



BWWC

BOSTON WOMEN'S WORKFORCE COUNCIL

2023 ANNUAL REPORT

Driving Wage Equity for Ten Years



Ten Years of Data-Driven Workplace Change

Since its founding in 2013, the Boston Women’s Workforce Council (BWWC) has led a unique public partnership between the Boston Mayor and Greater Boston employers. We have united our efforts over the last 10 years in pursuit of a singular, shared goal: closing gender and racial wage gaps.

Boston-area organizations that are committed to ensuring an equitable workforce sign our 100% Talent Compact, turning to the BWWC to help eliminate barriers to women’s advancements. Working one-on-one with each enterprise, we provide cutting-edge tools and research, including wage gap benchmarks derived from the aggregation and analysis of confidential Compact Signer employee data.

Our data — unlike information collected elsewhere — not only provides a community snapshot of our region’s status and progress, but also moves our City continually closer to being the best place in the country for working women.

“The first step in eliminating the wage gap is measuring it.”

**— Kim Borman
Executive Director
BWWC**



Table of Contents

Mayor's Message	5
Co-Chairs' Message	6 & 7
Timeline of Progress	8
2023 Data Analysis	9
Year in Review	31
Looking Ahead <i>A Message from our Executive Director</i>	41
BWWC Council	43
Compact Signers	45





Mayor Michelle Wu

Dear Signers of the Boston 100% Talent Compact,

Over the last 10 years, the City of Boston and the Boston Women's Workforce Council (BWWC) have united their efforts in pursuit of a critical goal: eliminating the gender and racial wage gap in Greater Boston. By measuring the region's pay discrepancies every two years, we not only keep wage equity top of mind for employers, but also move closer to making Boston the number one city in the U.S. for working women.

Our initiative is grounded in a first-in-the-nation approach that promotes equitable hiring and compensation while fostering the retention and advancement of women in all industries. Our objectives may seem merely visionary to some, yet this year's narrowing wage gap clearly indicates they are becoming a reality. This is particularly significant as today's workplace continues to be reimagined and reshaped, providing even greater opportunities to make gender equity an organizational goal.

We are fortunate to now have over 250 Compact Signers committed to closing their wage gaps and lead by example, guiding and inspiring employers throughout the Commonwealth and beyond. Their data contributions, and others, inform our analysis, enabling us to better understand our workforce and drive significant change.

My gratitude also extends to the BWWC Council Members and leadership for recruiting new Signers, spearheading strategies, and implementing transformative policies. I also greatly appreciate our data partners, Boston University and the Rafik B. Hariri Institute for Computing & Computational Science and Engineering. Without them, our work and position as a national wage equity leader would not be possible.

I hope you will find this year's report, and its endorsement of evidence-based equity practices, to be a valuable resource. In the coming year, gender and racial wage equity will remain a hallmark policy issue for my administration and an integral component of economic security for women in our City. I look forward to working together to expand our impact even further and secure Boston's role as the best place in America for women who work.

Sincerely,

A handwritten signature in cursive script that reads "Michelle Wu".

Michelle Wu
Mayor of Boston

A message from our Co-Chairs



Cathy
Minehan



Evelyn
Murphy

Dear Signers of the 100% Talent Compact,

Thank you for your ongoing commitment and contributions to the Boston Women's Workforce Council. We are celebrating the tenth year of the 100% Talent Compact in 2023. That has prompted us to reflect on the major lessons we have learned on this journey. Three stand out.

First, early in our initial data collection, we were surprised that the gender wage gap our Signers reported was much larger than that reported by the US Department of Labor (DOL) — 30 cents compared to the DOL's 22 cents. Why was that the case?

Remember, wage gaps are not measured by assessments of equal pay for equal work which reflect equality job by job. Wage gap calculations assess the aggregate wages of women and people of color relative to white men in an organization; they reflect the aggregate equality of opportunity in the workplace.

Compact Signers are employers who have expressed their commitment to gender wage equity under their roofs. If anything, we expected Signers to report a wage gap lower than that reported by the federal government. But are the two measurements of wages comparable? DOL data comes from *employees* reporting their earnings to interviewers and is subject to many sources of bias. Data used by the BWWC is reported directly by *employers* to the EEOC.

Every Compact data report since the first in 2015 has shown a wage gap that consistently and significantly varied from the "official" DOL report. What has become clear is that this variance is due solely to the source of data being reported, not to the unwillingness of Compact Signers to treat employees with equity.

It is clear to us that the use of employer data, collected with the aid of Boston University's Hariri Institute, makes BWWC's calculations of wage gaps more accurate than the data used to report wage gaps for our state and nation to the DOL. We also now believe that we in the BWWC and our Compact Signers are truly at the forefront of reckoning with the real gender and racial wage gaps bedeviling our workforce in the United States.

Our second lesson involves the growing pressure to end wage gaps. It confirms the fact that the BWWC partnership with the City and with major employers remains the best approach to closing those gaps. Advocates for gender and racial wage equity nationwide have become more insistent. Employers facing labor shortages recognize that wage equity under their roofs is critical to attracting and retaining desired workers.

Reflecting that, many municipalities and states contacted the BWWC seeking to create their own Compact and Council. However, to create a sustainable, trusted collaboration of a public executive and committed employers requires walking the talk with resources and leadership. Through a partnership with four mayors, Compact Signers have both provided resources to the Council to collect and analyze wage gap data and addressed systemic biases under their own roofs. The 100% Talent Compact managed by the BWWC remains the only public-private collaboration in the US that measures gender and racial wage gaps.

Finally, we've known that eliminating gender and racial wage gaps requires that every employer eradicate its own unique systemic biases, a task that takes time *and* intentional internal change. That's why we are proud to announce:

After ten years of work, the diligence of Compact Signers has produced an exciting step forward: in 2023, the gender wage gap declined 30% — from 30 cents to 21 cents!

Not all the metrics in this data report are glowing. Most disappointing, the racial wage gap increased. While much remains to be done, we are energized by the recent progress our Signers have made in our Compact "to make Boston the best place for working women in America."

Thank you to all Compact Signers for your leadership.

Sincerely,

Handwritten signatures of Cathy Minehan and Evelyn Murphy in black ink.

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

A Decade of Enlightening Employers, Tightening Wage Gaps, and Brightening Futures



2014

Mayor Marty Walsh creates Mayor's Office of Women's Advancement (MOWA)
Boston Women's Commission becomes Boston Women's Workforce Council
Evelyn Murphy joins as Co-Chair

2016

Mayor Walsh introduces the BWWC 100% Talent Compact; 110 employers sign

Gender Wage Gap
23¢

BWWC releases first wage gap data report

2018

27 new companies join BWWC for total of 250 Compact Signers

2020

BWWC Interventions Report released, with proven practices for addressing wage gap inequities

2022

Wage Gap Calculator for employers introduced

2013

Mayor Tom Menino establishes the Boston Women's Commission, with Cathy Minehan as Chair

2015

BWWC partners with Boston University to create proprietary wage gap analysis software
Pilot program launched with 50 of Boston's largest employers

2017

Second data report

Gender Wage Gap
24¢

2019

First BWWC Innovative Initiatives Awards recognizing effective policies for closing wage gaps

Third data report

Gender Wage Gap
30¢

2021

Fourth data report, representing over 13% of Greater Boston workforce

Gender Wage Gap
30¢

2023

Fifth data report, covering 165,475 employees, approximately 17% of the greater Boston workforce

Gender Wage Gap
21¢

2023 Data Analysis



Executive Summary

The 2023 gender wage gap in Greater Boston is 21 cents. This represents a dramatic improvement — a 30% drop in the last two years! It's the first measured progress since we started reporting in 2016.

Two factors appear to have driven this improvement — women's advancement into highly paid senior positions and salary increases for women overall. Women comprising the C-Suite rose by 3% and by 2% for the rung right below, first/mid-level officials. The average women's salary overall increased by 6% between 2021 and 2023. We did not see the same for men's salaries.

We must acknowledge that the past two years for employers and employees have been different than any other in our history. Such a large drop in the gender wage gap is likely also tied to pandemic-driven labor adjustments and the way money was used to keep workers in the workforce. Federal support payments to Massachusetts through the 2021 American Rescue Plan Act


(ARPA) enabled many women to remain working and others to take new jobs. With the ending of COVID-related federal subsidies, Compact Signers will need to fill in support arrangements to sustain this momentum.


Pay inequality is not solely an issue of gender, however. The racial/ethnic pay gap is 27¢, making it 6¢ higher than the average for all women. Women of color remain overrepresented in lower-paying industries and positions. Two higher-than-average pay gaps — 54¢ for Black/African American women and 52¢ for Hispanic/Latinx women — illustrate the complex impact of gender and race on job advancement and, in turn, wages.


It takes time, deliberate attention, and constant monitoring to remove systemic biases in workplaces, so it's not surprising that it has taken ten years for Signer's efforts to be reflected in our measurement. Let us celebrate this year's win with renewed energy to not just narrow but eliminate all gender and racial wage gaps for good.


Highlights from the 2023 Wage Gap Report

 **9¢** Decrease in gender gap in base compensation, from 30¢ in 2021 to 21¢

 **5¢** Gender gap decrease in base + performance compensation, from 35¢ in 2021 to 30¢

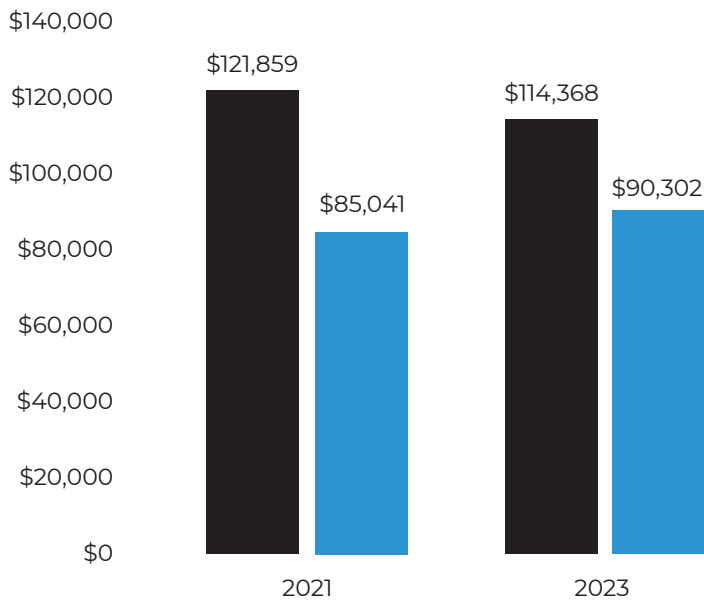
 **6%** Increase in women's average salaries

 **2-3%** Increase in women holding Executive or First/Mid-Level positions

 **6%** Increase in employee records collected

2023 Gender Wage Gap

Base Compensation by Gender | Figure 1



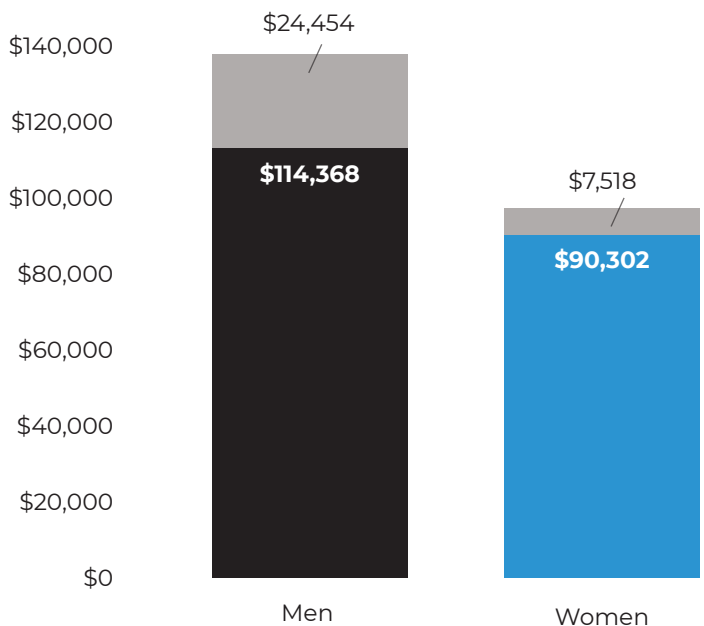
21¢ GAP

Average base compensation differed starkly between men and women, with men earning approximately \$24,000 more.

This difference represents a 21¢ wage gap, down from 30¢ in 2021.

Men Women

Total Compensation (Base + Performance Pay) by Gender | Figure 2



30¢ GAP

The gender wage gap widened to 30¢ when performance pay was included because men, on average, earned over 3x the amount of performance pay as women.

In 2021, the gender wage gap including performance pay was 35¢.

Men Women

2023 Gender Wage Gap (continued)

Job Category Breakdown: All Women | Table 1

Position	% Women	% Change
Executive	47%	+3%
First/Mid-Level	55%	+2%
Professional	61%	+1%
Technician	63%	+4%
Sales	38%	-1%
Administrative	80%	0%
Craft	5%	+1%
Operative	30%	+9%
Laborer	23%	+10%
Service	44%	+1%

In this year's sample, the proportion of women in almost every job category increased from 2021. **Notably, women in higher-paying executive and first/mid-level positions increased 2-3%.**

Gender Wage Gap by Job Category | Table 2

Position	Gender Wage Gap Base Compensation	Gender Wage Gap Base + Performance Pay
Executive	25¢	42¢
First/Mid-Level	10¢	18¢
Professional	21¢	27¢
Technician	26¢	27¢
Sales	32¢	38¢
Administrative*	-9¢	-9¢
Craft	24¢	24¢
Operative	70¢	70¢
Laborer	0¢	1¢
Service*	-33¢	-33¢

*Women outearned men in these positions.

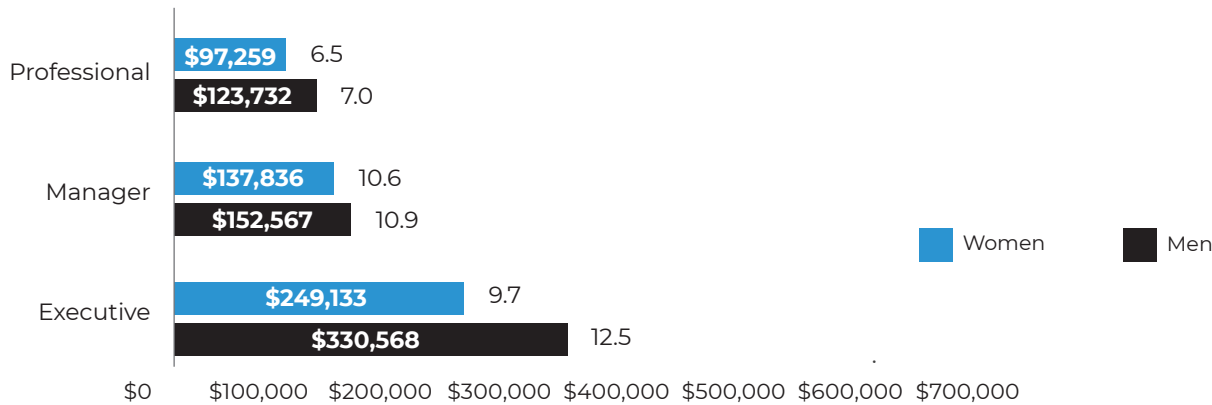
The gender wage gap grew substantially, however, when positions typically associated with performance pay were reviewed. Among executives, for example, the gender wage gap rose to 42¢. **This dichotomy is important to note: More women in these higher-paying roles reduced the gender wage gap. Lack of equity in performance pay, however, contributed to maintaining it.**

2023 Gender Wage Gap (continued)

TENURE

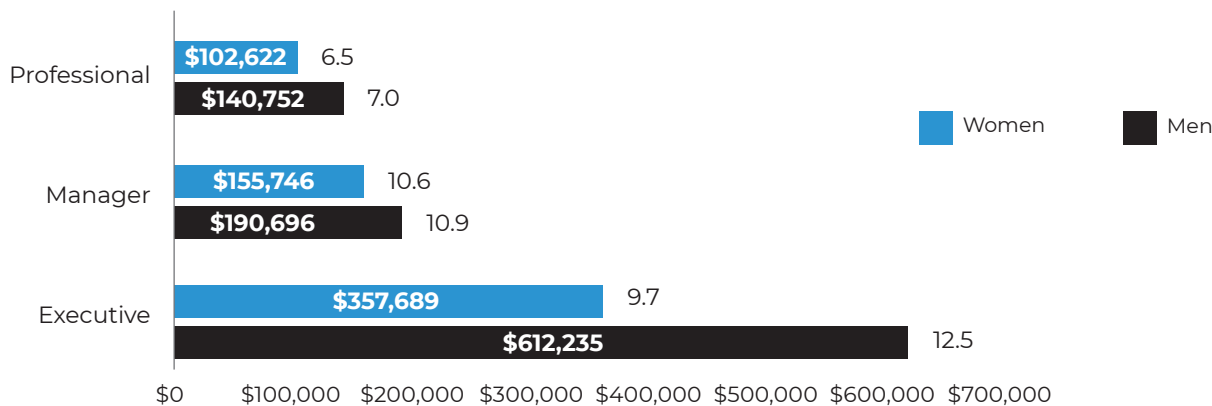
Tenure is defined as the length of time an individual has been employed at a company.

Tenure & Base Compensation by Gender | Figure 3



Tenure was roughly the same between men and women in our sample. Women in our sample averaged 7.03 years with their companies as of December 2022, while men averaged 7.47 years.

Tenure & Total Compensation by Gender | Figure 4



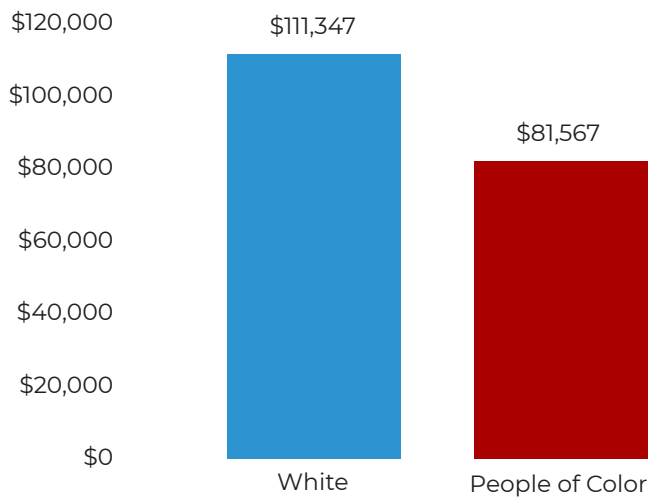
Despite an often negligible difference in tenure, compensation levels differed markedly within the highest-paying job categories. Male executives, for example, had fewer than three years additional tenure on average compared to female executives, yet earned \$254,546 more in total compensation annually.

2023 Racial/Ethnic Wage Gap

ALL EMPLOYEES

Because the wage gap extends beyond gender, the BWWC investigates disparities between other subgroups that are likely to experience its harmful effects.

Base Compensation | Figure 5

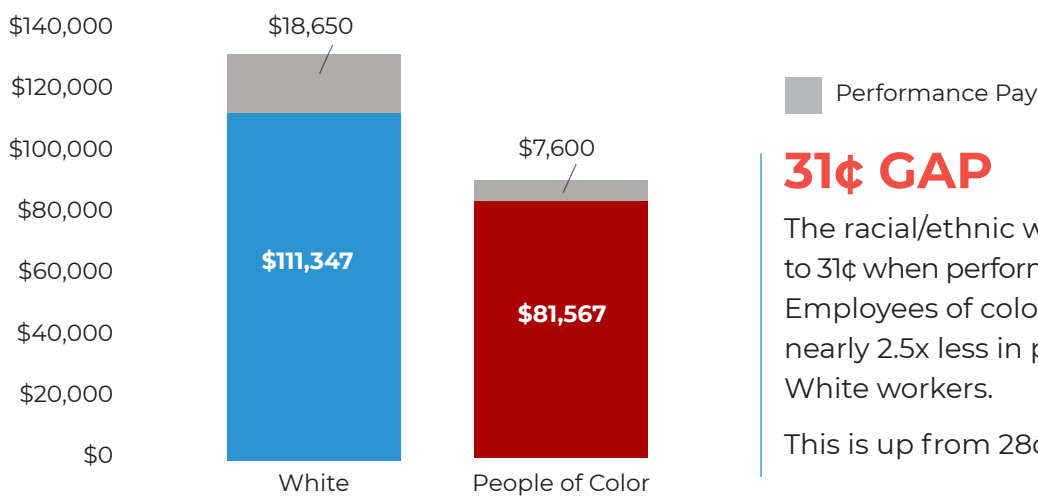


27¢ GAP

White workers significantly outearned their non-white peers, with a 27¢ wage gap.

This is a 3¢ increase from our 2021 measurement, representing a 12.5% decrease in relative earnings.

Total Compensation (Base + Performance Pay) | Figure 6



31¢ GAP

The racial/ethnic wage gap widened to 31¢ when performance pay was included. Employees of color earned, on average, nearly 2.5x less in performance pay than White workers.

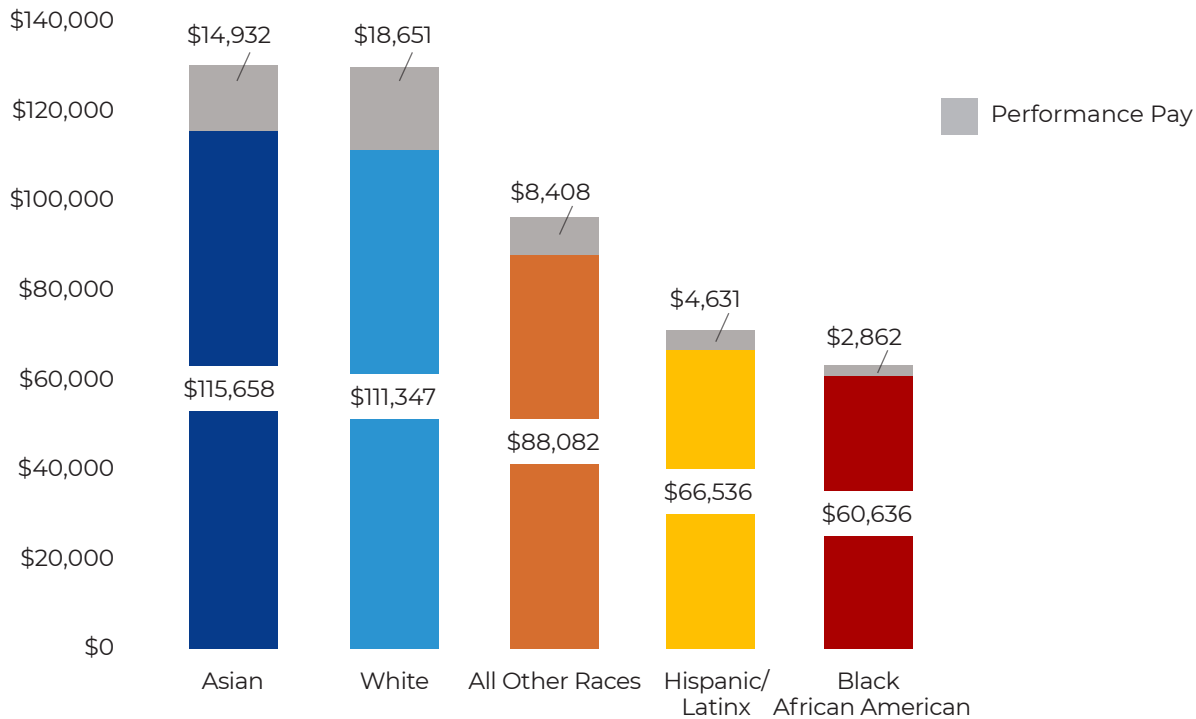
This is up from 28¢ in 2021.

NOTE: Due to common data collection practices, racial and ethnic groups are often lumped together under the term race. However, these terms have important differences. Race is a social construct that groups people together based on similar physical characteristics, primarily skin color. Ethnicity, on the other hand, indicates a shared heritage. White, for example, is a race, whereas Hispanic is an ethnicity. Therefore, we will use the term race/ethnicity.

2023 Racial/Ethnic Wage Gap (continued)

ALL EMPLOYEES

Total Compensation (Base + Performance Pay): By Race/Ethnicity | Figure 7*



*Racial/ethnic groups with few participants have been combined into "other." This category includes American Indian/Alaska Native, Hawaiian, and two or more races.

Looking more granularly at racial/ethnic differences, we found that Asian and White employees earned significantly more in base compensation than their peers, particularly compared with Black and Hispanic/Latinx employees.

Rank order remained stable when taking performance pay into account, although White workers earned the most performance pay.

2023 Racial/Ethnic Wage Gap *(continued)*

ALL EMPLOYEES

Job Category Breakdown: Employees of Color | Table 3

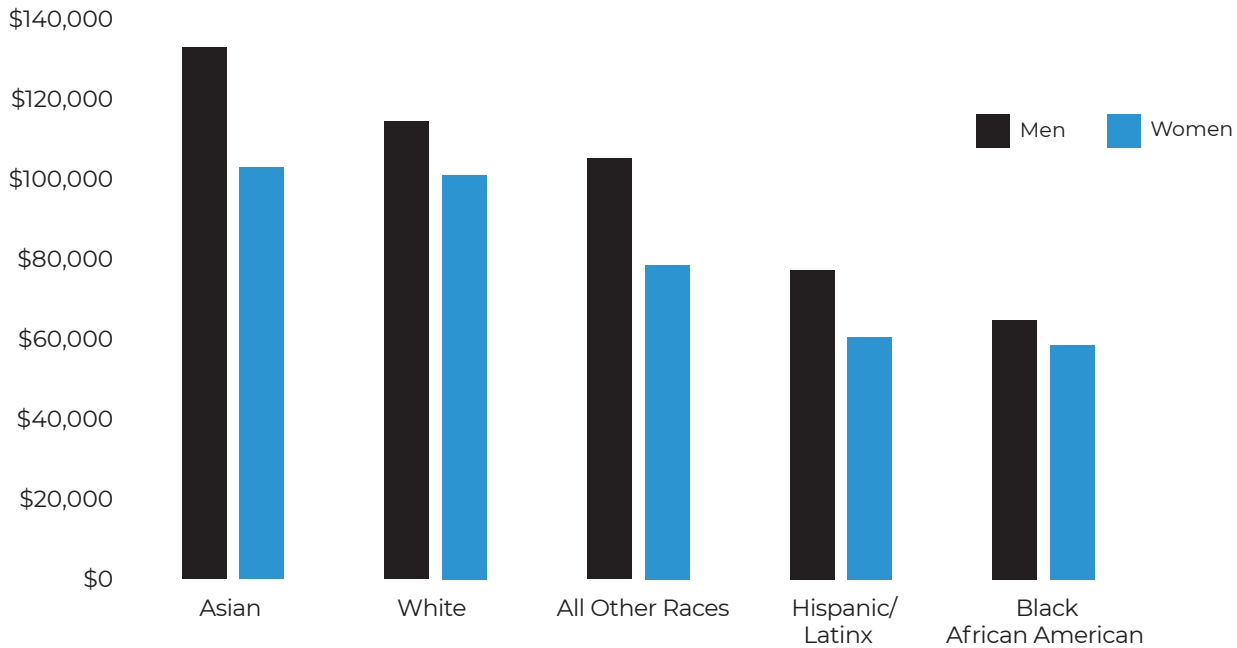
Position	% People of Color
Executive	2.5%
First/Mid-Level	3.7%
Professional	1.7%
Technician	4.2%
Sales	5.9%
Administrative	0.6%
Craft	6.6%
Operative	16.7%
Laborer	14.0%
Service	1.1%

Employees of color were overrepresented in several positions with the lowest average wages: operative, craft, and laborer. Among first/mid-levels and executives, the two highest-paying roles on average, only 6.2% were people of color.

2023 Gender and Racial/Ethnic Wage Gap

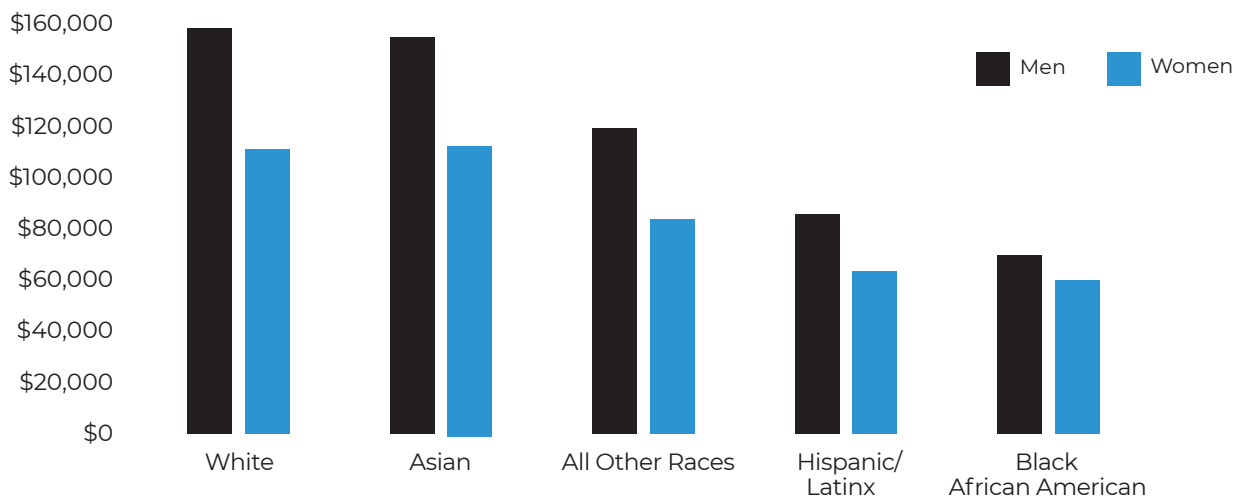
ALL EMPLOYEES

Base Compensation by Gender & Race/Ethnicity | Figure 8



In 2023, men continued to outearn women of the same race or ethnicity within every subgroup, with women of color experiencing larger wage gaps on average. White and Asian women, however, did earn more than Hispanic/Latino men and Black men.

Total Compensation (Base+Performance Pay) by Gender & Race/Ethnicity | Figure 9



When taking performance pay into account, White men outearned Asian men. White and Asian women’s earnings remained approximately equal.

2023 Gender and Racial/Ethnic Wage Gap *(continued)*

ALL EMPLOYEES

Job Category Breakdown | Table 4

Position	% White Women	% Women of Color	% White Men	% Men of Color
Executive	2.2%	1.0%	4.0%	1.4%
First/Mid-Level	15.3%	8.8%	18.8%	10.4%
Professional	59.0%	46.1%	51.6%	49.6%
Technician	4.6%	7.5%	4.0%	6.7%
Sales	0.8%	0.4%	2.0%	0.7%
Administrative	15.0%	24.0%	5.2%	9.3%
Craft	0.1%	0.1%	3.9%	2.5%
Operative	0.1%	0.7%	0.9%	1.7%
Laborer	0.1%	0.4%	0.7%	1.7%
Service	2.7%	11.1%	8.9%	16.0%
TOTAL	100%	100%	100%	100%

The majority of participants held professional positions. This is in line with workers across Massachusetts.

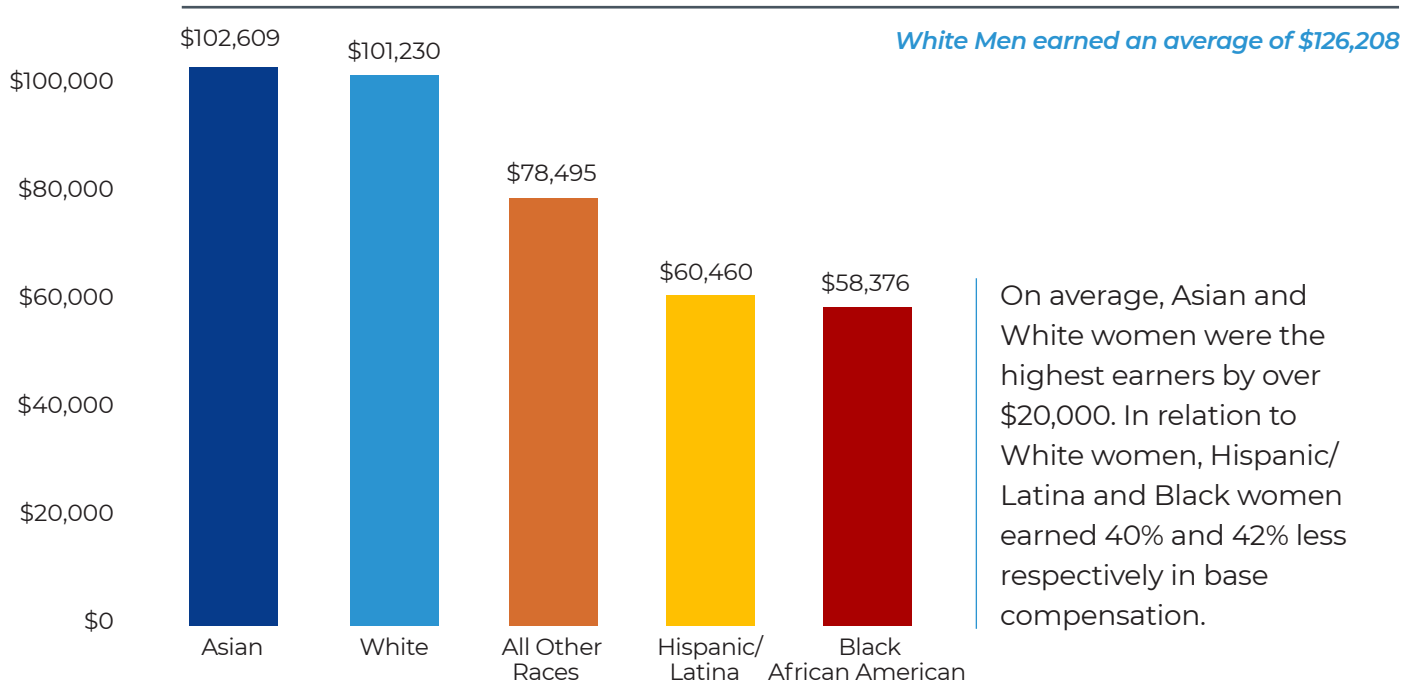
White men and women held the largest proportions of the highest-paying jobs. Women of color made up the smallest proportion of the highest-paying jobs, and were relatively overrepresented in technical, administrative, and service positions.

Men of color tended to fall below White men and women in higher-paying positions, but outnumbered their peers in service, labor, and operative positions.

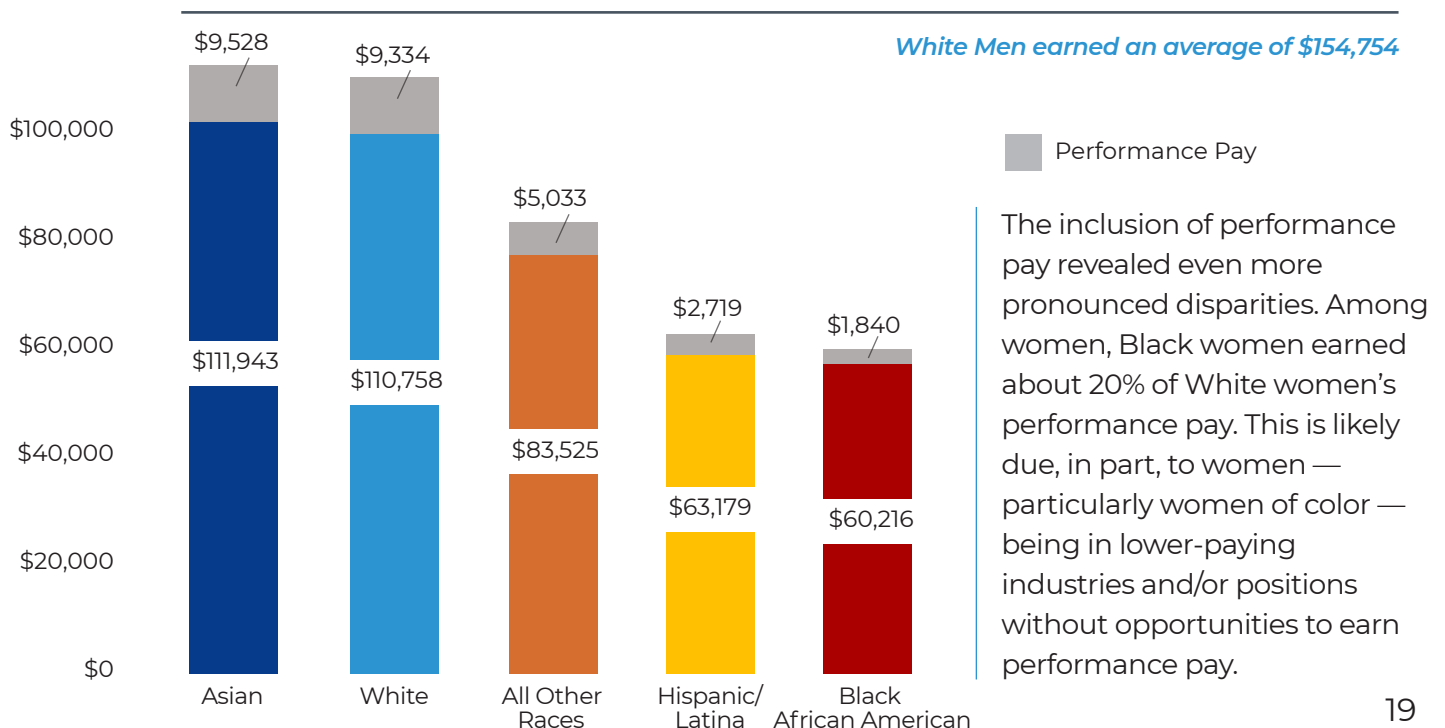
2023 Gender and Racial/Ethnic Wage Gap (continued)

AMONG WOMEN

Women’s Base Compensation by Race/Ethnicity | Figure 10



Women’s Total Compensation (Base + Performance Pay) by Race/Ethnicity | Figure 11



2023 Gender and Racial/Ethnic Wage Gap *(continued)*

AMONG WOMEN

Women's Wage Gap by Race/Ethnicity Compared to White Men | Table 5

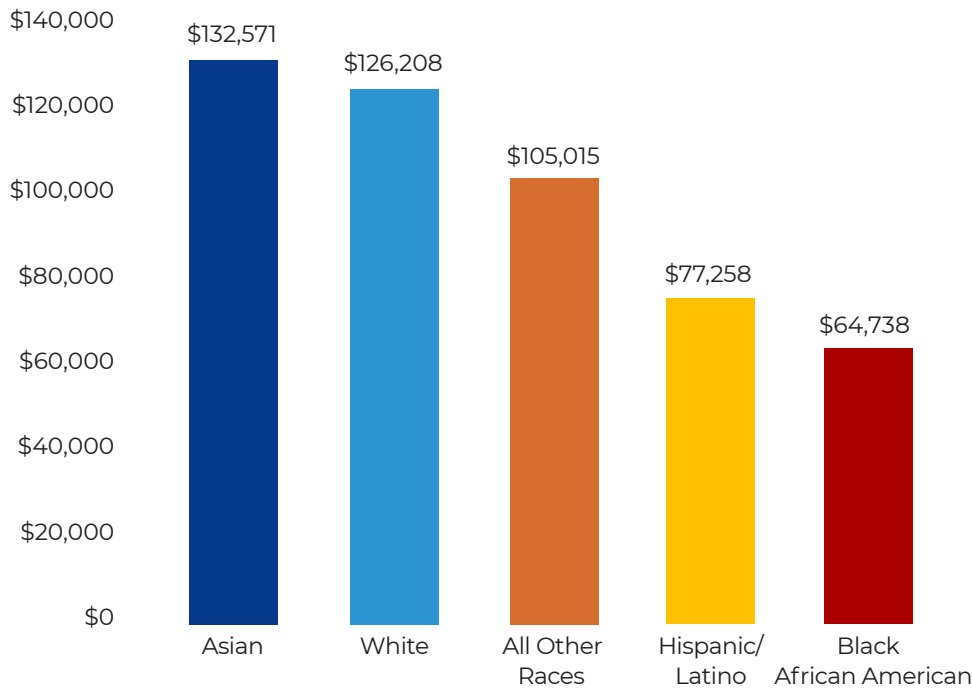
Race/Ethnicity	Wage Gap
Black/African American	54¢
Hispanic/Latina	52¢
All Other Races	38¢
White	20¢
Asian	19¢

Comparing each subgroup of women to White men, Asian women had the lowest wage gap at 19¢. Black and Hispanic/Latina women experienced the largest wage gaps, with Black women earning the least compared to White men. In 2021, Hispanic/Latina women earned the least.

2023 Gender and Racial/Ethnic Wage Gap (continued)

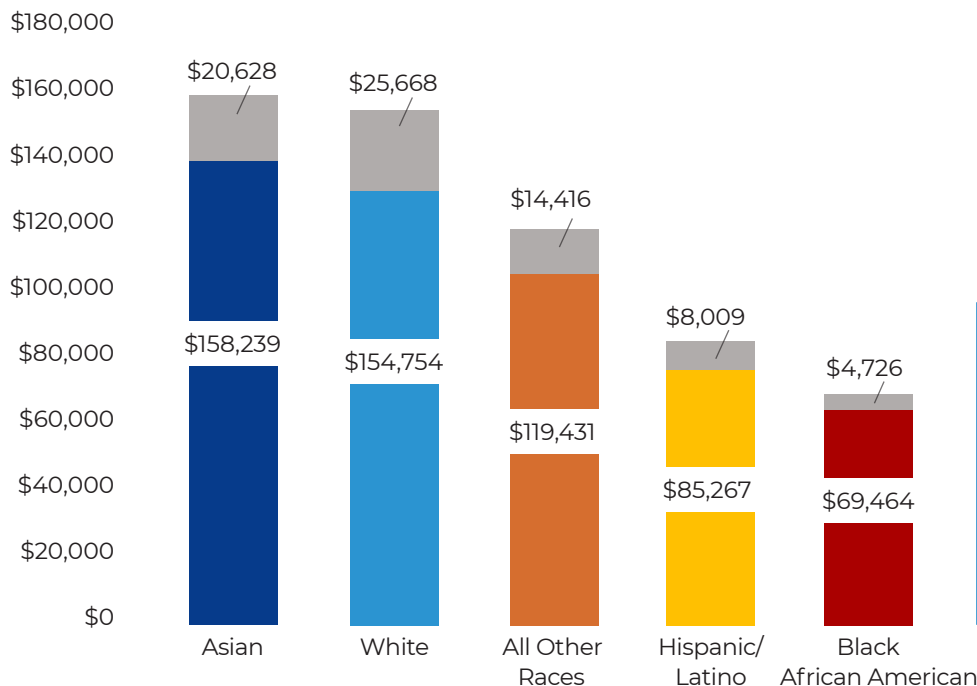
AMONG MEN

Men’s Base Compensation by Race/Ethnicity | Figure 12



Men followed the same pattern as women. Asian men outearned White men in base compensation for 2023. For every dollar earned by an Asian man in our sample, White men earned 95¢ on average. This finding follows national trends. ^[1]

Men’s Total Compensation (Base + Performance Pay) by Race/Ethnicity | Figure 13



When taking performance pay into account, White men were the top earners. At the lower end of the earning spectrum, Black men earned \$4,726 in performance pay on average, 18% of the performance pay of white men.

2023 Gender and Racial/Ethnic Wage Gap *(continued)*

AMONG MEN

Men's Wage Gap by Race/Ethnicity Compared to White Men | Table 6

Race/Ethnicity	Wage Gap
Black/African American	49¢
Hispanic/Latino	39¢
All Other Races	17¢
Asian	-5¢

As with women, Black and Hispanic/Latino men experienced the largest wage gap at 49¢ and 39¢, respectively.

2023 Gender and Racial/Ethnic Wage Gap (continued)

INDUSTRY

Current confidentiality protocol requires at least eight companies self-select into an industry for that industry to be part of BWWC's data analysis. This requirement left us with 76% of the total sample falling into five categories: healthcare, finance, professional services, architecture, and non-profit industries.

Gender Wage Gaps and Racial Wage Gaps by Industry | Table 7

Industry	% Women	2023 Gender Wage Gap (All Women vs. All Men)	2023 Racial Wage Gap (All White Employees vs. All Employees of Color)
Nonprofit	71%	6¢	44¢
Professional Services	69%	15¢	33¢
Finance/ Insurance	48%	22¢	11¢
Architecture/ Engineering/ Real Estate	41%	23¢	26¢
Medical/ Healthcare/ Wellness	69%	24¢	27¢

Industry gender wage gaps ranged from 6-24¢. The largest wage gap — 24¢ — occurred in healthcare, with women making up 69% of the industry in our sample.

The lowest gender wage gap — 6¢ — was in the nonprofit sector, which also had the largest proportion of women at 71%.

The nonprofit sector went to the bottom of the ranking when looking at racial gaps among industries. Its 44¢ was over 60% higher than the average racial gap of 27¢ found for the entire data set.

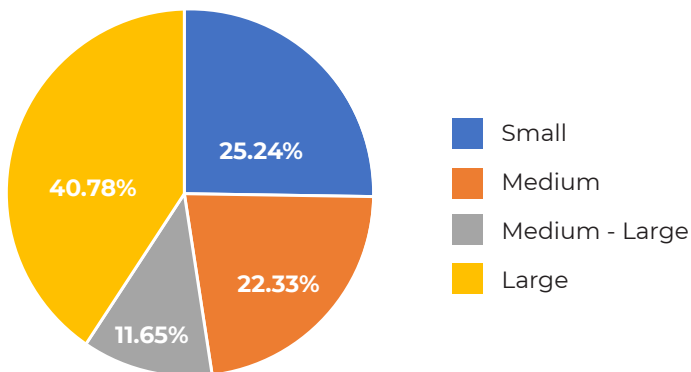
Finance, on the other hand, although landing very close to the average gender wage gap at 22¢, was considerably lower in its racial wage gap of 11¢.

New 2023 Data Inputs

COMPANY SIZE

A new aspect of the 2023 report is company size. Compact Signers fell into four categories based on their number of full-time employees: small (0-49), medium (50-199), medium-large (200-499), and large (500+), with the majority being large companies.

Company Size Breakdown | Figure 14



The gender wage gap was roughly the same across company sizes, ranging from 19¢ - 23¢ in no meaningful order.

The racial wage gap was less consistent. For small companies in our sample, the gap was only 5¢ while the difference in average pay at companies in the three larger categories ranged from 20-30¢.

NON-BINARY EMPLOYEES

For the first time, our data collection included non-binary gender identity. Not all companies currently offer a non-binary option so these employees may be underrepresented in our sample.

There were 438 participants who identified as non-binary. Because they accounted for less than one percent of our total sample, they were not included in our main wage gap analysis. Instead, we have listed key points here to use as reference points in future reporting.

Annual Compensation and Job Category

The average base pay for non-binary participants was \$77,660.43 — much less than the average for men and women in our sample. This resulted in a 32¢ wage gap when compared to men's salaries.

The difference in performance pay was extreme at \$1,903.74 on average for non-binary employees versus men's average of \$32,032.

Like the rest of our sample, the majority of non-binary employees held professional positions.

Implications

We hope our biennial reporting serves as both a reminder of how wage gaps impact the lives of workers and a call to action towards closing them. We should celebrate the progress we saw this year, while using the momentum to continue the hard work to close all wage gaps, everywhere.

We understand it is not easy to keep an organization focused on pay equity. The wage gaps outlined in this report reflect missed opportunities for a vibrant and effective work force. With that in mind, we feel there are three critical implications that fall directly out of this report.

Recognizing Your Own Gap(s) is a Crucial First Step

Compact Signers who have closed wage gaps stress the importance of “doing the math” internally, which means calculating raw wage gaps, whether for a department or an entire organization. We encourage you to use the 2023 BWWC data as a benchmark to understand where your organization stands in comparison to the rest of the Compact Signer community. Employers must do the math continually to learn if policies are working and, if not, try something new.

Visit wagegapcalculator.org to learn how to calculate your own raw wage gaps.

Formal Policies are Critical to Addressing Gaps

Policies such as gaining leadership buy-in, re-evaluating job criteria, and establishing wage transparency are a few of the steps taken by Compact Signers to close or narrow their wage gaps. Conversely, some policies — or a lack of — can work against such positive outcomes. It is critical that companies understand how their policies may be contributing to wage gaps, whether inadvertently enabling them or intentionally bringing them to an end.

Closing Wage Gaps Keeps Excellent Employees in Boston

While the closing wage gap is reason for celebration, a significant wage gap between men and women persists — one that is even larger when considering race/ethnicity.

This wage inequity is not only bad for employees, but bad for businesses. 85% of women and 61% of men reported they would not want to work for a company that had a public reputation for a gender or racial wage gap.^[2]

Compact Signers hear from both their current and prospective employees that it is critical for the organization to show tangible efforts in working toward pay equity. In today’s competitive environment, retaining and growing workforces will hinge on employers taking steps to diversify leadership and fairly compensate their people.

Appendix

METHODOLOGY

The 100% Talent Compact Signers provide data on all of their full-time, Greater Boston based employees to the BWWC on a biennial basis. Employee data is anonymized and aggregated using a unique encryption program by the BWWC's data partner, the Rafik B. Hariri Institute for Computing and Computational Science & Engineering at Boston University.

Following BWWC training sessions, organizations are asked to provide:

- Gender
- Race/ethnicity
- Industry
- Job Category
- Tenure at the organization
- Annual compensation
- Performance pay

Data reported to the BWWC mirror data required for federal reporting under the rules of the EEOC. Participants in the 2023 report included all full-time employees on payroll as of December 31, 2022, at BWWC Compact Signer organizations within the Interstate 495 beltway surrounding the City of Boston.

These employees represented a variety of industries, including healthcare, nonprofit, and finance. In order to ensure confidentiality, only industries with eight or more reporting companies were included in industry-specific calculations. Additionally, employees were removed from our analyses in instances when their inclusion would risk revealing the employee's identity or the representativeness of results.

Participating organizations may vary year to year. Therefore, only high-level comparisons to previous data can be made.

A Note about our Data

Our wage gap differs noticeably from the national estimate due to our proprietary methodology. National wage gaps are determined by data provided by the U.S. Department of Labor using the Current Population Survey (CPS). The CPS is a reliable source of information on workers, but the income is self-reported, providing room for error, including everything from simple miscalculations to misrepresentation to the social desirability of a higher salary.

Our data are based on tangible documentation, such as paychecks and employer commission payments, eliminating misreporting concerns.

- All men's average salary is used as the comparison for the gender wage gap.
- All White employees' average salary is used at the comparison for the racial wage gap.
- White men's average salary is used as the comparison for gender and racial wage gaps.

Appendix

COMPOSITION OF 100% TALENT COMPACT DATA SET IN 2023

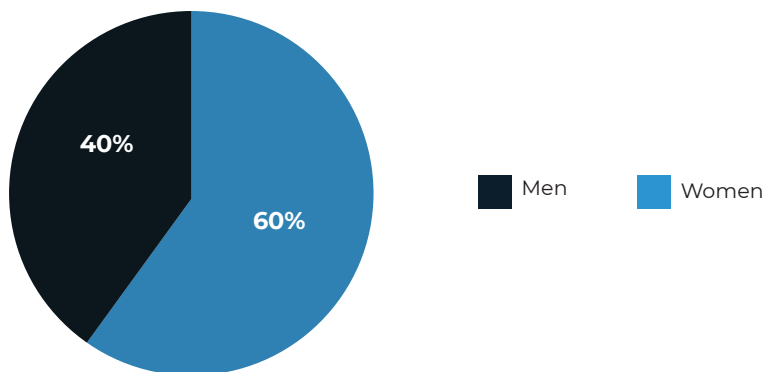
Number of Respondents

# of Employees	# of Organizations
165,475	103

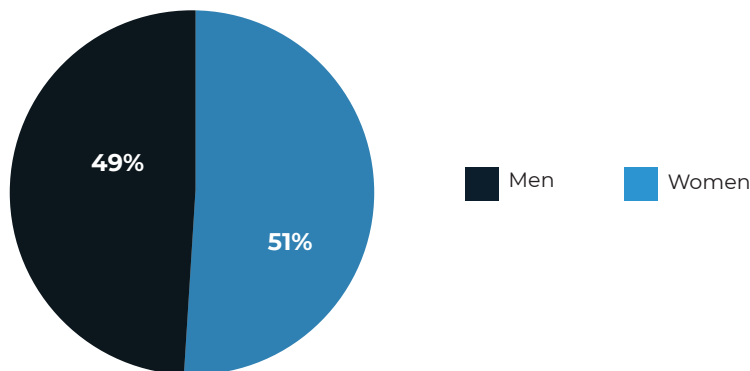
2023 saw a 6% increase in employee records, accounting for approximately 17% of the Greater Boston workforce. This increased from 13.45% in 2021.

DEMOGRAPHICS

2023 Data Set: Gender Breakdown | Figure 15



Greater Boston Workforce: Gender Breakdown | Figure 16



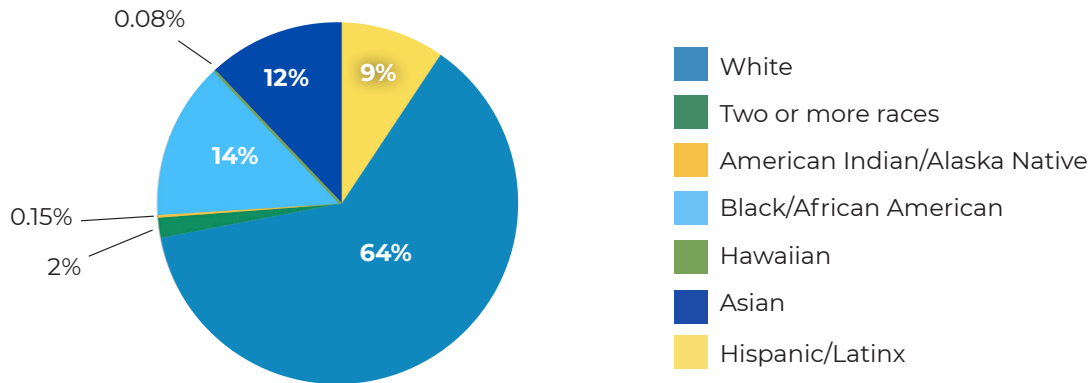
As seen in previous reports, 2023 Compact Signer employee gender skewed female, representing a slightly higher proportion of female-to-male employees than the Greater Boston workforce.²

Non-binary gender represented approximately 0.3% of our sample. It is important to note that these participants were captured only by companies already offering non-binary as an option to their employees.

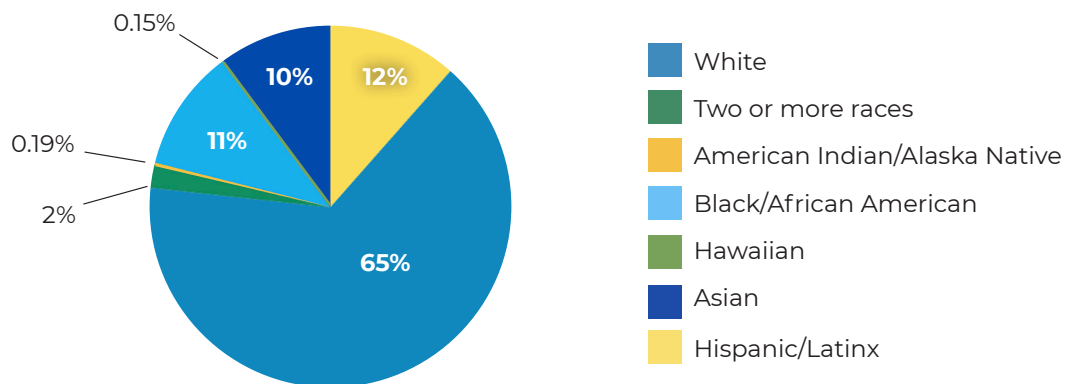
Appendix

COMPOSITION OF 100% TALENT COMPACT DATA SET IN 2023

Racial Ethnic/ Breakdown | Figure 17



Greater Boston Workforce: Racial/Breakdown | Figure 18



Overall, the racial and ethnic breakdown of our sample was similar to that of the Greater Boston workforce, with the majority being White, Black, Asian, and Hispanic/Latinx.

Racial and ethnic groups are categorized in line with EEOC reporting.

Appendix

COMPOSITION OF 100% TALENT COMPACT DATA SET IN 2023

Industries represented in this year's report include healthcare, finance, professional services, architecture, and the nonprofit sector (excluding nonprofit hospitals, which reported in the healthcare category). The eight healthcare companies in our sample contributed 50% of total employee records.

Education, biotechnology, marketing, information/technology, construction, and public sector companies are also present in our overall sample, but were not included in our industry-specific analyses in order to maintain confidentiality.

2023 Data Set: Job Category Breakdown | Table 8

Position	% Compact Employees	% Greater Boston
Executive	2.25%	2.81%
Manager	13.78%	15.12%
Professional	53.35%	38.62%
Technician	5.43%	4.99%
Sales	0.99%	10.67%
Administrative	13.67%	10.50%
Craft	1.37%	2.92%
Operative	0.66%	5.60%
Laborer	0.55%	4.11%
Service	7.97%	14.38%

Within each industry, employees' positions fell under one of 10 EEO-1 job categories. The majority of our participants held professional, administrative, or managerial positions.

The proportion of professionals in our sample was larger than that of the overall Greater Boston workforce, while those in sales, operative, labor, and service positions were comparatively under-represented.^[3]

References

1. U.S. Equal Employment Opportunity Commission. (2021). Data and statistics. <https://www.eeoc.gov/data/data-and-statistics>
2. U.S. Equal Employment Opportunity Commission. (2021). Employment statistics. <https://www.eeoc.gov/statistics/employment>
3. Hired. (2020). The 2020 wage inequality in the workplace report. <https://hired.com/wage-inequality-report/2020/#intro>

Appendix

GLOSSARY

Key Terms

Base Compensation

Full-time employee's annual salary or total wages inclusive of overtime as of December 31, 2022. Performance pay is not included in this number.

Performance Pay

Any type of cash bonus paid out in 2022

Total Compensation

Combination of base salary plus performance pay

Tenure

Years between employee's start date with company and December 31, 2022

EEO-1 Job Categories

Executives	Employees who plan, direct and formulate policies, set strategy, and provide the overall direction of enterprises/organizations
First/Mid-Level Officials	Employees who oversee and direct the delivery of products, services, or functions
Professionals	Employees in this category require bachelor and graduate degrees, and/or professional certification. Examples of jobs include accountants and auditors; airplane pilots; architects, chemists; lawyers, registered nurses, physicians and surgeons.
Technicians	Employees involved in activities that require applied scientific skills, usually obtained by post-secondary education
Sales	Employees engaged in non-managerial activities that wholly and primarily involve direct sales
Administrative	Employees engaged in non-managerial tasks that provide administrative and support assistance, primarily in office settings
Craft Workers	Employees with higher skilled occupations in construction and natural resource extraction
Operatives	Employees who operate machines or factory-related processing equipment
Labor/Helpers	Employees who require only brief training to perform tasks
Service Workers	Employees such as those in food service, cleaning service, personal service, and protective service activities



Year in Review

Helping Employers Realize How — *and Why* Women Invest

Q1 SIGNER BRIEFING

February 14th, 2023

Women and Money: Closing Gender Wage and Wealth Gaps through Straight Talk on Investing

As an employer, are you providing equitable investment-related benefits to all employees or are they inadvertently tilted toward men? Have you considered the difference between each gender's financial needs and goals?

These were some of the topics explored at [BWWC's 2023 Q1 Signer Briefing](#), where Sallie Krawcheck, CEO and co-founder of Ellevest, discussed the link between investments and the gender wage, wealth, and power gaps.

One of Wall Street's most influential women, Krawcheck held senior leadership roles at several notable companies before starting her own firm, self-described as "funded by, founded by, built by, built for, and investing in women."

In addition to advice on strategic planning, portfolio diversification, and other critical topics, Krawcheck provided ways for employers to correct investment-related inequities. Afterwards, BWWC Council Member Victoria Budson facilitated a conversation with additional insights related to women's financial success.

"WOMEN EARN DIFFERENTLY, their salaries peak sooner, and they live longer. As a result, they should invest differently."

Sallie Krawcheck
CEO and Co-Founder, Ellevest



Recognizing a Day that Shouldn't Exist

Q2 SIGNER BRIEFING April 20th, 2023

Boston Equal Pay Day — Bridging the Opportunity Gaps in Hiring and Advancement for Women and Marginalized Workers



According to BWWC's 2021 wage gap analysis, April 20, 2023 is this year's Boston Equal Pay Day — the day up to which women in Greater Boston had to work to equal what men earned the previous year. To increase awareness of – and help eliminate — this gap, the BWWC invited employers and community members to its [2023 Q2 Signer Briefing](#) with guest speakers that included:

- **Angela Liu** Interim President, *Hack.Diversity*
- **Trinh Nguyen** Chief of Worker Empowerment, *City of Boston*
- **Mary Skelton Roberts** Philanthropic Advisor and Strategist, Board of Directors Member, *Amplify Latinx (moderator)*
- **Ron Taylor** Executive Vice President and Head of Diversity, Equity, and Inclusion (DEI), *Natixis Investment Manager*

Panelists explored the unique barriers of specific industries in recruiting and retaining underrepresented candidates, and they recommended resources to help employers bridge opportunity gaps.

WOMEN IN GREATER BOSTON
need to work approximately four months longer than men to earn the same “annual” salary.

Many of those resources were on full display after the discussion, when community members interacted with Greater Boston employers, local organizations, and City partners to learn more about job opportunities, job training, and professional development programs.

Readying the Workplace for New Wage Laws

Q3 SIGNER BRIEFING September 21st, 2023

Be Prepared: A Conversation on Wage Transparency Trends in the Workplace

Pay transparency laws are becoming more prevalent in the U.S. as government aims to eliminate systemic wage bias in the workplace. The BWWC [2023 Q3 Signer Briefing](#) provided an opportunity for Boston-area businesses to learn more about imminent laws and practices that will affect employers and employees in the near future. The discussion covered existing and new laws such as those related to salary band requirements, the banning of salary history during interviews, and wage reporting by gender, job

category, and race. Greater Boston employers and citizens not only learned more about legislative changes, but left the session better prepared for what's ahead. The panel included:

- **Evelyn Murphy** Co-Chair, BWWC
- **Garry Straker** VP of Compensation Consulting, *Salary.com*
- **Tizana Dearing** (moderator)
Host, *WBUR's Radio Boston*



Making Wage Equity a Reality

Q4 SIGNER BRIEFING

December 6th, 2023

9th Annual BWWC Effective Practices Conference

2023 came to a close with a BWWC event that highlighted the Greater Boston 2023 Gender and Racial Wage Gap Measurement results. The results represented the BWWC's fifth data collection effort — a first-in-the-nation approach to aggregating and analyzing confidential payroll information — and provided a community snapshot of Greater Boston's progress in closing wage and racial gaps.

Kim Borman, Executive Director of the BWWC, took the audience through the release of the new numbers, which demonstrated that our 250+ Compact Signers are clearly making a difference in the workplace. This was particularly evident in the 30% decrease in the gender wage gap from our last report in 2021. BWWC Co-Chair Cathy Minehan led a subsequent fireside chat with Beth Chandler, President and CEO of YW Boston and a BWWC Council Member. Chandler shared the progress her organization is seeing — and driving — as it relates to the BWWC's findings.

In addition, attendees were able to detail their own equity measures during a breakout session, with each group's practices shared with all audience members in a larger discussion.

“ORGANIZATIONS MUST BE INTENTIONAL about the policies and practices they develop, and use data to track outcomes.”

Beth Chandler
President and CEO, YW Boston



Welcome New Signers

We are honored to welcome the 100% Talent Compact Signers who joined us in 2023 to support our mission and help close gender and racial wage gaps.



Sarah N. Lindenfeld, AIA / Managing Principal, Payette



Kat Cline, Director, Massachusetts Women's Political Caucus

Bulfinch

 **BainCapital**

CETRULO LLP

**DIMELLA
SHAFFER**



Proverb

PAYETTE

 **Rimm
Healthcare**
Capital Advisory

Salem
Still making history.

SASAKI

Signer Spotlights

Shining a Light on Success

ARBELLA INSURANCE GROUP | Committed to Pay Equity and Diversity

Arbella is a regional property and casualty company providing personal and business insurance across MA, CT, RI, and NH. Known for its people-first culture, the company has been dedicated to transparency and gender equity since 1998. Today, they have added Diversity and Inclusion to their core values,

partnering with colleges and search firms specializing in diversity to attract new talent.

In addition, extensive D&I programs, mandatory management training, annual compensation reviews that ensure equity, and a strong C-level commitment are proof that Arbella is walking the D&I talk every day.

EVERSOURCE | Distributing Power Equitably

Eversource is the largest utility in the Northeast, providing electric, gas, water, and sustainability solutions to over 4.4 million customers. Working toward a workforce as diverse as the people it serves, the company has made transparency and accountability essential to its DEI commitments. Additionally, their equity initiatives include yearly

wage gap and salary reviews, open posting of DEI reports, and ongoing benefits reviews.

With corporate goals that include greater leadership diversity, this Fortune 500 leader is furthering gender and racial equity while building a diverse, empowered, and engaged workplace.

reachHIRE | Accelerating DEI for Long-Lasting Impact

reachHIRE is helping change the workforce trajectory for women by partnering with companies to create opportunities where women can thrive, advance, lead, and remain. Their Return-to-Work programs provide comprehensive on-ramps for women re-entering the workforce, offering specialized training and coaching, six-month paid

assignments, virtual leadership development, a digital hub, and more.

By partnering with employers to create solutions that fight against workplace inequities, reachHIRE is helping to accelerate DEI and remove barriers that stifle the growth and potential of women and underrepresented groups.

In 2023, we continued to highlight the great work our signers are doing to address tangible and intangible barriers to gender and racial wage equity.

“Diversity and pay equity must continue to be a strong focus and a filter for all our workplace policies.”

Ellen Mann | Head of Human Resources, *Arbella*



“Our yearly wage gap reviews ensure that our practices align with our equity initiatives and external market trends.”

Donna M. Grici | VP of Talent, Culture, and DEI, *Eversource*



“For over ten years, we have helped companies strengthen their diverse talent pipelines at all levels and develop more gender-diverse leaders.”

Addie Swartz, CEO, *reachHIRE*



Increasing Awareness and Action All Year Long

Throughout 2023, we continued to reach out to Compact Signers and the Greater Boston community with resources, events, and information related to recognizing and resolving wage discrepancies.

Building Wage Equity in Architecture, Real Estate, and Engineering

In February, we hosted a [virtual panel discussion](#) on the unique challenges and opportunities related to gender and racial equity in architecture, real estate, and engineering, with:

- **Kevin Bell** AIA Associate Principal, *Leers Weinzapfel Associates*
- **Lisa Brothers** President and CEO, *Nitsch Engineering (and BWWC Council Member)*
- **Amy Korte** President, *Arrowstreet*

Panelist/moderator **Zhanina Boyadzhieva**, AIA Associate at Leers Weinzapfel Associates, guided the group as they shared firsthand experiences related to creating strategies and policies for addressing wage gaps, eliminating barriers to advancement, and more.

Providing an Easy Way to Identify Wage Gaps

We also promoted our [Employer Wage Gap Calculator](#), created through a partnership with MOWA. This no-cost, confidential, online tool enables employers to determine if their organization has a gender wage gap, a racial wage gap, a gender and racial wage gap, or no gaps at all. Those facing gaps were encouraged to join the BWWC 's 250+ Compact Signers.

Expanding Our Reach in Many Ways

In addition, during the year, we:

- Partnered with a range of impactful Greater Boston organizations that share our values and commitment to further one another's mission
- Managed our website's [100% Talent Compact Job Board](#), a curated list of open positions at Compact Signer organizations
- Maintained ongoing recruitment efforts, adding nine new Compact Signers, and accelerating the closing of our region's gender and racial wage gaps.
- Increased awareness of our mission, actions, and progress through coverage in [numerous media outlets](#).

“ADVOCATES CALL FOR MASS LAWMAKERS TO CLOSE WAGE GAP”

— *NBC-10 Boston*



Bloomberg Baystate Business

BOSTON BUSINESS JOURNAL



“Recognizing Boston Equal Pay Day”
— *Bloomberg*

The Boston Globe



POLITICO



“A Push to Make Pay More Transparent and Equitable in Mass” — *The Boston Globe*



A message from
Kimberly Borman

Strengthening Momentum in 2024: Because Closer to Equity Isn't Enough

As we look to the coming year, our goal is to maintain and strengthen the BWWC's momentum. It is exciting that we saw such a significant decrease in the gender wage gap this past year, yet the increase in the racial wage gap means we still have much work to do. As the "go-to" resource for employers dedicated to closing gender and racial wage gaps, we intend to continue enhancing our programming and services to provide the most up-to-date information regarding bringing pay equity to the Greater Boston workforce.

Awarding Innovative Compact Signers

The The BWWC's Innovative Initiative Awards were introduced in 2019 to recognize 100% Talent Compact Signers who had implemented new policies and techniques to advance women at their organizations. The program occurs biennially (in non-data years) and we will be accepting applications in early 2024 for our awards presentation in Q3. This event is typically covered heavily by the press and provides winning Signers with well-deserved recognition for their successful efforts.

We look forward to your participation and may the best policies win!

Sharing Best Practices throughout Our Community

We realize that closing gender and racial wage gaps requires a good deal of trial and error. A policy that works for one organization may not fit the culture of another and, therefore, may fail when implemented. This is why the BWWC remains committed to bringing members as many ideas as possible, communicating new approaches frequently and through diverse venues. We will continue having hundreds of conversations with Compact Signers each year to learn about the policies that are successful in closing their wage gaps. Equally important, we will share that information with the larger member community through our newsletters, social media, and Signer Spotlights. In addition, our quarterly briefing sessions will once again offer you leading-edge pay equity information from research experts and visionary practitioners.

Releasing Wage Gap Calculator 2.0

In early 2022, we introduced the first version of our Wage Gap Calculator in partnership with the Mayor's Office. The calculator enables employers to identify their own wage gaps and compare them directly against the latest BWWC community snapshot. In the year ahead, we will update the calculator's comparative data with newly released information from 2023. We will also work closely with BU's Software Application and Innovation Lab (SAIL) to improve the calculator's useability by enhancing both inputs and outputs. If you haven't already tried the calculator, please do so at wagegapcalculator.org and let us know what you think. Our hope is that the calculator will help organizations more easily and consistently review their internal gender and racial wage gaps, which is the best way to drive real change.

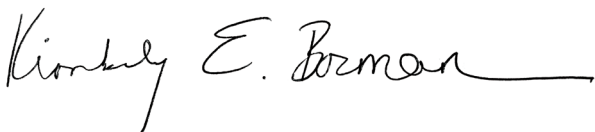
Recruiting More Compact Signers With Your Help

Compact Signers are at the heart of everything we do. The more Signers we have, the more data we collect, and the more accurate and actionable our metrics. **In 2023, we added nine new Compact Signers; in 2024, we hope to triple that number.**

That said, recruiting is a resource-intensive proposition, as anyone in business development knows. We have found that our most receptive recruits are those who have heard about us through other Compact Signers. This year, we piloted an industry-specific virtual event in the architecture space hosted by industry leaders who were also Compact Signers. The timely panel discussion allowed the BWWC story to be told by a trusted source and shared with those of similar backgrounds, experiences, and most likely, wage gaps. The questions and answers were insightful and resulted in several new members. We are excited about rolling out this program with other industry leaders who have signed our pledge. Look for more information in the weeks ahead about how you can get involved.

As always, please reach out to us whenever you need a resource for your wage equity efforts. If we don't have the answer, we'll find someone who does. We appreciate your ongoing support and look forward to continuing our work together to make Greater Boston the best, most equitable region for all working people.

Sincerely,



Kim Borman
Executive Director, BWWC

BWWC Council

Our Council serves as an advisory board of 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.

The Council meets quarterly to share insights and action-oriented recommendations that the BWWC team can communicate with the Compact Signer network. In addition to participating in these meetings, the BWWC works collaboratively with Council Members throughout the year to expand our reach and advocacy on pay equity.

Executive Committee



Cathy Minehan
Co-Chair
BWWC



Evelyn Murphy
Co-Chair
BWWC



Kimberly Borman
Executive Director
BWWC



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

Council Members



Lisa Brothers
President and CEO
Nitsch Engineering



Victoria Budson
Global Head of
Inclusion
and Diversity
Bain Capital



Beth Chandler
President and CEO
YW Boston



Joan Christel
SVP, Head of Corporate
Citizenship & Global
Inclusion
State Street Corporation



Jackson Davis
Head of Diversity
Equity, and Inclusion
MassMutual



Stephen Denny
Head of Human
Resources
Diversity and Inclusion
Putnam Investments



Jane Edmonds
VP for Programming
and Community
Outreach
Babson College



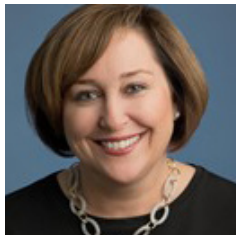
Elizabeth Hailer
CEO
The Women's Edge



Kristin Keating
Partner and MedTech
Sector Leader
RSM



Chris MacKenzie
Massachusetts
Market Leader
RSM US LLP



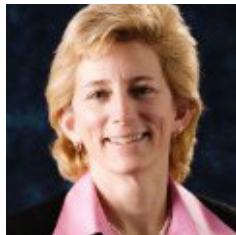
Ellen Mann
Assistant VP
of Human Resources
*Arbella Insurance
Group*



Ian Matthew-Clayton
VP and Chief Inclusion,
Diversity & Equity Officer
*Dana-Farber
Cancer Institute*



Juliette Mayers
Founder and CEO
Inspiration Zone LLC



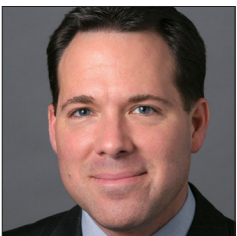
Mim Minichiello
President
Employee Benefits
HUB International



Katy O'Neil
Chief Marketing Officer
Suffolk Construction



Audrey Epstein Reny
Co-CEO
The Abbey Group



Bob Rivers
Chairman & CEO
Eastern Bank



Eneida Román
Principal
Roman Law,
Co-Founder
Amplify Latinx



Jeff Swartz
New England U.S. Private Wealth
Management Regional Manager &
Boston Complex Manager
*Morgan Stanley Wealth
Management*

BWWC Compact Signers

Anchor Signers



Architecture, Engineering, and Real Estate

Arrowstreet
Beals + Thomas
BSC Group
The Bulfinch Companies
Cabot Properties, Inc
Cambridge Innovation Center
Cushman & Wakefield
Dec-Tam Corporation
DiMella Shaffer
Elkus Manfredi Architects
Fennick McCredie
Architecture Ltd.
Fort Point Associates, Inc.
Goody Clancy
Harris Miller Miller
& Hanson Inc. (HMMH)
Howard Stein Hudson
Iron Mountain
JLL
Leers Weinzapfel Associates
Margulies Perruzzi Architects

Nitsch Engineering, Inc.
Payette
Pinck & Co, Inc.
Samuels & Associates
Sanborn, Head
& Associates, Inc.
Sasaki
Simpson Gumpertz &
Heger Inc.
T.H. McClory LLC
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The Chiofaro Company
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Brustlin, Inc. (VHB)

Biotech/Pharma

Allena Pharmaceuticals
C4 Therapeutics
Embr Labs
Empiriko
LabCentral
Merrimack Pharmaceuticals
Novopyxis
PharmaLogics Recruiting
Theseus Pharmaceuticals
Vertex Pharmaceuticals

Construction

Associated General Contractors
of Massachusetts
Bond Brothers
C.E. Floyd Company
Commodore Builders
Cruz Companies
Elaine Construction
Gilbane Building Company
Shawmut Design
and Construction
Suffolk Construction
Trinity Building and
Construction Management
Walsh Brothers





Education

Alosa Health
 Babson College
 Bentley University
 Boston University
 Bright Horizons
 Cambridge College
 Charlestown Nursery School
 MassArt
 Project Green Schools
 Ruffin Mobile
 Educational Services
 Simmons University
 Suffolk University
 Wentworth Institute
 of Technology

Finance/Insurance

Acadian Asset Management
 Arbella Insurance Group
 Atwater Wealth Management
 Bain Capital
 Boston Common Asset
 Management
 Boston Private
 CeltiCare Health
 Crestwood Advisors
 Eastern Bank
 Eaton Vance

Federal Reserve Bank of Boston
 HUB International
 Liberty Mutual
 Longfellow Investment
 Management, Co. LLC
 Loomis, Sayles & Company
 MassMutual
 Morgan Stanley
 Natixis Investment Managers
 Putnam Investments
 RSM US LLP
 State Street Corporation
 Sun Life Financial
 Trillium Asset Management
 Wellington Management
 WTW

Hospitality

Dancing Deer Baking Co.
 Done Right Building Services
 ezCater, Inc.
 The Newbury Boston

Information/Technology

Bullhorn
 Celtra
 Compt
 CyberSN
 Dimagi, Inc.
 Drift
 FamilyID, Inc.

Fiksu
 GasBuddy
 Globalization Partners
 HourWork
 MS Aerial
 Red Hat, Inc.
 Salary.com
 Soofa
 Tech Networks of Boston
 Triverus Consulting
 True Fit Corporation
 Tufin
 WEVO

Manufacturing

BJ's Wholesale Club
 Dunkin' Brands
 Energetiq Technology Inc.
 The MITRE Corporation



Marketing and Media

Abt Associates
 Allen & Gerritsen
 Barnett Creative
 BBK Worldwide
 Boston Newspaper Guild
 C Space
 Carlton PR & Marketing
 Colette Phillips
 Communications, Inc.
 Conventures, Inc.
 GBH
 InkHouse
 JustJump Marketing
 Kelley Chunn & Associates
 Liberty Square Group

Mass Innovation Nights
 Mediahub
 MullenLowe
 Risky Partners, Inc.
 Teak Media + Communication
 The Castle Group
 V2 Communications
 Weber Shandwick

Medical/Healthcare and Wellness

Blue Cross Blue Shield
 of Massachusetts
 Boston Children's Hospital
 Boston Medical Center
 Boston Medical Center
 HealthNet Plan

Broad Institute of MIT
 and Harvard
 Dana-Farber Cancer Institute
 HouseWorks
 Mass General Brigham
 New England Baptist Hospital
 Point32Health
 Quality Interactions, Inc.
 Rimm Healthcare Capital
 Advisory LLC
 Tufts Medical Center
 Verdant Reparative Inc/
 Apex Noire

Nonprofit

Action for Boston Community Development, Inc.
 Addgene
 Alliance for Business Leadership
 American Student Assistance
 Amplify Latinx
 Barr Foundation
 Big Brothers Big Sisters of Eastern Massachusetts
 BlueHub Capital
 Boston Children’s Museum
 Boston Debate League
 Boston Harbor Now
 Boston Public Market
 Center for Women & Enterprise
 Combined Jewish Philanthropies and The Miriam Fund
 Community Resources for Justice
 Economic Mobility Pathways (EMPath)
 EVkids
 Families for Excellent Schools
 Girl Scouts of Eastern Massachusetts
 Green City Growers
 Hack.Diversity
 Health Care For All
 Initiative for a Competitive Inner City
 InnoWoman
 Institute for Healthcare Improvement
 Institute for Nonprofit Practice
 JBC Golf, Inc.
 Justice Resource Institute
 JVS Boston
 Longwood Collective
 Mass Technology Leadership Council (Mass TLC)
 Massachusetts Housing & Shelter Alliance
 Massachusetts Nonprofit Network
 MomUp

Morgan Memorial Goodwill Industries
 Nuestra Comunidad Development Corporation
 Rian Immigrant Center
 Rose Kennedy Greenway
 She + Geeks Out
 St. Anthony Shrine
 The Boston Club
 The Boston Foundation
 The Capital Network
 The Dimock Center
 The Home for Little Wanderers
 The Partnership
 The Trustees of Reservations
 The Women’s Edge
 Untapped Potential Boston
 Women’s Foundation of Boston
 Women’s Money Matters
 WORK, Inc.
 YMCA of Greater Boston
 YW Boston
 YWCA Cambridge

Professional Services

Anderson & Kreiger
 Arlington Advisory Partners
 Associated Industries of Massachusetts
 CareerAgility
 Cetrulo LLP
 Cogo Labs
 Core Leadership Institute
 Flybridge Capital Partners
 Forefront
 Forefront Executive Search, LLC
 FSG
 Global Secure Resources
 Greater Boston Chamber of Commerce
 Inspiration Zone LLC
 Lindauer
 MassBio
 New England Council
 Northeast Human Resources

Association (NEHRA)
 PH Douglas & Associates
 reachHIRE
 RepTrak
 Rimm Healthcare Capital Advisory LLC
 Social Finance
 Sustainability Roundtable, Inc.
 The Greenly Group
 The Hollister Group
 Turningpoint Communications

Public Sector

Boston Planning & Development Agency
 Charles Group Consulting
 City Fresh Foods
 City of Boston
 City of Cambridge
 City of Salem
 Commonwealth Corporation
 Massachusetts Business Roundtable
 Massachusetts Commission on the Status of Women
 Massachusetts Convention Center Authority
 Massachusetts Teachers Association
 Massachusetts Technology Collaborative
 MassPort
 SEIU Local 888

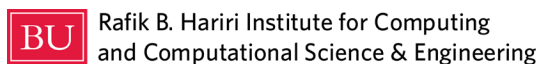
Utilities/Energy and Transportation

Eversource
 GZA GeoEnvironmental
 National Grid
 Zipcar



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 creation of the Wage Gap Calculator. Thank you to our Co-Chairs, Evelyn Murphy and Cathy Minehan, for their leadership throughout 2023. Finally, we are grateful to the team at the Mayor's Office of Women's Advancement and the BWWC; Alexandra Valdez, Carina Lopez, Emma Staff, Hali E. Smith, Lavi Gomes, Kim Borman, and Lauren Noonan.



Rafik B. Hariri Institute for Computing and Computational Science & Engineering



Software & Application Innovation Lab



City of Boston Women's Advancement

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 Signer Community should hear about? Contact our Executive Director, Kimberly Borman, at kim@thebwwc.org.

Have a question for our team?

Reach out to us at team@thebwwc.org. We would love to connect.

Connect with the BWWC

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



[@thebwwc](https://twitter.com/thebwwc)



[@TheBWWC](https://www.instagram.com/TheBWWC)



[Boston Women's Workforce Council](https://www.facebook.com/BostonWomen'sWorkforceCouncil)



[Boston Women's Workforce Council](https://www.linkedin.com/company/BostonWomen'sWorkforceCouncil)



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Thank you to our Wage Gap Measurement Sponsors

Thank you to our Wage Gap Measurement Sponsors for enabling us to expand this year's data analysis, allowing our program to become even more meaningful and inclusive.





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