

# BOSTON WOMEN'S WORKFORCE COUNCIL REPORT 2019





# TABLE OF CONTENTS

<b>WOMEN'S WORKFORCE COUNCIL MEMBERS</b>	<b>6</b>
<b>INNOVATIVE INITIATIVES COMPETITION HIGHLIGHTS</b>	<b>8</b>
HubSpot	9
Vertex	10
PharmaLogics	12
Boston Children's Hospital	13
<b>DATA ANALYSIS</b>	<b>15</b>
Executive Summary	15
Data Submission Process	15
Participation	15
Compensation	18
Total Compensation	20
<b>2019 TIMELINE</b>	<b>22</b>
<b>THEMES FROM 2019</b>	<b>24</b>
<b>LOOKING AHEAD: 2020</b>	<b>25</b>
<b>BOSTON 100% TALENT COMPACT SIGNERS</b>	<b>26</b>



Dear Signers of the Boston 100% Talent Compact,

We began working together in 2014 with the mission to make Boston the best city in the United States for working women. Since then, we have sought out innovations to address the most pressing issues for women in the workplace. By measuring the pay gap every other year, we work to ensure that pay equity remains top of mind for employers.

Going forward, we must continue to stress the urgency of this issue. If we do nothing, pay gaps will continue for decades. We will leave the talent that unleashes innovation and productivity on the sidelines. We cannot afford that. We must double down on our efforts.

Our partnership with the business community, led by MassMutual, Partners Health Care, Putnam Investments, State Street and Vertex, has tremendous potential to produce results, even in the face of substantial challenges. Continuing to evolve the data analysis helps the Boston Women's Workforce Council focus on the areas where it is most needed.

We know pay gaps arise not only because men and women are paid differently for the same work. Culture in our organizations, private lives, and institutions affects how opportunity is distributed. Our new Innovative Initiatives Competition highlights this. Dozens of Compact Signers shared practices in four different areas which separately contribute to disparities. I was proud to stand with leaders from Boston Children's Hospital, Hubspot, Pharmalogics, and Vertex as employers who are tackling gaps from many angles. I look forward to congratulating next year's winners.

We now have over 260 employers engaged in pay equity work through the Compact. I am thankful to all signers. My gratitude also extends to the Workforce Council members who have recruited companies, guided our strategy, and helped us implement key initiatives this year. I remain thankful also for each one of the organizations that included pay data in our analysis. And without our data partner, Boston University, and the Rafik B. Hariri Institute for Computing & Computational Science and Engineering, the gap measurement would not happen. Your participation positions each one of you as national leaders on gender pay equity.

Gender equity is an imperative component of economic security for women and families, and it is a hallmark policy issue for my administration. In 2020 and beyond, the focus on gender equity will not change. I look forward to strengthening our partnership in the year ahead and continue taking every possible step to move our city's women forward.



With gratitude,

Mayor Martin J. Walsh



Dear Signers of the 100% Talent Compact:

Thank you for your ongoing commitment, hard work and insightful contribution to the Boston Women's Workforce Council and to the City of Boston. We join the Mayor in our appreciation of the efforts you are making to ensure Boston is the best place in the United States for working women by closing the gender wage gap. We have many people and organizations to thank for this progress but none more than Mayor Marty Walsh and our major industry supporters: MassMutual, Partners Health Care, Putnam, State Street, and Vertex. We are not there yet, but 2019 has been an amazing year of shared learning and deeper understanding of the challenges inherent in achieving our goal.

We are happy to see the commitment of 49 new signers since our 2017 report, spanning software start-ups, non-profits, architecture, educational and financial services companies. As the group expands, the potential for identifying effective practices and the potential to see them widely shared grows. We were especially grateful to Dr. Frank Dobbin and Jeffery Tobias Halter for expanding our understanding of the effectiveness of diversity initiatives and the importance of male allies, respectively. Just as significant was our inaugural Innovative Initiatives Competition which highlighted the efforts of many local companies to try new things in the workplace.

This report focuses on the four winners of the competition, but truly all those companies participating are leaders. They identified useful programs for all of us to learn from and, winners or not, there are valuable nuggets in each presentation. We were pleased to see the enthusiasm of the Compact companies to share

what works for them and to be willing to learn from others. This has always been one of our key goals in creating a community around the need to ensure equity in the workplace.

This was a year of anonymous reporting of wage data used to calculate a community wide wage gap. This year, 123 employers reported. Their wage data accounted for 136,000 employees, approximately 13% of metropolitan Boston's workforce. As Mayor Walsh notes in his letter we were ably supported in this effort by the Hariri Institute at Boston University where our staff are physically located.

The data this year paint a difficult picture of the wage gap, for women, especially women of color. We believe that both the nature of the job classifications that are used and the predominance of a certain category of employee has skewed the data even more than it might have in the past. Nonetheless, we know that not enough women are making it to the C-suite, and that our colleagues from McKinsey report that women lag in promotion to the first level of management. In the aggregate, fewer women in management and higher paying jobs affects the wage gap and the retention of highly effective women.

We hope that our 2019 Report informs our Compact signer community about the current state of the gender pay gap as we measure it, and about the nature of that gap across race. We also hope that the final section of the report on our plans for 2020 will energize signers to enhance your commitment to fulfilling our common goal.

Sincerely,

Two handwritten signatures in blue ink. The first signature is "Cathy E. Minehan" and the second is "Evelyn J. Murphy".

Cathy Minehan & Evelyn Murphy  
Boston Women's Workforce Council Co-Chairs

# THE BOSTON WOMEN'S WORKFORCE COUNCIL MEMBERS

## COUNCIL CO-CHAIRS



CATHY MINEHAN



EVELYN MURPHY

## COUNCIL MEMBERS



DANA BORN



LISA BROTHERS



VICTORIA BUDSON



KATIE BURKE



NORA MORENO  
CARGIE



BETH CHANDLER



SUSAN CICCO



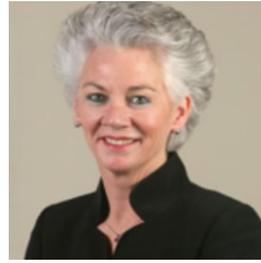
MEGAN COSTELLO



**JANE EDMONDS**



**RITA GERMAN**



**ELIZABETH HAILER**



**KATHY HORGAN**



**JANAKI KIBE STERN**



**KATHARINE LUSK**



**JULIETTE MAYERS**



**MIM MINICHELLO**



**MAUREEN MULKERRIN**



**KATY O'NEIL**



**TRACY PALANDJIAN**



**ZORICA PANTIC**



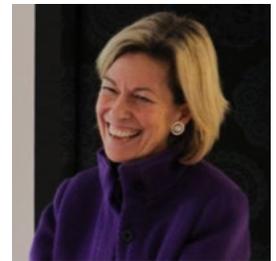
**KELLY GARVEY  
PELLAGRINI**



**PAM RANDHAWA**



**ROBERT RIVERS**



**MICHO SPRING**



**JENNIFER SPRINGER**



**JEFF SWARTZ**



**RAQUEL WEBSTER**



**BETH WILLIAMS**

# INNOVATIVE INITIATIVES COMPETITION HIGHLIGHTS

Boston's effort to close the wage gap within a major city is a unique public-private partnership overseen by the BWWC, its staff, and the Mayor's Office. We work with the many Boston companies who are signers of the 100% Talent Compact. Signing the Compact requires companies to recognize where internal wage inequity exists, address the issues creating that inequity, and every two years, report their wage data anonymously to enable the BWWC to measure community progress. This year was a reporting year, and much of the rest of this report will highlight the data. However, just as important is what we learned from each other in 2019, and the innovative ways we found to highlight the effective practices in place among our Compact signers.

The focus of the BWWC in 2019 was innovation.

In January, we sponsored a first for the BWWC—an "Ideathon". At that event, a combination of speakers and a hands-on workshop enabled representatives of Compact signers to envision and design technology solutions to aid in advancing women in the workplace. This proved especially engaging to millennial employees of Compact signers.

After that effort, we turned to larger scale interventions. In June, we decided to highlight the best ideas our Compact signers had to address wage inequity within in their entire workplace.

And we got everyone's competitive juices flowing. It was a contest to describe the best innovations in four key areas:

1. Advancing women of color
2. Increasing the ratio of women in the C-suite via hiring and promotion
3. Closing the gender-based pay gap in total compensation for women
4. Decreasing the time to promotion for women

Many of our Compact signers, large and small and in every industry, applied to have their innovations judged in the contest. And with the help of State Street's Professional Women's Network we decided the framework for judging which of many worthy applications would be the winners. We focused on initiatives that had measurable results and a high return for the effort expended. We also noted many proposed initiatives worthy of commendation even though we could only pick four winners.

Congratulations to the 2019 awardees: Hubspot, Vertex, PharmaLogics and Boston Children's Hospital for their winning entries and their dedication to gender equity.

For full interviews with the 2019 winners, visit [bit.ly/2019-winner-profiles](https://bit.ly/2019-winner-profiles)





## MEET THE WINNERS: HUBSPOT

Inspired by McKinsey & Company's 2018 Women in the Workplace study, HubSpot's 'Women Who Lead' initiative was selected as the winner of the 'Advancing women of color' category. This initiative seeks to advance women of color through engaging them with the community and encouraging action and discussion. HubSpot is seeking to close the leadership gap for women of color by generating a community of allies and advocates within and outside the company who wish to empower black and brown women across Boston and beyond. 'Women Who Lead' enables women of color to create community using shared experiences and a series of events and discussions, primarily for HubSpot employees but also for the surrounding tech community. Discussion topics ranged from self-care to entrepreneurship. To date, community events have collectively sold over 1,000 tickets. This initiative demonstrated a high management commitment to the growth and progression of women of color. The number of women impacted was an order of magnitude higher than planned, showing that the initiative meets a real need. This initiative could be readily adopted by other employers.

**Initiative:** Women Who Lead

**Category:** Advancing women of color

**Industry:** Professional / Scientific / Technology Services





## MEET THE WINNERS: VERTEX

Vertex has a vision of gender equity driving innovation, by helping to retain the best employees, and enabling medical professionals to make the best decisions for patients. Their initiative ‘Increasing the diversity of critical board approved hires’ was selected as the winner of the ‘Increasing the Ratio of Women on C-suite, via Hiring and Promotion’ award.

In 2017, Vertex had to fill a number of senior level positions, and its executive team saw an opportunity to make a difference in the company’s senior level gender diversity. They consciously made efforts to increase the number of women considered for these senior positions. They believed this was not only the fairest way to proceed, but that it would have a very beneficial impact on the company’s bottom line—that driving gender equity would drive commercial and innovation success. As of May 2019, there were 3 women in C-suite positions, a third of their board members were women, and their global employee population was over half women. Vertex demonstrated high impact and management commitment and tying the number of women in senior positions to commercial success was critical.

**Initiative:** Increasing the diversity of critical board approved hires

**Category:** Increasing the Ratio of Women on C-suite, via Hiring and Promotion

**Industry:** Professional / Scientific / Technology Services



*“When people think about an event at a tech company in Boston, I don’t think they envision a room full of black and brown women. I hope our initiative plays a role in changing that perspective.”*



**ASHLEY LADD**

Program Manager  
Women@HubSpot

*“We’re debunking the perception that it’s difficult to recruit a female or diverse leader. We’ve certainly debunked from a gender perspective, even in specialized, high-level roles.”*



**ERIN COWHIG**

Vice President of Human Resources  
Vertex



## MEET THE WINNERS: PHARMALOGICS

PharmaLogics' initiative demonstrated the cost of pay transparency was low compared to the broad impact that it can have. PharmaLogics implemented a pay transparency policy over a period of 3 years. They found it was not hard to do and did not take a long time to implement. The HR team created a pay range map, verified the compensation information, and then rolled the results out to staff. This process has since been routinized, made part of their onboarding process and updated as necessary. This sends a message to their employees that the organization values them by paying them equally and fairly. Since implementation, business has grown exponentially and the company will continue to shift and adapt their culture to meet demand.

**Initiative:** Wage Transparency

**Category:** Closing the Gender-Based Pay Gap in Total Compensation for Women

**Industry:** Professional / Scientific / Technology Services

**Interviewed:** Megan Driscoll, CEO & Founder, PharmaLogics





**Boston Children's Hospital**  
Until every child is well™

## **MEET THE WINNERS: BOSTON CHILDREN'S HOSPITAL**

Initiated by its Career Advancement Task Force, Boston Children's Hospital's initiative, Inside Track, was recognized for its innovation and impact on the time to promotion for women. This internal mobility program was part of a targeted group of initiatives aimed at proactively engaging and retaining internal talent by encouraging, assessing and facilitating upward and lateral movement across the Boston Children's.

As part of the initiative, BCH's Leadership Forum received approval to establish a full-time mobility recruiter and a team dedicated to this program. Following its formal launch, Internal Mobility held info sessions for managers and employees to educate and share their insights and experiences with movement within the Hospital. In a short period, this team has facilitated 18 cross-functional transfers in the Hospital.

These employees might have worked at BCH for many years in the same area without this program. Now hurdles to movement have been overcome and opportunities and new career paths opened.

**Initiative:** Internal Mobility Program "Inside Track"

**Category:** Decreasing the time to promotion for women

**Industry:** Healthcare & Social Assistance



*“If you want your company to be relevant in 2030, you have to adapt to what is happening. Women and minorities are demanding change, you can’t ignore it.”*



**MEGAN DRISCOLL**

CEO & Founder  
PharmaLogics Recruiting

*“With the dedicated support of our program we can help employees convey their stories, creating new pathways for opportunities. We’re excited to be their advocate!”*



**JOANNE HOGAN**

Senior Internal Mobility Ambassador  
Boston Children’s Hospital

# DATA ANALYSIS

## EXECUTIVE SUMMARY

In the fall of 2019, 123 employers participated in the Boston Women’s Workforce Council’s third Boston 100% Talent Compact data submission. These businesses and nonprofits reported data on almost 140,000 employees, or roughly 13% of the Greater Boston workforce. These data indicate that women, on average, earned 70 cents to a man’s dollar. This gap varied by job category and race, with women of color earning on average significantly less than white women. Comparing reporting cycles should not be done because of the variation in the number of employees represented and the types of jobs they fill. The 2019 gender pay gap is wider than the one measured in 2017, and could be attributed to the differences in data.

## DATA SUBMISSION PROCESS

Part of the commitment employers make when signing the Boston 100% Talent Compact is to anonymously report employee data to the BWWC biennially. During the submission process, Compact signers submit their wage data in the aggregate using a unique, web-based software program that employs encryption designed by the BWWC’s data partner, the Rafik B. Hariri Institute of Computing and Computational Science & Engineering at Boston University.

Wage data submitted by reporting employers used the EEO-1 job categories required for EEOC reporting. Thus, data reported to the BWWC largely mirrored data required for federal reporting under the rules of the US Equal Opportunity Commission (EEOC). To prepare for the effort, the BWWC provided training for Compact signers around the Boston area.

Within each job category, employers were asked to provide:

- Gender
- Race/ethnicity
- Length of service
- Annual compensation (base salary, overtime and commission)
- Performance pay (cash only)

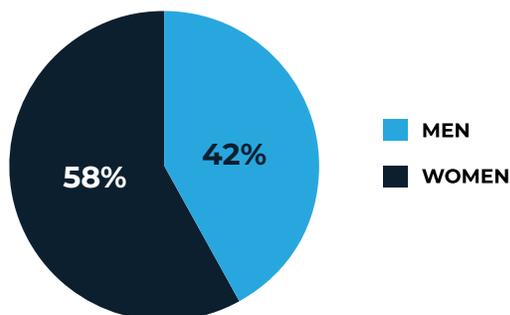
Based on data available historically from the EEOC, the BWWC is able to compare the demographics of our reported sample to the Greater Boston workforce as a whole.

## PARTICIPATION

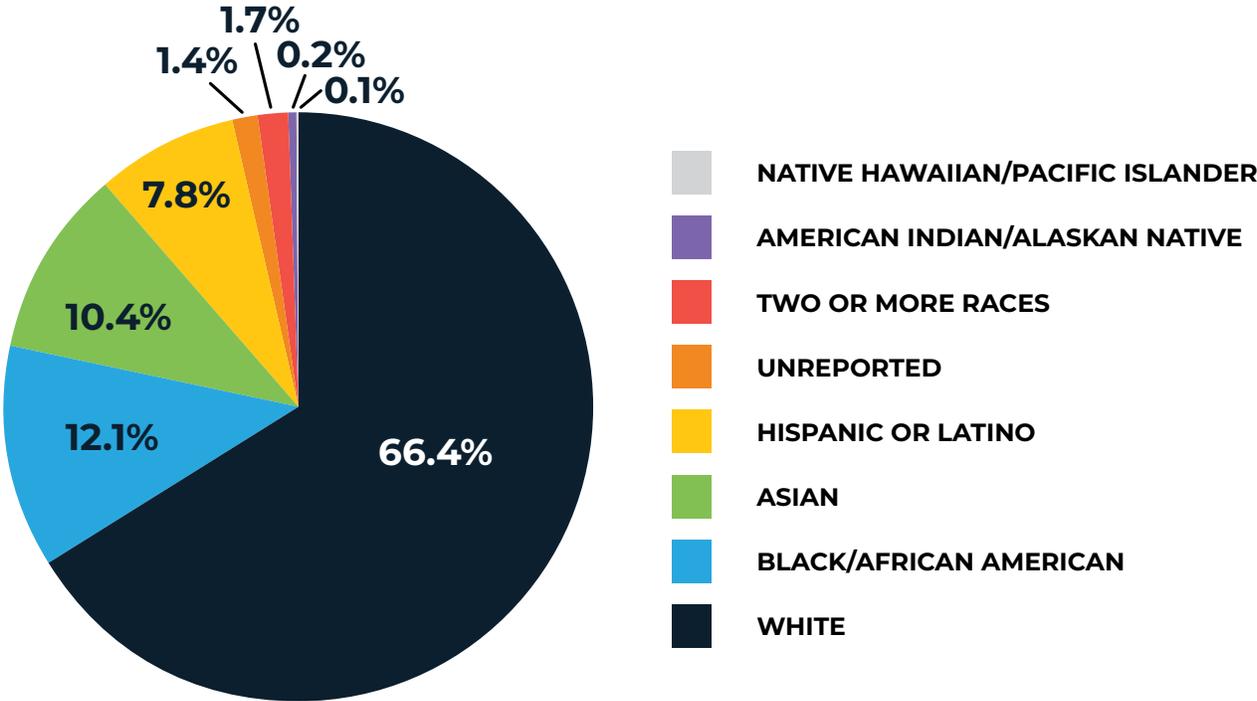
This year’s data submission included 136,437 employees from 123 Compact-signing companies. In 2017, 114 Compact signers reported reflecting over 160,000 employees. This year’s sample represents 13% of the Greater Boston workforce versus 16% in 2017, according to data previously provided by the EEOC.

Similar to our last report, the sample is skewed by gender, as it includes more women than men; 58% of employees in our sample are women and 42% are men. The Greater Boston workforce, as reflected in EEOC data, is approximately evenly split between men and women.

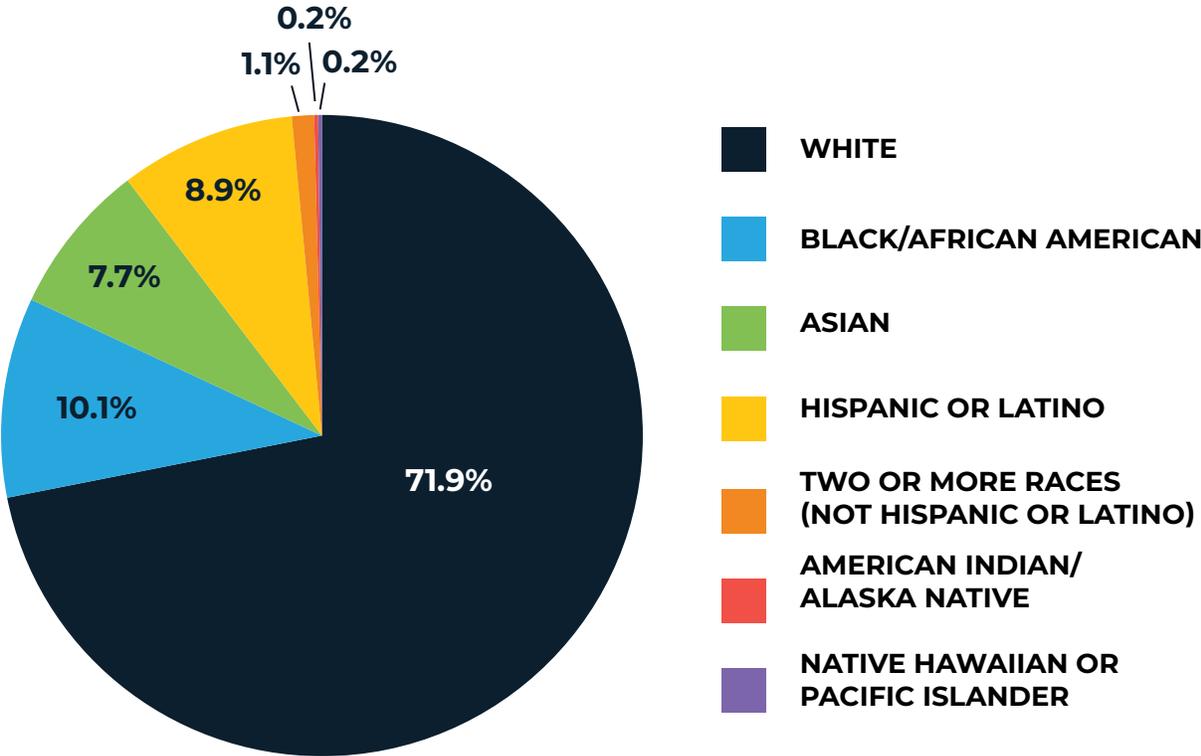
**FIGURE 1:** Gender breakdown of 100% Talent Compact Sample



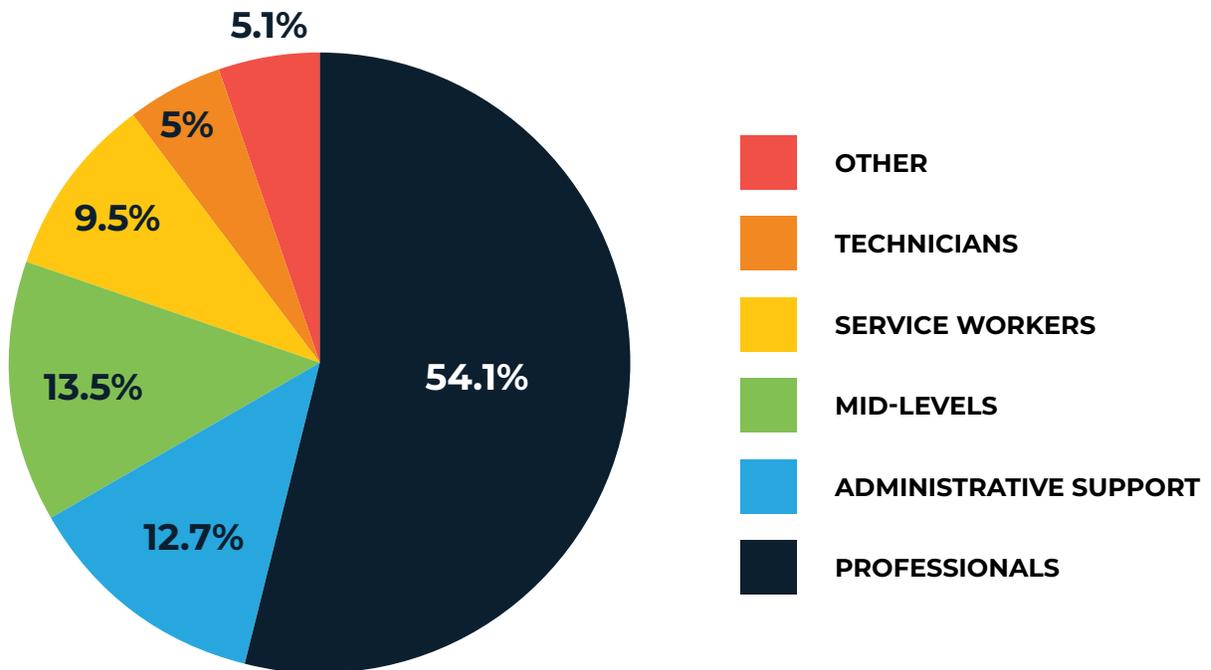
**FIGURE 2:** Racial composition of Boston 100% talent compact signer



**FIGURE 3:** Racial Composition of Greater Boston workforce

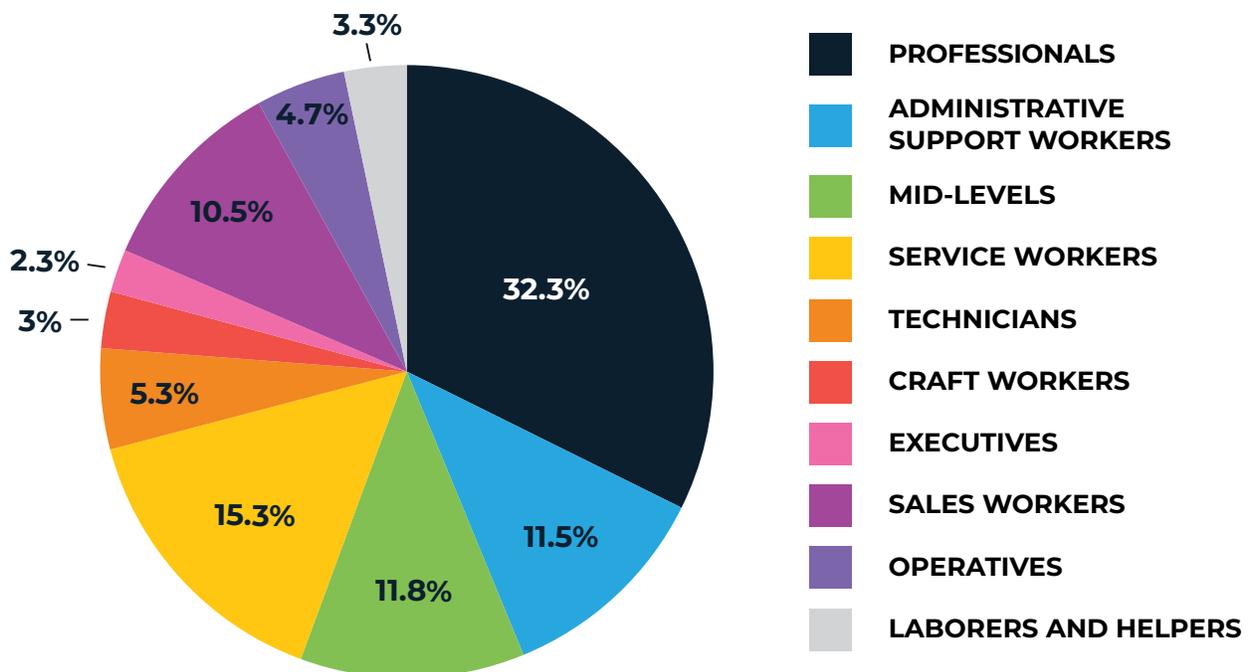


**FIGURE 4:** Employees by Job Category in 100% Talent Compact Sample



Our 2019 Compact sample primarily consists of White employees, followed by Black/African American employees, and then by Asian employees. Our sample largely mirrors the racial composition of the Greater Boston workforce (EEOC data as of 2014).

**FIGURE 5:** Employees by Job Category in Greater Boston workforce



The Boston 100% Talent Compact sample consists largely of employees in the 'Professional' EEO-1 job category. This job category includes a wide range of occupations reflecting all of the different industries of our Compact signers. For example, included in this category are engineers, nurses, physicians, lawyers, writers, computer scientists, and many others. Within the wide array of positions that are included in the Professional category, there are many whose salary scales are completely different.

Our sample likely includes the overrepresentation of women professionals in lower paying professions. This means that even if there were full wage equity in lower paying professions (such as nursing), and full wage equity in male-dominated higher paying positions (such as physicians), our sample might still reflect a larger wage gap than exists in the entire Boston workforce.

## COMPENSATION

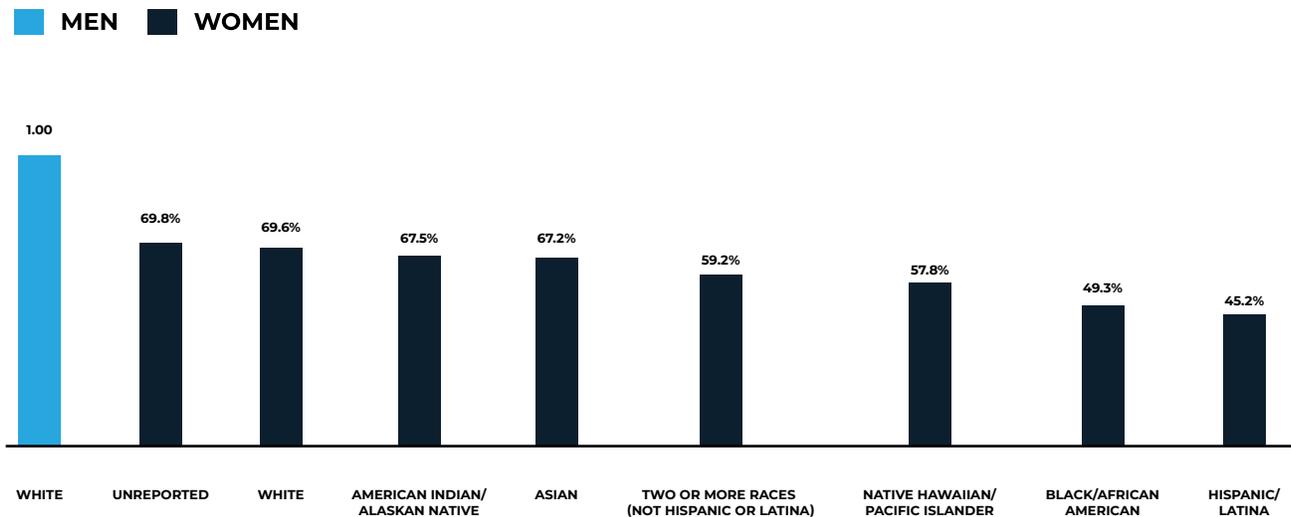
The 2019 sample consists of approximately \$12.2 billion in total compensation in 2018, excluding pay for performance. Approximately 79,400 women earned \$6 billion in 2018. This is an average of approximately \$76,000 in compensation in 2018. The 57,037 men in our sample earned \$6.2 billion in 2018. This is an average of just under \$109,000 in compensation in 2018. The resulting gender wage gap is 30 cents. That is, women earned 70 cents for every dollar of men's earnings in 2018.

This gender wage gap is larger than that reported by the U.S. Bureau of Labor Statistics, whose data comes from survey data of employees within its definition of Greater Boston area, which includes communities stretching into New Hampshire. Our data is employer-provided data, which we believe is a more accurate reflection of actual earnings during the specified time period.

**FIGURE 6:** Average annual compensation by gender not including performance pay

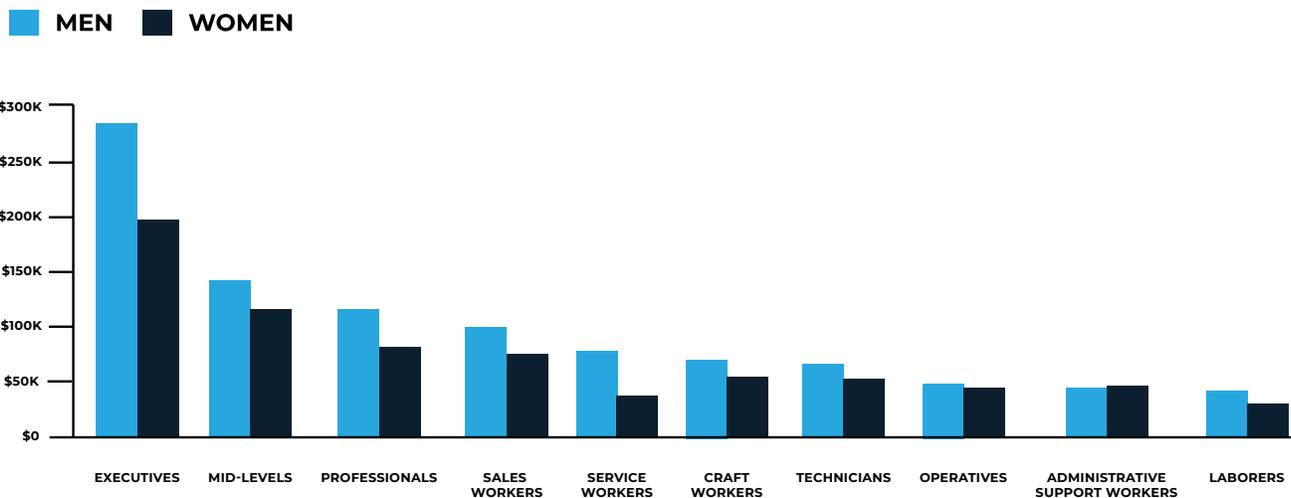


**FIGURE 7:** Earning ratios of women by race, compared to white men



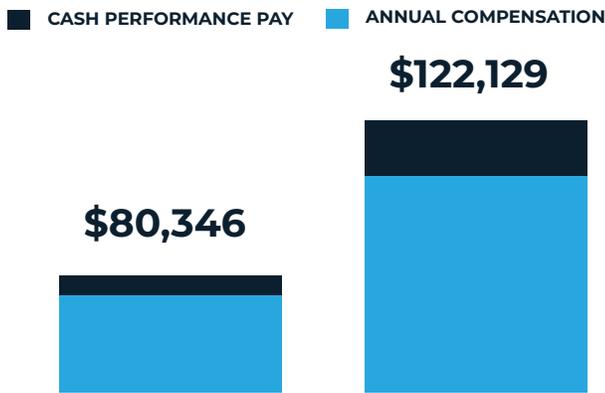
Consistent with other survey findings, the gender wage gap varied substantially by race. White, American Indian/Alaska Native, and Asian Women were closest to parity (excluding Unreported race), at 70 cents, 67.5 cents, and 67 cents respectively, as compared to the White man’s dollar. The largest disparities were once again among Black/African American women and Hispanic/Latina women, earning 49 cents and 45 cents as compared to a White man’s dollar, respectively.

**FIGURE 8:** Average compensation by EEO - 1 job category



The gender wage gap varied by job category. Female Administrative Support Workers once again earned more than their male colleagues, with women earning \$1.02 for every \$1.00 a man earned on average. Other job categories closer to parity were Operatives and Craft Workers, for which women earned an average of 92 cents and 81 cents to a White man’s dollar, respectively. The largest inequities are among Executives and Service Workers, earning 70 cents and 46 cents to a man’s dollar, respectively.

**FIGURE 9:** Average annual total compensation for men and women, broken down by salary and performance pay



**TOTAL COMPENSATION (INCLUDING CASH BONUS OR PERFORMANCE PAY)**

The sample included data on performance pay or bonuses paid to employees in 2018. The data showed that \$1.1 billion in cash bonus pay was granted to those employees who received bonuses in 2018. The 79,400 women in our sample made \$6.4 billion in 2018 in total compensation for a rounded average of \$80,000 in 2018. The 57,037 men in our sample made \$7.0 billion in 2018 in total compensation, for an average of almost \$122,000. Thus, the wage gap in terms of total compensation was 34 cents, that is, women took home 66 cents for each dollar men made.

Bonuses were a larger factor in the pay of men than for women. Women, on average, received about \$4,200 in bonus pay, while men’s average bonuses were more than 3 times as much. Bonuses were also unequal among races, with African American women earning 7 cents to a White man’s bonus dollar.

Total compensation, once performance pay is included, also varied by job category. It should be noted that not all job categories receive a significant amount of (if any) cash performance pay. We have highlighted the four job categories where greater than 2% of total compensation is cash performance pay.

A caveat about these data is that the nature of the aggregates that we analyzed in the sample makes it difficult to assess how many employees in any job category actually received bonuses. Therefore, it is possible that the actual bonus pay received by those who received bonuses could vary significantly.

**FIGURE 10:** Average annual total compensation for men and women by EEO-1 Job Category, broken down by salary and cash performance pay.



The sample also included data on the length of time that individuals were employed at reporting companies at the end of 2018. The data showed notable differences among groups, with White males serving the longest at the Executive Level at over 10 years and at Midlevel for over 11 years. Of note is that the African American women had over 10 years of service in both these categories, and have been employed the longest at the Professional level, also at 10 years of service. African American women also had the largest wage gap in the Professional job category.

*“As a small business owner, I work with executives who truly want to move the needle on diversity and inclusion. Gender equity is a tangible way for companies to take action. I’m also hopeful that we will see advancements for women of color.”*



**JULIETTE MAYERS**

CEO, Inspiration Zone LLC

*“At HubSpot, we believe that creating real change on gender equity requires both top-down buy-in and bottoms-up innovation. We sign the Talent Compact, but we believe signing is just the beginning, not the end goal--submitting our data, creating real change through programming and partnership, and engaging employees at all levels of our business are core to ensuring our candidates, employees, and customers know how committed we are to creating impact on this issue.”*



**KATIE BURKE**

Chief People Officer, Hubspot

# 2019 TIMELINE

## JANUARY

### Q1 MEMBERSHIP BRIEFING:

Ideathon Highlighting Technology's Role in HR Solutions

### NEW COMPACT SIGNER:

Big Brothers Big Sisters Massachusetts Bay, Ruffin Mobile Education Services, Cogo Labs, Hubspot, Liberty Mutual Gilbane Building Company

## FEBRUARY

### NEW COMPACT SIGNER:

Massachusetts Convention Center Authority, Syrg, True Fit

## MARCH

### NEW COMPACT SIGNER:

The Grommet

## APRIL

Innovative Initiatives Competition Launches

### Q2 MEMBERSHIP BRIEFING:

Employers Responding to Changing Environments - MA Equal Pay Act

### NEW COMPACT SIGNER:

LabCentral

## MAY

### NEW COMPACT SIGNER:

ezCater, Reputation Institute, Lola.com, Carbon Black, City of Cambridge, Untapped Potential Boston

## JUNE

1st Annual Innovator Awards Breakfast

### NEW COMPACT SIGNER:

Drift

**JULY**

**SEPTEMBER**

**Q3 MEMBERSHIP BRIEFING:**  
From Allyship to Advocacy:  
Jeffery Tobias Halter

**NEW COMPACT SIGNER:**  
Eaton Vance, The Wing

F.U.N. Salary Negotiation  
Workshop and Career Fair,  
2019 Data Week

**OCTOBER**

**Q4 MEMBERSHIP BRIEFING:**  
Frank Dobbin: Do Diversity  
Initiatives Increase Diversity?

**NEW COMPACT SIGNER:**  
Global Secure Resources, Inc.,  
T.H. McClory, LLC, Tufts  
Medical Center

**NOVEMBER**

Latina Equal Pay Day Conversation  
with Nora Moreno Cargie

**NEW COMPACT SIGNER:**  
LabCentral

**DECEMBER**

5th Annual Effective Practices Conference

**NEW COMPACT SIGNER:**  
AirFox

# THEMES FROM 2019

In addition to insights gained from our biennial data gathering and the Innovative Practices Competition, we gained understanding and perspective about economic and business forces exerting influence on the existing gender wage gap. These forces can be summarized as follows:

## THEME 1

### **Workplace Gender Equity is Challenging, Especially in the Current Economy**

History has shown that in America, even during good economic times, such as we have now in metropolitan Boston with an unemployment rate below 3 percent, progress in closing the gender wage gap is difficult.

Yet, we are encouraged by the outpouring of participants in forums conducted by the BWWC throughout 2019 who shared their efforts—successes and failures—in addressing wage equity issues.

## THEME 2

### **Technology Can Help Create a More Engaged Community.**

Our website, re-launched in 2019 as [thebwwc.org](http://thebwwc.org), now offers signers access to valuable information and a private forum for discussion through the Community Resources portal. A marked increase in visitors to the website testifies to signers' interest in accessing materials to guide their wage equity activities.

## THEME 3

### **The C-Suite is Vital For Employers Seeking to Improve.**

Every signer of the 100% Talent Compact did so with the support of the CEO, President, and/or Executive Director. It is essential that the leader's support be visible and active on an on-going basis, routinely reaffirmed, and systematically demonstrated through actions of measured progress. This leadership is critical to our success.

## THEME 4

### **But Action at the Line Management Level is Key**

We heard from signers over and over again the imperative that both commitment from leadership and action at all levels of the organization are essential ingredients to reduce wage inequities. One without the other will not create progress. According to McKinsey's recent study regarding Women in the Workplace, for every 100 men promoted or hired into their first management position, only 72 women are given the opportunity to take the same step. This highlights the roles both top management and middle management must play if women are to progress in the workplace at a rate consistent with men.



# LOOKING AHEAD: 2020

We look forward to another game changing year in 2020, thanks to the opportunities that abound for us to share what we have learned in the last five years.

## **SHARING OF INNOVATIVE, IMPLEMENTABLE, EFFECTIVE PRACTICES**

2019 saw the BWWC surfacing innovative, implementable, and effective practices through the first Annual Innovative Initiatives Competition. In addition to speakers such as Jeffery Tobias Halter on male allies, and Dr. Frank Dobbin on evaluating which diversity initiatives work, we continue to tap into seasoned, data-oriented, researchers to provide implementable ideas to Compact Signers.

None of these practices will matter if Boston employers do not adopt them. To continue the momentum in 2020, we will assist employers in finding appropriate, innovative, and effective practices and helping teams adopt them. We will be leveraging our online community to share both the tremendously valuable case studies, and holding one-on-one meetings and larger roundtables to identify which practices might be best applied. In addition, we look forward to growing the number of practices identified in our second Annual Innovative Initiatives Competition later this year.

## **CONTINUED FOCUS ON MAGNIFYING THE VOICES OF WOMEN OF COLOR**

Our data continue to show that women of color face even wider wage gaps than White women. Latina and Black women are earning less than half of the average wage that White men are earning. We believe strongly that these data indicate systemic problems that must be addressed. The BWWC has been focused in our collaboration with Compact signers to bring equal opportunity to women of color in the workplace.

We measured wage gaps for women of color first in 2017, and began to address this serious issue in 2018 by creating opportunities to discuss solutions with seasoned leaders of color. In 2019, through competition we identified several innovative initiatives to address the advancement of women of color. We intend to take this process to a new level in 2020 by ensuring adoption of proven practices identified by Compact signers, and by continuing to surface new initiatives.

Our goal is to enlist Compact signers who have been successful in dealing with this issue in supporting other signers looking for inspiration. Together we will work to move the dial in this critical area.

## **EXPANDING OUR REACH IN 2020**

Our 2020 agenda reflects our commitment to expand the breadth and depth of our programming. It is not a data reporting year, but it is a year in which we will recruit new Compact signers, and engage with the staff of current and new signers at all levels. We know we need the buy-in of senior management as companies sign the Compact; we also need the full support of management down the line as new practices are implemented and results are shared with the BWWC. We will be focused on our efforts with women of color, and on the progress of women into ever higher management and C-suite positions. We have benefited greatly from the work of our HR Support Group, greatly enabled by the State Street Professional Women's Network, and we want to engage other professionals within Compact signing organizations in support groups related to our work.

We are truly committed to making wage equity a hallmark of the Boston business community and we intend that 2020 be a watershed year.

# BOSTON 100% TALENT COMPACT SIGNERS

## LEAD SPONSORS:



### **Bolded names are new compact signers**

Abt Associates	Boston Common Asset Management	<b>City of Cambridge</b>	Energetiq
<a href="#">Acadian Asset Management</a>	<a href="#">Boston Debate League</a>	City Point Partners LLC	<a href="#">Eversource</a>
Acquia	The Boston Foundation	<a href="#">clypd</a>	EVKids
<a href="#">Action for Boston</a>	<a href="#">Boston Harbor Now</a>	<b>Cogo Labs</b>	<b>ezCater</b>
Community Development, Inc	<a href="#">Boston Magazine</a>	<a href="#">Colette Phillips Communications, Inc.</a>	Families for Excellent Schools
<b>Airfox</b>	<a href="#">Boston Medical Center</a>	<a href="#">The Commonwealth Institute</a>	<a href="#">FamilyID, Inc.</a>
Allen & Gerritsen	Boston Medical Center HealthNet Plan	Commodore Builders	Federal Reserve Bank Boston
<a href="#">Alliance for Business Leadership</a>	<a href="#">The Boston Newspaper Guild</a>	<a href="#">Community Resources for Justice</a>	<a href="#">Fennick McCredie Architecture Ltd.</a>
Alosa Health	Boston Private	Compt	Fiksu
<a href="#">American Student Assistance</a>	<a href="#">Boston Public Market</a>	<a href="#">Core Leadership Institute</a>	<a href="#">Finagle a Bagel</a>
Anderson & Kreiger	Boston University	Consigli Construction	Flybridge Capital Partners
<a href="#">Arlington Advisory Partners</a>	<a href="#">The Broad Institute</a>	Conventures	<a href="#">Forefront</a>
Arrowstreet	Bright Horizons Family Solutions	Crestwood Advisors	Forefront Executive Search
<a href="#">Associated General Contractors of MA</a>	BSC Group	<a href="#">Cruz Companies</a>	<a href="#">Fort Point Associates</a>
Associated Industries of Massachusetts	<a href="#">Bullhorn</a>	CSPACE	FSG
<a href="#">Atwater Wealth Management</a>	C4 Therapeutics	<a href="#">CTP (Conover Tuttle Pace)</a>	<a href="#">GasBuddy</a>
Babson College	<a href="#">Cambridge College</a>	Cuseum	<b>Gilbane Building Company</b>
<a href="#">BBK Worldwide</a>	Cambridge Innovation Center	<a href="#">Cushman &amp; Wakefield</a>	<a href="#">Girl Scouts of Eastern MA</a>
Beals and Thomas	<a href="#">Cantina Consulting</a>	<a href="#">CyberSN</a>	Globalization Partners
<a href="#">Bentley University</a>	The Capital Network	<a href="#">Dana-Farber Cancer Institute</a>	<b>Global Secure Resources</b>
<b>Big Brothers Big Sisters of Massachusetts Bay</b>	<a href="#">Care.com</a>	Dancing Deer	Goodwin Procter LLP
<a href="#">BJ's Wholesale Club</a>	CareerAgility	<a href="#">Dec-Tam Corp</a>	<a href="#">Goody Clancy</a>
Blue Cross Blue Shield of Massachusetts	<b>Carbon Black</b>	Dimagi, Inc.	GO-ROLL-IN
<a href="#">Blue Hills Bank</a>	Carlton PR & Marketing	<a href="#">The Dimock Center</a>	<a href="#">Greater Boston Chamber of Commerce</a>
BlueHub Capital, Inc.	<a href="#">The Castle Group</a>	Done Right Building Services	Greater Boston Food Bank
<a href="#">Bond Brothers</a>	C.E. Floyd Company, Inc.	<b>Drift</b>	<a href="#">Green City Growers</a>
Bon Me	<a href="#">CeltiCare Health</a>	Dunkin' Brands	The Greenly Group
<a href="#">Boston Children's Hospital</a>	Celtra	<a href="#">Eastern Bank</a>	<a href="#">GZA Geo Environmental, Inc.</a>
Boston Children's Museum	<a href="#">Center for Women &amp; Enterprise</a>	<b>Eaton Vance</b>	<b>The Grommet</b>
<a href="#">The Boston Club</a>	Charles Group Consulting	<a href="#">EBS Insurance Brokers</a>	<a href="#">Harris Miller Miller &amp; Hanson Inc. (HMMH)</a>
	<a href="#">Charlestown Nursery School</a>	<a href="#">Elaine Construction</a>	<a href="#">Harvard Pilgrim HealthCare</a>
	The Chiofaro Company	<a href="#">Elkus Manfredi Architects</a>	<a href="#">Hill Holliday</a>
	<a href="#">City Fresh Foods</a>	Embr Labs	Hollister Staffing
	City of Boston	<a href="#">EMC Corporation</a>	<a href="#">The Home for Little Wanderers</a>
		EMPath	
		<a href="#">Empiriko</a>	



HouseWorks	Massachusetts Business Roundtable	Partners Healthcare	The Newbury Boston (formerly the Taj Boston)
<a href="#">Howard Stein Hudson</a>	<a href="#">Massachusetts College of Art and Design</a>	<a href="#">The Partnership</a>	<a href="#">Top It Off</a>
HUB International New England	<b>Massachusetts Convention Center Authority</b>	PH Douglas & Associates	Trillium Asset Management, LLC
<b>HubSpot</b>	<a href="#">Massachusetts Housing and Shelter Alliance</a>	<a href="#">PharmaLogics Recruiting</a>	<a href="#">Trinity Building</a>
InkHouse	<a href="#">Massachusetts Institute of Technology</a>	<a href="#">Pinck &amp; Co, Inc.</a>	Triverus Consulting
<a href="#">Initiative for a Competitive Inner City</a>	<a href="#">Massachusetts Nonprofit Network</a>	The Pine Street Inn	<b>True Fit</b>
<a href="#">Innovation Nights, LLC</a>	<a href="#">Massachusetts Teachers Association</a>	<a href="#">Posternak Blankstein &amp; Lund LLP</a>	The Trustees of Reservation
<a href="#">InnoWoman</a>	<a href="#">Massachusetts Technology Collaborative</a>	<a href="#">Project Green Schools</a>	<a href="#">Tufin</a>
<a href="#">Inspiration Zone LLC</a>	<a href="#">Massachusetts Technology Leadership Council (MassTLC)</a>	<a href="#">Putnam Investments</a>	Tufts Health Plan
<a href="#">Institute for Healthcare Improvement</a>	<a href="#">MassMutual</a>	<a href="#">Quality Interactions, Inc.</a>	<b>Tufts Medical Center</b>
<a href="#">Institute for Nonprofit Practice</a>	Massport	<a href="#">Risky Partners</a>	Turningpoint Communications
<a href="#">Iron Mountain</a>	<a href="#">Medical Academic and Scientific Community Organization (MASCO)</a>	reachIRE	<b>Untapped Potential Boston</b>
<a href="#">Ironwood Pharmaceuticals</a>	<a href="#">Merrimack Pharmaceuticals</a>	<b>Reputation Institute</b>	Vanasse Hangen Brustlin (VHB)
<a href="#">JBC Golf, Inc.</a>	MITRE	Rhino Public Relations	<a href="#">Version 2.0</a>
<a href="#">Jewish Vocational Service</a>	<a href="#">Morgan Memorial Goodwill</a>	<a href="#">Rose Kennedy Greenway Conservancy</a>	<a href="#">Communications</a>
<a href="#">JLL</a>	<a href="#">Morgan Stanley</a>	<a href="#">RSM US LLP</a>	Vertex Pharmaceuticals
John Hancock	<a href="#">MSAerial</a>	<b>Ruffin Mobile Educational Services</b>	Vinfen
<a href="#">Justice Resource Institute</a>	<a href="#">National Grid</a>	<a href="#">Sanborn, Head &amp; Associates</a>	<b>T.H. McClory, LLC,</b>
<a href="#">JustJump Marketing</a>	<a href="#">Natixis Investment Managers</a>	SEIU Local 888	<a href="#">The WAGE Project</a>
<a href="#">Kelley Chunn &amp; Associates</a>	<a href="#">New England Baptist Hospital</a>	<a href="#">SGH Engineering</a>	<b>The Wing</b>
<a href="#">Kerafast, Inc.</a>	<a href="#">The New England Council</a>	<a href="#">Shawmut Design and Construction</a>	<a href="#">Weber Shandwick</a>
<a href="#">LabCentral</a>	<a href="#">Nitsch Engineering</a>	<a href="#">She Geeks Out</a>	Webster Bank
<a href="#">League of Allies</a>	<a href="#">Northeast HR Association (NEHRA)</a>	<a href="#">Shorelight Education</a>	<a href="#">Wentworth Institute of Technology</a>
<a href="#">Leers Weinzapfel Associates</a>	<a href="#">Novopyxis</a>	<a href="#">Simmons University</a>	WEVO
<b>Liberty Mutual</b>	<a href="#">Nuestra Comunidad</a>	<a href="#">Social Finance</a>	<a href="#">WGBH</a>
<a href="#">Liberty Square Group</a>		<a href="#">Soofa</a>	Willis Towers Watson
<a href="#">LightEffect Farms</a>		St. Anthony Shrine	<a href="#">Women's Foundation of Boston</a>
<a href="#">Lois L. Lindauer Searches</a>		<a href="#">Staples, Inc.</a>	WordStream
<b>Lola.com</b>		State Street	<a href="#">WORK, Inc.</a>
<a href="#">MA Women's Political Caucus</a>		<a href="#">Suffolk Construction</a>	Year Up
<a href="#">Margulies Perruzzi Architects</a>		<a href="#">Suffolk University</a>	<a href="#">YMCA of Greater Boston</a>
<a href="#">Massachusetts Biotechnology Council (MassBio)</a>		<a href="#">Sun Life Financial</a>	YW Boston
		<a href="#">Sustainability Roundtable, Inc.</a>	<a href="#">Zipcar</a>
		<b>Syrg</b>	
		Tech Networks of Boston	
		<a href="#">TiE Boston</a>	

