



2013

# Gender Wage Gap Listening Session Report

---

DEMOGRAPHIC: Opinion Leaders

LOCATION: McLane Law Group, Portsmouth, NH

HOSTED BY: Andrea Daly  
Alison Pyott

FACILITATED BY: Andrea Daly  
Alison Pyott  
Mary Johanna Brown

NOTETAKING BY: Stephanie Kuhn

DATE: September 24, 2013

## **Introduction and Goal**

The New Hampshire Women's Initiative (NHWI) is a new non-profit organization dedicated to continuing the legacy of success of our merging partners: the Commission on the Status of Women, the Women's Lobby and Alliance, and the Women's Policy Institute. The NHWI mission is to advance social, economic, and political opportunity and equality for women in New Hampshire.

The NHWI has a unique governance structure. Its board is supported by both a Founding Mothers' Panel, comprised of the founders of the merging partners, and a Gender Ambassadors Panel, a group of young women leaders who are interested in better understanding and re-framing the dialogue around gender equality issues in New Hampshire. This multi-generational sphere of influence will help the NHWI leverage the rich history and accomplishments surrounding women's issues in New Hampshire while crafting a new path forward for gender equality born out of contemporary thinking and needs.

The outcomes from the first round of listening sessions completed early in 2012 by NHWI helped set three strategic goals for the organization. The first of these goals to be evaluated is equal pay in New Hampshire. These rounds of listening sessions were focused on this topic with a goal of establishing outcomes that can help New Hampshire address the equal pay issue. This session will be documented by the note-taker, and the collective sessions will also help shape a policy paper to be released in the Spring of 2014.

## **About the Host, Facilitator, and Note-taker:**

*HOST(S): Andrea Daly, Alison Pyott*

*FACILITATORS: Andrea Daly, Alison Pyott, Mary Johanna Brown*

*NOTE-TAKER: Stephanie Kuhn*

## Background Information

The location for the listening session is: 100 Market St. Suite 301, Portsmouth, NH

The date for the listening session was September 23<sup>rd</sup>, 2013

## Methods

Using focus groups to gain insight into a community is a common approach to qualitative research. Qualitative research is a systematic approach to understanding human thoughts, behaviors, and motivations through thoughtful survey design, observation, and inquiry.

The NHWI Listening Sessions are designed like focus groups; a facilitator and note-taker work together to gain insight into participant's thoughts and feelings about contemporary gender equality issues facing young women and men in NH.

Prior to the Listening Session, the Facilitator(s) and the Note-taker(s) (NHWI Host[s]) should touch base to review this packet and their plans for the Session. The Facilitator(s) and Note-taker(s) should arrive at least fifteen minutes early to the venue to familiarize themselves with the venue and any equipment, and to complete the room set-up before the participants arrive.

## Listening Session Format

The listening session followed a traditional focus group format, which included a two to three minute allotment per question, per person. Each session was designed to last two hours that included introductions, participant feedback, a participant exercise, and concluding remarks.

The Listening Session was conducted using an agenda and script provided in the facilitation packet (Appendix A: Listening Session Script). The session began promptly at 5:15 pm with introductions of the facilitator(s), note-taker(s) and the participants. The participants introduced themselves by first name, occupation, age, and town of residence.

## Participant Background

There were nine participants, ranging in ages 33 to 44.

Fields represented included: Finance, consulting, and marketing industries.

Participants were from the Seacoast area.

# Fall 2013 NHWI Gender Wage Gap Listening Sessions Agenda

## Agenda is based on a 2 hour meeting time

- 1) Welcome and introductions (approx. 15 min)
  - Overview of process
  - Sign release form
  - Feedback will be anonymous & published
- 2) Establish ground rules as group (approx. 5 min)
  - Confidentiality
  - There are no right or wrong responses
  - Honesty
  - Equal sharing from participants
  - Add group suggestions
- 3) **Question 1: How do you define the gender wage gap?** (approx. 15min)
  - Are you aware of it?
  - Do you believe it exists?
  - What language do you use to describe it?
  - Do you believe the majority of your friends or associates are familiar with it?
  - Why or why not?
- 4) Sharing of statistics: **Review June issue of NHWI Gender Matters** (approx. 10 min)
  - Focus on 77 cent NH wage gap number
  - Wage Gap for the same job and same qualifications
  - Compare wage gap to median earnings gap
- 5) **Question 2: What are your reactions or impressions after reviewing the gender wage gap data?** (approx. 15 min)
  - Did any of these statistics surprise you?
  - Is there other data that you wish was available?
- 6) **Question 3: Have you observed or experienced unequal pay?** (approx. 15 min)
  - Any examples of inequality?
  - Any examples of equality?
- 7) **Question 4: What steps can New Hampshire take to close the gender wage gap?** (approx. 20 min)
  - (Post it note exercise, collect and then rank best ideas)
  - Through education?
  - Through public policy?
  - Through business practices?

*Facilitator should give everyone three square yellow Post-it notes, one tiny red dot sticker, and one black Sharpie marker. Each person should write his or her top three solutions on the Post-Its in Sharpie and then stick the Post-Its on a wall, easel – one Post-It per solution. After everyone has placed his or her Post-Its, each persona should place his or her red dot sticker on his or her top solution (which doesn't have to be one of his or her own ideas). Allow up to twenty minutes for this process, and encourage discussion.*

- 8) Additional thoughts (approx. 15 min)
- 9) Close & Thank you (approx. 5 min)

## Summary of Notes:

The Summary of Notes is organized by each question asked at the listening session.

### QUESTION #1: How do you define the gender wage gap?

Comment	Note-Taker Observation
I probably define gender wage gap as a man or woman doing the same job and women getting paid less. That's how I think about it. Very simplistic.	Agreement around the room
Yeah, I would agree. I think it's women getting 77 cents to every dollar that a male gets paid in an equal job, equal experience, and so I think it's very specific and you can track it. But, I believe that people don't think it exists because I think that they feel there are women are in all kinds of levels of leadership now and everything is fine, and it's not an issue anymore. So I think that it is generally brushed under the table and not recognized because of a lack of education. And I think it's very hard for women in the marketplace to speak out about it, because they don't have the right language to define how to do that without making someone else feel bad, and god forbid we make someone feel bad. So, that's how I would describe it.	
Yeah, building on that: I think that language is so important, and I would agree that the language around this issue does seem to want to focus more, from my perspective, on blame and shame versus facts and solutions. And I think people get very defensive whenever it comes up because we've focused that language on blame and shame. So I think that we have done ourselves a disservice in how we've even gone about in the conversation.	Agreement
Like discrimination, I'm assuming you're alluding to in the blame and shame piece?	
Yeah and you know we should - or the workplace should - allow for this. "Men should," "boardrooms should," you know that is very charged language. You know immediately when you hear: "should" you know "You should do this," well...maybe not.	
I also think women are in the position of having to prove that they are worth what their male counterparts make, so I feel like we are starting with one step back and they get defensive of this issue, and I also think not all people are on the same page.	

<p>People don't believe it exists.</p>	
<p>Do we have any regional data behind that 77 cent number? What parts of the country are we seeing this? Maybe is it higher? Is it 80 cents? Do we know?</p>	
<p>In terms of people believing whether it exists or not: I just did an interesting two person poll, and one was my teenage daughter and one was a distinguished male colleague whose opinion I respect, and my daughter and the male colleague both said, "Does that exist?" So I think that people don't think that it exists. It was the same exact words from both: "Does that actually exist?"</p>	
<p>To that question of whether or not it exists: I live on the seacoast, and prior to that I lived in Massachusetts and the West coast originally. I left when I graduated from college. I believe it exists because of what I read; I pick up certain publications; I listen to NPR. I bet two or three times a year I'll hear some study on NPR towards that. I've been, since I've moved here, in an investment club for many years with a really wonderful group of dynamic women, and all those years of being together, minimum of once a month, it comes up. It comes up because of maybe something we are reading in book club. But interestingly enough, so many of these women are self-employed, and so many of my friends that work around the seacoast are, it seems to be so much less of an issue because they are in control over that. But, my niece who was just here, who went to New York, and who works for a marketing group, just brought it up. She's mid twenties, looking at where she wants to go with that company. She really wanted to talk about it as she...she sold out because she is was an art history major, and she feels like she's in corporate America, and she's really doing her homework on how to position herself if she's going to stay, in her words: "In corporate America, open to management, and be paid equally or otherwise just to stay in that world."</p>	
<p>For me, I do believe it exists...That there is a problem. It is hard for me to have this discussion without bringing up the issue of race and what that portends in that issue. I feel that where there has been a messaging disconnect in this subject, and it kind of goes to blame and shame, is to really look at it as an economic issue. What does it mean for household income? What does it mean for families who are progressing and moving forward and being able to do what's best for their families as opposed to "I make less than" or "you don't deserve X" and that if we could, bring it around to really the economics around it. The rising cost of living, and how that matches up with pay disparity. I think we might get a little further.</p>	

<p>It is disconcerting that the IWPR research suggests that we will not get there (equal pay) until 2058. That was very striking information to me. “We will get there.” “Crawl out of the hole.” Equal pay.</p>	<p>“Oh my gosh” “Depressing”</p>
<p>You could look at all the arguments on the scientific issue, if you keep bringing it back to the economy, the economy, the economy.</p>	
<p>What language do you use? Pay disparity? Like, what language do you use to describe it.</p>	
<p>That’s a good question. I don’t really know, actually.</p>	
<p>I agree with you, but I have a chilling anecdote from personal experience: When I was having a conversation with someone who should know better, I was talking about giving a raise to this one particular woman, and there was no man in the position, and she said to me, “What does she need money for? She doesn’t have any kids.” I would just be hesitant about connecting equal pay to households and children. I totally agree, but I was shocked and disgusted with that stereotype.</p>	
<p>And as a single woman with no children, the burden is greater still because the burden rests on <i>my</i> shoulders. So I think that we can bring it back to the kitchen table.</p>	
<p>From an employer’s perspective, working with a number of different businesses, that’s not a position of strength to come forward and ask for pay because of your personal situation - so talking about how your skill set, or I have an advanced degree and I have this experience, and I have this additional certification and additional years of experience, you know I have learned certain things. That is the position of strength; that’s where employers are listening. So I hear what you’re saying, what should matter is your experience and qualifications. If you go to your boss, often times so-and-so has a personal situation too, so try to make it a little more equal based on skill sets and education.</p>	
<p>It’s almost two separate messages. One set at community messaging and talking to people about the awareness of it, and this is more in the personal issue of asking one the one-on-one level.</p>	

<p>I totally agree that we need to put ourselves out there and I don't want to sound too much like Sheryl Sandberg or be the devil's advocate, but also women have been socialized to not ask. And we play a role too, not learning how to speak up, not learning how to shoot for the high salary and...Not to blame, but some of the factors in the gender gap are what we don't say or how we say it. You know, there was a lot of neat stuff on leanin.org about how we give credit when we do a good job, but we often give it to our team. We don't toot our own horns. But when something bad happens we take all the blame when it might not have been our fault. There are a lot of things in our social education that make us get along with people.</p>	
<p>I was talking about this issue the other day with someone. She's a former CFO at a financial services firm that had been out of work for a while, and she's like "Well, I don't know how I can contribute," and so I was like, "Well, what do you think?" Then she said that women don't ask. You know, men will come to the table and say I deserve this, or this is what it's going to take, and she's like women don't ask. So she did have a lot to share, but she wasn't able to attend. So I thought that was a very interesting perspective from someone who didn't feel like she had one related to this topic.</p>	
<p>I think it can also go back to when women ask, they are seen as the bitch or [as being] forceful, so yeah there's that whole think in the mix, too. I think that gives people pause, when they could be stereotyped with that.</p>	
<p>Did you guys see the Harvard Business Review videos and how they were training women how to raise their hands— and we know it's an issue, especially among Asset Management. Part of it is the time element because the compounding of small differences, so if you start out of business school you get paid \$80,000, and the guy next to you gets paid \$82,000, the power of compounding is so huge. And also if you happen to take a year off to raise kids or whatever, that part of the numbers might reflect what happened 20 years ago, so maybe there's hope that perhaps because of the awareness of the gender wage gap, that it's actually closing, because maybe 20 years is big with that 77% being there, so that the two percent gap turns into a five percent gap</p>	
<p>I'll mention this because it's related here, but women are the caregivers for all the generations. So, they're running around and they need flexibility, and so often they're willing to take less pay for flexibility. And there's really no way around it because men will say, "It's not my job." They think of it as a woman's job to go take care of aging parents or kids when they're sick, so it factors in whether we like it or not, and it comes into play in salary negotiations.</p>	



<p>I've made that comment before, and I've heard men who are relatively enlightened say, "That's just not true."</p>	<p>Laughter</p>
<p>Kind of stereotyping in an unfair way towards men, and every family has their choices, but how many of you would agree with what she said because I find it very interesting.</p>	
<p>Even in my own household my husband will say, "I know I'm not right, but I think my job is more important and it's just the way I was raised." He's saying it in a way so we can have a conversation. He recognizes it's just the way he was raised, and it's just how he thinks. He doesn't stop to think about my job first and that's just the way he works.</p>	
<p>I think that is prevalent, and I think it goes back to money because if there's a choice and one person has to take time off, the person making the least amount of money will take time off. So if you are not being paid equal then you are reinforcing the stereotype that you are the one to take time off because you are not the major breadwinner. There are families where it's different but our generation is bearing the effect of our parent's expectations on us, which is that women are the staple caregivers because they didn't have a place like a nursing home to put their parents.</p>	<p>Laughter</p> <p>"That was genius!"</p> <p>"Very smooth"</p> <p>"That is hysterical"</p>
<p>I would agree with her. I think that support of this... with my travel, my business, that, you know...Still I've been subconsciously...You know that when <i>it</i> hits the fan, the person who needs to step up to the plate most of the time is me, and I just have to learn to balance all of it. You know, I have to learn to balance all of it with a plum, and I think it's even more the case when there is an illness in the family or a death where you have to take care of an aging parent and can't get them to a nursing home. Fortunately, we did get her into a home.</p>	<p>Laughter</p>

**QUESTION #2: What are your first reactions or impressions after reviewing the gender wage gap data?**

Comment	Note-Taker Observation
Everyone needs to know about this.	
It is so clear to me; it just needs to get to more people.	
I found hope in this statement of unmarried women is 8% higher, but is that based on all things being equal or are there shifts with college graduation rates? And if there is a changing tide with some of this source?	
There is hard hope in the median salary.	
Women surgeons: 60% of pay; construction: equal pay.	
The issue of benefits and compensation: Is that data that is included? Does it consider the whole issue?	
The issue of benefits: Is that also the data that is being tracked as part of the wage analysis? Because I think that's another area where I would imagine there probably is a gap, whether it's health care plan, the bonus program, the vacation days, professional development, and maternity/paternity leave. I think getting into considering the whole issue, those things are important as well.	
The challenge is as workplace flexibility increases, the complication of research is becoming greater.	
The paternity issue you bring up is the exact opposite of this issue. Most men don't have paternity leave or very limited paternity leave versus what a woman has. It's another shift of when you look at the gender lens.	
Well, are they clamoring for it? "Please take it!"	Tons of laughter
Is there group similar to this discussing how they can get it?	
A couple things: Where there is the paternity piece, the clients that we have where there is a family-friendly workplace who implement that, most guys don't even take it. They won't take it.	

<p>It's because they're embarrassed.</p>	
<p>They dis each other. Because we have paternity leave, so the men get the same thing as the women and the guys dis the other guys that take the paternity leave.</p>	
<p>That's terrible.</p>	
<p>But in Norway, I guess it's a part of the social constructs that they take it right after the birth so that it helps the adjustment and it seems to be a social norm. Otherwise, the guys, they don't want to take it because they don't want to be out and have someone else be taking their job.</p>	<p>Agreement around the room</p>
<p>Back to the example of the two graduates for the same job: I also think it also has to do with who you are as an individual because I know plenty of women who will ask for the ten [thousand more], knowing that they were going to get negotiated down. So it isn't just always a male/female thing.</p>	
<p>I think that's a good point.</p>	
<p>I noticed that at the Women's Leadership Summit at UNH - There was a special breakout, and it was the most popular workshop they offered and it was on negotiating skills. They were seeing that as women progressed in their careers, that women were identifying lack of negotiating skills as one of the weaknesses. And so, that compounding as you go along with your male counterpart, if you are not neck and neck on every annual ask, if you're not feeling like you have those skills, it's just going to get worse and worse. So it was one of the workshops that was very impressive and that a lot of women took advantage of.</p>	

<p>The education piece is so important. I know that in the work that we do, we work with a lot of non-profit organizations and there is an unfortunate perpetual revolving door with paramount turnover, so usually during our engagement with a client there will be some vacancy that they are trying to fill. And we don't do the search, but when a client says, "Well, would you look at a couple resumes and finalists?" or "Would you have a conversation with the finalists that we're considering?" I know that when I talk to young women especially, but also men - but especially women - who are going to be going through the negotiation of salary, I make the point of saying, "You go in with your strongest and biggest and boldest offer because you're going to be playing catch-up if you don't, and especially if you're going up against a man who is being considered as the other finalist." And so I think the education piece is really, really important in helping us think about it. I never got that growing up. I ended up as the VP at the 2<sup>nd</sup> largest private medical center in San Francisco in California, and I have no data to back this up, but anecdotally I know that I was definitely at the lower end of VP pay range. I didn't think I needed to pitch it at that point. So I think getting this message to women early on is important. They turn into our age, and we lost some ground.</p>	
<p>It's true, it's true, and I think not many people would say to someone to negotiate hard and negotiate with a guy. This is a fact in our world that we can often be paid less.</p>	
<p>I say it's easier to get it before going in the door. Once you're in it's harder to get it, and that's usually my advice.</p>	
<p>Yeah once you're in it, you're pegged to Internal Equity - Funny, HR professionals used Internal Equity, but they don't talk about gender equity. So that might be another piece of information in terms of language. You hear a lot of bringing in a new person onto a team, but we can only pay this person up to here because you have to keep parity of internal equity, but we don't ever talk about gender equity in jobs of similar value.</p>	
<p>With our other statistics on the <i>Gender Matters</i>, what have you seen before or what data would you like to see more about?</p>	
<p>I found the backside interesting with it saying, as we age, we earn less than men. But when we're younger or when we start having kids, for the next 30 years you are definitely making less than men. 82.3% down to 78.5% is a pretty distinct drop. I find that surprising. Is that what is in the minds of people making wage decisions? We're not valued as much?</p>	

<p>So they've lost that ground. We can see that the big dip there is between 34 and 35, that's where it takes a big nose-dive.</p>	
<p>Now, the other thing is, I know a number of friends and my sister included in this, is they've been willing to take less money because they wanted to create the job. They wanted to be part-time. They had to go in and negotiate that because maybe that wasn't being offered (part time), but they wanted to stay home with the kids. With that, it meant that their salary went down a bit. And they were okay with that. They looked at it as kind of a win-win.</p>	
<p>That's a really interesting point because I don't know how much, you know as you said about trying to compare apples to oranges with all the different benefits that people want to work and to also be home with the kids, how do you compare that if you choose to be part time? Because they <i>want</i> to.</p>	
<p>I just saw a thesis by a woman who is working at 80% role, but she realized that she was still working at 120%, and so they were talking about the fact that the reality is that if you put everything you have into a position, you somehow negotiated an 80% and there's a huge...She actually had to go back and renegotiate, to get back to her full salary, which she did. So, hopefully it really works if someone is asking for 80% that they actually get it.</p>	
<p>And then getting into the care giving – it's come up in a year or so going, my sister is in a different job. She knew she was taking less, but because geographically where that particular office was to her home, she could be at the school in eight minutes and she timed it, meant that she could go take care of the situation, get back to work...Um, a sick child...So she thought of it that way. Not the gas, you know it really had to do with the convenience of that. And a friend of mine, who would sell herself short, for the same job, took \$25,000 less from a company. She could have been working in downtown Boston for \$25,000 more, but when she weighed it, and looked at the fact of three children in school and the commute, she just said, "I'll take less money." So that skews numbers a little bit</p>	
<p>And you know, when we're negotiating on behalf of clients with applicants, men don't ask for that stuff. (chuckles) They just don't.</p>	
<p>I think it goes back to the female caregiver stereotype.</p>	
<p>Men aren't clamoring for it.</p>	
<p>I am just wondering if everyone knew the 77 cents number? Can we do a show of hands?</p>	

I only knew of it because of the Initiative.	
Did you know we were below the national average?	
No	
Yes	
I wonder when I look at this at first blush, how many people would, at a quick glance, would a man say “Oh well, that’s not that bad” because 93 and 92 would pop out. You know, 88% “Oh well, that’s not that bad.”	
To me, that’s the most shocking number there, the 93.2%, because that’s college age. That’s when women are finishing up school, and that number should be 100% or higher because women supposedly if they finish college, they have a higher salary. So fresh out of school that number should be higher, and that’s the most shocking one.	
Don’t you think that at 16?	
Yes I agree. How can a scoop girl be making less than a scoop guy?	
This is an interesting factoid that the restaurant business has the largest gap. And that servers –typically, benefits are not part of the package, typically. Is that accurate?	
But that would be for all employees, whether you are male or female.	
Right, just in that industry, in that sector. So I think for me the data becomes more meaningful when you look at sectors where there are the greatest disparities. It tends to be in the lower income, the largest gaps, the lower income categories, and there are also fewer benefits offered there. So the greatest amount of inequality is there, but the greatest benefit could be felt to the overall economy if those numbers...	
So are 16-19 year old men and women taking very different jobs? I mean, I wonder...I don’t know.	
Isn’t this based on the same job? My assumption is the data is based on two people in the same job at age 16 and the same job at age 20. You know, two people in the same job making...	

So yeah, the 16 to 19 year old boys probably work in a landscape job, and the girls scoop ice cream.	
Or baby-sit.	
They make a lot of money.	
Boatloads of money!	Laughter
Ross Gittell did some research a while back, and I remember a statistic and I'm probably off, maybe you can correct me. He said something like only 5% of women in New Hampshire make over \$100,000.	
It was in that report, "The Economic Status of Working Women in New Hampshire" by the Women's Policy Institute, one of our merging partners. I think that's right, but I don't want to say without looking at it.	
It does sound right.	
The other thing that was stunning was the number of women on corporate boards.	
That was a terrible statistic.	
Well, I think it was like seven, and they double counted Bonnie Newman like five times. (laughter) I said, "So Bonnie, what's the secret? And she said, "I hate to tell you this, but you gotta play golf."	
I hate golf.	Disappointment around the room)
It's inexcusable.	
This is another piece you can grab on your way out, an overview of all of last year's <i>Gender Matters</i> , and it talks effectively about median earnings and then wage gap, but it talks a little bit about education, the CEO's, corporate boards, some of this other stuff is on here, so all I can say is that basically, the summary of this sheet is that: We are below the gap in every single way, but except in political leadership.	Laughter around the room
Because they get paid \$100. I wonder what Maggie gets paid?	

<p>There's a lot of writing - since the full-female delegation - about this, and we've done a lot of thinking about this, but I am going to keep my mouth shut.</p>	
<p>What's missing in the data? I have heard a couple of things. I've heard you would like to see more on it by sector, and I've heard more about full benefits, you know, what are the different benefits that women are getting versus men, the gap there. What else?</p>	
<p>I would like to see by size of organization because we work with employers with maybe 20 to 100 employees, and I think that when you're in a big corporation it's easier to kind of hide because what we do with a lot of our clients is called "compliance review," and part of that includes looking at wages. We look at race, we look at gender, we look at age, and see that for the same job title, kind of where people fall. And I think that in a larger organization, it's kind of a little bit easier to get away with those kinds of disparities because in a smaller organization, I mean everybody talks about their wages. And it would be interesting to see by employer size or employee count.</p>	
<p>And SIC Codes break it down. I think that working for a marketing company years ago, I don't want to get side tracked, but you are absolutely right. It's harder to get the appointment in with Human Resources if you did want to discuss it.</p>	<p>Agreement</p>
<p>I think the other thing that's probably worth putting out there is this first line about women are more likely to accept that families come first. It would be interesting to know more about how long they're out and when they do come back in, after a two-year leave, are they coming back in at a full-time position or part-time position, what kinds of other choices are they making.</p>	
<p>That's a great point.</p>	
<p>Because I think part of this whole discussion for me is I want to do better than 2058. To win some ground on this, we're going to have to be really balanced about the way that we message this and communicate it and not beat up on the gender, even if they may deserve it. So, I think if we can weave in some of those factoids to make the landscape a little richer...</p>	



<p>I think to your point, it would be good to have stats on what happens to women now when they hit this age 65+. They are becoming widows and they haven't made enough money, their social security benefits are less, and now what? Now what do they do? And how bad is the impact of them leaving the workforce or taking less pay, and you know, just how bad is it for them? And that's where I see on the other end of the spectrum. You just see these women that don't have as much for the whole reasons we've discussed and the choices that they've made, and they don't even realize it until it's too late. So when I'm coaching women it is, "Go full gusto and start making money and put it away for yourself, because you're going to have to leave the workforce at some point." That's always absent in these statistics and I don't know how you get it. I don't know how you get that data to show how bad off women are at the other end of the spectrum.</p>	
<p>I think there was some data from the Institute for Women's Policy Research that did a specific research on it, and it's depressing. It's fascinating though to see how hard hit that age group is.</p>	
<p>That's a good point to illuminate because, going back to your compounding, if it's hard for you to start when you're entering the workforce and you work up to 92.3%, take a few years off to have a family, and come back, what are you coming back as? Are you coming back at the 88%, so you're stepping way back? How far back are you stepping in terms of your pay because you're a few years out of the workforce, so you may not have the same skills as other folks who have stayed in the workforce, so that's going to impact you. You are always behind the angle.</p>	
<p>76% if you come back before you are 45.</p>	
<p>Well, what do you come back as?</p>	
<p>Yeah, what do you come back as?</p>	
<p>The "Mommy Track." How do we get data on the Mommy Track and the time you take off to raise the family - and you know the dads are not doing that. So, what's the impact of that and should you pay the financial price of being out and having kids for the rest of your working life? Because you are always trying to catch up.</p>	

<p>There was a <i>New York Times Magazine</i> article a couple months ago, and it was fascinating because it was written by the same author who did an article ten years ago on a group of professional women who, in the greater New York area, chose to leave their professions at you know Yahoo, all these great places to raise their kids, and it was checking in on them ten years later. And you know...Mixed results and no clear answers, but it kind of goes to your point of what's going on during that time.</p>	
<p>So many times I don't think there are a lot of women who realize the financial impact of what their decisions are. I just don't think that some of them ever realize it. They don't have the cause and effect in their head. They might say, "Oh, I don't have any money," but they don't realize that "it's because of the decisions I made along the way."</p>	

**QUESTION #3: Have you observed or experienced unequal pay?**

Comment	Note-Taker Observation
<p>“Yes” said around the room.</p>	<p>Almost all participants experienced unequal pay</p>
<p>So, since I referenced this earlier I will just capture it again. When I was in California at a medical center, I was one of probably a dozen of VP’s there, and for a while I was the youngest and only woman on the senior management team. And I know when they brought in the new CFO, his salary was 50K more than my salary was. They weren’t comparable positions, but that was a good gap. So, to his credit, the CEO said we need to do something about this, and I was sort of whispering into his ear saying we’re going to get a bad rep if we don’t address this. So he put in place a benefits program, which is why I sort of brought up the benefits issue. He put in place a bonus and benefits program that was absolutely equal for everybody around the table. But, I think if I went back and did the math of how much money I lost during those ten years that I was there, I would be very upset.</p>	
<p>I had a situation where I was the only woman on a management team, and the only African American. Part of my responsibilities included managing a sales unit. My counterparts were receiving a commission based on revenue, and I went to my boss and asked for the same, and I was told, “No.” I went back and I said, “Okay, let me just be clear about this. Are you saying to me that my colleagues do not get the same? They are not receiving commission based on the productivity of their sales unit?” Well, he couldn’t say that. So, he was setting the precedent of saying “no” and then he had to rethink that. When I think about the language that I use, and this kind of comes back to what you had said earlier, it’s fairness. What’s fair? And that’s really a word I have incorporated - I talk to my nieces about fairness, to make sure that you are being treated fairly. And that structure, that compensation structure, was changed.</p>	
<p>That was after you brought it up?</p>	
<p>Hmmm. Because it wasn’t fair.</p>	
<p>Exactly. It was something maybe that the individual just never thought of before.</p>	

Possibly.	
<p>I think it does require a lot of - I can think of times in my early twenties going into corporate America inexperienced where I discovered a pay disparity, and I can think of it more recently as a director in looking at my colleagues in similar roles. I think it requires some research and some sleuthing and for those who maybe wouldn't be inclined to do that, they may just go on and get what they get. But I know in a recent experience, I did a lot of detective work going into a position and found out what my predecessor had been making, what I had been offered, and I was able to rectify the situation before it turned into something it shouldn't be. But if you don't know to sleuth and unfold and uncover and do all that stuff, and you spend an awful lot of time and energy doing that you may end up, you know...</p>	
<p>And if you don't ask. If you don't ask. I think that some of what happens is that we don't ask. Or when we do ask, we haven't really formulated the "ask." And I think that goes to what you were saying earlier: How do you go in, really make your pitch, basically.</p>	
<p>I love that you just said that. I really hope that gets captured because that is part of life. It starts when you're in school, and again the individual thing. In that particular case, the boy asks for more. But it starts when you're in school and you get a grade. And I chose not to have children, but there are many children in my life, that are a part of my life, and I always talk to them. It starts right in grammar school. My mother was a teacher; if you don't understand why you got that grade, go and ask. And so often it's purely a mistake. The teacher's crazed, you know often for women as we look at these numbers, you have your own kid, you're running around, and you just made a mistake. I love when a child has this experience. They'll call me and say, "You're not going to believe it!" Because they're so afraid because it's this authority figure they are going to...and that's the non-profit world. I talk about that all the time when we're raising money. Everyone's afraid to ask. It's just no. And if it's no, you go back and you think about it and you figure out how to ask the question in a different way. It's really simple.</p>	

<p>You know, as you're talking I'm having this epiphany, something that I don't know if everyone's sharing this: Subconsciously, as we're talking about this, as a lot of us are thinking that it's a male hiring a female. And I hate to say this, but where I've encountered (not personally) but where I've seen, again working in the medical center, a lot of my counterparts in the medical center who had a woman boss...They were not given the fair offer and they were in many cases giving guy the fair offer. And it is like the dirty little secret. Sometimes women in leadership/management positions are not very nice to the women they're hiring or interviewing or supervising.</p>	<p>"Wows" around the room</p>
<p>That's absolutely true. That's where I've experienced it the absolute worst. I mean, I was offered tens of thousands less than the two men who were in the company, and I couldn't believe that it was a woman# who made me that offer.</p>	
<p>So digging deeper a little bit into that. I'm just wondering, is it because those women want to be a part of the "old boys club" and then want to feel that in order to be at the corporate board table, they need to play by the same rules? Fortunately, you work for someone who is not that way. He doesn't have that kind of corporate board or mentality of the "old boys club," but I wonder If there's some women that think that "Well, if I'm not toting the line here..." You probably have a lot more clients and work with people in hiring positions more than I do. I just wonder what drives that.</p>	
<p>I think women feel threatened by other women, and I think men are not as threatened by other men.</p>	
<p>Or they had to pay their dues, so you're going to pay your dues, too. "It was hard for me and I'm not going to make it easier for you. "</p>	<p>Agreement</p>
<p>I wish all these individuals would just become doctors.</p>	<p>Laughter</p>
<p>I think maybe some of that is why younger generations of women may not think there's as many issues happening as there are because it's all sort of, I don't know, smoke in mirrors. I talk to a lot of young women, and I have a senior in high school. I brought her to Gloria Steinem and she had her awakening and she's taking Women's Studies now and all this exciting stuff, but she's like, "Wow, women my age don't know this." It's almost our role to reawaken the younger generations because they've maybe had a little bit of a false sense of "I've got lots of opportunities, the world is my oyster," which they can of course, but there are still a lot of underlying issues that are going to be barriers.</p>	

I mean, my gosh we're allowed to vote!	Laughter
I wanted to add this because someone is in the non-profit sector and one of the things I found really fascinating is we think this issues from a lack of transparency, and I was actually surprised at your comment that in smaller companies people share. My experience is women are hesitant to share. You would think in the non-profit sector there would be more pay equity because it's transparent. I mean, it's delayed by a year but you can go and find any non-profit's 990 online and there actually is a pay gap in the non-profit sector as well.	
Very much so, yeah. And going back to, I know you said to "ask." When I was considering a new position, I went directly and asked my colleagues "What are you making?" and you know, I got lots of different answers, but I really did a lot of looking at what previous...You have to ask. You have to check it out.	
You have to think to ask, too. Starting out, I never even thought to ask. I just figured, what they offered you, you take it.	Agreement around the room
If there are a hundred candidates, you're going to ask for more?	
You know the little saying in preschool: You get what you get, and you don't get upset?	
Yeah! Right!	
And shame on me, I say it to my kids all the time when I'm feeding them dinner! You get what you get, and you don't get upset. But I mean we're kind of sending that message in a way.	Laughter
I think what you said, and the way you said it earlier kind of triggered something for me. I wonder, too, if women are seeing opportunities to ask because when I was working in this location the woman before me definitely made less than I did, and then I came on board and we got a new CEO, and it was the opportunity to speak up, and we got acquired, and it was another opportunity to speak up. And so I wonder if there's a reluctance, if they really recognize opportunities to say, "Hey, it's time to look at me, too."	

<p>I think it's ongoing because I don't think it's just that one time of year you go in and say, "Give me five percent more." You know what, it's actually the constant relationship, and you're incurring your boss' favor and it's almost not even an ask, it's almost like, "So, let's talk about my raise." So, I think maybe we see it as: "This is my career and then I have this other part of my life," as opposed to kind of an identity and understanding that this person is not just my boss, it's also my partner and I'm going to make myself invaluable to them and they're going to feel obligated to me. Maybe it's just a style thing, but I don't know. Then all this seems to be saying that we just have to act like guys. And I'm not sure that...I just love the Harvard Business School Study, maybe we're jumping way ahead, but I just found it so interesting how they pretty much just did social engineering with this class. Do you know about this? About the Harvard Business School, about the classes where they just sit and challenge assumptions, and they said they basically had people there clicking away every time a professor called on a woman often, and basically showed them the numbers after class and said, "Okay, you think you are okay, but you're not." So they've changed behavior, and they said to the women there, "You have to raise your hand like this [participant leans forward with hand up in the air.] And they did social engineering for two years and in a way, that's what everyone is resorting to. That's having an effect if Harvard or countries are mandating quotas for women on boards, because we've been talking about this for forever. It's not happening; they say they can't find qualified candidates. We know they're out there. You're just not doing it, so now you just have to do it. And so this is where I feel like this is dumbed right down, but all this stuff is really interesting, except that it...it's just interesting because how do you get to that, if it doesn't happen on it's own, or if it requires people behaving in a way that maybe they're not?"</p>	
<p>Is asking necessarily behaving in a masculine behavior?</p>	
<p>I don't think it's "the ask."</p>	
<p>Does this suggest that we just want to be like men? Is that what you first...?</p>	
<p>Well, I think that we're seeing it as "Well, it's just the ask, and of course I'm not going to go in and say 'I want 10% raises,' because they'll say 'No,' and I'll say "Okay.'" Where it's not just the ask, it's actually doing the whole buddy-buddy, golf, tomorrow, and let's go out and have drinks after work.</p>	<p>Laughter</p>
<p>It's so much more than "the ask."</p>	

<p>And you can't necessarily play golf if you have kids and you're a sandwich generation person, too. But what I think it does speak to is maybe an outcome for this would be create a toolkit for women: Here's how you talk about it, here are strategies for when you want to request gender, do your research first. So I think we need just like our business schools teaching women how to raise their hands, one way to solve this is to say: "Here's a toolkit we are giving you, and it's how to ask for equity in your job. And how to overcome barriers you might have. Barriers of shyness or barriers of: "I have a family and so I don't feel like I should." I think it's getting some great minds around a table and figuring out, how do you do this and distribute it to people?</p>	
<p>The Wage Project.</p>	
<p>The compounding.</p>	
<p>Well, it's interesting because there are a lot of amazing women that could come up with...that if you're aware of the fact that opportunities make a difference, asking for different kinds of opportunities, you know being aware of how important that might be something that could factor into how you do your job, and when you volunteer to do something and when you don't. Just being aware of it and what you're talking about is fascinating.</p>	
<p>This is a great segue.</p>	



**QUESTION #4: What steps can NH take to close the gender wage gap?**

Comment	Note-Taker Observation
Have you all arrived at your conclusions?	
<p>I just want to make one comment on making some sort of mandatory legislation or something. One more rule that a company has to follow or understand how to follow and the cost involved with that is problematic you have to find ways. That transparency idea is a great way to do things because everybody sees it and you don't need legislation because it is pretty apparent, but when you start making employers comply with one more rule, and for small businesses and small businesses in New Hampshire - and I am one of them - it is so difficult to remember what rules do we have to follow and then how to follow them. My primary focus is on my clients, not on the rules. And so transparency is a better idea than making a rule I have to then follow and report to the state. So that's my only... I have enough SIC rules to follow, that another state rule...And if I'm in two states? Oh my gosh. I have got two states' labor laws that I have to follow, and I can't keep up with them. So I just caution putting more regulation on small business, because these regulations that may be great for larger companies, don't work for the small ones.</p>	
<p>So maybe it's - I hear you with being a small business owner as well - it's too much to ask. But I think for the larger businesses, that whether it's a tax credit or some kind of financial incentive, you know, I think that you need the financial stick.</p>	
<p>Or the carrot. It's a carrot, and I love the carrot versus the stick because small businesses would also appreciate a tax credit. That's why I prefer that versus a law, because everybody is struggling. So you can choose to do it or not choose to do it, and if you choose to do it, you have to reward the businesses because it's going to say, "I can't make this immediately happen overnight; it'll put me out of business." You have to say if you do this, you will get something for it.</p>	
<p>Agree.</p>	
<p>So my plug is: that's what we do for our clients.</p>	

<p>The benefit of these listening sessions is to increase awareness. Not only do we ask you to help us come up with ideas, but what happens in these meetings has been pretty incredible so hopefully you too are left with the gift of greater understanding, shared perspectives, and will be willing to have a conversation with someone in your life about this subject.</p>	
--	--

## Closing remarks from participants:

Comment	Note-Taker Observation
<p>I just want to say thank you because to get people here, thank you because this is a group of really smart women, which is always fun to just experience, and then when you said what we're probably going to do is solve the wage gap within two hours, we have a pretty good start on it.</p>	<p>Agreement</p>
<p>This has just been tremendous. I have been meeting some of you tonight for the first time, and I just feel honored to be part of this, and it's wonderful to hear people speaking just so openly about in such a forthright manner, so thank you so much for sharing. It's really appreciated.</p>	
	<p>"Thank you" spoken around the room</p>

## Post-It Activity:

(Each \* represents a red dot that was placed on a post-it)

- Educational Arena – at orientations, in classrooms (where applicable) and in curricular development, focus on issue and data
- Focus on the money-risk factors in your awareness; price of making concessions
- Implement salary negotiating training in all NH colleges
- Develop messaging specific to target: company CEOs and hiring management, legislators, employees
- Educate the business industry why closing the wage gap matters
- \* Educating employers through the NH Dept. of Labor on wage gap issues
- Education or distribution of these results to high school kids
- Identify strategy for early “win” to gain momentum
- \*\* Information comparison to show how much wage gap adds up to in lifetime earnings
- \*\* Mandate at least 3 women on NH corporate boards
- Tax credits for companies with equity (gender) on corporate boards
- \*\* Provide tax/financial incentives for businesses that close the gap year over year
- \*\* Make unequal pay illegal
- \* Every company to publish mean and median wages by company by gender; ask outlier companies
- Mentoring for Women
- \*\*\*\* Create a “toolkit” to help women prepare to request a salary increase including how to do research ahead of time and overcoming boundaries
- Education in the early years, starting in K-8
- Invite young women to meetings like this
- \*\*\* Educate high school girls negotiating skills
- “Tool kits” for parents to use around the table at home
- Encourage course development K-12 & college
- Get young woman involved with feminism (the movement is not over)
- \*\* Develop “coaches” for younger women, mentor program
- Train HR Professionals and hiring types on the issue
- Media- Showcase companies, organizations, institutions who are paving the way to close the gap
- Launch P.R campaign to promote the 77 cent gap and inform business leaders and employees- get the women political leadership to get behind it

## Examples of Post-It Suggestions:





