



Policy Memorandum

Subject: Leading the Way to Workplace Equity

Despite decades-old legislation mandating equal pay for men and women, women continue to earn significantly less than men for the same work. In 2017, the median earnings of women working full-time were approximately 80.5% of the earnings of men working full-time, resulting in over \$100 billion in lost wages annually. The earnings gap is worse for Hispanic and black women, who earn 53% and 61% as much as white men, respectively. The Equal Pay Act of 1963 was enacted to ensure that men and women are paid equally for equal work, but the requirements for victims to seek restitution are often burdensome and expensive, resulting in structural pay inequity.

For city employees, pay disparities often grow larger during the course of employees' tenure. Cities can help close these gaps by directly addressing the earnings of city employees and contractors. When cities publicize these efforts, they can set an example for companies to follow.

Improvements in hiring and promotion practices and pay equity can be made by taking the following actions:

1. Conducting blind resume reviews during the hiring process. This entails removing names from resumes before review.
2. Refraining from inquiring about previous salary history during the hiring process.
3. Committing to pay employees equitably, and making pay information public.
4. Collecting and publishing data on pay by gender and race, including tracking pay disparities by tenure.
5. Setting public targets for diverse representation at senior levels and reporting on progress toward these targets.

By taking the above actions, City governments will not only be setting a strong example for the broader community, they can directly help employees and improve recruitment by creating a more welcoming organization.