

# 100% Talent

*A Gender Equity Initiative for King County*



seattle metropolitan chamber of commerce



*Live. Lead. Thrive.*

# 100% Talent

Think.  
Act.  
Share.  
Invest.

The **Seattle Metropolitan Chamber of Commerce** and **Women's Funding Alliance** have joined forces in response to our local, gender equity challenges by launching a voluntary, employer-led, solutions-based initiative called: **100% Talent**.

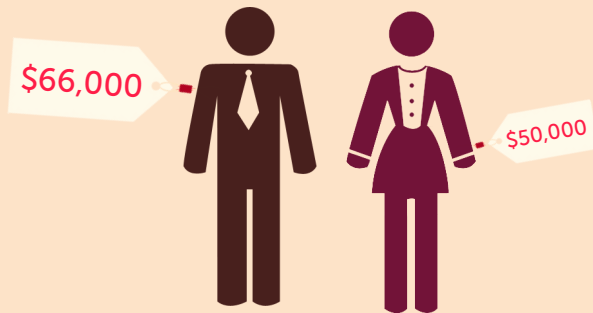
Learn more at [100PercentTalentSeattle.com](https://100PercentTalentSeattle.com)

# Introduction

King County leads the way in opportunity and innovation. Home to some of the most recognizable companies in the world, our region is an incubator for cutting-edge research and clean industry. Our workforce is diverse, skilled, educated and creative.

Even as we are held up as an economic model for the rest of the country, we face a serious challenge within our labor force – one that conflicts with our deeply held local values of inclusion and fairness.

*In 2013, women in King County who worked full time year-round earned just 76 cents for every dollar earned by men. <sup>1</sup>*



**IF WE CONTINUE WITH  
BUSINESS AS USUAL,  
WOMEN IN OUR REGION  
WON'T EARN THE SAME  
AS MEN UNTIL 2071. <sup>2</sup>**

This represents a significant long-term problem for our region to solve. It has direct consequences for the King County labor market, our regional economy and our quality of life.

The **Seattle Metropolitan Chamber of Commerce** and **Women's Funding Alliance** have joined forces in response to this local challenge by launching a voluntary, employer-led gender equity initiative. **We call this solutions-based initiative: 100% Talent.**

**Working together, we can create a more inclusive economy and vibrant King County for all:**

- Let's expand the use of best-practice solutions.
- Let's shine a positive light on businesses tackling the gender wage gap effectively.
- Let's get ahead of one-size-fits-all directives by being proactive.

**WE INVITE YOU TO JOIN US**

**IN PURSUING 100% TALENT**

*Recognizing the value of women in the workplace is good business.*

# The wage gap in King County

100% Talent builds off the momentum from the Seattle Metropolitan Chamber of Commerce's Women in Business & Leadership Initiative, and is informed and inspired by similar proactive efforts in Boston, San Francisco and the United Kingdom.

With employers in our region leading the way, our 100% Talent initiative exemplifies the partnership and dedication required to tackle an issue as complex as gender equity in the workplace.

**100% TALENT HAS IDENTIFIED 31 STRAIGHTFORWARD BEST-PRACTICE SOLUTIONS FOR EMPLOYERS TO INCREASE GENDER EQUITY IN KING COUNTY.**

**First, though, we have to understand where we stand within the context of a healthy economy.**

**Our economic growth is strong.<sup>3</sup>**

- From October to December 2014, jobs in King County grew by 3.4 percent, outpacing national employment growth.
- Job growth in construction was particularly strong, and service jobs grew as well, with the professional and business services and information sectors driving much of the growth.
- Unemployment in King County dropped to 4.1 percent in December 2014, the lowest rate in the state of Washington and well below the national rate of 5.6 percent.

**BUT A GULF EXISTS BETWEEN THE IMPRESSIVE TALENTS OF WOMEN IN OUR LOCAL WORKFORCE AND THE PAY THEY RECEIVE.**

# Women in King County<sup>4</sup>

Women are

**50%**

of the population in King County

**6** of every **10**

women in King County are in the local workforce

**3** out of **10**

privately-held businesses in King County are owned by women

Almost

**Half**

of all women in King County have a bachelor's degree or higher

Women dominate some of King County's largest industries including **HEALTHCARE, EDUCATION, FINANCE and INSURANCE.**

# Impacts of the gender wage gap

## 10 SIGNIFICANT INDICATORS & OUTCOMES

1. In 2013, women in King County who worked full time year-round earned just 76 cents for every dollar earned by men.<sup>5</sup>
2. Over the course of a year, a woman working full time in King County earns an estimated \$16,000 less than a man in King County. **This wage deficit adds up to a collective \$4.9 billion annually.**<sup>6</sup>
3. **Women of color experience an even wider wage gap.**  
Compared to the average earnings of white men in King County:
  - Hispanic women/Latinas earn just 41 percent.
  - African-American/black women earn 49 percent.
  - Asian and Pacific Islander women earn 60 percent.
  - White women earn 69 percent.<sup>7</sup>
4. **The wage gap between mothers and fathers is staggering.** Women with school-age children who work full time earn 58 percent what fathers with school-age children earn.<sup>8</sup>
5. As working women attain higher levels of education, **the gap between their pay and that of men with the same education generally widens.** While almost half of all women in King County hold a bachelor's degree or higher, they earn 63 percent to that of men with comparable education.<sup>9</sup>
6. Over a 40-year career, a woman working full time in King County and earning median income **makes an estimated \$544,000 less** than her male counterpart.<sup>10</sup>
7. The wage deficit makes it more difficult for women to pay off college loans, save for retirement and support their families. It also translates to less spending power.
8. Women in the U.S. control an estimated 73 percent of household spending.<sup>11</sup> But when they are paid less, single women and two-income families have less disposable income. **Closing the wage gap would contribute to increased spending power for women in King County.**
9. Nearly two in 10 families in King County are headed by single women.<sup>12</sup> **Due to the wage gap, these mothers face a deficit in earning power that makes it more difficult to adequately care for themselves and their families.**
10. **King County boasts a higher percentage of women in the workforce than Washington state or the nation, but has a wider gender wage gap than either the state or country as a whole. If King County was a state, its wage gap would be worse than 41 other states.**<sup>13</sup>

# Obstacles + Solutions

## OBSTACLES<sup>14</sup>

## SOLUTIONS<sup>15</sup>

Organization culture drives behavior and performance.



### ORGANIZATION CULTURE

Make gender diversity a priority.

Women job applicants are less likely to get interviews, particularly in male-dominated industries.



### HIRING

Remove bias from hiring processes.

Women are less likely to negotiate starting salaries or ask for a raise or promotion.



### WAGE NEGOTIATIONS

Empower women to negotiate.

Men are promoted on future potential while women are promoted on past performance.



### PERFORMANCE EVALUATION

Design fair employee performance evaluations.

Working mothers are undervalued and underpaid relative to fathers and non-mothers.



### MOTHERHOOD

Improve workplace flexibility.

Women remain underrepresented in senior levels and women executives are paid less than their male peers.



### SENIOR REPRESENTATION

Increase representation of women at senior levels.

Women are underrepresented in high-paying majors and degrees and overrepresented in low-paying ones.



### HIGHER EDUCATION

Women are clustered in low-paying jobs and sectors.



### OCCUPATIONS

Enable optimal college majors, optimal career paths and entrepreneurship for women

Women entrepreneurs earn less and receive less funding support relative to male entrepreneurs.



### ENTREPRENEURSHIP

# Best Practices

A series of straightforward, simple-to-adapt actions are available to achieve gender equity in King County. **The suggested 31 best-practice solutions have been shown to work<sup>16</sup>** and offer a logical starting place to launch this conversation. While no one solution is a panacea, the broad array provides a flexible toolkit of actions that employers and industries can tailor to their unique business needs and environments.

## ORGANIZATION CULTURE

- 1 Demonstrate that gender diversity is a high priority.
- 2 Reorient workplace culture to emphasize results over “seat-time.”
- 3 Offer training to acknowledge and overcome implicit bias.
- 4 Publish policies that foster an inclusive culture.

## HIRING

- 5 Create an initial applicant screening that is free of gender bias.
- 6 Seek diversity in the applicant pool and evaluate candidates as a pool.
- 7 Enlist diverse evaluators in hiring.
- 8 Evaluate starting salaries for new hires.

## NEGOTIATIONS

- 9 Conduct regular compensation evaluations for employees of all levels.
- 10 Conduct negotiation training for employees and managers.

## PERFORMANCE EVALUATION

- 11 Regularly train managers on conducting effective performance evaluations.
- 12 Publish employee performance philosophy or principles in a manner easily accessible by employees.

## WORKPLACE FLEXIBILITY

- 13 Evaluate causes of attrition among women, including mothers and non-mothers.
- 14 Offer paid family leave.



- 15 Offer onsite or subsidized childcare.
- 16 Offer child care referral or back up child care services.
- 17 Create and generate awareness of programs that confer employee schedule control, including flex programs.
- 18 Train managers to manage a flexible workforce.

## **SENIOR REPRESENTATION**

- 19 Mentor and sponsor women for leadership positions.
- 20 Provide structural support to move women up the talent pipeline.
- 21 Actively recruit women to executive level and board positions.
- 22 Include women on senior search committees.
- 23 Achieve equitable gender representation on compensation committees.

***Employers who want to engage outside their four walls can be part of building a more diverse and qualified future workforce through an additional set of eight best-practice solutions.***

## **COLLEGE MAJOR**

- 24 Support initiatives that expose young girls to STEM careers, the trades and other fields, where they are underrepresented.
- 25 Support initiatives that connect girls and young women to female role models, mentors and sponsors in fields where they are underrepresented.
- 26 Support the expansion of STEM high school and college courses.

## **CAREER PATH**

- 27 Evaluate female student perceptions of your industry.
- 28 Support outreach and training programs for women in STEM careers, the trades and other fields where they are underrepresented. Create recruiting initiatives for women in underrepresented fields.

## **ENTREPRENEURSHIP**

- 29 Seek gender diversity among investment partners.
- 30 Showcase successful women entrepreneurs.
- 31 Design incubators and co-working spaces to support entrepreneurs with families.

***CLOSING THE GENDER WAGE GAP HAS PROFOUND BENEFITS FOR THE WORKPLACE AND OUR REGIONAL ECONOMY. IT ALSO HARMONIZES WITH OUR LOCAL VALUES OF INCLUSION AND FAIRNESS.***

# Join 100% Talent

Our economic growth is strong and our workforce is diverse, skilled, educated and creative. However, our gender wage gap is one of the most severe in the nation and represents a long-term problem to solve. The Seattle Metropolitan Chamber of Commerce and Women's Funding Alliance invite you to join 100% Talent – our voluntary, employer-led, solutions-based initiative.

***Working together we can create a more inclusive economy and vibrant King County for all.***

**Achieving gender equity in the workplace is important to our business and community and we pledge to be part of the solution. Benefits of joining the initiative include opportunities for recognition and a set of customizable tools and supports to help you:**

## Think

- Identify issues around gender equity and their root causes.
- Establish a system to collect and track relevant employment and wage data from across your company.

## Act

- Address your most critical issues by implementing at least three best-practice solutions.
- Track and monitor progress.

## Share

- Opportunities to share your best practices with other human resource managers and executives.
- Showcase your successes with other employers and our community.

## Invest

- Become a founding member of 100% Talent with a three-year financial sponsorship.

### **5-YEAR GOALS OF 100% TALENT**

1. 500 companies make the pledge; 100 in the first 18 months.
2. The majority of employees in King County are impacted through engagement of employers of all sizes.
3. Companies report significant, measurable benefits as seen through semi-annual surveys and their own internal annual wage and demographic data collection.
4. A practice-sharing conference is held within a year.

**Please note:**

100% Talent will seek to measure impact through qualitative reporting from signatories and collection of publicly available federally reported data. 100% Talent will not ask signatories to provide employment and wage data to be shared with other signatories or the general public.

**Acknowledgements**

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**Endnotes**

1. Institute for Women's Policy Research (IWPR) Analysis of the 2013 American Community Survey from the Minnesota Population Center's Integrated Public Use Microdata Series (IPUMS).
2. IWPR calculations based on the 1960, 1970, 1980, 1990, and 2000 Decennial Censuses and 2010, 2011, 2012, and 2013 American Community Surveys.
3. King County Office of Economic and Financial Analysis, Fourth Quarter 2014 Econpulse. (<http://www.kingcounty.gov/business/Forecasting/EconPulse.aspx>)
4. IWPR Analysis of the 2013 American Community Survey from the Minnesota Population Center's Integrated Public Use Microdata Series (IPUMS).
5. ibid
6. Women's Funding Alliance calculations, 2015
7. ibid
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10. Women's Funding Alliance calculations, 2015
11. Michael J. Silverstein and Kate Sayre, Women Want More: How to Capture Your Share of the World's Largest, Fastest-Growing Market (HarperBusiness, September 2009).
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13. Women's Funding Alliance calculations, 2015
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15. ibid
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**THE CHAMBER**

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Women's  
Funding  
Alliance™

*Live. Lead. Thrive.*

**Learn more:**

[100PercentTalentSeattle.com](http://100PercentTalentSeattle.com)

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**Ready to join or donate to our initiative? Please contact:**

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