



U.S. Department of Labor's Women and Work: Reinvestment, Return and Recovery National Online Dialogue

**June 21 – July 9, 2021
Summary Report**



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Introduction

Background

The COVID-19 pandemic laid bare the cracks in the economy and the difficult situations women often navigate, from balancing care responsibilities to facing harassment and discrimination in the workplace. As part of its ongoing efforts to achieve a more equitable recovery, the U.S. Department of Labor (DOL) leveraged the power of public crowdsourcing to explore some of these issues and concerns. From June 21 to July 9, 2021, DOL's Women's Bureau hosted the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue* to gather ideas for better understanding the barriers that continue to limit the full participation of women in the workforce.

The *Women and Work: Reinvestment, Return and Recovery National Online Dialogue* utilized ePolicyWorks' crowdsourcing technology to gather input and ideas from the public—including working women, employers, other stakeholders and subject matter experts—about ways the department can best support the success of women in the workplace. The dialogue's aim was to gather ideas and comments on the particular barriers and difficulties women often face in the workplace, as well as suggestions for tools, resources and supports women wage earners need in order to thrive and better understand the obstacles and opportunities the Women's Bureau is uniquely tasked to explore and address for wage earning women. Among the topics explored were ways the department can ensure equity in the implementation on the American Jobs Plan, support safe and welcoming workspaces, adapt to a changing job market, ensure equal access to paid leave and promote gender equality in the workplace.

Five agencies within the department collaborated to develop and support this important national discussion around supporting women in the workplace. These included the Women's Bureau (WB), Wage and Hour Division (WHD), the Employment and Training Administration (ETA), the Office of Federal Contract Compliance Programs (OFCCP) and the Office of Disability Employment Policy (ODEP). Representatives from each agency promoted the dialogue to their constituents and served as moderators by reviewing and responding to participant ideas and comments in the crowdsourcing platform.

The dialogue provided an innovative opportunity for working women and their employers, co-workers, educators and mentors, advocacy groups, researchers, business organizations, state and local government officials, and other stakeholders and subject matter experts to play a key role in informing the department's efforts to best ensure equity in the workplace and create a more equitable economy.

During the national online dialogue, nearly 1,300 stakeholders visited the dialogue to view, share, comment and vote on ideas in five topic areas related to the success of women at work:

(1) Ensuring Equity in the American Jobs Plan; (2) Creating Safe and Welcoming Workplaces; (3) Adapting to a Changing Labor Market; (4) Ensuring Equitable Access to Paid Leave; and (5) Promoting Gender Equity in the Workplace.

In conjunction with the dialogue, the Women's Bureau hosted the *Women and Work: Reinvestment, Return and Recovery* @ePolicyWorks Twitter chat. The chat focused on ways to best support all women in the workplace including women from underserved communities. It featured special guests from TIME'S UP, Institute for Women's Policy Research, National Women's Law Center, Family Values @ Work, The Black Women's Roundtable, MomsRising, Chicago Women in Trades and the National Alliance for Partnerships in Equity. In addition, the department contributed resources to support and provide additional information that were shared via @ePolicyWorks during the chat.

Online Dialogue Topics

The *Women and Work: Reinvestment, Return and Recovery National Online Dialogue* contained five different topics. Each was associated with different areas of interest for the department and the Women's Bureau. The five agencies hosting the dialogue were responsible for moderating the activity in each topic throughout the dialogue.

1. Ensuring Equity in the American Jobs Plan

Under this topic, registrants discussed different ways to ensure equity in the American Jobs Plan, which seeks to create opportunity pathways for workers by making investments in infrastructure, expanding green jobs and housing, remediating our schools, and water systems and other industries the administration considers critical to our national interests. Specifically, registrants were asked to identify the hurdles that must be overcome in order to expand opportunities for women, including those from historically disadvantaged groups, such as people of color and people with disabilities. They were also asked about the types of enforcement and policy priorities that need to be "hard-wired" into policy proposals in order to ensure equity in access and outcomes.

2. Creating Safe and Welcoming Workplaces

The ability to thrive with respect at a workplace is critical to the improved economic outcomes of women, the LGBTQ community, people with disabilities and other historically underserved group. Under this topic, registrants discussed the barriers that currently keep individuals from achieving equity in the workplace. Registrants shared ideas on what employers, workers and oversight agencies can do to deter workplace discrimination and harassment. In addition, they identified what is needed to ensure that all workers feel safe asserting their rights in the workplace and contributed examples of programs or initiatives that are effective.

3. Adapting to a Changing Labor Market

The pandemic accelerated changes to the labor market that were already underway (increased telework, automation and an app-based gig economy), and the subsequent response will likely lead to additional changes, particularly in the expansion of green jobs, infrastructure and technology. Many workers have lost jobs and face difficulties re-entering the labor market, particularly if they have been unemployed for an extended period of time or if their industry has been irrevocably changed. Under this topic, the online dialogue crowdsourced the types of programs and supports that will need to be created to ensure there are opportunities for re-skilling, up-skilling and keeping up with a changing labor market that will allow women to access higher quality career paths. The topic asked for ideas on ways laws and enforcement should evolve to fully protect women workers in a changing workplace.

4. Ensuring Equitable Access to Paid Leave

Multiple federal proposals are currently under discussion regarding paid leave. Under this topic, registrants discussed the protections that would be critical to ensure workers, particularly the most vulnerable, have access to and utilize the paid leave benefits they need. Also, ideas were shared about strategies for ensuring more equitable participation across gender, age, disability and socioeconomic status. In addition, registrants provided insights into the type of outreach efforts that would be necessary in order for all workers to understand the benefits available to them.

5. Promoting Gender Equity in the Workplace

The pandemic has highlighted the challenges individuals face in balancing work and home responsibilities. This final topic focused on the supports workers need in order to “make work, work.” Specifically, registrants shared ideas on what job features and supportive policies are necessary to ensure gender equity in the workplace and what roles employers and the government can play.

Outreach Efforts

To ensure a wide range of participants in the online dialogue, the U.S. Department of Labor, along with the host agencies, conducted numerous strategic outreach efforts, including distributing targeted eblasts, drafting announcements for the Department, the Women's Bureau and the Office of Disability Employment Policy's weekly newsletters, posting on @USDOL and other agencies' social media accounts and hosting a Twitter chat. In addition, ePolicyWorks conducted its own outreach via the @ePolicyWorks Twitter account and through emails to targeted groups, such as the registrants of previous women-focused ePolicyWorks online dialogues, advocacy organizations, organizations that represent employers and workers, state and local government officials, and other key stakeholders, including members of the disability community.

ePolicyWorks Email and Social Media Outreach

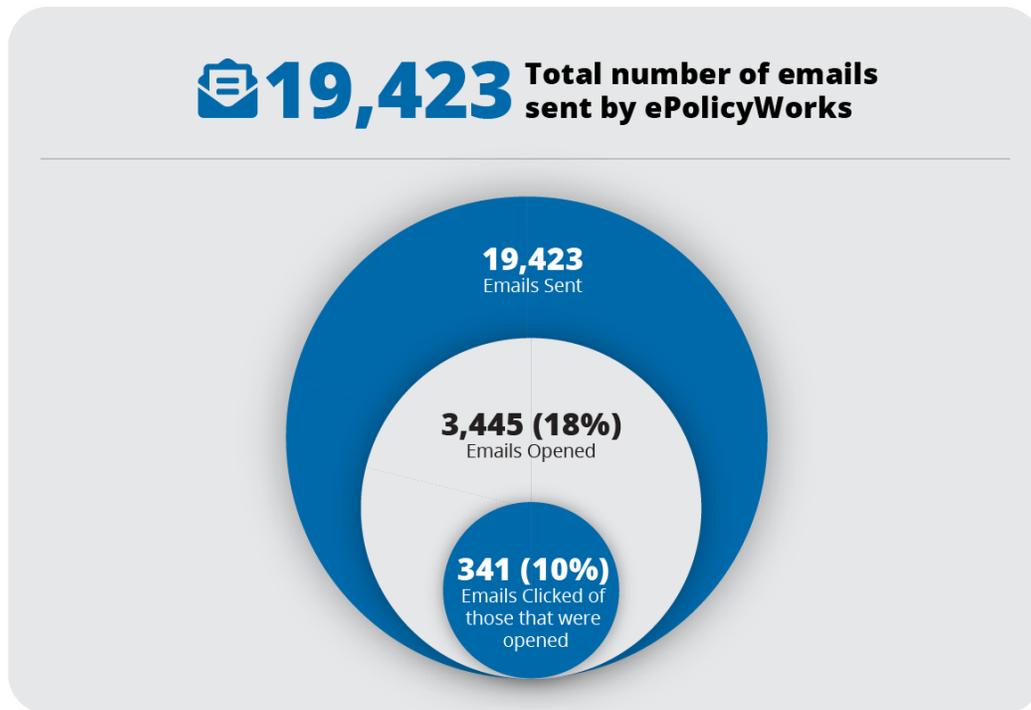
ePolicyWorks conducted seven distinct email campaigns over the course of the dialogue. The emails included the following:

1. Dialogue launch announcement emails
2. Targeted "Help us spread the word" dialogue emails
3. Dialogue reminder email
4. Twitter chat announcement email
5. Twitter chat "mark your calendar" reminder email
6. Twitter chat "starts in one hour" reminder emails
7. Dialogue "last day" email

In total, nearly 20,000 emails were delivered to ePolicyWorks stakeholders with an open rate of 18%, which is comparable to other ePolicyWorks dialogue outreach campaigns and slightly higher than the industry average of 17%.

- Total emails delivered: **19,423**
- Total emails opened: **3,445**
- Total number of clicks on links in emails (excluding multiple clicks of the same link): **341**

 **19,423** Total number of emails sent by ePolicyWorks



In addition to the email topics, ePolicyWorks posted 359 tweets on @ePolicyWorks throughout the dialogue, including 35 tweets prior to the July 7, 2021, #EPWChat Twitter chat and 49 tweets after the conclusion of #EPWChat Twitter chat.

- Number of impressions from all @ePolicyWorks Women and Work promotional tweets: **228,466**
- Total engagement with @ePolicyWorks Women and Work Tweets (includes likes, clicks, replies or retweets): **1,417**

Independent Online Dialogue and Twitter Chat Promotion

Beyond outreach by ePolicyWorks, the department and the host agencies, many other public and private organizations promoted the online dialogue and Twitter chat through Facebook, LinkedIn, Twitter, emails, blogs, newsletters and action alerts. Below is a sampling of the organizations and publications that disseminated details regarding the online dialogue and Twitter chat:

- Accessibility in the News
- American Assoc. for Access, Equity, & Diversity
- Better Life Lab
- Campaign for Disability Employment
- DirectEmployers Association
- Economic Empowerment MA
- Family & Work California
- Family Values @ Work
- The Garrett County Republican

- IdeaScale
- Illinois Coalition Against Domestic Violence
- Institute for Women's Policy Research
- International Foundation of Employee Benefit Plans
- Job Accommodation Network
- Massachusetts Workforce Association
- Mom's Rising
- National Alliance for Partnerships in Equity
- The National Center at Chicago Women in Trades
- Personnel Concepts
- Recruiting Headlines
- U.S. Breastfeeding Committee
- Time's Up
- Women in Government
- WorkforceGPS
- Zero to Three

Online Dialogue Participant Summary

The *Women and Work: Reinvestment, Return and Recovery National Online Dialogue* opened on June 21, 2021, and closed at the end-of-day on July 9, 2021. Detailed below is information on the contributions to the dialogue—ideas, comments and votes, along with the number of online dialogue views, registrants, participation rates, location of registrants and profile information provided by registrants during the registration process.

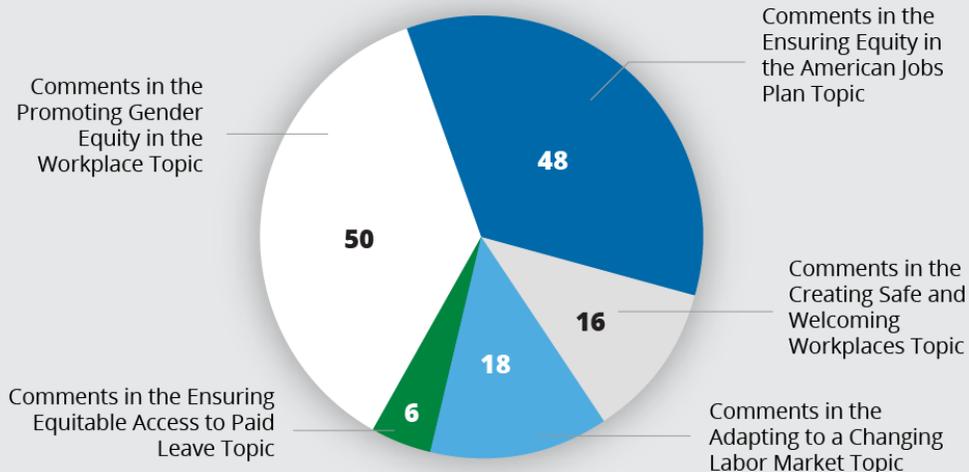
Contributions to the Online Dialogue



Total number of ideas in the online dialogue: 131

- Ideas in the Ensuring Equity in the American Jobs Plan Topic: **54**
- Ideas in the Creating Safe and Welcoming Workplaces Topic: **20**
- Ideas in the Adapting to a Changing Labor Market Topic: **11**
- Ideas in the Ensuring Equitable Access to Paid Leave Topic: **12**
- Ideas in the Promoting Gender Equity in the Workplace Topic: **34**

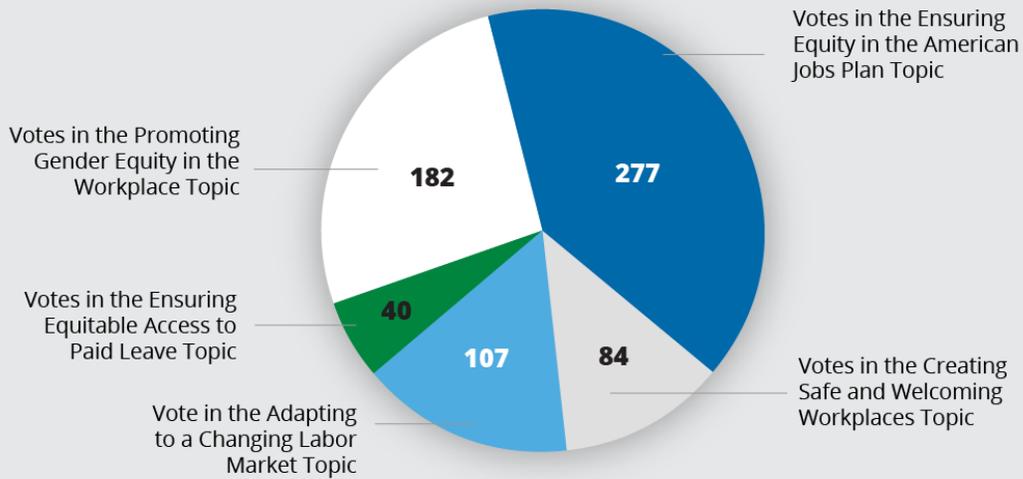
 **138** Total number of comments in the online dialogue



Total number of comments in the online dialogue: 138

- Comments in the Ensuring Equity in the American Jobs Plan Topic: **48**
- Comments in the Creating Safe and Welcoming Workplaces Topic: **16**
- Comments in the Adapting to a Changing Labor Market Topic: **18**
- Comments in the Ensuring Equitable Access to Paid Leave Topic: **6**
- Comments in the Promoting Gender Equity in the Workplace Topic: **50**

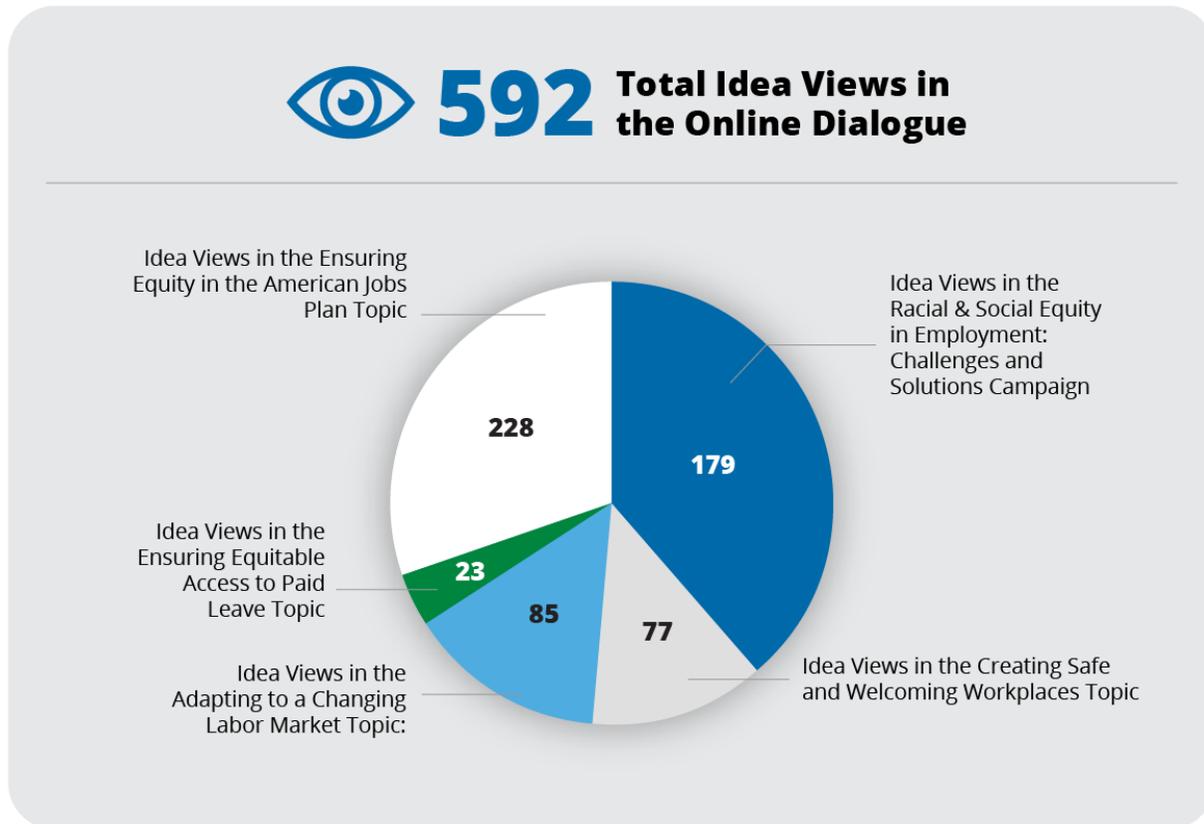
 **690** Total number of votes in the online dialogue



Total number of votes in the online dialogue: 690

- Votes in the Ensuring Equity in the American Jobs Plan Topic: **277**
- Votes in the Creating Safe and Welcoming Workplaces Topic: **84**
- Vote in the Adapting to a Changing Labor Market Topic: **107**
- Votes in the Ensuring Equitable Access to Paid Leave Topic: **40**
- Votes in the Promoting Gender Equity in the Workplace Topic: **182**

Idea Views in the Online Dialogue



Total number of idea views in the online dialogue*: 592

- Idea Views in the Ensuring Equity in the American Jobs Plan Topic: **228**
- Idea Views in the Creating Safe and Welcoming Workplaces Topic: **77**
- Idea Views in the Adapting to a Changing Labor Market Topic: **85**
- Idea Views in the Ensuring Equitable Access to Paid Leave Topic: **23**
- Idea Views in the Promoting Gender Equity in the Workplace Topic: **179**

***Idea Views include the number of times a verified registered member of the dialogue, including moderators, opened the idea detail page to view the full description of an idea.*

Visitors, Registrants and Participants in the Online Dialogue

From June 21 to July 9, 2021, the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue* could be viewed by visiting SAW-RTW.IdeaScale.com. Visitors to the website could access all the ideas, comments and votes in the online dialogue, as well as links that provided information on how ePolicyWorks dialogues work, more information on the host agencies of the dialogue and department resources regarding COVID-19 recovery, women and work, and workplace supports.

In order to participate in the dialogue—i.e., add an idea, comment or vote—individuals completed a registration process. The registration process entailed an online form that asked if registrants would like to share a story related to any topic of this dialogue with members of dialogue team., They were also asked to indicate whether or not they could be contacted further. After the form is submitted, registrants are asked to verify their email. Once individuals are verified, they can create a password, log in and add ideas, as well as comment and vote on ideas submitted by others.

For the following metrics, “visitors” are defined as all individuals who visited the URL of the dialogue, whether or not they choose to complete the registration process. As mentioned above, all visitors to the URL can view all ideas, comments and votes in the online dialogue. “Registrants” are those who successfully verified their email and created a password. “Participants” include anyone who submitted an idea or commented or voted on an idea submitted by another.

- Total number of visitors to the online dialogue: **1,273 individuals**
- Total number of visits to the online dialogue: **2,721 visits**
- Total number of page views: **9,312 pages**
- Average number of times visitors came to the online dialogue: **2.14 times**
- Average length of time they spent visiting the online dialogue: **5:41 minutes**
- Average pages they viewed during a visit to the online dialogue: **3.42 pages**
- Total number of registrants in the dialogue: **424 individuals**
- Total number of registrants who participated by contributing an idea, comment or vote: **188 (44% of registrants)**
- Total number of registrants who contributed ideas: **77**
- Total number of registrants who contributed comments: **41**
- Total number of registrants who contributed votes: **181**
- Total number of states represented: **49 and the District of Columbia**



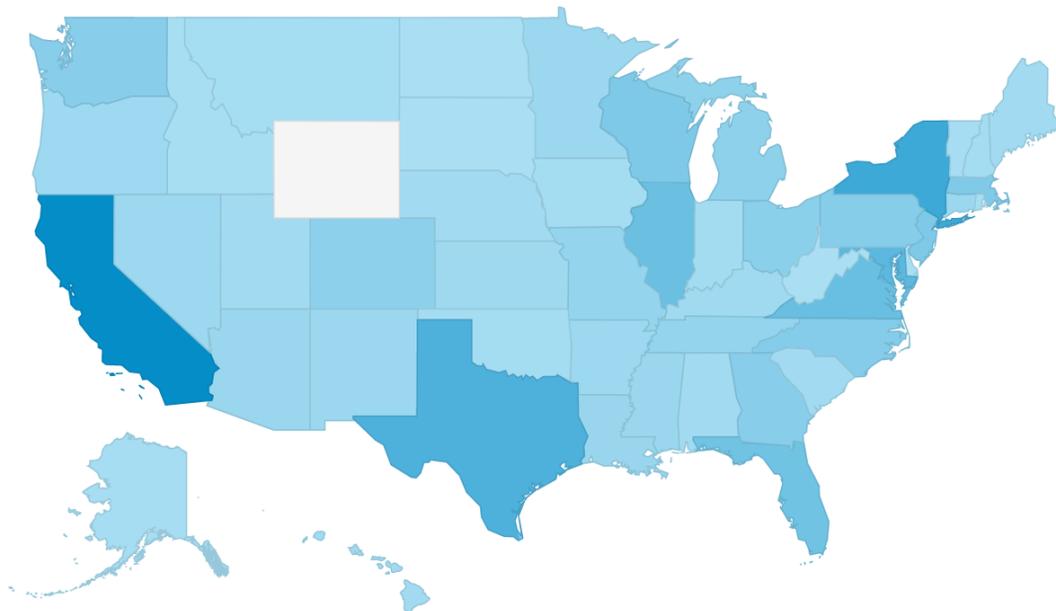
Visitors to the Online Dialogue

In total, nearly 1,300 individuals visited the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue* during the time it was open for participation. Visitors to the dialogue represented 49 states and the District of Columbia. Below is the state affiliation of the visitors to the dialogue.

State	Total Number of Visitors	Percentage of Total
California	145	11.15%
District of Columbia	133	10.22%
New York	96	7.38%
Texas	81	6.23%
Maryland	69	5.30%
Virginia	58	4.46%
Illinois	56	4.30%
Florida	51	3.92%
New Jersey	39	3.00%
Wisconsin	39	3.00%
Massachusetts	38	2.92%
North Carolina	34	2.61%
Pennsylvania	33	2.54%
Georgia	31	2.38%
Washington	31	2.38%
Ohio	28	2.15%
Colorado	27	2.08%
Michigan	26	2.00%
Missouri	20	1.54%
Tennessee	20	1.54%
Louisiana	16	1.23%
Arizona	15	1.15%
Mississippi	15	1.15%
Connecticut	14	1.08%
Minnesota	14	1.08%
New Mexico	14	1.08%
Arkansas	13	1.00%
Nevada	13	1.00%
Oregon	12	0.92%
Kansas	11	0.85%
Kentucky	10	0.77%
Utah	9	0.69%
Alabama	8	0.61%
Hawaii	8	0.61%
Maine	8	0.61%

State	Total Number of Visitors	Percentage of Total
Nebraska	8	0.61%
South Carolina	8	0.61%
Indiana	7	0.54%
Iowa	6	0.46%
New Hampshire	6	0.46%
Oklahoma	6	0.46%
Montana	5	0.38%
Alaska	4	0.31%
Vermont	4	0.31%
Idaho	3	0.23%
Rhode Island	3	0.23%
North Dakota	2	0.15%
South Dakota	2	0.15%
Delaware	1	0.08%
West Virginia	1	0.08%

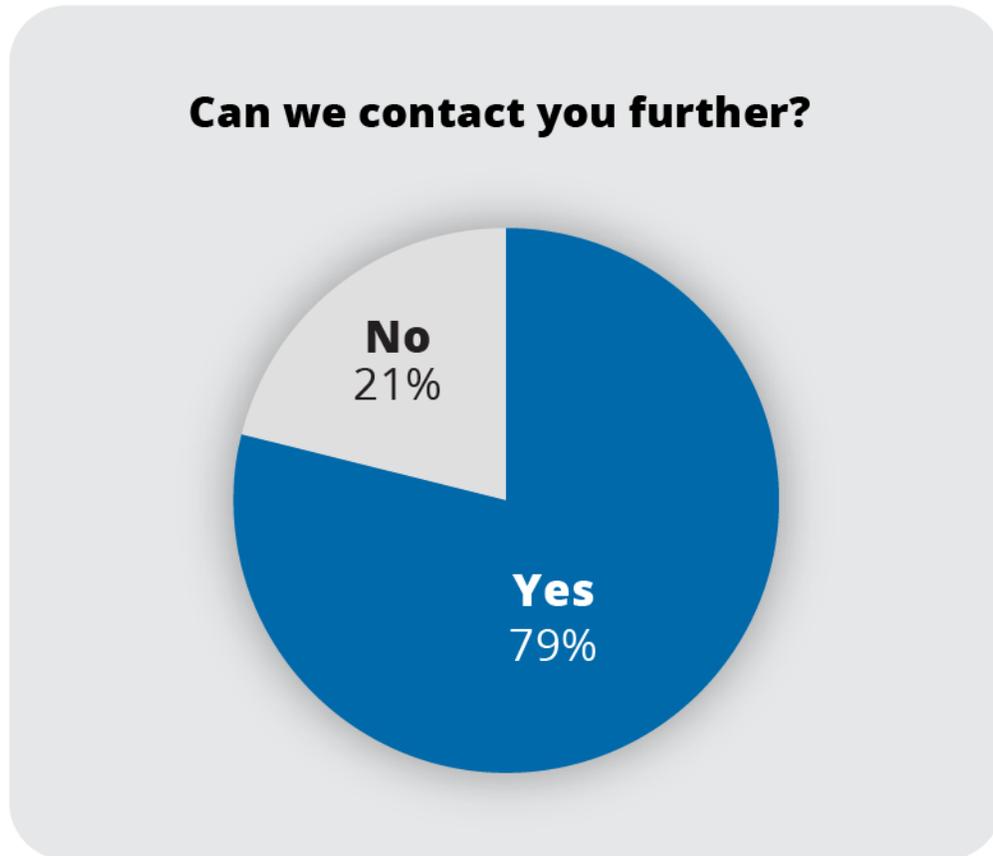
Map of State Affiliation of Online Dialogue Visitors*



** Map depicts Google Analytics reported state affiliation of online dialogue visitors as portrayed in the table in the section above.*

Online Dialogue Registration Questions

When registering for the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue*, registrants were asked if they would like to share a story with the dialogue team and if they would consent to be contacted further. More than 150 dialogue registrants submitted a response when asked if they would like to share a story with the dialogue team. Below is a summary of the responses from dialogue registrants as to whether or not they wanted to be contacted further.



Registration Question Responses to "Would you consent to being contacted further?"

- **79%** of individuals responded "Yes"
- **21%** of individuals responded "No"

Review and Analysis of Online Dialogue Contributions

Over the course of the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue*, participants from across the U.S. shared thought-provoking and innovative ideas and recommendations on ways the department can ensure a better understanding of what obstacles and needs wage earning women face and how to best support them in order to ensure their strengthened economic position and better employment outcomes. The dialogue will help formulate future department programs and funding opportunities in order to ensure that the department responds to the needs of women from diverse backgrounds. In addition, the information gathered through this process will help shape the understanding of several key agencies within the department and help better inform those agencies as they advise leadership.

The range and depth of the ideas submitted and discussed during the online dialogue demonstrates the immense value of engaging citizens in collaboration efforts. Women, employers, advocates, organizations and state and local government representatives jointly contributed 131 ideas, 138 comments, 690 votes, 34 resource links ([Appendix A](#)) and 7 resources uploaded as attachments ([Appendix B](#)) to the dialogue. Based on these contributions, several themes emerged as key ideas among the stakeholders.

Key Themes and Takeaways

Based on a preliminary analysis of the ideas posted to the dialogue, the following key themes and takeaways emerged:

Childcare

There were many ideas around the struggles working women face concerning childcare. Many dialogue registrants discussed the need for more and improved childcare options. One focus of the ideas was on improving the situation for those interested in working as childcare providers or teaching in childcare settings, such as providing scholarships and financial aid to those interested in such careers. In addition, one participant discussed specifically providing community colleges with funding so that they can provide training to black, indigenous and other people of color in childcare development, as well as teaching business skills to those who want to open their own childcare center.

Many of the ideas discussed ways to expand the types of childcare options for working women. Several requested 24-hour childcare and others mentioned onsite childcare both for emergency situations and full-time care. One woman shared her experience working road construction and not being able to find a childcare provider that opened early enough for her to get to her job on time. Another participant discussed how she believed the introduction of onsite childcare would allow her to get more easily to work on time and avoid the fear of termination. She felt offering onsite childcare would benefit the company as well by allowing mothers to have the access to check on or observe their child throughout the workday and would likely cut down the late or absent times. She emphasized that happy employees are more likely to be loyal and hard working.

Making more business loans available to childcare centers, whether independent, in-home or onsite, would increase the availability and choices for working women. In addition to childcare centers, many participants supplied ideas related to in-home childcare, including options for caring for children who may not be able to get care in a group setting. They mentioned the role the U.S. Department of Labor could take by providing startup and operational expertise for onsite daycare. One participant discussed the need for startup grants or subsidies for operations and how it was something her company has considered, but the lack of expertise and unknown costs have prevented real action. She felt that her company could employ and/or increase hours/wages for many single mothers with an added benefit like this.

In addition to funding childcare businesses and creating more options, several registrants commented on the cost of childcare. One participant noted that single women with children, especially multiple children, face significant barriers as the cost of childcare on top of other costs often exceeds the median household income of \$48,000.

Several reiterated that it was the government's role to invest in making childcare more affordable and accessible, such as offering childcare subsidies and fully refundable tax credits to employers who offer subsidies as part of their employee benefits package.

One participant summed it up by saying "let's create a vision for the future, our girls and women, that honors their commitment to children and families, and also gives them the options to know a caregiving infrastructure is there for them as they pursue their personal aspirations, work, education and advancement."

Provide Flexible Work Arrangements for Women

A number of ideas discussed the need for flexible work arrangements for working women, citing the increase in telework and job sharing. One idea outlined the possibility of splitting high-paying and lower-paying jobs into two or three different jobs to allow women with obligations outside the job to work part-time or work a portion of a job when they might not have the skills or training to take on the full-time job. Specifically, one idea stated, "there are government subsidies and sometimes tax incentives for employers to hire disabled and senior workers. That could be expanded to include employers who create part-time jobs." There were many comments about losing many hundreds of thousands of workers because there are not enough flextime or reduced-hour jobs.

Again, one idea used the Federal Government as an example of how flextime could work for private industry, describing how an individual has the flexibility to arrive up to two hours after their workday begins and stay late to make up the hours. They stressed how this could be expanded where appropriate in all industries and sectors to allow women to work a set number of hours for the day with no restriction on when that work is accomplished. They discussed how woman may find that from 3 a.m. – 6 a.m. she's more productive, so she begins her shift at that time. Once the kids are off to school, she can work again from 9 a.m. – 12 p.m. Then she gets dinner ready and

prepares for the kids to return from school. Once the kids are settled for the evening, she finishes her workday from 4 p.m. – 7 p.m.

Other ideas addressed how parents of children with disabilities could benefit from flexible work schedules and telework. One participant discussed how they were able to telework during the pandemic and it allowed them to continue working while keeping their family safe, as well as achieving an important work-life balance.

Increase Participation of Women in Nontraditional Jobs and Require Equal Pay

Several ideas discussed the need to introduce opportunities for women in traditionally male dominated jobs. For example, one idea discussed recruiting women for the police force, suggesting that increasing the number of women in the police force would have a two-fold impact by improving policing and providing higher-paid job opportunities.

One registered participant submitted an idea recommending that procurement provisions factor job quality, along with diversity, equity and inclusion, for companies or training providers seeking government funding for workforce development programs. The participant stated that there should be an emphasis on quality high-outcome training that has proven to lead to job attainment and increased wages while holding training providers and employers accountable for equity outcomes, such as participation rates for women, people of color and people with disabilities.

Many ideas stressed the need for equal pay for equal work. They believed that there needs to be a mandate across the board to pay women and men the same salary for the same position, period. Anything less will not generate the desired result of equity. Several suggested that this be considered as a federal law. One person mentioned that many other progressive countries have adopted the International Labour Organization's Equal Remuneration Convention of 1951, which focuses on gender discrimination in employment and outlines principles for the equal remuneration for work of equal value independent of whether it is performed by men or women. In order to achieve equal pay, Parties to the Convention are required to implement domestic laws, regulations on wage determination and/or support collective agreements between workers' and employers' organizations.

Consideration of Employment Supports Such as Housing, Transportation, Nutrition and Childcare for Jobs and Training Programs

Participants agreed that working women struggle to obtain adequate employment supports, including the housing, transportation, childcare and nutrition that they need to be successful in the workplace. One commenter pointed out that a lot of funding is being dedicated to the creation of training and employment opportunities. However, a significant number of women whom the funding serves are unable to fully take advantage of these opportunities because of housing, food and/or childcare instability. One participant recommended that more attention and resources be devoted to addressing these foundational roadblocks so that women are in a position to commit fully to career development and long-term employment. Another participant agreed and stated

that women are four times more likely than men to drop out of the workforce due to issues such as lack of childcare, lack of transportation, the need for homeschooling and inadequate employer support. Women of color are affected at even higher rates.

Though many agreed that the most effective workforce development programming bridges the gap between underrepresented talent and in-demand careers, participants felt that these programs must also work to reduce barriers to access or barriers to success. Specifically, they mentioned that in order to ensure that participants successfully achieve employment outcomes, comprehensive supports need to be in place that address barriers like financial instability, lack of childcare or transportation, and lack of access to health care, all of which prevent participation or successful engagement and program completion.

One idea stressed the need to fund more technical training programs that combine paid learning with paid on-the-job experience. But the participant stressed that with any training program, subsidized loans need to be available to assist with employment supports such as living costs, childcare while in class and transportation for rural communities. Other ideas in the dialogue discussed how training opportunities need to be offered at flexible times, especially in rural areas that often lack needed employment supports and whose residents cannot access programs because of time and distance. They suggested public-private partnerships in paid on-the-job training programs, incentives for companies to participate, wide-spread awareness of the program's existence and reviews of such programs to ensure they are effective from the participant's experience. Adding childcare, transportation assistance and living stipends may allow more single moms to participate in these types of programs.

In addition to the other employment supports discussed, one participant brought up the need for affordable health care, and specifically affordable insurance, as single mothers often struggle with the high cost of premiums and deductibles.

Support Women-owned Businesses and Encourage Women to Start Their Own

Several ideas focused on supporting women who have their own businesses or are looking to start one. One idea stated that financial help with starting a business would be very helpful.

Another idea shared the statistic that only 13% of construction firms are owned by women and stated that although that figure represents substantial growth over the last decade, it is unacceptably low. Several participants agreed that entrepreneurship and business ownership is a critical path to financial stability for many women, including those who face significant obstacles, such as possessing a criminal record or significant gaps in work history. One participant suggested that the Federal Government support women-owned small business with start-up capital, connections to lenders and a support infrastructure.

In addition to agreeing that one way for women to join the workforce is to start a business of their own, many added that the benefits of entrepreneurship include more flexibility, especially for those with children. Participants discussed obstacles as well, including government regulations that can

be very expensive to comply with and are often difficult to understand. This includes requirements for licenses and permits, which taxes need to be paid, registering a business, legal issues, laws pertaining to the business and removing costly barriers to entry by removing tax credits to big businesses and reducing the taxes small businesses have to pay.

Ways the American Jobs Plan Can Help Improve Opportunities for Working Women

Several ideas were submitted related to the American Jobs Plan, including investing in childcare within community colleges to increase women's access to educational opportunities, as outlined in the American Jobs Plan's goal of modernizing our nation's schools and early learning facilities.

One participant discussed how the Dislocated Workers Program outlined in the American Jobs Plan should create pathways for women who have been pushed out of the workforce toward high-growth and more stable sectors, such as healthcare, technology and clean energy, by supporting specific programming that recognizes and addresses the barriers to women's participation in job training for these industries, as well as job placement.

Many ideas mentioned that women, Black and Latinx workers, immigrants, LGBTQ+ and other marginalized workers have been systematically excluded from the sectors that stand to create the most jobs under the Plan. The infrastructure plan would create or save 15 million jobs over 10 years. Infrastructure jobs will consist of those for tradesmen, construction workers, and material moving and transportation workers. One idea stated that ninety percent of infrastructure jobs are currently held by men, and the majority of new jobs created would be in male-dominated fields. The low percentage of non-male workers in infrastructure jobs is not a new phenomenon. They further supplied the following statistics that despite efforts of policymakers, legislators, women workers and others, the number of non-male workers has risen only eight percent since the Civil Rights Act came into full force in the 1970s (Arriola, Crain in Applications of Feminist Legal Theory). They also stated that women make up only 2.6 percent of workers in construction and extraction occupations—where 1.6M jobs are expected—a number roughly the same as three decades ago (NWLC). These numbers speak to systemic failures and require various degrees of policy and programmatic interventions to ensure equity in access and outcomes.

One idea discussed creating a mandatory training course on sexual and racial harassment prevention for any business entity that receives funds (directly or indirectly) from the American Jobs Plan.

Include Training on Sexual Harassment and Violence as Part of Federally Funded Employment Training and Development Programs

In addition to including training for those who receive funding from the American Jobs Plan, other ideas were shared on ways to integrate sexual harassment training as part of other government programs. For example, one idea suggested that all apprenticeship coordinators and other workforce development providers be trained on trauma-informed approaches. Research shows that

the impact of trauma (whether from sexual abuse, intimate partner violence or other circumstances) hinders the ability of trauma survivors to access or complete trainings.

Other ideas discussed establishing and funding a grant program through the department's Employment and Training Administration (ETA) to create partnerships between victim service providers and workforce development programs to provide trauma-informed training and case management assistance to support survivors in accessing quality employment opportunities and improved employment outcomes.

Finally, other ideas talked about allocating and setting aside funding for the Reentry Employment Opportunities Program within ETA to support specialized trauma-informed reentry workforce development training for the 75% of incarcerated women who are domestic violence survivors or sexual violence survivors.

Tax Incentives and Other Ways to Ensure Inclusion of Women in the Return to Work

Finally, several registrants discussed the government's role in helping women return to work after the pandemic. One idea stressed that the government should consider providing incentives to employers to hire women who left the workforce or worked limited hours during the pandemic. Specifically, they thought incentives could consist of waiving the employer's share of the Social Security payroll taxes for wages paid. In addition, the idea stated that as a retention incentive, if they retain these women employees for 52 weeks, the employer will also receive an income tax credit for each new hire. This is reminiscent of the HIRE Act jobs tax incentives which was highly effective in motivating employers to hire those who lost their jobs during the 2007-2009 recession.

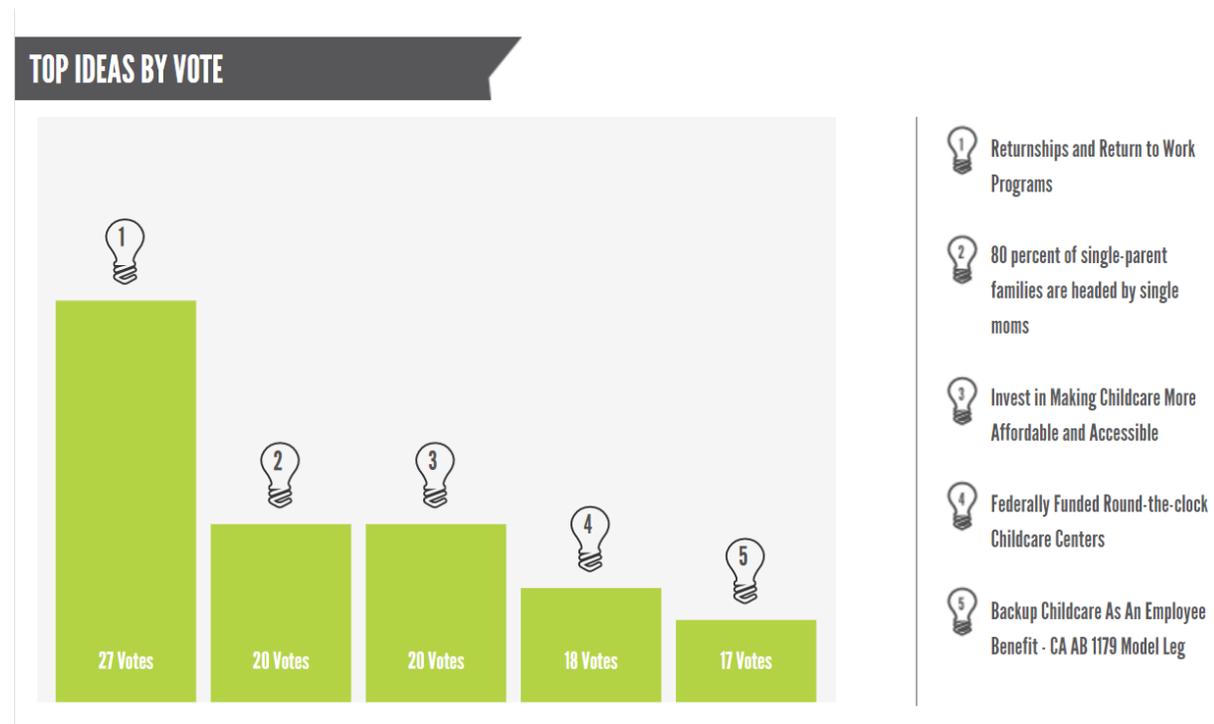
Another group of ideas discussed creating tax incentives for organizations that offer permanent remote work opportunities at all levels, with fair, equal pay and benefits. The same should be offered to those that choose to work in an office environment.

One of the most popular ideas discussed strategies to bring women back to work using returnships and return to work programs. The idea outlined return to work programs used to engage with a talent pool that is traditionally overlooked and underestimated. Return-to-work programs are paid and involve roles or projects that are appropriate for a mid-career professional. Programming typically includes professional development sessions, the opportunity to meet with business leaders and presentations on how to make the most of the return-to-work experience, and also assigned mentors and buddies. Many use a cohort structure in which a group of participants experience the program as a group and form strong bonds as they go through this personal and professional life transition together. They suggested that employers running large scale college internship programs should consider running a mid-career return-to-work program side-by-side. Same concept, different pool, enabling access to predominantly female, high-caliber talent.

Top Ideas by Vote

Below are the five top ideas by vote from the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue*.

The ideas listed in the following section include minor typographical corrections, which have in no way impacted the substance or the intention of the revised posts.



>Returns and Return-to-Work Programs

Topic: Adapting to a Changing Labor Market

27 Up Votes | 0 Down Votes | 27 Net Votes

Comments: 3

Followers: 6

Bring women on career breaks back to work using returns and return-to-work programs. These programs ease the transition back to work for people returning to the workforce after a career break; an overwhelmingly female pool.

Employers launch return-to-work programs to engage with a talent pool that is traditionally overlooked and underestimated. The return-to-work professional population is educated, has great work experience and a mature perspective, is at a relatively stable life stage, and is enthusiastic about returning to work.

Return-to-work programs are paid and involve roles or projects that are appropriate for a mid-career professional. Programming typically includes professional development sessions, the opportunity to meet with business leaders and presentations on how to make the most of the return-to-work experience, and also assigned mentors and buddies. Many use a cohort structure in

which a group of participants experience the program as a group and form strong bonds as they go through this personal and professional life transition together.

The "returnship" version is like a college internship but modified for the mid-career professional. Over 80% of returnship participants are hired when their program completes, on average.

The other type of return-to-work program is called "direct hire," and means the returner is hired as an employee right from the start. There is no internship.

Employers running large scale college internship programs should consider running a mid-career return-to-work program side-by-side. Same concept, different pool, enabling access to predominantly female, high-caliber talent.

https://www.ted.com/talks/carol_fishman_cohen_how_to_get_back_to_work_after_a_career_break
<https://hbr.org/search?term=carol+fishman+cohen&loaded=1>.

80 Percent of Single-Parent Families Are Headed by Single Moms

Topic: Ensuring Equity in the American Jobs Plan

20 Up Votes | 0 Down Votes | 20 Net Votes

Comments: 5

Followers: 2

Single women with children, especially multiple children, face significant barriers as the cost of childcare on top of other costs exceeds the median household income of \$48,000. 80 percent of single-parent families are headed by single moms, and nearly 1/3 live in poverty. These sobering statistics as well as others can be found at <https://singlemotherguide.com/single-mother-statistics/>. Not offering assistance to these women not only hurts them and their children but has a detrimental impact on society as a whole. Research has shown that children from single-parent households more often have worse outcomes than their two-parent counterparts, and this is no doubt due to the stress and significant financial barriers. They cannot afford to pay for their own education or save for their children, so a cycle of poverty persists. We need to invest in the future of our country by addressing these issues at the root cause and give single parents and their children a fighting chance. Barriers include childcare costs, lack of transportation, and lack of funding for education to break the cycle. The U.S. is in need of a skilled labor force in many industries such as insurance and tech. Let's fund more technical training programs that offer paid learning combined with paid on the job experience, subsidized loans to assist with living costs, childcare while in class, and transportation for rural communities. Classes should be offered at flexible times including weekends, nights and online allowing for women to manage a second job or care for their children. And let's create some of these programs in rural areas. In considering barriers, we cannot forget the rural poor who lack access to such programs because of time and distance. Programs like this exist (for example apprenticeship programs co-sponsored by the government - I wrote a whole dissertation on one of them), but they do not go far enough. The participants needed a partner or other family support to be able to partake in the program and pay

living costs. We need more public-private partnerships in paid, on-the-job training programs, incentives for companies to participate, wide-spread awareness of the program's existence, and quality review of such program to ensure they are effective from the participant's experience. Adding childcare, transportation assistance and living stipends may allow these types of programs to expand so single moms can catch a break.

Invest in Making Childcare More Affordable and Accessible

Topic: Ensuring Equity in the American Jobs Plan

20 Up Votes | 0 Down Votes | 20 Net Votes

Comments: 1

Followers: 2

Studies show that the pandemic affected women disproportionately because of their caregiving responsibilities. A McKinsey report warns that the pandemic threatens to erase six years of progress in women's equality if nothing is done to help women who dropped out of the workforce, and due in part to challenges with childcare, do not come back.

Why is childcare not treated as a basic need? Affordable and accessible childcare is what parents and families need to fully participate in the workforce and address underemployment.

If nothing is done, the post-pandemic workforce that returns will skew more towards men, impacting progress towards greater diversity.

Government should invest more into making childcare more affordable and accessible. Childcare subsidies and fully refundable tax credits to employers who offer subsidies as part of their employee benefits package are some options to consider.

Federally Funded Round-the-clock Childcare Centers

Topic: Adapting to a Changing Labor Market

18 Up Votes | 0 Down Votes | 18 Net Votes

Comments: 1

Followers: 1

Childcare is an enormous burden for women who are making the transition from a life of full-time work earning poverty wages into a new career in advanced manufacturing earning life-changing pay. I am raising this concern because I believe the issue of paid leave does not go far enough for training and retaining women in the workforce. I hope you will raise this issue of childcare focused on supporting women with sustained, credentialled, round-the-clock childcare centers. A funding initiative would increase the chances that existing centers would expand their schedules, and new centers will fill the gaps in coverage across our region (Gulf Coast of Mississippi).

Through the DOL Strengthening Working Families Initiative, our program, Moore Community House - Women in Construction, was able to provide a full year of free childcare for over 800

students who completed our pre-apprenticeship program. They are mostly moms with children aged 13 and younger or are caregivers of a person older than 13 who is disabled. They come to us earning poverty wages, and we enable them to pursue training and employment to earn a sustaining wage. Local community colleges in partnership with industry offer training programs in maritime crafts such as welding, shopfitting, and pipefitting that lead to advanced manufacturing jobs—a truly life-changing achievement for them. This accomplishment is made possible in large part because they had free childcare. Since the SWFI grant ended, we have continued to raise funding and are able now to offer just 6 months of free childcare.

BUT—the free childcare does come to an end eventually, and the cost of ongoing childcare can be prohibitive. Moms also face the reality that childcare options are scarce. For example, the largest employer in our state is a shipyard, located in a county where there are no "after-hours" childcare. One county over, there is one center open until midnight. When women enter a new occupation with this employer, they are immediately assigned to 2nd or 3rd shift because of seniority preference for 1st shift. With no options for childcare, women often leave the workforce completely, or revert to the low-wage jobs they had before.

Please elevate the issue of funding round-the-clock childcare centers as part of the recovery plan.

Backup Childcare as an Employee Benefit - CA AB 1179 Model Leg

Topic: Promoting Gender Equity in the Workplace

18 Up Votes | 1 Down Votes | 17 Net Votes

Comments: 6

Followers: 2

California Assembly Bill 1179 (www.ab1179.com) expands and incentivizes backup childcare opportunities for employees by requiring companies with more than 1,000 statewide employees to provide 60 hours of company-subsidized backup childcare each year. It will create an additional arm of childcare infrastructure that brings new payers to the system.

AB 1179 will bolster recovery from the economic recession by recovering and retaining women who have left the workforce, or are at risk for leaving, due to challenges in obtaining and paying for childcare. Additionally, it will increase long-term economic growth and earning potential for women, many of whom are breadwinners for their families.

This state legislation is a model that should be adopted nationally.

Backup childcare helps parents get to work when:

Primary childcare breakdowns:

Childcare provider cancels or is sick

Child is sick and cannot go to a center

Local centers are at capacity

School or childcare site is closed

Parents work unpredictable hours

Parents work overnight shifts

The Facts:

25% of women leave the workplace due to childcare challenges

On average, women do three times as much childcare work as men

Women miss more than 8 work days, yearly, due to childcare breakdowns

More than 70% of mothers are in the workforce

42% of moms are sole or primary earners

71% of black mothers and 41% of Latina mothers are primary earners

Single mothers who received a company subsidy for child care were 40% more likely to still be employed after two years

When companies provide support for childcare, employee absences decrease by 20-30% and turnover drops by 37-60%

87% of employees say company help reimbursing childcare would be most helpful, yet only 8% of organizations provide it

Childcare is a Gender Equity Issue

Nearly 3 million women have left the workforce this year, due to the coronavirus, underpinned by long-standing pay inequality, undervaluing of women-dominated sectors and lack of access to childcare. In a 2018 survey by the Center for American Progress, mothers were 40 percent more likely than fathers to report that childcare issues had negatively affected their careers. This not only threatens the economic stability of a family in the present, but also long term. Women who drop out of the workforce tend to have a difficult time re-entering, and often find jobs that pay less than their previous job. This impacts their lifetime earning potential, as well as retirement savings and social security income. This pattern increases the gender pay gap and perpetuates the reasons women leave the workforce in the first place. When families face childcare challenges, moms are more likely to cut back on hours or leave their positions. This is exacerbated by the fact that, in a household with a mother and father, the father is more likely to be earning more than the mother, due to gender pay inequities.

Research shows that engaging women in the workforce is essential to economic growth. Businesses rely on employees coordinating childcare and getting to work. Parents often scramble to find care which results in missed shifts and decreased pay. Nationally, the cost of lost earnings, productivity and revenue due to the childcare crisis costs around \$57 billion each year.

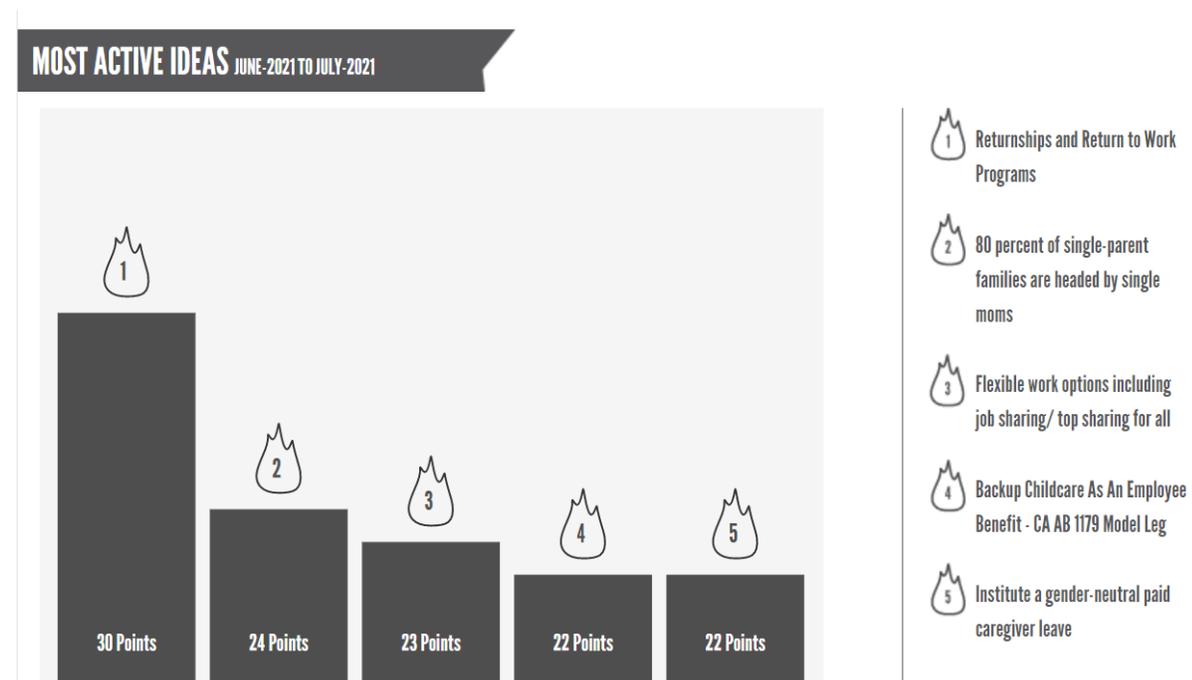
Access to childcare is an issue of gender, racial and economic equity. Addressing workplace conditions that propel moms to cut back hours and leave the workforce leads to women missing opportunities for promotions and economic success. Businesses have a moral and fiscal interest in supporting families with childcare, and it's long overdue.

Most Active Ideas

Below are the most active ideas from the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue*. "Most active" is determined based on the idea's total number of views, comments, votes and followers over the course of the dialogue.

Three of the most active ideas, **Returnships and Return-to-Work Programs, 80 Percent of Single Parent Families Headed by Single Moms** and **Backup Childcare as an Employee Benefit: CA AB 1179 Model Leg** were also the top ideas by vote. See the [Top Ideas by Vote](#) sections for a full description. Below are the other most active ideas.

The ideas listed in the following section include minor typographical corrections, which have in no way impacted the substance or the intention of the revised posts.



Flexible work options including job sharing/ top sharing for all

Topic: Adapting to a Changing Labor Market

15 Up Votes | 1 Down Votes | 15 Net Votes

Comments: 8

Followers: 2

Many female professionals left as they could not work full time, do care work full time and often homeschooling on top of that. If there are more part time careers, job sharing and top sharing (job sharing on a management and expert level) opportunities available it would reduce the number of professionals having to opt out of the workplace and/or being able to return even with an uncertain childcare and school situation.

*However, it is important to have these options available for *everyone* to avoid making it a mommy track. SAP Germany mandates that all of its management positions have to be written out as potential job-sharing opportunities. From what I last heard; more co-leaders were male.*

There are very few part time positions offered beyond the entry level. LinkedIn does not currently offer "job sharing" as a search option. There needs to be a mindset shift among senior leadership/HR personnel: The number of hours someone is able to work does not define the quality of their work.

In many European countries, there are intergenerational, intercultural, across gender job sharing opportunities on many levels. Professionals chose to job share not only because of care work duties but also because they want to write a book, create a side hustle, study, volunteer or simply because they feel that they can do a better job by being more rested and being able to come up with more innovative ideas by having your job-sharing partner as a sounding board.

When you look at Zurich UK, an insurance company, they added 6 words to their job ads "flexible work, job sharing and part time" and their application - for both entry/ leadership position and across genders went up significantly. Studies have shown that GenZ values flexible work more than previous generations. Shifting to more flexible work beyond remote/ hybrid will help everyone in the future. <https://www.weforum.org/agenda/2020/12/zurich-flexible-working-women-diversity/>

Institute a Gender-neutral Paid Caregiver Leave

Topic: Ensuring Equitable Access to Paid Leave

16 Up Votes | 0 Down Votes | 16 Net Votes

Comments: 2

Followers: 2

I am a breadwinner mom, CEO and founder of an intersectional gender equity SaaS company. That said, I do not advocate for maternity leave. Instead, we need to institute paid caregiver leave. Here are 3 reasons why:

1. Caregiver leave is gender-neutral and removes ambiguity between benefits. All caregivers, regardless of their gender or the stage of life they're in, should receive the same time and resources to take care of loved ones.

2. Caregiver leave recognizes the growing demands of caring for aging parents.

The number of 40-to-60-year-olds who financially, emotionally, or domestically support at least one child and a parent over the age of 65 is increasing. Caregiver leave (as opposed to maternity or paternity leave) acknowledges that children are only one side of the equation.

3. Caregiver leave removes the stigma associated with paternity leave.

Nearly two-thirds of men believed that taking time off to spend with children "would be perceived as a lack of commitment to their jobs." Offering caregiver over paternity leave is one small nudge that can help change this gendered narrative around caregiving.

Source:

<https://www.katicaroy.com/post/i-m-a-mom-and-ceo-and-i-don-t-support-maternity-leave>

Most Popular Ideas

Below are some of the most popular ideas from each of the online dialogue's five topic areas. "Most popular" is determined based on the idea's total number of up votes, comments and followers at the conclusion of the dialogue.

The ideas listed in the following section include minor typographical corrections, which have in no way impacted the substance or the intention of the revised posts.

Most Popular Ideas from the Ensuring Equity in the American Jobs Plan Topic

- 1. 80 Percent of Single-parent Families Are Headed by Single Moms** *(the full description of this idea can be found under [Top Ideas by Vote](#))*
20 Up Votes | 0 Down Votes | 20 Net Votes
Comments: 5
Followers: 2
- 2. Invest in Making Childcare More Affordable and Accessible** *(the full description of this idea can be found under [Top Ideas by Vote](#))*
20 Up Votes | 0 Down Votes | 20 Net Votes
Comments: 1
Followers: 2
- 3. Tax Credit Incentives for Reinvesting in Women Returning to Work**
14 Up Votes | 0 Down Votes | 14 Net Votes
Comments: 1
Followers: 2

Women's workforce participation rates are at lows not seen since 1988, according to an analysis by the National Women's Law Center. Forty-seven million women—the equivalent of the entire country of Spain—have dropped out of the labor force because of the coronavirus pandemic, according to the United Nations.

How do we get them back?

As employers plan the big return to work, to encourage employers to hire more women, the government should consider providing incentives to employers to hire women who left the workforce or worked limited hours during the pandemic. The incentive would consist of waiving the employer's share of the Social Security payroll taxes for wages paid.

In addition, as a retention incentive, if they retain these women employees for 52 weeks, the employer will also receive an income tax credit for each new hire. This is reminiscent of the HIRE Act jobs tax incentives which was highly effective in motivating employers to hire those who lost their jobs during the 2007-2009 recession.

4. Remove Barriers to Starting a Business

13 Up Votes | 0 Down Votes | 13 Net Votes

Comments: 2

Followers: 1

One of the best ways for women join the workforce is to start a business of their own. When you own your own business, there can be much more flexibility as far as having children goes. However, it can be a daunting, if not impossible, task for women to start their own business. This is largely in part due to mountains of government regulations that can be very expensive to comply with. Not only do government regulations cost a lot, but they are often difficult to understand. My suggestion to help women like myself is to:

- 1. Make regulations easier to understand. This includes requirements for licenses and permits, which taxes need to be paid, registering a business, legal issues, laws pertaining to the business, etc...*
- 2. Remove costly barriers to entry into a new business. Stop giving tax credits to big businesses and reduce the taxes small businesses have to pay. Remove as many costly regulations as possible.*

Most Popular Ideas from the Creating Safe and Welcoming Workplace Topic

1. Flexibility at Work and Beyond

12 Up Votes | 0 Down Votes | 12 Net Votes

Comments: 6

Followers: 2

Same with FMLA policy that took time for corporate and public sector to realize its importance, the policymakers need to consider establishing policies and standards for flexible hours at work. Women in particular will benefit from selecting the hours when they can start their workday, when to take a break and get done for the day. Sometimes employers are too focused on setting the work hours than needed. As a working woman, I have to adjust my entire family chores (cooking meals for the family, children's activities and care for elders) outside of the work hours. I have to fit in the company's work schedule, so that an HR and a manager can check that I had arrived on time, but I do not think it plays a role when it comes to measuring work performance. With criticism and difficulties that came from COVID, I noticed that the employers became more tolerable and adjustable to teleworking and work schedule. It will be helpful to standardize and provide guidance that comes around the flexible work hours.

2. Support Breastfeeding

10 Up Votes | 0 Down Votes | 10 Net Votes

Comments: 2

Followers: 2

If workplaces are to be truly welcoming and safe places, employers must support their breastfeeding employees. Many parents who gave birth during the pandemic choose to breastfeed. This decision was made easier for those who were able to work remotely or who left the workforce due to the pandemic. As these breastfeeding parents return to the workplace, they will need to be supported. This means not only providing time and a private, non-bathroom, space for milk expression but also educating co-workers, supervisors, and leadership on how to be supportive.

Also, employers should allow flexible return-to-work options, including paid family leave for employees after childbirth or adoption. Breastfeeding while working remotely allowed many employees to breastfeed for longer than they might have had they had to return to the workplace. Please continue to offer the option to work remotely for employees after childbirth or adoption.

3. The Department of Education Has a Role

6 Up Votes | 0 Down Votes | 6 Net Votes

Comments: 0

Followers: 1

Provide specific funding to support childcare services as part of the areas funded under the state grant formula for implementation of Career and Technical Education programs and repurpose the formula to account for the percentage of single mothers seeking education and employment in the state.

4. Agencies Have a Role in Ensuring Safe, Healthy Workplaces

5 Up Votes | 0 Down Votes | 5 Net Votes

Comments: 0

Followers: 1

Department of Labor –

Add additional resources to the Susan Harwood Grant Program and continue to include as a priority prevention of workplace sexual harassment and violence, particularly for high-risk industries.

Establish and fund a grant program through DOL's Employment and Training Administration to create partnerships between victim service providers and workforce development programs to provide trauma-informed training and case management assistance to support survivors in accessing quality employment opportunities and improved employment outcomes.

Create a stipend program for low-income working women to remove barriers to accessing job training programs or employment opportunities. The stipend could be used for expenses such as childcare, transportation, equipment, and fees and tuition.

Allocate and set aside funding for the Reentry Employment Opportunities Program within DOL's Employment and Training Administration Division to support specialized trauma-informed reentry workforce development training for the 75% of incarcerated women who are domestic violence survivors and 86% of women who are sexual violence survivors.

Adopt a policy that worksite inspectors or investigators will not ask for workers' immigration status during compliance investigations and will not share that information with DHS when a worker volunteers it, or when it obtains it for the purpose of crafting monetary remedies.

Most Popular Ideas from the Adapting to a Changing Labor Market Topic

- 1. Returnships and Return to Work Programs** *(the full description of this idea can be found under [Top Ideas by Vote](#))*
27 Up Votes | 0 Down Votes | 27 Net Votes
Comments: 3
Followers: 6
- 2. Federally Funded Round-the-clock Childcare Centers** *(the full description of this idea can be found under [Top Ideas by Vote](#))*
18 Up Votes | 0 Down Votes | 18 Net Votes
Comments: 1
Followers: 1
- 3. Flexible Work Options Including Job Sharing/Top Sharing for All** *(the full description of this idea can be found under [Most Active Ideas](#))*
15 Up Votes | 0 Down Votes | 15 Net Votes
Comments: 8
Followers: 2
- 4. Tech Training and Apprenticeship Models Designed for Women**
15 Up Votes | 0 Down Votes | 15 Net Votes
Comments: 1
Followers: 1

A significant opportunity exists to connect women to in-demand roles in the technology sector. Tech roles are high paying (average hourly earnings of \$47.18), do not require a college degree, can be conducted in a socially distant manner, and continue to be in high demand.

Women will be most successful in high quality training programs that are designed by and for women with their needs in mind. For example, hybrid class schedules that allow for primarily remote learning and adjusted hours help accommodate women with children in school or daycare. Cultivating strong personal and professional networks through mentoring with other women in their field and through access to employee resources groups is key for women to thrive in industries traditionally dominated by men.

One promising option for re-skilling and up-skilling is through pre-apprenticeship training and Registered Apprenticeship Programs. These programs facilitate hands-on learning experiences that are paid from day one and are designed to lead directly to full-time

permanent employment in thriving wage career paths. Real-world experience is critically important for women and people of color skilled through alternative routes.

Most Popular Ideas from the Ensuring Equitable Access to Paid Leave Topic

- 1. Institute a Gender-neutral Paid Caregiver Leave** *(the full description of this idea can be found under [Most Active Ideas](#))*

16 Up Votes | 0 Down Votes | 16 Net Votes

Comments: 2

Followers: 2

- 2. Paid Leave, Sick Days**

6 Up Votes | 0 Down Votes | 6 Net Votes

Comments: 2

Followers: 1

The US DOL needs to mandate paid leave, paid sick days for all workers especially women, people with disabilities. We need to incentivize business to give robust paid leave, time off benefits to part time workers many of whom are working mothers. We need business to raise wages so we can go back to the days where 1 part works FT and the other PT.

- 3. Government and Industry Collaboration**

4 Up Votes | 0 Down Votes | 4 Net Votes

Comments: 0

Followers: 1

The lack of paid leave is really a kind of life penalty for people who have families, which is everyone. Whether one has children, elderly parents, a sick relative, and so on, we are all tied to a family in some way that requires our attention and prioritization at some point. The suffering that unpaid leave has caused should be studied further and the resulting losses to the economy due to people who simply couldn't afford to participate in it at all or to a degree that ends up benefiting the economy as a result of unpaid leave. Unpaid leave disproportionately affects women to whom the bulk of caregiving and organization falls. This alone should be an argument interesting even to those who are opposed to humane, paid leave policies. Since business and industry for the most part is unlikely to do the right thing across the board, it falls to the government, as in other industrialized countries to make standard policy regarding leave and provide the paid benefit while people are on leave. This can be something all businesses pay into that is proportional to their workforce. This money then is paid by the government, alleviating the burden on the company to manage it. They just need to pay their fair share.

4. **Single Women Struggle to Stay Healthy**

2 Up Votes | 0 Down Votes | 2 Net Votes

Comments: 1

Followers: 0

In New York, if you need to be out for a medically necessary surgery and recovery, you go on NY State Disability, which only pays you \$180 per week (which NO ONE can live on). Chances are good that you will have medical bills, bills for hiring help to care for you, etc. and no one to buffer the financial impact if you are single. This means that singles (often women, since we make less than men—and you don't see men rushing to come nursemaid us!) cannot afford to do what is necessary to take care of their health over the years – so they stay at work and the health problems mount. Even the Paid Family Leave law in NY excludes singles from getting help for themselves which is cruel and discriminatory.

Eventually, your body breaks down through all that delay. I have two college degrees, worked way more than full-time at a high-pressure (not well-paid) job, and was never married at 48. My cumulative health problems finally came to a head with defibrillation. My poor health has prevented me from returning to the workforce a career position because my body just will not take the abuse any longer. For all those years, it was quite clear that I would lose my apartment and my car if I took time off for surgery. If I'd had the opportunity to take a reasonably paid leave (meaning I could pay my bills, have a roof over my head and food), for the care I needed, I would not be in this situation. Being unmarried and childless in our society is a big challenge. This really needs to change.

Most Popular Ideas from the Promoting Gender Equity in the Workplace Topic

1. Backup Childcare as an Employee Benefit - CA AB 1179 Model Leg *(the full description of this idea can be found under [Top Ideas by Vote](#))*

18 Up Votes | 1 Down Votes | 17 Net Votes

Comments: 6

Followers: 2

2. Friends, Family, Neighbor Childcare and the American Jobs Plan

17 Up Votes | 0 Down Votes | 17 Net Votes

Comments: 3

Followers: 1

Care Technology as Infrastructure - Family, Friends & Neighbors (FFN) Networks within the Child Care Growth and Innovation Fund via the American Jobs Plan

Without increased childcare capacity, our workforce, particularly women, cannot recover. Federal and state funding aimed at solving the care crisis, such as through the American Jobs Plan & American Families Plan, must be detailed to be more inclusive and innovative. An investment in formal childcare facilities is a long-term solution, as building, licensing and program development are huge undertakings; however, we must address immediate needs. In the meantime, the American Jobs plan must include subsidies for Family, Friends and Neighbors (FFN) caregivers. Recognizing FFN care is the only way to mitigate the massive care crisis we are facing and to honor care providers who are too often unpaid or underpaid.

Helpr's Tech Infrastructure

Helpr offers a robust care tech platform built for enterprise and available for public subsidies, CARES funds, DCAP FSA use and grant fund distribution.

Our Upload Your Own Provider technology allows families to bring their trusted providers including FFN to our platform to facilitate booking coordination and use allocated subsidies to pay their providers in a cashless experience. Approval criteria is fully customizable for a variety of needs with multipoint access available for dynamic stakeholders. The tool is compliant in all 50 states and now 30 countries.

Helpr's FSA Tool allows families to use their pre-tax dependent care dollars for in-home care with providers who are not household employees. Estimates show a proportion of 33-80% of children of working parents, depending on age, receive care from FFN. This tool allows families to use FFN with their expanded access to the Child and Dependent Care Tax Credit.

Family, Friend and Neighbor Care

Family, Friends and Neighbors (FFN) care is the most common type of non-parental childcare in the United States. Every day, more than three million grandmas, aunts, babysitters, friends, and neighbors provide care to over six million children while their parents are at work or school. Most families cite trust as the primary reason they opt for care from a member of their community. Many parents feel their child will be safest being cared for in a familiar setting by someone with whom they have a relationship.

The pandemic has underscored the importance of FFN providers, as most families relied on a close-knit network of personal providers when daycares and schools closed.

Over 22,000 daycares have closed—8,500 in California alone—leaving parents, particularly those of infants and toddlers, helpless. Further, more than half of Americans live in childcare deserts, particularly those who are low-income. And while there is a huge provider shortage, FFNs continue to care for children, currently providing an estimated \$1.9T in unpaid care across the country. Childcare availability doesn't just impact families' and care providers' financial security—it has massive economic implications, with a disproportionate burden on women of color.

FFN caregivers are most often utilized for children ages 0-5 and make up more than half of the caregivers in the United States. Millions of families prefer and rely on FFN care because it is often the most accessible, comfortable, and affordable. Additionally, parents of children with special needs tend to use this type of care as their child may need specific equipment and individualized care and attention. With FFN, children are more likely to get individualized, relational care, which is essential to their ongoing development.

What are the benefits of FFN care?

Culture, values & language:

Trusting relationships between parents and caregivers increases parental peace of mind and sense of security

Small group size and low adult-to-child ratios allow for individualized attention and bonding among peers and caregivers

Many parents prefer a provider who shares their culture, values, language and child-rearing beliefs

Logistical factors:

Families can access care in or close to their home

The greater flexibility of FFN care allows parents to work non-traditional hours and access childcare for last-minute needs and breakdowns in primary care

FFN caregivers often pick kids up from school daily or pick up children from school when there is an early day or the child is sick, etc.

Care centers will not care for sick children, making FFN the only option for parents, short of calling out of work

Trust & relationship development:

Forming a strong and stable attachment with a caregiver is a key component of young children's development.

FFN providers play a vital role in nurturing well-being during the first five years of a child's life, a critical window in development. Secure attachments are most crucial ages 0-3 when more than a million neural connections are being produced each second.

Close, long-term close relationships with FFN providers have been shown to mitigate the effects of Adverse Childhood Experiences (ACEs).

Infant mortality rates decrease when newborns are cared for by close family members in intimate settings.

Conclusion:

FFN is a critical component of childcare infrastructure development. Helpr (helpr-app.com) is a childcare technology platform that has been already compensating and professionalizing FFN childcare. As the American Jobs Plan rolls out, it will be important to find innovative public and private sector partners to disburse funds efficiently and effectively.

3. Childcare During Job Interviews via Family, Friends & Neighbors

15 Up Votes | 0 Down Votes | 15 Net Votes

Comments: 2

Followers: 1

Care Technology as Infrastructure

Childcare During Job Interviews via Family, Friends & Neighbors (FFN) Networks as Part of the American Jobs Plan & American Families Plan

As many of us are beginning to return to "normal," more than 2 million women who were pushed out of the workforce this year do not have that luxury. As these women attempt to reenter the workforce, there are countless structural challenges that needlessly prevent them from opportunities. As we all know, getting an interview is the first step in the job hiring process—but what if you don't have the childcare coverage to get to that interview? If we have any hope for an economic recovery for millions of families, we need to help parents get their foot in the door. To this end, there is an urgent need to provide childcare coverage while parents are seeking jobs. Mitigating this barrier to entry gives parents a chance at gainful employment and economic stability.

Helpr is now offering 500 hours of paid childcare for parents to get to job interviews through our Upload Your Own Provider feature. Families can use their FFN (family, friends and neighbors) networks to care for their loved ones. Each parent is eligible to receive 3 hours of care with registration. This gives us an opportunity to show the need for this subsidy nationally.

Interviews often call for last minute, short windows of care, which can be difficult to arrange and to afford during a period of unemployment. Center-based childcare is not set up for drop-in hours, and more than half of Americans live in childcare deserts, where there is an

insurmountable shortage of providers. The most pragmatic and effective solution is to subsidize this care through the Family, Friends and Neighbors (FFN) caregiver networks. The existing infrastructure of FFN caregivers is best equipped to fill the immediate need to give parents a fighting chance at recovery and survival.

Helpr's Tech Infrastructure

Helpr offers a robust care tech platform built for enterprise and available for public subsidies, CARES funds, DCAP FSA use and grant fund distribution.

Our Upload Your Own Provider technology allows families to bring their trusted providers including FFN to our platform to facilitate booking coordination and use allocated subsidies to pay their providers in a cashless experience. Approval criteria is fully customizable for a variety of needs with multipoint access available for dynamic stakeholders. The tool is compliant in all 50 states and now 30 countries.

As the American Jobs Plan rolls out, it will be important to find innovative public and private sector partners to disburse funds efficiently and effectively.

Real Stories, Real People

Maggie Mundwiler was laid off in April 2020 and has been looking for a job since. Numerous times, Maggie has even been forced to cancel interviews due to lack of childcare, and thus remains unemployed. She gained national attention when her Tiktok feature about bringing her toddler to an interview got over 8 million views. Maggie was planning to cancel the interview because she couldn't find childcare, but the company insisted she bring her son along. Some have celebrated the "family friendly" nature of this specific company, urging more to follow their lead. But the real issue here is that families need access to childcare to attend interviews and get back to work. Employers are scrambling to find employees, and we know the majority of the lacking workforce is comprised of women, many of whom are moms.

Maggie's story is one of millions. The American Jobs plan must recognize that childcare support for parents looking for work is fundamental to our efforts to promote employment for parents. If Maggie had this type of childcare coverage, she would likely have already found a job.

Conclusion

To give all families a chance to get back to some version of "normal," we must get parents back to work. The first step of many is to make the point of entry possible, by subsidizing

childcare during job interviews. We already have the infrastructure to solve this problem. FFN caregivers are the only pool of providers that are not in short supply. Helpr (helpr-app.com) is a childcare technology platform that has been already compensating and professionalizing FFN childcare. As the American Jobs Plan rolls out, it will be important to find innovative public and private sector partners to disburse funds efficiently and effectively.

4. On-site Company Day Care

12 Up Votes | 0 Down Votes | 12 Net Votes

Comments: 0

Followers: 1

Hi.

We ran our own onsite daycare for 15 years while we had folks with young children working here. We are in the process of re-opening our daycare now because once again we have a lot of kiddos among our staff families.

Based on our years of experience, onsite daycare offers one of the best paths for increasing gender equity in the workplace, improving overall employee performance and well-being and increasing the bottom line for the company through increased performance and vastly reduced turnover.

However, not many companies have onsite daycare because they are uncertain of the cost, operations and regulations.

I believe there is a role the government could play in providing startup and operational expertise for onsite daycare. Startup grants or subsidies for operations would also be great but we have found that through a combination of employees paying a portion and the savings in decreased turnover and increased productivity, the daycare pays for itself over time. And, of course, the benefits are endless to the children and families from having a consistent, safe, daycare provider.

Happy for the opportunity to contribute, thanks!

Women and Work: Reinvestment, Return and Recovery @ePolicyWorks Twitter Chat

Twitter Chat Overview

The U.S. Department of Labor's Women's Bureau, in partnership with the Wage and Hour Division, Employment and Training Administration, Office of Federal Contract Compliance Programs and Office of Disability Employment Policy, hosted an @ePolicyWorks Twitter chat on July 7, 2021, to discuss how to best support women workers and create a more equitable economy. It was held in support of the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue*. Featured guests for the chat included participation from TIME'S UP, Institute for Women's Policy Research, National Women's Law Center, Family Values @ Work, The Black Women's Roundtable, MomsRising, Chicago Women in Trades and the National Alliance for Partnerships in Equity.

For one hour, participants responded to a series of questions drafted in advance to help glean ideas around understanding barriers that continue to limit the full participation of women in the workforce. In addition, the chat also provided the department and others the opportunity to share resources and information with individuals on Twitter. The real-time, interactive discussion gathered input and ideas to ensure women wage earners have the tools, resources and supports they need in order to thrive. The information gathered during this hour helped the department identify hurdles that need to be overcome in order to expand opportunities for women; barriers to achieving an equitable workplace that exist today; what employers, workers and oversight agencies can do to deter workplace discrimination and harassment; examples of programs and supports needed to create further opportunities for women; policies that should be put in place to protect women workers; and what employers and the government can do to further support women workers including women of color and women with disabilities.

The chat greatly enhanced the conversation occurring in the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue* and resulted in a 179% increase in dialogue activity.

Please find a compilation of all tweets from the Twitter chat at <https://wakelet.com/wake/ed6icDcFAcOA4afPBPGGL> (open in Chrome).

[Appendix C](#) of this document includes the list of resources shared during the chat.

Questions Asked During Twitter Chat

Q1. How does your organization support #WomenWorkers? Can you share examples of tools or resources your organization has created to assist women and achieve equitable workplace opportunities? #EPWChat

Q2. What are some of the biggest hurdles women face working in a post-pandemic world? What are some suggestions to eliminate barriers to work for women, including those from historically underserved communities? #EPWChat

Q3. What are some of the most important considerations to think about related to shifting #LaborMarket trends? How can we help ensure women have access to high-quality career paths? #EPWChat

Q4. What are some of the most effective communication tactics for reaching women with information about their #workplace rights and employers' responsibilities? #EPWChat

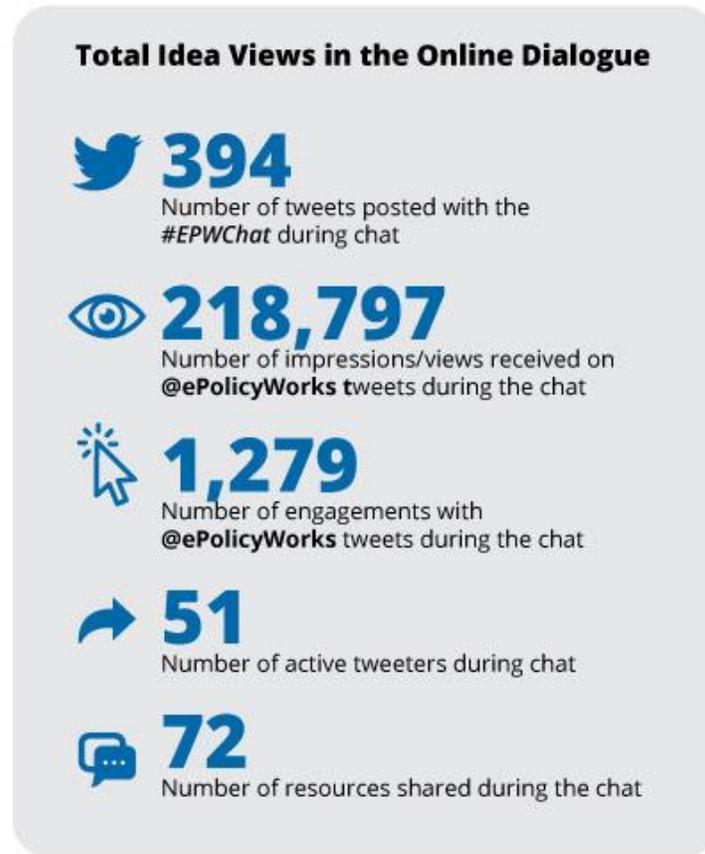
Q5. What can @USDOL and @WB_DOL do to help deter workplace discrimination and harassment, and how can they best reach #WomenWorkers and employers? #EPWChat

Q6. Can you share examples of resources, tools, programs or initiatives that have successfully helped dismantle workplace discrimination for women, especially those from underserved communities? #EPWChat

Q7. What role do employers play in making work for women? Are there policies that should be changed or put in place to ensure these expectations are met? #EPWChat

Q8. Do you have any other suggestions for #inclusive and #equitable policies, programs or best practices that can help women wage earners thrive in the workplace? #EPWChat

Twitter Chat Metrics



The following metrics reflect engagement and activity in the ePolicyWorks Twitter chat:

- Total promotional tweets prior to the chat from ePolicyWorks: **8**
- Total impressions on promotional tweets prior to the chat: **9,478**
- Total promotional tweets prior to the chat from other agencies and organizations: **16**
- Number of tweets posted with the #EPWChat during chat: (including tweets from ePolicyWorks): **394**
- Number of impressions received on tweets sent by ePolicyWorks during the chat (total number of views): **218,797**
- Number of engagements received on tweets sent by ePolicyWorks during the chat (i.e., clicks anywhere on the tweet, including retweets, replies, follows, likes, links, hashtags, embedded media, username, profile photo or tweet expansion): **1,279**
- Number of active tweeters (participants who posted at least once, including hosts) during chat: **51**
- Number of resources shared during the chat: **72** (see [Appendix C](#))

Hashtags Used During the Twitter Chat

In addition to #EPWChat, participants used other hashtags relevant to the discussion about supporting working women, paid leave, equal pay and related topics. This helped widen the online audience and encourage participation with additional stakeholders. Hashtags used included the

following:

- #DEI
- #CareEconomy
- #ChildCare
- #EqualPay
- #LaborMarket
- #PaidLeave
- #PaidSickLeave
- #PaidLeaveForAll
- #SolveChildCare
- #WomenEmployed
- #WomenWorkers
- #WorkingWomen

Key Stakeholder Groups

Key stakeholder groups participated in the chat and shared ideas, resources and links. These stakeholders can be targeted for future stakeholder engagements. The stakeholder groups included:

- @AllOurKin – All our Kin trains, supports and sustains family childcare educators in order to ensure children & families have the foundation they need to succeed in school & life. (AllOurKin.org)
- @CWITEquityCNTR - The National Center at Chicago Women in Trades is the one-stop resource for recruiting and retaining women in construction and manufacturing trades. (WomensEquityCenter.org)
- @Domesticworkers - The National Domestic Workers Alliance organizes domestic workers in the United States for respect, recognition and labor standards. (DomesticWorkers.org)
- @ECEConsortium - The Early Care and Education Consortium is the unified voice for over 7,000 high-quality early learning programs across the country. (ECEConsortium.org)
- @FmlyValuesWork – A network of 27 state coalitions advocating for legislation for paid sick days and paid leave for all for families at work. (<https://linktr.ee/familyvaluesatwork>)
- @IWPRResearch - Institute for Women's Policy Research is a national think tank focused growing women's power and influence, closing inequality gaps, and improving the economic well-being of families. (IWPR.org)

- @KSBreastfeeding - Kansas Breastfeeding Coalition focuses on improving the health and well-being of Kansans by working collaboratively to promote, protect and support breastfeeding. (KSBreastfeeding.org)
- @MaineAEYC - Maine Association for the Education of Young Children promotes high-quality early learning for all children, birth through age 8, by connecting practice, policy, and research. (MaineAEYC.org)
- @MomsRising - MomsRising is a network of individuals, united by the goal of building a more family-friendly America. (MomRising.org)
- @mujerxsrising - Justice for Migrant Women protects and promotes the rights of migrant women through education, public awareness & advocacy. (Justice4Women.org)
- @NAPEquity - The National Alliance for Partnerships in Equity is a non-profit committed to access, equity and diversity in education and the workforce. (NAPEEquity.org)
- @ncbcp_bwr - The Black Women's Roundtable (BWR) is an intergenerational civic engagement network of the National Coalition on Black Civic Participation. (BlackWomensRoundtable.org)
- @NCWorkers – North Carolina Workers Rights Project (WRP North Carolina Justice Center) strives to expand policies that ensure safe workplaces, fair treatment, and a living wage for North Carolina workers. (NCJustice.org/projects/workers-rights-project/)
- @NWLC – National Women's Law Center fights for gender justice—in the courts, in public policy, and in our society—working across the issues that are central to the lives of women and girls. (NWLC.org)
- @TIMESUPNOW - TIME'S UP™ works toward a safe, fair and dignified work. (TimesUpNow.org)
- @SBA_Wisconsin - The official Twitter account of the U.S. Small Business Administration Wisconsin District Office. (SBA.gov/WI)
- @UPLAN_USA - United Parent Leaders Action Network is a group of parent leaders leading change to make life better for all children and families. (UnitedParentLeaders.org)
- @WB_DOL – The U.S. Department of Labor's Women's Bureau develops policies and standards and conducts inquiries to safeguard the interests of working women; to

advocate for their equality and economic security for themselves and their families; and to promote quality work environments. (DOL.gov/WB)

- @WomeninGovt - Women In Government Foundation is a national, non-partisan organization made up of women state legislators. (WomenInGovernment.org)
- @YWCAUSA - YWCA works to eliminate racism, empower women, stand up for social justice, help families, and strengthen communities. (YMCA.org)
- @ZEROTOTHREE – ZerotoThree works to ensure babies & toddlers benefit from early connections critical to their well-being & development. (ZerotoThree.org)

Twitter Chat Results

The Women and Work: Reinvestment, Return and Recovery Twitter chat generated an energetic, sizable conversation between the featured guests and other participants. Responses during the chat gave insight into the many ways to best support women workers and create a more equitable economy. For example, Family Values @ Work and the National Women’s Law Center shared information about how they offer access to high-quality jobs and additional opportunities for women, including putting black, indigenous and other women of color in leadership and decision-making positions. NAPE and the Black Women’s Roundtable offered statistics and information about the creation of resource groups to support women in the workplace, as well as shared their advocacy efforts for equitable pay, paid leave, worker’s rights and equity for the care economy. TIME’S UP and the Institute for Women’s Policy Research explained how they promote safe, fair and dignified workplaces for all. They both addressed the important topics of sexual harassment, pay inequities and the caregiving crisis, and touched on the additional inequities that women of color face in the workplace. Mom’s Rising and Justice 4 Migrant Women encouraged executive action to close the wage gap and suggested implementing requirements for employers to collect and report compensation data by race, ethnicity and gender. Many participants and organizations touched on passing policies like the Paycheck Fairness Act and Pregnancy Workers Fairness Act, looking further into paid leave, childcare compensations and providing mental health care to women in the workplace.

The Twitter chat also reinforced the importance of joining the *Women and Work: Reinvestment, Return and Recovery National Online Dialogue*. During the chat, ePolicyWorks encouraged participants to visit the dialogue and share further ideas on the platform. The online dialogue saw a more than 150% increase in ideas in the dialogue by the end of the dialogue. Prior to the Twitter chat, registrants in the dialogue contributed 48 ideas, 100 comments and 235 votes; after the Twitter chat registrants contributed an additional 83 ideas, 39 comments and 460 votes, resulting in a total of 131 ideas, 139 comments and 690 votes over the course of the dialogue.

Prior to the Twitter Chat registrants in the dialogue contributed



After the Twitter Chat registrants in the dialogue submitted



Overall, the conversation that occurred during the Twitter chat served to inform the ways the department can better support women in the workplace, including women of color and women with disabilities. The responses and suggestions from the Twitter chat's featured guests, along with those of other participants, will be carefully reviewed and submitted to the department for further guidance on behalf of these efforts.

Appendix A: Resources Links Shared in the Online Dialogue

Organizations and Not-for-Profits

- [Coalition of Immokalee Workers](#)
- [iRelaunch: Your Return-to-Work Experts](#)
- [iSAW](#)
- [LIFEED](#)
- [Mocha Moms](#)
- [Moore Community House](#)
- [Parent Smart Employers](#)
- [The T.E.A.C.H. Early Childhood® National Center](#)

Reports and Resources

- [15 Million Infrastructure Jobs, Center on Education and Welfare, Georgetown University](#)
- [The Center for Worklife Law COVID-19 Helpline](#)
- [Healing into Power: An Approach for Confronting Workplace Sexual Violence, CUNY School of Labor and Urban Studies](#)
- [Job and Top Sharing: A Practical Guide](#)
- [Justice4Women Policy Priorities](#)
- [Paid Leave: How to Get Started, Pacific Community Ventures](#)
- [Promoting Employment Opportunities for Survivors of Trafficking, Futures without Violence](#)

National and International Government Resources

- [Affordable Childcare for California Families \(AB1179\)](#)
- [Bureau of Labor Statistics - Leave benefits: Access, private industry workers, March 2020](#)
- [Equal Remuneration Convention, 1951 \(No. 100\), International Labour Organization](#)
- [More than 120 Nations Provide Paid Maternity Leave, International Labour Organization](#)
- [U.S Bureau of Labor Statistics Economic News Releases](#)
- [U.S. Department of Labor's Office of Federal Contract Compliance Programs](#)

News Articles and Blogs (by date)

- [The upskilling revolution will fail if women are left behind, Fortune, July 1, 2021](#)
- [Childcare alone won't solve our economic woes. This is how to get women back to work, Fast Company, June 24, 2021](#)
- [HeyMama, in partnership with Lincoln, Launch the First Ever Motherhood on the Resume Campaign, May 7, 2021](#)
- [Want to step up as a stakeholder capitalist? Start by measuring up on diversity, Fortune, February 25, 2021](#)

- [Better use of technology can help us close racial and gender gaps at work, Fortune, January 2, 2021](#)
- [I'm a Mom and CEO, and I Don't Support Maternity Leave, By Katica Roy, December 14, 2020](#)
- [Zurich added these 6 words to job adverts and more women applied, World Economic Forum, December 2020](#)
- [American capitalism needs equal-pay legislation. Canada is showing us how to make it work, Fortune, October 12, 2020](#)
- [These are the top 10 job skills of tomorrow – and how long it takes to learn them, World Economic Forum, October 2020](#)
- [Companies must commit to equal pay to make stakeholder capitalism work, Fortune, September 18, 2020](#)
- [Gender economist Katica Roy: How to create a workplace that truly values Black women, NBC News, June 18, 2020](#)
- [In one of Tennessee's poorest counties, \\$732 million in unspent anti-poverty funding stings, The Herald, November 26, 2019](#)
- [Breadwinning moms say 'thank you' to Kamala Harris, The Hill, May 31, 2019](#)

Podcasts and Ted Talks

- [Emily Spath Podcasts](#)
- [Job Sharing and Beyond Episode 3: Maggy Pigott CBE, Podcast, May 26, 2020](#)
- [Ted Talk: How to Get Back to Work After a Career Break by Carol Fishman Cohen](#)

Appendix B: Resources Upload in the Online Dialogue

- [The 40-Year-Old Intern, Harvard Business Review, November 2012](#)
- [Family Friendly New Mexico: Family-Friendly Policies Help Your Business Compete](#)
- [HELPR – Care Infrastructure \(Brochure\)](#)
- [HeraCARE: A Comprehensive Digital End-to-End Pregnancy Care Platform \(Brochure\)](#)
- [International Smart Advancing Women \(iSAW\) Fact Sheet](#)
- [JUSTICE FOR MIGRANT WOMEN: Policy Priorities for the Biden-Harris Administration](#)
- [Subsidized FFN Care for Job Interviews- Needs Case](#)

Appendix C: Resources Shared in the Twitter Chat (Alphabetical by Organization that Shared the Resource)

Chicago Women in Trades

- [WomensEquityCenter.org](https://www.womensequitycenter.org)

ePolicyWorks

- [Women's Bureau - Data and Statistics](#)
- [Executive Order on Establishment of the White House Gender Policy Council](#)
- [Women's Bureau - Employment Protections for Workers Who Are Pregnant or Nursing](#)
- [EARN's Mental Health Toolkit](#)
- [The U.S. Department of Labor's Coronavirus Resources](#)
- [Women's Bureau - Equal Pay and Pay Transparency Protections](#)

Family Values @ Work

- [In Your State](#)
- [Know Your Rights](#)

Institute for Women's Policy Research

- [Explore the data - Work and Family](#)
- [Build\(Ing\) the Future: Bold Policies for a Gender-Equitable Recovery](#)
- [The Weekly Gender Wage Gap by Race and Ethnicity: 2020](#)
- [Narrow the Gender Pay Gap, Reduce Poverty for Families: The Economic Impact of Equal Pay by State](#)
- [IWPR Testifies to Congress on the Importance of an Accessible, Affordable Child-Care System](#)
- [WOMEN, AUTOMATION, and the Future of Work](#)
- [Appraisal of the Right to Request Time to Train Regulations, \(10/2017\)](#)
- [Fifty Years After the Equal Pay Act](#)
- [WANTO Grant Program](#)
- [Oregon Department of Transportation Report on the Use of Federal Funds to Increase Diversity and Prepare those Entering the Highway Construction Workforce \(ORS 184.866\)](#)
- [Statutory Routes to Workplace Flexibility in Cross-National Perspective](#)
- [When Work Works \(SHRM\)](#)
- [Tackling Childcare: The Business Case for Employer-Supported Childcare](#)
- [Eliminating the Gender/Racial Wage Gap: Interventions That Work \(Boston\)](#)

Justice 4 Migrant Women

- [The Bandana Project](#)
- [AlwaysEssentialWorkers.com](#)
- [Rural Civic Engagement Initiative](#)
- [Policy Priorities](#)
- [Healing Voices](#)

Mom's Rising

- [MomsRising's Mandate for America \(2/2021\)](#)
- [Stand with MomsRising](#)
- [Real Life, Real Support for Breastfeeding Moms](#) , YouTube video (9/2018)
- [How has your family been impacted by the coronavirus \(COVID-19\) pandemic?](#)

National Women's Law Center

- [NWLC.org](#)
- [Striking an infrastructure deal without investing in child and elder care is a huge mistake – CNN \(6/2021\)](#)
- [NWLC Legal Help](#)

Ohio Department of Health

- [Breastfeeding - Worksites](#)

SBA Wisconsin

- [Women-owned businesses](#)

The Black Women's Roundtable

- [Black Women in the U.S. 2021: Priorities, Policy and Power](#)

The Campaign for Disability Employment

- [What Can You Do Campaign](#)
- [EARN's Mental Health Toolkit](#)

TIME'S UP NOW

- [TIMESUPNOW.org](#)
- [TIME'S UP Guide to Equity and Inclusion During Crisis](#)
- [TIME'S UP Releases Toolkit to Help New Yorkers Know their Rights Under New Sexual Harassment Law](#)

- [TIME'S UP Releases Toolkit to Help New Yorkers Know their Rights Under New Sexual Harassment Law](#)
- [How Time's Up is training a troop of diverse Hollywood executives](#) – LA Times (10/2019)
- [Leaders' Guide to Creating a Culture of Care](#)
- [TIME'S UP Care Economy Business Council](#)

UPLAN

- [NWLC Resource: One in Eight Child Care Jobs Have Been Lost Since the Start of the Pandemic](#)

Women's Bureau

- [Data and Statistics](#)
- [WB Updates June 2021 Issue V](#)

Women in Government

- [Economic Stability and Opportunities Toolkit: Work and Work Supports for Vulnerable Families](#)
- [EXECUTIVE ORDER 2021-8 Expanding Return to Work and Returnship Opportunities in Utah](#)
- [New York State Senators Unveil "Employees in the Workforce Protections Package", \(3/2021\)](#)
- [How The Advancement of Black Women Will Build a Better Economy for All, S&P Global \(6/2021\)](#)
- [House Resolution 0065 \(2021\)](#)

YWCA

- [America's Recovery from the 2020 "Shecession": Building a Female Future of Childcare and Work](#)