

TEN STEPS COMPANIES CAN TAKE TO NARROW THE GENDER PAY GAP

This research-based document can help businesses address systemic and structural issues that impact decisions around pay at any employment decision juncture.

- 1** Advance women into top leadership positions. This will create a culture, or “tone from the top,” that the company’s behaviors, attitudes, values, goals, and strategies are intertwined with a commitment to support and develop women.
- 2** Conduct a pay equity audit. Collect salary and compensation data by gender, race/ethnicity, age, education, department, tenure, and location. Create action steps to close the identified gap, and then act.
- 3** Increase wage and salary transparency. Make internal salary ranges and labor market data available to all employees.
- 4** Eliminate utilization of salary history to set a worker’s starting salary, as doing so may perpetuate the gender wage gap from prior employment, which may negatively impact subsequent raises, bonuses, and promotions that accumulate over time.
- 5** Limit salary negotiation for new hires. Instead, establish a structured compensation framework that is objective based on experience and position title.
- 6** Provide rigorously designed, high quality unconscious bias training to all members involved in the hiring process (e.g., recruiters, hiring managers, committee members).
- 7** Once salaries and opportunities among genders are equalized, formalize organizational processes that determine how individuals are evaluated for promotion and merit increases. Develop a scorecard to utilize measurable criteria that align with company values. Be consistent with evaluations.
- 8** Implement family-friendly policies, which includes, but is not limited to, paid maternity/paternity leave, flexible scheduling, remote work options, childcare support, job-sharing, and return to work programs.
- 9** Create a women’s employee resource group, offer women’s leadership development programs, and support additional efforts to strengthen equity, diversity, and inclusion efforts for all.
- 10** Make visible commitments like the [ElevateHER Challenge](#) and the [Parity Pledge](#), and publicize these decisions.