

Report on the
**WOMEN in the
WORKPLACE**
Employment
Scorecard 2018

Practice Highlights
and Recommendations

April 2019



**WOMEN'S
FOUNDATION**
of Greater Saint Louis

Leadership + Compensation + Flexible Work Policies + Recruitment & Retention

Table of Contents

03

Letter from Board President

04-05

Women in the
Workplace Landscape

06

Business Case for
Gender Diversity

07

Our Approach

08

2018 Scorecard Criteria

09-11

2018 Honorees

Practice Highlights

12-15

Paid Parental and
Family Care Leave

16

Gender Wage Gap Analysis

17

Wages – Raising the Floor

18-21

Recruitment &
Retention Programs

22-23

Flexible Work Policies

24

Support for Childcare

25

Recommendations
for Action

26

Acknowledgments

27

References



WOMEN in the WORKPLACE Employment Scorecard 2018

Women's Foundation of Greater St. Louis



Letter from Board President: Eulonda Nevels



The Women's Foundation of Greater St. Louis is committed to advancing economic independence for women and girls from diverse backgrounds in our region. We drive change by increasing awareness of the barriers women face in achieving economic independence, incentivizing employers to improve their workplace policies and practices, advocating for changes in public policies, and supporting local organizations that provide innovative services to women and girls.

We launched our Women in the Workplace: Employment Scorecard initiative in 2017 to learn more about what employers in our region are doing to help make employment sustainable for women and their families. By recognizing employers who demonstrate a strong commitment to women in the workplace, the Women in the Workplace: Employment 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. In 2018, we added several questions to learn more about how employers are working to create woman-friendly workplaces for all job classes. We looked for employers that are paying more than the minimum wage for entry level, hourly workers. We asked about how professional development programs help workers move into better paying jobs within the company. We also expanded our questions around flexible workplace policies that support working women with caregiving responsibilities.

Our 2018 honorees were selected based on data submitted by the organization about structural enhancements and outcomes to advance women through compensation, leadership, flexible work policies, and recruitment and retention initiatives. This report highlights best practices uncovered during the process, with the goal of providing employers in the St. Louis region tangible actions they can take to recruit and retain female employees, and to create work environments where women can thrive. Congratulations to all 13 of this year's honorees. We commend you for your leadership for working women and their families in our region.

We hope that you will take the time to review these promising practices and recommendations learned from employers right here in our region. As St. Louis native Maya Angelou says: "I did then what I knew how to do. Now that I know better, I do better." Together, we believe we can do better -- for women, for families and for our regional economy.

Sincerely,

A handwritten signature in black ink, appearing to read "Eulonda Nevels". The signature is fluid and cursive, written over a light grey horizontal line.

Eulonda Nevels
Board President
Women's Foundation of Greater St. Louis

Women in the Workplace Landscape

The challenge is clear – today in the St. Louis region, there are more job openings than job seekers. According to the 2018 State of the St. Louis Workforce Report, job openings in the Midwest exceed the number of job seekers by 20%. The Women’s Foundation of Greater St. Louis believes that women are key to filling these gaps. Thus, female-friendly work environments that benefit all workers are critical for our region.

According to US Census data,

nearly 63% of St. Louis City and County workers are women. This rate is slightly above the national average of 58%. In addition, women have outpaced men in completion of post-secondary degrees at all levels – from associate to doctorate degreesⁱ.

	Associate	Bachelor	Masters	Doctorate
Men	38.7%	42.6%	41.5%	47.3%
Women	61.3%	57.4%	58.5%	52.7%

In spite of these gains, women on average continue to be hired and promoted at lower rates than their male counterparts. These disparities are more pronounced for women of color.

In their in-depth 2018 study, McKinsey & Company and LeanIn.org found that, in the corporate pipeline, women are underrepresented, especially in leadership roles. Even though women earn 57% of bachelor’s degrees, only 48% of entry-level corporate positions are filled by womenⁱⁱ.



57%
of bachelor’s degrees are earned by women

48%
of entry-level corporate positions are filled by women

The representation of women in the corporate pipeline narrows as employees advance in their organizational hierarchies, with women representing only 20% of C-Suite leadershipⁱⁱ. Women are also underrepresented in leadership roles in some non-corporate, female-dominated professions. Although women make up approximately 73% of the nonprofit workforce, women hold only 45% of the CEO positions in nonprofit organizationsⁱⁱⁱ. Additionally, women CEOs of nonprofit organizations with annual budgets of more than \$50 million make an average of 21% less than their male counterpartsⁱⁱⁱ.

Women experience a significant gap in wages compared to men in the same position across additional professions in a range of sectors^{iv}:

- Female financial managers make an average of 32.6% less than their male counterparts^{iv}
- Female retail salespersons make an average of 29.7% less than their male counterparts^{iv}
- Female physicians and surgeons make an average of 37.8% less than their male counterparts^{iv}
- Women in architecture and engineering professions make an average of 18% less than their male counterparts^{iv}
- Women in legal professions make an average of 43.3% less than their male counterparts^{iv}
- Women in education, training, and library occupations make an average of 21.4% less than their male counterparts^{iv}
- Women in protective service occupations make an average of 30.4% less than their male counterparts^{iv}

Women also hold a significantly higher portion of part-time jobs than men, which often pay less than living wages and provide few or no benefits^v.

63.9%

Women make up 63.9% of US part-time workers^v

43%

Women make up 43% of U.S. full-time workers^v

In addition, women are much more likely than men to work in low-wage occupations, such as child care workers, restaurant services, maids and cashiers. In Missouri, 6 in 10 minimum wage workers are women, many of whom are raising families. With the average annual cost of child care, at \$5,000-\$8000/child, it is difficult for many working families to make ends meet.

Beyond these disparities in compensation and opportunities for professional advancement for women, the recent surge of workplace sexual harassment reports is a reminder of the hostile, and sometimes dangerous, environment many women face in their workplaces. While recent publicized reports of workplace sexual harassment have focused on highly visible men working in the entertainment, media and political fields, this unwelcome behavior transcends all industries.

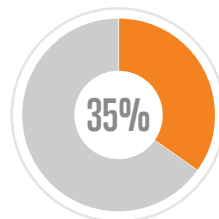


Among sexual harassment complaints

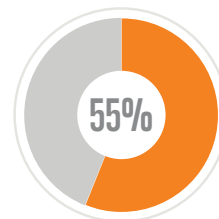
filed with the Equal Employment Opportunity Commission, more than **25% came from two industries:** hospitality/food service and retail – both of which contain a large number of low-wage jobs often occupied by women^{vi}

Women in male-dominated professions

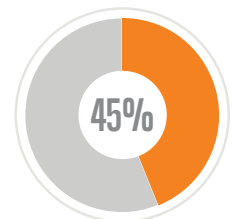
also experience high rates of workplace sexual harassment at some point in their career:



Women in corporate positionsⁱⁱ



Women in senior leadership rolesⁱⁱ



Women in senior technical fieldsⁱⁱ

Additional studies in 2018 have shown that:

- Only 60% of (male and female) employees think a sexual harassment claim would be fairly investigated and addressed by their company; only 32% think it would be addressed quicklyⁱ
- 50% of women who experienced workplace sexual harassment felt that the incident(s) negatively impacted their overall career^{vii}
- 46% of women who experienced workplace sexual harassment reported that as a result, they had to change their job or position^{vii}
- Only 32% of women who experienced workplace sexual harassment felt that the harassment was something they could report to their employer without fear^{vii}
- Only 30% of women who experienced workplace sexual harassment felt that their employer handled the situation properly^{vii}



By propelling more women into leadership positions and creating more women-friendly workplaces, we believe that women will feel supported to come forward with sexual harassment claims that will hold perpetrators accountable and lead to substantive reform.

Business Case for Gender Diversity

There is a large body of evidence supporting the economic case for gender diversity in the workplace.

One study conducted by economists at MIT and George Washington University found that shifting from a predominantly all-male or all-female office to one with an even gender balance could increase revenue by as much as 41%^{viii}.

Furthermore, organizations with women in leadership positions are more profitable compared to organizations with fewer women in leadership positions. Research conducted by Catalyst, a national nonprofit focused on advancing women in the workplace, reviewed 70% of the S&P 500 companies. Their analysis found that those companies with the highest

percent of women in leadership roles showed a 35.1% higher return on equity than the companies with the lowest percent of women in leadership roles^{ix}.

Another study that reviewed the performance of 300 start-up companies over a ten-year period showed that those companies with a female founder performed 63% better than those start-ups with male-only founders^x.

As a result of these studies, one thing is clear – businesses do better financially with a more gender-balanced workforce.

Family-friendly culture and flexible policies help parents balance work and life.

Shortly after Rosalyn Crain Tinnin accepted a position with Missouri Foundation for Health, she found out that she and her husband were expecting twins. Rosalyn had just relocated to Missouri from Katy, Texas, (outside of Houston) with her new husband, James. With all of this change happening at once, she was feeling anxious about how to ramp up in her new job while also balancing all the doctors' appointments and other demands of bringing two new lives into the world.

"As a new employee, you wonder how your supervisor will feel when you tell them that you are expecting," says Rosalyn, "but I never experienced any reactions. My pregnancy was celebrated as if I were an employee who had been here for 10 years." Rosalyn says that the Foundation's family-friendly culture and flexible work arrangement policies have helped her maintain career momentum while also settling into being a mom of twins.

The flexible work policy, including the ability to work off site when needed, helps new parents keep up with the demands of parenthood and alleviates stress. "This winter was pretty harsh. When one of the twins got a cold, the other wasn't far behind," says Rosalyn. "The ability to work from home has given my family the stability that we need to keep up." The twins are now 20 months old, and Rosalyn says that she is grateful for the support of her employer over the past couple of years.



"I have always felt free to bring up my needs, and my supervisor and HR have always been very supportive, she says. "With the right policies and culture, women can balance all of the things that keep work and life going."

– Rosalyn Crain Tinnin



Missouri Foundation
for Health
a catalyst for change

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 female 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 question such as:

1. Is gender diversity and inclusion a top talent development priority for your company this year?
2. 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 11 flexible and supportive workplace policies and practices for the survey taker to choose from.)
3. 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.)
4. Is your top earning employee a woman?
5. Have you conducted a gender wage gap analysis?
6. Do you offer a starting wage that is higher than the Missouri minimum wage (\$7.85/hr in 2018)?
7. What percent of women occupy your top positions: C-suite, equity members, shareholders?

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 resources professionals we consulted with were involved in completing similar surveys on behalf of their employers.

Other important parameters surrounding the employment scorecard include:

1. Because the survey asked organization-wide responses, we asked that a designated employee complete the survey.
2. Employer participation in the employment scorecard was voluntary.
3. We ensured full confidentiality for participating organizations, noting that only those organizations being honored would be identified.
4. Recognizing that small organizations may lack the infrastructure to establish and implement comprehensive policies, we divided the recognition into small and large organizations.

To avoid evaluation bias, we assembled a review panel of seven reviewers including three with no connection to WFSTL. We redacted all information included in each of the survey responses that identified specific organizations, to ensure a blind review of the data.

2018 Scorecard Criteria

Recognizing differing resource capabilities between organizations, we grouped the participating employers into three categories: small, medium and large organizations. WFSTL rated employers on criteria in four areas that according to research create an environment where women can thrive. Along with offering diversity and inclusion training and having non-discrimination policies, all 2018 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 more than 25% women (exceeding the national average of 23%⁽ⁱ⁾)



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% most highly compensated employees

Starting wage that is higher than the Missouri minimum wage (\$7.85 in 2018)

Bonus: conducted a gender wage gap analysis



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 five out of nine policies that promote a flexible work environment, including flexible working arrangements, part-time, work-from-home and telecommuting

Paid parental and/or family care leave

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

Small Organizations (less than 50 employees)



National Council on Alcoholism and Drug Abuse – St. Louis Area (NCADA)

One of the NCADA's major goals is to teach young people the skills needed to resist the pressures to use and abuse drugs. They offer proven, evidence- and best-practices-based curricula for every grade from K-12 in nearly 300 schools in the region. Additionally, NCADA offers youth leadership programs and a wide range of non-school-based prevention services. In a normal year they offer prevention and education services to over 100,000 people. NCADA is a proud member of the United Way, meets the 20 Better Business Bureau standards for charity accountability and was a 2013 recipient of the BBB TORCH Award for exceptional customer service and ethical business practices.

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

Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C. is a value-driven law firm that provides "big firm" quality legal services with greater responsiveness, efficiency, value, and the individual touch of a dedicated boutique practice. The firm provides support in education law, employment law, immigration law, and litigation. Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C. is widely recognized for not only winning cases, but also for helping prevent cases from being filed in the first place. The firm also offers free training to community members, including free seminars and in-service sessions on challenging legal issues.



Safe Connections

The mission of Safe Connections is to reduce the impact and incidence of relationship violence and sexual assault. They serve nearly 20,000 individuals each year through prevention education programs for youth, 24-hour crisis intervention, individual and group counseling, and other support services. Founded as a women's self help center in 1976, Safe Connections is one of the St. Louis region's oldest and largest organizations working to prevent and end domestic and sexual violence while helping survivors thrive. In 2018, Safe Connections was awarded the top 4-Star Rating from Charity Navigator for the fourth consecutive year.



Medium Organizations

(50-499 employees)



Missouri Foundation for Health

The Missouri Foundation for Health's (MFH) mission is to improve the health and wellbeing of individuals and communities most in need. MFH is a resource for the region, working with communities and nonprofits to generate and accelerate positive changes in health. As a catalyst for change, MFH improves the health of Missourians through partnership, experience, knowledge, and funding. The Foundation takes a multifaceted approach to health issues, understanding that programs, policy, and collaboration all play a role in creating lasting impact.



Simon Law Firm, P.C.

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. Their attorneys have received numerous awards from local, state and national organizations for their trial and appellate work. 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. The Simon Law Firm, P.C. is included in U.S. News - Best Lawyers® Best Law Firms as top-ranked in Plaintiffs' Personal Injury Litigation; Plaintiffs' Product Liability Litigation; and Patent Litigation and Intellectual Property Litigation.



Wyman Center

The Wyman Center's mission is to empower teens from economically disadvantaged circumstances to lead successful lives and build strong communities. They do this by providing training to build the capacity of adults and communities to transform younger generations. Adults who participate in Wyman Center's programs learn how to constructively recognize, utilize, and enhance the strengths of young people. The training reinforces a holistic approach to youth development, in contrast to interventions that focus on single problems. The Wyman Center has earned several awards over the years, including the NAACP Commitment to Education Award and the St. Louis Business Journal's Best Places to Work award.



HireLevel

Whether you're the one looking to hire a candidate, or are the one seeking an opportunity, HireLevel is your go-to partner. Their approach to staffing is built on creative thinking, thoughtful communication, and a passion for taking things to a "higher level." For 20 years, HireLevel has helped candidates discover and grow their careers by inventing an individualized approach to the job hunt, and worked with employers to place the right people at the right time to support the ever-changing needs of their businesses. HireLevel raises the bar for workforce management, and believes in working with clients as a partnership.



Brown Smith Wallace

Brown Smith Wallace is a Midwest public accounting firm that focuses on serving companies in the St. Louis area, nationally, and internationally. The firm has approximately 300 employees and annual revenues of more than \$43 million entering 2017. Brown Smith Wallace provides audit, accounting, tax, and business advisory services to firms in a variety of industries; it specializes in serving broker-dealers, construction, distribution, health care, insurance, manufacturing, not-for-profit, public sector, private equity, real estate, retail, and startups. The firm is regularly named one of the top companies to work for in the St. Louis area and recently ranked No. 90 in Accounting Today's Top 100 Firms list.

Large Organizations

(500 or more employees)



Stinson Leonard Street, LLP

As one of the nation's 200 largest law firms with nearly 500 attorneys, Stinson Leonard Street, LLP serves clients nationwide from its 13 offices in the Midwest, Mountain West and Southwest, and in Washington, D.C. They provide sophisticated corporate, transactional and litigation legal services to clients ranging from Fortune 500 corporations to privately held companies and emerging businesses. Stinson Leonard Street, LLP combines their national reach and depth of experience with a cost-effective approach to advise regional, national and international clients on critical legal and business issues. The keys to their ongoing success are the quality and diversity of their attorneys and staff, and their unflinching commitment to efficient client service and hard work.



Enterprise Bank & Trust

For more than 30 years, Enterprise Bank & Trust has focused on serving the lifetime financial needs of privately held businesses, their owner families and other successful people. Enterprise Bank & Trust recognizes that every business and every person is unique, and develops relationships with their clients in order to tailor their banking, trust and financial advisory services to everyone's unique needs. They 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.



Webster University

With its home campus in St. Louis, Webster University comprises an action-oriented global network of faculty, staff, students and alumni who forge powerful bonds with each other and with their communities around the globe. Founded in 1915, Webster is a private non-profit university committed to ensuring high quality learning experiences that transform students for global citizenship and individual excellence.



MTM, Inc.

MTM, Inc. is a healthcare and transportation management company whose mission is to partner with clients in developing innovative solutions for accessing healthcare, increasing independence, and connecting community resources in the most cost-effective manner. To achieve this, they leverage their core competencies in managing customer service operations and building provider networks. MTM, Inc.'s five core values guide their employees in providing the highest quality customer experience possible and helping clients achieve their goals: Respect individuals; Collaborate to innovate; Deliver value; Align with clients; and Act with integrity.



Washington University in St. Louis

Committed to learning and exploration, discovery and impact, Washington University in St. Louis creates an environment to encourage and support an ethos of wide-ranging exploration. Washington University's faculty and staff strive to enhance the lives and livelihoods of students, the people of the greater St. Louis community, the country and the world. Their mission is to discover and disseminate knowledge, and to protect the freedom of inquiry through research, teaching and learning. Washington University in St. Louis prides itself as a community of individuals with inner fire and quiet confidence, inspired to work together to develop big ideas and tackle challenging problems.

Practice Highlights:

Paid Parental and Family Care Leave



Workers need time off to care for themselves and their loved ones. But many workers find that taking unpaid time off to meet their family duties places a severe economic burden on their families that is unmanageable. 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. The latter is bad for employers, communities, and our economy.

Paid family leave has been shown to:

- Be of little to no cost to employers ^{xi}
- Increase employee retention, which saves replacement costs ^{xi}
- Increase workplace morale and productivity ^{xi}
- Enhance business reputations within their communities
- Decrease the use of publicly-funded government assistance ^{xi,xii}
- Increase employment rates ^{xi,xii}

Because women take on a disproportionate responsibility for unpaid caregiving and are the vast majority of single parents, programs like Paid Family Leave that help support families are especially important in retaining women in the workforce.

What is Paid Family Leave?

Paid Family Leave is leave from work with payment in full to provide care for another member of the family, including time to:

- Bond with a newborn baby, or adopted or foster child (also referred to as “maternity leave” or “parental leave”)
- Care for a seriously ill child or other family member, such as a parent, grandparent, sibling, parents-in-law, spouse, or domestic partner

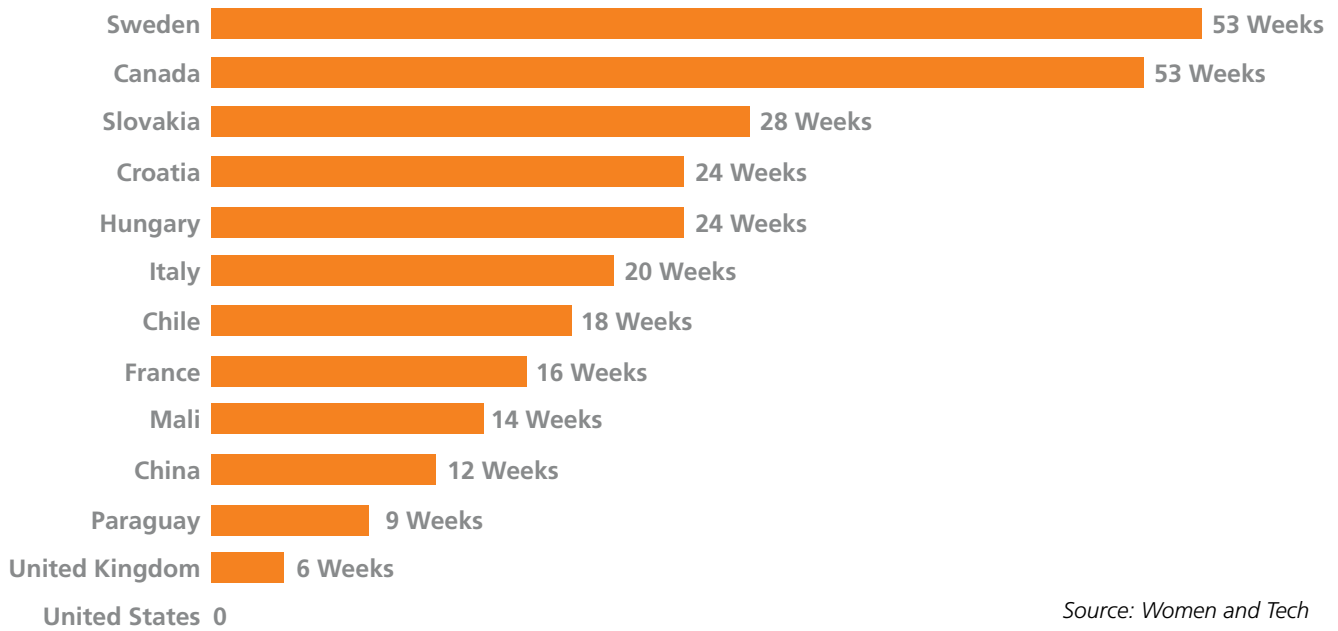
Only four states require businesses to offer paid family leave, and as Missouri is not one of them, it is the choice of individual employers to offer such a policy. This leaves many women being only able to take leave to care for their children and families under the Family and Medical Leave Act (FMLA), which only offers unpaid leave for employees who have worked at a business at least one year and for a minimum of 1,250 hours, and work at a location where the company employs 50 or more employees within 75 miles^{xi,xii}. Although there is the opportunity to take time off work with their positions protected, women who do use this time off under FMLA still lose their wages for the time taken. Because of this, we honor employers who take the extra step and offer paid parental/family leave policies beyond FMLA standards.



Every developed country with a market economy has a paid parent leave law – except the United States.

Paid Maternity Leave

How do nations compare when it comes to government mandated paid leave?



Source: Women and Tech

Among this year's honorees,

Enterprise Bank & Trust stood out with their policy of offering 12 weeks of fully paid parental leave for all full-time and part-time associates working 20 or more hours, including both hourly and salaried employees.

In addition, small employer **Simon Law Firm, P.C.** and large employer **Stinson Leonard Street, LLP** offer up to 12 weeks of fully paid parental leave to some employees. **The Simon Law Firm** provides 12 weeks of fully paid leave to attorneys and 8 weeks for other staff. **Stinson Leonard Street** provides 12 weeks of fully paid leave to all attorneys, officers and directors.

All 2018 honorees allow employees to use paid sick time to care for dependents and family members. In addition, the Wyman Center and NCADA have specific family leave policies that allow employees additional time off to care for a seriously ill child or other family member, such as a parent, grandparent, sibling, parents-in-law, spouse, or domestic partner.

In addition to the base six weeks of paid parental leave offered, **Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C.** offers birth parents up to six additional weeks of paid parental leave based on how long they have been employed at the firm:

- One year or less with the firm – Three additional weeks
- Two years with the firm – Four additional weeks
- Three years or more with the firm – Six additional weeks

" We are hiring people that we hope will want to be with us for the long haul. We believe that when people feel supported, and their family life is supported, that they will stick around." – Terri Cole, **Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C.**



Simon Law Firm, P.C.

Retaining talent through 12 weeks of paid parental leave

Erica Slater, who clerked at The Simon Law Firm in law school, had the opportunity to rejoin the firm as an attorney in 2014. Wanting to make a lasting career move, she investigated the firm's benefits and policies to determine if it was the right fit.

"I returned to The Simon Law Firm because I saw examples of female attorneys who were supported, promoted and succeeding in litigation at the highest levels," says Erica. "It was also important to me to join a firm that provided the flexibility and family-friendly policies that would help my spouse and me when we were ready to start our family."

The Simon Law Firm offers benefits and flexible schedules that accommodate the busy lives of its attorneys and staff, particularly those with young children.

The Simon Law Firm offers up to three months of paid parental leave when an employee welcomes a child, options for flex-time schedule, telecommuting and employer-paid medical insurance benefits. "Because our firm provides meaningful support to our attorneys and staff, we are able to be a more dynamic group of lawyers and better serve our clients. Happy lawyer, happy employer!"

"Family dynamics are different today than a generation ago. Employers are smart to offer flexible hours, remote working options, expanded paid leave policies for all parents, and medical benefits that suit varying family circumstances.

Our firm's policies not only support women, but also support the equal role of women in modern families." – Erica Slater

POLICIES THAT WORK FOR PARENTS

The Wyman Center and Enterprise Bank & Trust shared that, prior to implementing their current paid parental leave policies, new mothers utilized short-term disability after childbirth. These employers recognized the limitations and challenges of relying on short-term disability as a parental leave policy: mothers only being able to use it for time off if they gave birth (leaving out adoptive and same-sex parents), the limitation of time that could be taken off and for only partial pay, and excessive paperwork. With this in mind, they decided that short-term disability is insufficient for new parents, who need the economic support and security that a paid parental leave policy offers.

“By switching to paid leave from short-term disability, we reduced the stress on our families. There was no more paperwork to file and they weren’t exhausting their PTO to make ends meet while taking care of their loved ones.”

– Kayla Baur, Enterprise Bank & Trust

PAID LEAVE FOR CRIME VICTIMS

With their Crime Victims Leave policy, the Wyman Center stands out as an innovator in policies that recognize the obstacles and challenges that women face outside of the workplace. The Wyman Center offers up to four weeks of fully-paid leave for any employee after experiencing a violent crime, including domestic violence, sexual violence, and stalking. This policy demonstrates the Wyman Center’s commitment to ensuring their employees are supported not only as employees, but as people.

“A very large percentage of our workforce is female. When we are considering our policies through a diversity and inclusion lens, we always add the gender layer – how can we make sure we are fully including women?”

– Sarah Smith, Wyman Center, on their Crime Victims Leave policy



Practice Highlights:

Gender Wage Gap Analysis



This year, 9 out of our 13 honorees stated that they have conducted a gender wage gap analysis.

These analyses are valuable in all sectors to ensure that there are no disparities in compensation between women and men working in similar roles. Conducting a wage gap analysis demonstrates an employer's commitment to wage equity, and maintaining a culture of equal pay for men and women internally contributes to lowering the wage gap on a community level.

Honorees who conduct an annual gender wage gap analysis include:

Brown Smith Wallace

On an annual basis, Brown Smith Wallace evaluates employee performance and salaries alongside a gender wage gap analysis, after which compensations are adjusted as necessary.

Enterprise Bank & Trust

Enterprise Bank & Trust conducts their gender wage gap analysis annually as a component of their general auditing process.

HireLevel

HireLevel's annual wage analysis takes into consideration employees' gender, in addition to tenure status and geographical location to ensure that raises are aligned appropriately with the cost of living and one's goal attainment.

MTM, Inc.

MTM, Inc.'s People & Culture team conducts an annual gender wage gap analysis by auditing and comparing wages throughout the entire company. If any disparities in wages are found between men and women in similar roles, the team further looks into any reasons behind those gaps and makes adjustments as needed. Additionally, every three to four years, MTM, Inc. brings in an external firm to conduct an analysis on wages.

Safe Connections

At Safe Connections, men and women in the same position start at the same salary. All raises and adjustments are made annually based on the employee's performance.

Wyman Center

Each year, the Wyman Center works in partnership with an external employer association to conduct their gender wage gap analysis. This analysis is set in place as a part of the Wyman Center's annual affirmative action plan.



“Gender equity is an intentional part of our annual compensation review process.”

*Susan Kidder
Safe Connections*

Honorees who have also conducted a gender wage gap analysis:

Washington University in St. Louis
(in process)

Simon Law Firm, P.C.
(2 years ago)

Webster University
(5 years ago)

Practice Highlights:

Wages – Raising the Floor



All 13 of this year’s honorees have opted to “raise the floor” by providing starting wages that are higher than the 2018 Missouri minimum wage of \$7.85 per hour.

In Missouri, a parent who works full-time at minimum wage – or even slightly above – earns less than the federal poverty level. Many employers are surprised to learn that some of their employees qualify for government benefits to make ends meet. Food assistance is the most common. SNAP – Supplemental Nutrition Assistance Program – is designed to support the working poor, thus many families with a parent earning less than \$25,000 per year qualify, though their benefit is less than families with lower incomes. Low wages such as these make it difficult to care for a family, secure housing, and cover basic living expenses.

In Missouri, six in 10 minimum wage workers are women, many of whom are raising families. In 2018, the Women’s Foundation of Greater St. Louis advocated for the passing of Missouri Proposition B, which would incrementally raise the state minimum wage from \$7.85 per hour to \$12 per hour by 2023. This increase is a start. The Ferguson Commission urges the adoption of a \$15 per hour minimum wage, which would provide for a living wage for working families^{xiv}.

Overview: Minimum versus Living Wage

Missouri Minimum Wage in 2018	St. Louis Area Living Wage in 2018
\$7.85 per hour	\$15.69 per hour
Annual income: \$16,328	Annual income: \$32,635
\$4,452 below the federal poverty line	\$11,855 above the federal poverty line

- In order to earn a living wage, a minimum-wage worker in St. Louis must work 80 hours per week.
- When observing the federal poverty line for a family of three people (\$20,780), full-time workers in Missouri earning minimum wage earn \$4,452 below the poverty level.



Paying a Living Wage

In Missouri, it is estimated that a standard “living wage” one must earn is at least \$15.69 per hour – almost exactly twice the current minimum wage – in order to afford a basic, two-bedroom apartment in St. Louis^{xiv}.

The Missouri Foundation for Health provides a living wage of \$15 to \$20/hour to their interns and fellows. **MTM, Inc.** offers an entry-level wage of \$15/hour to their employees, including those working in their call centers. These organizations demonstrate through these starting wages that they value their employees’ abilities to maintain a quality standard of living.

“We were out there competing with [major companies] for these employees. The turnover was huge and expensive. Now our people are staying because they feel valued.” – Ashley Wright, MTM, Inc.

Practice Highlights:

Recruitment & Retention Programs



All 13 honorees stated that gender diversity and inclusion was a top talent development priority for their organization in 2018.

Recruiting and developing female employees professionally not only helps women, but positively impacts employers as well.

Recruiting and hiring female employees does more than bring in another worker – it brings in new ideas, perspectives, and skills, which ultimately benefit the entire workplace.

These honorees have programs in place to specifically target women in order to leverage these advantages and create a more equitable workplace:

- Enterprise Bank & Trust
- HireLevel
- MTM, Inc.
- Simon Law Firm, P.C.
- Stinson Leonard Street, LLP
- Washington University in St. Louis

Marketing for Diversity

In order to attract from diverse talent pools, **HireLevel** is intentional in representing workplace diversity in marketing materials, paying close attention to graphics and language. **HireLevel** values using the “what’s in it for me” approach and focuses its recruitment marketing on company culture and transparency about the benefits of working for their company.

Combining External and Internal Professional Development

Brown Smith Wallace hosts networking and professional development opportunities for women of all career stages through its external program, THE BRIDGE: Connecting Women Leaders of Today and Tomorrow. Through The BRIDGE, **Brown Smith Wallace** also puts on the annual BRIDGE Boutique each fall, where women-owned businesses in St. Louis are invited to sell their products. Events hosted through The BRIDGE provide not only development opportunities to **Brown Smith Wallace** employees and women in the community, but also help **Brown Smith Wallace** recruit women to work at the firm.



Recruiting and hiring women is only the first step in a woman’s and organization’s success – the next step is keeping her on board and developing her skills to her full potential. Hiring and training a replacement employee is estimated to cost at least 20% of that employee’s annual salary^{xi, xii}. By focusing efforts on supporting and retaining female employees, employers can avoid replacement costs and better rely on experienced workers, and women can advance professionally within an organization as they build their skills.

One method of supporting female employees, as well as employees of other marginalized identities, is hosting employee resource or affinity groups. In these groups, women can freely discuss their experiences in and out of the workplace, and find support in any obstacles they may be facing at work.

These honorees have employee resource or affinity groups specifically targeted at supporting and advancing women:

- Brown Smith Wallace
- MTM, Inc.
- National Council on Alcoholism and Drug Addiction – St. Louis (NCADA)
- Simon Law Firm, P.C.
- Stinson Leonard Street, LLP
- Washington University in St. Louis

Internal Support: Employee Resource Groups

Stinson Leonard Street, LLP has Women's Employee Resource Groups (ERGs) in nine locations. For women working in this male-dominated industry, these ERGs offer opportunities to connect, learn from, and support each other as well as discuss challenges and solutions unique to women lawyers. The ERGs regularly provide networking and educational opportunities on leadership, professional development, and business development skills. Additionally, ERG leaders can escalate problems brought up within the groups to affect internal changes.



“This program has significantly improved morale and retention. It’s a place to ask the uncomfortable questions that you may not want to go through the channels. You don’t have to worry that you will be tagged as a ‘problem.’” – Ann Jenrette-Thomas, Stinson Leonard Street, LLP, on their Women’s Employee Resource Groups

Many employers also offer training and education programs that help women advance in their careers, as well as support entry-level female workers in their advancement goals:

- Brown Smith Wallace
- Enterprise Bank & Trust
- HireLevel
- MTM, Inc.
- National Council on Alcoholism and Drug Abuse – St. Louis (NCADA)
- Safe Connections
- Simon Law Firm, P.C.
- Stinson Leonard Street, LLP
- Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C.
- Washington University in St. Louis
- Webster University

Investing in Employee Development

The National Council on Alcoholism and Drug Abuse – St. Louis (NCADA) pays for employee memberships to organizations and groups such as the National Council of Negro Women and the St. Louis Forum, in support of their professional development. NCADA also budgets for all of their employees to obtain at least 16 hours of continuing education hours each year, which supports participation in opportunities like workshops and seminars covering trauma, LGBTQIA issues, and sexual harassment.

Even when female employees are highly skilled, they are often looked over for promotions. These honorees have succession planning processes that intentionally identify women as potential successors, and offer internal mentorship programs to advance women to ensure they can reach their advancement goals:

- Enterprise Bank & Trust
- MTM, Inc.
- Simon Law Firm, P.C.
- Stinson Leonard Street, LLP
- Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C.
- Washington University in St. Louis

Practice Highlights:

Recruitment & Retention Programs



Reciprocal Mentorship

At **Enterprise Bank & Trust**, high-potential women and minorities are paired with company leaders through the Reciprocal Mentorship Program. The pair meets to discuss gender-related issues – the leader learns from the mentee about what it's like to be a woman or minority in the company and community, and the mentee gains professional development skills to help them meet their advancement goals within the company. Currently, **Enterprise Bank & Trust** has at least 12 mentor pairs.

“ Every year, we do a talent assessment to determine high-potential employees, and we work on individualized plans to deliberately develop them.”

– Kayla Baur, Enterprise Bank & Trust

Fostering leadership development at women-majority workplaces

At **Safe Connections**, all leadership roles are held by women and women make up the majority of the organization's employees. And so while the leadership development programs at **Safe Connections** are not specifically targeted toward women, the women on staff uniquely benefit.

“All of our leadership positions are held by female-identified people. This allows the women on our staff to be aspirational in their career trajectory. They can see that there is room for them here at all levels of leadership.” – Susan Kidder, Safe Connections

To foster leadership development, **Safe Connections** holds a monthly convening of managers, directors and chiefs that serves as a “leadership learning group.” Leaders at all levels share leadership challenges and successes and discuss solutions in community.

“It's a very intentional process – we gather as leaders in community and we support each other.” – Susan Kidder, Safe Connections





MTM, Inc.

Providing talent development opportunities for entry-level employees

Six and a half years ago, Debbie Beharry began her career with MTM, Inc. as a contract-based Customer Service Representative through a temp agency. When her temp time was up, MTM recognized her potential and extended her an offer for a full-time position.

“From there, things moved pretty quickly,” Debbie says. “MTM is quick to recognize staff who are primed for growth. I was given so many opportunities for coaching and development, which has allowed me to move up through the organization.”

Within a short period of time, Debbie was promoted to a Bilingual Coach. With a background in education, MTM’s Training team then realized she would be a great fit as a Training Specialist. After serving for a few years in that position, Debbie has since moved on to her current role of Training Supervisor.

Not only has MTM encouraged Debbie to grow professionally—the organization has also helped open doors in her personal life. As a Trainer, Debbie travels; on one trip to the company’s New York City office, she met fellow employee and now husband Nigel Beharry.

“MTM led me to my husband, and the opportunities they have given both of us have allowed us to get out of debt and buy our home. MTM has opened doors in both my career and personal life. There is no better organization for women to work for!”

“ While MTM is a woman-owned and operated organization that supports females every step of the way, they don’t focus on gender—they focus on ability and give everyone equal opportunity for growth. MTM has supported me every step of the way. My leadership team has always encouraged me to pursue new, challenging roles and given me the development to get me there, which I am very thankful for.” – Debbie Beharry

Practice Highlights:

Flexible Work Policies



Workplaces are becoming more receptive to the diverse needs of their employees, and subsequently many are demonstrating flexibility in how employees can complete their work. This flexibility can be especially beneficial to women who may hold multiple roles and have dynamic schedules in other areas of their life that may not be as flexible. When work doesn't have to be done within a certain time of the day or in a given location, more of that work can be accomplished and employees can better balance their multiple roles within and outside of their work.

10 out of 13 honorees offer flex time, part-time, and work-from-home (or telecommuting) policies:

- Brown Smith Wallace
- HireLevel
- Missouri Foundation for Health
- MTM, Inc.
- National Council on Alcoholism and Drug Abuse – St. Louis (NCADA)
- Safe Connections
- Simon Law Firm, P.C.
- Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C.
- Washington University in St. Louis
- Wyman Center

These policies include options such as choosing one's own start and end time, working 4 ten-hour days instead of a traditional five-day work week, working from home, and calling into meetings.



"I have worked at firms where women wouldn't have babies because they were afraid it would hold them back. We want to make sure that doesn't happen here." – Angela Louis, Simon Law Firm, P.C.

Financially Investing in Flexibility

In addition to working individually with their employees to create a schedule that works best with their schedule, **Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C.** has invested in a cloud-based data system and laptops for their employees. These resources empower their attorneys and paralegals to work from home whenever they may need to.

"We talk about work-life integration. It is difficult in this practice to not be in touch. But we do everything we can so our staff will go to the soccer game, go on vacation and feel like they can check in and not fall behind." – Terri Cole, Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C.

Reframing Flexibility: "Modified Work Schedule"

The language that is often used in relation to women's work schedules often has a connotation that disadvantages those women from future advancement. When women (especially working mothers) need a more flexible schedule, phrases like "reduced work hours" can be interpreted as a reduction in productivity and professionalism. At **Brown Smith Wallace**, "part time" or "reduced work hours" has been reframed and is referred to as a Modified Work Schedule. Leadership at **Brown Smith Wallace** recognizes that, at different points in a woman's life, she may need to work a little less. This framing helps to ensure that women can still move up the ladder even if they work fewer hours at certain points in their career.



Brown Smith Wallace

Modified schedule policy promotes retention and advancement

Megan McDonald began her career at Brown Smith Wallace after relocating from Lexington, Kentucky with her husband and daughter to be closer to family. She was ending her maternity leave with her first child when she started working at Brown Smith Wallace in January of 2011. Through her previous experience in public accounting, Megan did not anticipate staying in public accounting while raising a family. “I never previously experienced a leadership team who showed that the work/life balance I desired for my family was possible in public accounting,” Megan says. Since Megan began working during tax season, she worked a “full time” workload by normal standards, though less than the typical busy season load. Once busy season was over, Megan was able to work a part-time flexible schedule. She has continued to work that type of schedule over the years, while also allowing flexibility to meet client needs along with family needs.

Since she joined the Brown Smith Wallace Family, Megan has welcomed two more children, one in 2013, and the other in 2016. Megan’s husband’s job requires he works shifts, so it was important for her to be able to work a modified schedule for her and her husband to raise their children the way they wanted. This flexibility has made it possible for Megan to not only grow her family, but also her career. In 2014, she was promoted to Manager.

“The leaders at Brown Smith Wallace have been great about encouraging me to do what works best for me, while also supporting the needs of the firm. They don’t ever push me to work more than I can offer, and they have never pushed back promotions because of my schedule.” – Megan McDonald

Practice Highlights:

Support for Childcare



Working mothers can at times face difficulty finding affordable, quality care for their children while they're at work. For some women, this leads to having to make difficult decisions between sacrificing work hours or extra funds for expensive childcare.

In recognition of this, these honorees offer support to their employees with children:

Stinson Leonard Street, LLP

Stinson Leonard Street, LLP holds a contract with an external company for emergency back-up care for their employees. Employees can utilize this care for up to ten sessions per year, and each session only requires a \$6 copay.

Washington University in St. Louis

There are multiple childcare opportunities for employees at Washington University in St. Louis. The university offers childcare for employees on site at the Family Learning Center, and also has a relationship with an external childcare provider who ensures there are available spots for children of WUSTL employees. On top of this, back-up childcare service is available through the university for up to 15 days of care per year.

"There is a 'sandwich generation' of women taking care of both children and aging parents, that we have to be aware of right now. How do we support them?"
– Monica Black-Robinson, Washington University in St. Louis



HireLevel Baby at Work Program



We're
HireLevel.
Human Capital Management

HireLevel gives new parents the opportunity to bring their baby to work with them for the first four months to help ease the transition.

Emily Heightman, a Senior Account Manager on HireLevel's National Recruiting Team, has been grateful for the opportunity to take advantage of the program.

"Being fresh off of maternity leave, I cannot imagine leaving my little baby for the entire day. The "Baby at Work" program definitely helps with the transition back to work and put this new mom's mind at ease!"

Recommendations for Action

FOR EMPLOYERS

- Take one small action. Choose one of the practices or policies from this report that you can accomplish and see the difference it makes.
- Conduct a company-wide gender wage gap analysis to make sure all employees are receiving equal pay for equal work and there is no gender pay gap in your workplace. Be prepared to take action even if it's incremental and the gap is closed over time.
- Offer training and educational support for women in lower-skilled positions that enable them to move into higher-level jobs.
- Acknowledge the value of paid family leave for mothers 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, for example, in 50 cent steps.

FOR POLICYMAKERS

- Maintain the incremental statewide minimum wage increase passed by Missouri voters by a 65% majority in November 2018. The first increase raised the minimum wage to \$8.60 in January 2019, with subsequent increases of \$.85 each year until 2023, when minimum wage would reach \$12 per hour. This increase affects approximately 44,000 working Missourians. More than 6 in 10 of these workers are women, many of whom are raising children.
- Pass a 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. Across the globe, 193 countries offer some form of paid family leave following the birth of a child.
- Investigate strategies successfully implemented by other Midwestern states to increase access to safe, affordable childcare.

“Our commitment to inclusion is from the top down, and we consider it at every level. It is part of our mission and core values. – Jeanelle Wiley, Webster University

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 nonprofit 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 2018 Women in the Workplace: Employment Scorecard Taskforce for their ongoing feedback, insight and help with extending the reach of the initiative: Quen Agnew, Jan Alonzo, Laura Dierberg Ayers, Kristy Bourgeois, Holly Francois, Gretchen Curry, Stacey Easterling, Kate Kerr, Eulonda Nevels, Diane Sher and Lisa Whealon. In addition, WFSTL would like to thank the Women's Fund of Birmingham for allowing us to base our Recommendations for Action section on their work in their Clearing the Path report.

The WFSTL would also like to thank team members from Maritz CX, Mosaic Ceiling and Stakeholder Insights for their feedback and support during the process, along with Melissa George, MSW Practicum Student from the George Warren Brown School of Social Work at Washington University, for researching and writing significant portions of this report, including all of the Practice Highlights.

Finally, the WFSTL is grateful to the funders who made the 2018 initiative possible: the Boeing Employee Community Fund, Roblee Foundation and Union Pacific Foundation. WFSTL would also like to recognize Commerce Bank for funding the printing of this report.

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.



WFSTL 2019 Board of Directors

Eulonda Nevels – President
YWCA

Angela Dorn – Treasurer
Hochschild, Bloom & Company LLP

Lora Downey – Vice President
Commerce Trust Company

Diane Sher – Secretary
Krilogy Financial

Martha Arjona
Emerson

Patricia Arnold
Webster University

Laura Dierberg Ayers
Attorney at Law

Robin Bell
Brown Smith Wallace

Nancy Bukovic
Mercy

Laura Cohen
Community Volunteer

Simone Cummings
Webster University

Stacey Easterling
Community Volunteer

Julia L. Gray
Gray Legal Services

Leslie Greenman
Navigate Divorce

Kate Kerr
Armstrong Teasdale

Maureen McCarthy
*Anheuser-Busch and Saint Louis Zoo
(retired)*

Patricia Rich
EMD Consulting Group

Jaimee Robles
Centene

Kathleen Stomps
St. Louis Children's Hospital Foundation

Ann Warren
U.S. Bank

Deb Zimmerman
Anheuser-Busch

Lisa Picker – Executive Director

References

- i. National Center for Education Statistics. (2018). Digest of Education Statistics. Retrieved from <https://nces.ed.gov>
- ii. McKinsey & Company, & LeanIn. (2018). Women in the Workplace: 2018. Retrieved from <https://www.mckinsey.com>
- iii. DonorPerfect. (2018). The Nonprofit Leadership Workbook for Women. Retrieved from <https://www.donorperfect.com>
- iv. United States Department of Labor. (2018). Women's Bureau: Data & Statistics. Retrieved from <https://www.dol.gov>
- v. United States Department of Labor. (2018). Women's Bureau: Full-Time and Part-Time Employment. Retrieved from <https://www.dol.gov>
- vi. Frye, J. (2017). Not Just the Rich and Famous: The Pervasiveness of Sexual Harassment Across Industries Affects All Workers. Center for American Progress. Retrieved from <https://www.americanprogress.org>
- vii. Edison Research & Marketplace. (2018). Sexual Harassment in the Workplace: #metoo, women, men, and the gig economy. Retrieved from <http://www.edisonresearch.com>
- viii. Ellison, S. F. & Mullin, W. P. (2014). Diversity, Social Goods Provision, and Performance in the Firm. *Journal of Economics & Management Strategy*, 23(2).
- ix. Catalyst. (2004). The Bottom Line: Connecting Corporate Performance and Gender Diversity. Retrieved from <https://www.catalyst.org>
- x. First Round. (2017). Ten Year Project. Retrieved from <http://10years.firstround.com>
- xi. Kornfeld, S. K. (2018). A Need Not Being Met: Providing Paid Family and Medical Leave for All Americans. *Family Court Review*, 56(1).
- xii. Center for Women and Work. (2012). Pay Matters: The Positive Economic Impacts of Paid Family Leave for Families, Businesses and the Public. Center for Women and Work.
- xiii. Women & Tech. (2019). Paid Maternity Leave: How do nations compare when it comes to government mandated paid leave? Retrieved from <https://womenandtech.com>
- xiv. The Ferguson Commission. (2015). Forward through Ferguson: A Path Towards Racial Equity. 1-204. Retrieved from <https://forwardthroughferguson.org>.



Women's Foundation of Greater St. Louis
8816 Manchester Road #286 | Brentwood, MO 63144
office: 314.780.3956
info@wfstl.org | www.wfstl.org