

Post-Roe, Employees Want—and Expect—Businesses to Help with Reproductive Health Access

Key Findings

- Abortion bans are unpopular, even in states that have banned abortion.
- Nearly **60 percent** of parents and those planning to have children in the next decade are concerned about access to abortion, OB-GYN services, and prenatal care.
- **One in five** adults planning to have children in the next decade has moved or knows someone who has moved to another state due to abortion restrictions.
- **Fifty-seven percent** of individuals likely to have children in the next 10 years say they are more likely to apply for or accept a job with reproductive health care benefits.
- More than half of employed adults (**51 percent**) believe companies should speak out in support of reproductive rights.
- Businesses are responding—some offering relocation assistance, expanded benefits, or going remote—while grappling with public scrutiny and policy challenges.



Introduction

Reproductive health care is not only a critical issue for individuals but also a key factor in the health and competitiveness of businesses.¹ As the national conversation on reproductive rights evolves—especially after the *Dobbs* decision²—companies are increasingly recognizing the importance of offering comprehensive reproductive health benefits to attract and retain talent.³ And acting now is crucial.

A new IWPR survey⁴ of 10,000 adults, conducted with Morning Consult and the Center for Reproductive Rights, shows that **abortion bans are deeply unpopular,⁵ particularly among younger individuals and those planning to have children soon, who prefer to work in areas where reproductive rights are protected.** Workers are also looking to employers for support in navigating reproductive health care challenges, **both by providing robust benefits and advocating for reproductive rights.**

In the wake of *Dobbs*, many companies have taken proactive steps to support their employees. These efforts include offering remote work options, supporting employee relocation to states with

protected reproductive rights, expanding health care benefits (particularly for travel to access care), creating workplace support groups, and publicly advocating for reproductive rights as part of broader workplace initiatives. These steps are critical given the widespread public concern about access to all types of reproductive health care, especially among parents and those planning to have children soon. By aligning their workplace choices with companies that prioritize reproductive health care, younger adults are also pushing employers to take a definitive stand on this issue.

The 2024 general election further illustrates the widespread public support for reproductive rights, with ballot initiatives in seven states showing strong backing for abortion protections.⁶ Even in Florida, where a recent initiative failed, and abortion remains banned, 57 percent of voters supported reproductive rights, signaling the unpopularity of abortion restrictions in the state. The overall success of these ballot initiatives is significant as voters—who are also workers—are increasingly vocal about their preferences for reproductive rights and access to reproductive health care. In fact, our survey data reveals high levels of awareness about the reproductive rights landscape, with **over 65 percent of adults saying they are familiar with their state's policies**, whether they live in states with restrictive laws or those with protections.

As this issue brief will show, companies cannot afford to overlook the evolving landscape of reproductive rights and the reproductive health care needs of their employees. The demand for action is clear, employees increasingly expect it, and supporting reproductive health care access has become a strategic business imperative.

Study Design

The Institute for Women's Policy Research (IWPR) undertook two phases of research for this study. First, IWPR, in collaboration with the Center for Reproductive Rights (CRR) and Morning Consult, conducted a public opinion survey of 10,000 adults, which is reliable at the state level, to explore how adults across the United States view their state's reproductive health care policies, and what they expect from employers in response to these policies. A central focus of the survey is the role that employers are expected to play in addressing gaps in reproductive health care access, particularly for employees in states with restrictive abortion laws.

Survey participants identified key forms of support that they believe employers should offer in light of limited access to reproductive health care. These include health care coverage that provides contraception, paid leave, flexible schedules, and financial assistance for child care and out-of-state travel for medical procedures. The survey also examined public opinion on the growing trend of businesses engaging in political action, with many respondents expressing a desire for companies to take public stances in support of reproductive rights. These insights reveal how employers' actions—or lack thereof—can directly influence employee satisfaction, recruitment, and retention.

Second, to further understand how employers are responding to the policy landscape after *Dobbs*, IWPR, in collaboration with CRR, also conducted interviews with business leaders. Many employers are now facing the challenge of aligning their policies with the evolving needs of their workforce while managing legal changes and risks and navigating public scrutiny. These interviews revealed that companies are introducing new benefits, such as travel assistance for medical procedures, including abortion care, and expanded health care coverage, and are evaluating the political and financial risks of engaging in such a highly polarizing issue.

Public Concerns About Reproductive Health Care Access and Employer Responses

The public opinion survey results offer a comprehensive view of the direct link between reproductive health care policy and the workplace. The survey findings demonstrate that adults actively consider the implications of abortion bans on their careers, influencing decisions about where to work and live. **Workers are evaluating current and potential employers based on the reproductive health landscape of the state, the comprehensiveness of company benefits, and whether the organization actively supports reproductive health care.** These concerns are especially pronounced among those who expect to have children in the near future, as they place substantial importance on access to reproductive health services and supportive workplace policies. Significantly, these concerns are shared across genders, with everyone recognizing the broader implications of these policies, underscoring the universal nature of the issue. Employers that fail to address these concerns risk losing top talent to competitors that champion reproductive rights and provide robust health benefits, including for abortion care. By aligning with these priorities, employers can enhance their reputation and attract the best and brightest workers.

Abortion bans are unpopular in ban states.

In states with abortion bans, just 30 percent of respondents support their state's abortion policies despite living in states where such measures are in place. But in states where abortion is legal, support for state abortion policies is much higher at 50 percent (slide 4).¹

Moreover, residents of ban states are nearly twice as likely to disagree with their local abortion policies than those who live in states where abortion is accessible. About half (47 percent) of residents in ban states disagree with their local abortion policies, with almost one-third in strong disagreement. By contrast, in states with legal access to abortion care, only about 24 percent of adults disagree with their state's policies (slide 5).

These findings highlight widespread dissatisfaction with restrictive abortion policies, especially among those living in states where they are enforced.

This dissatisfaction was evident when voters in seven states—Arizona, Colorado, Maryland, Missouri, Montana, Nevada, and New York—strengthened abortion protections last November. These results bring the total to 14 states that have passed ballot initiatives in support of abortion rights since the *Dobbs* decision in 2022.

Notably, 57 percent of voters in Florida supported protecting abortion in the state constitution.⁷ The measure fell short because Florida state law requires a 60 percent approval threshold. Our survey findings align with this result, showing that over half of Florida residents (52 percent) do not support their state's abortion policies.



¹ To view the slides referenced throughout the brief, go to <https://iwpr.org/reproductive-health-care-and-job-decisions>.

The survey results also reflect broad support for abortion protections in states where ballot measures passed. Fifty-four percent of New Yorkers and 51 percent of Coloradans, for example, agree with their state's abortion policies, compared to about 20 percent who do not.

Widespread concern extends beyond abortion to access to prenatal care, OB-GYN care, fertility treatments, and contraception. Concerns about reproductive health care access are particularly strong among parents and those who expect to have children within the next 10 years. **Nearly 60 percent of respondents in these groups express that they are worried about access to abortion, OB-GYN services, and prenatal care** (slides 6, 7, and 8, respectively). Additionally, 57 percent of those likely to have children in the near future are also concerned about access to fertility treatments (slide 9).



Levels of concern over contraception, fertility treatments, OB-GYN services, and prenatal care are higher among residents in states with abortion bans, with over half of respondents in those states showing concern (slide 10). Nevertheless, adults across the country, regardless of the state, have a high level of fear regarding access to a whole range of reproductive health services, demonstrating the national salience of these issues (slide 11).

Abortion restrictions impact workforce mobility.

For a significant segment of the population, reproductive health care restrictions are more than a matter of principle—they also directly impact their decisions about where to live and work. **One in ten adults has moved to or applied for a job in a different state or knows someone who has due to their current state's abortion restrictions** (slide 12).

For those planning to have children within the next ten years—a group that makes up 22 percent of survey respondents—this number nearly doubles. About one in five has or knows someone who has moved to (19 percent) or applied for a job in a different state (18 percent) due to their current state's abortion restrictions. This finding suggests that restrictive abortion policies are causing more concern among those planning to have families.

These results highlight the profound impact these policies can have on people's lives and choices, especially when considering all of the crucial factors people weigh when making these decisions, such as career advancement, pay, access to health care, proximity to family, and cost of living, as well as how complex, costly, and disruptive relocating and changing jobs can be.

Concerns about abortion access also have significant implications for the business community, particularly for employers who hope to attract younger, highly educated workers. **Among adults aged 18 to 34, 15 percent have relocated—or know someone who has—because of abortion restrictions in their state, while 14 percent have or know someone who has applied for a job elsewhere.** Similarly, for those with advanced degrees, 14 percent have moved or know someone who has due to these policies, and 13 percent have or know someone who has applied for a job in another state.

Reproductive health care benefits influence recruitment efforts and employer reputation.

Employers that offer reproductive health care services are attractive to survey respondents. Nationwide, about **45 percent of employed adults report they would be more likely to apply for or accept a job if the employer provided reproductive health care benefits**, while only one in ten say they would be less likely to do so (slide 13).

The demand is particularly pronounced among adults considering relocating, those likely to have children in the near future, and those who are already parents. For example, 57 percent of individuals likely to have children in the next 10 years say they are more inclined to apply for or accept a job with reproductive health care benefits. Similarly, about half of parents (47 percent) and individuals considering relocation for work (52 percent) indicate a preference for employers offering these benefits.

This preference is corroborated when you examine the data for the age cohort 18 to 44. Nearly half of this group prioritizes reproductive health care benefits when considering employment opportunities. Many employers already understand the connection between younger workers and family planning benefits. As explored further below, companies have spent years attracting workers by shoring up their benefits packages, especially when it comes to access to fertility treatments and assisted reproductive technology, parental leave, and now travel and other benefits to ensure access to abortion care.⁸

These findings underscore the importance of reproductive health care benefits as a workforce issue for all workers, particularly for younger workers and those considering relocating or having children. Employers who fail to recognize this may struggle to remain competitive in attracting and retaining talent.

Nationwide, adults in every state want employer-provided reproductive health care and caregiving benefits.

The survey results show that people nationwide support employer-provided, family-friendly policies (slide 14). Even in states with restrictive stances on reproductive health care access, a strong majority of adults prefer a range of reproductive health care benefits and caregiving supports.

Support for paid leave is particularly strong. For example:

- In Mississippi, **83 percent** of adults support paid sick leave.
- In Florida, **79 percent** support paid parental leave.
- In Alabama, **76 percent** of adults support paid caregiving, and **70 percent** support paid leave for pregnancy-related care.
- In West Virginia, **56 percent** believe employers should offer paid time off for fertility treatments.



Other workplace benefits also garner significant support, such as:

- In Louisiana, **79 percent** support flexible work arrangements to accommodate caregiving responsibilities.
- In Florida, **70 percent** think employers should provide health insurance that covers contraception.
- In South Dakota, **65 percent** of adults think employers should provide financial assistance for child care.



Importantly, each of the percentages mentioned above represents the minimum level of support found in our survey across all 50 states and the District of Columbia. **They reveal the floor, not the ceiling.**

This broad consensus underscores a solid demand for workplace policies that recognize and support the full spectrum of employees' health and caregiving needs, regardless of a state's reproductive health care policy. As employees look for workplaces that reflect their values and support their needs, companies that offer these reproductive health care benefits may find themselves at a competitive advantage in attracting and retaining talent, particularly in states with restrictive health care policies.

Most employees want their companies to advocate for public policy ensuring access to reproductive health care.

People strongly support companies taking a stand in advocating for reproductive health care rights. More than half of employed adults believe companies should speak out in support of these issues (51 percent) and work with lawmakers to protect access to reproductive health care in states where they operate (56 percent; slides 15 and 16, respectively). Among individuals planning to have children in the near future, this rises even higher, with 65 percent advocating for business involvement to protect and expand access. Support is also higher among those likely to relocate for work (61 percent) and those aged 18 to 34 (59 percent).

A company's support for reproductive health care legislation and benefits also significantly shapes how employed adults perceive them as potential employers. More than two in five employed adults (43 percent) report being more likely to work for companies that actively engage in legislative efforts to protect abortion access (slide 17). Additionally, while 42 percent of employed adults say their employer's reproductive health care benefits influenced their decision to join or stay with the company, this figure rises sharply to 62 percent among those planning to have children in the near future (slide 18).

The desire for corporate advocacy in reproductive health care highlights the unique position employers hold in supporting employees' rights and values, even in our current polarized political climate, where companies may fear backlash. For businesses operating in restrictive states, there is a clear message: **Employees expect businesses to not only provide reproductive health care benefits but also to stand up for these rights at a policy level.** By doing so, companies can play a critical role

in helping to shape more accessible state policies and creating an environment that respects and safeguards access to comprehensive reproductive health care.

How Businesses Are Navigating Reproductive Health Care Challenges

IWPR conducted seven interviews with business leaders to understand how they are navigating the reproductive health care landscape after *Dobbs*.⁹ The business leaders represent companies headquartered or operating in states with varying levels of restrictions and access to reproductive health care. The responses illustrate the pivotal role businesses play in addressing reproductive health care access challenges. From expanding benefits to fostering open dialogue and advocating for employee needs, companies are dedicating significant time, brainpower, and resources to adapt to the changing landscape while simultaneously navigating the complexities of uncertain and evolving legislative and societal expectations.

Businesses recognize their role in advocating for reproductive rights.

“ I think it's incredibly important for companies at this point to start standing up and discussing why these changes are unacceptable and the fact that these have negative impacts on men, women, nonbinary individuals. It affects their recruitment pipeline. . . . We talk about this all the time. When we talk about being better for women, it ultimately ends up being better for everybody. Our view is that we have passed the time where companies can take behind-the-scenes stances. ”

The business leaders interviewed increasingly recognize their role in responding to reproductive rights legislation, especially given the direct impact on current employees and recruiting talent. Most expressed that supporting reproductive rights aligns with their commitment to inclusivity and employee well-being. They noted that younger adults, in particular, expect businesses to engage in social advocacy, making it a critical factor in talent attraction and retention.

“ I think that the voice of business is really important. . . . I went through this recently. I was asked to sign on to a brief, and I had done this before. . . . But this most recent time, I spoke to some of my partners, and many of them are far more conservative than I am, but. . . . They were very concerned with me signing on to a brief and didn't want me to do it and were concerned that there was potential for a boycott or a backlash against the business. ”

“ As we've started to see these diminishing rights and these attacks become more pronounced, the company has started to get much more vocal about it. So we're not just trying to provide these things in secret to our employees, but we are letting them know that we're also standing up and fighting for the protection of these rights on behalf of them, on behalf of us, on behalf of our users. And we know that our employees respond very strongly to those times where we go beyond just saying we're going to throw money at the problem or give you a pot of money and you can deal with it. They know we're not taking that stance of 'we don't want to hear about it,' that we are very supportive. ”

However, some companies remain cautious, citing fears of consumer backlash or alienating segments of their customer base. This underscores a delicate balance between reproductive rights advocacy and business interests.

Changing recruitment strategies.

While not all business leaders reported awareness of specific hiring challenges, reproductive health care restrictions are influencing recruitment strategies, with some organizations proactively adapting by offering remote work options or tailored benefits packages to attract talent.

One organization, for example, cited state legislation restricting reproductive rights as one of the factors in its decision to adopt a fully remote work model post-pandemic, allowing it to broaden its talent pool beyond restrictive states.

“ After [state] passed [state bill] in 2021 . . . people were starting to get very hesitant about relocating to [state] because of concerns about the ability to family plan at any stage of that journey in [state]. So, we loosened our recruiting requirements as far as where we were looking for candidates and started exploring candidates who were located all across the US. ”

Additionally, some businesses have taken other proactive steps to stay competitive in the job market. One business leader described designing a reproductive health care benefits package specifically meant to attract high-caliber candidates, reflecting a growing awareness of the importance of aligning benefits with prospective employees' values and needs. Companies changing their benefits packages to enhance recruitment practices are explored in more detail below.

Mitigating the negative impact of abortion restrictions on current employees.

Restrictive reproductive health care laws have had notable negative effects on existing employees. Business leaders highlighted efforts to address employee concerns by expanding both remote work options and reproductive and mental health coverage.

These measures have helped mitigate turnover risks but have not entirely alleviated heightened anxiety relative to reproductive health care access among employees. One business observed that women, particularly those in their 30s, are carefully evaluating their workplace options and how companies

“ The parent company has said they will pay for care if people need to travel. I think they appreciate that. . . . We've had a couple of people that have made choices to go [work] elsewhere. I think legislation in an environment like this opens a person's eyes or ears, so if a call comes in, maybe I'm more willing to [explore that new job opportunity]. In the past, I might not have been willing to [entertain that offer, but I've changed attitudes on doing so] simply because of the environment that I live in. ”

communicate about reproductive health issues. This heightened scrutiny has contributed to an increase in employees exploring external opportunities, signaling a potential erosion of workplace loyalty linked to reproductive health care policy.

Adapting company benefits.

To address these challenges, organizations have modified their benefits offerings. All the business leaders interviewed reported adding travel benefits to support reproductive health care needs, with one business even switching health care providers after their initial insurer refused to cover such services.

“... The women I talk to are very aware ... They're very aware, they're very scared, they're very cautious about who they talk to about what, and they're sort of figuring out what their options are ... ”

“... we actually changed our insurance provider and benefits plan to cover a broader spectrum of reproductive health care access to folks. ”

These changes to company benefits arose from employee feedback and from legislative changes. To navigate a rapidly evolving legal landscape, businesses are closely monitoring legislative changes to ensure compliance but also adapt their benefits accordingly to still maintain supportive and inclusive workplaces amidst shifting reproductive rights policies.

“So, I think the biggest change is the institution of travel benefits and trying to come up with and provide travel benefits for people that live in states that do not offer reproductive care to make sure that there are not real interruptions in care and that they feel supported by their companies. ”

Although few companies explicitly solicit feedback on reproductive health care access, many embed related questions in broader employee benefits surveys. Other feedback mechanisms include anonymous channels, affinity groups, and women's leadership programs. Notably, one organization established a dedicated reproductive rights working group, reflecting an intentional effort to align employee advocacy with organizational policies.

“We know that there are legislators in [our state] who have threatened companies who've said that they will transport people out of state or provide them funds to go out of state to access abortion care. Our view, when it comes to the potential interpretation or passage of those laws, is sort of a 'fight-me' kind of stance. It's something that we're willing to go to battle with them on. ”

“ We do have a reproductive rights working group that responds to a variety of things and also is the key point for the initiatives that we undertake, whether it's social media campaigns or spreads in newspapers . . . that we've been involved in. So, there is a core working group. Folks who might have individual comments, questions, concerns, or complaints will also have a variety of your standard touch points with our people and culture team where they can submit all of those anonymously or non-anonymously. ”

Justifying increased costs.

While all businesses acknowledged that enhancing benefits carries costs, many emphasized that these investments are necessary for long-term organizational success. Expanding reproductive health care benefits positively influences recruitment and retention, with one business leader noting that cost considerations should not outweigh the potential gains in employee satisfaction and loyalty.

“ At one point, we had over 1,200 employees, and then our insurance change was also a cost change for us. . . . We did invest a significant monetary amount to make those benefits available. At the end of the day, when you balance it again through retention and recruitment, it's a no-brainer that we would undertake those costs, but it was a significant commitment. ”

Conclusion and Recommendations

These findings reveal the links between reproductive health care access, state policy, and workforce dynamics. Particularly among young workers and those who plan to have children within 10 years, access to reproductive health care is crucial, and they expect employers to ensure such care is available. **The survey results demonstrate a clear preference among many workers for fewer barriers to reproductive health care.** The business leaders interviewed confirmed this preference among their employees, and companies have stepped up with increased benefits and by advocating for changes in public policy. But there is more to do.

By large margins, workers (especially those planning to have children) want their employers to facilitate and advocate for access to reproductive health care. As employees increasingly factor reproductive health care access into their decisions about where to live and work, employers have an opportunity—and a responsibility—to take meaningful action.

In order to meet the needs and desires of their workforce, companies should review and update their employee benefits to ensure full and equitable reproductive health care and coverage for all employees, regardless of their state. If such care isn't currently covered, companies can add and/or switch benefits providers. By offering comprehensive reproductive health care, including abortion, contraception, and fertility treatments, along with caregiving benefits such as paid leave, child care support, and flexible work schedules, employers can attract and retain a talented workforce.

As policies shift quickly in today's environment, companies must stay updated on reproductive health care laws. **Executive teams should be aware of how restrictions to reproductive health care affect the company's operations and workforce.** To stay updated, employers can:

- Create working groups of senior leaders to assess and flag when responses are needed.
- Invite experts to brief executive leaders on the legal landscape and workforce impacts.
- Track changes in state and national reproductive health law and policy.
- Partner with legal and health organizations to signal support for reproductive health care.

Companies should also be mindful in choosing where to host retreats, conferences, and other events, as many states restrict access to emergency care for pregnant women (many of whom are then understandably reluctant to attend). Employers can support their workers' ability to advocate by making it easier for them to vote and encouraging them to donate through matched giving programs to reproductive rights, health, and justice organizations, including abortion funds.

Since the *Dobbs* decision in 2022, companies have found avenues for advocacy that best suit their values, brand, and comfort level. Some businesses have vocally supported reproductive rights by joining campaigns like Bans Off Our Bodies or Don't Ban Equality. Others have engaged in quiet conversations with peers and policymakers to share the challenges that reproductive health care restrictions pose for the business community.

For those ready to be more vocal, business leaders have options, including:

- Share their unique perspectives at major conferences.
- Join amicus briefs to support litigation aimed at restoring reproductive rights.
- Make their voices heard through op-eds, social media posts, and interviews.
- Educate lawmakers and policymakers on the impact reproductive health care restrictions have on businesses, the workforce, and the economy, including through letters of testimony for congressional hearings and public comments on proposed regulatory changes.

Regardless of how companies engage, the fact remains that most employees are deeply concerned about their ability to access health care services while building their families, and they expect their employers to take an active role in protecting them. Accepting that reality and then making decisions from there will enable companies to attract and retain talent and, by advocating to improve the reproductive landscape across the US, drive economic progress.

Melissa Holly Mahoney prepared this brief. Afet Dundar compiled the qualitative results for the business leader interviews and provided important feedback on earlier drafts. Kate Bahn provided valuable direction and feedback. Emme Rogers offered excellent research assistance and supported the analysis of the business leader interviews. Nina Besser Doorley reviewed the document and provided input on the policy recommendations.

Additionally, Julia Taylor Kennedy, Jacob Sims, and Sarah Gibbs from the Center for Reproductive Rights (CRR) contributed valuable insights and feedback throughout the research and writing process.

Endnotes

¹ See also: *The Turnaway Study: Ten Years, A Thousand Women, and The Consequences of Having—or Being Denied—An Abortion* by Diana Greene Foster; IWPR's "The Costs of Reproductive Health Restrictions: 2023 Analysis" at <https://iwpr.org/2024-analysis-costs-of-reproductive-health-restrictions>; and "The Economic and Workforce Impact of Restrictive Abortion Laws" by Melissa Mahoney at https://iwpr.org/wp-content/uploads/2024/10/The-Economic-and-Workforce-Impact-of-Restrictive-Abortion-report_2024.pdf.

² The Supreme Court's 2022 decision to overturn *Roe v. Wade* in *Dobbs v. Jackson Women's Health Organization* marked a transformative shift in reproductive health care policy in the United States. With this ruling, the constitutional right to an abortion, which had been protected for nearly 50 years, was removed, allowing each state to determine its own abortion laws.

³ See also: "Major Indiana Employers Criticize State's New Abortion Law" by Lora Kelley *The New York Times* at <https://www.nytimes.com/2022/08/06/business/indiana-companies-abortion.html>; "Another Likely Effect of the Roe Reversal: Higher Health-Care Costs" by Sheelah Kolhatkart at <https://www.newyorker.com/business/currency/another-likely-effect-of-the-roe-reversal-higher-health-care-costs>; and "Who Benefits? Employer Subsidization of Reproductive Healthcare and Implications for Reproductive Justice" by Annie McGrew and Yana van der Meulen Rodgers at <https://dx.doi.org/10.2139/ssrn.4739435>.

⁴ See "Reproductive Health Care and Job Decisions Poll" at <https://iwpr.org/reproductive-health-care-and-job-decisions/>.

⁵ See also: Adriel Bettelheim, "Exclusive poll: Americans strongly back abortion pill access, FDA drug powers," *Axios*, March 29, 2024, <https://www.axios.com/2024/03/29/abortion-pill-supreme-court-case-poll>.

⁶ Shannon Emmett, "Yet Again, Voters Demand Reproductive Freedom at the Polls," Institute for Women's Policy Research, November 13, 2024, <https://iwpr.org/yet-again-voters-demand-reproductive-freedom-at-the-polls/>.

⁷ In November 2024, ballot measures also failed to pass in Nebraska and South Dakota.

⁸ See also: "Why employers are leaning into benefits to stand out in the job market" by Courtney Vinopal at <https://www.hr-brew.com/stories/2024/08/20/employers-lean-into-benefits-recruit> and "Benefits Advertised Versus Benefits Offered: Where Perks Are an Unspoken Norm, and Where They Might Give a Competitive Edge" by Allison Shrivastava at <https://www.hiringlab.org/2024/07/25/benefits-advertised-in-job-postings/>.

⁹ The businesses were recruited through our partners at the Center for Reproductive Rights. The interviews covered businesses' experiences with recruiting and retaining employees in the current environment of reproductive health care access, as well as how they are adapting workplace supports in response to recent legislative changes.