



REPORT to the COMMUNITY



When She Thrives, We Rise



WOMEN'S
FOUNDATION
of Greater Saint Louis

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WOMEN in the
WORKPLACE™
Employment
Scorecard **2023**

Women's Foundation of Greater St. Louis

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<https://wfstl.org/ways-to-give/>



Letter from the Board President and Committee Chair



Dear Valued Friends and Community Members,

The Women's Foundation of Greater St. Louis (WFSTL) was founded in 2007 by a group of forward-thinking St. Louis women, led by Pat Rich, armed with an abundance of energy and a passionate commitment to improving the lives of women in the St. Louis region. In the past 17 years, WFSTL has awarded nearly \$650,000 to women's charities and impacted the lives of nearly 4,000 women and children. We are so proud of how far we have come, but we are just getting started!

This year, we are excited to share with you an expanded version of our annual publication to highlight all the hard work and amazing accomplishments of WFSTL. Accordingly, enclosed you will find our first Report to the Community which includes the results and honorees of our 8th edition of our annual Scorecard, a summary of: the amazing work of our grantees, the programming we have presented in the past year and the 8th edition of our annual Scorecard highlighting employers that are good places for women to work.

We are thrilled with our Scorecard honorees and their commitment to workplace equity. Since its inception, over **100 local employers** have participated in the Scorecard, with **80%** reporting that after taking the survey, they plan to **advocate for or implement a new policy** or best practice to recruit and/or retain female workers. As we look forward, we are excited to expand our Scorecard to include a focus on the unique issues facing traditionally male-dominated industries, including the construction industry as this continues to be a rising profession for women.

We are very proud of the support WFSTL provides to local non profits that assist women through the WFSTL grant program. In 2024 we provided grants to The Collective Thread, Migrant and Immigrant Community Action Project (MICA) and Parents United for Change. In addition, we have increased our educational outreach by expanding our Seeking Solutions programming, which focuses on bringing attention to important issues that face women today and present real-time solutions to move the needle for all local women. WFSTL has plans for at least two Seeking Solutions events in the coming months of 2024. Keep up with our newsletter for details. Finally, WFSTL had a wonderful time celebrating Galentine's Day this past February with a networking event and a presentation on the benefits of our female friendships, an event which we plan to host annually, based upon the enthusiasm of the attendees at the sold out event.

WFSTL is not slowing down over the summer, as we plan for our busiest time in the fall. Making a Difference 2024 is scheduled for September 19, a luncheon at the Clayton Plaza Hotel. We are pleased to announce this year's Making a Difference honoree - Ali Kindle Hogan, Founder of Rung for Women. Visit WFSTL.org for sponsorship information, to book a table or to purchase a ticket for Making a Difference.

We are beyond grateful for the support of our community this year. We count on your continued support, donations to non profits that serve women and girls, such as WFSTL make up *less than 2 percent* of all charitable giving (source: Lilly Family School of Philanthropy). We are better together as we continue to change the lives of women in St. Louis.

Kristy Bourgeois, *Committee Chair*

Nancy Bukovic, *Board President*

WFSTL Grant Features

From women working to break glass ceilings to women working to break the cycle of poverty, the Women's Foundation of Greater St. Louis is committed to addressing the barriers to economic independence for women and their families in our region.

At the Women's Foundation of Greater St. Louis, we know that when we invest in women, they will create a better world for themselves, their families and our community.

The Women's Foundation of Greater St. Louis is a change-agent for the St. Louis region, committed to advancing the economic success of women in the area through workplace change, public policy change, and individual support. We help create systems where women have access to great jobs with great benefits and promote policies that support working families and living wages.

Through our strategic grantmaking, WFSTL leverages the collective power of your giving to invest in programs that lift women from poverty and create opportunities for education and job training.

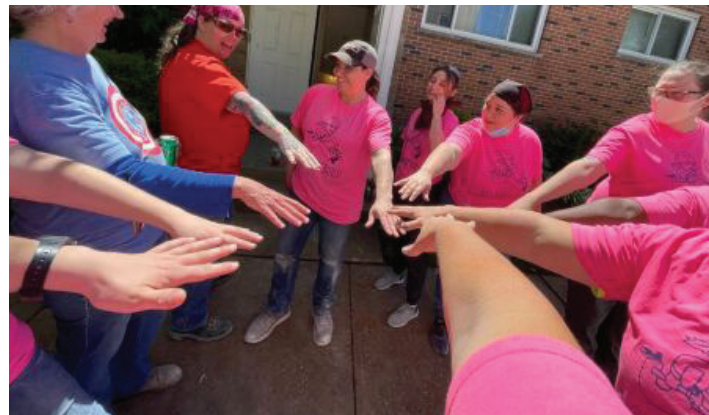
The WFSTL has recently funded the following agencies;

- The Migrant and Immigrant Community Action Project
- Parents United for Change - Community Organizing and Family Issues
- The Collective Thread
- Almost Home
- Missouri Women in Trades
- WEPOWER
- LaunchCode
- Center for Women in Transition



The Collective Thread

A grant to The Collective Thread supports a curriculum and a **paid (\$15/hour) program to commercial sewers** who can meet the demands of a modern factory line and apparel production facility. Forty (40) STL firms are seeking skilled sewers. Trainees learn to operate a variety of state-of-the-art industrial machines and working on TCT's sewing factory line to hone their skills. Many of the students are immigrant or refugee women who need marketable, industrial level skills to help support their families.



Missouri Women in Trades

The WFSTL has provided grants to Missouri Women in Trades which recruits and mentors women in the construction industry. Grants from the WFSTL allowed MOWIT to hire a part-time consultant to focus on women interested in the trades as well as those newly entered into the field to ensure that proper support was provided. The WFSTL grant provided direct mentoring and recruitment to 133 women.



Parents United for Change (PUFC-COFI)

A grant from the WFSTL supports Parents United for Change - Community Organizing and Family Issues (PUFC-COFI). PUFC-COFI exists to improve the learning, earning, and living outcomes of low-income families of color in the East St. Louis area. With and through parent leadership and community organizing, PUFC-COFI mother-leaders identify, prioritize, and address the needs and challenges of their families and communities.

The grant from the WFSTL helps support the training of 28 new parents including 7 Spanish speaking mothers, in The COFI Way parent leadership and community organizing model. PUFC-COFI parent leaders have been working to address food and economic inequalities by bringing a new grocery store to their community and advocating for a state level Child Tax Credit and more affordable utilities. Further, they have been advancing school discipline reform, working to improve access/equity in early childhood programming, and advocating for increased access to children’s mental health services. In fact, Ms. Mamie Cosey, a long-time PUFC-COFI leader and president of the board, was selected to participate in Lt. Governor Julia Stratton’s Healing-Centered Illinois Task Force which promotes trauma-informed and healing-focused efforts in schools and communities across the state.



Ms. Mamie Cosey, a long-time PUFC-COFI leader and president of the board, was selected to participate in Lt. Governor Julia Stratton’s Healing-Centered Illinois Task Force



MICA

WFSTL awarded a grant to support the Women’s Employment Advocacy Project at the Migrant and Immigrant Community Action Project (MICA). Obtaining work authorization is a critical step for immigrants in the United States. It provides a social security number, permission to obtain a driver license, and entry into the formal employment sector. It’s far more complicated than might be imagined. There are dozens of different categories of work authorization, and yet there are still some immigrants who do not qualify.

Because of the WFSTL grant nearly 100 immigrants have applied for work authorization. This includes many receiving work authorization for the very first time, like the couple in the picture. This was so significant for them that they celebrated as if they had obtained permanent status. Others, like Vidalia, pictured with her children, obtained work authorization despite many attorneys saying that she was not eligible for any relief. MICA’s broad expertise provided an avenue that hadn’t previously been found.

Educational Programs

In addition to grantmaking and the Women in the Workplace Employment Scorecard Survey the WFSTL holds several educational programs through the year.

August 2023

Seeking Solutions Symposium Miles to Go Before We Sleep - Gender Bias & Micro-aggressions Still Need Our Attention

Presented by Dr. Kimberly Norwood

Kimberly Jade Norwood is the Henry H. Oberschelp Professor of Law at Washington University School of Law. Dr. Norwood shared data on gains women have made in the workforce and discuss the miles we have to go. Dr. Norwood will discuss our two steps forward one step back ascension and the complicity women have in allowing women and girls to be confined by their gender and push women to [re] commit to gender equity.



January 2024

Seeking Solutions Symposium Being a Working Mom is Hard ... Employers Can Help!

Presented by Scott Liebman and Sara Moore of BenefitBump

Scott and Sara discussed the challenges working women face on the path to parenthood and beyond and how this impacts both the employer and the employee. The presentation included issues many women face when they become pregnant and when they welcome a newborn. Data on maternal mental health and the struggle to find affordable childcare was presented along with leave options. Suggestions were offered to employees and employers on how to navigate the process.



UPCOMING PROGRAMS

In Fall 2024 we will hold an Executive Presence symposium presented by Erin Joy, Ph.D. and a symposium convening non-profits and community leaders to discuss barriers to women's economic independence and the ways we can work together to eliminate those challenges.

February 2024

Galentine's Day

Presented by Andi Blaylock of Emerson

We celebrated Galentine's Day with champagne, networking and a presentation by Andi Blaylock of Emerson. Andi shared the importance of female friendships on physical and mental health. Female friendships help us process our feelings more deeply, are a source of empathy, and offer emotional support that shapes our emotional and mental strength.

Oxytocin – The "Tend and Befriend" Hormone

Longevity and Survival: Women diagnosed with breast cancer found that participants with 10 or more friends had a higher survival rate than those without close friendships.

Career Advancement: Women with a strong circle of one to three friends who work in leadership positions are two and a half times higher in authority and pay than those who do not have this type of support.

Sense of Belonging: Female friendships are a site of ease, escape and refuge.


Improve Mood and Health: Friendships among women negate the impacts of stress, fight depression and promote overall wellbeing.

"I love my husband, but it is nothing like a conversation with a woman that understands you." – Beyonce Knowles Carter

Process Feelings: Female friendships allow us to process experiences more deeply. Sharing our emotions can help reduce their negative impact.

Source of Empathy: Whether it's celebrating our victories or supporting us during challenging times, female friends understand each other deeply.

Emotional Support: Female friends allow us to mirror each other's beliefs, and actions, shaping our emotional and mental strength.





Andi's insight on the "Tend and Befriend" Hormone, Oxytocin

"Process Feelings: Female friendships allow us to process experiences more deeply. Sharing our emotions can help reduce their negative impact."

April 2024

Seeking Solutions Symposium

Women in the Economy: An Underleveraged Powerhouse and Why it Matters to Businesses and Communities.

Presented by Ana H. Kent Ph.D., Senior Researcher, Institute for Economic Equity at the St. Louis Federal Reserve

Ana's presentation included data on childcare in Missouri, gender wage gaps, and how including more women in the workforce would benefit us all.


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Childcare in Missouri

Childcare is a *key support* for the workforce, yet...

- Unavailable:** Over half of Missourians live in a childcare desert
- Unaffordable:** Average cost is \$8,100/year per child; 13% of median household income
 - Single moms: 97% nationwide would find average cost of care unaffordable

Access to child care is especially critical for Black mothers.



67% of Black mothers with young children are single parents, compared with **32%** of Latina mothers and **22%** of white mothers with young children.

FEDERAL RESERVE BANK of ST. LOUIS | CENTRAL TO AMERICA'S ECONOMY™ | Source: <https://www.stlouisfed.org/community-development/child-care-economic-impact> | 8

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Economic Gaps

Wage Gap
\$0.82/\$1

- Mothers earn \$0.75/\$1 earned by fathers
- Women in STL metro earned 78 cents per \$1

Financially Insecure

39% of women wouldn't have been able to handle a \$400 emergency expense with cash or its equivalent in 2022

Low-Wage, Low-Benefit

Women are overrepresented in low-wage jobs with less access to wealth-building workplace benefits

Limited Free Time

Working mothers spend more time doing household- and childcare-related activities than fathers



FEDERAL RESERVE BANK of ST. LOUIS | CENTRAL TO AMERICA'S ECONOMY™ | Source: Pew, (National Women's Law Center) | 11

Women in the Workplace Landscape



Workforce expectations have shifted drastically over the last four years. Since recovering from the COVID-19 pandemic, more companies have embraced remote and hybrid work schedules. According to a 2023 Forbes publication, 12.7% of full-time employees work from home, while 28.2% work a hybrid schedule. ⁽¹⁾ Employees typically value the freedom and autonomy working from home gives them. 44% of US employees would rather work a hybrid model, and 55% of US employees want to work at least three days a week from home. ⁽²⁾

However, this can increase challenges at “work” when employers do not account for childcare at home. The responsibilities of spending more time at home typically fall on

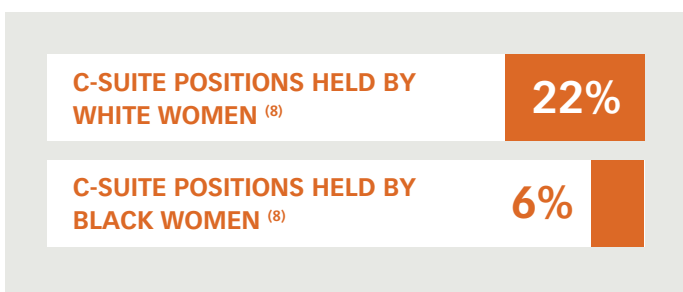
women employees. According to a McKinsey study, 50% of women working from home with children five and under said childcare was “somewhat more difficult” or “much more difficult,” while only 40% of men agreed. ⁽³⁾

These childcare benefits and hybrid schedules are more widely available to salaried employees than shift-based work in fields like hospitality,

construction, and manufacturing. The US Department of Labor wrote that despite making up only 10.9% of the construction and 29.3% of the manufacturing industries. ⁽⁴⁾ Even in low proportions, women are overrepresented in low-paying jobs in these industries. ⁽⁴⁾

**MISSOURI
WOMEN LOSE
AN AVERAGE OF
\$12,048
annually due to the
wage gap.⁽⁷⁾**

A recent study from the Institute for Women’s Policy Research (IWPR) found the weekly gender wage gap widened in 2023, with men earning \$228 more per week than women. ⁽⁵⁾ the United States Bureau of Labor also reported that women in Missouri who work full-time earn an average of 79.5 cents for every dollar a male earns. ⁽⁶⁾ Missouri women make comparatively less than the national rate. ⁽⁶⁾ If current trends continue, women nationwide will not see equal pay until 2053.



While women have been able to make modest gains in representation in leadership roles, they are still vastly underrepresented; 22% of C-Suite positions are held by white women, while only 6% are held by Black women. ⁽⁸⁾ McKinsey & Company found that for every 100 men promoted from entry-level to management positions, 91 white women were promoted, and only 73 women of color were promoted– down from 82 last year. This particularly impacts Black and Latina women. Only 54 Black women and 76 Latina women were promoted for every 100 men. ⁽⁸⁾ Within the workplace, LGBTQIA+ and disabled women experienced microaggressions regarding their appearance at a rate 6 times more than men. ⁽⁸⁾ Women of color reported they “have been confused for someone else of the same nationality or race” 5.5 times more than men. ⁽⁸⁾

Now that employers are less impacted by the COVID-19 pandemic, they have the opportunity to build work environments that take gender inequities into account. Employers who value women and working families’ experience can prioritize these employees and should continue to prioritize the support and promotion of all women.

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 directly from employers' policies.

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 workplace policies. 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 in each survey response that identified specific organizations to ensure a blind data review and used our numerical scoring metric.



2023 Scorecard Criteria

WFSTL rated employers on criteria in three areas that according to research create an environment where women can thrive. This year, WFSTL scored honorees automatically and numerically. Along with maintaining comprehensive anti-harassment and anti-gender discrimination policies, all 2023 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 (\$12.00 in 2023)

BONUS: The majority of 2023 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%)



2023 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 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.



St. Louis Area Diaper Bank

St. Louis Area Diaper Bank strives to make a health, social and economic impact by not only providing diapers and period supplies but by connection them to resources through partner agencies.



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.



BenefitBump

BenefitBump is a program built to support growing families (including working moms) as they navigate work and life. Our program pairs employees with emotional health professionals, who become experts in our employer-client’s benefit plans, resources, and the communities in which employees live and work. By providing this level of support, BenefitBump helps employers support and retain women in their workforce – elevating their economic opportunity and wellbeing.

Medium Organizations

(50-499 employees)



The Simon Law Firm

The Simon Law Firm, P.C. consistently achieves some of the largest verdicts and settlements in the state of Missouri, and they are regularly covered in the press for cases ranging from personal injury to intellectual property to consumer fraud. The firm is consciously designed to be big enough for the most complex cases, yet small enough to provide personal, efficient and effective legal representation. SLF is proud to be a vibrant participant in the St. Louis community. Annually, our firm sponsors seminars and contributes to many local causes.



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.



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.

Large Organizations

(500 or more employees)



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.



Olin Corporation

Olin is proud to be a leading global manufacturer and distributor of products that enable everything from safer drinking water to lifesaving pharmaceuticals to protecting our military and law enforcement officers – and so much more.



HOK

HOK is a global design, architecture, engineering and planning firm. Our 1,700+ people collaborate across a network of 26 offices on three continents. HOK designs buildings and spaces that respond to the needs of people and the environment. Our designers are rooted in technical excellence, driven by imagination and focused on a solitary goal: to deliver solutions that inspire clients and communities.

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⁾



We're thrilled to once again be honored as a Best Place for Women to Work," says Kate Midgett, Vice President and Chief Organizational Excellence Officer, Nine PBS. "Equity is one of our core values at Nine PBS, and **we strive to create policies and practices that contribute to an environment where every member of our team receives the individualized support they need and the opportunity to thrive.** We know that by focusing on women, we create a rippling effect that supports the needs of every employee and therefore, will benefit our entire staff, organization, and region." –Nine PBS



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

A federal paid parental leave policy would benefit

18 MILLION WORKERS PER YEAR ⁽¹¹⁾ 



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.

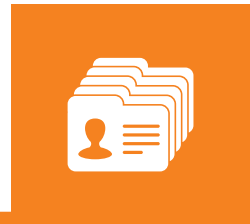
Paid sick leave can be defined as the number of paid days or hours a worker is given to use to recover from an illness or care for a sick family member.

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

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⁾



Olin is **proud to offer medical coverage for services to diagnose and treat infertility** to all US-based employees covered under our self-insured medical plans.



Sources

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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 six 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.
- Seek mentor relationships to promote professional growth. It can be difficult to network during the pandemic, 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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Employment Scorecard:
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