EPIC
ADVANCING WOMEN LEADERS

2020
SURVEY RESULTS

WOMEN LEAD CHANGE

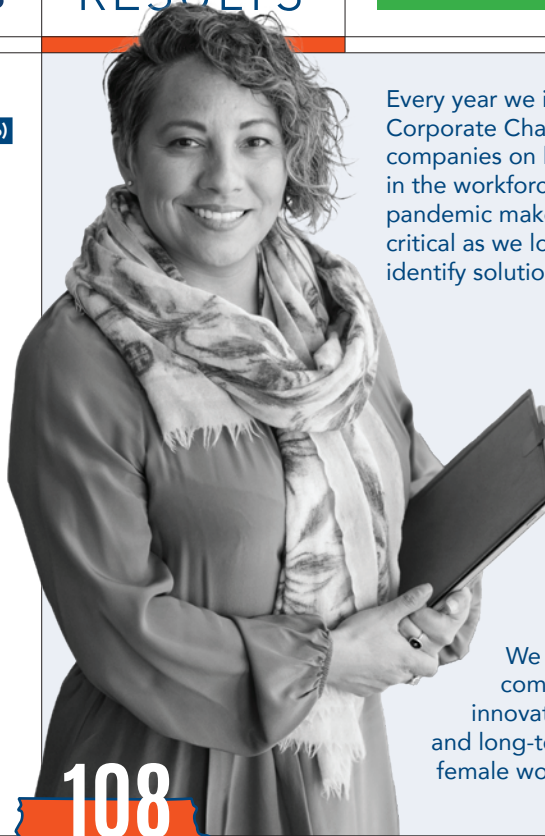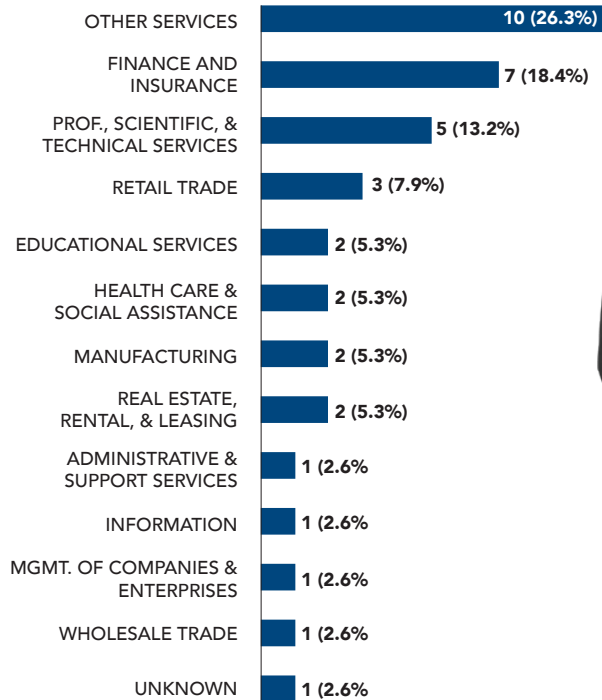**IOWA WORKFORCE DEVELOPMENT**

△ DELTA DENTAL

IOWA GOVERNOR KIM REYNOLDS, HONORARY CHAIR

JEFF RUSSELL, EPIC ADVISORY COUNCIL CHAIR

TIFFANY O'DONNELL, EPIC ADVISORY COUNCIL CHAIR

EPIC SURVEY RESPONDENTS BY INDUSTRY SECTOR

Industry Sector	Respondents
OTHER SERVICES	10 (26.3%)
FINANCE AND INSURANCE	7 (18.4%)
PROF., SCIENTIFIC, & TECHNICAL SERVICES	5 (13.2%)
RETAIL TRADE	3 (7.9%)
EDUCATIONAL SERVICES	2 (5.3%)
HEALTH CARE & SOCIAL ASSISTANCE	2 (5.3%)
MANUFACTURING	2 (5.3%)
REAL ESTATE, RENTAL, & LEASING	2 (5.3%)
ADMINISTRATIVE & SUPPORT SERVICES	1 (2.6%)
INFORMATION	1 (2.6%)
MGMT. OF COMPANIES & ENTERPRISES	1 (2.6%)
WHOLESALE TRADE	1 (2.6%)
UNKNOWN	1 (2.6%)

Every year we issue a confidential EPIC Corporate Challenge survey to all member companies on key issues affecting women in the workforce. The presence of a global pandemic makes this information even more critical as we look back on the challenges and identify solutions for a way forward.

Thanks to partners Iowa Workforce Development and presenting sponsor Delta Dental of Iowa, this year's survey gathered quantitative and qualitative data in regard to EPIC metrics and COVID effects on working women.

We especially wanted to know what companies have been doing to innovate, and the possible short-term and long-term effects due to COVID on the female workforce.

108
EPIC MEMBER COMPANIES ACROSS THE STATE OF IOWA

Notes on Methodology Used

- The data from this report was gathered through a survey of EPIC Corporate Challenge member organizations from Dec. 2020 to Jan. 2021.

- There were 38 responses out of 103 EPIC members that were contacted to participate in the survey, resulting in a 36.9% response rate.

- 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.

- 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 included within this report. Comments solely clarifying the results they submitted on that page are not included.

HERE ARE SOME NOTES FROM 2020:

- In 2020, the EPIC Advisory Council released an update to the five EPIC metrics to be intentional about measuring the advancement of women of color in leadership roles.

- **Increase the percentage of women of color in current and emerging leadership positions, including boards of directors.**
- **Actively recruit and retain women at all levels of the organization, in order to increase the percentage of women in the company's workforce, including women in non-traditional roles**
- **Increase the percentage of women among the top 10% of the company's senior positions**
- **Increase the number of women on the board of directors**
- **Monitor pay by gender and address such gaps as are discovered**

- Developed a marketing toolkit with resources for sharing EPIC membership with internal teams and external audiences
- Hosted a virtual peer session to 113 attendees with a panel on COVID-19, Culture, and Keeping your Female Workforce
- Developed a series of videos for best practices in advancing women leaders called EPIC University
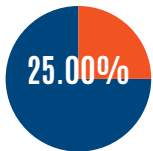
Has your company created processes/taken action (assessment, task forces, discussion) to improve metrics in regard to advancing women leaders at all levels?

YES	**76.30%**
NO	18.40%
N/A	5.30%

Has your company increased the number of women on your board of directors?

YES	**52.60%**
NO	26.30%
N/A	21.10%

Has your company increased the number of women in senior leadership positions?

YES	**73.70%**
NO	21.10%
N/A	5.30%

Has your company increased the intentional recruitment/retention of women at all levels?

YES	**65.8%**
NO	28.90%
N/A	5.30%

Has your company evaluated gender pay equity within the last three years?

YES	**68.40%**
NO	15.80%
N/A	15.80%

Does your company have a formal program or position in charge of diversity, equity and inclusion?

YES	**52.60%**
NO	42.10%
N/A	5.30%

MEDIAN REPORTED PERCENT OF FEMALE EMPLOYEES BY CLASSIFICATION

● MEN
● WOMEN

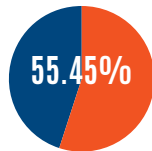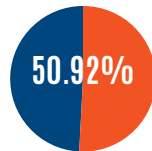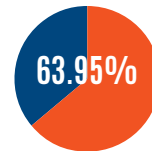| 25.00%	43.00%	55.45%	50.92%	63.95%
BOARD OF DIRECTORS	EXECUTIVE/ SENIOR LEVEL OFFICIALS & MANAGERS	FIRST/MID LEVEL OFFICIALS & MANAGER	ALL OTHER EMPLOYEES (EXEMPT	ALL OTHER EMPLOYEES (NON-EXEMPT)

MEDIAN REPORTED PERCENT: CLASSIFICATION BY RACE

● WHITE
● BLACK OR AFRICAN AMERICAN
● AMERICAN INDIAN OR ALASKA NATIVE
● ASIAN
● SOME OTHER RACE
● TWO OR MORE RACES

BOARD OF DIRECTORS **95.00%**
EXECUTIVE/SENIOR LEVEL OFFICIALS & MANAGERS **99.00%**
FIRST/MID LEVEL OFFICIALS & MANAGERS **95.10%**
ALL OTHER EMPLOYEES (EXEMPT) **94.05%**
ALL OTHER EMPLOYEES (NON-EXEMPT) **89.00%**

BOARD OF DIRECTORS **1.50%**
FIRST/MID LEVEL OFFICIALS & MANAGERS **1.00%**
ALL OTHER EMPLOYEES (EXEMPT) **2.00%**
ALL OTHER EMPLOYEES (NON-EXEMPT) **2.25%**

ALL OTHER EMPLOYEES (NON-EXEMPT) **0.20%**

BOARD OF DIRECTORS **1.00%**
FIRST/MID LEVEL OFFICIALS & MANAGERS **2.40%**
ALL OTHER EMPLOYEES (EXEMPT) **3.00%**
ALL OTHER EMPLOYEES (NON-EXEMPT) **2.00%**

BOARD OF DIRECTORS **5.00%**
EXECUTIVE/SENIOR LEVEL OFFICIALS & MANAGERS **1.00%**
FIRST/MID LEVEL OFFICIALS & MANAGERS **2.00%**
ALL OTHER EMPLOYEES (EXEMPT) **1.70%**
ALL OTHER EMPLOYEES (NON-EXEMPT) **2.00%**

FIRST/MID LEVEL OFFICIALS & MANAGERS **1.10%**
ALL OTHER EMPLOYEES (EXEMPT) **0.85%**
ALL OTHER EMPLOYEES (NON-EXEMPT) **1.30%**

- 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** – Individuals who plan, direct and formulate policies, set strategy and provide the overall direction of organizations. Example: chief executive officers, chief operating officers, chief financial officers, line of business heads, presidents or executive vice presidents, chief information officers, chief HR officers, chief marketing officers, chief legal officers, management directors and managing partners. (As defined on EEOC website.)
  - **First/Mid Officials & Managers** – Managers other than Executive/Senior Level. Managers who lead major business units implementing policies, programs, and directives of executive/senior managers through subordinate managers. Example: VPs and directors; group, regional or divisional controllers; treasurers; human resources, information systems, marketing, and operations managers. (As defined on EEOC website.) Those who report directly to middle managers are also included. These individuals serve at functional, line of business segment or branch levels and are responsible for directing and executing day-to-day operational objectives. Example: first-line, team, unit, operations & production, branch, administrative services, purchasing & transportation, storage & distribution, call center or customer service, technical support, and brand or product managers.
  - **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).

RESOURCES USED TO RECRUIT & RETAIN FEMALE WORKFORCE DURING PANDEMIC

FLEXIBLE WORK SCHEDULES
92.1%

WORK FROM HOME
84.2%

INCREASED PAID TIME OFF
36.8%

MODIFIED JOB RESPONSIBILITIES
28.9%

SUBSIDIZED EDUC. SUPPORT
13.2%

OTHER
13.2%

CHILDCARE
7.9%

OTHER RESPONSES

Childcare reimbursement benefit

Leadership development

Our Return-to-Learn initiative provides parents resources to assist in virtual learning. Employees can check out corporate laptops for their kids, participate in a REG tutoring program by serving as a tutor or by requesting their children be paired with a tutor, explore online tools, and collaborate to share best practices.

Time allowed for employees to assist with education and care needs of family members including children.

Work from home when no students on campus, March-July

EFFECTS OF COVID-19

Has your company lost women in your workforce due to the cumulative effects of the COVID-19 pandemic?	Has your company invested in resources to recruit & retain women in the workforce during the pandemic?	Has the COVID-19 pandemic affected your efforts to advance women leaders?	Have formal leadership development & mentorship opportunities been put on hold due to COVID-19?
YES 15.8%	**YES** 48.6%	**YES** 13.5%	**YES** 18.9%
NO 84.2%	**NO** 51.4%	**NO** 86.5%	**NO** 81.1%

LONG- AND SHORT-TERM EFFECTS ON THE WORKFORCE

● SHORT-TERM
● LONG-TERM

FLEXIBLE WORK SCHEDULES
- Short-term: 89.5%
- Long-term: 60.5%

REALLOCATION OF BUDGETS
- Short-term: 36.8%
- Long-term: 23.7%

HIRING FREEZE
- Short-term: 18.4%
- Long-term: 0.0%

LAYOFFS
- Short-term: 18.4%
- Long-term: 7.9%

PAY REDUCTIONS
- Short-term: 18.4%
- Long-term: 2.6%

OTHER*
- Short-term: 13.2%
- Long-term: 13.2%

*OTHER RESPONSES: SHORT-TERM

Gallup engagement scores increased into the top quartile for all divisions

No salary increases

Furloughs were put in place Mar–July

Split shifts

Temporary suspension of employee tuition reimbursement program

*OTHER RESPONSES: LONG-TERM

Department elimination — study abroad, program directors & staff

Shift to digital transformation

TBD-COVID continues to impact the way we work, with no exact timeline for when things could change. Long term impacts have been considered but no decisions have been made.

Work from anywhere policy developed and implemented allowing us to recruit from a broader candidate pool

Working from home will be a new way of working, so we evaluate our culture building practices in absence of an on-site community

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HOW HAS YOUR COMPANY ADAPTED TO NEEDS ARISING FROM THE EFFECTS OF COVID-19?

All employees who are able to work from home have been doing so since March 2020. Flexible work schedules are applied to acknowledge the personal needs of our employees, which may include caring for family members, supporting children in remote learning, or addressing personal wellness. To respond to external needs of our customers, we have reallocated employees to work on new projects and have adjusted our customer offerings based on their needs.

Cancelled events, amended budgets, changed programs

Employee and student protocols were established in response to the COVID-19 pandemic in March. As a result in-person recruiting, training, etc. was done virtually for the most part.

Flexible working hours and work from home arrangements. Extra attention and support to parents with children working from home. Time off as needed for testing, child care, recovery, mental health.

Increased safety measures, mask mandates, and cleaning schedules. At the beginning of the pandemic, we implemented split shifts, alternative work schedules, and restrictions on size of gatherings.

Large remote from work population — increased flexibility. Relaxed absenteeism policy. Increased use of video and app-based communication. Strong utilization of onsite healthcare clinic to respond to COVID-19 (onsite testing, including rapid testing).

More flexibility, working from home, dollars for home equipment, added panels in the office to support social distancing, created video rooms, rolled out Microsoft Teams.

Most of our workforce quickly adapted to working from home (WFH) and each employee was provided a laptop and other necessary technology to be able to do their job from the safety of their home. The company also quickly added a virtual WFH resource center with helpful tips on working remotely. Our People Solutions Team provided COVID safety protocols, what to do if diagnosed and provided a very personalized approach to assist impacted employees. Our Employee Resource Groups are providing numerous opportunities to engage people through virtual coffee, tea and happy hours. The Family ERG provides a valuable forum for parents to share best practices. They also provided an educational event about COVID from one of the company physicians. There are no longer locational walls that separate people and our ERGs, which used to operate primarily in person, by location, adapted quickly to offering virtual meet-ups and events.

On March 16, we made the determination to move all of our employees to work from home status. This was accomplished by the end of that working day including all the equipment they needed to complete their job duties. We modified all meetings and customer interaction to be virtual. The feedback from our customers included comments such as, "thought you were still in the office, service didn't miss a beat." Work schedules were modified to provide extra flexibility to employees that had family at home that needed attention. For roles that could not be performed virtually, we assigned project work to those individuals so they could continue to contribute. When no projects were available, a special timecard code was set up to ensure that every employee received a full paycheck and stayed financially whole. Communication was increased to include weekly townhall sessions with our company president. In addition to sharing information, he hosts an open mic to field questions that are most pertinent to our employee base. No question is too small and both personal as well as business questions can be asked. We've increased our wellness resource visibility to keep employees healthy. In addition to following the CARES Act guidance around benefits such as flex plans, we added tele-health to our benefits offerings, highlighting our mental health options. In addition, we allowed individuals to carry over 40 additional hours in their vacation banks this year since so many vacation/travel plans were canceled due to COVID-19.

Provided tools and flexibility to work from home indefinitely. Paid in full working parents through reduced schedules while children are home.

Purposeful "virtual hang out" times needed.

Remote work options and flexible schedules.

We have been fortunate to accommodate much of the continually changing circumstances related to COVID-19. We've been able to adapt to the ebbs and flows related to workforce needs and remote/telework abilities. Many departments have adapted virtual methods of carrying out their services, which have allowed greater flexibility for the home and childcare needs of our faculty and staff. We have also provided ready access to stress and mental health resources and provided on campus COVID-19 testing for those interested.

Ways too numerous to list: support groups, additional flexibility, assistance with resources, full ability to work from home but safe arrangements for those who work better onsite, communication etc.

EPIC ADVANCING WOMEN LEADERS
2020 SURVEY RESULTS

HOW HAS YOUR COMPANY ADAPTED TO NEEDS ARISING FROM THE EFFECTS OF COVID-19?

We developed a cross-functional Emergency Response Team during the early stages of the pandemic. The team continues to meet daily to address COVID-19 impacts to our business. These efforts have resulted in the development of work protocols and communications to enhance awareness and communication on COVID-19 impacts, altered work environments; including work from home, flexible work, increased PPE and ventilation systems improvements. Also, additional PTO for employees directly impacted by COVID-19, learning resources provided for working parents with at-home learners, and increased giving to support our communities. Additionally, individual needs are addressed as needed to accommodate our workforce.

We have been very flexible in meeting the needs of our Veterans. We have made necessary changes to ensure the safety of everyone. We had to limit some non emergent procedures/ appointments, but have remained flexible. We've made great efforts in keeping our Veteran's informed.

We have interviewed and hired all via Zoom. We moved staff remotely. We have been able to keep all our staff.

We have more people working from home than we ever have, some 100% of their time is spent working from home. We have had to adapt our team's flexibility when forced to work with reduced staff due to adjusted work schedules or quarantines.

We have provided for more flexibility, time off as needed.

We have the ability to have the majority of our employees work from home effectively.

We have the vast majority of our workforce still working from home.

We pivoted to add new service lines almost immediately, as well as decreased active work force when demand dried up.

We provide flexible and remote working options for all employees but especially recognize added flexibility to women with child care responsibilities.

We quickly deployed to a remote workforce and have adapted to those needs, while balancing client needs, over the course of the 2020 pandemic. We've provided employees with additional tools and resources to manage their work/life balance throughout the year and additional offerings and promotion of mental health resources available.

We were able to work quickly with our IT department to distribute equipment for home use, for all employees. We also implemented a new COVID leave, where employees who test positive or if their immediate family test positive and the employee is their primary caregiver, the employee will be provided with up to two weeks of paid leave.

We've adapted well. No significant challenges and financially we had a good year.

We've adopted a new flexible work policy; we added addl weeks of COVID PTO; we've added additional safety measures; we've changed front-line worker schedules to allow for more rest; we've increased pay and we have started a new tuition benefit for parents with children to allow for supplemental education support. I'm SO PROUD of how our company has stepped up to truly care for each and every team member.

Work from home, reduce employment and expenses, great flexibility

Yes we have with flexibility of hours, etc.

Yes, we have had to adapt. Not all positions can work remotely, such as the positions in our branches. We have transitioned as many employees as possible to remote work and for those that cannot work remotely, we have been more flexible and created a new benefit for reimbursing childcare for those that qualified and could not work from home.

Yes. We have allowed for more flexible hours, work location. We've also adjusted sales goals.

HOW HAVE THE EFFECTS OF COVID-19 AFFECTED YOUR COMPANY CULTURE?

Actions taken have supported our company culture and increased our employee engagement.

As a federal agency working with Veterans in a medical facility the effects are on morale of our health care workers. Our culture is still strong. We've put things in place to ensure information is provided and employees feel connected. The executive leadership has implemented a leadership update to keep all employees informed of changes and key information related to COVID.

As with other engagement surveys are high. Some further automation has come with the changing work and there is some fear about that. Communication has improved, trying hard to help with increased stressors and mental health concerns.

Communication and building of relationships is more challenging. However, we require attendance at all company meetings and time to simply laugh and have fun to prevent burn out.

Culture impacted - had to learn new ways of communicating virtually, working together and keeping employees engaged.

Doing everything at a distance, not having in person interactions. We have large company events and celebrations throughout the year, holding them via Zoom is not the same and not as impactful.

Employees appreciate how our firm leadership has taken the COVID-19 pandemic seriously and implemented protocols to help mitigate the spread of COVID-19, including the option to work remotely, increased sanitization and mitigation protocols for those who are required to work in office (i.e. for essential workers who cannot perform their jobs remotely), open communication and creative solutions to meet all client and employee needs. Working remotely and being isolated can lead to feelings of loneliness and disconnect with colleagues so leadership has attempted to combat that with continued weekly meetings, although virtual, virtual get-togethers, including a staff holiday party, and various other virtual hang outs where colleagues have the option to connect.

I think people are feeling more burned out. Zoom calls all day have definitely been an adjustment. We have not lost any staff due to voluntary turnover.

Increased resilience. Need for improved communication — understanding of productivity regardless of work location.

Our culture has definitely been a focus during this time. Focusing on virtual social events and encouraging our managers to have regular touch base and communication with their staff. We also have been sensitive to our employees mental wellness and safety.

Initially there was a great deal of uncertainty and fear among faculty and staff about job security. Although some layoffs and schedule reductions have been necessary, we've somewhat turned a corner morale-wise having successfully completed the fall 2020 semester. While there's still a degree of uncertainty, it seems as though much of campus is thankful for what we have been able to provide in less than ideal circumstances.

It has been a strain to keep team members enthused and engaged.

It has been hard on some but we have a weekly wellness call for those that would like to attend as well as many resources shared and available.

It is increasingly difficult to connect and communicate the way we used to but everyone is recognizing the challenges and stepping up

It's beginning to strain relationships. When you don't see or know what people are doing on a day to day basis, it's harder to appreciate their work. Hard to onboard new employees Hard to discern stress via e-correspondence.

It's very hard to have a cohesive culture when everyone is working remotely. I think the added stress has also made it more difficult for people to feel connected.

Less "face to face" time and "water cooler conversations" has been a negative.

Mental health is clearly something we are monitoring. Our team is comprised of extroverts who gain energy from being with others. We have had to be very intentional on having virtual, face to face video meetings/chats.

Minimal impact

One of our 2021 focus areas will be an intentional effort to keep employees working from home connected to the company culture.

The way we have communicated has changed. We implemented new communication strategy including a bi-weekly video communication from our President, and weekly video communications from front facing leaders. We've also encouraged leaders to engage more with video face time including video celebrations, happy hours and coffee chats — any virtual team and company events. Additionally, due to less travel, there has been more time for some groups to participate in these catchup team events.

EPIC
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2020
SURVEY
RESULTS

HOW HAVE THE EFFECTS OF COVID-19 AFFECTED YOUR COMPANY CULTURE?

Our company culture is tied to the trust and relationships between team members, leadership and our customers. To maintain our relationships, we've relied our technology as well as communication to maintain our culture. In addition to the weekly townhall meetings hosted by our company president with an open Q & A period mentioned above, employees continue to celebrate special achievements, anniversaries, and holidays remotely with our president. Retirees were treated to a virtual party through SharePoint with team members publishing good-byes and well wishes. Each retiree selected a cake or other bakery treat to be delivered to their home and shared with those they are quarantining with at home. We continue to offer Care and Share support which is built on the financial donations of employees to help other employees in need. Our annual fundraiser for this fund topped last year and our usage of the funds increased as challenges presented by both COVID-19 and the derecho presented. Another key to our culture is continuous learning. During 2020 we adapted and created learning sessions as virtual offerings through the use of Microsoft Teams. In addition, the Insurance Institute testing moved to a virtual format which allowed individuals to continue working on designations which will move them forward in their careers.

Our culture in the past was very locational - for example - there was a Cedar Rapids culture, a Denver culture, and a Baltimore culture. When we became a virtual culture, the walls came down and there are so many more opportunities to collaborate. Prior to COVID, there was very little use of video during meetings and now it is the norm. While we have had a remote workforce for a number of years, it was discouraged and carried a stigma and remote employees often felt left out of company activities. COVID has shed a light on the possibilities a remote workforce offers! Through technology our employees can stay connected and it's been demonstrated that they can be trusted and can be even more productive than before. The company has also begun conducting employee surveys more often to take a pulse on employee feedback.

President has communicated regularly to employees and students since March regarding the pandemic. Mental health has suffered along with physical well-being. Employees and students are concerned about the future of the organization.

We have had a higher engagement from our employees because we had not done layoffs or reductions. We made sure that our employees had work, stayed open for retail business and made their safety our top priority. Our employees further believe that we have their best interests and families at heart.

We have had to get used to holding meetings almost exclusively in a virtual environment. We just have to allow for more flexibility as many employees are working at home and have kids there as well due to virtual schooling.

Through the pandemic, our company demonstrated that people come first. Our CEO announced last April that globally Pearson would not have layoffs of full-time staff, nor furloughs (unpaid leave). Our full-time employees were paid in spring 2020 even when school testing was cancelled and we had no work for many people. Additional resources were also offered to employees this year, in support of wellness and virtual learning for employees and family members. Related to wellness, we provided an additional week of vacation for full-time employees (effective in Q1 2020 and ongoing) and announced a global shut down of our offices for this year, where possible, from Dec. 24, 2020, through Jan. 3, 2021. All of these actions, focused clearly on the support and wellness of our people, created high employee satisfaction and brought employees together as we learned how to work virtually.

We have been more explicit in discussing our culture and intentional about reinforcing cultural elements that unify our team. The disruption imposed by COVID-19 has challenged aspects of our business, causing us to rethink the ways we experience culture, specifically related to how we interact with one another. It has required us to develop creative alternatives to remain committed to our core values, such as safety and care for humanity. Even with all of the challenges of COVID, 40% of our employees dedicated time to volunteering in their communities to support others.

We have many more employees who are comfortable working from home, to the point they are asking if they can work from home full-time even when the office is back open. On the flip side we have some women who have requested to come into the office more so they can be more productive in their job than working from home allows them to be. We are changing the ways we communicate with each other. There's more use of Teams, etc. to make sure people are on the same page.

We're a family friendly work environment and we miss seeing each other in the office. It's taken a toll to not have that human contact. We did a lot of in-office luncheons, meetings, etc. That has changed with COVID.

We've experienced unprecedented demand, so our team members are tired, but grateful for all of the additional measures and care taken during this time.