

**BOSTON WOMEN'S WORKFORCE COUNCIL**

**2018**

**A YEAR IN REVIEW**



*A partnership between Mayor Martin J. Walsh  
and the Boston Business Community*



## **Dear Signers of the Boston 100% Talent Compact:**

When we began working with employers to close the gender pay gaps back in 2014, we had 38 companies signed on to the 100% Talent Compact. As we close out 2018, that number is up to nearly 250, comprising a significant portion of Boston's workforce. We also welcomed Tania Del Rio as the new Executive Director for the Mayor's Office of Women's Advancement in 2018, who has worked hard to help us move this work forward.

I am grateful to each one of you for signing on and including your pay data in our analysis. Your participation positions the Boston business community -- and each one of you -- as national leaders on gender pay equity. Your commitment to the data analysis also allows us to take an in-depth look at race and ethnicity gaps. The figures convey the urgency of this work in Boston and beyond.

In 2019, we will remain acting with a sense of urgency to build on the progress we've already made. How do we take this work to the next level? How do we achieve our ultimate goal of empowering women in our workforce? There's at least one thing we know we need to tackle: we need more women at the highest levels of leadership, in the board-rooms and in corner offices. Given the large increase in salaries at the executive level, closing this leadership gap is key to closing the pay gap.

*We need more women in leadership for another reason, too: research studies keep showing that executive teams that include women are more effective than less diverse teams. In my line of work, that's a no-brainer. We need a city government that reflects the people it serves. If we're going to understand and meet the needs of an entire city, we need to make sure that half of the population isn't left out of the conversation.*

*Thanks to all of you, I know that we're making progress in every industry. We're seeing more and more women at the top, but we need to keep this drumbeat going. We need to continue to light the way forward for smart and equitable leadership in American cities.*

*2019 is going to be an important year for the Council. We'll be compiling pay data for our third report, representing more of the Boston workforce than ever before. I call on all signers to participate so we can continue to strengthen this movement. Thank you for doing the hard work, every day, to empower women. Thank you for leading with your values and setting an example.*



*Sincerely,*

A handwritten signature in black ink, appearing to read "Martin J. Walsh". The signature is fluid and cursive, with a long horizontal stroke at the end.

*Mayor Martin J. Walsh*



**Dear Signers of the Boston 100% Talent Compact:**

*Last year was spent engaging various allies in the Boston Women's Workforce Council's mission. It has been wonderful to see our Compact signers truly united in the goal of achieving pay equity in Boston, and leading the way for other cities. We set goals of recruiting new Compact signers from diverse industries, engaging with others to leverage our work in wage equity, developing an inventory of practices and a measure of progress, and bringing in more CEO leaders to active engagement in our work. Each of these goals was achieved. Our new Executive Director, Shereen Shermak, came to us with a background in public and private sector work with a strong grasp of data and technology, and she has moved quickly to lead us into 2019.*

*We are proud to have 27 new Compact Signers since last year's report. In our quarterly membership briefings, we focused on engaging male allies, focusing on the complex challenges women of color face, and involving the talent of academics and advocates in metropolitan Boston. We close the year once again with our annual Effective Practices Conference with Mayor Walsh and leaders of Compact-Signing Companies.*

None of this is possible without the leadership of Mayor Walsh and the Mayor's Office of Women's Advancement leader, Tania Del Rio. We are also grateful to our anchor business sponsors: MassMutual, Partners Healthcare, Putnam Investments, State Street, Vertex and our academic partner, Boston University.

We look forward to engaging with you in 2019 as we work to resolve the issues that keep women from progressing in the workplace. We will complete our 3rd Biennial Wage Gap Report this year, giving us yet another view of the progress being made in workplace equity. We are grateful for the commitment of so many Boston area companies to participating in our wage gap measurement process. Together we will make Boston the best place in the US for working women.

Sincerely,



Cathy Minehan & Evelyn Murphy, BWWC Co-Chairs

# 2018 YEAR IN REVIEW

## JANUARY



**Q1 MEMBERSHIP BRIEFING:**  
Year-in-Review and Data Findings

**NEW COMPACT SIGNER:**  
Natixis Investment Managers

## FEBRUARY

## APRIL



**NEW COMPACT SIGNER:**  
The Capital Network

**Q2 MEMBERSHIP BRIEFING:**  
Engaging Male  
Leaders in  
Gender Equity

**NEW COMPACT SIGNER:**  
Globalization Partners

## MAY

## JULY



**NEW COMPACT SIGNER:**  
Piatt Associates, Broad Institute

**Q3 MEMBERSHIP BRIEFING:**  
Advancing Women of Color

## AUGUST



**BOSTON GLOBE OPINION**  
Carol Fulp, Colette Phillips,  
Betty Francisco, And Beth  
Chandler: Advancing women  
of color should be a key factor  
in a company's strategy

**NEW COMPACT SIGNER:**  
MITX, Compt Inc.,  
Soofa/Changing  
Environments, Cuseum

## SEPTEMBER

### **NEW COMPACT SIGNER:**

GasBuddy, League of Allies,  
Leers Weinzapfel Associates,  
MassTLC, Taj Boston, Roll Ine

## OCTOBER

### **Q4 MEMBERSHIP BRIEFING:**

Connecting the Dots for Employers:  
Academics and Advocates Advancing  
Women at Work

## NOVEMBER

### **NEW COMPACT SIGNER:**

Boston University, Embr Labs,  
Cushman & Wakefield, WEVO

### **NEW COMPACT SIGNER:**

Novopyxis, Inc., Anderson &  
Krieger, WordStream

## DECEMBER

### **CONFERENCE:**

4th Annual Effective Practices  
Conference featuring Mayor  
Martin J. Walsh

### **NEW COMPACT SIGNER:**

Celtra, MS Aerial



# NEW COMPACT SIGNERS IN 2018



## KEY IMPERATIVES FROM 2018

In 2018 we focused on our goal: ***making Boston the best place in the United States for working women by closing the gender pay gaps.***

Our strategy is to encourage employers to identify gender equity as a business issue, a “need to have” not “a nice to have”. We saw very powerful evidence that employers are committed to the BWWC’s success this year. The number of employers who signed the Compact grew, and involvement in our 4 membership briefings and our annual Effective Practices Conference was enthusiastic. We are adding value to employers as they create better working conditions for employees -- women and men -- in a highly competitive market. We also learned a lot! Here are some key takeaways.

1

***This is Hard Work, so Intentionality Matters.*** Whether it comes to men supporting their female colleagues or employers looking at the progress of women in the pipeline, an important aspect to being an ally to women is to be intentional about it. It is not enough that men acknowledge women have a different experience at work, but that they take actions to recognize women colleagues, celebrate their successes, and welcome them to the table to make decisions. Employers can amplify their efforts by making these actions visible and highlighted.

2

***There is a Growing Business Interest in Gender Equity.*** There is a wide and growing body of evidence now on the positive return on investment of diversity. Our Q3 panel, which featured issues related to the advancement of women of color, emphasized the economic need to create a climate where women have the opportunity to advance to the top. Employers struggling to attract the best talent need to recognize that lack of diversity creates an opportunity for the competition. In addition, many companies are recognizing that their brand is benefits from diversity. A potential customer or employee need only to look at a company’s website and see how the brand looks from the outside to learn whether a company is really committed to their values. And women, particularly women of color, can signal with their time and their dollars that they want to do business with companies that include them.



3

***We Appreciate the Value We Can Add Building Ally Networks Across Groups.*** A key area of opportunity we heard at all of the briefings this year was creating allies across social networks, and even beyond employers' walls. Creating social networks for women of color matters. Ensuring that men of all races and ethnicities are part of business networking rather than having entirely separate networks is also critical to everyone's advancement. Employers who are challenged in figuring out how to best support women can look to leveraging women's advocacy groups to help boost internal networks and source diverse candidates for senior positions.

4

***Change Requires Investigation and Action.*** Employers cannot simply assume that their employees are creating an environment that supports women. To get an objective opinion and learn more about themselves, many employers are taking direct action by doing an objective, internal climate survey. Employers who want to focus on not repeating the cycle of the past can then take actions – from training their teams about employment policies that aren't being implemented, to posting salary ranges for open positions to ensure fairness in negotiations.

We commit to never stop learning, and look forward to collaborating on more ways to help employers advance women in 2019.

## KEY MOMENTS

*“At the end of the day it’s an economic imperative because globally we could add 28 trillion to the economy if we had more women in the workforce.”*

- Paul Francisco,  
State Street

*“Employers have a responsibility to create a safe environment for everyone at the workplace. No more isolating of those who are experiencing sexual harassment.”*

- Meg Bond,  
Center for Women and Work,  
UMass Lowell

*“Best practices are not static, it is an ongoing dynamic process.”*

- Ann Bookman,  
Center for Women in Politics and Public Policy,  
UMass Boston

*“As a baby boomer, I was reluctant because I thought that was patronizing, to create a group just for women. However, that was my first lesson as an ally, and that was to listen, because the BWIC (Building Women In Construction) group is now one of the fastest growing and popular ones at AGC.”*

*- Robert Petrucelli,  
Associated General Contractors of Mass*

*“Women of color need to ask themselves ‘where can I go to work that shares my social values, my sense of community, and that has a transparent process for advancement?’”*

*- Betty Francisco,  
Latina Circle*

## LOOKING AHEAD: WHAT ARE OUR PLANS FOR 2019?

In 2019, the BWWC will continue convening employers to focus on the tough issues facing women in the workplace, locally and globally. Measurement is important to spurring change, and is one of the key functions of the BWWC. To that end, we will complete our 3rd gender pay gap assessment during the week of September 23rd, with training sessions beginning in July. The upcoming report will include an industry breakdown for the first time, with the aim of creating the most relevant effective practices to our community.

We will surface initiatives that are actionable and effective to meet these challenges, convening members around new programming to close the pay gaps. This will include some key events:

- ***Our First-Ever Ideathon in January.*** *The event will surface opportunities for employers to reduce bias related to recruiting and advancing women in the workplace. Ideathon teams will roll up their sleeves to look at issues all along the career cycle, and will explore wheretechnology can have an impact on women's advancement in subtle and direct ways. We will begin the program with a briefing panel of founders of technology companies focused on having an impact on working women.*



- **Membership Briefing on the Changing Legal Environment for Employers.** The event will feature both perspectives on the updated Massachusetts Equal Pay Act and an overview of other proposed legislation. We will discuss the impact on employers of disclosing data, and the effects these requirements may have on workplace practices to advance women.
- **Innovator's Breakfast with the Mayor's Office of Women's Advancement.** The event will recognize successful initiatives submitted by Compact Signers, based on demonstration of their effectiveness and broader applicability. This event will shine a light on practices that are working and community members that are innovating. The BWWC will ensure that these practices are shared widely so as to have the broadest impact. The BWWC is uniquely positioned from the employers' point of view to convene those working to advance women in the workplace.
- **New 100% Talent Compact Web Portal.** In addition to bringing our community together in person, we are creating a web portal in 2019 to guide employers to effective practices and create an ongoing conversation amongst members of the community. We want to support this critical work of our Compact Signers every day. We look forward to seeing you at events and online in the coming year!





**EQUAL PAY. EQUAL OPPORTUNITY. 100% TALENT.**

Learn more:

[bostonwomensworkforcecouncil.com](http://bostonwomensworkforcecouncil.com)

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