UNITED FOR ALICE AT WORK | A PRACTICAL WORKFORCE STRATEGY

HELPING EMPLOYERS UNDERSTAND ALICE WORKERS

ALICE® at Work is a program that helps employers see workforce challenges more clearly and take practical steps that support workers and strengthen business outcomes.

Even simple changes can ease strain for ALICE workers while strengthening retention, engagement, and business outcomes.

ALICE Struggles to Make Ends Meet

ALICE (**A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed) workers earn above the Federal Poverty Level, but less than the cost of basics, such as housing, child care, food, transportation, and health care. These workers keep businesses and communities running, yet many still face financial pressure that can affect their stability at home and at work.

FROM ALICE DATA TO WORKFORCE ACTION

$98,292
annual costs of basics for a family of four in Virginia

$65,992
combined wages for two full-time workers: cook + retail worker

Gap $32,300

Employee Challenges

Child care, transportation, housing, health care, and emergency savings

Employer Challenges

Turnover, absenteeism, stress, lower engagement, hiring, and training costs

ALICE at Work helps employers take action

ALICE at Work helps identify practical changes to policies, benefits, communication, wages, scheduling, and supports

Data Source: United For ALICE 2026. The State of ALICE in Virginia.

HOW IT WORKS

ALICE Data
Employer-specific data report through an ALICE lens

Facilitated Learning
Live sessions with peers and expert facilitators

Action Planning
Practical strategies tailored to the employer

Professional Development Credits
Twelve SHRM and HRCI professional development credits upon successful completion.

What Makes ALICE at Work Different

- **Local ALICE Data:** Grounded in the cost of living where employees live and work.
- **Workforce Lens:** Connects household financial strain to retention, attendance, engagement, and stability.
- **Practical Action:** Helps employers identify realistic changes they can put into practice.
- **Trusted Partnership:** United Way connects employers with data-informed support that strengthens workers, businesses, and communities.

Data-Informed Action Examples

ALICE at Work can help employers explore:

- Wage and compensation reviews
- PTO, sick leave, and scheduling policies
- Benefit access and communication
- Employee handbook and policy updates
- Supports related to child care, transportation, or emergency expenses

Employers gain practical insight, peer learning, and action steps that can strengthen retention, engagement, and workforce stability.

> **We utilized data from ALICE at Work to identify pay discrepancies across specific positions … The insights enabled us to clearly demonstrate where wage adjustments were needed, ultimately leading to meaningful increases.**
>
> – Melissa McDaniels, SHRM-CP, Director of Human Resources, Melling Engine Parts

CONTACT

Connect with United Way of Virginia to learn more about ALICE at Work.

Sarah Walsh
director@uwva.org