



2013

# Gender Wage Gap Listening Session Report

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**DEMOGRAPHIC:** Business Leaders in the Hospitality Sector

**LOCATION:** Brown & Company Design, Portsmouth, NH

**HOSTED BY:** Maryellen Burke  
Julia Madden

**FACILITATED BY:** Mary Johanna Brown

**NOTETAKING BY:** Molly Branch

**DATE:** October 9, 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): Maryellen Burke, Julia Madden*

*FACILITATOR: Mary Jo Brown*

*NOTE-TAKER: Molly Branch*

## Background Information

The location for the listening session is: Brown and Company Conference Room, Portsmouth, NH

The date for the listening session was October 9<sup>th</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 8:45AM 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 seven participants, ranging in ages 38 to 55.

Fields represented included: Hospitality, restaurant, marketing, education, and non-profit 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
	Entire group is silent initially, perhaps processing the question?
You're not going to give us a definition?	
When you control the other factors, gender is the only reason that causes the differences in salary/wage.	
If all the qualifications are equal, gender seems to be the only factor in the wage gap.	
I would say personally, excluding my time in this company, throughout my 20 year career path, every single time I got promoted to a position that a man had held before me, my salary went down, and I was told specifically over and over and over again that it was because I was married and I didn't need to make the same amount of money. I was young. I was 25. I went, "Oh, okay, I guess you're right." At that point I was just happy to have a job. I mean, it always bothered me obviously. It still bothers me. I certainly would not encourage my daughter to put up with something like that. But to that effect, I did have a husband who did have health insurance and I didn't need health insurance, and I just sort of thought that was the way it worked back then.	
Unfortunately, that's part of the equation because that's what gets propagated. I was speaking to somebody about this issue yesterday, a gentleman, and he said, "Look at all the TV anchors on television: they're women." Most of them are women. And that's because the women are willing to accept less pay to have the job, and that needs to be looked at. And I get why. You need the job, you need to work your way up to something. There are very few male anchors any more because the women will work for less.	

<p>I would agree with [participant 1]'s definition. Controlling all other factors, it's gender that dictates the gap. I think "pay equity" and "equal pay" are way better. "Wage gap," people think, "Oh women work silly jobs." You lose.</p>	
<p>I've always worked for myself and I've never really had an issue. At my restaurant I have a male manager and a female manager, and everybody gets paid the same. In the restaurant industry it's all based on your service on top of their bonuses and their tips. So if she's getting more tips, it's because she's winking a little – I don't know what she's doing; she's using her power as a woman to use to make that extra money. But on a salary range, we pay everybody the same.</p>	
<p>It's a really interesting question in the hospitality sector though, where tipping plays a role in whether there's an advantage or disadvantage to either equation.</p>	
<p>To tell you the truth, between [these two participants], they make a really good living because they're good at what they do. I think maybe in hospitality, maybe things are a little more equal.</p>	
<p>Do you have a perception of what industry may have a larger or smaller wage gap in them?</p>	
<p>Because I have a lot of younger friends now, girls on track in NY or LA, finance seems to be a huge one. The art world not so much. I didn't see it in real estate. And the thing about the news - I'm wondering why the women, with ratings and things, I'd think the women are attracting... Did you see the news conference yesterday with the president? There was a woman correspondent, and he asked for her by name to ask a question, and she was beautiful. She was so smart and so <i>on</i>. It was just like, "Wow, they do exist." And the president asked for her by name. And you know she had this really great question and just really... I was really psyched.</p>	
<p>I'm curious: There's different language that people use to discuss the wage gap. Do any of these phrases mean more or less to you: "Pay equity," "equal pay," "wage gap," or "gender wage"?</p>	
<p>I think "equal pay" and "pay equity" are way better than "wage gap." "Wage gap" –I think that there are people that think it means that women don't make as much as men, "Oh, because they don't work as hard," "Oh, because they work part time," "Oh, because they work silly jobs." And I think you lose. You can't even fight the battle if that's the concept.</p>	
<p>I haven't heard a lot about this, the way that we use language around the subject is</p>	

really important.	
Equal pay for equal work! That's how we grew up in the seventies.	
That will resonate with libertarians. I think that resonates much better.	
And actually, if you say, "equal pay for equal work," it actually makes it not a women's issue. It makes it a fairness issue. Equal pay for equal work: If you're a woman or you're a man, if you're pink or you're purple, gay or straight.	
If you're doing the same job and one has an MBA and one doesn't, but you're still doing the same job, you should be paid the same money as far as what your degree says.	
I'm struggling to understand "equal pay to equal work" when pink-collar jobs get paid less. Some have lower salaries. Women tend to gravitate toward professions that pay less. How would you describe the phenomenon that women are attracted to jobs that pay less?	
I don't think women are attracted to jobs that pay less; I think that less pay is attracted to jobs that women have.	
I think women are attracted to jobs with less pay. I think it starts in grade school with really helping girls understand that they can run the bank. They don't have to only be a teller unless that's what they want to do.	
I think it's been ingrained in girls from a very young age. I think it's part of the culture. Luckily, there are groups like this that try to start to change the conversation and really have some action going forward.	
We both have teenage daughters. One in college, one going to college. My daughter wants to be an attorney. It's not even in her realm of thinking that...	
She has a forward-thinking modern mother, and that makes a difference. You've been a strong influence in her life. I think part of the equation is when you throw in the work/life balance, and the guilt that comes with – because as a woman, often times, you have three children. These men that have women running their homes, their lives, their children, can go out and work 70 hours a week and get the big bucks because face it: people who own these companies want to get as much as possible out of their employees. Then you have the women (single mothers) with children and a home, and you're balancing all of that and maybe you're putting 60 hours and not the 70 hours, and it's all so ingrained to that whole conversation.	

<p>You have pink-collar jobs: Nurturing, caring.</p>	
<p>I think if you have a strong desire to be a nurse or a teacher, you're not thinking about money first. You're thinking about giving back or self-fulfillment. If you list those things, money is lower. It's, "What are you going to do to make yourself happy?" I think it's shifting now in our society. People are going, "I want to make the big money, so I don't care what I'm doing if it's not passionate." But the people who are doing the passionate things are getting fulfilled in a different way.</p>	
<p>Do we know what a male teacher in a public school is paid more than a female teacher?</p>	
<p>We don't have New Hampshire numbers for that. And the gap does differ depending on what profession you're in.</p>	
<p>Also, in the school system, those who make the different dollar amount in their salaries, it's because you have different degrees, different certifications.</p>	
<p>Do you believe the majority of your friends or business associates are familiar with gender wage gap?</p>	
<p>You're aware that it's out there in the world, and that's because of who you are in the world, and that's great.</p>	
<p>I actually don't see the wage gap in our college, because I think our salary is based on our title and past experience. I don't think there is a gap, or significant gap, there. I don't think in our college, maybe in other schools, but in ours I don't see that.</p>	
<p>I happen to live in a neighborhood where most of the wives don't have to work.</p>	
<p>Is it don't have to work or don't choose to work?</p>	
<p>They don't work.</p>	
<p>What does that mean for the wage gap issue?</p>	
<p>Well, I think people look at the women who do work as supplementing the household income and not necessary for the household income.</p>	
<p>That's an interesting point that the women's income is supplemental to the primary income that is earned by the husband.</p>	



<p>That's definitely the attitude in my household; it's very frustrating.</p>	
<p>For small business, personally, I don't see it exists. It's on merit. Things are so connected, at least in my businesses. It's who can do the job. On a larger corporate structure, I think it's there. I think it's gotten a lot better. It's a positive. More women are graduating college than men. These things sort of force things to a point. Obviously there's still an issue. It's still there on a larger scale; there's statistics and other corporations. I don't know why.</p>	
	<p>[Quick introductions to new participant coming in late]</p>
<p>It's interesting, the comparison between small businesses and larger corporations. The question of larger institutions or when there is a tiered structure in place, it's a good question. Or whether or not it exists less in small business. I don't know, even though we have numbers that are attached to different sectors. I don't know how that's attached to size of business and how that correlates to the gap.</p>	
<p>Do you have women owned businesses? Do they do better?</p>	
<p>Do you think one of the reasons the gap may not exist is that in a smaller business you get to know each other better as people. You're not looking at each other as just a male/female but as a co-worker. But in a large corporation you don't really get to know everybody and your stuff is based on grade.</p>	
<p>Yeah, I think that in a small business it's based more on merit, but in big business it's more on corporate politics.</p>	
<p>In a small business you're more aware of who's making what.</p>	
<p>Or who's doing what.</p>	

<p>And it's much harder to get away with it, literally, when you have a small business. You look at that, that's an interesting industry. It's so different than anything else I've been involved in because they all talk. Everyone talks. We all constantly hear stuff from each other's kitchen staff, and 90% of it is not true. The number one rule in restaurant business: no matter what you hear, it's not true. It's just fascinating. If I was not paying people equally, based on your experience, someone would know about it. They can't help themselves. They're in this very close environment when you are working on a line, with down time, 12 inches away from someone.</p>	
<p>I just think it's on whoever makes my job easier I'll pay. I don't care who they are. It's a merit-based pay. If they can do each position on the line, they get paid more.</p>	
<p>That's you. In general, in the restaurant business - when I look at friends of mine who went to school for the restaurant business or the hospitality industry - it's interesting as you move up that corporate ladder, and some who are back in the business after having children. They're finding that they're not being paid, in their world, equal. They feel that that might be because they left, they didn't stay with it, they didn't move around. In this industry to really climb up the ladder you have to really move around; you have to go to different hotels, different states, different countries. If you take off a little bit of time to have a child and then you enter back in...That's why a number of friends of mine have decided to go into sales. Forget the management part. Once it's in your blood too, I have found in this industry, it stays in your blood. You just need to get back into it. You just love it. If you aren't willing to make those sacrifices because you have family at home and you're not willing to move that family, sales has been a good way to go because you're paid on what you produce.</p>	
<p>Another thing that may be one of the reasons this gender wage gap exists in larger corporations, as opposed to smaller corporations, is that in a smaller company you see someone individually. If they do something awesome you see it, and if they do something not so awesome you see it. Large corporation: If a woman does a great job on a project or a man who does a great job on a project, chances are a man is going to be the one saying, "Look at this awesome job I did on the project," and a woman will just do the job and expect somebody to notice it without tooting her own horn, so to speak.</p>	
<p>And I hear many men – I've heard stories over the years – situations like that, where the women's ideas are actually being stolen by the boss, who's always one step above.</p>	

<p>So then when it comes to review times, who do you think is going to get the bigger bonus: the person who says “Look at all these awesome things I did,” or the person who quietly does her job and just assumes they’re gonna get rewarded for it?</p>	
<p>Well, is that more a personality thing or a gender thing? Because I’d be like “Joe did jack, I did this.”</p>	
<p>Women need to learn how to advocate for themselves and negotiate salary.</p>	
<p>And that’s a good point. Collectively, if there’s a point that comes out of this, maybe it’s to push women to advocate more, and that’s something that should be taught directly. I know that bosses always take credit though, or will try to take credit, regardless of who did the work. I find, at least. My sister worked at the Travelers, a Harvard group, and she did a ton of work, and the boss took all the credit. They were both female. It’s a good point though. Advocate.</p>	
<p>Transparency in any industry that you’re in helps to achieve pay equity. Whether it is through seeing different tiers in an organization and pay scales that are attached to them based on different accreditations or different positions, or sharing salaries. When salaries are public, there’s an understanding that there’s more pay equity because it’s more transparent. There may be an industry where people just talk about it a lot. In many cases and in most cases, it’s something that employees are expected to hold in confidence. Some organizations run with open books, open numbers, but most of them, you’re not supposed to talk about your salary with your work associate. So transparency is important. The other thing that’s interesting is negotiation skills are actually one of the three major reasons why the wage gap exists. Teaching women to negotiate, I firmly believe, is one step to getting us closer to a solution. Harvard is really working to try to accomplish more gender equity. They’re teaching women how to raise their hand in class. If they just notice the difference in between how women and men raise their hands... I feel like the younger generation already gets that. There was also a Harvard study that correlated that likeability with women goes down as they are more successful. As women become more successful, are in more executive roles, their likeability becomes less.</p>	
<p>The man is perceived as aggressive and the women in perceived as an aggressor.</p>	
<p>So does the likeability for a male go down?</p>	

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

Comment	Note-Taker Observation
<p>We produce something called <i>Gender Matters</i>. This comes out every other month. Centrix Bank supports <i>Gender Matters</i> this year; I want to thank them specifically. And we get the statistics from The Center for Public Policy Studies and we make it look pretty. We ask them to look for information related to gender that they think NH might want to look at, we collaborate on the subject of statistics and then we design the publication. One thing I want to quickly tell you is, in this document when we say, “wage gap” we mean, “equal pay for equal work.” So that \$.77, the NH number that we do have, says full time job. Sally and Sam go to apply to the same job, Sally ends up with \$.77 to Sam’s \$1. That is for three reasons: one, she doesn’t negotiate very well; two, she might be thinking about, as Cheryl Samberg says, “leaning out,” maybe leaving to have kids so she walks into it, thinking of leaving or taking care of her kids; and three, we still think subtle discrimination exists. So those are the three reasons we believe we are at the \$.77 to \$1. NH is below the national average. NH ranks below all numbers in any ways that relate to gender equality against the nation, except for political leadership, where we are a leader. We have 54% of women in the senate. If our numbers are in the 20s or 30s, if we are 51% of the population, if 20-30% is where we want to be. But we’re here to talk about the wage gap.</p>	
<p>The demographics of our state are very different from one area of the state to other areas of our state. So I’m curious to know what role that plays. I’d like to think that one area of our state is backwards from say, the coastal area.</p>	
<p>Does the Southern part of the state have more equity than other parts?</p>	
<p>I don’t know that. The places where we talk about median income, typically means all professions. Is there any state, the age thing?</p>	
<p>That makes so much sense, from the 35-44 or 45-54 that makes so much sense, because it’s when women are coming back in after their kids go off to college or high school.</p>	

<p>The lowest percentage is 55-64, and that's when they should be earning their most, career peak. One would think in a professional career that would be...and yet it's the biggest gap.</p>	
<p>We are having a think tank of the key researchers in the state with Carsey and Center for Public Policy, and us - a researcher who works with Dartmouth who's on our board. In writing this policy paper, we want to make sure we know every shred of data that exists around gender equity and wage gap in the state. If there's anything else that exists or that we should collect I'd like to know.</p>	
<p>Size of businesses. If you just do the breakdown of the number of businesses that are ten employees or less. That makes up something like over 65% of the businesses in America. The small businesses, it's really, really high. Ten employees or less. And certainly on the Seacoast.</p>	
<p>To address the issue, you'd really need to know that information. It would totally dictate how you'll approach solving the problem.</p>	
<p>I'd be really curious to...married vs. unmarried women. Women who never dropped out of their career path. Where do they end up, versus women who jump out? It may not be married vs. unmarried; it may be women who stayed in a career path the whole way through and women who took a break and came back, and see where their wages meet.</p>	
<p>What about their education, too?</p>	
<p>Women are doing well. They're getting degrees. They're getting an education. They're graduating. They're interested more than ever with prioritizing career and salaries more than family.</p>	
<p>I'd like to see, and I don't know how you can collect this data. When you look at the 35-44 at the 78%, where women have left the workplace and chosen to stay home for a little while, even if that's just two months, and they're re-entering the work force. There are women who are willing to choose to make less money, because the job works for them. It's close to home. They can take days off when their children are sick. They go in there, they want the job, they don't want to be a stay-at-home mom. They're willing to take less pay and not negotiate for more, knowing that the perk is they get to be with their kids. They can bolt home. Because it's been very clear when they're interviewing.</p>	

<p>You don't think they take a lower paying job? Or a different type of job?</p>	
<p>No, 'cause an example would be a friend of mine, who - it's the exact same job - she's an analyst. She could have made \$28,000 more if she were to go into the city: Boston. She stayed in Hingham doing the same job, different company, made \$28,000 less, because she could literally be five minutes from the house and five minutes from the school. And she didn't want to do the commute, because that would be one more thing to add on.</p>	
<p>I can think of three people on the track who have kids and never left. They're out for two weeks and went back to work. And they're attorneys, they're running huge marketing firms all over the world, and they're not taking less pay.</p>	
<p>I know women who, as our kids grew up together, were full-time working parents. They had the nanny raising their kids. They are living high on the hog right now. My husband and I made a very different choice. We're very happy with our choice, but we live totally different lifestyles.</p>	
<p>This is a good fact: in 2010, analysts in 2000 communities, for instance, found that in the vast majority of the country, the biggest urban areas, the median full time salaries among women under 30 is actually 8% higher. I think that's a positive trend.</p>	
<p>Don't get married. When and where have women ever been higher than men? I would think at age 16, too.</p>	
<p>That number is so odd to me.</p>	
<p>16 year old boys can do construction.</p>	
<p>And girls can baby-sit.</p>	
<p>What about at the ice cream stand?</p>	
<p>They're getting \$15/hour to baby-sit.</p>	
<p>And they're getting paid to bang nails</p>	
<p>I think girls work harder. Like when I have to hire kids, women are more responsible.</p>	

<p>I would take a woman any day. It's a very interesting industry that we are in because it attracts a lot of people who haven't graduated from high school. They have their GED. So they're stuck working in the kitchens. It's definitely 85% male in the kitchens. I don't know if there are equal girls with their GEDs who don't want to work in the kitchen because they find that environment maybe a little bit scary or rough.</p>	
<p>Not necessarily kitchen or front of the house, like our restaurant is a counter service. Younger women seem more responsible. They just got more...than the boys.</p>	
<p>I think that age is interesting. Married vs. unmarried is interesting. There is an incredible stat that came out recently that said in four out of ten married households, the wife is now the breadwinner. That is huge. That is such a huge shift. The way we fill roles in forming families and partnerships, between work and home life, and how that impacts this stuff is critically important. Roles are changing.</p>	
<p>Do you remember what Gloria Steinem said? Because women are taking the role of breadwinner, you need to pay them more to help the economy. It is an issue with the economy.</p>	
<p>Just because they're the breadwinners doesn't mean they're getting equal pay. The family is really losing.</p>	
<p>I'm wondering if framing equal pay around family wallet made more sense. Ultimately, a gentleman who's been active in running some of these listening sessions said, "Hey, I'm married, I don't want my wife to be paid less, because that's less vacation money for us." And they share their bank accounts, and it has a huge impact on him.</p>	

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

Comment	Note-Taker Observation
	[Group is silent...deep in thought?]
How's the University on equal pay?	
In my college, I don't see a significant gap.	
Do you know what others are making?	
It's published. It annoys me, actually. When you Google my name, you see my salary.	
In not-for-profit, it's published.	
Yes, well only the top, if it's over \$50,000. So all of those, and in the non-profit sector it is very interesting, because it does tend to be a lot of low wage jobs and a lot of women working in them.	
That's interesting because you said transparency is important, and she said it annoys her that you can Google her name. And she finds it uncomfortable for some reason that if you Google her you can see her salary, when what you said earlier is that transparency is what's going to get us to equal pay. So that's a dichotomy. It would make me uncomfortable, too.	
I don't know that I'm saying I recommend transparency. What I am saying is that I read a lot about transparency.	
I don't get the Herald on a daily basis, but a couple of years ago they started publishing what the teachers or what the police are making. If I see it, I definitely look at it. I'm curious to see... I'm looking at it for a number of different reasons. My mother was a teacher. I like to see how many years of being in that job, what the superintendent is getting... and I always look at it, because York did it as well. I like to see at the top level, man vs. woman. I don't look at it at a lower level. I think when I scan it, "It's close, it has to do with how many years you've been in the job, if you're teaching k-12, once you're a school psychologist, Vice Principal."	



<p>But those are all related to degrees.</p>	
<p>Yeah, but the school psychologist, man or woman, has the same PhD.</p>	
<p>I think it's set.</p>	
<p>I think the teachers still have to keep taking courses as they go on. If you stop taking courses you stop getting more pay. Even with your masters you have to take continuing</p>	
<p>There's a certain point you have to keep continuing, but there's a little chunk for every step you take. You get two masters--you get this, you get a PhD--you get this.</p>	
<p>There's a second part to pay, which is benefits. A lot of women who go into businesses aren't thinking about 401k or retirement plans. A lot of younger people don't think of that as part of their wage package. I'd be really interested to see what kind of benefits are women getting. If you look at your benefits in your paycheck, are women getting the other part of the puzzle, which is part of your wages? I don't think women think, when they go into negotiate, "Oh, I want a 401K." They're just thinking about that paycheck.</p>	
<p>Those benefits represent actual dollars.</p>	
<p>People complain about what firemen make, and how much their benefit package is, but that's what they've negotiated when they started that job 30 years ago. So at this point now to say, "You can't have it, we're pulling it out from under you" – I find that really hard to take.</p>	
<p>I think that might be a question for research too. As compensation packages have become more complex, understanding how that fits in to the equation of equal pay is really important. They might be saying, "Flex time is more important than, whatever the 401k." I think that's information that we don't have a lot of. I think they just take salary, and the benefits aren't included in that analysis. So how do you figure out how to have that as part of the analysis?</p>	
<p>I'm guessing any man between 35 and 44, he's got some sort of retirement plan or some sort of 401k plan associated with his career path, if he's in a specific industry.</p>	

<p>If he's not in a specific industry that provides that with the company, then he's put one together for himself. Versus, you're thinking, maybe a woman hasn't?</p>	
<p>Maybe. How many people go bankrupt after they a divorce because the woman doesn't have any of those things because she assumed, tied to her husband? So they get a divorce and now she doesn't have the pension plan or the 401k that she was going to share with her husband, things like that.</p>	
<p>Why wouldn't she?</p>	
<p>But nowadays doesn't everyone get half? 50/50?</p>	
<p>Well, she didn't negotiate it.</p>	

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

Comment	Note-Taker Observation
<p>We're trying to make sure we have laws that make sure we legislate effectively. But we're not sure that policy is the right place to start. We want you to think about whether or not encouraging businesses to employ healthy business practices...just don't think about policy only. Any category, any idea that you think would help close the gender wage gap.</p>	
<p>When you want to change culture and behavior that's so deeply ingrained, don't we know that education is the least effective strategy? It doesn't move people on big issues. We have to change the rules, the policy.</p>	
<p>"Teaching girls to negotiate" got a lot of dots.</p>	

## Closing remarks from participants:

Comment	Note-Taker Observation
<p>I want to thank the Women’s Initiative and every single person who has put in the time. This has been a long haul, we’re talking a number of years. And who ever has been involved with this other than yourself, Mary Jo, has had to work really hard to get this information, to get the governor to commit to listening to this information. This is how change happens: by people having a voice. Sitting here reminds me that I can have a voice, sharing this, and getting groups of people together myself. When we don’t think we have any time left, we can always find a little bit of time to make a difference. So thank you to every person who’s on your committee.</p>	
<p>Thank you for the awareness. It made conversation in my restaurant last night; it’s made me think about it a lot more. I’ll have more conversations with my daughters, with my female counterparts that are working all across the country, and probably learn a lot by asking more questions.</p>	
<p>I appreciate you getting us all together so we can go out in the world and have these conversations with our children, with our co-workers, with our friends, so that we can all be one voice. Because women need to be...there needs to be more value placed on the women in society. Because, for some reason, it almost seems like some are treated lesser because of the whole family component, and that can’t equal less pay. It just can’t equal less pay. I feel like I can do circles around many of the men in my life but get less pay. And it’s just a reality. We’re better taskmasters, we’re better coordinators – innately – better multi-taskers. It’s just – we’re better all the way around. Honestly, in a way, because of the way roles have been throughout life, since the beginning when the man is the hunter and the gatherer, women are giving them the strength and power to go out there and give everything they have to going out there and getting that career and that money, while holding the whole foundation up. I want equal pay for that.</p>	

<p>I want to try to combine some inspirational speakers I just heard in the last month. This guy who addressed the nonprofit sector wrote a book called "Everyone Leads." Just about how leadership works. Everyone can be a leader on these types of issues. He also encouraged people that, through education alone it doesn't move the needle on these things. You really need to imagine the community you want to live in and figure out how to restructure the world to deliver that community. So in the example of losing weight, you can give all the workshops in the world on obesity and health and that won't change people's behavior. But if you can build a community that has walking trails that enables people to get out and walk without getting run over, you can get the end result. If you can really try to think of the limitations of education - we've been educating people since the '70s on these issues since the '60s, since the 19<sup>th</sup> century. I'm not satisfied at all with this "progress." Last week at UNH, Muhammad Yunus strongly encouraged people to imagine the world you want to live in and just make it happen through creating social businesses. I don't know what that has to do with gender wage gaps... You know, reinvent the world. Don't accept the systems that we were handed, was his clearest message. Because some of them are ridiculous.</p>	
<p>I really appreciate all the work that Mary Jo is doing on this, and I sort of sat to the sidelines. I think it's great that we're addressing the gender wage gap. I think if we address the overall wage gap in the world, the 98% versus the 2%, then everybody's life would improve. I think it's gotten really greedy out there. People want to hold on to everything, and they aren't willing to share. They aren't willing to share with the women they work with, the men they work with, or those who work for them. If we can try to just get a new social contract and share a little bit more, then everybody's wages would go up, and that's what's going to help women over all.</p>	
<p>One thing I can do is to share some of the discussion, at the right time, in class. To encourage some of my female students to seek equality in the work place.</p>	

<p>I agree about the education piece, that we have been trying to educate women for a long time. There has been success there. We have come a long way since the '60s, and that's not that long in the grand scheme of things. There's been success. We need a lot more. Just sitting around this table, for me, is part of education. We all leave here and, you know, this will be with me, I don't want to get dramatic "for the rest of my life," but, at least for three days. I just think that if I have nieces, and I know that the more they hear about things like this, and they do already...but there are a lot of girls who don't. If you could put this into a curriculum, just because certain children are brought up in an environment where they just don't hear this. Their parents aren't good advocates for themselves on any level.</p>	
<p>I would like to see the education be a two-part effort. You have to educate the boys, too. They're the ones who, at least in the near future, they're going to be running the corporations for a while. So you need to educate the boys. It doesn't even occur to them that I'm going to pay [her] less than [him].</p>	
<p>I think they should have this in the sex ed. component. Both the girls and boys are in the class, they're at the right age to start learning about the gender issues, and it's sex ed., get it? Learn about the sexes.</p>	
<p>And it falls under negotiating. Negotiating is everything. They've either learned how to or they haven't. It doesn't matter male or female.</p>	
<p>I think this session would be good if you do it with high school senior girls. And maybe sophomore or senior UNH students.</p>	
<p>We've run three - Girls INC in Manchester, Granite State Community College, and UNH. They're amazing conversations. They are ruthlessly honest.</p>	
<p>Did they believe there was a gap?</p>	
<p>They didn't. Most young people don't know that the gap exists. They expect that it's gone. They expect equality too, though.</p>	
<p>Right. And they expect women's rights and that the right to choose is going to be with them forever.</p>	

## Post-It Activity:

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

- "Lean in" through speaking up, hear the girls' voices across the curriculum
- Create a semester where they create/run a business idea
- Sharing this info with large groups
- SIC codes
- Schools
- \* Have more men in these groups going forward
- \* Create awareness via major media
- Publish the statistics
- Have an open policy discussion
- Encourage transparency in wages
- \*\* Mandatory public speaking and negotiating classes for girls starting in middle school
- \*\* Teach negotiating to girls
- Young women education
- \* Leadership training
- \* Showcase women in untraditional careers
- \*\* Provide business models/entrepreneurial programs in schools for girls
- Encourage more females businesses
- \*\* Teach ethical business practices
- \*\*\* Reward or recognize businesses that are best practices of equal pay
- Grow the economy
- \* Identify the roots of wage gap through more research
- \* Reward or promote those companies that reward the pledge
- Have NH 100+ employee companies take the pledge
- \*\* Define the pledge
- \* Reward or promote companies that take the pledge

## Examples of Post-It Suggestions:







