



REPORT

on the
WOMEN in the WORKPLACE



Employment Scorecard 2022



WOMEN'S
FOUNDATION
of Greater Saint Louis

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Letter from Board President, Committee Chair and Executive Director



Dear Friends,

Let's talk about Pay Equity. More than 20 years ago, in 2002, a woman was paid 80 cents per dollar made by a man. Last year, in 2022 a woman was paid 82 cents for every dollar made by a man. **TWO CENTS OVER TWO DECADES.** In this country, a person's income impacts every aspect of life, home ownership, where we live, access to food, what we eat, where our children are raised, where our children are educated; the list goes on and on. Without pay equity, women will perpetually be at a disadvantage in all of these areas. In addition to the pay disparity, a woman's ability to gain top leadership positions at their places of employment has been greatly affected by lack of access to programs and policies which focus on equality of opportunity and appropriate consideration for a breadwinner to also be a primary caregiver. Until we have such equality, it makes it more and more important to honor those who are focused on equal pay and equal opportunity in their organizations.

The mission of Women's Foundation of Greater St. Louis (WFSTL) is to be a catalyst for workplace, individual and policy change that advances women's economic success. As leaders of WFSTL we are proud of the work we do to promote pay equity and policies that provide equitable opportunities for women. While it's clear that much work remains to be done, we are very excited to present the full report regarding the WFSTL Women in the Workplace Scorecard honorees for 2022.

We are pleased to highlight St. Louis area employers that are recognized for being good places for women to work. We hope more employers join their ranks in being good places for women to work. If your organization isn't among the honorees please encourage them to participate in the survey for 2023 later this year. Let's move **TWO CENTS** to full pay equity. We have done listening tours in the past to hear from women about what's important to them in their work life. In the next year or so we will also roll out an employee survey to get a response from a larger group of employees about what's important to them in terms of pay, policies, and practices in the workplace. If you want to hear more about the economic situation for women; make plans to attend WFSTL's Making A Difference event on September 28th, when we will celebrate our scorecard honorees, hear from one of our grantees, Missouri Women in Trades, and feature our keynote speaker, Ana Hernández Kent, Senior Researcher at the Federal Reserve Bank of St. Louis. Her primary research interests include the role of systemic biases and historical factors in facilitating or blocking wealth accumulation.

We hope you enjoy reviewing the report. Please consider making a donation to WFSTL today so we can continue our important work in addressing inequity in the work place.

Kristy Bourgeois

Committee Chair

Nancy Bukovic

Board President

Carrie Crompton

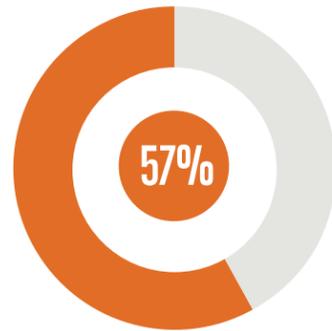
Executive Director

Women in the Workplace Landscape

In the three years since the beginning of the Covid-19 pandemic, we have witnessed systemic issues within the workplace come to light, especially in regard to how employers and the government support women in the workplace. We witnessed women leave the workforce in astounding numbers during the great “she-cession” due to layoffs of hospitality workers and the lack of childcare support. A total of 13.6 million women, 18% of the entire U.S. female population, lost their jobs during the pandemic. Now, women in the United States have regained their foothold in the labor market as employment for women in the U.S. has reached pre-Covid levels of 77%.⁽¹⁾ Even though unemployment has once again reached pre-pandemic levels, it will take an additional 39 years until women receive equal pay due to the pandemic.⁽²⁾

For every dollar a man made in 2022, a woman made 82 cents. In 2002, a woman earned 80 cents per dollar made by a man.⁽³⁾ For women of color, the earnings are even lower; Black women earned 62 cents per dollar, and Hispanic and Latina women earned 58 cents per dollar.⁽⁴⁾ Over \$1.6 trillion dollars is lost from the National economy each year due to the gender pay gap.⁽⁵⁾ In Missouri alone, a woman loses \$11,293 due to the gender pay gap.⁽⁶⁾

WOMEN MADE UP 57.4% of the Missouri workforce in 2022.⁽⁷⁾



According to the 2022 McKinsey & Company “Women In The Workplace” report, women are advocating for more equitable policies and benefits and are switching jobs when they don’t receive the policies and benefits needed.⁽⁸⁾ There are three main reasons women are making the switch in their careers:

- Lack of advancement opportunities or being passed over for promotions or raises
- Being overworked, under recognized, and burned out
- Lack of Diversity, Equity, and Inclusion (DEI) and flexibility within the workplace

It is becoming increasingly important that employers provide advancement opportunities, flexibility, and create an inclusive workplace culture otherwise employers are likely to struggle to recruit the next generation of women employees.

While women have been able to make modest gains in representation in leadership roles they are still vastly underrepresented; 21% of women C-Suite positions are held by white women while only 5% are held by Black women⁽⁹⁾ McKinsey & Company found that for every 100 men promoted from entry level to management positions, only 87 white women were promoted and only 82 women of color are promoted.⁽¹⁰⁾ Within the workplace, LGBTQIA+ and disabled women experience microaggressions regarding their appearance such as being told to smile more and that they often look mad. Additionally, disabled women report that their competence is often challenged and undermined by their colleagues.⁽¹¹⁾

PRE-COVID EMPLOYMENT 77%

Employment for women in the U.S. has reached pre-Covid levels of 77%.⁽¹⁾

The Covid-19 pandemic uncovered, created, and exacerbated many challenges women experience within the workplace. Despite these challenges, conversations regarding the issues women and working families experience are being elevated, creating the momentum needed to develop and implement workplace and legislative policies to address these inequities.



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.

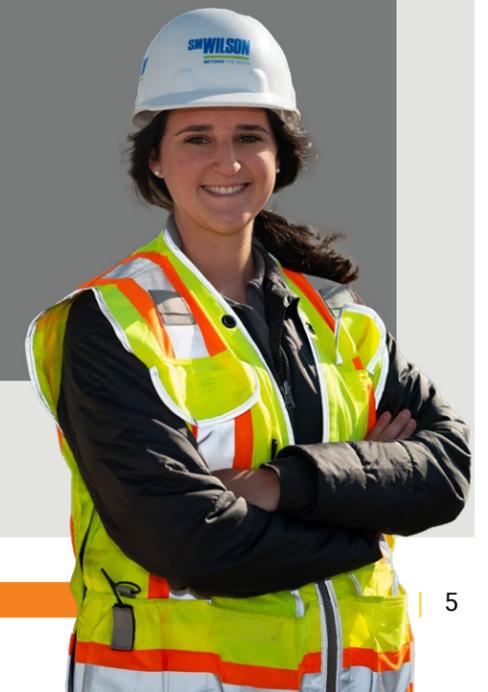
We asked a designated organizational representative to answer specific questions based on existing policies, practices, or employee data. The questions were categorized into three categories – pay and career equity, recruitment, retention and advancement, and supportive work place policies. The survey included questions such as:

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.

- 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?

- 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.



2022 Scorecard Criteria

When employers offer equitable and supportive benefits to their employees, women in particular, job satisfaction, productivity, and organizational dedication increase while burnout decreases.⁽⁹⁾ WFSTL rated employers on criteria in three areas that according to research create an environment where women can thrive. Along with maintaining comprehensive anti-harassment and anti-gender discrimination policies, all 2022 Women in the Workplace: Employment Scorecard honorees at minimum met the following criteria:



PAY AND CAREER EQUITY

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 (\$11.15 in 2022)

BONUS: The majority of 2022 honorees have a starting wage that is \$15 per hour or more.

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



SUPPORTIVE WORKPLACE POLICES

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
- Strong anti-harassment and anti-discrimination policies in place



RECRUITMENT, RETENTION AND ADVANCEMENT

Honorees demonstrated efforts that are aimed at recruiting and retaining women, especially in industries where there is an underrepresentation of women. Honorees also demonstrated results with women in strong leadership roles. Best strategies include:

- Gender diversity is a top talent development priority
- Intentional development and advancement programs aimed at recruiting, retaining, and promoting female employees
- Top leadership roles (C-suite, equity shareholder, etc.) comprised of **28% or more women** (matching or exceeding the national average of 28%)



2022 HONOREES

Small Organizations (less than 50 employees)

Medium Organizations (50-499 employees)

Large Organizations (500 or more employees)



WOMEN in the
WORKPLACE™
Employment
Scorecard 2022

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, P.C. is a certified women-owned law firm that provides “big firm” quality legal services with greater responsiveness, efficiency, value, and the individual touch of a dedicated boutique practice. 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. We reject the idea of “being all things to all people.” Instead, we are deliberately focused on being the best at what we do. We are recognized for our virtually unmatched expertise in education, employment and immigration law, and litigation.

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.



Kaskaskia Engineering Group, LLC

We are a full-service civil engineering, environmental, and contracting firm with an impressive portfolio of federal, state, county, municipal, and private project experience. Our professional staff understands and appreciates the challenges our clients face and is committed to overcoming even the most complex problems to accomplish their goals.



Arch City Defenders

Each year, ACD represents over 1,000 people who are caught in the web of our legal system and who desperately need someone in their corner. We resolve our clients’ legal issues that stand in the way of accessing housing, jobs, and providing a stable life for their children. We do whatever is needed to help our clients – finding housing, linking them utility assistance, and connecting them to employment, social services, and treatment.



Pro-Choice Missouri

Pro-Choice Missouri is the leading grassroots pro-choice advocacy organization in Missouri. We work to protect every person’s right to access the full range of reproductive health options, including but not limited to preventive care, family planning, sexuality education, prenatal and postnatal health care, and accessible, legal abortion.

Small Organizations

(less than 50 employees)



Juristat

Juristat will put the entire USPTO patent data set at your fingertips to inform prosecution decisions, drive new business strategy, and more. Juristat’s powerful search algorithms and intuitive interface help uncover trends from more than 10M pending, abandoned, and granted patent applications.



Safe Connections

Safe Connections is 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. Our services in prevention education, crisis intervention and counseling make a big difference for families and the health of our community.



The Haven of Grace

The Haven of Grace fills a need in the community to help women who are pregnant and homeless. We provide a place to live, educational programs, and long-term support to break the chain of generational poverty.

Families begin a new path – one that leads to independence, stability, and self-sufficiency. Each woman helped by The Haven of Grace becomes a stronger member of our community and eventually can begin giving back to those who helped her move forward.



EFK Moen

EFK Moen, LLC is a D/WBE Civil Engineering Design Consulting Firm, with emphasis in transportation and bridge engineering and design. Services are provided to a wide range of clients in both public and private sectors. Governmental clients include state, county and municipal agencies. Other clients include engineering firms, retail, commercial and industrial developers. Services to these clients include geometric alignments, structural design, grading, signal design, signing design, roadway lighting design, construction inspection, erosion control, hydraulics, public involvement, feasibility studies, and surveying.

Medium Organizations

(50-499 employees)



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.



Armanino LLP

We embrace flexibility and, therefore, are intentional in how we structure our in-office and outside-the-office work; we build physical office environments optimized for team-based collaboration. Also, we embrace a results-oriented work environment. The contributions of our people and teams are valued by the impact of their work for our clients and the effectiveness and efficiency of our teams, not just billable hours. A results-oriented work environment allows us to provide flexibility and empower our teams.



Nine PBS

Nine PBS reaches 100 counties in Missouri and Illinois on four distinct broadcast channels, reaching over 300,000 viewers weekly. The mission of Nine PBS is to ignite the spirit of possibility and envisions a strong and healthy community working together through public media.



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 2,500 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.



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.

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.



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.



Husch Blackwell LLP

Husch Blackwell is an industry-aligned law firm with more than 20 offices across the United States, including its virtual office, The Link. The firm represents clients in major industries including energy and natural resources; financial services and capital markets; food systems; healthcare, life sciences and education; real estate, development and construction; and technology, manufacturing and transportation.



The Simon Law Firm

Since our firm's founding in 2000, we have stood by our mission to serve our clients with dignity, compassion, and dedication. Whether our client is in our hometown of St. Louis, Missouri or over one thousand miles away, our common goal is to provide excellent legal representation by prioritizing our clients' interests. In pursuit of this goal, we can make three promises: you will be heard, you will be cared for, and we will stand by your side throughout the litigation process. We are proud of the results we have achieved for our clients, but our greatest pride is in our clients themselves. The strength, courage, and thirst for justice that our clients' express pushes us to be the most vigorous and focused advocates possible. The practice of law is an honor and a privilege, and we look forward to helping all voices be heard.

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
— EST. 1818 —

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.

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.



Practice Highlights

Paid Parental and Family Care Leave



Paid parental and family care leave is essential to women in the workplace as the United States is the only developed country that has yet to implement paid parental leave into law. The current federal leave policy in place within the United States is The Family and Medical Leave Act (FMLA). While FMLA does provide job protections, this policy is unpaid and only 56% of U.S. employees are eligible. ⁽¹⁰⁾ This results in families being forced into making a difficult choice – forgo care of their loved ones in times of need or leave their jobs and risk economic uncertainty. All of which negatively impact women, employers, our community, and our economy.

Defining Paid Parental and Family Leave

Paid Parental and Family Leave is a period of absence from work in order to care for a family member while receiving pay.

Care for a family member includes time to:

- Care and bond with a newborn baby, or adopted or foster child
- Care for a seriously ill family member such as a child, parent, grandparent, sibling, parents-in-law, spouse, or domestic partner

When paid parental and family leave is implemented by employers ⁽¹²⁾:

- Worker retention increases, which then decreases turnover costs for employers
- Productivity, loyalty, and morale improves
- Business competitiveness in the local, national, and global economies improves
- Business reputations are enhanced within their communities
- Publicly-funded government assistance is decreased
- Employment rates increase

Saint Louis University and Sandberg Phoenix provide up to 12 weeks or more of paid leave for all new parents (birth, foster, or adoption). Operation Food Search also provides safe and comforting lactation rooms for their employees.

A federal paid parental leave policy would benefit

18 MILLION WORKERS PER YEAR ⁽¹¹⁾

QUOTES

"The implementation of Paid Parental Leave was a top priority for the Saint Louis University community. Research demonstrates how important the time a new parent has with their child is invaluable to the child's development and the parent's well-being. This important benefit is not only valued by our people, it is the right thing to do. It also aligns with a hallmark value of our institution, Cura Personalis, which is Latin for care for the whole person. We are proud to have been an early adopter of this benefit in higher education."

—Saint Louis University

"Babies are miracles that don't come with a book of instructions...parents need time to bond without having to worry about financial constraints. Employees return to work with confidence, loyalty and able to contribute to a family-friendly work environment." —Haven Grace

"The firm has continued to have significant growth over the last five years with the implementation of the Welcome to the Family Policy. Our female attorney numbers have increased 32% over the last five years with elevation of female attorneys to shareholder status coupled with attracting lateral female shareholders has increased over 40%. Sandberg's leave policies, flexible schedule and hybrid working environment have all attributed to recruitment and retention efforts."

—Sandberg Phoenix

"Paid parental leave policies have several benefits, both for families and for society as a whole. These policies are an important tool for promoting the well-being of families and society as a whole, as well as supporting gender equity and economic stability." —Safe Connections

Practice Highlights

Paid Sick Leave



When employees go to work sick, \$234 billion of the national economy is lost annually due to a lack of productivity. Providing paid sick leave to employees not only lessens the risk of others becoming sick but also allows workers to rest and recover safely leading to a healthier and more productive workplace.

Paid sick leave can be defined as the number of paid days or hours a worker is given to use to recover from an illness or care for a sick family member.

Benefits of implementing paid sick leave consist of ⁽¹³⁾:

- Increased workforce stability, leading to decreased costs as turnover decreases
- Increased productivity and morale of workers
- Decreased spread of disease and illness within workplace and community
- Decreased health care costs as care can be sought during business hours rather than in the Emergency Room after business hours

Highlighting Our Honoree's Paid Sick Leave Policies:

- Enterprise Bank and Missouri Foundation for Health do not require a waiting period for the utilization of paid time off
- Arch City Defenders allows employees to define who qualifies as a family member and allows paid sick leave to be taken to care for said family member
- Juristat offers an unlimited paid time off policy which can be used for sick, parental leave, or vacation
- Pro-Choice Missouri ensures their employees take a minimum of four weeks of paid leave and encourage their staff to volunteer in their community during office closure days.

QUOTES

"We embrace flexibility and, therefore, are intentional in how we structure our in-office and outside-the-office work; we build physical office environments optimized for team-based collaboration. Also, we embrace a results-oriented work environment. The contributions of our people and teams are valued by the impact of their work for our clients and the effectiveness and efficiency of our teams, not just billable hours. A results-oriented work environment allows us to provide flexibility and empower our teams." **-Armanino**

"We intend to provide generous Paid Time Off to help our employees deal with the unexpected things in life, which include illness, caring for other people, healthcare appointments, mental health days and time away from work to refresh! During the COVID-19 National Health Emergency we provided additional COVID-related leave to deal with COVID-related situations. In the past few years we have increased our focus on parent leave also." **-EFK Moen**

"We are happy to be able to support a generous paid leave policy for our employees. This has allowed employees to take time off work, without worry, for the birth of children, to address their own or family medical needs, or even just to attend a child's basketball game or ballet performance. We are firmly committed to ensuring that our employees are able to balance their home and work lives." **-Tueth Keeney**

Practice Highlights

Development and Advancement of Women/ Recruitment and Retention



Recruiting and hiring women is only the first step in a woman's and organization's success – the next step is keeping women on board and assisting in the development of skills. By focusing efforts on supporting and retaining women, employers can avoid replacement costs and better rely on experienced workers, and women are provided more opportunities to advance professionally within the organization.

There are a variety of costs that go into hiring a new employee. **An internal hire costs an average of \$4,000 and outsourcing recruiters can cost 15% to 25% of the employee's salary.** ⁽¹⁴⁾

All of our honorees provide opportunities for the development and advancement of women within their organizations.

- **Armanino** hosts multiple events in person and virtually every year discussing varying issues that impact women in the workplace, their career advancement, and more

- **S.M. Wilson's** Collegiate Development Committee develops and implements strategies to recruit college students for internships, co-op, and full-time positions
- **Graybar's** Women Influencing Graybar's Success (WINGS) program supports women employees to take on leadership roles in a variety of industry-related and philanthropic events
- **Safe Connections** publishes job listings with Black Greek Letter organizations, the St. Louis American newspaper, and the Hispanic Chamber of Commerce and International Institute to encourage diverse applicants
- **Nine PBS** reviews their workplace policy and procedures annually to ensure they are supportive and equitable to women in the workplace to retain and recruit employees
- 70% of **Missouri Foundation for Health's** employees are women and out of the six-person executive team, four are women.

QUOTES

"The LaunchCode team is honored to once again be recognized among other trailblazing companies in the Women in the Workplace Employment Scorecard report. Women are still vastly underrepresented in technology and we're on a mission to change that through our free, accessible and industry-focused education and job placement programs like LaunchCode Women+. We're also proud to see many of our hiring partners listed in this report and challenge other local companies to shift their hiring practices to diversify their talent pools."

-Launch Code

"Enterprise is committed to bringing women into finance and helping them thrive. For young professionals, we offer internships as well as our Career Acceleration Program, which rotates participants through multiple departments and then places them in a role that aligns with their strengths. We also focus on retaining and growing female associates through annual talent discussions, and providing resources such as our Women's Connection Group, which provides members with community, inspiration, and professional development opportunities." **-Enterprise Bank & Trust**

"Our industry demands innovation and creativity, and we have found that the diversity of our staff including life and work experience, culture, knowledge, and personality strengthens our ability to meet those demands. Our work serves a multitude of people and incorporates a wide range of socioeconomic and cultural factors. With the lens of a diverse team, we are able to justly serve the needs of our clients and communities. We have diversity, equity, and inclusion standards woven into our culture and championed by our most senior leaders. DEI strategy and engagement is implemented in a variety of ways throughout our firm – recruiting, vendor selection, teaming and partnerships, client commitments, community engagement, marketing and business development, and financial decisions. DEI is not an afterthought, or a box checked at each audit. Our commitment to DEI and finding ways to celebrate what is both common and different in us all is what makes us a better, stronger team." **-Kaskaskia**

Practice Highlights

Prioritizing Gender Diversity and Diversity Trainings



Companies that prioritize gender, racial, and ethnic diversity experience higher financial returns ⁽¹⁵⁾. When racial and ethnic diversity is promoted, companies experience a 35% increase in financial returns. For companies that promote gender diversity, there is a 15% increase in financial returns. Employers also widen their talent pool and increase retention rates when gender diversity is promoted. Not only do businesses profit from prioritizing diversity, but so do employees, the community, and the economy.

All honorees have top leadership roles (C-suite, SVP, equity shareholder, etc.) composed of 28% or more women. Nearly half of all honorees have top leadership roles comprising 6% or more women of color, exceeding the national average, including Armanino, Saint Louis University, Missouri Foundation for Health, Enterprise Bank & Trust, Safe Connections, LaunchCode, and Nine PBS.

Women in the workplace are more likely to practice allyship compared to their male coworkers. ⁽¹⁵⁾

Creating more inclusive workplaces is not only the right thing to do, but it's also good for business and vital for a healthy economy. Here's how some of our honorees create and promote an inclusive workplace:

- All of our honorees have comprehensive anti-harassment and anti-discrimination policies and procedures
- **Simon Law Firm** brings in guest speakers, such as Ellen Krug, to discuss diversity within the workplace
- **Tueth Keeney's** Diversity, Equity, and Inclusion committee maintains their LEADS Program (Liaisons for Equity, Access, and Diversity) to prioritize gender diversity in the workplace
- **Husch Blackwell LLP** has attorneys attend multiple national events each year such as "Charting Your Own Course," the "National LGBT Bar Association's Lavender Law Conference and Career Fair" and the "National Asian Pacific American Bar Association." They also host a "Diverse Attorney Retreat" bi-annually.

QUOTES

"Creating a culture of inclusivity is vital for the firm's success," said Amanda Garcia-Williams, Husch Blackwell's Chief Diversity, Equity & Inclusion Officer. "We are dedicated to the development of our colleagues through thoughtful, relevant, and continuous DE&I education, as well as investing in external conferences to advance professional growth. By pursuing, embracing, and supporting diverse perspectives, we can serve our clients, while creating a more supportive and equitable environment for all members of our team."

—Husch Blackwell LLP

"Krilogy's support of diversity, equity, and inclusion efforts in the workplace has led to numerous benefits, including increased innovation and creativity, enhanced problem-solving, and improved financial performance. It also helps us to elevate employee engagement and to create a more inclusive and equitable environment for our team and the community."

—Krilogy

Recommendations for Action

EMPLOYERS:

- Implement or expand flexible work policies, such as flextime, condensed workweeks, and telecommuting. Continue to provide expanded benefits and flexible work policies post-pandemic.
- Acknowledge the value of paid family leave for parents and newborns, a benefit required in every other developed country in the world. Contact employers in this report who have added generous paid family leave and determine how it could work for your business.
- Improve your starting wage incrementally with consideration of the self-sufficiency standard for your workforce, defined as the amount of income necessary to meet basic needs without public subsidies and without private/informal assistance. Visit <http://www.selfsufficiencystandard.org/Missouri> for more information.
- Avoid the gap year bias and pay penalty as some women re-enter the workforce following the pandemic crisis.
- Start or expand childcare benefits, such as childcare subsidies, on-site childcare, and back-up childcare assistance.
- Promote diversity within the workplace by hosting implicit bias training, encouraging open discussions, strengthening anti-discrimination policies, and creating inclusive workspaces.
- Offer training and educational support for women in lower-skilled positions that enable them to move into higher-level jobs.
- Increase communication with employees to identify additional areas of need and support. Offer more opportunities for employee feedback.

Recommendations for Action

POLICY MAKERS:

- Maintain the incremental statewide minimum wage increase passed by Missouri voters by a 65% majority in November 2018, until 2023 when the minimum wage should reach \$12 per hour.
- Pass a comprehensive paid family leave law providing at least twelve weeks of paid leave for employees to bond with a minor child within the first year of birth or placement in connection with foster care or adoption or to care for a family member with a serious health condition.
- Pass legislation that prohibits employers or prospective employers from asking potential employees about their current or past salary during the interview process.
- Under current law, employers are not allowed to pay an employee of any gender wages less than those of the opposite gender for the same work performed. Expand these protections by modifying existing law to include all forms of compensation, such as bonuses and stock options.
- Explore strategies to improve access to safe, affordable child care across the state, including increased childcare subsidy benefits. Invest more resources in childcare providers who have been on the front lines during the pandemic

EMPLOYEES:

- Advocate for beneficial policies within your workplace. Consider starting or joining an affinity group or employee resource group to explore ways to develop and improve organizational policies and practices for women.
- Practice effective communication with coworkers and managers to address your needs. If working remotely, set clear expectations on how project updates will be provided.
- It can be difficult to network working a hybrid or remote schedule, but connecting with others via LinkedIn, email or phone can be effective when building new relationships.
- Attend professional training opportunities when possible, especially those that broaden skill sets and knowledge.
- Take care of yourself. If you are struggling to find time during the day to relax, set yourself a reminder. Even finding 5 to 10-minute breaks during the day to do something that brings you joy can be refreshing.

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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.



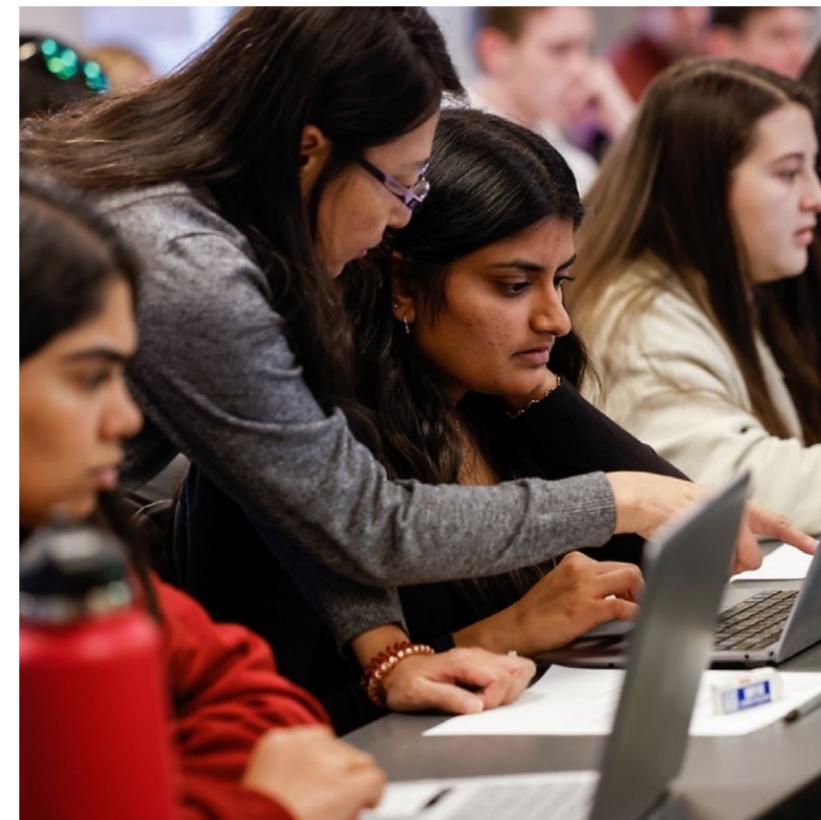
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