

**CLOSING
GREATER
BOSTON'S
GENDER
AND
RACIAL
WAGE
GAPS**



BOSTON WOMEN'S WORKFORCE COUNCIL
ANNUAL REPORT 2021

*The Boston Women's Workforce Council (BWWC)
is dedicated to closing gender and racial wage gaps
in Greater Boston and making our city the best place
in the country for working women.*





About the BWWC

The BWWC leads a unique public-private partnership between the Mayor of Boston and Greater Boston employers dedicated to eliminating the gender and racial wage gap. We implement the 100% Talent Compact, a pledge signed by organizations that they will work toward pay equity at their workplaces.

The BWWC serves as the “go-to” resource for these employers by providing cutting-edge gender and racial wage gap information. This includes biennial wage gap data collected from our own Compact Signers and reported as a community snapshot of progress made to close the gap.

We believe if you don't see it, you can't change it.

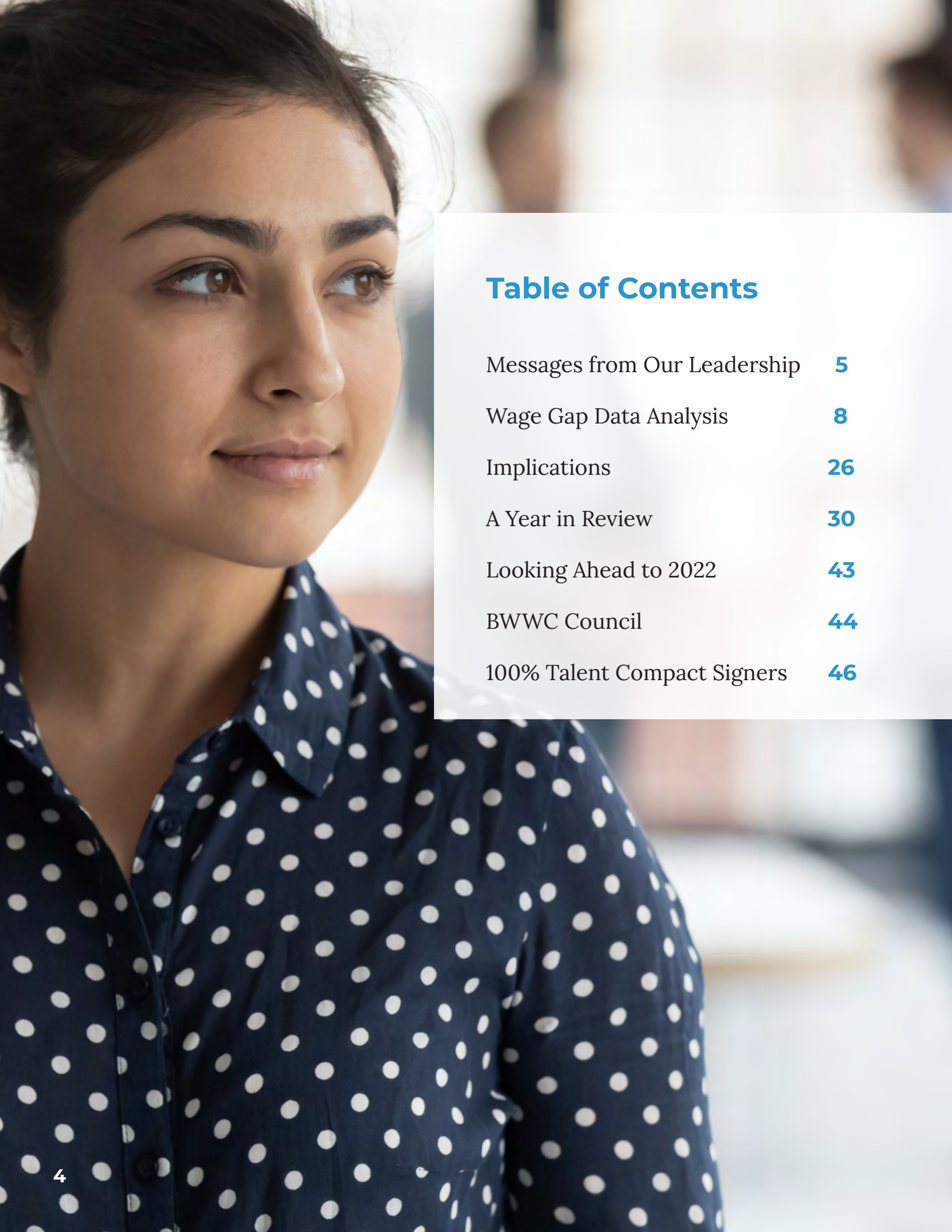


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Messages from Our Leadership

Dear Signers of the Boston 100% Talent Compact,

Since 2014, the City of Boston and the Boston Women's Workforce Council (BWWC) have cultivated a first-in-the-nation approach to eliminating the gender and racial wage gap in Greater Boston. This proactive work helped the business community to implement equitable hiring practices as well as retaining and advancing women to leadership positions. The payroll data submitted every two years by employers, paired with numerous conversations and innovative practices, continue to stand as a testament to Boston's commitment to closing the gender and racial wage gap.

We are in a season of reimagining workplaces. Employers like you are leading the way by meeting employees where they are and listening to their needs. Going forward, we need to continue stressing the urgency of closing the gender and racial wage gap. Nationally, the "shecession" became a marker of the systemic issue we face: women have been impacted by the complexity of balancing their roles in the workforce, the health and wellness of their families, and their health. We must meet this moment with a revived dedication to creating solutions.

Our partnership with the business community led by Arbella Insurance, MassMutual, Mass General Brigham, Putnam Investments, Red Hat, Inc., State Street Corporation, and Vertex Pharmaceuticals continues to act as a guide for employers in the Commonwealth and beyond. Your contributions help the BWWC and the City of Boston understand the climate of our workforce in order for us to enact change in an unprecedented way. Closing the gender and racial wage gap will not only empower employees but also their families and communities.

I am thankful to the network of more than 250 Compact Signers who consistently engage with us as we close the gap together. Also, I extend gratitude to BWWC Council members and leadership for recruiting a record number of organizations, guiding strategies, and implementing key initiatives with resiliency. This work would not be possible without our data partners, Boston University, and the Rafik B. Hariri Institute for Computing & Computational Science and Engineering. Your participation collectively positions us as national leaders in gender and racial pay equity.

Gender and racial pay equity is an integral part of creating economic security for women and families and it is a hallmark policy issue for my administration. Thank you for answering the call to action and I look forward to working alongside you in the coming year.

Sincerely,

A handwritten signature in black ink that reads "Michelle Wu". The signature is written in a cursive, flowing style.

Mayor Michelle Wu

Messages from Our Leadership

Dear Signers of the 100% Talent Compact,

In a time of tremendous change and challenge, the BWWC has continued to address the gender and racial wage gaps that remain unfortunate hallmarks of the Boston business environment. This was a year of clear achievement for the Council itself, in our organization and staffing, in the increased relevance of our programming, and number of and engagements with Council Advisory Members.

This was also a year in which Compact Signers reported employee data to calculate gender and racial wage gaps. As you will note from the report that follows, overall gender wage gaps did not change even with the pandemic's disparate impact on women in the workforce. This may be a sign that employers are paying attention to the plight of women facing the new realities of the workforce.

Staffing for Success

About 18 months ago, we, in senior leadership of the Council, were fortunate to hire a new Executive Director, Kim Borman. Her long experience in marketing and the management of her own business provided a great opportunity to start to revitalize the operations of the BWWC. Kim in turn sought out help in shaping a marketing and communications plan for the BWWC and brought on two new additions to the team to ensure that we met our goals in expanding the number of Compact Signers, in engaging with Signers and the Mayor's Office, and in providing insightful programming. In sum, it has been a great year and a half, and we look forward to building upon our work over the past year to effect change in gender and wage gaps in Greater Boston.

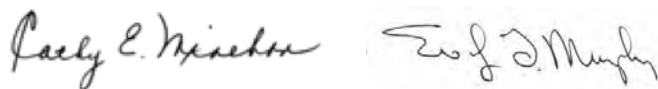
Celebrating Compact Signer Efforts

The BWWC is a public-private partnership between the Mayor of Boston and businesses located in Greater Boston who have signed the 100% Talent Compact. As you will note, the number of Signers increased this year, and several were very active in addressing the new challenges brought on by the pandemic. Last year's Innovative Initiatives Awards focused on the work of our Signers in reducing wage and racial wage gaps in the face of the pandemic. We were gratified by the work done by all Signers and were especially pleased to honor the several firms mentioned later in this report for their outstanding efforts. We also worked closely with the staff of the Mayor's Office of Women's Advancement (MOWA) as the transition from Mayor Walsh to Acting Mayor Janey occurred. We thank MOWA for their continued commitment to the goals of the BWWC.

Growing Anchor Signer Support

Finally, we have been fortunate to be supported by our Signers' financial investment in our work, and in particular from our original five Anchor Signer sponsors: MassMutual, Mass General Brigham, Putnam Investments, State Street Corporation, and Vertex Pharmaceuticals. We were enormously gratified to add two new Anchor Signers this year: Arbella Insurance Group and Red Hat, Inc. We believe the continued support of these Anchor Signers reflects both their commitment to their own workforces and to the betterment of the City of Boston.

Sincerely,



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

Messages from Our Leadership

Dear Signers of the 100% Talent Compact,

The Boston Women's Workforce Council and you, our members, have seen both achievement and challenges in our mission to close the gender and racial wage gap in Greater Boston in 2021.

On one hand, employers made great strides in implementing new workplace policies to support women as they tried to keep their jobs while also keeping themselves and their families healthy. Our Innovative Initiatives Award winners who were recognized at our Q1 2021 Briefing Session are great examples of the implementation of new thinking to address old issues—childcare needs, work schedule flexibility, and lack of advancement opportunities. The pandemic intensified the need to find answers to these age-old obstacles to working women's success; many employers and our Compact Signers rose to the occasion.

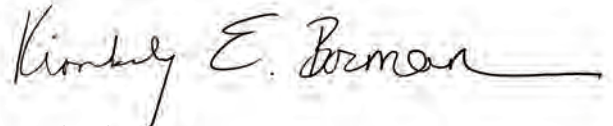
The addition of 18 new Compact Signers this year, including two Anchor Signers — Arbella Insurance Group and Red Hat Inc. — shows that interest in closing the gender and racial wage gap in Boston is alive and well.

The biggest challenge, however, is that the wage gap calculated this year among our Compact Signers remains at the 2019 level of 30¢, meaning on average women still earn 70¢ to every man's dollar. The results for women of color improved slightly for some racial categories; however, for Black/African American women, the gap remains at 51¢ and at 55¢ for Hispanic/Latina women.

As we head into 2022, we know there is much we still need to do to advance women (especially women of color) in the workforce. Our annual report informs our thinking. It is the action of our members, however, that will, ultimately, make the difference. We have an opportunity to use what we learned during the pandemic to create more equitable workplaces for women. Permission to think in new ways about where and when work is done can lead to a brighter future for all employees.

The Boston Women's Workforce Council is committed to helping you in this effort. We will continue to bring you relevant and actionable resources designed with one purpose in mind—to make Boston the best place for working women.

Sincerely,



Kimberly E. Borman
Executive Director

Boston Women's Workforce Council



2021 Gender and Racial Wage Gap Data Analysis

EXECUTIVE SUMMARY

The 2021 gender wage gap in Greater Boston remains at 30¢; women on average were paid 70¢ for every \$1.00 earned by a man. This is the same gender wage gap the Boston Women’s Workforce Council identified in its 2019 analysis of 100% Talent Compact Signer payroll data.

Reasons for future optimism exist, however, even with persistence of the wage gap.

- The fact that the gender wage gap did not change in Greater Boston is a testament to the creative energy our Compact Signers harnessed to keep their workforce employed during the global pandemic. For months, labor economists predicted a narrowing of the gender wage gap due to low wage-earning women dropping out of the workforce. Data from our Compact Signers do not support that theory.
- Salaries increased by 12% for all workers despite the stresses of the pandemic.
- Commitment by Compact Signer employers to close gender and racial wage gaps is stronger than ever with more Signers contributing their data in 2021 compared to 2019. This report now includes approximately 156,000 workers, roughly 14% of the Greater Boston workforce.
- The 2021 racial wage gap decreased slightly to 24¢ from 25¢ in 2019.
- Asian and American Indian/Alaskan Native women both experienced a narrowing of their gender and racial wage gaps in 2021 to 30¢. In 2019, the gap for Asian women was 33¢ and 32¢ for American Indian/Alaskan Native women.

These data also indicate that we still have tremendous work to do to close the gender and racial wage gaps in Greater Boston.

- Black/African American and Hispanic/Latina women continued to have the highest gender and racial wage gaps of 51¢ and 55¢, respectively.
- In only two of eight job categories, Laborers and Administrative Support Workers, did women earn roughly the same as men. Job categories are defined by the US Equal Employment Opportunity Commission (EEOC).¹
- Women earned 31¢ for each dollar of cash performance pay men earned.
- The two industries with the largest percentage of women in their workforce—Nonprofit (excluding hospitals, which reported in the Health Care category) and Professional Services—also showed the widest gender wage gaps at 39¢ and 32¢, respectively.

¹“Summary_EEOC_ Job Categories;” n.d.

KEY TERMS

Annual Compensation

W-2 earnings for 2020 inclusive of base and overtime pay, as of December 31, 2020

Performance Pay

Any type of cash bonus paid out in 2020, regardless of when earned and included in W-2 earnings for 2020

Total Compensation

Combination of annual compensation and performance pay

Tenure

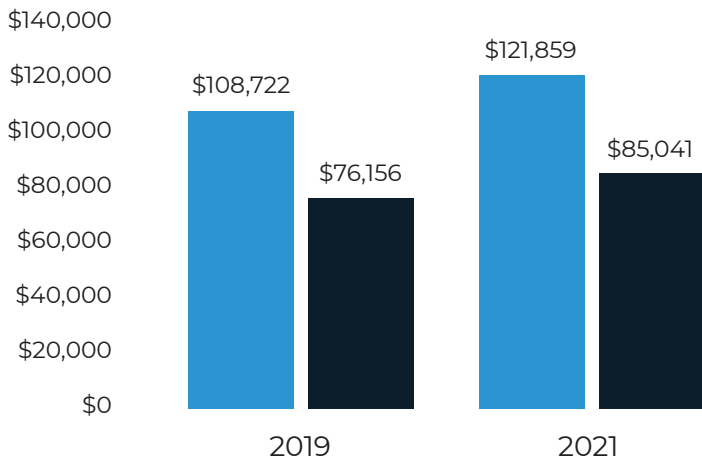
Years between employee's start date with company and December 31, 2020

EEOC Racial Categories	Abbreviations
White	White
Asian	Asian
American Indian/Alaskan Native	Am. Indian/AK Native
Unreported	Unreported
Native Hawaiian or Pacific Islander	Native HI/PI
Two or More Races	Two or More
Black/African American	Black/AA
Hispanic/Latinx	Hispanic/Latinx

2021 GENDER WAGE GAP

Definition: Difference between the average compensation for working women and men

ANNUAL COMPENSATION BY GENDER | Figure 1



30¢ GAP

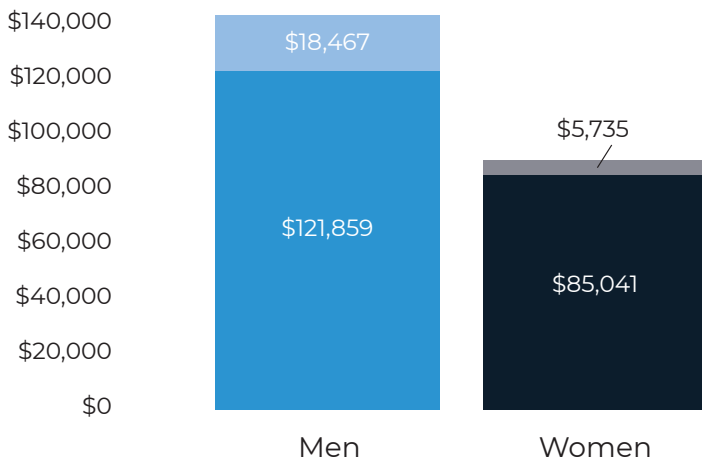
Women, on average, continued to experience a 30¢ gap between their wages and those of men in 2021. This is the same wage gap we saw in 2019.

Said another way, women earned only 70% of every man’s dollar.

Annual compensation was 12% higher overall for both men and women in 2021 versus 2019.

■ Men ■ Women

TOTAL COMPENSATION INCLUDING PERFORMANCE PAY | Figure 2



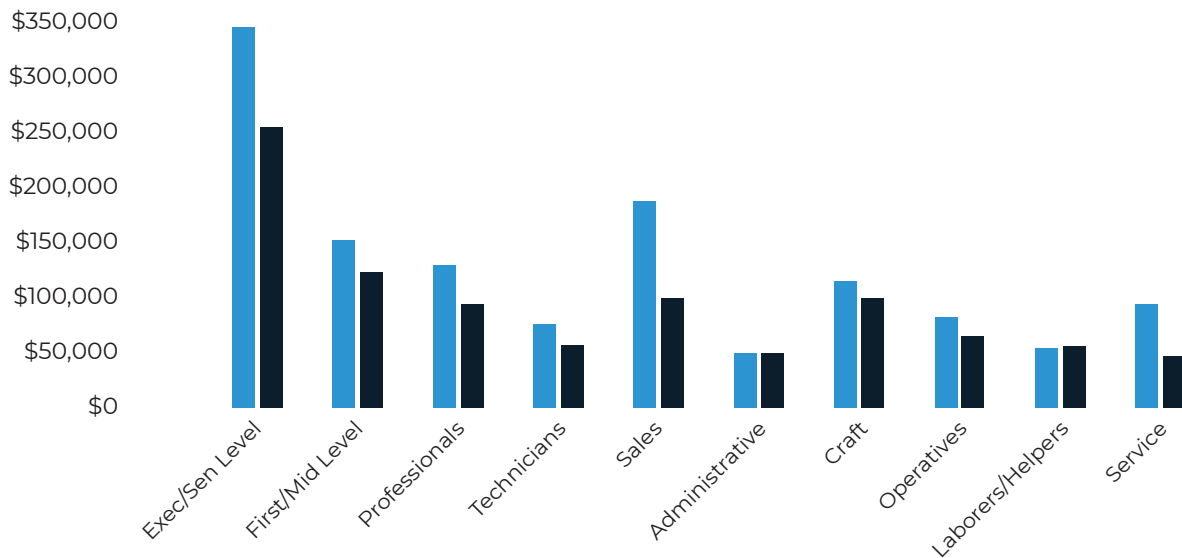
35¢ GAP

The gender wage gap widened to 35¢ when performance pay was included because men, on average, earned over 3x the amount in performance pay as women. In 2019, the gender wage gap including performance pay was 34¢.

It should be noted that not all job categories receive a significant amount of performance pay.

2021 GENDER WAGE GAP

ANNUAL COMPENSATION BY JOB CATEGORY | Figure 3



The gender wage gap varied by job category with only male and female Laborers/Helpers and Administrative Support Workers averaging roughly pay equity. In every other job category, men outearned women.

■ Men ■ Women

2021 GENDER WAGE GAP

WAGE GAPS BY JOB CATEGORY | Figure 4

Job Category	2019 Gender Wage Gap	2021 Gender Wage Gap
Executives	30¢	26¢
First/Mid-Levels	20¢	18¢
Professionals	26¢	27¢
Technicians	23¢	25¢
Sales Workers	25¢	46¢
Administrative Support	no wage gap	1¢
Craft Workers	18¢	13¢
Operatives	7¢	22¢
Laborers/Helpers	26¢	no wage gap
Service Workers	55¢	50¢

The largest gender wage gaps this year were among Sales Workers and Service Workers. Female Service Workers continued to experience the highest overall gender wage gap of any job category at 50¢, although it did decrease from the 2019 gap of 55¢.

Shifts Since 2019

Wage Gap Decreases

Laborers/Helpers was the only job category that paid women 2¢ more on every \$1.00 earned by a man. This was a big difference from 2019 when female Laborers/Helpers earned 26¢ less to every man's \$1.00. Not as dramatic, but still noteworthy, were wage gap decreases in the job categories of Craft Workers, Mid-Levels, Service Workers and Executives. This was particularly good news for female Executives since this job category ranked as the one with the second largest gender wage gap in 2019.

Female Administrative Support Workers were close to pay equity at 99¢, but this is a drop from 2019 when they earned 2¢ more on every man's earned \$1.00.

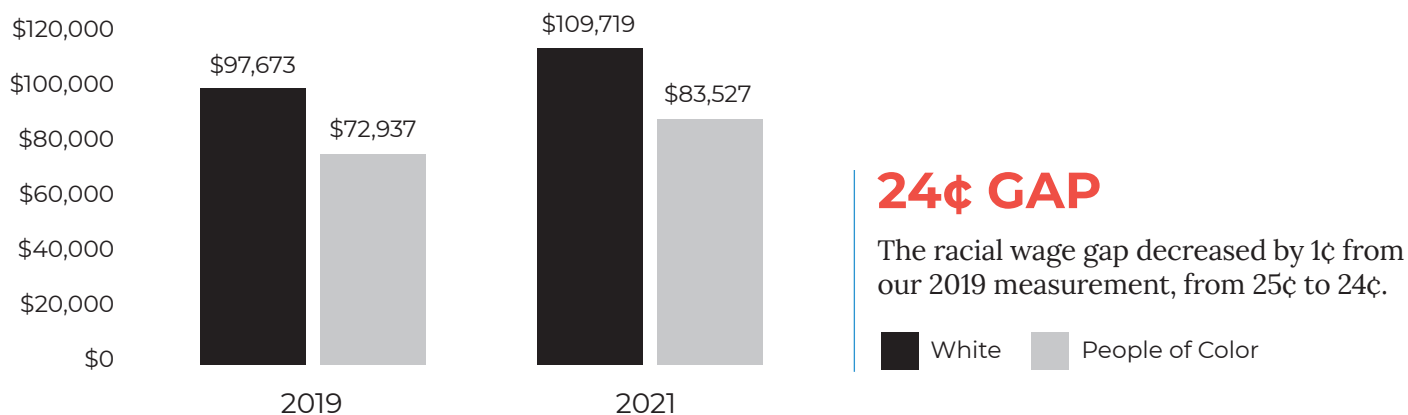
Wage Gap Increases

Sales Workers and Operatives saw the most dramatic gender wage gap increase from 2019 to 2021, increasing from 25¢ to 46¢ and from 7¢ to 22¢, respectively.

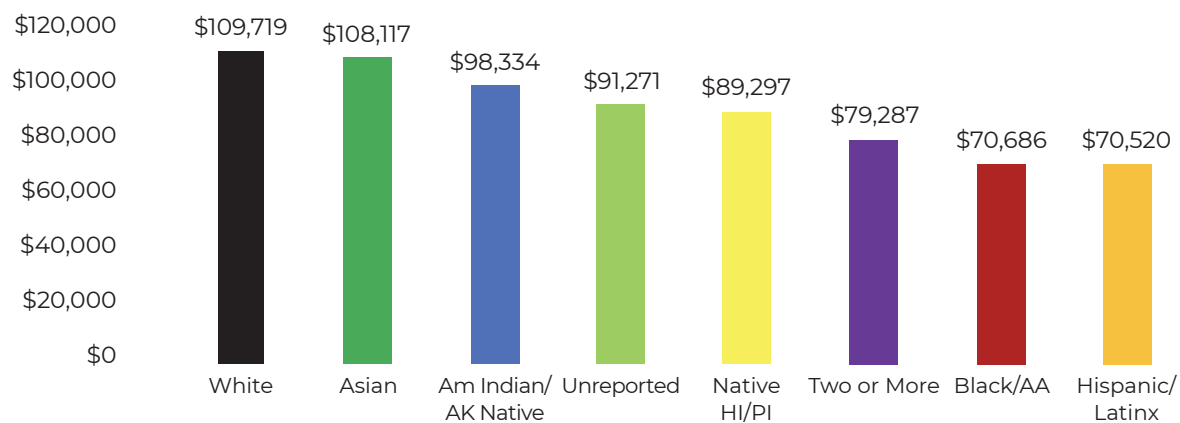
2021 RACIAL WAGE GAP

Definition: Difference between the average compensation for all white employees and employees of color

ANNUAL COMPENSATION | Figure 5



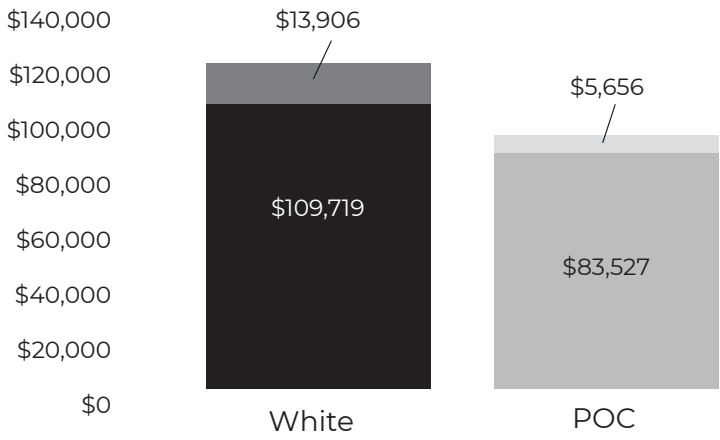
ANNUAL COMPENSATION BY RACE | Figure 6



Black/African American and Hispanic/Latinx employees averaged the lowest annual compensation among all racial groups.

2021 RACIAL WAGE GAP

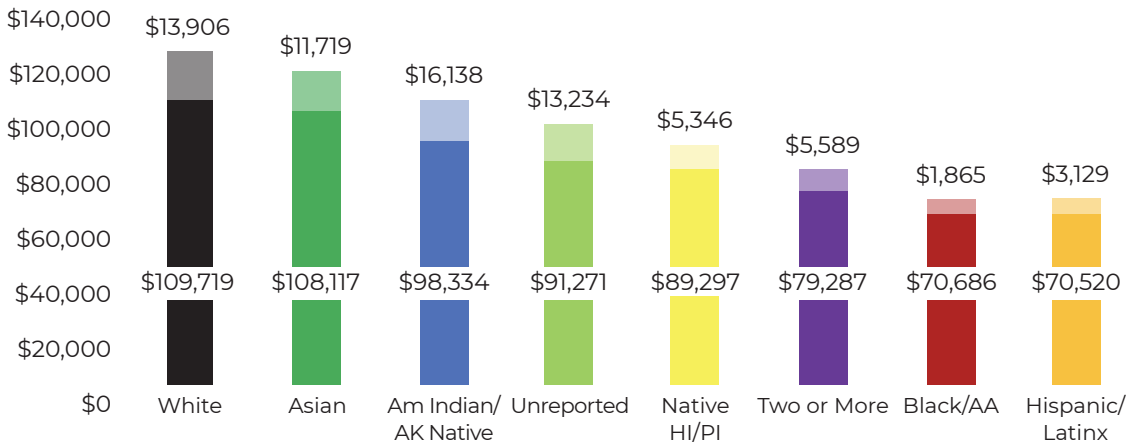
TOTAL COMPENSATION INCLUDING PERFORMANCE PAY | Figure 7



28¢ GAP

The racial wage gap widened to 28¢ when performance pay was included, with People of Color earning, on average, close to 2.5x less in performance pay than white workers.

TOTAL COMPENSATION INCLUDING PERFORMANCE PAY BY RACE | Figure 8

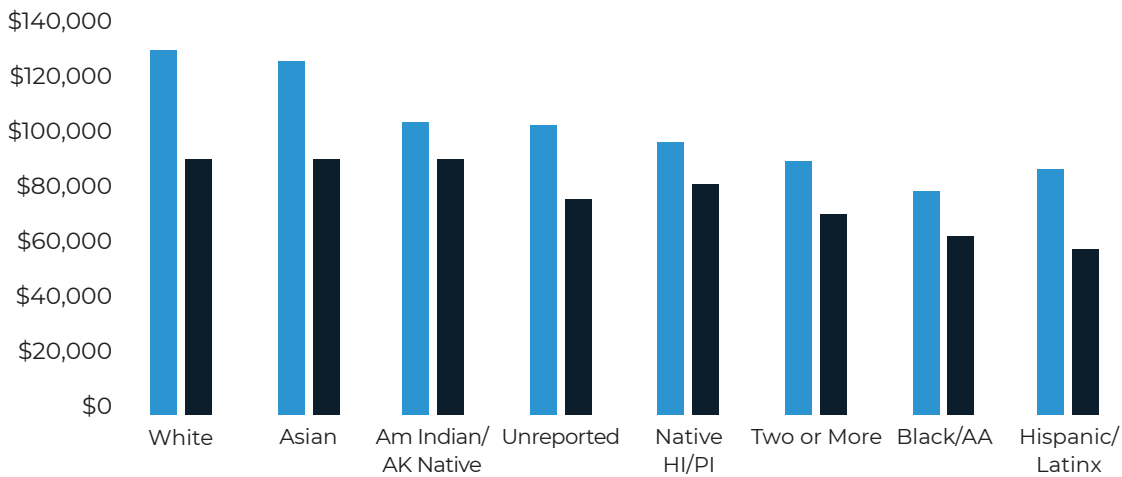


The rank order of total compensation by racial group changed when including performance pay, with Black/African American employees earning less than Hispanic/Latinx employees.

2021 GENDER AND RACIAL WAGE GAP

Definition: Difference between the average compensation of women by specific race versus white men

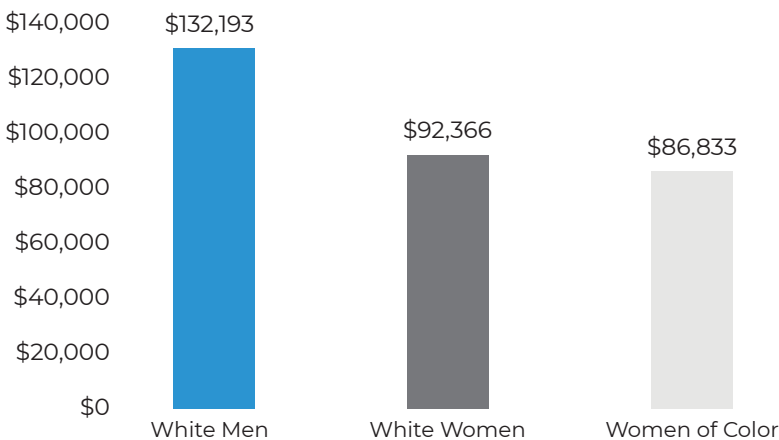
ANNUAL COMPENSATION BY GENDER AND RACE | Figure 9



Women earned less than men in all racial categories.

Men Women

ANNUAL COMPENSATION BY GENDER AND RACE | Figure 10



In comparison to white men, however, women of color, on average, experienced larger gender and racial wage gaps—at 35¢—than white women who were at 30¢.

2021 GENDER AND RACIAL WAGE GAP

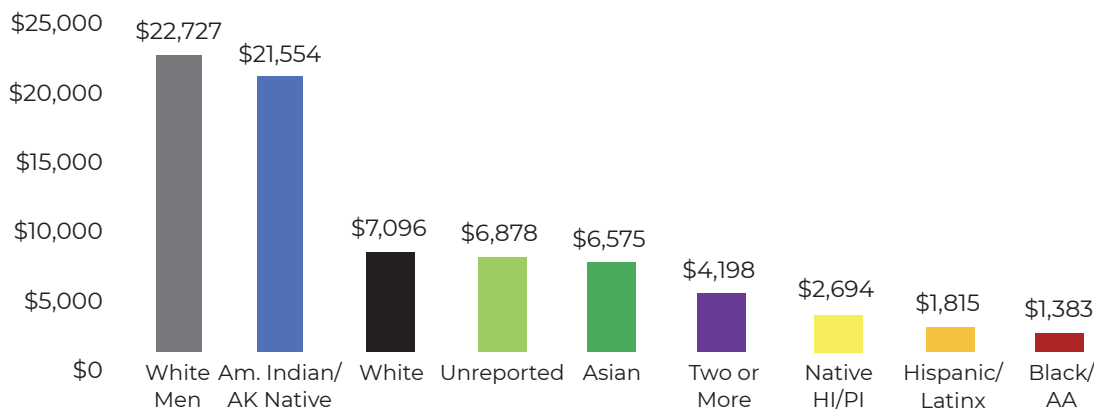
GENDER WAGE GAPS BY RACE | Figure 11

■ Wage gap narrowed
 ■ Wage gap stayed the same
 ■ Wage gap widened

Race	2019 Gender/Racial Wage Gap	2021 Gender/Racial Wage Gap
Asian	33¢	30¢
American Indian/ Alaskan Native	32¢	30¢
Native Hawaiian/ Pacific Islander	42¢	37¢
White	30¢	30¢
Black/African American	51¢	51¢
Hispanic/Latina	55¢	55¢
Two or More Races	41¢	45¢

When broken down by race, we did see some closing of the gender and racial wage gap. Asian and American Indian/Alaskan Native women both joined white women at an average gap of 30¢ in 2021; whereas in 2019, the gap for Asian women was 33¢ and for American Indian/Alaskan Native women it was 32¢. Black/African American and Hispanic/Latina women did not experience a closing of the gender and racial wage gap. As in 2019, the average gap for these two groups remained at 51¢ and 55¢, respectively.

PERFORMANCE PAY FOR WOMEN BY RACE | Figure 12



The difference in performance pay by gender and race was stark. Black/African American and Hispanic/Latina women earned approximately 7¢ to a white man’s bonus dollar, the same as in 2019.

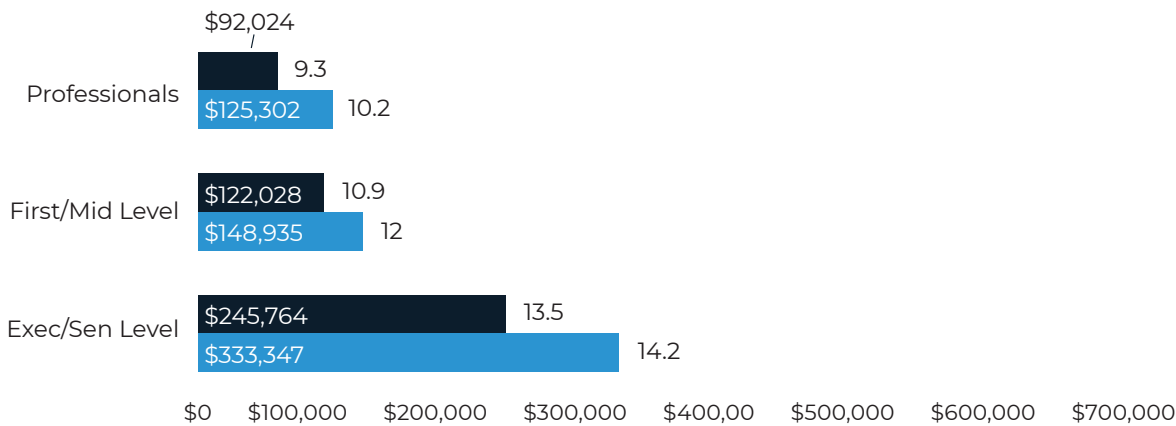
In relation to white women, Black/African American and Hispanic/Latina women earn four to five times less in performance pay. Advancing Black/African American and Hispanic/Latina women to more senior jobs could be one way to close this gap.

TENURE AND INDUSTRY

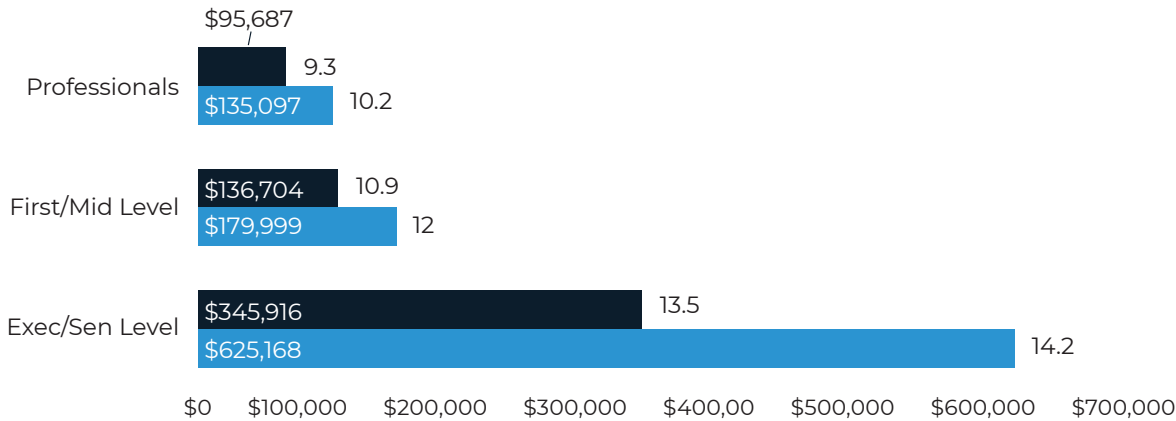
Tenure

Our Compact Signer data include the length of time individuals were employed at reporting companies. Overall, men had a little more than 2.5 years of tenure than women. In certain job categories, however, tenure was very similar, but levels of compensation were strikingly different.

ANNUAL COMPENSATION BY JOB CATEGORY WITH TENURE (IN YEARS) | Figure 13



TOTAL COMPENSATION BY JOB CATEGORY WITH TENURE (IN YEARS) | Figure 14



We saw this difference most dramatically in the Executive job category where the tenure difference between men and women was small at approximately eight months more for men, but the difference in annual compensation was large with female Executives, on average, earning almost \$90,000 less. This difference became even greater when performance pay was added to the mix at a gap of almost \$280,000.

Men \$ Women \$

TENURE AND INDUSTRY

Industry

Current confidentiality protocol required at least eight reporting companies in one industry for that specific cohort/industry to be part of the data analysis. This represented 46% of all employee records submitted by Compact Signers.

WAGE GAPS BY INDUSTRY | Figure 15

Industry	% Women	Women's Earnings vs. Men's \$1.00	Gender Wage Gap
Nonprofit	58%	61¢	39¢
Professional Services	64%	68¢	32¢
Info/Tech	41%	74¢	26¢
Public Sector	49%	75¢	25¢
Finance	49%	77¢	23¢
Manufacturing, Construction, Utilities	25%	81¢	19¢

Women made up 58% of the Nonprofit industry in our sample and experienced a gender wage gap of 39¢. Professional Services consisted of 64% women and saw a gender wage gap of 32¢.

Financial Services tied for third in terms of percentage of women at 49% but had the second lowest gender wage gap at 23¢. The lowest wage gap was in the Manufacturing, Construction, and Utilities industry at 19¢.

APPENDIX

Methodology

Part of the commitment employers make when signing the 100% Talent Compact is to anonymously report data for their full-time employees to the BWWC biennially. Compact Signers submit their aggregated employee data using a unique web-based software program that employs encryption utilized by the BWWC's data partner, the Rafik B. Hariri Institute for Computing and Computational Science & Engineering at Boston University.

Employee data submitted by reporting organizations used the Equal Employment Opportunity Component 1 (EEO-1 form) job categories required for federal reporting. The data, therefore, reported to the BWWC mirrored data required for federal reporting under the rules of the EEOC.

The BWWC provided training for Compact Signers during April 2021 prior to data submission in May. The data collected included all full-time employees on payroll at an organization as of December 31, 2020.

Within each job category, employers were asked to provide:

- Gender
- Race/Ethnicity
- Tenure
- Annual Compensation (base pay and overtime)
- Performance Pay (cash only)

Since reporting organizations may differ among reports, year-to-year comparisons can be made only at a high level. The strict protocols we observe to secure confidentiality would need to be changed to mine the data more granularly.

The BWWC recruits Compact Signers with offices located within the Interstate 495 beltway surrounding the city of Boston.

Greater Boston demographics,² used as comparison against our data set, were derived from translating 2018 EEOC county level information into zip codes falling within Interstate 495. In total, these zip codes covered 97% of the population within Essex, Middlesex, Plymouth, Norfolk, and Suffolk counties.

Current confidentiality protocol required at least eight reporting companies in one industry for that specific cohort/industry to be part of the data analysis. This represented 46% of all employee records submitted by Compact Signers.

The cohorts excluded were Health Care, Education, Administrative Services, Marketing/Media, Legal Services, Biotech/Pharma and Real Estate. Continued recruiting of more Compact Signers in these areas should help us expand our industry data in coming years.

APPENDIX

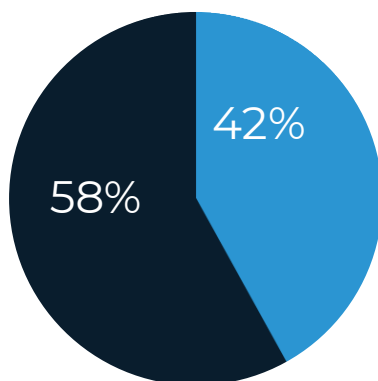
NUMBER OF COMPACT SIGNER PARTICIPANTS 2019 VS. 2021 | Figure 16

Year	# of Employers	Total Employees
2019	123	136,437
2021	134	155,925

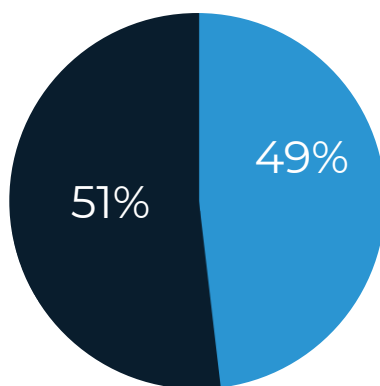
Compact Signer participation in data collection increased by 9% from 2019 to 2021. This growth resulted in a 14% increase in total employee records and now covers approximately 13.5% of the Greater Boston workforce according to data from the EEOC.

DEMOGRAPHICS OF REPORTING COMPACT SIGNERS

GENDER BREAKDOWN OF 100% TALENT COMPACT DATA SET | Figure 17



GENDER BREAKDOWN OF GREATER BOSTON WORKFORCE | Figure 18

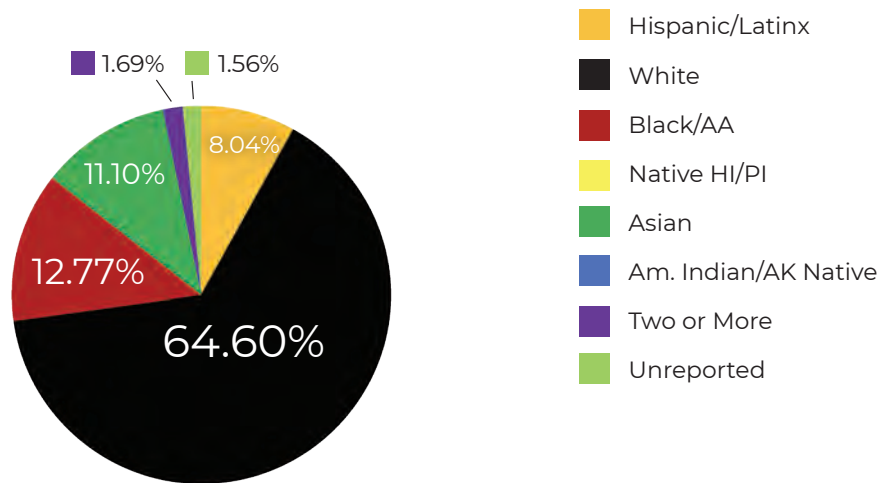


As in past reports, the 2021 Compact Signer data set was skewed by gender with 58% women and 42% men. The gender breakdown of the Greater Boston workforce as reflected in the 2018 EEOC data was more balanced at 51% women and 49% men.

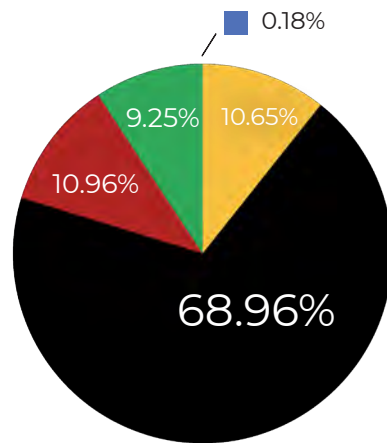
■ Men ■ Women

DEMOGRAPHICS OF REPORTING COMPACT SIGNERS

RACIAL BREAKDOWN OF 100% TALENT COMPACT DATA SET | Figure 19



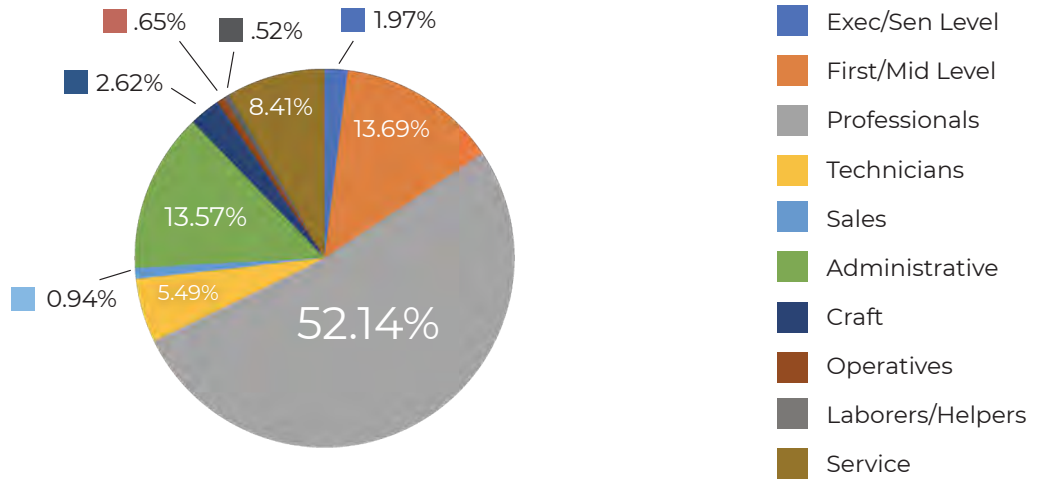
RACIAL BREAKDOWN OF GREATER BOSTON | Figure 20



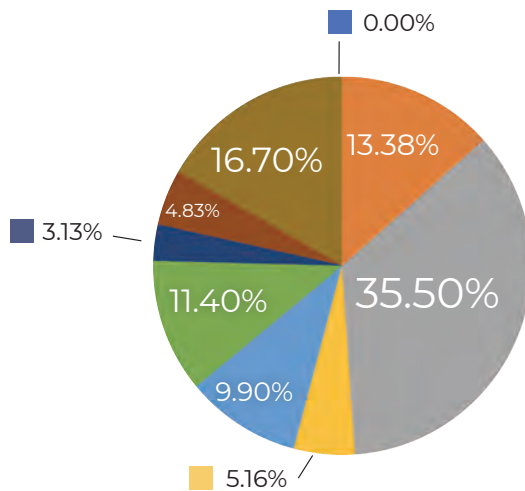
Overall, the racial breakdown of our data set was very similar to that of the Greater Boston workforce. Note that the 2018 Greater Boston data source did not include data for certain racial categories.²

DEMOGRAPHICS OF REPORTING COMPACT SIGNERS

EMPLOYEES BY JOB CATEGORY IN 100% TALENT COMPACT DATA SET | Figure 21



EMPLOYEES BY JOB CATEGORY IN GREATER BOSTON | Figure 22

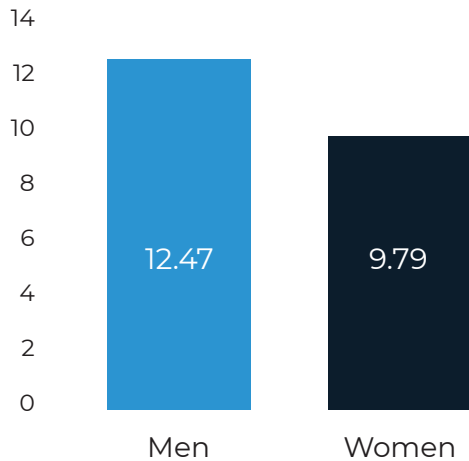


Our sample has more employees in the Professionals job category and fewer Sales and Service Workers than Greater Boston as a whole.²

² <https://www.eeoc.gov/statistics/employment>
 EEOC data for Boston counties do not list Executives or Laborers and Helpers due to "privacy issues."

DEMOGRAPHICS OF REPORTING COMPACT SIGNERS

TENURE OF SAMPLE BY GENDER IN YEARS | Figure 23



Men, on average, had a few more years of tenure than women in the Compact Signer data set.

CALCULATIONS

Figure 1

2019: $\$76,156 / \$108,722 = 70\% = 30\text{¢}$ wage gap

2021: $\$85,041 / \$121,859 = 70\% = 30\text{¢}$ wage gap

Figure 2

$\$90,776 / \$140,326 = 64.7\% = 35\text{¢}$ wage gap

Figure 5

2019: $\$72,937 / \$97,673 = 74.7\% = 25\text{¢}$ wage gap

2021: $\$83,527 / \$109,719 = 76.1\% = 24\text{¢}$ wage gap

Figure 7

$\$89,183 / \$123,625 = 72.1\% = 28\text{¢}$ wage gap

Implications



UNDERSTANDING THE DATA

Why the Wage Gap Matters

It is critical that we remember that these data are more than numbers. The wage gaps outlined in this report represent people's lives and the opportunities that are harmed by the persistence of wage gaps.

WAGE GAPS HAVE AN IMPACT on an individual's livelihood, family and community, including everything from access to healthcare to the longevity of one's life.

We must also pause and reflect on the intersectional systems of discrimination that create larger wage gaps for women of color. Lack of access to promotions, bonuses and flexibility can perpetuate inequities far beyond the walls of an organization. Wage gaps have an impact on an individual's livelihood, family, and community, including everything from access to healthcare to the longevity of one's life.

The pandemic has highlighted this disparity. As you review our 2021 Wage Gap data, please keep in mind that understanding these numbers is a key first step in the work that must be done to close the gender and racial wage gaps in Greater Boston.



Implications


Accuracy of Our Data

Ever since we began reporting on the gender and racial wage gaps in Greater Boston, these gaps have been markedly different from those reported nationally. Our methodology is the reason for this difference. National wage gaps are determined by Census data provided by the US Department of Labor. While the Current Population Survey (CPS) is a reliable source of information on workers, when it comes to calculating wage gaps, it is not as accurate as our system. CPS is self-reported, providing room for error. It relies on the knowledge, truthfulness, accuracy, and memory of the respondent.

The BWWC wage gap data rely on earnings information that employers record and maintain for purposes of compliance with the IRS and EEOC filings.

Our data is based on tangible documentation, paychecks and employer payments for commissions, bonuses, etc., issued to each of their employees. It involves no “best estimates,” or earnings data provided by someone on behalf of another person or persons. Based on a thorough review of the two different data sources, we conclude that the BWWC biennial gender wage gap measurement is the most accurate reporting for metropolitan Boston.

We believe that accurate wage gap data and analysis is critical in our collective effort to work on elimination of the gender and racial wage gap. If we do not have a clear picture of the realities that women face as a result of the gaps, we cannot measure and make meaning of change and progress.



We conclude that the BWWC biennial gender wage gap measurement is the most accurate reporting for metropolitan Boston.

HOW TO USE OUR DATA

Benchmarking

We anonymously collect, analyze, and report on 100% Talent Compact Signer employee data to provide a community snapshot of progress being made to close the gender and racial wage gaps in Greater Boston. In conversations with Compact Signers, we stress the importance of “doing the math” internally which means calculating raw wage gaps, whether it is for an entire organization or for a department. We encourage you to use the BWWC data as a benchmark for your internal metrics to understand where your organization stands in comparison to the rest of the Compact Signer community.

We hope our biennial reporting serves as a reminder, a wake-up call, a renewed commitment to reflection and action about why and how the wage gap matters and impacts women’s lives; a reminder that we individually and collectively have agency to take action to close the gaps.



Visit our website to learn how to calculate your own raw wage gaps: thebwwc.org/pay-equity

$$\frac{\text{Total compensation for women}}{\text{Total compensation for men}} = \text{Raw Gender Wage Gap}$$

A Year in Review

2021 BWWC BRIEFING SESSIONS

The BWWC leads Briefing Sessions for its 100% Talent Compact Signers each quarter focusing on effective interventions and research around decreasing the gender and racial wage gap and building community among the Compact Signer network. Our largest Compact Signer gathering of the year is our annual Effective Practices Conference held in December.



The following pages recap these 2021 Briefing Sessions.

Q1 SIGNER BRIEFING

Innovative Actions During COVID-19

Q2 SIGNER BRIEFING

Getting Serious About Diversity: Enough Already with the Business Case

Q3 SIGNER BRIEFING

How to Build a More Gender-Equitable Future of Work: Lessons from the Pandemic

Q4 SIGNER BRIEFING

7th Annual Effective Practices Conference

Q1 SIGNER BRIEFING Innovative Actions During COVID-19

Supporting Women's Advancement, Family Care and Mental Health During Crisis

February 3, 2021

Our first Compact Signer Briefing of 2021 highlighted actions employers could take to support the women in their organizations early on in the pandemic. Panelists represented each of our 2020 Innovative Initiatives Awardees, Compact Signer organizations that went above and beyond to support their employees during the pandemic.

“

When leadership has the courage to make policy decisions that are based on caring for people, when values drive decision-making, better decisions are made and it improves the lives of working women.

”

ELLEN ROTHSTEIN
VP, Human Resources
Boston Children's Hospital

Panelists included:

Evelyn Murphy

Co-Chair, BWWC

Ellen Rothstein

VP, Human Resources, Boston Children's Hospital

Nicole Arangio

VP & Assistant General Counsel,
Co-Chair of WE@Liberty Women & Allies ERG,
Liberty Mutual Insurance

Dr. Miriam Bredella

Vice Chair, Department of Radiology,
Director, Center for Faculty Development,
Professor, Harvard Medical School,
Massachusetts General Hospital

Aly Chartoff

Head of HR Strategy & Planning, MassMutual,
BWWC Council Member

Innovative Initiatives Case Studies 2020

Our 2020 Innovative Initiatives Awardees went above and beyond to support their employees during the pandemic. The actions they took and the learning that ensued during this time of innovation are described briefly below. To read more about each initiative, visit thebwwc.org/innovative-initiatives.



Boston Children's Hospital instituted flextime opportunities, additional access to childcare for their employees, and provided clinical staff-free lodging in local college residence halls, if desired, as a measure to keep their families safe.



Liberty Mutual emphasized employee self-care and well-being through flexible time-off policies and frequent wellness events attended by more than 12,000 employees.



Massachusetts General Hospital, part of the Mass General Brigham system, altered promotion-critical activities, visiting professorships, and international presentations to digital formats and encouraged female physicians who typically did not apply due to the travel requirements to, in fact, apply.

∴ MassMutual

MassMutual provided employees with up to 80 hours of additional paid time off, implemented online fitness classes, and increased the number of covered Employee Assistance Program Sessions.



At Liberty, we saw leaders modeling behaviors that enabled and encouraged employees to bring their full selves to work. From day one, they set the tone, by openly sharing about their home life and families. Seeing their children make cameos in our video meetings spoke volumes.



NICOLE ARANGIO
*VP and Assistant General Counsel,
Global Compliance & Ethics
Liberty Mutual Insurance*

Q2 SIGNER BRIEFING Getting Serious About Diversity: Enough Already with the Business Case

**Featuring Robin Ely, Diane Doerge Wilson Professor of Business Administration
at Harvard Business School and the Faculty Chair of the HBS Gender Initiative**

May 19, 2021

During our Q2 Signer Briefing, Professor Robin Ely dismissed common myths about diversity and its benefits in business. Her overall conclusion was that there is proof of correlation, but not causation when it comes to diversity and positive bottom-line impact for a company. The research does show, however, that organizations that do the hard work to diversify and treat cultural differences as a resource for learning are better able to achieve their goals in the long run through higher retention and employee satisfaction. They must be transparent about the change they intend to make and how they will accomplish it.

“

Standard practice is not necessarily best practice and by increasing diversity, teams that are learning from their diversity are able to make improvements accordingly.

PROFESSOR ROBIN ELY
Q2 Signer Briefing Speaker

”



Q3 SIGNER BRIEFING

How to Build a More Gender-Equitable Future of Work Lessons from the Pandemic

Discussion led by **Hannah Riley Bowles**, Co-Director, Women and Public Policy Program, Roy E. Larsen Senior Lecturer, Harvard Kennedy School (HKS) and **Victoria Ying**, Master of Public Policy Candidate at HKS

September 30, 2021

Professor Hannah Riley Bowles and Victoria Ying shared the findings of their research completed over the past year through conversations with senior managers at 100% Talent Compact Signer organizations. They offered compelling insights into the work Signers are doing to create more gender-equitable workplaces during the pandemic, with a focus on supporting women and caregivers in their organizations.

Professor Riley Bowles and Ying shared three actionable steps employers can take to create long-lasting gender-equitable policies and practices:

Experiment and learn to optimize across functions

At the top of the organization, leaders must set guiding principles that incorporate the lessons learned during the pandemic. Experimentation and learning by managers should be encouraged.

Design inclusive career tracks

Set clear, equitable hiring and promotion policies as well as results-oriented performance evaluations.

Train managers to manage in this new environment

It is important for front-line managers to understand how to manage a hybrid team. New skills in “inclusive management” are important to learn when people are not all doing their work in the same office.

“ It is important to keep in mind the different intersections that people bring with them to work. How are we as advocates using data to best serve every part of the employee? ”

AYANNA POLK

*Communications and Outreach Manager
Mayor's Office of Women's Advancement*



Clockwise from top left: Hannah Riley Bowles, Victoria Ying, Kim Borman, Ayanna Polk

Q4 SIGNER BRIEFING 7th Annual Effective Practices Conference

Centering Pay Equity in Our Changing Work(places)

December 9, 2021

Our final event of the year focused on the unique opportunities the pandemic uncovered to center equity in our changing work environment. The program featured the Greater Boston 2021 Gender and Racial Wage Gap Measurement results and a debrief of these results by a panel of 100% Talent Compact Signer leaders.

This dynamic discussion, led by Beth Chandler, President & CEO of YW Boston and BWWC Council Member, featured Joan Christel, Senior Vice President and Head of Corporate Citizenship & Global Inclusion at State Street and BWWC Council Member Edward Greene, Executive Vice President and Chief Human Resources Officer at Iron Mountain and Shirley Leung, Columnist and Associate Editor at the Boston Globe. Our panel of Boston business and Compact Signer leaders highlighted the importance of connecting the equitable policies from upper management to the actions of the managers on the front lines.

We also heard from Reshma Kewalramani, M.D., Chief Executive Officer & President of Vertex Pharmaceuticals, 100% Talent Compact Anchor Signer. Dr. Kewalramani is passionate about developing and supporting the next generation of scientists and giving back to her community. She discussed the women's advancement programs at Vertex, her personal experience, and what other organizations can do to eliminate gender and racial wage inequities.



SIGNER ENGAGEMENT AND RECRUITMENT

In 2021, we prioritized connecting directly with each of our 100% Talent Compact Signer organizations as well as recruiting new employers to join our Signer network. We held a record number of one-on-one meetings with Compact Signers, redesigned and implemented our new Signer onboarding educational elements, and began offering customized wage gap education sessions with 100% Talent Compact Signer employers and partner organizations.

Each organization and leadership team has a unique, tailored approach to closing gender and racial gaps, with variation across industries and size of employer. Our one-on-one meetings with 100% Talent Compact Signer organizations gave us the opportunity to learn about each employer's strategies, reinforce key recommendations and BWWC offerings, and facilitate the ecosystem of shared best practices among our Signer network.



“

Gathering our data for the 2021 Wage Gap Measurement helped us see we had many women in administrative roles. We realized, however, that it is not just how many women work at your company, but the positions they are in. We have since identified where to make improvements and have changed our hiring practices. In fact, we have recruited and hired two fantastic women into senior roles.

”

MANUFACTURING COMPANY
BWWC Compact Signer

EDUCATION AND ADVOCACY

We spent much of 2021 showcasing our Compact Signers' actions and progress towards equity, and educating our Signer community about the gender and racial wage gap: what is behind the gap, what drives the gap, and the power of calculating your own gender and racial wage gaps. We aim to give our Signers the tools to highlight their participation and their ongoing commitment to learning, acting, and changing.



Do the Math

Our “Do the Math” campaign launch elevated the importance of employers regularly calculating, evaluating, and understanding their own wage gaps. This campaign came on the tail of our 2021 Data Collection period in May, encouraging Signers to leverage the work they did for the BWWC to analyze their internal numbers.



2021 Gender and Racial Wage Gap Measurement Participation Badge

As we embarked on our fourth Gender and Racial Wage Gap Measurement, we launched our inaugural 2021 Wage Gap Measurement Participation Badge. An overwhelming number of Signers chose to feature this badge on social media and use it as a tool to acknowledge their involvement internally. Our Signers proudly celebrated their investment in our first-in-the-nation measurement process.

National Equal Pay Days

Recognizing National Equal Pay Days on social media, in email communications, and on our blog was a critical part of our wage gap education and how they affect certain populations. Equal Pay Days represent how far into the new year women must work to earn the same amount as white men earned in the previous year alone.

For example, National Native Women's Equal Pay Day was on September 8, 2021, which means it took nine additional months for Native women in the US to earn what white men earned in 2020.

We focus on understanding Greater Boston's wage gaps in light of national wage gap reporting. By raising awareness about National Equal Pay Days in partnership with sister organizations across the country, we hope to educate our Signer community not only about the data itself, but about the effects these gaps have on women. The actions taken to mitigate these effects is what makes our Signer organizations leaders in achieving pay equity.



An example of a social post highlighting the gender wage gap in Greater Boston on National Equal Pay Day on March 24, 2021.



From Juliette Mayers' Black Women's Equal Pay Day 2021 blog post:

I think it's important to track the data and bring attention to the persistent disparity in pay for Black women. That said, I'm more concerned about addressing the underlying inequities that lead to the poor results for the 2019 data. Given the disparate impact of COVID-19 on marginalized people, I suspect the 2021 data will show a similar trend.



JULIETTE MAYERS
CEO, Inspiration Zone LLC and BWWC Council Member

A Year in Review

DIGITAL REACH BY THE NUMBERS

As part of our ongoing education around pay equity and women's advancement, we are proud to share our reach in 2021.

Social Media

Our focus on social media this year was to engage existing and new 100% Talent Compact Signer community members in education around the work being done to achieve pay equity in Greater Boston. Follower growth across social platforms reached an average of 17%—with a 22% increase in Instagram followers, and a 27% increase in LinkedIn followers since last year. We saw 97,000 impressions across platforms.

Website

We redesigned our website to align with our goal of educating the Signer community and prospective organizations. Visits to the site increased by 21% since last year—at 8,000 visits, while there was a 17% increase in unique visitors since last year—at 6,000.



22% more
Instagram followers
since last year



27% more
LinkedIn followers
since last year



17% more
unique visitors
to www.thebwwc.org

BWWC IN THE NEWS

This year, we have had the opportunity to be featured in many local news outlets. In these articles, interviews, and TV appearances, our Executive Director, Kim Borman, has focused on pandemic policies, Equal Pay Days, and more to share our reach in 2021.



**Bloomberg Baystate
Business**



wbur



Authority Magazine



PARTNERSHIPS

Associated Industries of Massachusetts

In September, we entered a partnership with Associated Industries of Massachusetts to help employers stem the staggering loss of women from the workforce during the COVID-19 pandemic. The project's focus is to work with AIM members and BWWC 100% Talent Compact Signers to develop policies that encourage and support women's and other caregivers' return to the workforce.



Harvard Kennedy School

In early 2021, we began collaborating with Professor Hannah Riley Bowles and Victoria Ying, Master of Public Policy candidate, on the future of work, given the effects of the pandemic on women. Both parties entered this partnership with the clear understanding that we had a unique opportunity to understand employer re-entry planning in the context of making work “work” for women unlike ever before. Their research incorporated interviews with senior managers at 100% Talent Compact organizations and highlighted potential risks and benefits for gender equity coming out of the pandemic. The findings serve as a resource for Signer organizations, as the work on re-entry plans shows how work adaptations could degrade progress on women's workforce participation or enable more gender-equitable organizational practices.

National Equal Pay Coalition

The BWWC proudly joined over 41 organizations across the country in co-signing a letter to President Biden and Vice President Harris urging them to take executive action on equal pay. We participate in biweekly calls, as well as national wage gap movement efforts, with sister organizations who are dedicated to gender pay equity and are working to make progress at the individual, local, state, and employer level.

LOOKING AHEAD TO 2022

Keeping the Momentum

We are excited to build upon our work from the past year, as we look ahead to 2022. Our priorities for the year include increasingly facilitating the sharing of best practices to eliminate the gender and racial wage gap and to center equity and advancement for women, rolling out our wage gap calculator, and establishing a strong working relationship with Mayor Wu.

IN OUR EFFORT TO MAKE BOSTON THE BEST CITY in the country for working women, we know we can't do it alone, and that there is tremendous strength in our public private partnership.

Learning from Our Findings

We will kick off the new year by giving our Compact Signers opportunities to ask questions and reflect on the findings of this report; both at our Q1 Briefing Session and at individual Signer sessions. We hosted a number of wage gap learning opportunities with 100% Talent Compact Signers this past year and look forward to organizing more intimate conversations in the year ahead. Please contact a member of the BWWC team if you are interested in hosting a forum at your organization.

The Wage Gap Calculator

In partnership with the Mayor's Office, we are thrilled to be releasing a wage gap calculator in 2022. This calculator will give our Signers the opportunity to calculate their own gender and racial wage gaps, thereby learning about what goes into the calculation, what it symbolizes, and how leaders can work towards wage gap

elimination. Our hope is that the tool will help organizations build the discipline of doing the calculation on a consistent basis, as a way to measure and monitor

the impact of implementing, testing, and tweaking policies and practices focused on equity.

New Leadership at City Hall

And finally, we look forward to working with Mayor Wu and her team to strengthen our impact on gender and racial workplace equity in Boston. In our effort to make our city the best in the US for working women, we know we can't do it alone, and that there is tremendous strength in our public private partnership.

Michelle Wu, Mayor of Boston



BWWC Council

BWWC COUNCIL

Our Council serves as an advisory board of 100% Talent Compact Signer Boston business and nonprofit leaders, who work every day to eliminate barriers to women's advancement. Their expertise is vital to our organization's strategy and the resources we share with our 100% Talent Compact Signer community.

This year, we welcomed six new members to the Council: Aly Chartoff, Joan Christel, Stephen Denny, Ildemaro Gonzalez, Chris MacKenzie, and Cynthia Ring.

At each quarterly meeting, a Council Member presents a unique initiative they implemented or are in the process of implementing at their organization, making progress on gender and racial pay equity. From these conversations about their successes, failures, and learnings, Council Members take away innovative solutions and action regarding women's advancement and pay equity, often focused on supporting employees and team members through the uncertainty of the pandemic.

EXECUTIVE COMMITTEE

Co-Chairs



Cathy Minehan
BWWC
Co-Chair



Evelyn Murphy
BWWC
Co-Chair

Executive Directors



Kim Borman
BWWC
Executive Director



Alexandra Valdez
Mayor's Office of
Women's Advancement
Executive Director

Council Members

Lisa Brothers	Nitsch Engineering <i>President and CEO</i>
Victoria Budson	Bain Capital <i>Global Head of Inclusion and Diversity</i>
Beth Chandler	YW Boston <i>President and CEO</i>
Aly Chartoff	MassMutual <i>Head of HR Strategy & Planning</i>
Joan Christel	State Street Corporation <i>Senior Vice President, Head of Corporate Citizenship & Global Inclusion</i>
Megan Costello	Boston Public Schools <i>Senior Advisor</i>
Stephen Denny	Putnam Investments <i>Head of Human Resources, Diversity and Inclusion</i>
Jane Edmonds	Babson College <i>Vice President for Programming and Community Outreach</i>
Ildemaro Gonzalez	Dana-Farber Cancer Institute <i>Vice President, Chief Inclusion and Diversity Officer</i>
Elizabeth Hailer	The Commonwealth Institute <i>CEO</i>
Chris MacKenzie	RSM US LLP <i>Massachusetts Market Leader</i>
Juliette Mayers	Inspiration Zone LLC <i>Founder and CEO</i>
Mim Minichiello	HUB International <i>President, Employee Benefits</i>
Katy O'Neil	Suffolk Construction <i>Senior Vice President, Client Services</i>
Cynthia Ring	Harvard Pilgrim Health Care <i>Chief Human Resources Officer</i>
Bob Rivers	Eastern Bank <i>Chairman & CEO</i>
Jeff Swartz	Morgan Stanley Wealth Management <i>New England U.S. Private Wealth Management Regional Manager & Boston Complex Manager</i>

100% Talent Compact Signers



100% Talent Compact Signers

WELCOMING NEW SIGNERS

This year, we have welcomed 18 new Signers to the 100% Talent Compact. Their decision to join the community demonstrates their commitment to creating and fostering equitable workplaces and helps us expand our impact and reach throughout the Greater Boston business ecosystem.

Addgene

Allena Pharmaceuticals

Amplify Latinx

Arbella Insurance Group

Barr Foundation

Budget Buddies

Cabot Properties, Inc.

Combined Jewish Philanthropies/
The Miriam Fund

Dough

Health Care For All

Mediahub

MomUp

MullenLowe

Red Hat, Inc.

Rian Immigrant Center

Teak Media + Communication

Wellington Management

YWCA Cambridge

“

We hope to be able to elevate the voices of the women in our financial wellness programs to better highlight how this persistent systemic issue continues to play out in the lives of women across Boston and the entire Commonwealth.

DANIELLE PISKADLO
Executive Director, Budget Buddies

”

100% Talent Compact Signers

NEW ANCHOR SIGNERS

We welcomed two new Anchor Signers to the Compact, Arbella Insurance Group and Red Hat, Inc., during 2021. These companies join other founding Anchor Signers Mass General Brigham, MassMutual, Putnam Investments, State Street Corporation, and Vertex Pharmaceuticals.

Together, these Anchor Signers take a leadership role in supporting the efforts and activities of the BWWC to close the gender and racial wage gaps.

We are grateful for your extraordinary commitment to our organization.

Thank you to our Signers for your partnership in 2021. Despite the challenges of 2021, each of you has strived to re-analyze, re-imagine, and re-create a more gender-equitable future of work. It is a privilege to learn from you and with you and to facilitate our 100% Talent Compact community.

Welcome new Anchor Singers!



Red Hat

Thank you, founding Anchor Signers!



Mass General Brigham

MassMutual



Putnam
INVESTMENTS



We couldn't do this work without you all and look forward to ongoing collaboration in the coming year.

100% Talent Compact Signers

Abt Associates
Acadian Asset Management
Action for Boston Community Development, Inc.
Addgene
Allen & Gerritsen
Allena Pharmaceuticals
Alliance for Business Leadership
Alosa Health
American Student Assistance
Amplify Latinx
Anderson & Kreiger LLP
Arbella Insurance Group
Arlington Advisory Partners
Arrowstreet
Associated General Contractors of Massachusetts
Associated Industries of Massachusetts
Atwater Wealth Management
Babson College
Barnett Creative
Barr Foundation
BBK Worldwide
Beals + Thomas
Bentley University
Big Brothers Big Sisters of Eastern Massachusetts
BJ's Wholesale Club
Blue Cross Blue Shield of Massachusetts
BlueHub Capital
Bon Me
Bond Brothers
Boston Children's Hospital
Boston Children's Museum
Boston Common Asset Management
Boston Debate League
Boston Harbor Now
Boston Magazine
Boston Medical Center
HealthNet Plan
Boston Newspaper Guild
Boston Planning & Development Agency
Boston Private
Boston Public Market
Boston University
Bright Horizons
Broad Institute
BSC Group
Budget Buddies
Bullhorn
C Space
C.E. Floyd Company, Inc.
C4 Therapeutics
Cabot Properties, Inc
Cambridge College
Cambridge Innovation Center
Care.com
Career Agility
Carlton PR & Marketing
CeltiCare Health
Celtra
Center for Women & Enterprise
Charles Group Consulting
Charlestown Nursery School
City Fresh Foods
City of Boston
City of Cambridge
Cogo Labs
Colette Phillips Communications, Inc.
Combined Jewish Philanthropies/The Miriam Fund
Commodore Builders
Community Resources for Justice
Compt
Conventures, Inc.
Core Leadership Institute
Crestwood Advisors
Cruz Companies
Cuseum



100% Talent Compact Signers

Cushman & Wakefield

CyberSN

Dana-Farber Cancer Institute

Dancing Deer Baking Co.

Dec-Tam Corporation

Dellbrook | JKS

Dimagi, Inc.

Done Right Building Services

Drift

Elkus Manfredi Architects

Embr Labs

Empiriko

Energetiq Technology Inc.

Eversource

EVkids

ezCater, Inc.

Families for Excellent Schools

FamilyID, Inc.

GasBuddy

GBH

Gilbane Building Company

Girl Scouts of Eastern
Massachusetts

Global Secure Resources, Inc.

Globalization Partners

Goody Clancy

Greater Boston Chamber
of Commerce

Green City Growers

GZA GeoEnvironmental

Harris Miller Miller & Hanson
Inc. (HMMH)

Harvard Pilgrim Health Care

Health Care For All

Hollister Staffing

Houseworks

Howard Stein Hudson

HUB International
New England

Initiative for a Competitive
Inner City

InkHouse

InnoWoman

Inspiration Zone LLC

Institute for Healthcare
Improvement

Institute for Nonprofit Practice

Iron Mountain



Pay equity is an essential component of Wellington's approach to advancing global diversity, equity, and inclusion. I am proud to work with industry leaders who are taking action to close existing wage gaps across differences inclusive of gender, race, ethnicity, and more.

SHAWNA FERGUSON

*Director, Global Diversity, Equity and Inclusion
Wellington Management*



Dough

Dunkin' Brands

Eastern Bank

Eaton Vance

EBS Insurance Brokers

Economic Mobility Pathways
(EMPath)

Elaine Construction

Federal Reserve Bank of Boston

Fennick McCredie
Architecture Ltd.

Fiksu

Flybridge Capital Partners

Forefront

Forefront Executive Search, LLC

Fort Point Associates, Inc.

FSG

100% Talent Compact Signers

Ironwood Pharmaceuticals

JBC Golf, Inc.

JLL

John Hancock

Justice Resource Institute

JustJump Marketing

JVS Boston

Kelley Chunn & Associates

Kerafast, Inc.

LabCentral

Leers Weinzapfel Associates

Liberty Mutual

Liberty Square Group

Lois L. Lindauer Searches

Lola.com

Longfellow Investment

Management, Co. LLC

Loomis, Sayles & Company

Margulies Perruzzi Architects

MASCO

Mass General Brigham

Mass Innovation Nights

Mass Technology Leadership
Council (Mass TLC)

Massachusetts Business
Roundtable

Massachusetts Convention
Center Authority

Massachusetts Housing &
Shelter Alliance

Massachusetts Nonprofit
Network

Massachusetts Teachers
Association

Massachusetts Technology
Collaborative

Massachusetts College of
Art and Design

MassBio

MassMutual

Massachusetts Port Authority

Mediahub

Merrimack Pharmaceuticals

MomUp

Morgan Memorial

Goodwill Industries

Morgan Stanley

MS Aerial

MullenLowe

National Grid

Natixis Investment Managers

New England Baptist Hospital

New England Council

Nitsch Engineering, Inc.

Northeast Human Resources
Association (NEHRA)

Novopyxis

Nuestra Comunidad
Development Corporation

PH Douglas & Associates

PharmaLogics Recruiting

Pinck & Co, Inc.

Rasky Partners, Inc.

reachHIRE

Red Hat, Inc.

RepTrak

Rian Immigrant Center

ROLLN

Rose Kennedy Greenway

RSM US LLP

Ruffin Mobile
Educational Services

Samuels & Associates

Sanborn, Head &
Associates, Inc.

SEIU Local 888

Shawmut Design &
Construction

She Geeks Out

Simmons University

Simpson Gumpertz &
Heger Inc.

Social Finance

Soofa

St. Anthony Shrine

State Street Corporation

Suffolk Construction

Suffolk University



100% Talent Compact Signers

Sun Life Financial
Sustainability Roundtable, Inc.
Syrig, Inc.
T.H. McClory LLC
Teak Media + Communication
Tech Networks of Boston
The Boston Club
The Boston Foundation
The Capital Network
The Castle Group
The Chiofaro Company
The Commonwealth Institute
The Dimock Center
The Greenly Group
The Grommet
The Home for Little Wanderers
The MITRE Corporation
The Newbury Boston
The Partnership
The Trustees of Reservations
The WAGE Project
The Wing
Trillium Asset Management
Trinity Building and
Construction Management
Triverus Consulting

True Fit Corporation
Tufin
Tufts Health Plan
Tufts Medical Center
Turningpoint Communications
Untapped Potential Boston
V2 Communications
Vertex Pharmaceuticals
Vanasse Hangen Brustlin, Inc.
(VHB)
Weber Shandwick

Wellington Management
Webster Bank
Wentworth Institute of
Technology WEVO
Willis Towers Watson
Women's Foundation of
Boston
WORK, Inc.
YMCA of Greater Boston
YW Boston
YWCA Cambridge
Zipcar

“

We are building a modern, diverse, antiracist agency and spreading a message of inclusivity and equity to the world. We are committed to being an equitable employer. It only makes sense to partner with the BWWC and the other employers in the Boston area who are dedicated to eliminating the gender/racial wage gap.

MULLENLOWE
100% Talent Compact Signer

”

*We are in a moment in time
where big changes can occur and
keeping efforts to eliminate the
gender and racial wage gap top
of mind in your organization is
where we can help.*



100% Talent Compact Signers

ACKNOWLEDGEMENTS

Thank you to the Rafik B. Hariri Institute for Computing and Computational Science & Engineering and the Software & Application Innovation Lab (SAIL) at Boston University for their partnership in the 2021 Gender and Racial Wage Gap Measurement. Special thanks to Anna Cook, M.S. student in Statistical Practice, and Masanao Yajima, Director of MSSP Consulting and Associate Professor of the Practice, for their support with the data analysis.

Thank you to our Co-Chairs, Evelyn Murphy and Cathy Minehan for their leadership throughout 2021.

Finally, we are grateful to the team at the Mayor's Office of Women's Advancement and the BWWC: Alexandra Valdez, Allie Puleo, Ayanna Polk, Lavi Gomez, Kim Borman, Sophie Hearne, Renee Lucas, and Kate Broderick.

Get Involved

Interested in learning more about how to participate in the BWWC community? Would you like to host an info session about the BWWC and the gender and racial wage gap? Do you have an effective intervention our Compact community should hear about? Contact our Director of Engagement and Communication, Sophie Hearne at Sophie@thebwwc.org.

Have a question for our team? Reach out to us at team@thebwwc.org. We would love to chat.

Connect with the BWWC

One of the best ways to stay up to date with BWWC happenings, gender and racial wage gap/women's advancement resources, and learnings from fellow 100% Talent Compact Signers is to connect with us on social media.



@BostonWomenWork



@TheBWWC



Boston Women's
Workforce Council



Boston Women's
Workforce Council



Boston University | Hariri Institute for Computing
111 Cummington Mall | Room 145 | Boston, MA 02215



Boston University | Hariri Institute for Computing
111 Cummington Mall | Room 145 | Boston, MA 02215