



women  
in the  
workplace



**A Letter from the Women's Fund Director, Steering Committee Chair, and the Economic Security Committee Chair**

This first Allen County Women in the Workplace Report paints a picture of what it's like to be a woman in our local workforce: **both the good and the bad.**



Employers are starting to adopt benefits and policies that support women in the workplace, including providing paid family leave, offering flex time options, and conducting wage gap analyses. **In Allen County, women hold 38.7% of leadership positions—outpacing the national average of 28%.**

But even with positive momentum, we have a long way to go. The need for access to affordable, quality childcare is at an all-time high. Women of color are drastically underrepresented in leadership and highest level salaries, while overrepresented in part-time work and lowest salaries.

We hope that employers, elected officials, and other members of the community who read this report will be inspired to act upon its findings. We need more employers willing to evaluate the role of gender in their workplaces, and more legislators promoting policies and laws that foster women's economic security. These steps aren't just good for women; they're good for business and community wealth.

The Women's Fund is committed to conducting further research, helping employers find business solutions with our Employer Toolkit, and continuing to advocate for women's economic well-being.

**We invite you to join us in this work: when women are empowered in supportive and inclusive workplaces, we all succeed.**

**YOUR PARTNERS IN CHANGE,**

**Stephanie Crandall**

*Economic Security Committee Chair*

**Cassie Beer**

*Women's Fund Director*

**Sherry Early**

*Steering Committee Chair*

## KEY TAKEAWAYS

Allen County women put in the work. With **75% of working-age women in the workforce**—higher than the participation rate for the state of Indiana (74%) and the United States (73%)—our success is dependent upon giving women opportunities that help them reach their full economic potential.

### Successes

- ✔ More than half of employers surveyed use **equity-based job descriptions and gender-neutral communications**.
- ✔ Approximately 2/3 of employers surveyed **provide mentorship, talent development, leadership training, and tuition reimbursement** to employees.



### Opportunities

- ⬆ Women are **underrepresented in leadership roles and top salaries**. They make up only 38.7% of leadership roles, 44% of the top 10% of salaries, and 77.8% of the bottom 10% of salaries. The disparities for Black women is even greater in each category.
- ⬆ Less than half of Fort Wayne employers surveyed offer benefits and policies that promote equitable workplaces for women, such as **flex time, paid family leave, and family care flexibility**.
- ⬆ Employers surveyed cite the greatest need for attracting and retaining women in the workplace as **access to childcare**.

## OUR APPROACH

**The Women's Fund conducted the Compass Survey to analyze women in leadership, compensation of women, benefits and policies available to women in the workforce, and equitable hiring practices.**

The Compass Survey was modeled after the Women in the Workplace Survey conducted by the Women's Fund of Greater St. Louis.

The Compass Survey was open from August 1 – December 20, 2022 through SurveyMonkey. The survey was distributed via social media and on the Women's Fund website. The survey included open-ended questions about workforce demographics and selection options for benefits and policies. Surveys were intended for employers to complete, preferably those working in human resources.

Participants opted-in to have their organizational name included in the final report, and individual responses remain confidential. All identifiable information provided by respondents was redacted to ensure a blind review of the data.



OVERVIEW

# Industries

28 employers completed the survey, representing 21,249 employees in the Greater Fort Wayne metro area. Employers self-identified their respective organization's industry. **Ten industries were represented, with education and finance and insurance being the two largest representations at 17.9% and 14.3%.** In 2022, the largest employer industries in Allen County were manufacturing, retail, healthcare and social services, and education.<sup>1</sup>

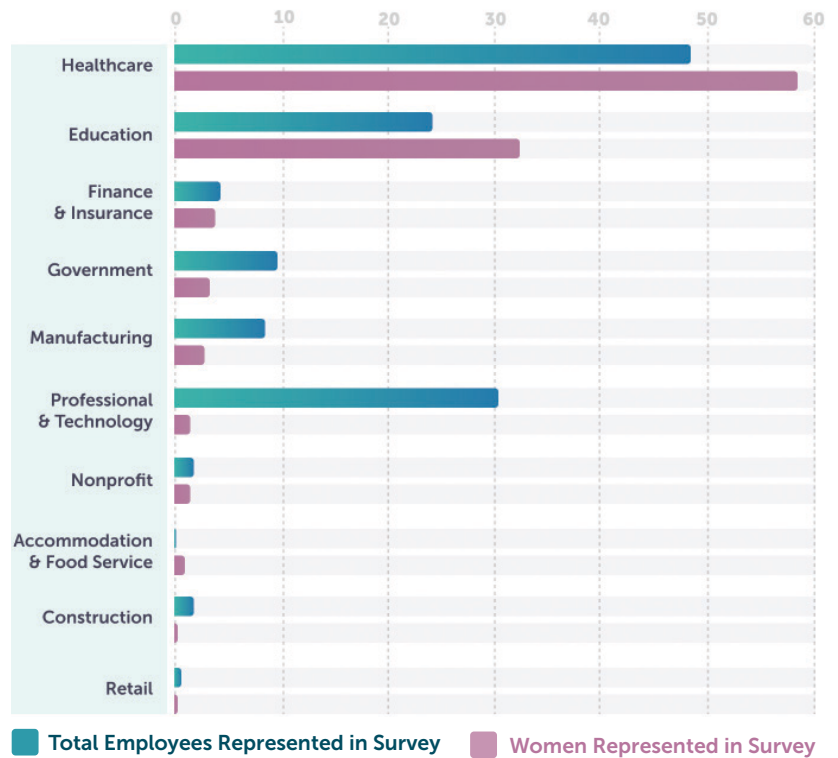
When looking at the number of employees represented per industry, **healthcare and education represented the highest amount of both overall employees and of employees who are women.**

This comparison chart also shows that construction, government, and manufacturing industries are less likely to employ women.

PARTICIPANT INDUSTRIES

17.9%	Education
14.3%	Finance & Insurance
10.7%	Construction
10.7%	Healthcare
10.7%	Manufacturing
10.7%	Nonprofit
7.2%	Professional & Technology
7.1%	Government
7.1%	Retail
3.6%	Accommodation & Food Service

EMPLOYEE REPRESENTATION



<sup>1</sup>Applied Geographic Solutions and GIS Planning 2022, TaxFoundation.org 2021 and GIS Planning Research

## OVERVIEW

# Employment Status

**Women are underrepresented in full-time employment and overrepresented in part-time employment.**

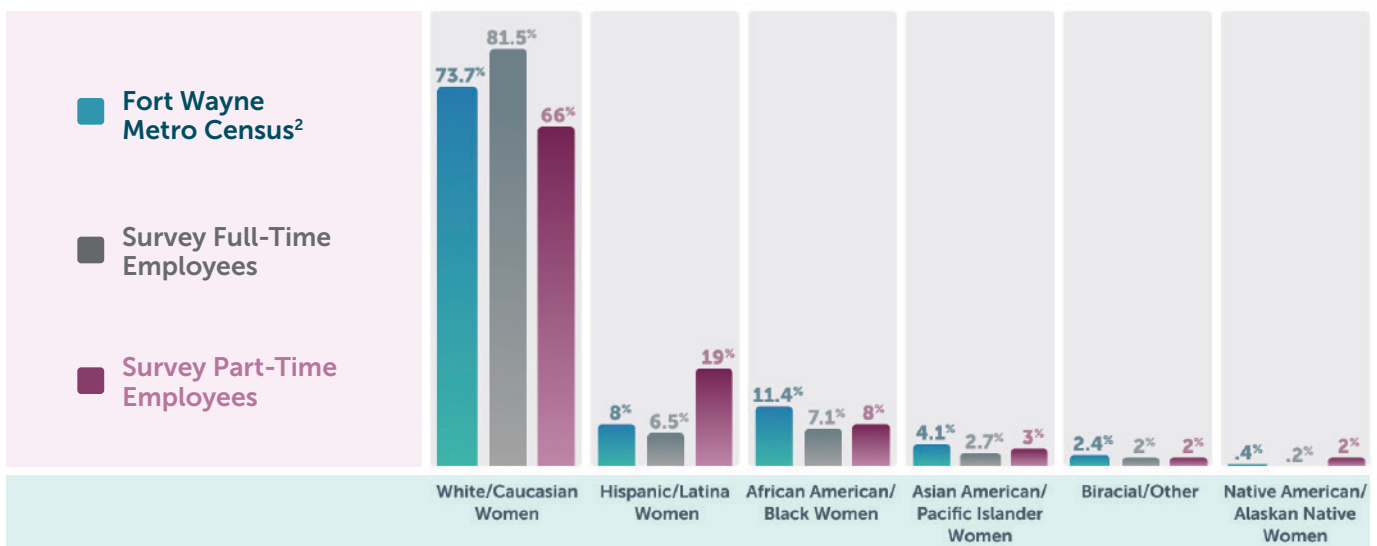
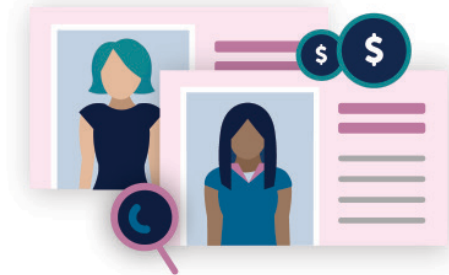
Women make up **50.7% of the Fort Wayne population**, but they account for **46.8% of full-time employees** and **75.8% of part-time employees** of those surveyed.

**White/Caucasian women are overrepresented** in full-time employment amongst women, and all other categories of **racial and ethnic identities are underrepresented.**

**Hispanic/Latina women make up 8%** of women in Fort Wayne, but they represent **19% of part-time employed women.**

**While part-time employment may offer greater scheduling flexibility, it is less likely to include benefits.**

78.5% of employers that **offered healthcare** and 81.8% of employers that **offered paid sick leave** only provided it to full-time employees.



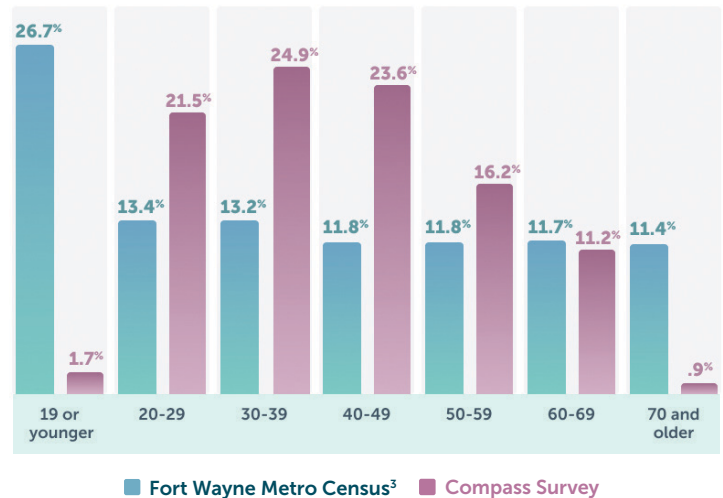
<sup>2</sup> U.S. Census Bureau. (2021). U.S. Census Bureau quickfacts: Allen County, Indiana. U.S. Census Bureau. Retrieved December 22, 2022, from <https://www.census.gov/quickfacts/fact/table/allencountyindiana/PST045221>

OVERVIEW

# Age Distribution

**The participating employers largely employ women between the ages of 20 and 50.**

Very few female employees under the age of 19 were represented in the Compass Survey. This could potentially be related to the largest industries participating in the survey (Education and Finance) requiring some level of post-secondary education to be employed.



# Leadership & Compensation

**Women are underrepresented in leadership roles and top salaries.**

Women make up most of the **bottom 10% of salaries at 77.8%**.

Women holding senior level titles or in the **top 10% of salaries** are most likely to be **White/Caucasian**.

**Black women** are overrepresented in the **bottom 10%** of salaries at **15%**.



<sup>3</sup> U.S. Census Bureau. (2021). U.S. Census Bureau quickfacts: Allen County, Indiana. U.S. Census Bureau. Retrieved December 22, 2022, from <https://www.census.gov/quickfacts/fact/table/allencountyindiana/PST045221>

## BEST PRACTICES

# Benefits & Policies

Women are demanding more from their employers, and they're leaving their companies at the highest rates we've ever seen.<sup>4</sup>

It has become increasingly important for women to work for employers that prioritize **flexibility, employee well-being, diversity, equity, and inclusion**. If employers don't prioritize evaluating benefits and policies, they risk losing out not just with current women leaders but also the next generation of the workforce.

The younger workforce places even higher importance on equitable, supportive, and inclusive workplaces.

When employers offer equitable and supportive benefits to their employees, job satisfaction, productivity, and organizational loyalty all increase.<sup>5</sup> Women who have flexible work environments report being happier at their job and having equal opportunity to advance. They are less likely to report feeling burned out.<sup>6</sup>

*The following benefits and policies are significant in promoting equitable workplaces for women—especially women in the lower-wage workforce.*

“If we don't do all we can for our people by creating and living up to people-first values, then why are we in business? After all, our people are at the heart of our success, our impact, and our future.”

**Jill Boggs, President/CEO, Visit Fort Wayne**

<sup>4</sup>McKinsey & Co. (2022). Women in the Workplace 2022. LeanIn.Org. <https://doi.org/https://www.mckinsey.com/~media/mckinsey/featured%20insights/diversity%20and%20inclusion/women%20in%20the%20workplace%202022/women-in-the-workplace-2022.pdf?shouldIndex=false>

<sup>5</sup>Robin J. Ely and Irene Padavic, “What's Really Holding Women Back?” Harvard Business Review, March-April 2020, <https://hbr.org/2020/03/whats-really-holding-women-back>.

<sup>6</sup>Joan C. Williams, Mary Blair-Loy, and Jennifer Berdahl, “Special Issue: The Flexibility Stigma,” Journal of Social Issues 69, no. 2 (June 2013): 209-405, <https://spssi.onlinelibrary.wiley.com/toc/15404560/69/2>.



BENEFIT	AVERAGE % OF EMPLOYERS OFFERING	OBSERVATIONS
Healthcare	87.5%	Several employers offer <b>high-deductible, high-premium plans</b> . These plans may keep monthly payments low, but can also put employees at risk of facing large medical bills with high out-of-pocket costs.
Paid Sick Leave	78.1%	33% of those offering <b>paid sick leave</b> include it in <b>all paid time off</b> as opposed to its own policy.  28.5% of those offering have a <b>wait period to access</b> or require <b>accrual over time</b> .
Flex Time Policy	43.8%	50% of those offering <b>flex time</b> indicated that it was <b>not a formal policy</b> or was considered on a case-by-case basis.
Telecommute/Work from Home Policy	59.4%	44% of those offering indicated the policy is <b>only available to senior-level positions</b> .
Paid Family Leave	40.6%	17.5 is the median <b>number of days off</b> offered for <b>paid family leave</b> .
Paid Leave for Domestic Violence/Sexual Assault	3.1%	Respondents offering this benefit indicated it was included in <b>general PTO time</b> .
Paid Leave for Spouse in Military/First Responder	18.8%	100% of respondents offering this benefit only provide it to <b>full-time employees</b> .
Family Care Flexibility	46.9%	38% of respondents offering this benefit indicated that it was case-by-case and <b>not a formal policy</b> .
Dependent Care Flexible Spending Account	50%	100% of respondents offering this benefit indicated that it was <b>only for full-time employees</b> .
Higher Education Tuition/Reimbursement	56.4%	Several employers offer significant <b>higher education tuition or reimbursement</b> , both for undergraduate and undergraduate degree programs.  100% of respondents offering this benefit provide it to <b>full-time employees only</b> .
Short-Term Disability	78.1%	80% of those offering this benefit <b>require 1-2 week wait periods</b> followed by <b>60% pay</b> . 100% of respondents offering this benefit provide it to <b>full-time employees only</b> .
Onsite Childcare	3.1%	Several employers who used to offer onsite childcare noted that they <b>had closed their facilities</b> because of the high insurance costs.
Childcare Subsidies/Tuition Assistance	6.3%	53.6% of employers cite the need for <b>more resources on childcare</b> for its employees in order to attract and retain women.
Breastfeeding Space	62.5%	100% of those offering this benefit indicated <b>dedicated private spaces</b> .
Caregiving Resource Support Search	18.8%	Those offering <b>support search</b> indicated that it was through employee affinity groups.
Average Starting Pay for Entry-level Position	\$15.98/hour	The <b>Indiana minimum wage</b> is still the federal level of \$7.25/hour.  The <b>self-sufficiency standard</b> <sup>7</sup> is a measure of how much a household needs to earn to be independent of public assistance and able to pay for necessities. For a one parent, one child household in Allen County, the self-sufficiency standard is \$28/hour.
Gender & Racial Wage Gap Analysis	31.2% conduct annually	Every organization that conducts a <b>wage gap analysis</b> indicated that they analyze <b>both gender and race</b> .

<sup>7</sup> University of Washington School of Social Work (2021). Self Sufficiency Calculator.

Retrieved December 29, 2022, from <https://selfsufficiencystandard.org/>

## BEST PRACTICES

# Equitable Recruitment & Hiring Practices

**A diverse workforce brings unique ideas, solutions, products, and skills to the table for employers.**

To build a more equitable and inclusive hiring practice, organizational leaders must be the ones to spark change. Taking action to address unconscious bias, improve job descriptions, and modify the interview process are all steps that can help design more inclusive hiring processes.<sup>8</sup>

*The following best practices are significant in promoting equitable workplaces for women. ▶*

## Employer Participation in Equitable Best Practices

85.7%	Zero tolerance policies for sexism & harassment
67.9%	Gender-neutral communications
53.6%	Equity-based job descriptions
53.6%	Interview protocols & rubric
50%	Salary disclosure & transparency
46.4%	Diverse interview panel
46.4%	Salary posted on job listings
42.9%	Elimination of conscious and subconscious bias in resume screening
39.2%	Provision of benefits relevant to women in the workplace
35.7%	Not asking about salary history in hiring process
7.1%	Blind resume review
3.6%	Search firms specializing in women's talent management & placement

# Retention, Promotion, and Advancement Practices

For the eighth consecutive year, the McKinsey Women in the Workplace Report<sup>9</sup> has found that **for every 100 men who are promoted from entry-level roles to manager positions, only 87 women are promoted, and only 82 women of color are promoted.** Inequitable promotion practices mean that men significantly outnumber women at the manager level and meaning even fewer women make it to senior leadership positions. Young women care deeply about the opportunity to advance—more than 66% of women under thirty aspire to be senior leaders. Having equitable promotion and advancement policies in place means more diverse leadership.

*The following best practices are significant in promoting equitable workplaces for women.*

## Employer Participation in Equitable Best Practices

75%	Paid training/fellowship/certification programs	64.3%	Tuition reimbursement
71.4%	Mentorship	53.6%	Leadership coaching
67.9%	Talent development & leadership training	25%	Affinity groups

<sup>8</sup> Katerina Bezrukova, Chester S. Spell, Jamie L. Perry et al., "A meta-analytical integration of over 40 years of research on diversity training evaluation," *Psychological Bulletin* 142, no. 11 (November 2016): 1227–74, <https://www.proquest.com/docview/1819126367/fulltextPDF/7F606D14126144BBPQ/5?forcedol=true>.

<sup>9</sup> McKinsey & Co. (2022). *Women in the Workplace 2022*. LeanIn.org. <https://doi.org/https://www.mckinsey.com/~/media/mckinsey/featured%20insights/diversity%20and%20inclusion/women%20in%20the%20workplace%202022/women-in-the-workplace-2022.pdf?shouldIndex=false>

## BEST PRACTICES

# Resources & Support Needed to Attract & Retain Women

**Employers were asked to identify resources and support that could be beneficial in attracting, promoting, and retaining women in the workforce.**

**53.6% expressed the need for childcare resources** for employees. Early Learning Indiana's August 2022<sup>10</sup> report estimates that there are **21,080 children without access to early childhood programs in Allen County.**

The same report also noted that while **availability of childcare has increased** in Allen County since 2020, the **cost has also increased by an average of 12%.**

**28.6% of respondents identified better marketing as a tool to support women** in the workplace, indicating that some organizations offer supportive benefits and policies that aren't widely recognized. **25% of respondents selected public transportation as a need,** specifically for manufacturing companies and healthcare providers with locations not close to current bus routes.

Financial institution and manufacturing survey respondents cite having better relationships with schools or training programs than other industries.

*The following best practices are significant in promoting equitable workplaces for women.*

## Necessary Resources Identified by Employers

<b>53.6%</b>	Resources on childcare for employees
<b>28.6%</b>	Marketing of benefits
<b>28.6%</b>	Unsure
<b>25%</b>	Public transportation
<b>25%</b>	Better relationships with schools/ training programs



<sup>10</sup> Early Learning Indiana (2022). Allen County Closing the Gap Profile. Retrieved December 29, 2022 from <https://earlylearningin.org/wp-content/uploads/2022/12/Allen-August-2022.pdf>

## LOCAL LEADERSHIP

# Recognizing Equitable Workplaces

Join us in recognizing the following honorees for their leadership in creating more equitable workplaces!

LEADERSHIP	
Criteria	Honorees
<p>✓ <b>Top leadership roles</b> (vice president equivalent or higher) comprised of <b>28% or more women</b> (matching/exceeding the national average of 28%)</p>	<ul style="list-style-type: none"> <li>• Rea Magnet Wire</li> <li>• Healthier Moms &amp; Babies</li> <li>• Purdue University Fort Wayne</li> <li>• Sold by the Gold</li> <li>• Visit Fort Wayne</li> <li>• 3Rivers Federal Credit Union</li> <li>• Brightpoint</li> <li>• Community Foundation of Greater Fort Wayne</li> <li>• Dreyer's Grand Ice Cream</li> <li>• The League</li> <li>• AWS Foundation</li> <li>• City of Fort Wayne</li> <li>• City of New Haven</li> <li>• East Allen County Schools</li> <li>• Fort Wayne-Allen County Airport Authority</li> <li>• Parkview Health</li> <li>• STAR Financial Bank</li> <li>• Stillwater Hospice</li> </ul>
COMPENSATION	
Criteria	Honorees
<p>✓ Women comprise more than <b>25% of the top 10% of salaries</b></p> <p>✓ <b>Starting wage</b> is higher than Indiana minimum wage (\$7.25)</p> <p>✓ Employer does not ask about <b>salary history</b> during interview process</p>	<ul style="list-style-type: none"> <li>• Rea Magnet Wire</li> <li>• Healthier Moms &amp; Babies</li> <li>• Sold by the Gold</li> <li>• Visit Fort Wayne</li> <li>• Physicians Health Plan of Northern Indiana</li> </ul>



**SUPPORTIVE BENEFITS & POLICIES**

**Criteria**

- ✔ Offer 9 out of 16 **flexible work policies**
- ✔ Minimum of two weeks **paid family/parental leave**
- ✔ Zero tolerance for **sexism or harassment**

**Honorees**

- Rea Magnet Wire
- Healthier Moms & Babies
- Purdue University Fort Wayne
- Sold by the Gold
- Community Foundation of Greater Fort Wayne
- Katz, Sapper & Miller

**RECRUITMENT & RETENTION**

**Criteria**

- ✔ Offer 9 of 16 policies, practices, or **professional development** programs
- ✔ Conduct **race & gender wage gap** analysis

**Honorees**

- Rea Magnet Wire
- Purdue University Fort Wayne
- Visit Fort Wayne
- 3Rivers Federal Credit Union
- Brightpoint
- Dreyer’s Grand Ice Cream
- Katz, Sapper & Miller
- The League
- Fort Wayne Metals

## MOVING WHAT MATTERS

The Women's Fund of Greater Fort Wayne will continue to work with our community's local employers to share and implement best practices that create more equitable workplaces for women, and our community.

### Our Next Steps

- ✓ **Refine and distribute the Employer Toolkit**, a resource for employers that will help identify policies, procedures, and best practices to attract and retain an engaged workforce.
- ✓ **Conduct the Compass Survey and publish the Women in the Workplace Report** on an annual basis to evaluate progress.
- ✓ **Advocate for practices and policies** that affect women at the local and state levels.

### Additional Thank You To:

The **volunteers** who serve on the Steering Committee and the Economic Security Committee for their ongoing feedback, insight, and help extending the reach of this initiative.

**Andrew Downs** for reviewing the research and to **One Lucky Guitar** for designing this report.

The **Community Foundation of Greater Fort Wayne** for their ongoing support of this initiative.

**Women's Fund members**, without whom this work would not be possible.

### Acknowledgments

The Women's Fund is deeply grateful to the legal, human resources, diversity and inclusion, marketing, and public relations professionals from a wide range of industries who took the time to participate in the Compass Survey.

- 3Rivers Federal Credit Union
- AWS Foundation
- Brightpoint
- City of Fort Wayne
- City of New Haven
- Community Foundation of Greater Fort Wayne
- Community Foundation of Whitley County
- Dreyer's Grand Ice Cream
- East Allen County Schools
- Fort Wayne-Allen County Airport Authority
- Fort Wayne Metals
- Healthier Moms & Babies
- Katz, Sapper & Miller
- Parkview Health
- Physician's Health Plan of Northern Indiana
- Purdue University Fort Wayne
- Rea Magnet Wire
- Sold by the Gold
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- The League
- Visit Fort Wayne
- Weigand Construction

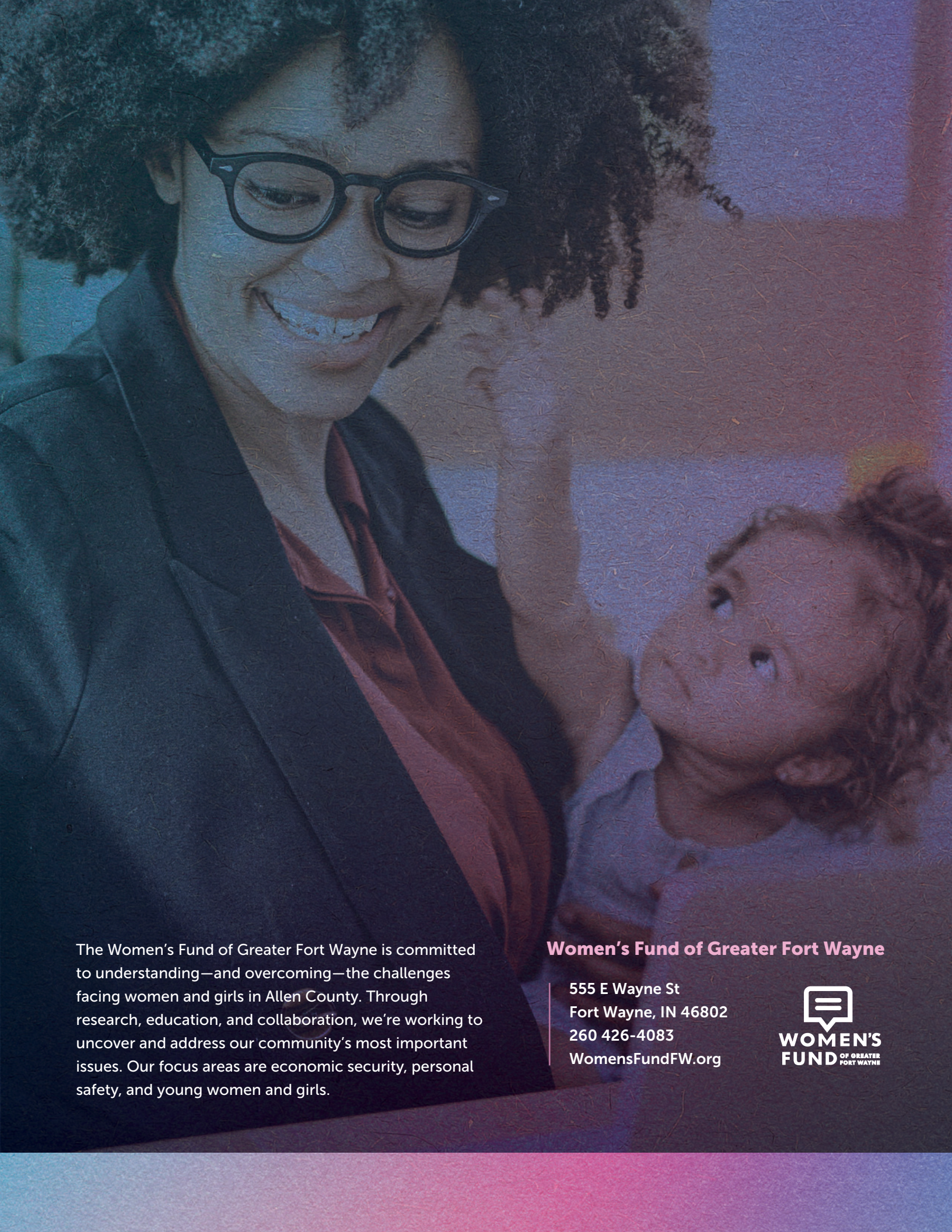
**JOIN THE MOVEMENT**

We need your help to keep  
**moving what matters.**



Become a member  
at [WomensFundFW.org](https://WomensFundFW.org).





The Women's Fund of Greater Fort Wayne is committed to understanding—and overcoming—the challenges facing women and girls in Allen County. Through research, education, and collaboration, we're working to uncover and address our community's most important issues. Our focus areas are economic security, personal safety, and young women and girls.

**Women's Fund of Greater Fort Wayne**

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