

Deliverables Subcommittee Members:

Victoria Pynchon

Kellie Jenkins-Pultz

LIST OF OUTREACH ORGANIZATIONS

I. Nonprofit organizations to partner with for outreach:

Unions

Association of California Commissions for Women

California Working Family Coalition

California Women's Law Center

Legal Aid at Work

A Stronger California Network

AAUW

Santa Clara Office of Women's Policy

Santa Clara Wage Theft Coalition

Feminist Majority

Equal Rights Advocates

LAANE

Center on Policy Initiatives

Women's Foundation of California

YWCA

HOPE

National Council of Negro Women

California Regional Network of Asian American and Pacific Islanders

California Employment Lawyers Association

II. White House Equal Pay Pledge Signatories

Accenture - signed June 14, 2016

Airbnb- signed June 14, 2016

Akamai Technologies - signed August 26, 2016

Amazon- signed June 14, 2016

American Airlines- signed June 14, 2016

Anheuser-Busch -signed August 26, 2016

Apple - signed August 26, 2016

A.T. Kearney - signed August 26, 2016

BCG- signed June 14, 2016

Buffer- signed June 14, 2016

Care.com- signed June 14, 2016

CEB- signed June 14, 2016

Chobani - signed August 26, 2016

Cisco- signed June 14, 2016

The Cocoa-Cola Company - signed August 26, 2016

CVS Health - signed August 26, 2016

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Delta Air Lines - signed August 26, 2016

Dropbox - signed August 26, 2016

Dunkin' Brands - signed August 26, 2016

Expedia, Inc.- signed June 14, 2016

EY - signed August 26, 2016

Facebook - signed August 26, 2016

Gap Inc. - signed June 14, 2016

Glassdoor- signed June 14, 2016

General Motors - signed August 26, 2016

GoDaddy- signed June 14, 2016

The Hartford - signed August 26, 2016

The Hershey Company - signed August 26, 2016

Hilton - signed August 26, 2016

IBM - signed August 26, 2016

IKEA US - signed August 26, 2016

Intel - signed August 26, 2016

Jet.com- signed June 14, 2016

Johnson & Johnson- signed June 14, 2016

The Libra Group - signed August 26, 2016

LinkedIn - signed August 26, 2016

L'Oréal USA - signed June 14, 2016

MailChimp - signed August 26, 2016

Microsoft - signed August 26, 2016

Mulesoft - signed August 26, 2016

Nike - signed August 26, 2016

Patagonia - signed August 26, 2016

PepsiCo- signed June 14, 2016

Pinterest- signed June 14, 2016

Popcorn Heaven- signed June 14, 2016

PwC- signed June 14, 2016

Rebecca Minkoff- signed June 14, 2016

Salesforce- signed June 14, 2016

Slack - signed June 14, 2016

Spotify- signed June 14, 2016

Staples- signed June 14, 2016

Stella McCartney- signed June 14, 2016

Target - signed August 26, 2016

Unilever - signed August 26, 2016

Visa - signed August 26, 2016

III. In addition to signing the White House Equal Pay Pledge, the following employers have formed an independent business consortium, Employers for Pay Equity—to help private industry

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players share best practices and develop better hiring, promotion, and pay policies.

The consortium released the following mission statement:

The Employers for Pay Equity consortium is comprised of companies that understand the importance of diversity and inclusion, including ensuring that all individuals are compensated equitably for equal work and experience and have an equal opportunity to contribute and advance in the workplace. We are committed to collaborating to eliminate the national pay and leadership gaps for women and ethnic minorities. Toward that end, we have come together to share best practices in compensation, hiring, promotion, and career development as well as develop strategies to support other companies' efforts in this regard. By doing so, we believe we can have a positive effect on our workforces that, in turn, makes our companies stronger and delivers positive economic impact.

Consortium members include:

Accenture

Airbnb

BCG

Care.com

CEB

Cisco

Deloitte

Dow

Expedia

EY

Glassdoor

GoDaddy

Jet.com

L'Oréal USA

Mercer

PepsiCo

Pinterest

Rebecca Minkoff

Salesforce

Spotify

Staples

Stella McCartney

Visa

IV. Gender Equity Challenge Forum 2017

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The Gender Equality Challenge aims to motivate organizations to advance gender equality in San Francisco and improve the working environment for all women and men. The Challenge collects gender-responsive policies and programs and showcases companies with model workplace practices that can be measured, shared, and replicated.

Hosted By: **Gap, Inc.**

Featured Participants:

Bank of America

Glassdoor, Inc.

Latham & Watkins LLP

Morgan Stanley

Moss Adams LLP

Pinterest

PricewaterhouseCoopers LLP

Prologis

Target Corporation

University of California, San Francisco

Sponsored By:

Wells Fargo

Prologis

Lisa Adukia

Linda Calhoun

Banc of California

Lee Hect Harrison

Morgan Stanley

Leadership California

San Francisco Realtors

Wilson, Sonsini, Goodrich & Rosati Foundation

V. For partners out of state (Massachusetts). Businesses supporting an Act to Establish Pay Equity [in Mass] (S. 2119)

- Arjuna Capital
- Baldwin Brothers
- Bay Coast Bank
- Cape Air
- Care.com

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- Greater Boston Chamber of Commerce
- Grossman Marketing
- Hollister Staffing Inc.
- Marlborough Chamber of Commerce
- Metrowest Chamber of Commerce
- Shorelight Education
- Virtual, Inc.
- RDK Engineers

See Massachusetts Coalition for Equal Pay

<http://www.maequalpaycoalition.com/current-supportive-businesses/>

Discussion Document

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INVENTORY OF OUTREACH MATERIALS

Massachusetts Fact Sheet



Massachusetts: Leading the Way in Closing the Wage Gap



Effective July 1, 2018: Close the Gap in Three Parts

PART 1: The law provides a definition of comparable work and encourages employers to conduct internal reviews of their payroll to ensure equitable compensation within industry standards.

PART 2: The law prevents employers from asking people about their previous salary history in the interview process.

PART 3: The law protects employees from termination for discussing their compensation with their co-workers and colleagues.



Women in Massachusetts make up almost half the workforce, but **earn approximately 82% of what men earn.**



20% Missing In Women's Salaries



Women of color are most affected by the wage gap with African American women earning **66 cents** for every dollar earned by men and Latina women earning **54 cents** for every dollar earned by men.



The pay gap does not exclusively affect women. Black and African American workers earn only **78 cents** for every dollar earned by white men. Hispanic and Latino workers earn only **72 cents** for every dollar earned by white men.

40% of households include mother as breadwinner



As of 2013, **40% of households** with children under 18 included mothers who were the primary breadwinner for the family. In addition, **57% of low wage workers in Massachusetts are women.**



Over the course of a lifetime, the wage gap can have a **serious impact** on the economic security of women. Since women live longer than men, lower wages makes it even harder to be self-sufficient throughout retirement.

For information about the Pay Equity Law or the effort of the Equal Pay Coalition, please contact Jill Ashton at Jill.Ashton@state.ma.us.

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[@EPC_MA/](http://www.maequalpaycoalition.org) <https://www.facebook.com/MAEqualPayCoalition>

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Women's Bureau U.S. Department of Labor Equal Pay Guide

https://www.dol.gov/wb/resources/equal_pay_guide_employer.pdf

What Salesforce Did with \$3 Million to Assure Equal Pay

<https://www.salesforce.com/blog/2016/03/equality-at-salesforce-equal-pay.html>

We put employees in comparable roles into groups and analyzed salaries of those groups to determine whether there were statistically significant wage differences between women and men. We based our analysis on objective factors that determine pay, such as job function, level and location. If there were unexplained differences, salary adjustments were made for both men and women as needed.

Our assessment showed that we needed to adjust some salaries—for both men and women. Approximately six percent of employees required a salary adjustment, and roughly the same number of women and men were impacted. Salesforce has spent nearly \$3 million dollars to eliminate statistically significant differences in pay.

Recently Created “Hack the Gap” Apps <https://medium.com/presidential-innovation-fellows/how-we-hacked-the-gender-pay-gap-1d7a9304950#.bhrych63v>

What's My Pay Gap allows you to discover how the gender pay gap affects people like you. As you answer questions about yourself, your personal wage gap grows and shrinks, allowing you to see how what forces create the wage gap in your life. **Data used:** This personalized story is empowered by the opening of data. For this project, the team built an API to connect with the [Department of Commerce's ACS datasets](#), allowing anyone to recalculate wage data in real-time, and bringing it out of academia and into the hands of citizens.

Virtual Reality Salary Negotiation Simulator provides users with learning modules to improve people's soft skills. Teaming up with the [American Association of University Women \(AAUW\)](#), Variable Labs has created a tool to help women and men practice salary negotiation techniques with a virtual employer. By translating AAUW's curriculum and methodology to a virtual environment, the hope is that women will have an accessible, safe space to practice and gain the confidence and language for a variety of negotiation scenarios that will lead to higher salaries.

PowerShift is a tool that will encourage women to negotiate for the best possible job offer. By providing users' salary breakdown and range data on what men in a

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similar situation are making, in addition to legal information about fair pay, the tool aims to encourage women to negotiate for higher salaries.

BumpAhead On average, an American woman's earnings [decrease by 4 percent](#) for every child that she bears. BumpAhead helps working mothers making the right childcare decisions based on their location, industry, income level and family structure. BumpAhead is an empathy building game to demonstrate the ways the high cost of childcare exacerbates the gender pay gap. The game aims to have players better understand the often tough choices women face in providing for their children, by walking in the shoes of a new mother. The game ends with a call to action that makes it easy for players to reach out to their lawmakers and hold them accountable to support family-friendly legislation.

Raise Above the Wage wanted to create a way for people to experience the wage gap and gain a deeper personal understanding of its impact. Through this Chrome extension, a user will be able to pick a profile of four women of different backgrounds, and experience wage inequality as them, via the price of an item.

Freelancer Economy Equalizer (FrEE) Kit provides a set of software services that can be used to extend any online freelancer platform with intelligent assistance and data-visualizations that empower both hiring organizations and candidates to take action to improve fairness and reduce gender pay gaps. FrEE includes a suite of off-the-shelf tools and data that has been integrated to ensure that job postings used to attract candidates have reduced (or are completely free of) bias, and that the processes of selecting, and negotiating pay for those candidates is transparent and consistent.

Aware: The Smarter Employee Survey is solving the problem of companies' (1) not knowing what information related to the gender gap to collect from employees and (2) not having an incentive to do something with the insights gleaned from data on the pay gap. As a third, intermediary party whose goal is to improve the employee-employer relationship, Aware is essentially a survey application, and in the long term, will evolve into a data analytics platform that will help companies better understand their employees as well as provide new ways of measuring how equal a company's capital is. On the app, Aware also plans to have resources on policies that impact companies' relationship with their employees so that they can be aware of the political environment around the issue.

Statistics on Women in the Low Wage Work Force

<http://nwlc.org/resources/chart-book-women-low-wage-workforce-may-not-be-who-you-think/>

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A FAQ on the Fair Pay Act that would be useful in terms of language, topics
(this is the federal legislation on the Fair Pay Act, not the CA FPA) <https://www.pay-equity.org/info-Q&A-Act.html>

A 2-sheet on the Paycheck Fairness Act (again, exemplary language, concision)
<https://www.pay-equity.org/PDFs/PFA-FactSheet-2012.pdf>

The terrific *Equal Rights Advocates* web page on California's Fair Pay Act
<http://www.equalrights.org/legal-help/know-your-rights/california-fair-pay-act/>

Webinar on CA FPA by California Women's Law Center, Legal Aid at Work and Equal Rights Advocates (must register to download)
<http://www.cwlc.org/download/webinar-equal-pay-in-california-your-right-to-pay-equity-in-the-workplace-2016/>

Podcast by Littler Mendelsohn on California's New Fair Pay Act: Employer's Compliance Action Plan <https://www.littler.com/publication-press/publication/californias-new-fair-pay-act-employers-compliance-action-plan>

Arthur J. Gallagher: Advise on actions employers should take to avoid liability under CA FPA: *California Fair Pay Act: New Obligations for Employers or a Paper Tiger?*
<https://www.ajg.com/media/1697914/california-fair-pay-act-new-obligations-for-employers-or-a-paper-tiger.pdf>

LAW 360: Recommendations to employers to avoid liability under FPA: *Proactively Addressing California Fair Pay Act Liability*
<https://www.law360.com/articles/763489/proactively-addressing-california-fair-pay-act-liability>

Emtrain Blog, Phyllis Cheng's article and link to registration for a webinar about steps employers should take to comply with the FPA: *California Fair Pay Act: 5 Steps to Employer Compliance*
<http://blog.emtrain.com/california-fair-pay-act-steps-to-employer-compliance>