



Productive, Purposeful and Profitable:

# How Hiring Moms Gives Companies a Competitive Edge

We're exploring how moms overachieve, outperform, and deliver real results—and how organizations can unlock the power of these high-talent MVPs to achieve business goals and overcome cultural challenges today.



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# When Moms Do Better, Businesses Do Better

Today's moms are everywhere, doing every job—from individual contributors to the highest levels of executive leadership. And if you agree that **"Moms Get S#\*T Done,"** then this report is for you.

Moms are often overachieving and outperforming not because of the conditions of their employment, but in spite of them. Where gaps exist between what's needed and what's offered, it's moms who make up the difference. And they do so while elevating teams, boosting workplace cultures, and delivering results—all while keeping the world turning at home.

Here's the good news: Within those gaps, there are rich opportunities for companies of all sizes to attract and welcome and watch these high-talent, high-performing supermoms thrive. In response, those moms and caregivers will double down on their commitment and contributions to their employer's growth and success.

Of more than 235 companies comprising small, mid-market, and enterprise—as well as more than 4,000 moms—our survey found that most companies are clear on the unique value that moms bring to the table.

This report will take a deeper look at the themes, perspectives, and insights companies can use as the fuel for changing the face of work for moms—enhancing company culture and making work more purposeful, productive and profitable for all.



**Penny Queller**  
Chief Executive Officer

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# Participant Snapshot

Here's a high-level look at the businesses and people who weighed in:

## 200+

### Client Participants

- Company respondents represented a mix of small-to-medium businesses (0-5000 employees) and enterprise businesses (5000+ or more employees).
- Most clients (80%) have at least one mom on their senior leadership team, and 15% have five or more.
- Almost half of larger organizations (40%) reported having multiple moms at the helm, and 42% have a mom in the CEO seat.

## 4,000+

### Candidate Participants

- The majority of candidates (63%) have one or two dependents, and another 26% have three or more.
- When it comes to financial responsibility, 46% are the primary financial provider for their household, and 26% are the sole financial provider
- Just under half (41%) are part-time or full-time employees, while 24% are self-employed or contract.
- About one-third (35%) are currently unemployed.
- The vast majority (74%) have 11 or more years of work experience, while 17% report between 6-10 years of experience.



# Investing in Moms Means Big Returns

## How to Analyze the ROI of a Mom-Hire

Companies can gain valuable insight by gathering quantitative reporting and qualitative feedback from parents and caregivers on how company benefits, like childcare support, impact employees. For example, in Moms First's study with Boston Consulting Group, The Employee Benefit That Pays for Itself, data reveals that companies that invest in childcare benefits see up to a **425% return-on-investment**. The report also found that retaining as few as just 1% of eligible employees can cover the cost of providing those benefits. This type of clear-cut data can help guide additional investments in employee policies and programs that enable moms and parents to operate at the top of their game on the job.

Further, companies can apply this or similar approaches to various talent cohorts. For example, entry-level/early-career hires, employees who received mentorship as part of onboarding versus those who didn't, etc. This formulaic approach can help employers understand ROI/performance by "segment," learn from what's working and not working for each cohort, and apply those learnings to better support everyone in doing their best work.

## Calculating the Quality of Hire (QOH) =

In the first six months

$$\frac{\text{Manager Satisfaction Rating} + \text{Productivity Measures} + \text{Performance Ratings} + \text{Culture Score} + \text{Rate of Attrition}}{\text{Number of Measures}}$$

Number of Measures

When it comes to the perception of the return-on-investment that moms deliver at work, the numbers tell a clear and compelling story.

76%

say their employees who are moms and/or caretakers are high performers.

72%

of companies say they receive a high return-on-investment from employees who are moms and/or caretakers.

# The Job Market Has Yet to Reflect Moms' Reality

Moms are struggling under the status quo when it comes to how the job market is fundamentally incompatible with their professional goals, lives, schedules, priorities and responsibilities. Likewise, companies are struggling to create two-way compatibility and make great hires that get great results. While participants are somewhat optimistic about the efforts their companies are making, there's still opportunities to see the needs of both moms and employers reflected in the job market.

Competitive and equal pay is crucial. In 2024, women are still being paid just \$.84 for every dollar a man makes at the same job. Further, many women may not be as inclined to push for top dollar due to their imminent need to provide for their households and families, causing them to settle for less than their skills and expertise are worth. This may contribute in part to the fact that compensation is the number-three factor for moms and caregivers, with flexibility being number one.

But let's be clear: Flexibility for Mom isn't about working less. It's about giving her the space to excel at both work and motherhood. It's about trusting her to get the job done—and then some—no matter when, how, or where she does it. It's not about a perfect work-life balance for moms either—it's more like a work-life "tango." And employers just need to show her the dance floor and then let her do her thing.

Importantly, training and updated programs and practices will help companies think differently about resume gaps, regarding them as powerful career pauses rather than the automatic red flags of the past.

Parental leave programs geared at retaining parents are getting ROI and boosting business outcomes. Parental leave is naturally important for parents who don't want to sacrifice their families or careers—so it's great there are clear benefits to employers as well.

**+4.6%**

revenue

**+6.8%**

profit per full-time  
equivalent employee

**250%+**

ROI for tech  
and manufacturing

Is the job market aligned with working moms' needs?

**80%**  
said "no"

Moms' biggest concerns while interviewing:

**Flexibility**  
**Resume Gaps**  
**Compensation**

# Disparate Perspectives on the Attributes of a Great Place for Caregivers to Work

When comparing the employer attributes that are most important to moms and caregivers, there appears to be a significant disconnect between ideal and reality.

Important employer attributes	Moms who say it's somewhat or very important	Moms who say their companies make them feel it
Trusted	94%	60%
Respected	94%	59%
Supported	93%	59%
Successful	89%	53%
Belonging	83%	56%
Included	83%	61%

Companies will be better able to attract, hire and retain high-performing moms by finding meaningful ways to improve their overall experience with emotionally intelligent approaches and processes for being more responsive and receptive to feedback. Key focus areas include regular surveys and 1:1 check-ins, improved communication, and ongoing leadership training on how to both motivate performance and recognize opportunities to make moms in particular feel seen, heard, supported and valued.

**Two very powerful ways to help moms feel supported, successful and included are employee resource groups (ERGs) and mentorship programs.**

ERGs create community, build feedback loops, and empower employees— all of which foster trust, engagement, and retention. Employee-led groups should represent a space where employees feel psychologically safe to discuss needs; where they can bring their authentic selves and unique perspectives to work to gain support through advocacy and action.

Pairing moms and caregivers with a mentor provides insights from someone who has navigated the corporate trenches and can act as a guide along their career path. Building focus, skills and confidence lends another layer of professional accountability, broadens perspectives, and helps provide psychological safety.

Mentors propel development, foster engagement, and facilitate positive organizational perceptions among employees. Attracting and retaining talented, high-performing employees takes more than competitive pay. For moms, it means investing in their growth. Programs like The Mom Project's Rally can make a big difference. They connect community client partners with moms, creating a space to share advice, career tips, and more.

**24%**

reported that their organizations have resource groups

**39%**

reported providing individual attention/mentorship to parents and caregivers







# Leading the Way

Etsy, Inc. operates two-sided online marketplaces that connect millions of passionate and creative buyers and sellers. The company's workplace culture is grounded in its mission to "Keep Commerce Human," centered on putting people at the heart of their business. This approach has resulted in a strong track record of developing and nurturing an equitable workplace. Etsy has been a longstanding trailblazer in implementing robust, flexible leave policies that employees are empowered to use and embrace. These policies not only benefit the people, they also contribute toward a successful business, ensuring that people from all backgrounds can come, stay, and thrive.

Taking a human-centric approach to its business and policies has helped Etsy craft an equitable workplace culture and become a leader in gender diversity. Women and nonbinary individuals comprise over 30% of its engineering team and nearly half (44%) of its senior leadership positions, including half of its executive leadership team. 2X the industry averages for both engineering and senior leadership roles.

Etsy's policies support the reality that intentionally addressing the financial and time-related stressors that commonly impact employee health and productivity benefits both the employer and the employee. This approach fosters a deeper level of two-way trust, loyalty, and shared commitment to the company's mission.



## Differentiated Employer Brand by the Numbers

### 26 Weeks

paid parental leave for all genders

### 12 Weeks

paid family and medical leave

### Leave Trade-in

up to 14 weeks of leave converted to cash

### 20 Backup Care Credits

for childcare, adult care, and tutoring needs

### Unlimited Sick Time

plus bereavement and mental health + free therapy or coaching sessions

### Annual Work-Life Stipend

including family support expenses

# Deep Expertise Meets Extraordinary EQ

When making hiring decisions, companies today are increasingly interested in understanding how people approach their work, as well as how they relate to their peers, teams and leaders.

Traits like emotional intelligence and other interpersonal or “power skills” as they’ve come to be known, such as managing multiple priorities and leading with empathy, are often more compelling than technical or job-specific skills alone. Responses from the companies we surveyed resoundingly praised how moms just know how to get things done, while fostering the best in everyone around them. Put plainly, there’s nothing “soft” about the skills moms bring to their work. These are high-value behaviors that give companies a competitive edge.

According to our findings, the three things that are most important to moms when choosing an employer are remote

work, flexible schedules, and then compensation. Mom’s desire to take care of her own eclipses even her own financial interests. Moms benefit from remote work so that they don’t have to lose a day (or night) of productivity to take care of a sick child, or spend time in traffic after getting the kids to school.

Moms know they’ll thrive with flexibility—not to get less done, but to get it done as efficiently as possible, and in harmony with family life. Because they have multiple demands on their time, there’s simply no time to waste (which means her sense of urgency and efficiency are additional value-drivers for employers). Subsequently, moms care about benefits that help them manage life—like parental leave and access to childcare resources—along with skill development and culture.



**77%**

of companies see soft skills as just as important as technical skills

**17%**

say interpersonal skills are even more important

# Client Perspectives on the Value of Moms' High EQ

**"They only have so many hours in the day, so they work really smart."**

~ HR Manager, Tech Industry

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**"[Moms] have the ability to multitask, stay organized, prioritize and neutralize conflict."**

~ Finance Operations Manager and Retail Manager

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**"I believe [moms] truly understand the importance of the work they are doing and how crucial they are to the success of the company."**

~ Manufacturing Sales Executive

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**"[Moms] manage multiple, concurrent projects/tasks at both a high and granular level. [Moms provide] diplomacy in cross-departmental relations and the ability to prioritize and delegate effectively. [Moms provide] excellent communication and conflict resolution."**

~ IT/Retail Manager/ Director

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**"[Moms are] grounded in perspective as to what is an emergency. [They're] less tolerant of pointless busy work and it benefits the whole team."**

~ Executive, Organic Agriculture Industry

# The Mom Cloud

Companies describe moms at work with resoundingly positive language.



**“Every mom knows how to do a bunch of everything. They wear so many hats: nurturing, problem solving, etc. As a mom, it’s something in the way you are built. Businesses can benefit from it.”**

~ Assistant Vice President, Fortune 100 Insurance Company

# Companies Need New and Better Ways to Support Moms' Success

56%

said their approach towards moms and caregivers was a competitive advantage for attracting moms.

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57%

said their ability to retain moms is a competitive advantage.

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56%

were unsure or didn't believe their approach to supporting caregivers was "cutting edge."



# Helping Moms Shine Creates Powerful Promoters

The all-important Employee Net Promoter Score (eNPS) matters as much today as ever. It's important to recognize another key attribute of moms: when they're happy with their employer, they sing their praises far and wide. They notice and appreciate when companies honor their full identity as both professionals and caregivers. Seemingly simple things like encouraging employees to prioritize family time and arrange work-life around the responsibilities of home-life translate to powerful testimonials and loyal promoters who boost businesses and brands at every opportunity.

Increasing moms' satisfaction at work means more purpose-driven productivity and profitability. But make sure you go to the source early and often to understand what will make the most positive possible impact on their work and their life. Don't assume you know what moms need to do their best—find out and then bring those things to life in the ways that make sense for your company's unique goals, challenges, and needs.



“

My employer values my contributions and has given me great growth opportunities. They respect my boundaries around family time (and encourage it). They have never made me feel obligated to sacrifice family obligations for work, and my having children has never felt like a negative consideration for promotion.”

~ Manager/Director, 15+ Years of Experience, Caretaker to Three Children

The Takeaway:

# With “The Mom Effect,” Your Biggest Wins Are Ahead of You

Now that we’ve explored sentiments from hundreds of companies and thousands of moms about the unlimited value they bring to the workplace today—and the massive opportunity that exists to help them create even more success tomorrow—it’s key for your organization to use awareness as the spark for action.

It’s imperative for businesses of all sizes to create opportunities that align with both their needs and moms’ needs at every stage of caretaking—from parental leave to attending to aging parents. While they have unique needs based on being a mom, the unique value they bring means meeting those needs will pay off in spades.

Moms should have the same opportunities for growth within their orgs. With the right programs, policies and partners in place, motherhood no longer has to mean a professional disadvantage. Yes, moms are ultra-devoted to their loved ones who count on them, but they’re also ambitious and capable. And if you set Mom up to win, she will go to the ends of the earth to succeed for you, her team, and the business.

## Take Care of Mom and She’ll Take Care of Business

The Mom Project has helped lead an industry-wide shift in perception toward recognizing and leveraging the unlimited power of moms in the workplace.

Our thriving, nationwide talent community is full of highly skilled and high-achieving moms, caregivers, “dadvocates,” and allies who have the benefit of expert guidance and robust resources they simply don’t get anywhere else.

While “traditional” recruiting can feel like pulling names out of a hat, The Mom Project has “The Mom Effect,” an unstoppable workforce of seasoned, skilled, and fierce professionals who are more than ready to slay the day for your team, your culture, and your growth.

Visit [The Mom Project](#) to learn more.

## About The Mom Project

The Mom Project is the leading career destination for moms, dads, and allies, providing them with the support, resources, and opportunities they need to thrive professionally and personally. With a community of more than 1.7 million (and counting) highly skilled and talented professionals, The Mom Project is committed to creating a future where moms can achieve their greatest professional ambitions without compromising their family goals.

## About Etsy

Etsy is the global marketplace for unique and creative goods. It's home to a universe of special, extraordinary items, from unique handcrafted pieces to vintage treasures.

In a time of increasing automation, Etsy's mission is to keep human connection at the heart of commerce. That's why they have built a place where creativity lives and thrives because it's powered by people. They help their community of sellers turn ideas into successful businesses. The platform connects them with millions of buyers looking for an alternative—something special with a human touch, for those moments in life that deserve imagination. As a company, they strive to lead with their guiding principles and to help spread ideas of sustainability and responsibility whose impact can reach far beyond their own business. Learn more at [etsy.com/about](https://etsy.com/about)

## About Moms First

Moms First is a national nonprofit organization transforming our workplaces, communities, and culture to enable moms to thrive. Our grassroots movement of 1.1 million moms and supporters is dedicated to changing the story of the American experience of motherhood and finishing the fight for gender equality in our country by winning the support that moms need and deserve, including child care, paid leave, and equal pay. Learn more at [momsfirst.us](https://momsfirst.us)



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