

2018 EPIC CORPORATE CHALLENGE

SURVEY RESULTS

PRODUCED BY IOWA WORKFORCE DEVELOPMENT
DECEMBER 2018

 DELTA DENTAL®

 WOMEN
LEAD
CHANGE

IOWA
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DEVELOPMENT

EPIC

ADVANCING WOMEN LEADERS

GOVERNOR REYNOLDS: WE CANNOT LET UP!

Thank you for supporting the EPIC Corporate Challenge. It is such a privilege to serve as the Honorary Chair of this public-private partnership effort. In 2016, Iowa was the second state in the country to launch this type of initiative. Within three years, more than 85 organizations became members of EPIC. That is amazing!

However, what is even more exciting is the huge momentum that we have heading into the New Year. I believe 2019 could be called the Year of Women in Iowa. Our state broke into the Top 10 for economic clout by women-owned businesses. Also, we ranked fourth in the country in terms of employment vitality for women. That is after our state ranked last in 2013. This tremendous improvement for women wasn't accomplished overnight nor by a single person or organization.

The EPIC Corporate Challenge helped us make a major difference. EPIC sponsors, members and the talented team behind the scenes have been instrumental in increasing the visibility of women leaders and female-owned businesses. Working together, we have seen the Women's Leadership Initiative achieve a tipping point in all four corners of our state. Our collaborative network comprised of the EPIC Corporate Challenge, Million Women Mentors, LIFT Iowa, NAWBO, Women Lead Change, FIN Capital Investments, the Iowa Center for Economic Success, and so many other vital partners, continues to thrive.



We cannot let up!

We're seeing females make history on so many fronts. Iowans elected the first woman Governor and two women to the U.S. House of Representatives, who joined our first female U.S. Senator. In 2019, we have 45 women serving in the state legislature. And, we know when women have a chance to lead in the public or private sectors, they bring new ideas and a different perspective to the table. Diversity of thought is our strength and we must continue to bring other women along with us. Just like this year's EPIC Corporate Challenge award winners.

So I encourage you to continue advocating to elevate women in leadership and maintain your support for this important statewide effort.

Sincerely,

Kim Reynolds
Governor of Iowa

CO-CHAIRS: HIGHLIGHTS, WINS AND CHALLENGES

In this third-annual EPIC Corporate Challenge Survey, 56 member organizations participated making 2018 the highest number of survey participants to date.

The following are some key takeaways from this year's survey compared to the data collected from the same survey in 2016 and 2017.

- 1. The percentages of women on boards of directors (38.1%), in executive management roles (41.5%), and mid-level manager roles (45.8%) are up to 8.2 points higher than the same numbers reported in 2017 (30.6% for boards, 33.3% for executives and 39.4% for mid-level managers).**
- 2. The percentage of new hires that are women at the board (46.5%) and executive levels (36.4%) has dropped when compared to a reported greater than 50% for both categories in 2016 and 2017.**
- 3. The percentages of female applicants reporting is 32.3% on boards of directors and 27.5% for executive management roles.**
- 4. 27.8% of participating EPIC member organizations reported having evaluated gender pay equity within the last three years.**

Since female representation among current Boards of Directors, executives, and managers is far below 50%, female new hire rates need to be above current representation rates to get closer to parity.

The first step in hiring more women in upper-level management positions is to encourage and attract more women to apply for those positions in the first place. In 2018, 27.5% of Executive/Senior Level Officials & Managers applicants at participating EPIC members were female, compared to 34.7% of First/Mid Officials & Managers.

We have a big opportunity for education in regards to managing pay equity and best practices on conducting and evaluating an internal analysis.

The goals of the EPIC Corporate Challenge to be met by 2025 remain:

- Increase EPIC members to 500
- Increase the percentage of women entry level managers to 45%
- Increase the percentage of executive level women to 35%

BETH TOWNSEND



Beth Townsend
EPIC Corporate Challenge Co-Chair
and Director Iowa Workforce Development

DIANE RAMSEY

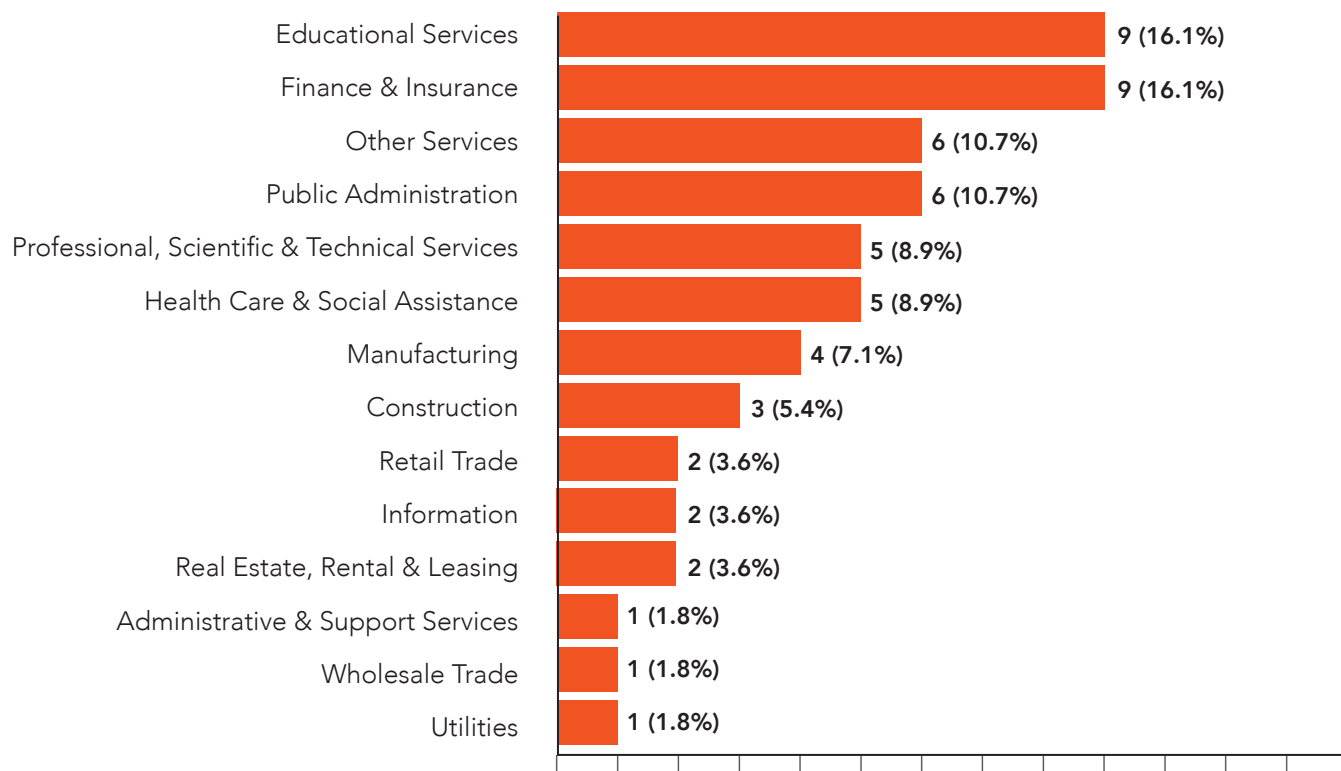


Diane Ramsey
EPIC Corporate Challenge Co-Chair
and Co-Founder Women Lead Change

EPIC MEMBER SURVEY PARTICIPANTS

ACT	Four Oaks	Mercy Des Moines
Alliant Energy	Greater Des Moines Partnership	Nationwide
Bankers Trust	Holmes Murphy	Northeast Iowa Community College
BizFitters	Hubbell Realty Company	Pearson
BrownWinick	Hy-Vee, Inc.	Pella Corp.
Business Publications Corporation, Inc.	Intoxalock	Rockwell Collins
Central College	Iowa Association of Business and Industry (ABI)	Simpson College
City of Cedar Rapids	Iowa City VA Health Care System	Siouxland Chamber of Commerce
Coe College	Iowa Dept of Admin Services	State of Iowa Office of the Governor
Collins Community Credit Union	Iowa Economic Development Authority	Transamerica
Conference Event Management	Iowa National Guard	Trixie's Salon
Corridor Business Journal	Iowa Workforce Development	United Fire Group (UFG)
Davis Brown Law Firm	ITA Group, Inc.	United Way of East Central Iowa
Delta Dental of Iowa	ITC Midwest	UnityPoint Health - DM
Des Moines Area Community College	Kreg Enterprises	University of Iowa
Dress for Success Quad Cities	Lincoln Savings Bank	University of Northern Iowa
Emory Dry Ice, Inc.	McGough Construction	Van Meter, Inc.
Fareway Stores	Merchants Bonding Company	Vermeer Corporation
FocusFirst, Inc.		Women Lead Change

EPIC SURVEY RESPONDENTS BY INDUSTRY SECTOR



NOTES ON METHODOLOGY USED

- The data from this report was gathered through a survey of EPIC Corporate Challenge member organizations in October-November 2018.
- There were 56 participating EPIC members. They are listed to the right.
- The number of respondents for each question/piece of data is included in the table. Keep low sample sizes in mind when interpreting results.
- In order to protect the confidential information reported by the EPIC Corporate Challenge members, data throughout this report are suppressed if over two-thirds of the total number of reported employees in that cell are from one member.
- Data throughout the report are disaggregated by employee classification. Below are descriptions of those categories:

BOARD OF DIRECTORS – Members serving on the Board of Directors of your organization

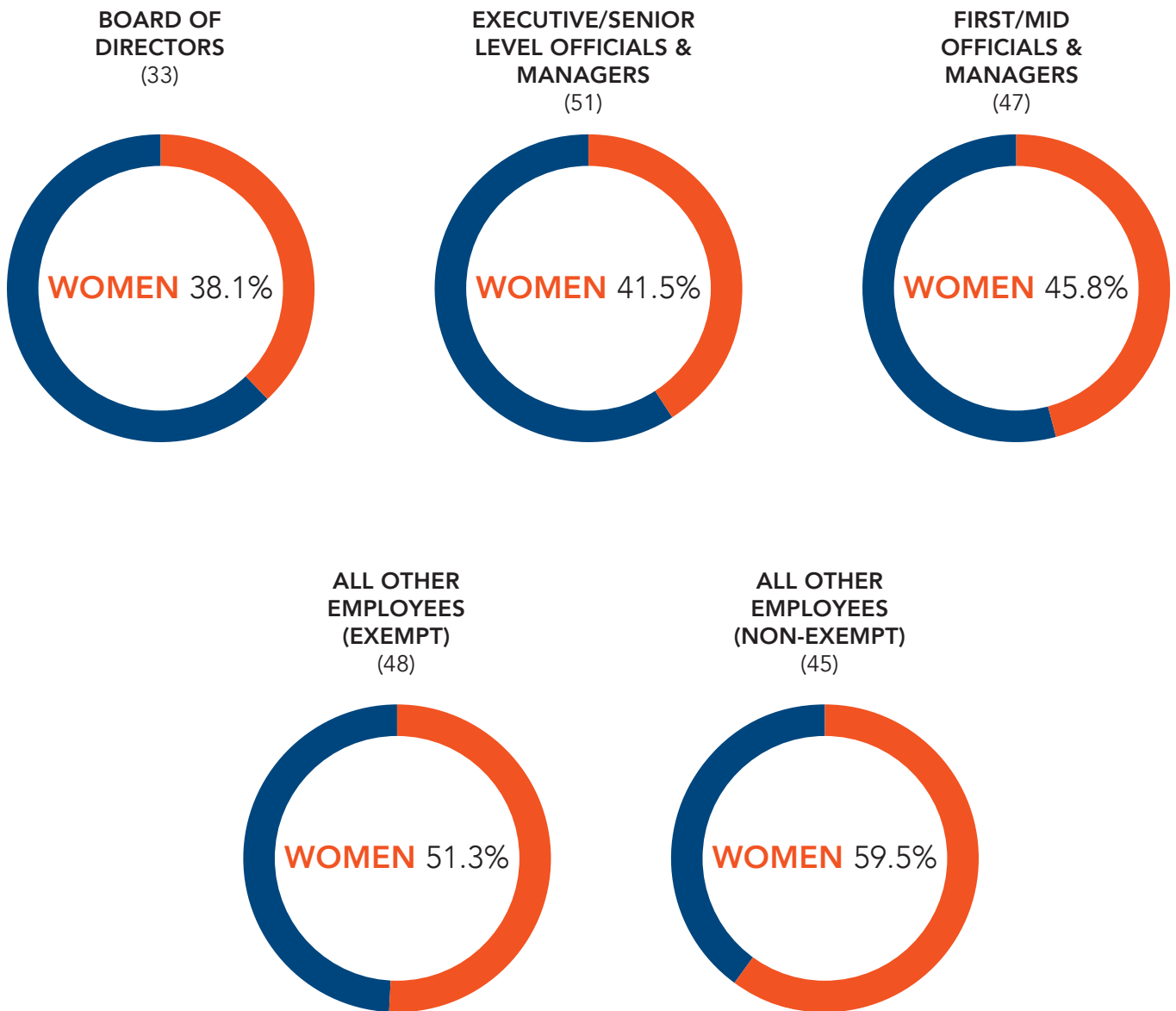
EXECUTIVE/SENIOR LEVEL OFFICIALS & MANAGERS – Same definition as in the EEO-1 Job Classification Guide (<https://www.eeoc.gov/employers/eeo1survey/jobclassguide.cfm>)

FIRST/MID OFFICIALS & MANAGERS – Same definition as in the EEO-1 Job Classification Guide (<https://www.eeoc.gov/employers/eeo1survey/jobclassguide.cfm>)

ALL OTHER EMPLOYEES (SPLIT INTO EXEMPT AND NONEXEMPT) – This category rolls up the following EEO-1 categories: Professionals, Technicians, Sales Workers, Administrative Support Workers, Craft Workers, Operatives, Laborers and Helpers, Service Workers. Exempt/Non-exempt status is defined by the Fair Labor Standards Act (<https://www.dol.gov/whd/regs/compliance/hrg.htm#8>).

- The data includes only employees located in Iowa and temporary/seasonal employees are excluded.
- Respondents were given the opportunity to leave comments with each set of questions they answered. A synopsis of these comments (copied/pasted verbatim) are in a separate attachment (2018 EPIC Survey Comments.docx). Comments solely clarifying the results they submitted on that page are not included.
- Each question in the survey has an associated time window associated with it. Respondents were allowed to report for a different but similar time period if it reduced the burden on them to participate. A summary of the time windows reported is available at request.

% OF EMPLOYEES THAT ARE FEMALE BY CLASSIFICATION

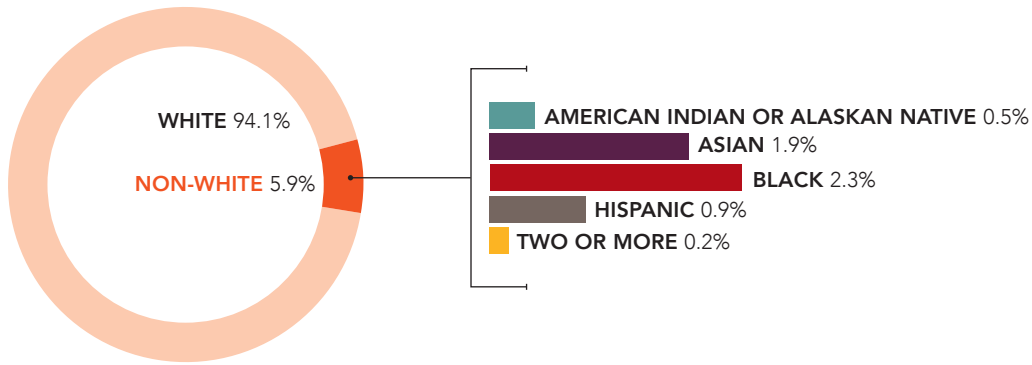


The figures above show the percent of employees at participating EPIC members in September 2018 that are female by job classification. The numbers below each job classification label indicate the number of EPIC members that responded for that classification; for instance, 51 members responded for Executive/Senior Level Officials & Managers. The "Exempt" and "Non-Exempt" differentiation for the "All Other Employees" classification refers to their status related to the Fair Labor Standards Act -- non-exempt employees are entitled to overtime pay whereas exempt employees are not.

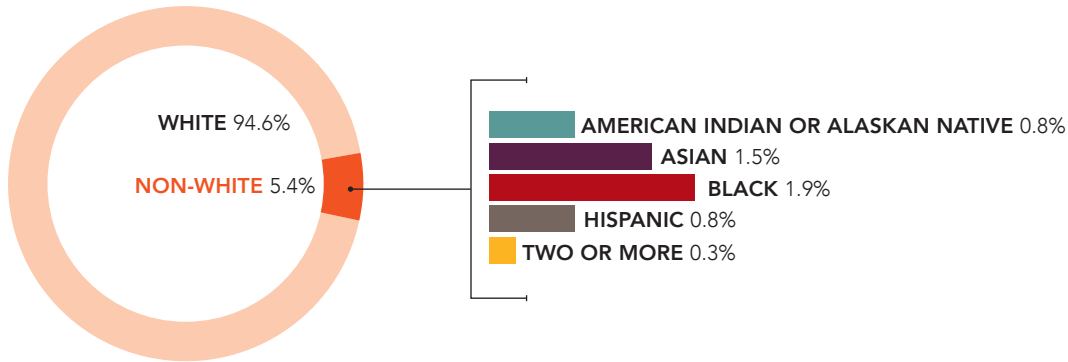
Among participating EPIC members, 59.5 percent of non-exempt and 51.3 percent of exempt sub-manager employees are female. Female representation gets smaller higher up the organization chart, as 45.8 percent of First/Mid Officials & Managers and 41.5 percent of Executive/Senior Level Officials & Managers are female. 38.1 percent of Directors on participating EPIC member boards are female, slightly lower than representation on the executive level.

RACE/ETHNICITY DISTRIBUTION OF FEMALE EMPLOYEES BY CLASSIFICATION

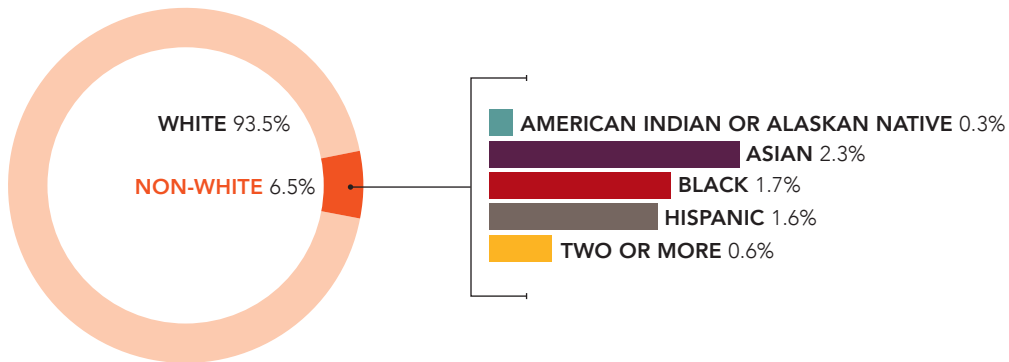
FEMALE BOARD OF DIRECTORS
(31)



FEMALE EXECUTIVE/ SENIOR LEVEL OFFICIALS & MANAGERS
(50)

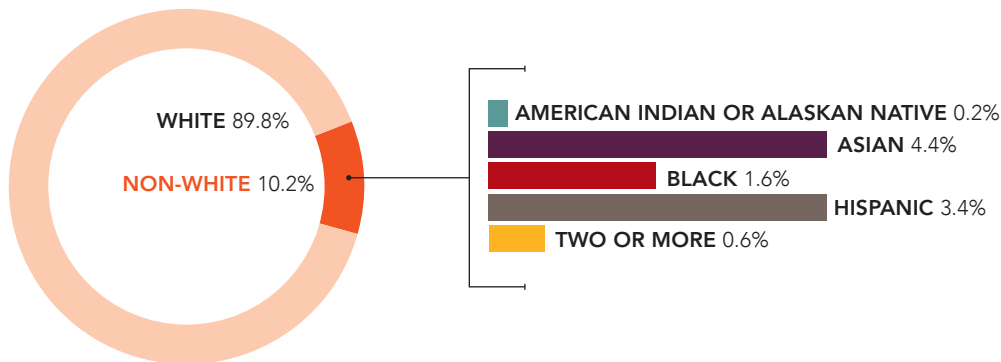


FEMALE FIRST/ MID OFFICIALS & MANAGERS
(45)

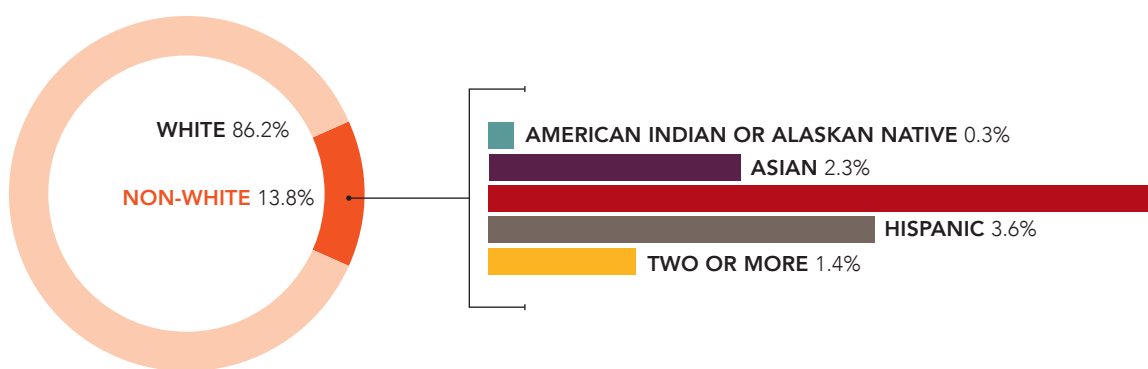


RACE/ETHNICITY DISTRIBUTION OF FEMALE EMPLOYEES BY CLASSIFICATION

ALL OTHER FEMALE EMPLOYEES (EXEMPT)
(46)



ALL OTHER FEMALE EMPLOYEES (NON-EXEMPT)
(45)



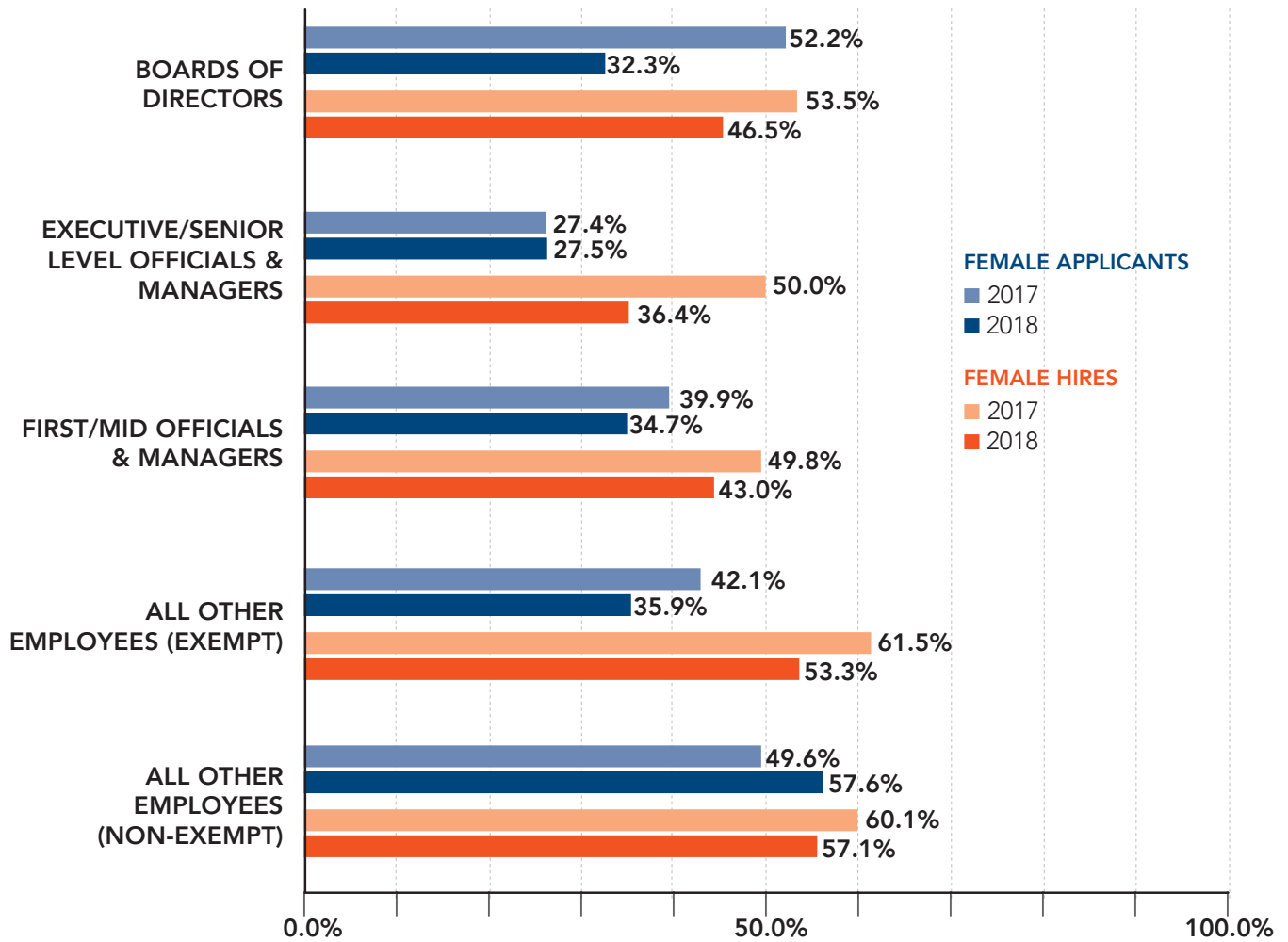
The figures above show right show the percent of female employees at participating EPIC members in September 2018 in each race/ethnicity category by job classification. The race and ethnicity categories used in data collection are consistent with those collected/reported by the U.S. Equal Employment Opportunity Commission.

The top chart shows the percentages of female employees that are in the racial/ethnic minority and white non-Hispanic categories. The racial/ethnic minority category includes American Indian or Alaskan Native, Asian, Black, Hispanic, and Two or More Races. Minority women have lower representation at higher-level roles than they do at lower-level roles within the participating members. For instance, 5.4 percent of females executives are racial/ethnic minorities compared to 10.2 percent of exempt and 13.8 percent of non-exempt sub-manager employees. Minority women have slightly higher representation on participating members' boards than on executive teams, though, with 5.9 percent of female Directors being racial/ethnic minorities.

The bottom chart shows all of the race/ethnicity categories represented in the racial/ethnic minority category broken out individually. Due to the detail and smaller sample sizes, there is a higher variance in these percentages, so any inferences should be taken with a grain of salt.

% OF JOB APPLICANTS THAT ARE FEMALE BY CLASSIFICATION, 2017 & 2018

% OF NEW HIRES THAT ARE FEMALE BY CLASSIFICATION, 2017 & 2018



APPLICANTS

The figure above shows the percent of job applicants at participating EPIC members in 2017* and 2018* that are female by job classification. The percent of female applicants is defined as the number of female applicants within the time period divided by the total number of applicants within the time period. Fewer EPIC members have the data to track applicants by sex, so the sample sizes for this measure are smaller than previous measures.

The first step in hiring more women in upper-level management positions is to encourage and attract more women to apply for those positions in the first place. In 2018, 27.5 percent of Executive/Senior Level Officials & Managers applicants at participating EPIC members were female, compared to 34.7 percent of First/Mid Officials & Managers.

* 2017 is defined as October 1, 2016 - September 30, 2017; 2018 is defined as October 1, 2017 - September 30, 2018

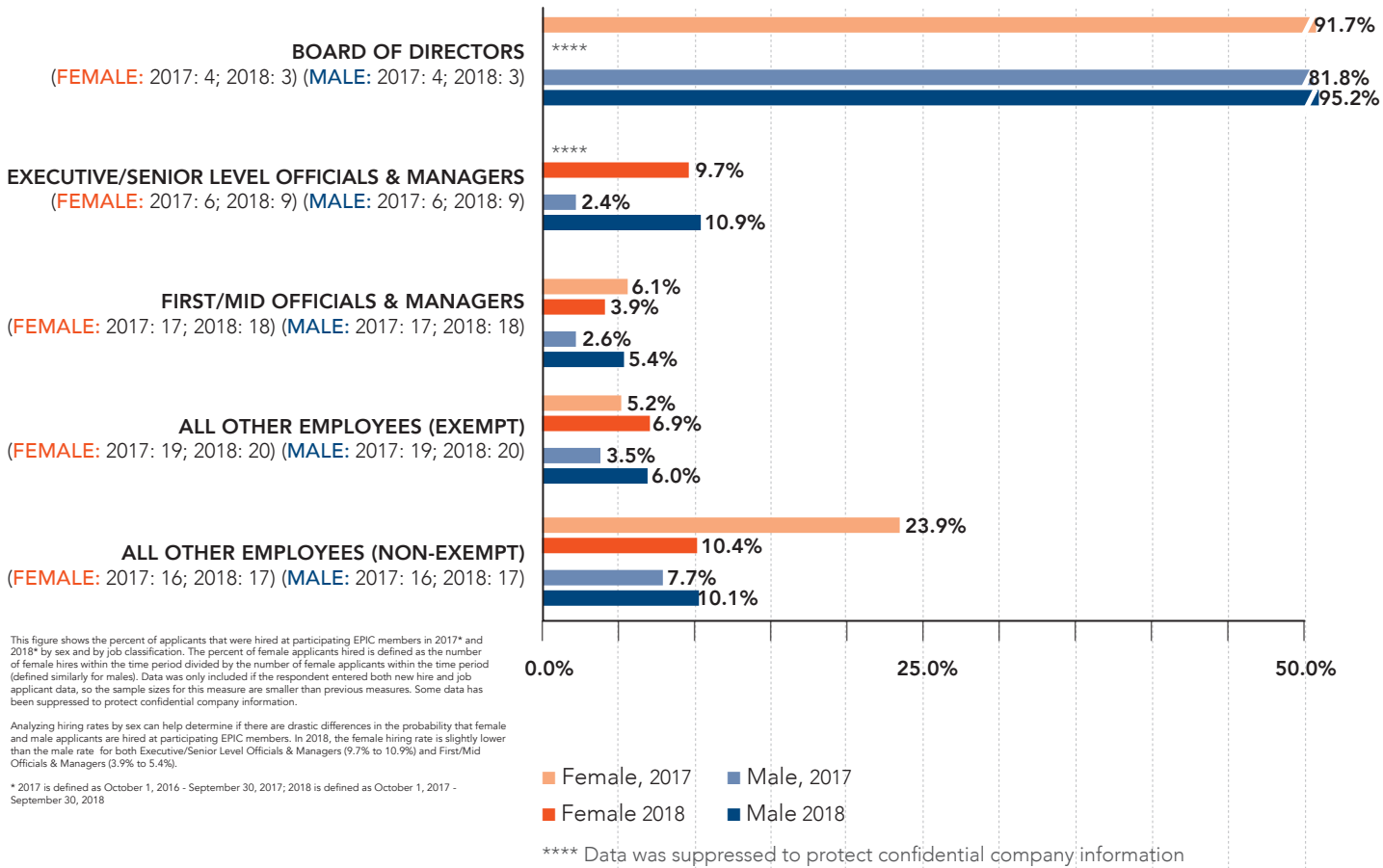
NEW HIRES

The figure above shows the percent of new hires at participating EPIC members in 2017* and 2018* that are female by job classification. The percent of female hires is defined as the number of female hires within the time period divided by the total number of new hires within the time period.

Since female representation among current Boards of Directors, executives, and managers is far below fifty percent, female new hire rates need to be above current representation rates to get closer to parity. This is the case for Boards as the female new hire rate (46.5%) was above the female representation rate (38.1%) in 2018 among participating EPIC members. The female new hire rates for executives and managers, however, were 36.4 and 43.0 percent, respectively, in 2018 (lower than the 41.5 and 45.8 percent respective female representation rates). One thing to note is that far fewer EPIC members reported new hire data than overall representation data, so these comparisons are not on the same set of organizations.

* 2017 is defined as October 1, 2016 - September 30, 2017; 2018 is defined as October 1, 2017 - September 30, 2018

% OF APPLICANTS HIRED BY SEX BY CLASSIFICATION, 2017 & 2018*

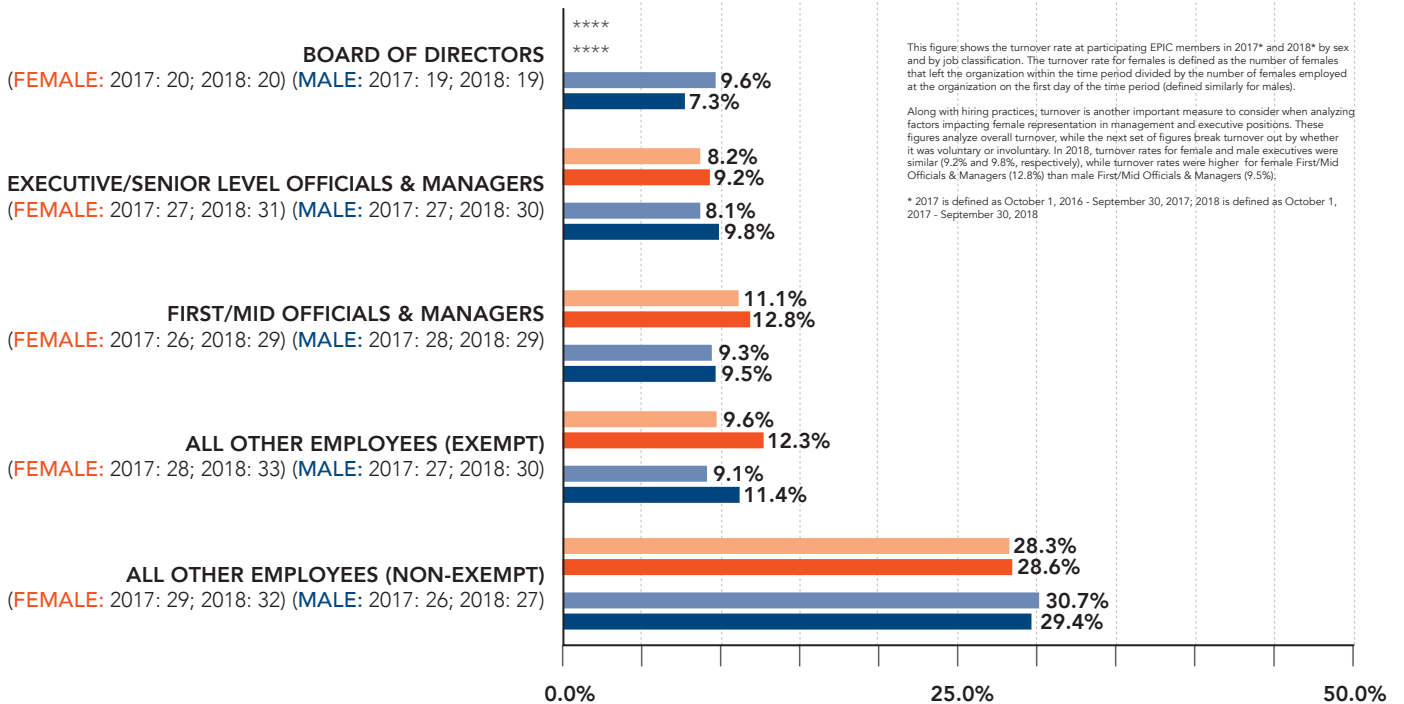


This figure shows the percent of applicants that were hired at participating EPIC members in 2017* and 2018* by sex and by job classification. The percent of female applicants hired is defined as the number of female hires within the time period divided by the number of female applicants within the time period (defined similarly for males). Data was only included if the respondent entered both new hire and job applicant data, so the sample sizes for this measure are smaller than previous measures. Some data has been suppressed to protect confidential company information.

Analyzing hiring rates by sex can help determine if there are drastic differences in the probability that female and male applicants are hired at participating EPIC members. In 2018, the female hiring rate is slightly lower than the male rate for both Executive/Senior Level Officials & Managers (9.7% to 10.9%) and First/Mid Officials & Managers (3.9% to 5.4%).

* 2017 is defined as October 1, 2016 - September 30, 2017; 2018 is defined as October 1, 2017 - September 30, 2018

TURNOVER RATE BY SEX BY CLASSIFICATION, 2017 & 2018*

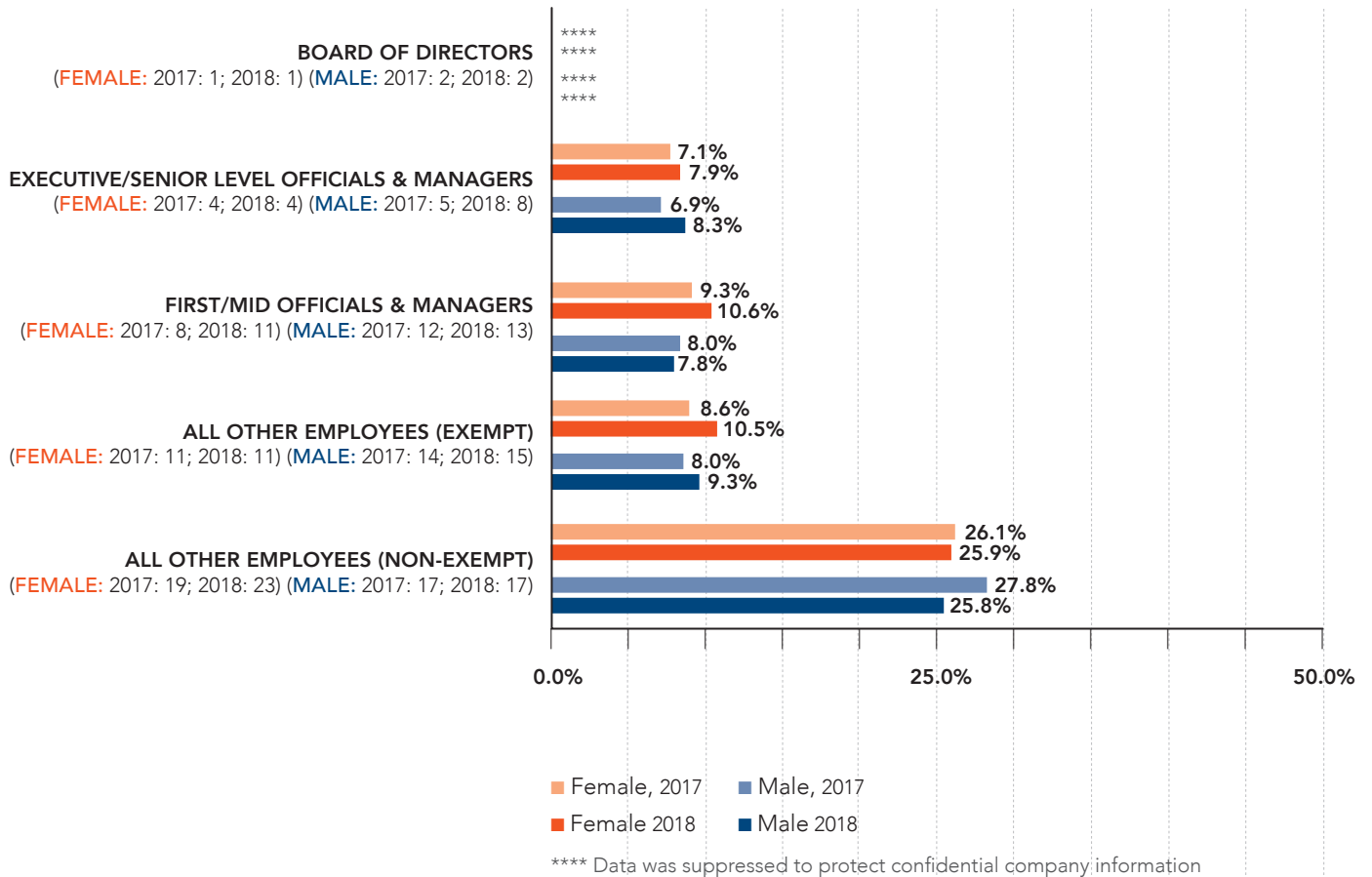


This figure shows the turnover rate at participating EPIC members in 2017* and 2018* by sex and by job classification. The turnover rate for females is defined as the number of females that left the organization within the time period divided by the number of females employed at the organization on the first day of the time period (defined similarly for males).

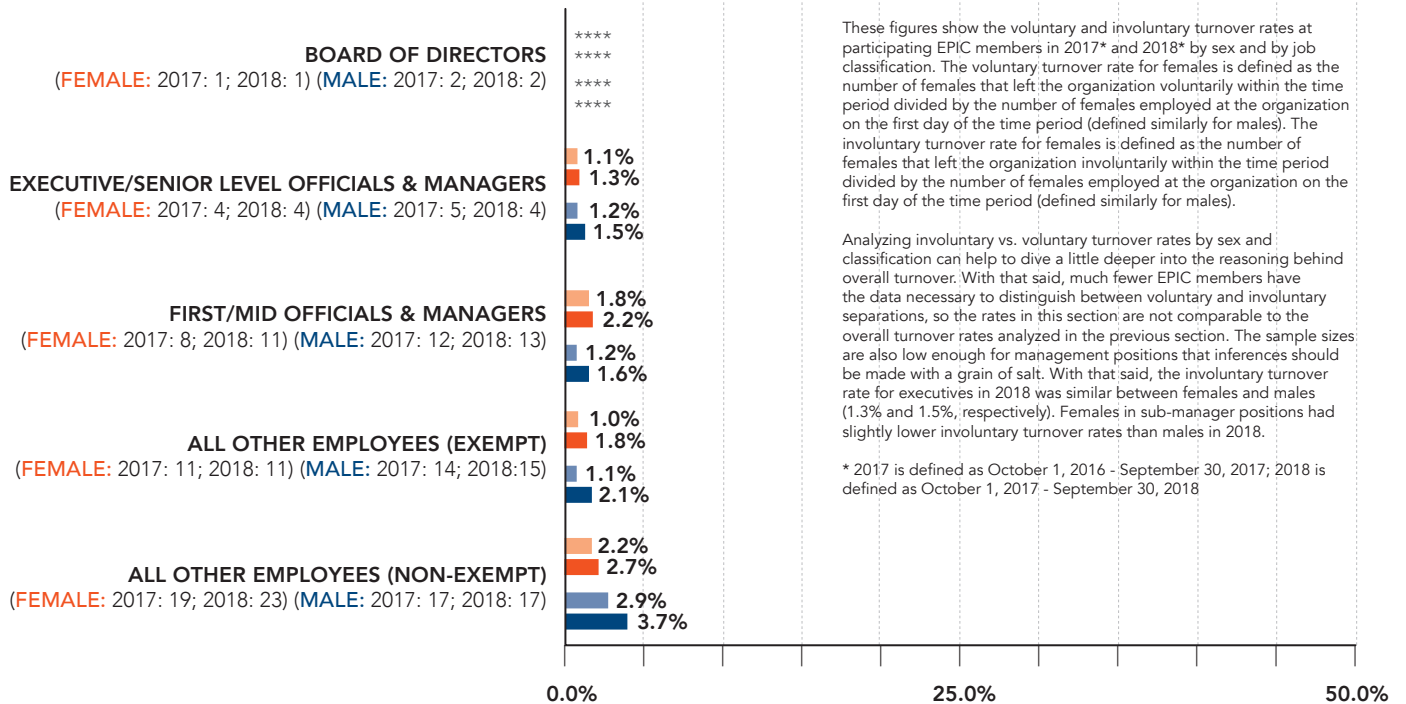
Along with hiring practices, turnover is another important measure to consider when analyzing factors impacting female representation in management and executive positions. These figures analyze overall turnover, while the next set of figures break turnover out by whether it was voluntary or involuntary. In 2018, turnover rates for female and male executives were similar (9.2% and 9.8%, respectively), while turnover rates were higher for female First/Mid Officials & Managers (12.8%) than male First/Mid Officials & Managers (9.5%).

* 2017 is defined as October 1, 2016 - September 30, 2017; 2018 is defined as October 1, 2017 - September 30, 2018

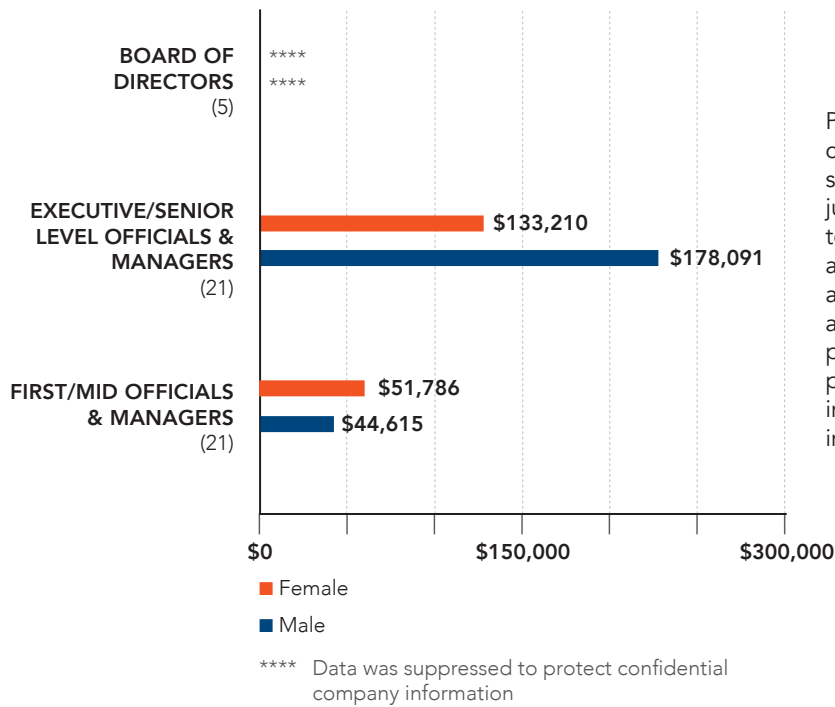
VOLUNTARY TURNOVER RATE BY SEX BY CLASSIFICATION, 2017 & 2018*



INVOLUNTARY TURNOVER RATE BY SEX BY CLASSIFICATION, 2017 & 2018*



SALARY BY SEX BY CLASSIFICATION

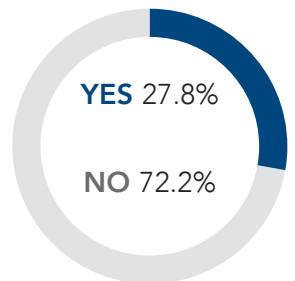


Pay equity is a very complex measure which cannot accurately be evaluated with the simple data that is reported here. This is just summary-level information provided to start a conversation. To do a rigorous analysis, organizations need to utilize their administrative human resources data to model and account for many factors including position, pay, experience, educational attainment, performance, demographics, and any other information that is relevant in their particular industry/field.

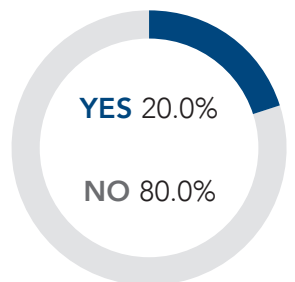
GENDER PAY EQUITY QUESTIONS

All EPIC members were asked the following question: "Have you evaluated gender pay equity within the last three years?" Of those that responded, 27.8 percent had indeed done a pay evaluation. Of those that answered yes, 20.0 percent responded that the analysis was conducted by a third party evaluator and 55.6 percent responded that the pay equity analysis was used to make adjustments to wages over time.

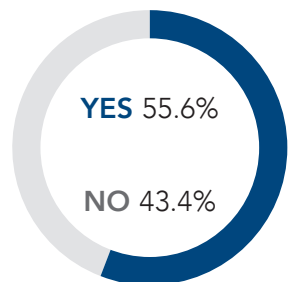
Have you evaluated gender pay equity within the last three years?



Was the analysis conducted by a third party evaluator?



Have you used gender pay equity analysis to make adjustments to wages over time?



EPIC ADVISORY COUNCIL

Honorary Chair
The Honorable Kim Reynolds
Governor of Iowa
Des Moines, Iowa

Co-chair
Diane Ramsey
Co-founder
Women Lead Change
Cedar Rapids, Iowa

Co-chair
Beth Townsend
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Des Moines, Iowa

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Community Foundation
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Dubuque, Iowa

La Sheila Yates
Executive Director
and Chief Diversity Officer
Civil Rights Commission
City of Cedar Rapids
Cedar Rapids, Iowa

2018 EPIC AWARD WINNERS

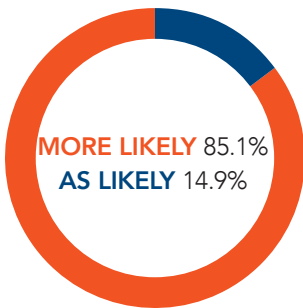
In 2017, the EPIC Corporate Challenge Advisory Council created the annual EPIC Awards Competition. The awards are to acknowledge those EPIC members and their initiatives that foster innovative approaches to recruiting, developing and advancing women into leadership roles. The organizations value the contributions of men and seek to involve both men and women in their efforts to foster an environment of respect and equal opportunity.



Collins Aerospace

MOST INNOVATIVE INITIATIVE **INTRODUCE A GIRL TO ENGINEERING**

Collins Aerospace began an Introduce a Girl to Engineering initiative in conjunction with the annual internationally-recognized Engineers Week each February. In 2018, this event hosted 680 female middle school students at 13 company locations with 300 employee volunteers. Each event pairs students with Collins engineers as they work through a variety of activities that represent different branches of engineering. Students participate through activities such as building a prosthetic hand for children in need, assembling drones, as well as touring engineering labs and hearing from a variety of keynote speakers to show how powerful and impactful a career in engineering can be.



AFTER SPENDING TIME AT COLLINS AEROSPACE, I AM MORE LIKELY, LESS LIKELY, OR AS LIKELY TO CONSIDER A CAREER IN ENGINEERING.



TRANSAMERICA®

MOST INNOVATIVE INITIATIVE **TWIN PANEL STEERING COMMITTEE**

Transamerica's Women's Impact Network (TWIN) Steering Committee Team (the Team) spearheaded a groundbreaking panel discussion, open to all Cedar Rapids employees, with the ten members of the company's America's Management Board (AMB) all of whom are based outside of Iowa. TWIN provides resources in various Transamerica offices across the country for men and women to connect, network and develop business acumen and leadership skills. A post event survey confirmed the success of the event revealing 93% satisfaction and many helpful comments which the Team has committed to sharing with the AMB.

"I really enjoyed the panel discussion and thought it was informative and good to see our senior leadership up close and interacting with each other."

PANEL ATTENDEE



EPIC

ADVANCING WOMEN LEADERS

 DELTA DENTAL®



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REGIONAL RESEARCH & ANALYSIS BUREAU
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