



Do women respond to messages about workplace regulation?

The problem

The so-called “Healthy Families Act” (HFA) would *mandate* paid sick leave for businesses with more than 14 employees. It is yet another attempt — along with the Lilly Ledbetter Act, minimum wage increases, and the “Paycheck Fairness Act” — for Progressives to expand the federal government’s regulatory oversight of the workplace.

Although these regulations often mandate benefits that most workers already enjoy, they impose serious burdens on other business and workers that lead to a reduction in jobs and hours and ultimately hurt workers and the economy overall.

These negative consequences are difficult for many people to see or understand, however. And because the regulations *sound* as if they will *help* Americans, the laws typically enjoy very high levels of support in public opinion polls.

But what happens when citizens are *informed* of the *negative* consequences of regulations such as the HFA? Can we *persuade* women that these government mandates are not, in fact, a good way to help Americans? What’s the best way to communicate the downsides of proposed regulatory policies like the so-called “Healthy Families Act” (HFA)?

The Independent Women’s Forum commissioned Evolving Strategies to conduct a randomized-controlled experiment testing the effectiveness of six different messages explaining why the HFA is bad for employees, businesses and the country.

Overview of the methodology

First, we drew a sample of over 2,000 *women* from an opt-in, online panel that approximates the general U.S. population of adult women on major demographic characteristics and then randomly assign each respondent to one of the treatment conditions (where they hear an anti-HFA message) or the Control condition (where they don’t hear any message).

Respondents then answer policy support questions and then participate in a Causal Conjoint Optimization (C₂O) of policymaker features that identifies what matters most to the public.

We then conducted statistical analyses to determine which messages were the most effective at shifting opinion against additional regulation of the workplace.

Overview of the results

Persuasion on policy works. Whether liberal, conservative or moderate, we see substantial movement on the margin of support vs. opposition to the HFA when citizens hear a message explaining the problems with the regulations. But there are nuances, as always.

- Three messages stand out — the Hurts the Poor, Negative Emotional, and Flexibility messages turn a huge margin of *support* for the HFA into *net opposition* to the HFA.
- The Obamacare message, not surprisingly, moves conservative women but barely budges liberal women. Interestingly, we see *no* backlash.
- The anti-regulation arguments against the HFA drag down support for related business regulations, such as increasing the *minimum wage*, but it mostly affects *conservatives*; *liberals* don’t generalize anti-regulatory arguments to other policy areas.
- Anti-HFA messaging transforms opposition to the HFA from a serious penalty into a reward for policymakers; fighting for principles is far better than ducking the issue.
- A focus on the downsides of workplace regulations can be tricky; it can increase the salience of, and therefore the penalty for, policymaker opposition to related issues like increasing the minimum wage.
- Bottom line: Anti-regulatory messaging works, but you need to be specific about the policy and the consequences.

Section I

Message impact on policy support.

Impact on Policy Support — All Women

The chart to the right shows the margin of support for the HFA and an increase in the minimum wage in each experimental condition.

Any positive number means more people support than oppose the policy, and a negative number means more oppose than support the policy. This gives us a solid, single number that indicates the balance of support vs opposition.

In the Control condition, for instance, there is 43-point margin of support because 59 percent of women indicated support for the HFA and only 16 percent opposed the HFA (59-16=43).

The margin of support in the Hurts the Poor condition, in contrast, is a net negative, -6 points (39 percent support minus 45 percent opposed).

As you can see, there is a massive reduction in the balance of support for the HFA across all of the treatment conditions. In other words, the messages are doing a very good job of communicating the downsides of the “Healthy Families Act,” massively increasing opposition to the proposed legislation while drastically reducing support.

Three messages work well but leave the balance of support still in favor of the policy; the Standard, Obamacare, and Positive Emotional messages.

Three messages actually succeed in flipping an initially huge balance of support into negative territory; the Flexibility, Negative Emotional, and Hurts the Poor messages.

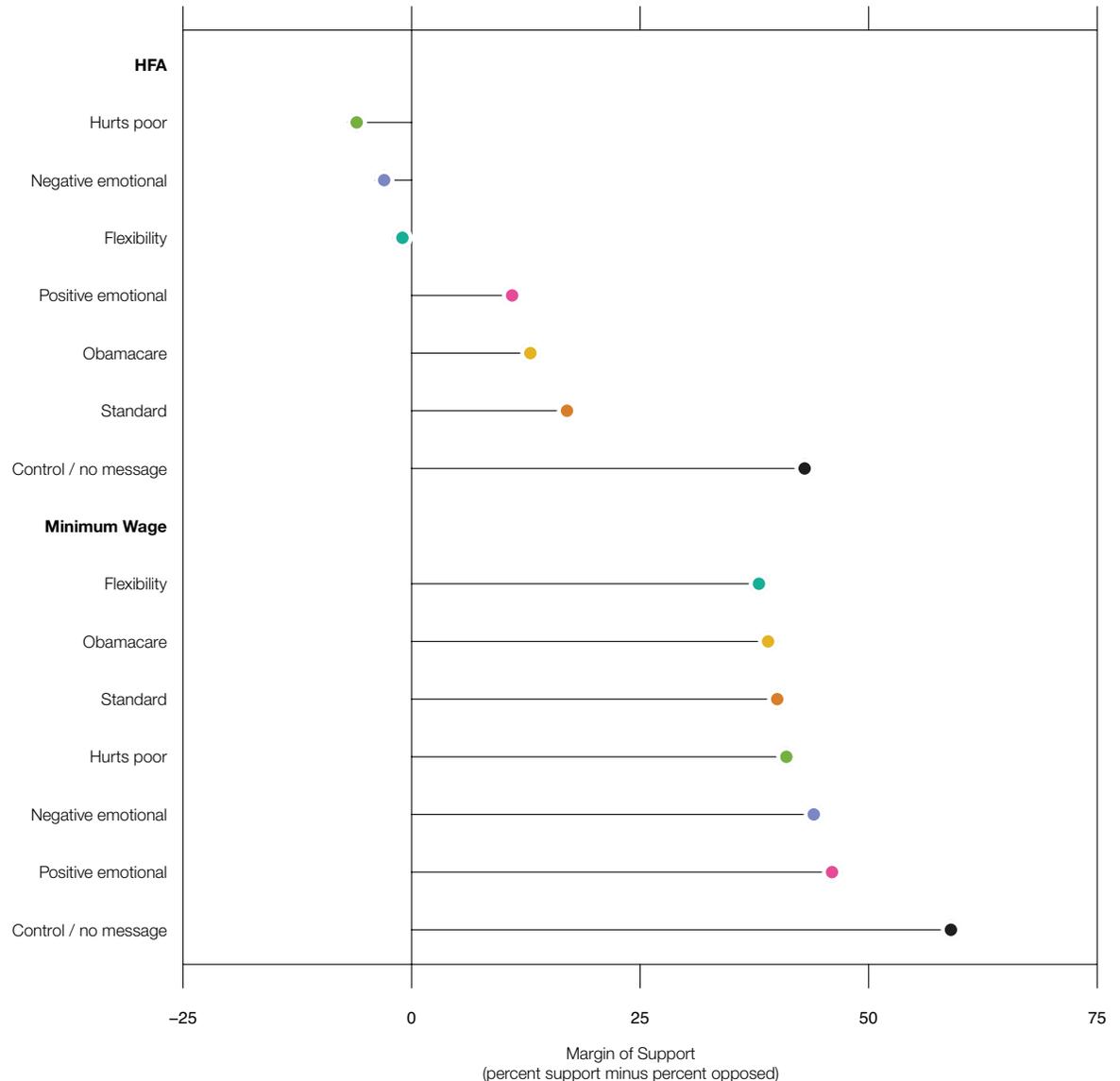
In terms of the impact on support for an increase in the minimum wage, however, the movement is much more modest and consistent across messages.

The messages focused on the effects of HFA regulations specifically, and it seems that respondents have a difficult time translating the arguments against regulatory business mandates to other policy areas. The anti-HFA arguments do help soften support for minimum wage increases, but only a small amount on the margins.

The bottom line; argument and persuasion works spectacularly well when clear and focused on specific policies, but does not carry very well outside the policy area at issue.

Margin of Support for the “Health Families Act” and Minimum Wage Increase

All Women



Impact on Policy Support — Liberal Women

The chart to the right shows the margin of support for the HFA and an increase in the minimum wage in each experimental condition for liberal women in the sample.

Any positive number means more people support than oppose the policy, and a negative number means more oppose than support the policy. This gives us a solid, single number that indicates the balance of support vs opposition.

In the Control condition, for instance, there is 65-point margin of support because 72 percent of liberal women indicated support for the HFA and only 7 percent opposed the HFA (72-7=65).

The margin of support in the Negative Emotional condition, in contrast, drops by more than half to 29 percent (56 percent support minus 27 percent opposed).

As you can see, there is a reduction in the balance of support for the HFA across all of the treatment conditions. One treatment is particularly weak, however; the *Obamacare* message barely shifts the net support. The topic of Obamacare is highly polarized along ideological and Party lines, and seems to short-circuit a message that is otherwise identical to the Hurts Poor message.

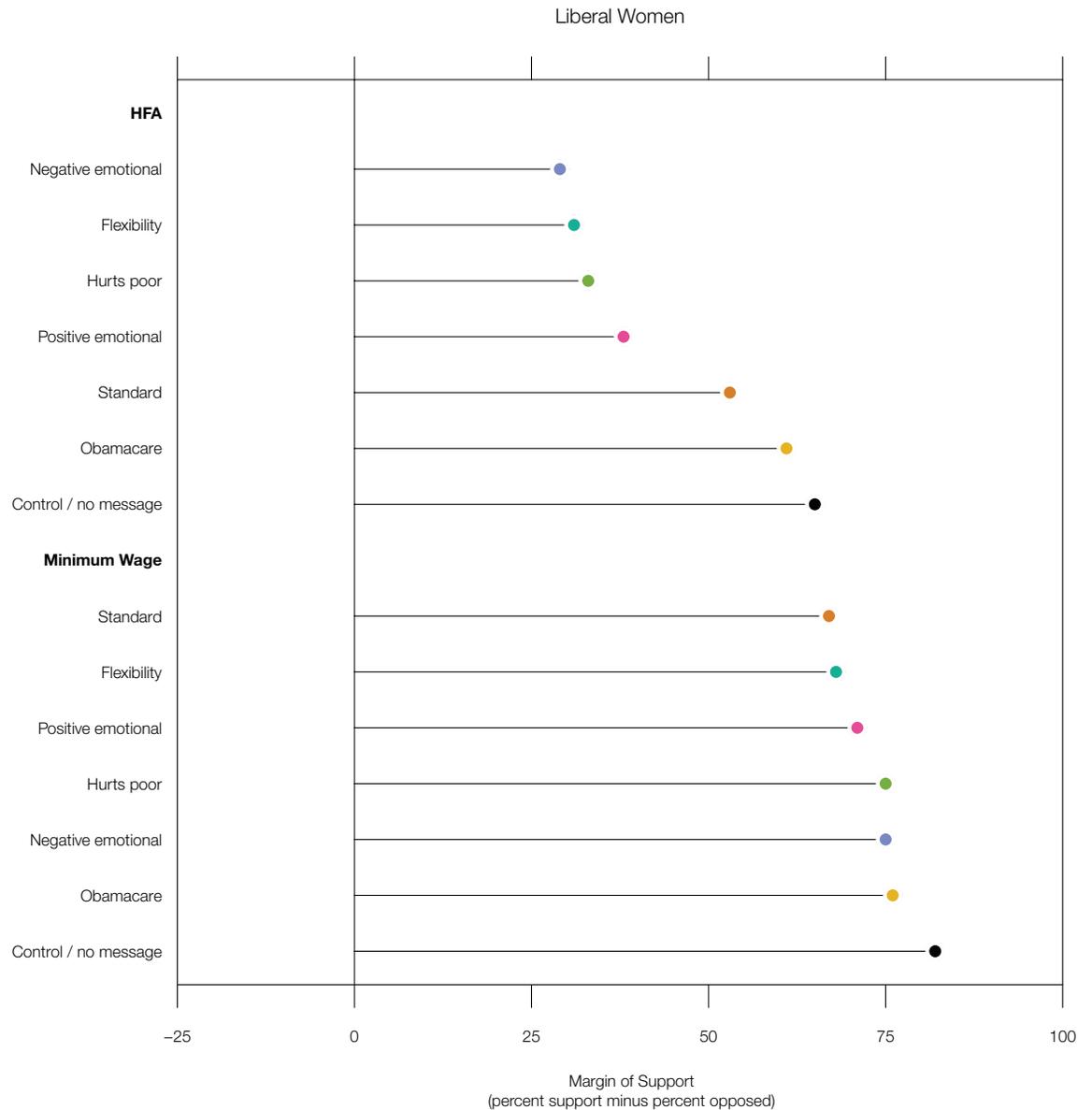
In other words, the messages that use strong arguments or emotional language to communicate the downsides of the “Healthy Families Act” are very effective at reducing support even among self-identified liberals. Arguments that cue strong ideological and partisan cues, in contrast, are ineffective.

Three messages perform best, with little distinction between them; Flexibility, Negative Emotional, and Hurts the Poor.

In terms of the impact on support for an increase in the minimum wage, however, the movement is extremely modest. The margin of support shifts from an absolutely massive 82 points to 67 points at worst.

The bottom line; argument and persuasion works well *even* with liberals when clear and focused on specific policies, but does not carry very well outside the policy area at issue.

Margin of Support for the “Health Families Act” and Minimum Wage Increase



Impact on Policy Support — Conservative Women

The chart to the right shows the margin of support for the HFA and an increase in the minimum wage in each experimental condition.

Any positive number means more people support than oppose the policy, and a negative number means more oppose than support the policy. This gives us a solid, single number that indicates the balance of support vs opposition.

In the Control condition, for instance, there is 16-point margin of support because even 46 percent of *conservative* women support the HFA and only 30 percent opposed it (46-30=16).

The margin of support in the Hurts the Poor condition, in contrast, is a huge net negative, -56 points (16 percent support minus 72 percent opposed).

As you can see, there is a massive reduction in the balance of support for the HFA across all of the treatment conditions. In other words, the messages are doing a very good job of communicating the downsides of the “Healthy Families Act,” massively increasing opposition to the proposed legislation while drastically reducing support.

The Hurts Poor message is the real standout, but three others also perform very well; Obamacare, Negative Emotional and Flexibility.

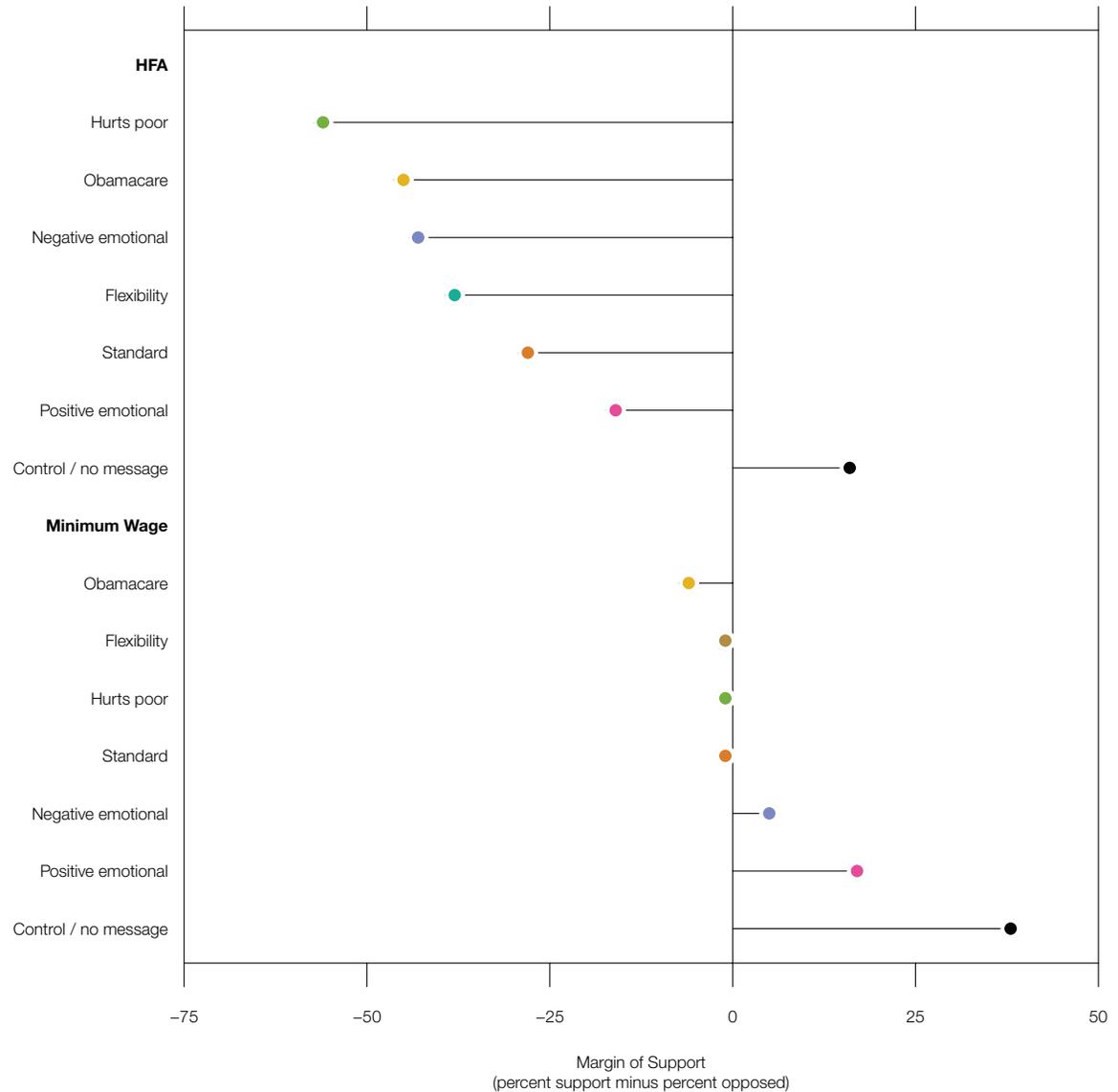
In terms of the impact on support for an increase in the minimum wage, the movement is more modest but much more effective with conservative women than it is with liberals.

The messages focused on the effects of HFA regulations specifically, but conservative women seem to be connecting the arguments against regulatory business mandates to other policy areas. The Obamacare message is particularly effective in connecting general downsides from regulation to both the HFA and minimum wage increases, shifting the margin of support from +38 in the Control group to a negative -6 point balance of opposition.

The bottom line; conservative women translate arguments against regulation across specific policy areas, but respond best when it's put in a broader context with other policies like Obamacare.

Margin of Support for the “Health Families Act” and Minimum Wage Increase

Conservative Women



Section II

Message impact on policymaker
penalties and rewards.

What's different about C₂O

Conjoint analysis is a core research approach in marketing which discovers what the optimum combination of features is for a product or policy— or in this case — policymaker.

But Evolving Strategies's new tool — Causal Conjoint Optimization (C₂O) — takes this core marketing approach and elevates it to a new level, discovering not only which features *correlate* with the best package for a product or policy, or policymaker, but which features *cause* it to be the best.

Which policymaker attributes and characteristics do women care about? C₂O quantifies *exactly* how much a particular policymaker attribute boosts the probability that women will choose one policymaker over another. This means we can see precisely which policy positions really matter to women when they are choosing a leader.

What we do with C₂O

First, we drew a sample of over 2,000 women from an opt-in, online panel that approximates the general U.S. population of adult women on major demographic characteristics and then randomly assign each respondent to one of the treatment conditions (where they hear an anti-HFA message) or the Control condition (where they don't hear any message).

Afterward, respondents answer policy support questions and then participate in a Causal Conjoint Optimization (C₂O) of policymaker features.

In doing so, we asked respondents to choose between two *completely randomly generated* jobs/workplaces, inducing a forced choice between job packages that varied randomly in terms of

- Gender, Party ID
- Abortion, same-sex marriage; and
- The HFA and increasing the minimum wage

Each of the approximately 2,000 respondents performed this task six times, choosing between and rating six completely randomly generated pairs of policymakers.

C₂O shows *precisely* which policymaker features matter most to women. And since we exposed some of the women to anti-HFA messages, we are able to demonstrate how these messages *change* the way a policymaker's position on the issues affects their overall support.

The information stays the same — support or opposition to the HFA — but what that position *means* to the respondent has changed because the message has put it in a different context.

As you will see on the following page, a good message can mean change the same policy position from a net penalty to a net reward for a policymaker.

Please carefully review the options detailed below, then please answer the questions.

| | Candidate 1 | Candidate 2 |
|-----------------------------|---|--|
| Government Spending | Supports increasing government spending | Opposes increasing government spending |
| Party | Republican | Republican |
| Healthy Families Act | Supports Healthy Families Act | Supports Healthy Families Act |
| Abortion | Pro-life | Pro-choice |
| Taxes | Supports reducing taxes for everyone | Supports raising taxes on the wealthy |
| Minimum Wage | No information | Opposes raising minimum wage |
| Same-sex Marriage | No information | Opposes same-sex marriage |
| Gender | Male | Female |

If you had to choose between the two, which of these two candidates would you prefer to see in office?

Candidate 1

Candidate 2

Impact on Policymaker Penalties & Rewards — All Women

Messages that explain why one should oppose the HFA can radically change how women consider that policy position when evaluating a leader.

Opposition to the HFA can be transformed from a policymaker penalty into a *reward* with the right messaging. But messaging should touch on multiple, specific policies that are threats.

The chart to the right shows us the average impact that each issue position has on the probability that a voter will choose a policymaker with *that* policy position, compared with a policymaker who supports the policy.

In other words, it shows the *average penalty or reward* for a policymaker opposing the policy when competing with policymakers who support it, when in the context of a mix of every other combination of attributes.

For instance, opposing the HFA has a large -11 point *drag* on policymaker support in the Control group (those who received no message), represented by the black dot. That's the *baseline penalty* for a policymaker *opposing* the HFA when their opponent supports it. The other colored dots show us the impact of that position when voters hear one of the messages we tested.

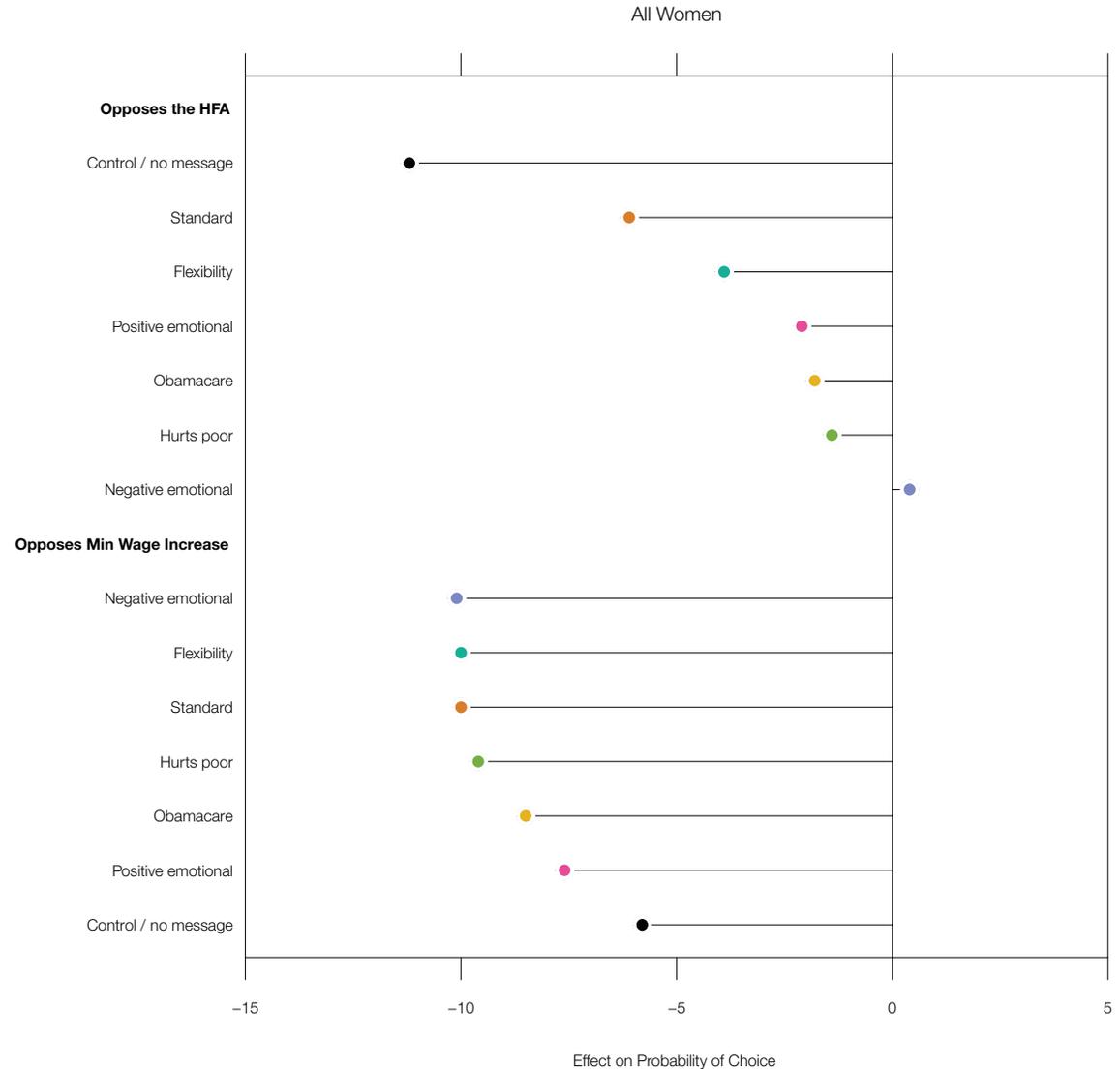
In the group who heard the Negative Emotional message (represented by the blue-gray dot), for instance, opposing the HFA actually becomes a positive for a policymaker. When that message is delivered, opposing the HFA gives a small, half-point boost to a policymaker's support.

In other words, the Negative Emotional message turns opposition to the HFA *from a penalty into a reward*.

All anti-HFA messages make opposition to the HFA less of a drag on support, however four messages stand out; Negative Emotional, Hurts the Poor, Obamacare, and the Positive Emotional messages.

For the minimum wage, however, all the messages make the penalty worse. This backlash is most likely due to the fact that the messages do not connect harm from regulations explicitly to minimum wage increases, only to the HFA. At the same time, the messages heighten concerns about the economy, job market and low wage workers, which makes

Penalties & Rewards for Policymaker's Policy Positions



Impact on Policymaker Penalties & Rewards — Liberal

Even among liberal women, good messaging can slash the penalty for opposing the HFA.

The chart to the right shows us the average impact that each issue position has on the probability that a voter will choose a policymaker with *that* policy position, compared with a policymaker who supports the policy.

In other words, it shows the *average penalty or reward* for a policymaker opposing the policy when competing with policymakers who support it, when in the context of a mix of every other combination of attributes.

For instance, opposing the HFA has a huge -17 point *drag* on policymaker support among liberal women in the Control group (those who received no message), represented by the black dot. That's the *baseline penalty* among liberal women for a policymaker *opposing* the HFA when their opponent supports it.

The other colored dots show us the impact of that position when voters hear one of the messages we tested.

The Flexibility and Hurts Poor messages (represented by the green and aquamarine dots) do best at minimizing the penalty for opposition to the HFA. When the Flexibility message is delivered, opposing the HFA drops by more than half from a -17 point to a -8 point drag on a policymaker's support.

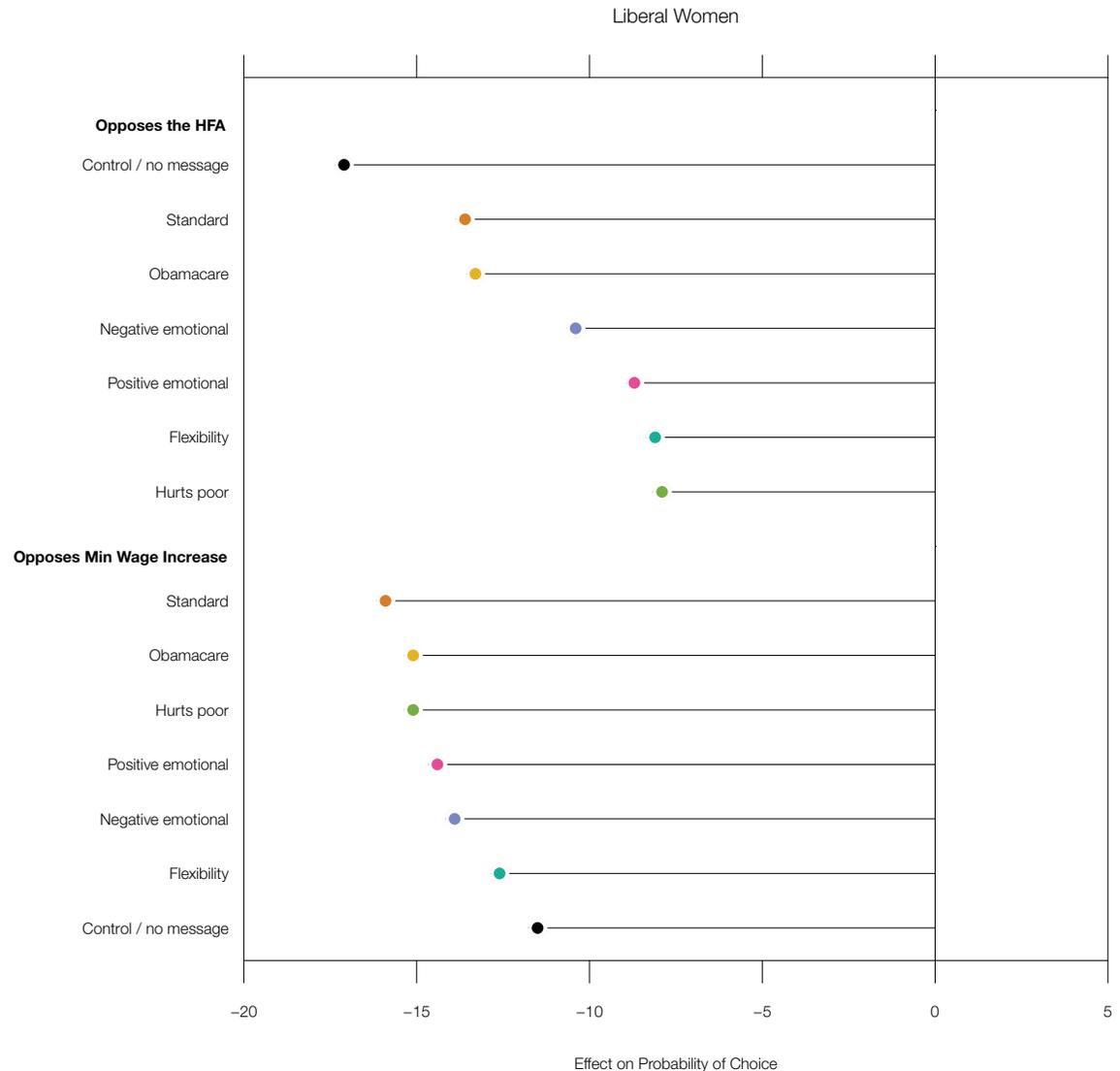
The Positive Emotional message also does well, and the balance of the messages reduce the penalty a small amount.

When we turn to the message impact on the minimum wage policy penalty, we see movement in the wrong direction; the messaging increases the policymaker penalty for opposing an increase in the minimum wage.

Again, this backlash is most likely due to the fact that the messages do not connect harm from regulations explicitly to minimum wage increases, only to the HFA. At the same time, the messages heighten concerns about the the economy, job market and low wage workers, which makes respondents more concerned with helping workers.

The Flexibility message performs best overall; it does the least damage on the minimum wage, and performs very well on the HFA.

Penalties & Rewards for Policymaker's Policy Positions



Impact on Policymaker Penalties & Rewards — Conservative

Among conservative women, good messaging can transform opposition to the HFA from a penalty into a large reward.

The chart to the right shows us the average impact that each issue position has on the probability that a voter will choose a policymaker with *that* policy position, compared with a policymaker who supports the policy.

In other words, it shows the *average penalty or reward* for a policymaker opposing the policy when competing with policymakers who support it, when in the context of a mix of every other combination of attributes.

For instance, opposing the HFA has a small -2 point *drag* on policymaker support among conservative women in the Control group (those who received no message), represented by the black dot. That's the *baseline penalty* among conservative women for a policymaker *opposing* the HFA when their opponent supports it.

The other colored dots show us the impact of that position when voters hear one of the messages we tested.

All of the messages help, but the Obamacare and Negative Emotional messages (represented by the gold and blue-gray dots) do best at transforming opposition to the HFA into a reward. When the Obamacare message is delivered, opposition to the HFA becomes a massive 15 point bonus for a policymaker.

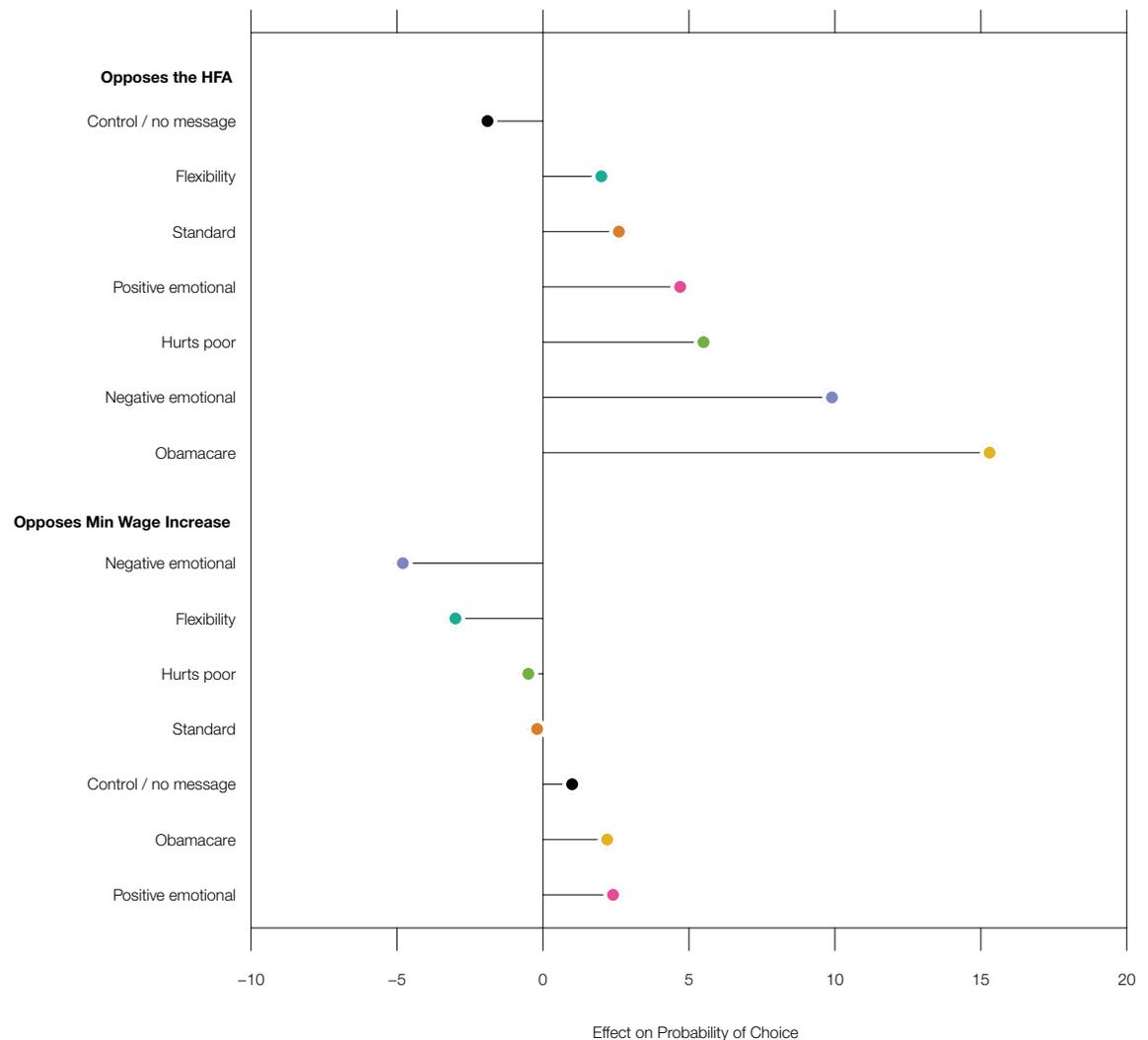
Even among conservatives, however, we see movement mostly in the wrong direction on the minimum wage, particularly with the Negative Emotional message.

Again, this backlash is most likely due to the fact that the messages do not connect harm from regulations explicitly to minimum wage increases, only to the HFA. At the same time, the messages heighten concerns about the the economy, job market and low wage workers, which makes respondents more concerned with helping workers.

Not surprisingly for conservative women, the Obamacare message performs best overall; it does no damage on the minimum wage, and performs extraordinarily well on the HFA. Both of the Emotional and the Hurts Poor messages also perform very well while Flexibility is at the bottom.

Penalties & Rewards for Policymaker's Policy Positions

Conservative Women



Messages Tested — Part I

Standard

Americans want a growing, stable but flexible job market where they can balance work and family.

That's why nearly 8 out of 10 full-time workers already have paid sick leave. Almost 9 out of 10 have paid vacation time. And taking time off to deal with a family medical problem is already guaranteed by law.

That's why the so-called "Healthy Families Act," which would mandate paid sick leave for businesses with more than 14 employees, is too risky for all of us. It's a costly, one-size-fits-all government employment mandate that will impact all workers—even those who already have plenty of paid leave.

The so-called "Healthy Families Act" is just too risky for all of us.

Negative Emotional

Have you ever worried about being laid off, or losing your job because the business you work for is going through a rough patch? You're not alone.

Millions of Americans know what it's like to be told by their boss, "I want to keep you on – we need more people – but we just can't afford it."

Over the past 6 years, millions of workers have been laid off, fired, or had their hours cut way below what they need to support their families because of huge increases in government rules, regulations and mandates.

That's why the so-called "Healthy Families Act," which would mandate paid sick leave for businesses with more than 14 employees, is too risky for all of us.

This mandate will make the job market even more unstable and cause workers to lose hours and their jobs. A government mandate doesn't help people who don't have a job in the first place, or people who have their hours cut or get laid off because businesses can't afford new regulations.

Nearly 8 out of 10 Americans full-time workers already have paid sick leave. Almost 9 out of 10 have paid vacation time. And taking time off to deal with a family medical problem is already guaranteed by law. A

If this mandate will do is increase the chance that we might be laid off or lose our job in the future. And it will hurt struggling families most.

The so-called "Healthy Families Act" is just too risky for all of us.

Positive Emotional

Have you ever thought about how hard you worked to get where you are today? The choices you made, the mistakes and successes?

Everyone needs help sometimes, but no one should be held back by government regulations.

Millions of Americans know what it's like to be told by their boss, "I want to keep you on – we need more people – but we just can't afford it."

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Nearly 8 out of 10 Americans full-time workers already have paid sick leave. Almost 9 out of 10 have paid vacation time. And taking time off to deal with a family medical problem is already guaranteed by law.

All this mandate will do is increase the chance that we might be laid off or lose our job in the future. And it will hurt struggling families most.

The so-called "Healthy Families Act" is just too risky for all of us.

Messages Tested — Part II

Hurts Poor

The so-called “Healthy Families Act,” which would mandate paid sick leave for businesses with more than 14 employees, is too risky for all of us.

Sadly, the people this government mandate is supposed to help are the very people most likely to be harmed by it.

That’s because a mandate will make workers more expensive to hire and to keep the hours they need. Many businesses can’t afford it, and they will either reduce pay, cut jobs and hours, or go out of business. That’s bad news for everyone.

We’ve already seen this with other government mandates: Many businesses respond by reducing their employees’ hours and cutting jobs. Wages and jobs creation have stagnated for years. The job market is more unstable and more uncertain than ever.

What people need most are good job opportunities and a growing, stable but flexible job market. This government mandate will actually hurt those they are supposed to help. It’s a costly, one-size-fits-all government mandate that will impact all workers—even those who already have plenty of paid leave.

Americans want a growing, stable but flexible job market where they can balance work and family. That’s why nearly 8 out of 10 full-time workers already have paid sick leave. Almost 9 out of 10 have paid vacation time. And taking time off to deal with a family medical problem is already guaranteed by law.

The so-called “Healthy Families Act” is just too risky for all of us.

Obamacare

The so-called “Healthy Families Act,” which would *mandate* paid sick leave for businesses with more than 14 employees, is too risky for all of us.

Sadly, the people this government mandate is supposed to help are the very people most likely to be harmed by it.

That’s because a paid sick leave mandate will make those workers more expensive to hire and to keep the hours they need. Many businesses can’t afford it, and they will either reduce take-home pay, cut jobs and hours, or go out of business. That’s bad news for everyone.

We’ve already seen this with Obamacare: Many businesses responded to the mandates in that law by reducing their employees’ hours and cutting jobs. Wages and jobs creation have stagnated ever since. The job market is more unstable and more uncertain than ever.

What people need most are good job opportunities and a growing, stable but flexible job market. This government mandate will actually *hurt* those they are *supposed* to help.

The so-called “Healthy Families Act” is just too risky for all of us.

Flexibility

The so-called “Healthy Families Act,” which would *mandate* paid sick leave for businesses with more than 14 employees, is too risky for all of us.

Americans want different things when it comes to balancing their job and personal life. Some want to take home more money save up in case they need time off. Some want more guaranteed benefits and are willing to take a lower salary for that kind of job. Others want to work part-time, work from home, or arrange something else with their bosses.

We need a system that allows workers to find a good job with the salary and benefits that make the most sense for them. Government mandates like this get in the way of that kind of flexibility. This government mandate isn’t a gift, it’s a threat; the government is taking away options from all of us.

It’s a costly, one-size-fits-all government mandate that will impact all workers—even those who already have plenty of paid leave.

Americans want a growing, stable but flexible job market where they can balance work and family. That’s why nearly 8 out of 10 full-time workers already have paid sick leave. Almost 9 out of 10 have paid vacation time. And taking time off to deal with a family medical problem is *already* guaranteed by law.

The so-called “Healthy Families Act” is just too risky for all of us.

About the Researchers

Adam B. Schaeffer

Adam Schaeffer is founder and director of research for Evolving Strategies. He is consumed by an itch to understand what makes people tick, why they think and do the things they do.

Adam has spent the last ten years running sophisticated experiments in the field and in the “lab” to maximize the impact of advertising and optimize messaging tactics. He led the design, execution and analysis of the largest applied political science field experiment in history, involving more than half a million test subjects.

Adam’s focus and passion is designing experiments that go beyond mundane A/B testing to get at bigger questions and much greater ROI for clients. He helps clients discover not just what works, but why it works, and that understanding provides hugely valuable strategic advantages.

Adam received his Ph.D. from the University of Virginia in political psychology and behavior. His dissertation assessed how different combinations of school choice policies and messages can expand and mobilize elite and mass support. He received his M.A. in Social Science from the University of Chicago, where his thesis integrated aspects of evolutionary theory and psychology with political theory and strategy.

Adam’s academic research and teaching centered around social psychology and human behavior, and this emphasis continues to animate his applied research. He considers himself akin to a research biologist who happens to have the great privilege of studying the behavior of the most complex and fascinating animal on the planet; *Homo sapiens*.

Alexander J. Oliver

Alex Oliver is director of experimental research at Evolving Strategies. He tends to be a bit preoccupied — colleagues might say borderline obsessed — with precision and details: from the exotic ink in his fountain pen to managing public opinion during wars and natural disasters.

Over the last seven years in both academic and private sector contexts, he’s executed survey and field experiments to gain global strategic insights about how people think and act during crises—from political campaigns to combat missions abroad—and how to respond to them.

Alex co-authored the definitive review article on the politics of disaster relief for the forthcoming *Emerging Trends* project, which New York Times bestselling author and neuroscientist Daniel J. Levitin has called “an indispensable reference work for the 21st century” and the director of the Harvard Institute for Quantitative Social Science Gary King has called an “unconventional guide to the future.”

He’s held faculty positions at Brandeis University and Boston University where he taught both undergraduate and graduate courses in the use of force abroad, public opinion, voter behavior, congressional behavior, and campaign strategy. His research has been presented at both national and international conferences.

Alex received his MA in economics from Tufts University, where he received the department’s most prestigious endowed scholarship, and his BA in mathematics and economics from Merrimack College. He will receive his PhD from Boston University in quantitative methods and public opinion in 2015.

The ES Network

Evolving Strategies taps a broad network of academics with a range of specialized skills and domain expertise – experimental designs, political behavior/psychology, statistics, etc. – across disciplines such as political science, psychology, economics, marketing, statistics and computer science. Every project is unique, and we bring the best set of people and skills together for each engagement.



About IWF

IWF's mission is to improve the lives of Americans by increasing the number of women who value free markets and personal liberty. By aggressively seeking earned media, providing easy-to-read, timely publications and commentary, and reaching out to the public, we seek to cultivate support for these important principles and encourage women to join us in working to return the country to limited, Constitutional government. IWF is a non-partisan, 501(c)(3) research and educational institution.

The current project touches three of IWF's six issue pillars.

Dollars and Sense Economics

IWF's Dollars and Sense Economic Project highlights the problems with costs of government overreach, including how government's overspending impacts the economy and taxpayers and how programs that sound compassionate, such as extended unemployment benefits and generous welfare programs, can discourage work and ultimately harm those they are intended to help.

IWF offers an alternative vision of how government can be scaled back, so that aid and intervention is targeted where it is really needed and a thriving private sector and civil society can emerge. IWF highlights ways that government could be cut (including reform of our entitlement programs) and how the tax code could be made fairer and less burdensome, and encourage greater growth and innovation. IWF also explains how regulations are strangling the private sector, preventing job creation, and needlessly constricting Americans' private life. IWF highlights how regulations in particular make the economy less dynamic and less flexible. IWF also analyzes other government attempts to micromanage the way Americans live (from the content of our food to the cars we drive) and highlights how these policies erode our freedom and quality of life.

Women at Work

Through IWF's Women at Work project, IWF helps shape conversations about women in the economy and particularly how government helps and hinders women's opportunities. IWF provides an important voice in explaining that the disproportionate number of women who take time out of the work place to raise children, care for elderly parents or opt for lower-paying, more-flexible and fulfilling jobs has more to do with preferences and choice than unequal opportunities.

Government efforts to close the wage gap by micromanaging wages or mandating benefits end up backfiring on women by diminishing choice and opportunity and creating a less flexible, dynamic workplace, which is what women really want and need. IWF is the leading group discrediting and explaining what Progressive proposals, such as the Paycheck Fairness Act and the FAMILY Act, would actually do and helping make the case for developing alternative, conservative solutions to give women greater economic opportunity.

Women and Politics

The role of women in the public and political sphere is also an increasingly important issue that influences Americans' support for different political philosophies. IWF encourages an appreciation for the unprecedented opportunities the United States provides women, as well as how we can continue to improve our society to help women reach their full potential.

IWF has a common sense approach to discussing natural differences between men and women, as well as society's role in encouraging both sexes to make the most of their talents. IWF is a leader in discussing how to engage women in conversations about politics and policy, and encouraging women not to see themselves as victims, but as empowered individuals with many options and opportunities.