and community for women who are ready to work toward the life they deserve.

# Small Organizations

(less than 50 employees)



## Operation Food Search

Founded in 1981, Operation Food Search is a hunger relief organization that provides free food, nutrition education and innovative programs proven to reduce food insecurity. With a strategic focus aimed at ending childhood hunger, OFS empowers families and increases access to healthy and affordable food. The agency provides food and services to 200,000 individuals on a monthly basis – one-third of whom are children – through a network of 330 community partners in 27 Missouri and Illinois counties and the city of St. Louis.



## Reed Burkett Lighting Design (RBLD)

The new Reed Burkett Lighting Design (RBLD) was formed in 2022 by the fusion of premier lighting design firms Randy Burkett Lighting Design and Envision Lighting Design, LLC. At RBLD, we know light has a huge impact on the way people experience space, and we are here to make sure that experience is a great one. We endeavor to improve as many lives as possible and create the most beloved spaces in the world through innovative and intentional architectural lighting. We have designed lighting for local favorites such as the St. Louis Arch, the Live! by Loews Hotel in Ballpark Village, the Stephen and Peter Sachs Museum at Missouri Botanical Garden, and CityGarden.



## Spry Digital

Spry creates holistic digital platforms designed for the human experience. We have a curiosity – bordering on obsession – to get to the bottom of problems and develop solutions that move businesses and cultures forward.



## Missouri Foundation for Health

The Missouri Foundation for Health works to eliminate underlying causes of health inequities, transform systems, and enable individuals and communities to thrive. Missouri Foundation for Health is building a more equitable future through collaboration, convening, knowledge sharing, and strategic investment. Working in partnership with communities and nonprofits, MFH is transforming systems to eliminate inequities within all aspects of health and addressing the social and economic factors that shape health outcomes. The Foundation takes a multifaceted approach to health issues, understanding that strategic initiatives, policy, and research all play a role in creating lasting impact.



## Healing Action

Healing Action provides direct services to adult survivors of sex trafficking and commercial sexual exploitation in the Saint Louis region. With a focus on trauma-informed, survivor-centered care, Healing Action strives to fulfill our vision of a community free from exploitation through the provision of intensive clinical case management, peer support, trauma therapy and basic needs assistance.



# Medium Organizations

(50-499 employees)



## Arch City Defenders

ArchCity Defenders is a holistic legal advocacy organization that combats the criminalization of poverty and state violence, especially in communities of color. ACD's foundation of civil and criminal legal representation, social services, impact litigation, policy and media advocacy, and community collaboration achieves justice and equitable outcomes for people throughout St. Louis and beyond. ACD envisions a society liberated from systems of oppression where the promise of justice and racial equity is realized; communities where public safety prioritizes investment in well-being, health, and transformation without relying on criminalization and incarceration; and people living freely, thriving regardless of their race or income.



## Armanino LLP

Armanino LLP ([www.armaninollp.com](http://www.armaninollp.com)) is one of the 20 largest independent accounting and business consulting firms in the nation. A certified B Corporation®, Armanino provides an integrated set of audit, tax, business management, consulting and technology solutions to companies in the U.S. and globally. The firm helps clients adapt and change in every stage of business, from startup through rapid growth to the sale of a company. Armanino emphasizes smart technology, leading a cloud revolution of financial, operational, sales and compliance tools that are transforming the way companies do business.



## Nine PBS

As an essential community institution, Nine PBS exists to enable access to information, knowledge, and learning opportunities for all. We tell stories that move us. We meet people where they are the most comfortable consuming content. Nine PBS's platforms include four distinct broadcast channels (Nine PBS, Nine PBS KIDS®, Nine PBS World, and Nine PBS Create), [ninepbs.org](http://ninepbs.org), social media, the free PBS Video App, streaming services, live and virtual events, and the Public Media Commons. Since 1954, Nine PBS has accepted the community's invitation into their homes, schools, and businesses.



## LaunchCode

LaunchCode is a national nonprofit creating economic opportunity through free, accessible tech training and apprenticeship and job placement. While careers in technology have traditionally been reserved to those who can afford a four-year computer science degree, LaunchCode's programs are free and accessible to motivated individuals who are assessed for passion, drive and aptitude rather than credentials. To date, nearly 3,000 LaunchCoders have landed a tech job and thousands more have gained digital skills through the program. The average LaunchCoder more than doubles their previous salary in their new role.

# Medium Organizations

(50-499 employees)



## Krilogy

Krilogy® focuses on making an impact on the lives of clients through comprehensive wealth management. Our mission, to inspire, to serve and to enrich lives, leads us in our care of each individual's financial wellbeing. This approach is rooted in our culture, which is based on the values of Dedication, Abundance, Leadership and Respect. Krilogy's commitment to these beliefs has led to the firm's rapid growth since our founding in 2009. Today, the firm includes more than 60 team members in three locations across the St. Louis Region, and manages nearly \$2 billion in assets for individuals, families, businesses, and company-sponsored retirement plans.



## Sandberg Phoenix

Sandberg Phoenix is a full service law firm specializing in the areas of business, business litigation, health law, products liability, and intellectual property.



## S. M. Wilson & Co.

With offices in St. Louis, Edwardsville, IL and Cape Girardeau, MO, S. M. Wilson provides a complete range of services, including pre-construction, construction management, general contracting and design/build for clients in education, healthcare, senior care, retail, commercial and industrial markets. Founded in 1921, and celebrating its 100th year of serving the community, S. M. Wilson is dedicated to going above and beyond expectations for their clients by putting people first. The 100% employee-owned company is one of the leading construction management firms in the Midwest. For more information, visit [www.smwilson.com](http://www.smwilson.com).



# Large Organizations

(500 or more employees)



## Enterprise Bank & Trust

Since our founding, Enterprise Bank & Trust has focused on serving the lifetime financial needs of our clients. We empower privately held businesses to succeed, helping families to secure their financial futures, and invest to advance the quality of life in the communities we serve. We offer a range of business and personal banking services, as well as wealth management services including financial planning, estate planning, investment management and trust services to businesses, individuals, institutions, retirement plans and nonprofit organizations, and specialty banking such as third-party escrow, HOA, property management and SBA lending.



## Saint Louis University

Founded in 1818, Saint Louis University is one of the nation's oldest and most prestigious Catholic institutions. Rooted in Jesuit values and its pioneering history as the first university west of the Mississippi River, SLU offers more than 12,000 students a rigorous, transformative education of the whole person. At the core of the University's diverse community of scholars is SLU's service-focused mission, which challenges and prepares students to make the world a better, more just place.



## Maritz

Maritz is a 128-year-old professional services company that utilizes our deep knowledge of behavioral science, combined with data insights and analytics, to solve business challenges for our Fortune 500 clients. Maritz' portfolio of businesses increases customer loyalty, employee experience and sales performance through a variety of services and software solutions, encompassing research, incentives, rewards, experience design, creative strategy, incentive travel, meetings and events.



## Graybar

Graybar, a Fortune 500 company, specializes in supply chain management services, and is a leading North American distributor of high-quality components, equipment, and materials. We serve the construction market, the commercial, institutional, and government (CIG) market, and the industrial and utility markets. Graybar products and services support new construction, infrastructure updates, building renovation, facility maintenance, repair and operations, and original equipment manufacturing.

# Acknowledgments

The Women's Foundation of Greater St. Louis is deeply grateful to the legal, human resources, diversity and inclusion, marketing, and public relations professionals from a wide range of industries including finance, manufacturing, professional services, and nonprofits who provided input into the development of the Employment Scorecard survey and tools. The WFSTL would also like to thank the volunteers who served on our 2021 Women in the Workplace: Employment Scorecard Taskforce for their ongoing feedback, insight, and help with extending the reach of the initiative: Nancy Bukovic, Chair, Renee Schenk, Sarah Moore, Scott Liebman, and Ellen Scott.

The WFSTL would like to thank Kitrina Miller-Taylor, MSW, for researching and writing significant portions of this report. WFSTL would also like to thank Nancy Carter, WFSTL Operations Manager, for her work on this report.

Finally, the WFSTL is grateful to the funders who made the 2021 initiative possible: the Enterprise Foundation.

If you would like more information on the Women in the Workplace: Employment Scorecard or would like to involve your place of employment in the future, please contact WFSTL at [scorecard@wfstl.org](mailto:scorecard@wfstl.org).



## WFSTL 2021 Board of Directors

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## Staff

Nancy Carter – **Operations Manager**



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