



ISSUE BRIEF : Q4 2019

REPRODUCTIVE HEALTH CARE IN MICHIGAN

► BUSINESSFORWARD

ABOUT BUSINESS FORWARD

Business Forward, a national trade association, works with more than 100,000 business leaders across the country, including more than 6,000 here in Michigan. We've organized hundreds of briefings on how to help women succeed in the workplace, provide for their families, and grow our economy.

Our leaders represent a range of industries and business sizes. It is a highly active, civic-minded, bipartisan group.

Six in 10 members of our network are women, and they are substantially more active than the men in our network. They also carry two-thirds or more of the household duties that come with raising children. Helping women advocate for affordable health care, climate action, sensible immigration laws, and other reforms is among our most significant accomplishments.

This report is part of a series on women's progress in the workplace and the importance of reproductive health care to women's careers, their families' security, and America's economic competitiveness. More than 300 Michigan business leaders have participated by signing a statement in support of reproductive health care, providing case studies and individual testimony, and participating in our briefings on developments in reproductive health care.

The proportion of women at every level in corporate America has hardly changed. Progress isn't just slow. It's stalled.

WOMEN IN THE WORKPLACE 2018
(OCTOBER 2018)

McKinsey
& Company

EXECUTIVE SUMMARY

Women are America's largest potential driver of economic growth. By simply helping women match men's labor force participation, we could grow our economy by \$1 trillion.¹ But women cannot realize their potential in the workplace if government makes it harder for them to plan when to have kids. Reproductive health is a critical, but often overlooked, service to working women.

1. After decades of gains, women's progress in the workplace has stalled. They remain overrepresented in low-paying jobs, underrepresented in high-paying jobs, overworked at home, and undermined at the office.
2. The cost to women and their families is enormous. In the U.S. women earn 82 cents for every dollar men make, and 78 cents² in Michigan. They are working 26.4% more hours per year than they did in 1980³ to provide for their families.
3. The cost to our economy is also enormous. If women worked and earned at the rate men do, our economy would be \$1 trillion bigger.⁴
4. That's why so many of our global competitors are helping women succeed at work. They invest three times more supporting working women than the U.S. does.⁵ The U.S., once a leader, now ranks 20th out of the world's 22 advanced economies on women's labor participation rate.⁶
5. The Trump Administration, Republicans in Congress, and other officials in Michigan are restricting reproductive health care and family planning services.



**REPRODUCTIVE HEALTH CARE
INCLUDES ENSURING ACCESS
TO ABORTION AND
AFFORDABLE BIRTH CONTROL,
AND ENDING PREGNANCY
DISCRIMINATION.**

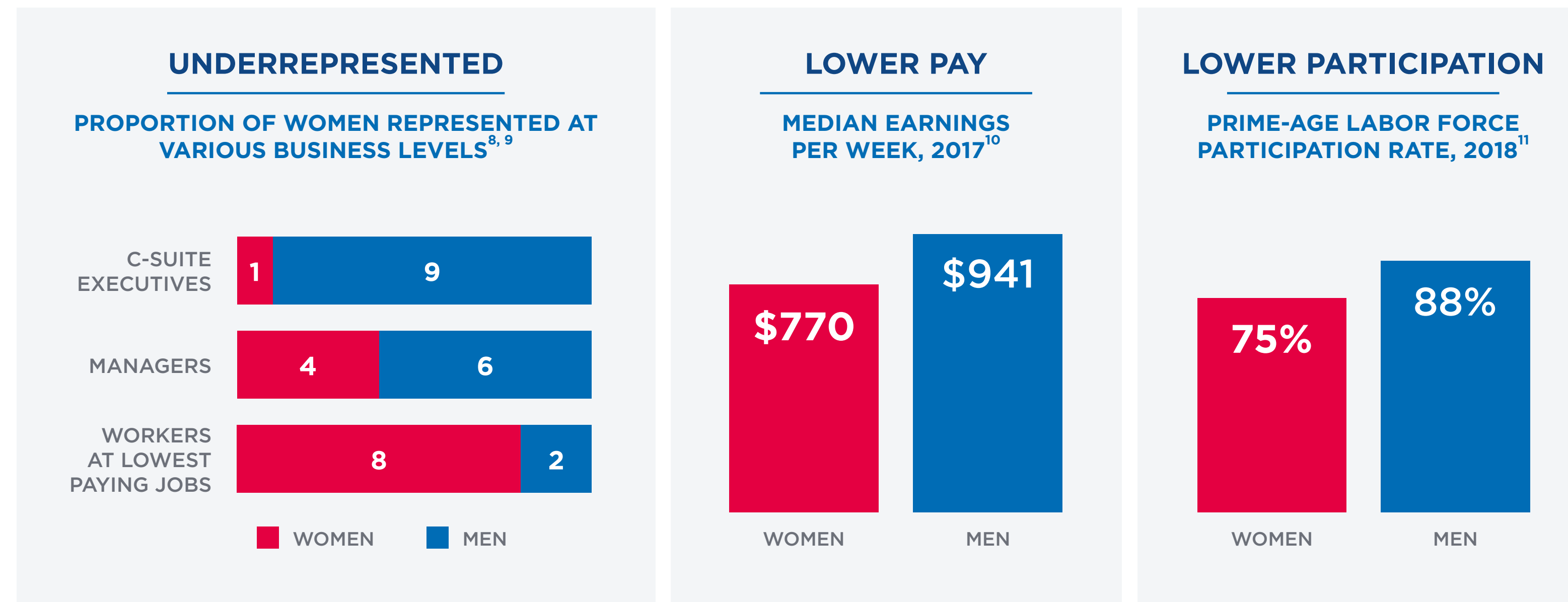


**FAMILY PLANNING CLINICS
PROVIDE BIRTH CONTROL,
OFFER PREGNANCY TESTS &
COUNSELING, HELP CLIENTS
WHO WANT TO CONCEIVE,
PROVIDE PRECONCEPTION
& STI/HIV SERVICES.**

WOMEN'S PROGRESS IS STALLED, AND TODAY'S GENDER GAP = \$1+ TRILLION IN LOST INCOME

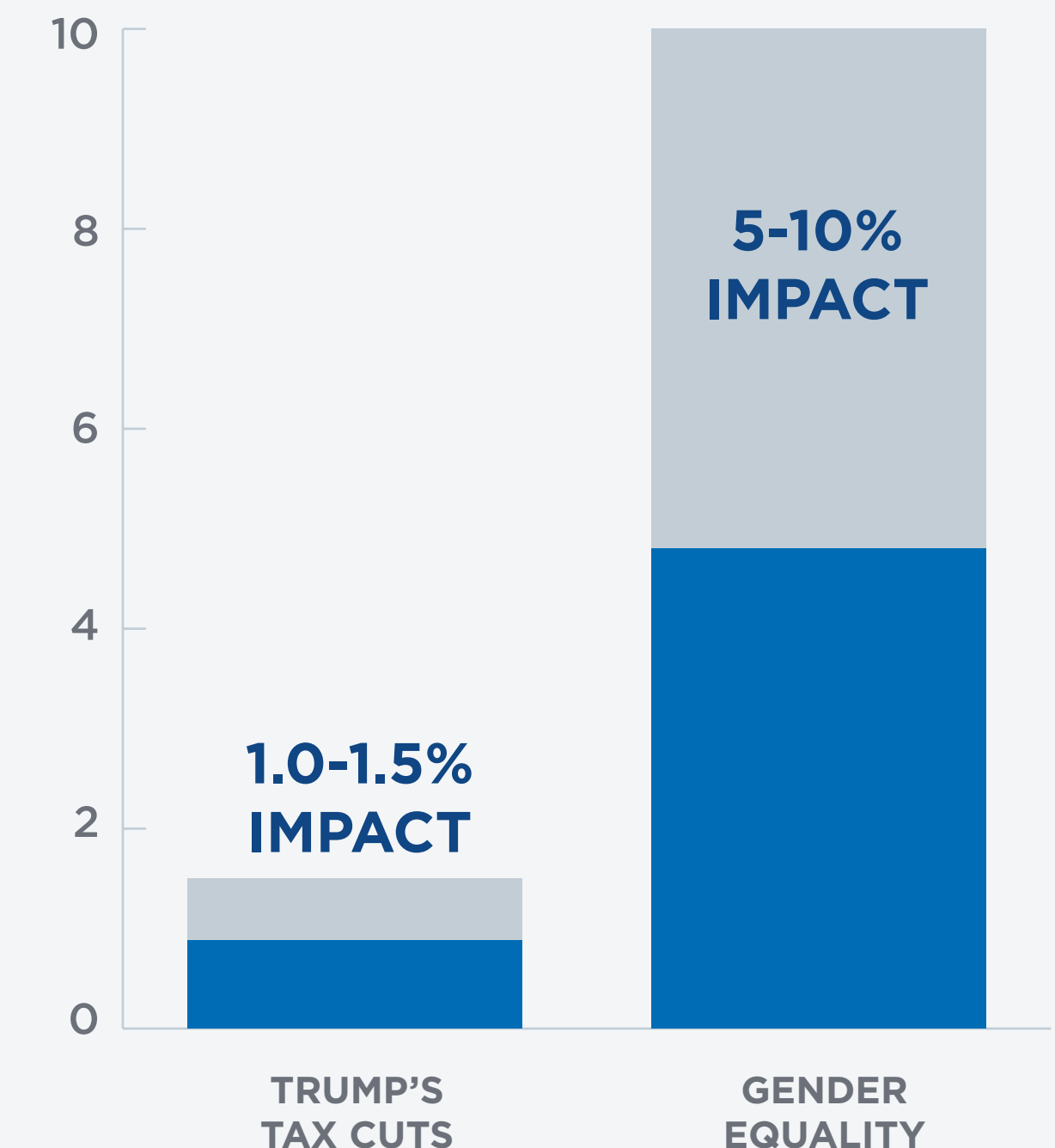
Women who work full-time earn just 82% of what their male counterparts earn. Women earn less, in part, because they tend to work in jobs and industries that pay less. In other words, they are overrepresented in low-paying jobs and underrepresented in higher paying ones. They are also less likely to be promoted. For every 100 men promoted to manager, 79 women are.⁷ Closing the gap requires both (1) helping more women enter the workforce and (2) helping more women enter higher paying fields, like engineering.

Women experience lower labor force participation rates than men. Helping women match men's participation rate would increase our GDP by 5-10%. McKinsey, S&P, and Citi estimate the impact of closing the gender gap is between \$1 trillion and \$1.6 trillion.



WHEREAS THE 2017 TAX LAW IS PROJECTED TO HAVE A LIMITED IMPACT ON THE ECONOMY, ENACTING POLICIES TO CLOSE THE GENDER GAP WOULD INCREASE GDP BY 5-10%.

PROJECTED IMPACT ON U.S. ECONOMY (% GDP GROWTH FROM 2018-2021)^{12, 13}



WOMEN IN MICHIGAN EARN 78 CENTS FOR EVERY DOLLAR MEN MAKE

WAGE GAP¹⁴

Women in Michigan who work full-time, year-round **earn 78 cents for every dollar** men with similar jobs earn.



Over a career that leads to a deficit of:

\$441,760

At the current rate, women will not reach parity with men until:

2084

WOMEN OF COLOR¹⁵

The gap is larger for women of color:

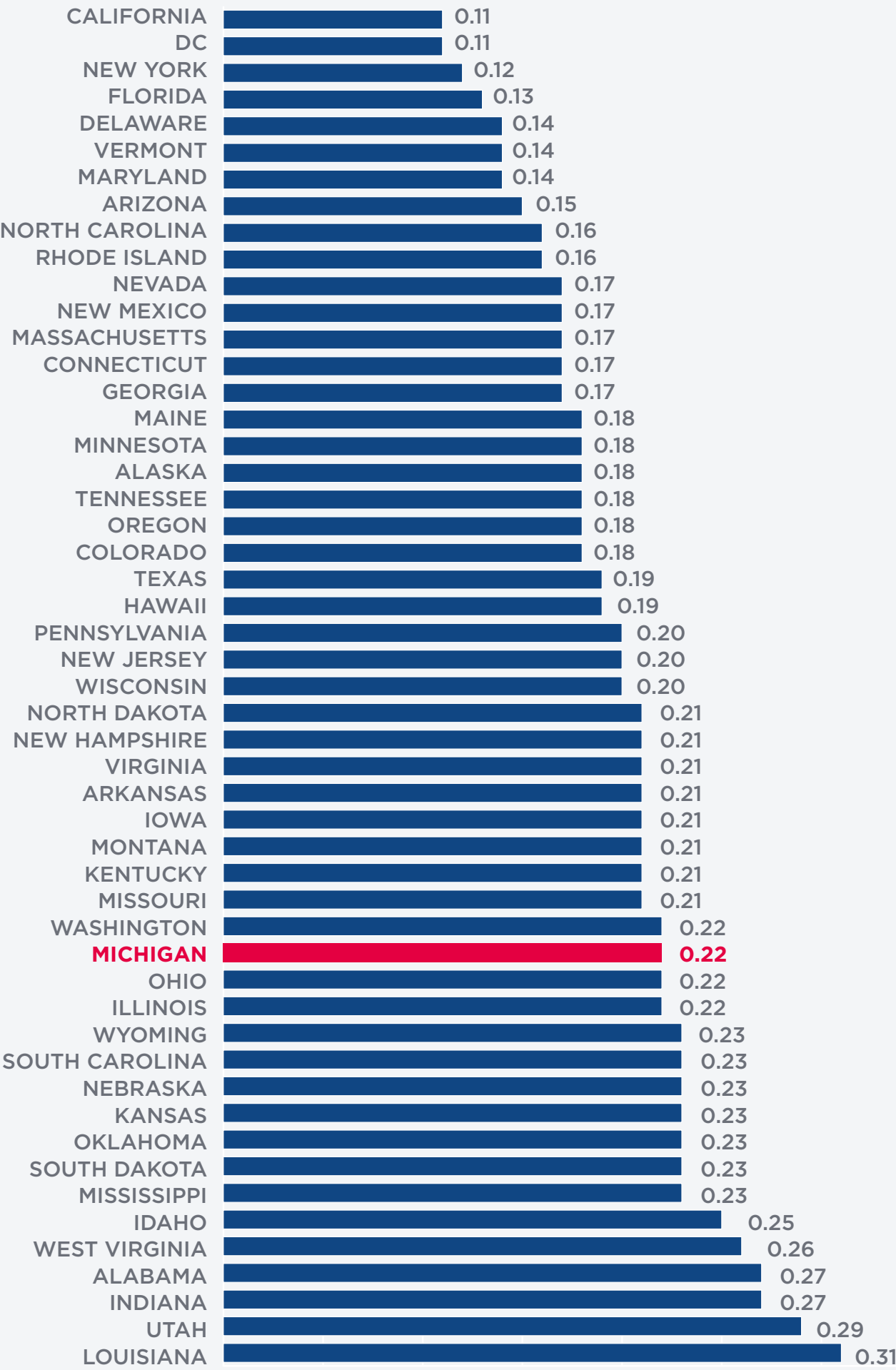
LATINAS
\$0.58

AFRICAN AMERICANS
\$0.63

SMALL BUSINESSES¹⁶

37%
of Michigan businesses
are women-owned.

WAGE GAP¹⁷



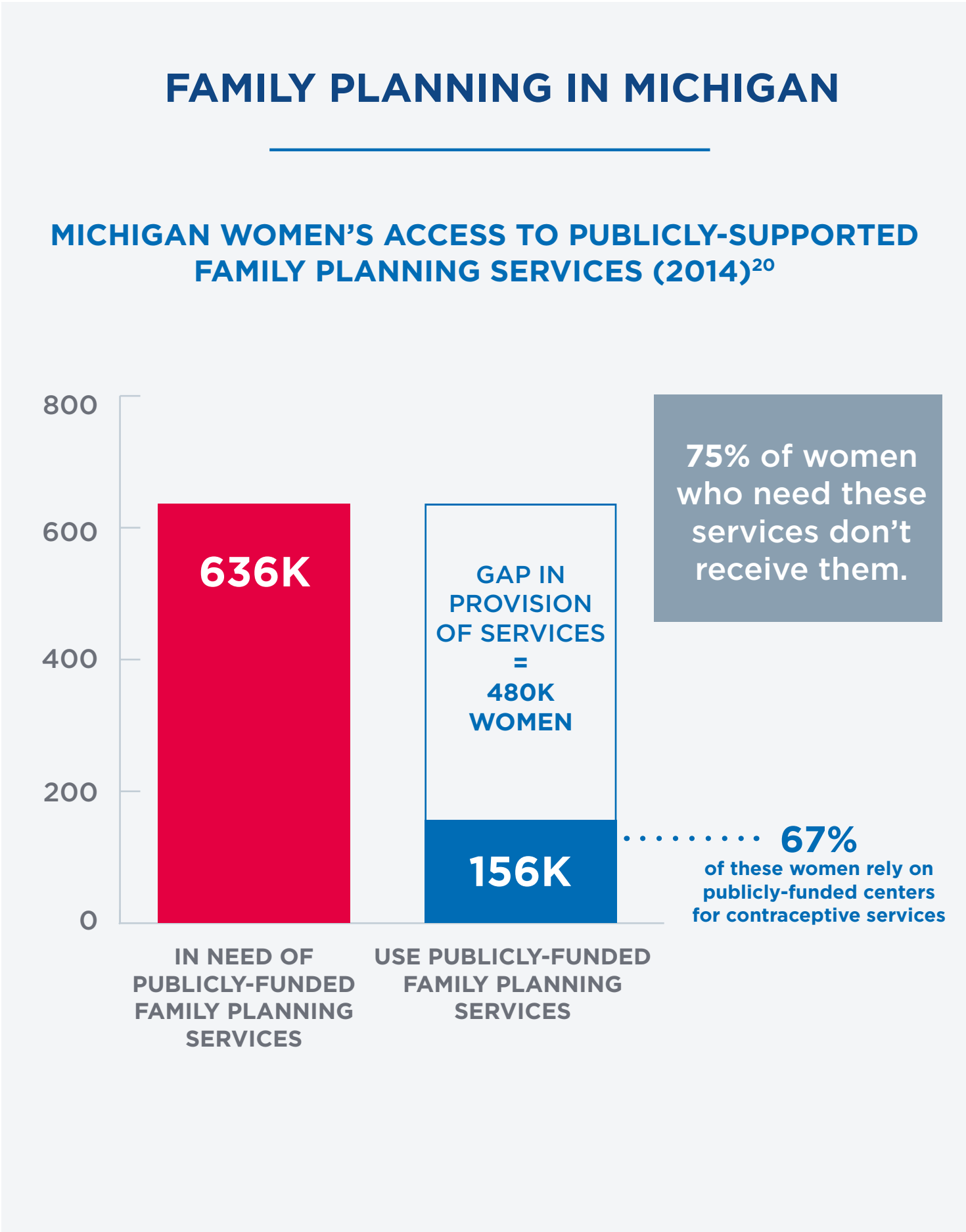
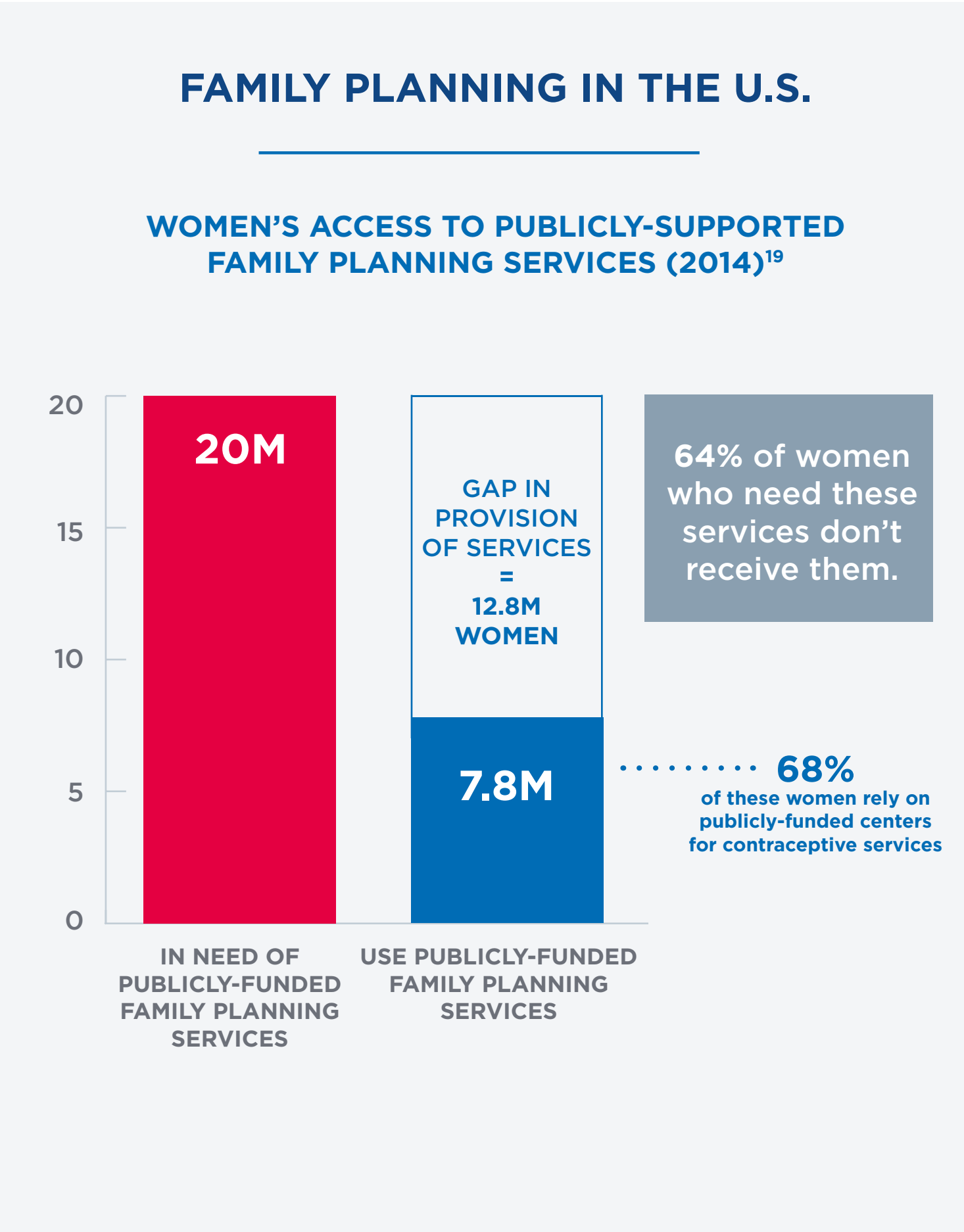
**LOWEST
WAGE GAP**

**MICHIGAN
RANKING:
#36**

**HIGHEST
WAGE GAP**

FAMILY PLANNING SERVICES REDUCE UNPLANNED PREGNANCIES AND SAVE MICHIGAN TAXPAYERS \$212M EVERY YEAR

Making contraception available to women who want it but could not otherwise afford it reduces the number of unplanned births, abortions, miscarriages, and babies born at low birth weight. Without publicly-supported family planning services, rates of unintended pregnancy and abortion in the U.S. would be 33% higher, and 27% higher in Michigan. Many of the women who require publicly-funded family planning services are young, nonwhite, low-income, or uninsured.¹⁸



FAMILY PLANNING SERVICES SAVE TAXPAYERS MONEY

For every \$1 invested in publicly-supported family planning services, the government saves \$7.09 in Medicaid expenditures. That's because these services reduce reproductive cancers, STIs, and unintended births - all of which add to health care costs.²¹



YOU CAN SPEND...

\$1

ON FAMILY PLANNING

OR

\$7.09

IN MEDICAID EXPENSES

In 2010, family planning services in Michigan saved the government²²:

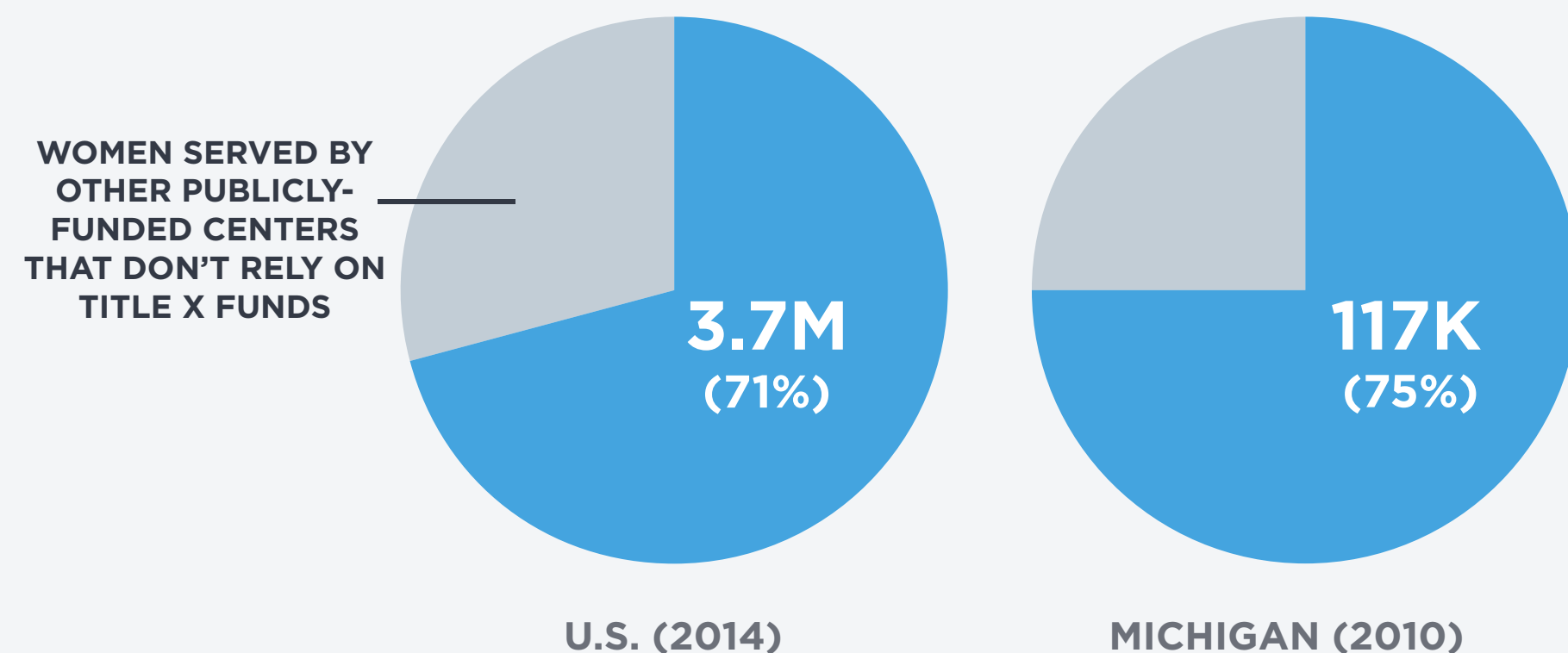
\$212 MILLION

THE TRUMP ADMINISTRATION AND MICHIGAN LEGISLATURE POSE THREATS TO FUNDING FOR AND ACCESS TO FAMILY PLANNING

FEDERAL THREATS

In 2018, the Trump Administration proposed a new gag rule policy for Title X that will affect the nearly **4 million** people who rely on this program for affordable birth control and other related services.²³

WOMEN SERVED BY PUBLICLY-FUNDED HEALTH CENTERS THAT RECEIVE TITLE X FUNDING^{24, 25}



WOMEN IN MICHIGAN ARE MORE RELIANT ON TITLE X CENTERS

Health centers that rely on Title X funding serve 75% of women that visit publicly-funded facilities in Michigan. This is higher than the national percentage of 71%.

The rule prevents doctors, nurses and other Title X providers from informing patients about safe and legal access to abortion. It also blocks Title X funding from going to health centers that provide abortion services – regardless of how the funding is spent.

STATE-LEVEL THREATS



The Michigan legislature is currently considering several bills restricting abortion, including a bill that bans the most common method of abortion after the first trimester. In May 2019, Governor Whitmer vetoed a “heartbeat” bill - a ban on abortions after cardiac activity is detected.²⁶

According to the Guttmacher Institute, Michigan, when compared to other states, **leans hostile** to abortion rights²⁷:

- In 2017, **87%** of Michigan counties had no clinics that provided abortions and **35%** of Michigan women lived in those counties.²⁸
- Patients are required to receive counseling and wait 24 hours before procedure is performed.²⁹
- Health plans offered in the state’s health exchange under the ACA only cover abortion in cases of life endangerment to the women.³⁰

FEMALE EXECUTIVES SUPPORT ACCESS TO REPRODUCTIVE HEALTH CARE

Business Forward conducted a survey with GBA Strategies and Bellwether Research & Consulting (December 2017).³¹ The poll surveyed 1,500 American women across age, race, professional status, educational attainment, geographic area, and political spectrum on their perspectives on the issues facing women in the workplace today.

Eighty-six percent of female executives believe that being able to time and plan parenthood is critical to a woman's professional development and her family's financial security – and 90% believe access to birth control is critical to family planning. There is significant evidence to support these beliefs. For example, 10% of the narrowing of the gender pay gap during the 1980s and 31% during the 1990s can be attributed to early access to the Pill.³²

Access to contraception helps women pursue higher degrees of education and establish in professional careers. The Pill accounted for more than 30% of the increase in the proportion of women in skilled careers from 1970 and 1990.³³

TIMING PARENTHOOD MATTERS

HOW IMPORTANT HAS THE ABILITY TO PLAN IF AND WHEN TO HAVE CHILDREN BEEN FOR YOUR ABILITY TO PURSUE YOUR PROFESSIONAL AND CAREER GOALS?³⁴

(PERCENT THAT BELIEVE IT IS IMPORTANT)

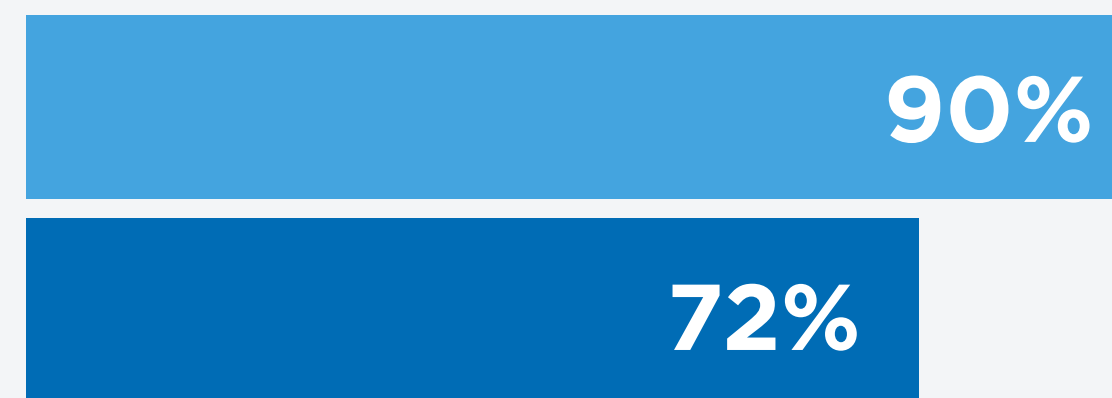


■ EXECUTIVES ■ TOTAL

BIRTH CONTROL IS CRITICAL TO TIMING PARENTHOOD

HOW IMPORTANT HAS ACCESS TO BIRTH CONTROL BEEN IN YOUR ABILITY TO PLAN THE SIZE OF YOUR FAMILY?³⁵

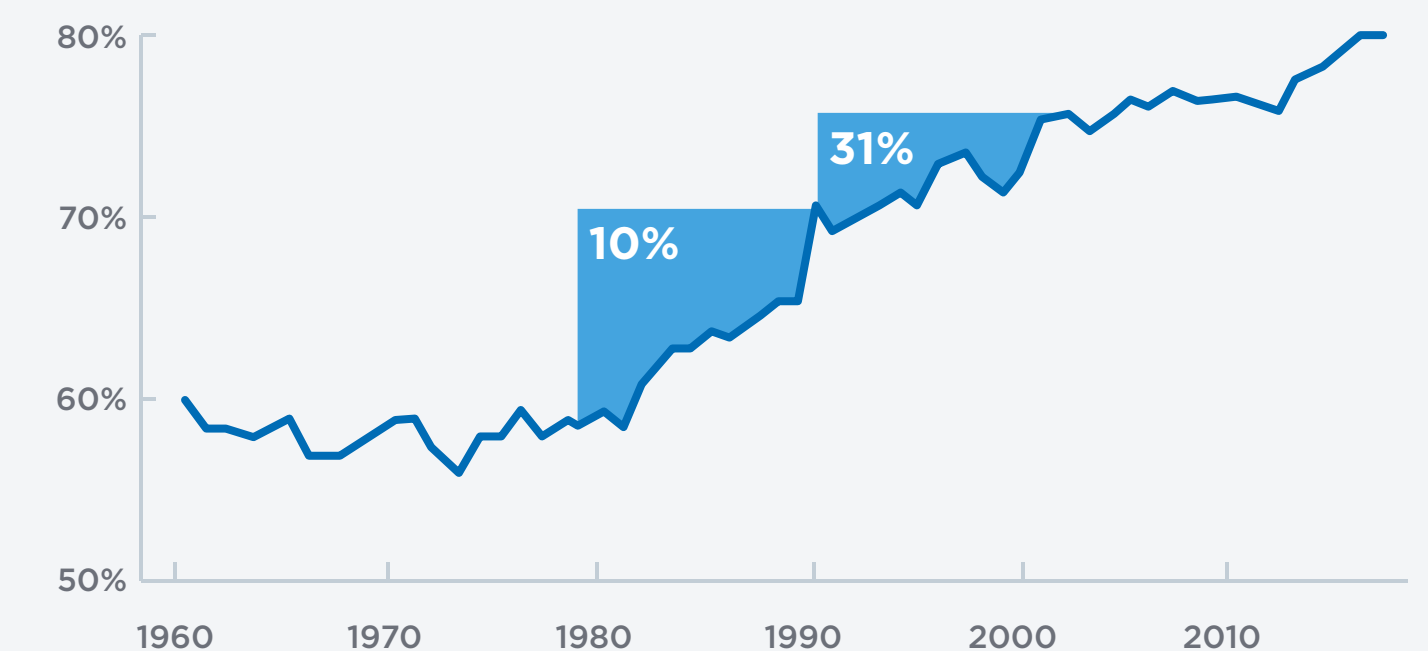
(PERCENT THAT BELIEVE IT IS IMPORTANT)



■ EXECUTIVES ■ TOTAL

LABOR FORCE PARTICIPATION AND BIRTH CONTROL

10% OF THE NARROWING OF THE GENDER PAY GAP DURING THE 1980S AND 31% DURING THE 1990S CAN BE ATTRIBUTED TO EARLY ACCESS TO THE PILL.³⁶

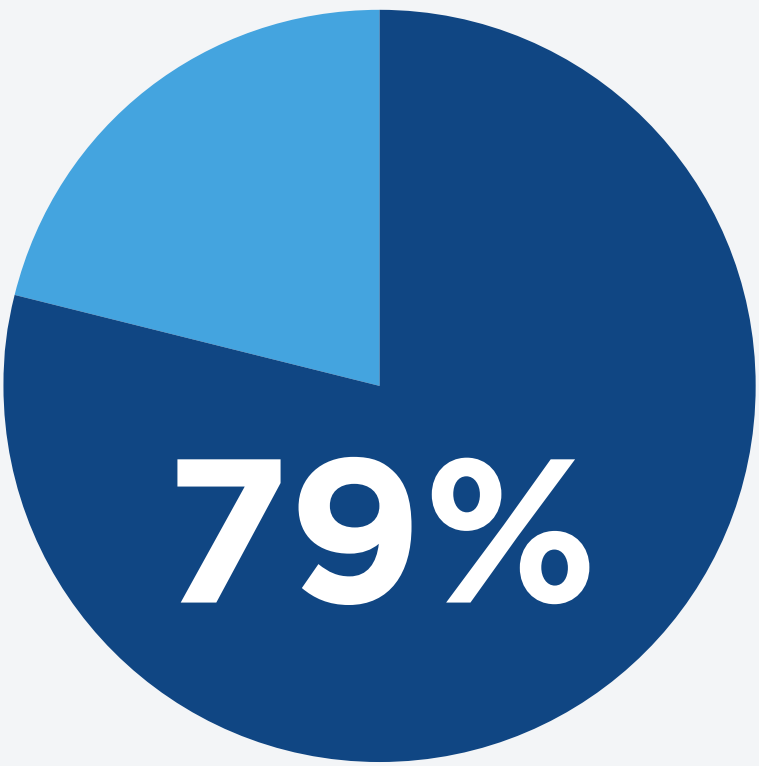


FEMALE SMALL BUSINESS OWNERS SUPPORT ACCESS TO REPRODUCTIVE HEALTH CARE

Nearly one-third of small businesses are owned by women. Their 11 million businesses contribute \$1.6 trillion to the U.S. economy each year. They are also more likely to provide health insurance to their employees than male small business owners. A survey of female small business owners by Small Business Majority (2018) demonstrates the importance of reproductive health care to their professional development and their families' financial security.³⁷

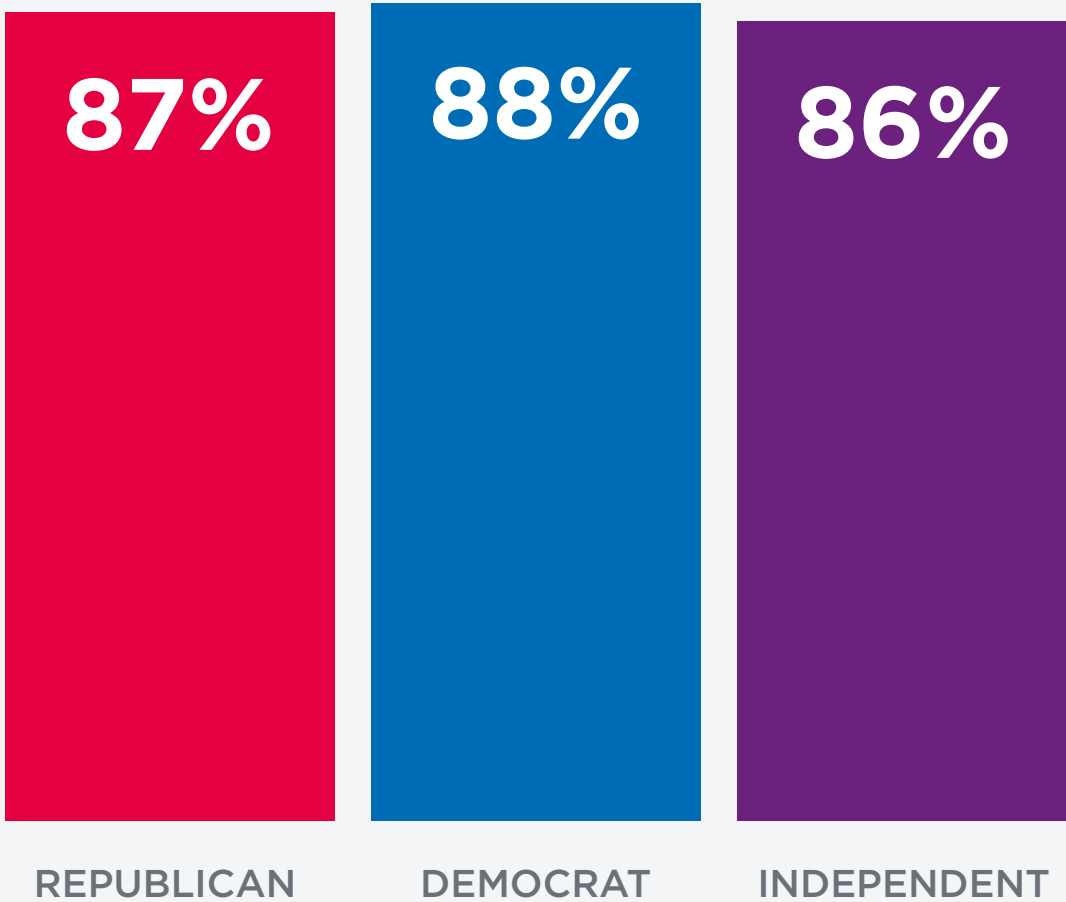
ACCESS TO HEALTH CARE

79% of female small business owners believe that access to reproductive health care is essential to women's economic security and wellbeing.³⁸



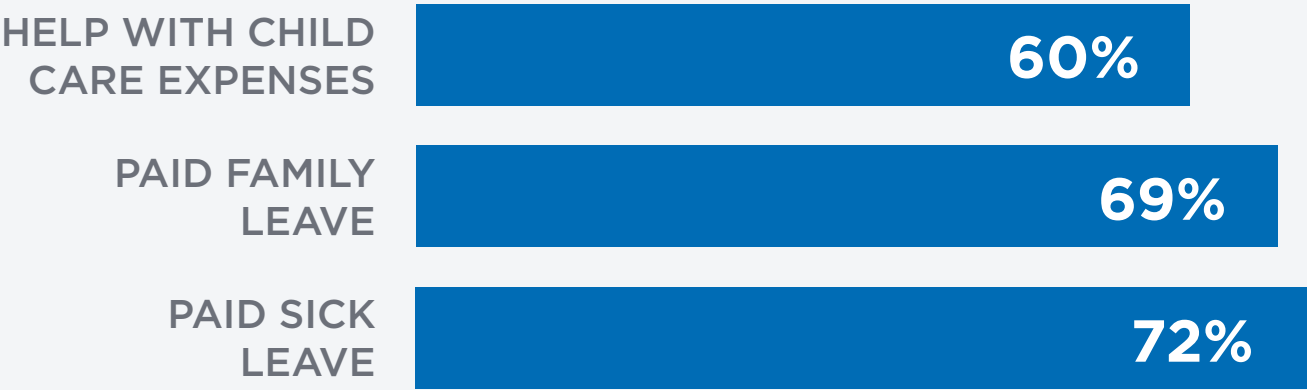
FREEDOM TO PLAN FAMILIES

Across party lines, female small business owners believe that women should have the freedom to plan if and when to have children.³⁹



FAMILY-FRIENDLY

Female small business owners generally support family-friendly policies.⁴⁰



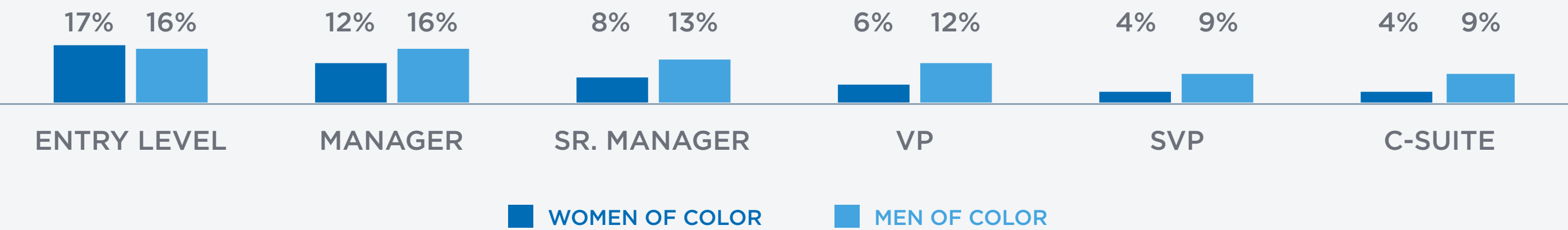
They are also more likely to provide health care to their workers.



FOR WOMEN OF COLOR WHO FACE ADDITIONAL BARRIERS IN THE WORKPLACE, ACCESS TO REPRODUCTIVE HEALTH CARE IS CRITICAL

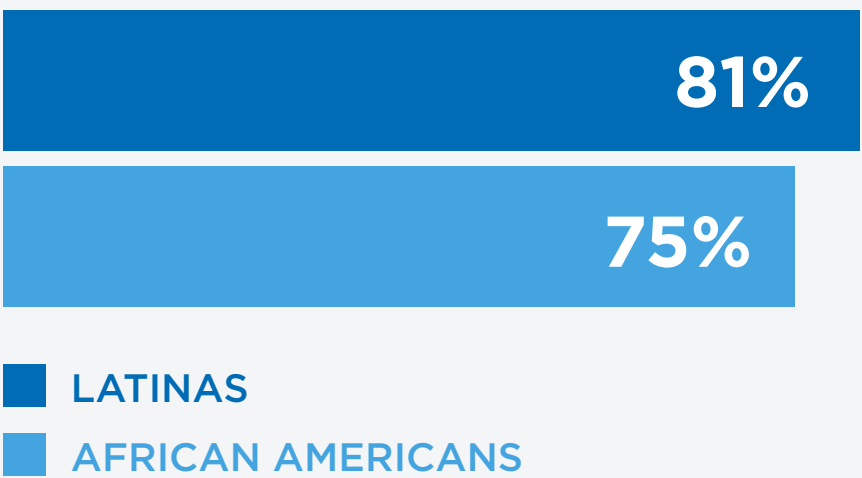
REPRESENTATION IN THE CORPORATE PIPELINE⁴¹

Women of color face greater institutional barriers to promotion in the workplace, and that suggests access to reproductive health care matters more to their careers.

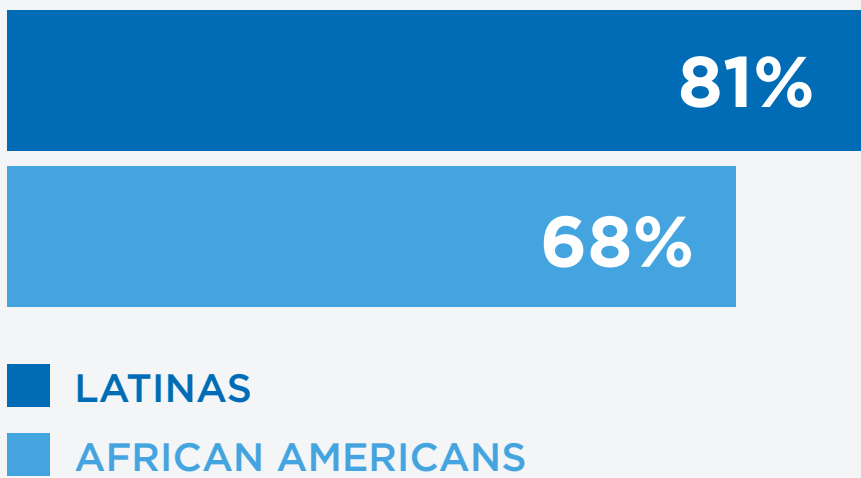


FREEDOM TO PLAN FAMILIES⁴²

How important has the ability to plan if and when to have children been for your ability to pursue your personal professional or career goals? (% that believe it's important)



How important has access to birth control been in your ability to plan the size of your family? (% that believe it's important)



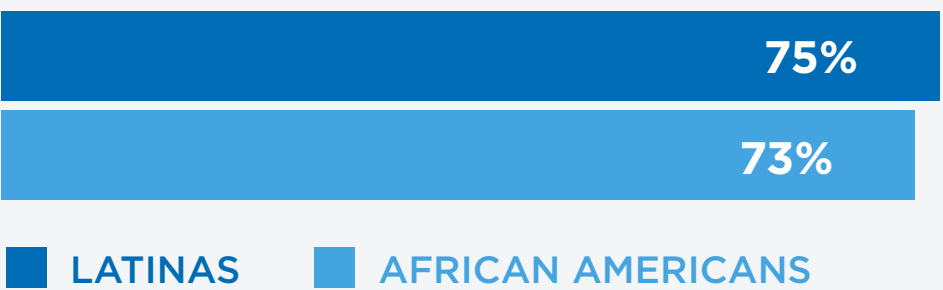
ACCESS TO BIRTH CONTROL AND HEALTH CARE⁴³

Women of color overwhelmingly support requiring insurance to cover birth control and making sure all women have coverage for routine medical care like mammograms and pap smears - even if they don't have health insurance.

REQUIRE COVERAGE FOR WOMEN'S ROUTINE MEDICAL CARE

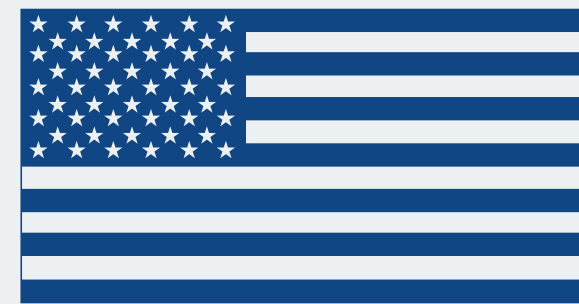


REQUIRE COVERAGE OF BIRTH CONTROL

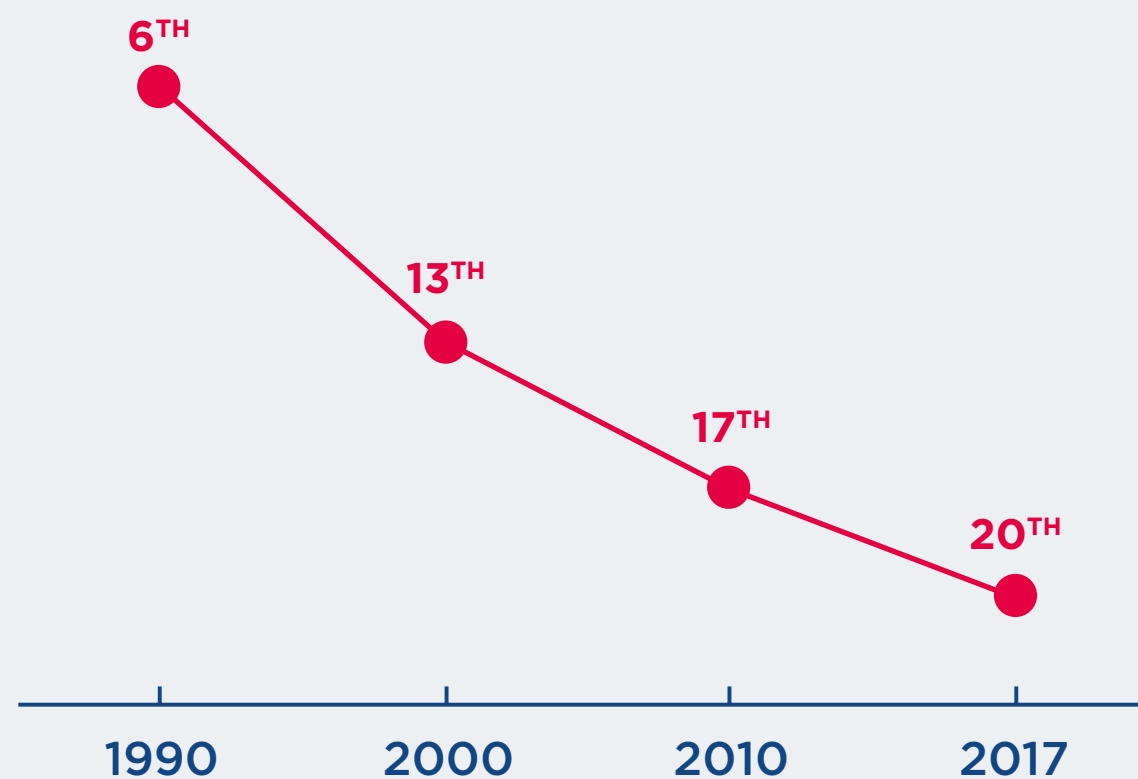


OUR GLOBAL COMPETITORS SPEND THREE TIMES MORE SUPPORTING WOMEN – AND IT’S BOOSTING THEIR ECONOMIES

Once a leader, the U.S. now ranks 20 out of 22 advanced economies in prime-age female labor participation.⁴⁴
In 2015, other OECD members spent more than three times more subsidizing family benefits (as a share of GDP) than the U.S.⁴⁵



U.S. RANKING FOR LABOR FORCE PARTICIPATION RATE, 1990-2017^{46, 47}



WOMEN'S LABOR FORCE PARTICIPATION RATE⁴⁹

U.S. = 66.2%
CANADA = 74%



The reason Canadian women are much more likely to be in the workforce than their U.S. counterparts comes down to three decades of public policies and business incentives.⁴⁸



- BETH ANN BOVINO
S&P GLOBAL

“While Canada began adjusting public policies and business incentives over three decades ago, the U.S. is just recently considering solutions, and these initiatives seem far from implementation.”

— Citi GPS,
Women in the Economy II
(November, 2017)



“If the U.S. expands women-friendly policies to the level of other European countries, the women’s labor force participation rate could reach 82.0%.”⁵⁰

— Blau & Kahn,
National Bureau of
Economic Research (2013)

MICHIGAN BUSINESS LEADERS SUPPORT ACCESS TO REPRODUCTIVE HEALTH CARE

Dear Elected Officials,

Here’s what business leaders know: The freedom to plan our futures — including if and when to have children — is key to a woman’s professional and personal success. Without robust contributions from more than half the U.S. population, our workforce grinds to a halt — and so does economic growth.

Current U.S. policies pose a threat to the country’s economy and hurt national productivity. After decades of headway, gender equity has stalled. Even as women earn more college degrees, men earn more money. Women’s workforce participation in our country is almost dead last —ranking 20th — among 22 advanced global economies.

If we advanced policies that help women participate in the workforce at the rate men do, the U.S. economy would grow by an additional \$1 trillion each year.

Instead of limiting access to women’s health care, public officials should support policies that allow working women to thrive. Protecting and expanding reproductive health care can drive economic growth. Our families will be more stable, our businesses more productive, and our workforce stronger.

MORE THAN 300 MICHIGAN BUSINESS LEADERS SIGNED THIS STATEMENT, INCLUDING:

Alan Baum, West Bloomfield
Alice Cormier, Wakefield
Allen Cejmer, Owosso
Amelia Hurd, Riverview
Amy Packard, Big Rapids
Angelic Houston, Grand Rapids
Anke Pearson, Grand Rapids
Anne Knaggs, Grand Rapids
Anne Baer, Ypsilanti
Audrey Taylor, Kalamazoo
Audrey Minick, Milan
Barbara Kantola, Niles
Barbara Stanyer, Clio
Barbara Cote, Holland
Barbara Vandymen, Delton
Barbara Reider, West Bloomfield
Beryl Krasner, Honor
Betsy Gingerich, Kalamazoo
Beverly Banks, Traverse City
Bob LaZebnik, Clarklake
Bob Werner, Iron Mountain
Bobbie Margolis, Okemos
Bonnie German, Rochester
Bonnie Pace, Swartz Creek
Brandy Case, Davison
Carissa Griffith, Kalamazoo
Carlos Florido, Holland
Caro, Pakkala, Dearborn
Carol Mawhorter, Royal Oak
Carol Brown, South Lyon
Carol Christensen, Ann Arbor
Carole Rogers, Warren
Carole Kronberg, Detroit
Carolyn De Voe, Flint
Carolyn Kenoshmeg, Petoskey
Cendra Lynn, Ann Arbor
Charity Nelson, Grand Rapids
Charles Knudstrup, Lowell
Cheri Cline, Kalamazoo
Cheryl Jewett, Grand Ledge
Cheryl Church, Wells
Cheryl Pickerd, Grand Rapids
Chris Ainslie, Ironwood
Chris Oaks, Gwinn
Christina Crawford, Traverse City
Clarice McKenzie, Grand Rapids
Constance Jurmo, Casco
Cynthia Olcott, Grass Lake
D. Newby, Canton
D’Anna Potter, Troy
Dave Less, Dewitt
David Bowen, Royal Oak
David Brown, Burton
David Williams, Highland Park
David M. Dunn, Lansing
Deborah Steen, Royal Oak
Deborah Walsh, Warren
Deborah Haase, Madison Heights
Debra Moore, Clio
Debra Stupka, Kalamazoo
Debra Crook, Pinckney
Debra Davies, Tecumseh
Delora Tyler, Southfield
Denise Brennan, Auburn Hills
Denise Fisher, Kalamazoo
Diane McDonald, Saint Clair Shores
Diane Sturtevant, Westland
Diane Simancek, Bellaire
Diane Bonior, Grosse Pointe
Diane Blackwood, Eaton Rapids
Diane Fischer, Au Gres
Dixie Wong, Berrien Springs
Donna Martens, Holland
Dora Hetrick, Lansing
Dorothy Strotkamp, Ann Arbor
Edna Greenperry, Flint
Elaine Stienon, Ann Arbor
Elaine Hunyadi, Midland
Elaine Arnold, Sterling Heights

Elaine Goodspeed, Grand Rapids
Eleanor Hennessy, Bay City
Elizabeth Immo, Utica
Elizabeth Bosse, Troy
Emery Reed, Highland Park
Emily Dood, Kalamazoo
Emily Vincent, Ann Arbor
Enrico Hanks, Detroit
Essie Adrian, Plainwell
Eva Phelps, Evert
Evans Pate Jr., Detroit
Evelyn Bakeman, Dowagiac
Fay Iles, Jackson
Frankie Love, Grand Rapids
Frann Spiess, Whitmore Lake
Frosty Chandler, Scottville
Gail Damaschke, Carney
Garry Pribble, Jenison
George Hill, Detroit
Gerald Fisher, Dearborn Heights
Gerry Bundle, Cassopolis
Glenda Ring, Grand Rapids
Gordon MacDonald, Okemos
Greta Kennard, Ann Arbor
Gwendolyn Johnson, Okemos
Helena Shanteau, Monroe
Jaclyn Shevsky, Clinton Township
Jacqueline Barbieri, Brighton
Jacquelyn Nye, Saint Joseph
James Wrubel, Pinckney
James Stover, Belmont
James Foster, Alpena
James Williams, Greenville
Jane Steinhoff, Munising
Jane Cooper, Ann Arbor
Jane Elliott, Mount Clemens
Janet Hendricks, Milford
Janet Czubaj, Rochester
Janet Ginepro, Monroe
Janet Leckrone, Ann Arbor
Janet Dersey, Plymouth
Janett Law, Clinton Township
Janette Morden, Midland
Janice Baker, Calumet
Javanna Bagley, Grand Rapids
Jean De Mott, Hastings
Jean Hodges, Roscommon
Jean Waterloo, Richmond
Jeanne Shepley, Madison Heights
Jennifer Reinert, Marquette
Jennifer Parks, Holland
Jerry Bierens, Milford
Jill Henke, Holland
Jill Ferris, Portland
Jim Watkins, Grand Rapids
Jim Vandereyk, Detroit
Joan Webber, Mattawan
Joan Atkinson, West Bloomfield
Joann Dayton, Northville
Joell Austin, Grand Rapids
Johann Mitchell, Monroe
John Rokas, Eastpointe
John Zaporski, Plymouth
Joy Carlson, Manistee
Joyce Nicholson, Mount Pleasant
Judith Woelke, Riverview
Judy Bailey, Ortonville
Judy Lindberg, Marysville
Julia Marckini, Holland
Justin Oreau, Hillman
Justine Trowbridge, Niles
Karen Nowell, Coldwater
Karen Ankeny, Muskegon
Karen Matuschka, Battle Creek
Kate Marino, Zeeland
Katherine Heins, Traverse City
Katherine Schindler, Ann Arbor
Kathi Six, Spring Lake
Kathleen Nelson, South Lyon

Kathleen O’Donnell, Mount Morris
Kathryn McCleery, Alden
Kathy Porter, Westland
Kathy Joseph, Bear Lake
Kathy Mason, Sebewaing
Kathy Tyson, Royal Oak
Katie Collins, Monroe
Katrina Wikstrom, Holland
Kay Michalak, Hope
Kayla Vineyard, Saint Clair
Kelley Ball, Riverview
Kerstin Poh, Keego Harbor
Kristin Ratynski, Highland Park
Kristine Kovessli, Southgate
Lana Bobak, Rochester
Laura Stahl, Nunica
Lawrence Donovan, Waterford
Leigh Young, Grand Rapids
Lenore Kuipers-Cummins, Benton Harbor
Lester LaBar, Saint Johns
Linda Jockus, Kalamazoo
Linda McGill, Alpena
Linda Stiltner, Trenton
Linda Gillespie, Milford
Linda Soo Hoo, Ann Arbor
Linda Kane, Saginaw
Linda Krum, Schoolcraft
Linda Mastin, Utica
Lon Preston, Three Rivers
Loretta Koehler, Tecumseh
Lori Maki, Schoolcraft
Lorraine Howlett, Bridgeport
Louis Middleton, Saline
Louise Dietz, Cass City
Lucy Turner, Holly
Luise Knutson, Ypsilanti
Lynda Wilson Glenn, Pleasant Lake
Lynn Barnes, Brown City
M. Jane Roberts, Southfield
Margaret Etheridge, Canton
Marian Love, Portland
Marie Brasseur, Flint
Marilyn Hermann, Byron Center
Marilyn Milewski, Howell
Marilyn Wojtas, Deckerville
Marilyn Hurwitz, Goodrich
Mark Shemanski, Norway
Marshall Saltzman, West Bloomfield
Marty Albert, Battle Creek
Mary Wolney, Battle Creek
Mary Hart, Hastings
Mary Lewallen, Rothbury
Mary Kee, Cedarville
Mary Kron, Jenison
Mary Foley, Lexington
Mary Kee, Cedarville
Mary Crock-Ring, Grand Junction
MaryEllen Lovelace, Glennie
Melba Marentette, Plymouth
Melissa Weems, Monroe
Melssa McGrath, Dimondale
Michael Sprunk, Kalamazoo
Michael Ogden, Berkley
Michael Zisman, Montague
Michele Oberto, Trenton
Mike McCormick, Jackson
Mike Hradel, Free Soil
Mollie Dart, Spring Arbor
Molly Laponsa, Troy
Nadine Gancsos, Burton
Nancy Gilbert, Kalamazoo
Nancy Ainsworth, Fort Gratiot
Nancy Clark, Ann Arbor
Nancy Florkowski, Redford
Nancy Smith, Hudson
Noelle Clark, Holt
P.J. Coldren, Saint Helen
Pam Christianson, Alpena
Pamela Flick, Whitmore Lake

Pamela Goers, Romulus
Patricia Perlman, Elk Rapids
Patricia Frase, Waterford
Patricia Sobol, Bay City
Patricia Jankowski, Clinton Township
Patricia Borders, Romulus
Patricia Adams, Northport
Patricia Dorn, Holland
Patricia Harvey, Grand Rapids
Patricia Beiring, Northville
Paul Kerman, Warren
Paula Thompson, Wyoming
Peg Foote, Eaton Rapids
Peggy Van Sickle, Brighton
Penny Herd, Frankfort
Philip Koster, Muskegon
Phyllis Peterson, Lawton
Ray Keeling, Milford
Reva Misch, Warren
Richard Han, Ann Arbor
Robert Quackenbush, Boyne City
Robert Williams, Sand Lake
Roberta Cipic, Battle Creek
Robin Luce, Lake Orion
Ron Walton, Marshall
Rose Headings, Bay City
Rosie Couture, Royal Oak
Roxanne Lake, Rodney
Roxanne Crabill, Plymouth
Rudite Schmidt, Coopersville
Ruth Briggs, Trenton
S. Jitreun, Ann Arbor
Sally Kellen, Grand Blanc
Sandra Kostorzewa, Saginaw
Sandra Wettergren, Clinton Township
Sandra Pearson, Southgate
Sarah Sercombe, Royal Oak
Sharon Tumminello, New Baltimore
Shaun Markey, Elk Rapids
Sheri Carpenter, Warren
Sherron Collins, Spring Lake
Sherry Highberg, Eastpointe
Silvia Tineo-Perez, Rochester
Steve Turner, Battle Creek
Sue Rae, Battle Creek
Sue Munda, Schoolcraft
SueAnn Zill, Ludington
Susan Cunningham, Portage
Susan Sillars, Portage
Susan Dohrman, Marquette
Teresa Walsh, Canton
Terry White, Lenox
Thalia Ferenc, Charlevoix
Theresa Kamensky, Dearborn
Tim Miller, Lansing
Tim Price, Perry
Timothy Hanser, Detroit
Tomasa Haight, Marcellus
Tracey Martin, Howell
Tracey Hennigar, Midland
Vally Talsma, Bruce Crossing
Vicki Lowe, Canton
Virginia Braun, Flint
Wayne Buchanan, Grand Rapids
Wendy Brown, Lansing
William Edwards, Brighton
Yvonne DeLuna, Holland

REFERENCES

For more resources on this topic see:

Center for American Progress - State Fact Sheets: Economic Security for Women and Families.

<https://www.americanprogress.org/issues/women/news/2018/10/23/459779/state-fact-sheets-economic-security-women-families/>

Center for American Progress - The Women's Leadership Gap.

<https://www.americanprogress.org/issues/women/reports/2018/11/20/461273/womens-leadership-gap-2/>

Citi GPS - Women in the Economy II.

<https://www.citibank.com/commercialbank/insights/assets/docs/2017/Women-in-the-Economy-II//files/assets/common/downloads/Women%20in%20the%20Economy%20II.pdf?uni=607693e53b83467400b37f63a58349f4>

S&P - The Key to Unlocking U.S. GDP Growth: Women.

<https://www.spglobal.com/en/research-insights/featured/the-key-to-unlocking-u-s-gdp-growth-women>

Washington Center for Equitable Growth.

<https://equitablegrowth.org/>

ENDNOTES

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A background image showing three business professionals in an office setting. A man in a light blue shirt is on the left, gesturing with his hands. A woman with glasses and a dark blazer is in the center, looking towards the man. Another woman with long dark hair and a light blue blazer is on the right, also looking towards the man. The image is overlaid with a dark blue tint.

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