



EQUAL PAY FOR WORK OF EQUAL VALUE:

Establishing Pay Equity Principles to Advance Workforce Financial Wellness

STAR² CENTER WHITE PAPER 2023

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About the STAR² Center

The Solutions, Training, and Assistance for Recruitment and Retention (STAR²) Center is a project of the Association of Clinicians for the Underserved (ACU) that provides resources, training, and technical assistance to help Health Center Program grantees with their clinician workforce challenges and questions. We are a National Training and Technical Assistance Partner of the Bureau of Primary Health Care. Visit our website at www.chcworkforce.org



Abstract

This white paper examines existing literature to detail organizational processes and practices that champion compensation equity. It also provides a step-by-step guide on how to conduct a pay equity audit. Pay equity ensures that employees receive equal pay for work of equal value, and the modern workforce expects a timely and sincere commitment to these principles from their employers. To achieve these expectations, organizations need transparency; bi-directional communication; a robust compensation philosophy; continuous monitoring and evaluation; comprehensive workforce planning; and an ongoing dedication to justice, equity, diversity and inclusion (JEDI).

Keywords: pay equity, compensation, remediation, compensation philosophy, leadership, transparency, communication, workforce, justice, equity, diversity, inclusion, JEDI



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Introduction

In its simplest form, pay equity means—**equal pay for work of equal value**. As described by ADP (n.d.), “Pay equity is the concept of compensating employees who have similar job functions with comparably equal pay, regardless of their gender, race, ethnicity or other status” (What Is Pay Equity section, para. 1). Pay equity plays a central role in the advancement of justice, equity, diversity, and inclusion (JEDI), which aims to secure financial wellness for all employees. In other words, the goal is a **thriving wage** founded on the principles of a strong **compensation philosophy** that accounts for historical injustices and imbeds thoughtful and transparent data-driven approaches to adjust salaries, expand compensation packages, and if needed, implement remediation practices.

It is also important to address **wage stagnation** when discussing pay equity as it is a reality for many in the United States (U.S.) workforce. This is especially true for those who come from historically marginalized and underrepresented communities. Even during times of strong economic



growth, wages tend to remain stagnant limiting the purchasing power of an individual’s income. Wage stagnation has persisted since the 1970s. From 1979 to 2020 salaries grew by 17.5%, which stands in contrast to a 61.8% growth in productivity (Lee, 2022). Unfortunately, the lag in salary growth only serves to further exacerbate these inequities. Pay equity, also known as **compensation equity**, seeks to amend these disparities and serve as a crucial component of an organization's workforce strategy, operations, and connection to its mission and values.

A thriving wage goes beyond a living wage. While a living wage focuses on necessities, a thriving wage accounts for necessities, disposable income, and savings. This may mean providing salaries that are 50% or more above an area's living wage estimate (Nagarajan, 2023).



The Changing Workforce Landscape

As the workforce landscape continues to change, finding purpose at work is essential. In 2019, The Atlantic asked a poignant question, “Should a job provide a paycheck or a purpose?” (para. 1). The answer was simple—**it should provide both**. As the COVID-19 pandemic took hold, more and more workers sought employment opportunities that provided them with both a sense of purpose and financial stability (Rhyu, 2023). As of 2023, more than four million Americans voluntarily left their jobs to explore other opportunities that better align with their values and needs (U.S. Bureau of Labor Statistics, 2023).

For organizations, this meant enacting strategic changes to their retention and recruitment processes. As detailed by the Society for Human Resource Management (SHRM) (2023), retaining and recruiting the best talent requires both internal and external pay equity. Internally “employees [need to] feel they are being rewarded fairly based on performance, skills and other job requirements” (SHRM, 2023, para. 1), while externally employees need to feel they are “paid fairly to the market” (Payscale, n.d., p. 2). Ultimately, workers seek “economically sustaining and family supporting wages” (Rhyu, 2023, para. 4).

An Eye Toward Pay Equity

Workforce Strategy Tips*

The following are actions to consider when addressing pay equity in the workplace:

- Make pay equity a strategic and operational priority
- Regularly communicate with staff about compensation
 - Example: Provide clear policies on pay determination and announce changes to pay scales and other compensation
- Train managers to talk to their direct reports about salaries
- Build a culture of financial wellness
 - Example: Offer opportunities for staff to talk to a financial advisor
- Secure leadership buy-in
 - Example: Provide leadership with data on the cost of turnover vs. investing in wage increases, expanding benefits, and developing other financial wellness initiatives
- Add salary ranges to job announcements and make this information accessible to current staff
- Assess current market rates for each position and implement remediation practices to better achieve fair and equal compensation
- Conduct a thorough analysis of current pay policies—if needed, hire a consultant to conduct the analysis
- Communicate with staff about the action steps leadership plans to take to address pay discrepancies

**More information on these topics is available throughout the document including the resource section (see Appendix B).*



Justice, Equity, Diversity, & Inclusion

Pay equity is intrinsically linked to JEDI. The evolving needs of workers continue to shed light on the importance of integrating JEDI principles into the strategic and operational functions of an organization. One of the most salient ways to work toward a more equitable workplace is to ensure that employee compensation is fair, appropriate to the work being performed, and determined without bias.

An organization's commitment to pay equity requires a call to action that challenges assumptions and mitigates implicit bias (Payscale, n.d.). Proactive measures that create equitable compensation structures define an organization's duty to uphold JEDI principles and support employee well-being. As stated, "Compensation is where our values are tested, our willingness to take (real or perceived) organizational risks is codified, and ultimately where decisions are made that directly affect people's livelihoods" (CompassPoint, 2019, para. 1).

While calls for action on pay equity continue to increase, there is still much work to be done to address the problem of income inequality. "Based on the money income Gini index, income inequality increased by 1.2% between 2020 and 2021; this represents the first time the Gini index has shown as annual increase since 2011" (Semega & Kollar, 2022, Highlights section, para. 2).¹

It is also important to note that pay equity research is often centered on data points that quantify compensation disparities based on gender and/or race and ethnicity; however, it is essential to look at the prevalence of pay gaps across all demographics and at the intersection of various identities. This provides the most accurate representation of income inequality and historical injustices faced by individuals from marginalized and unrepresented communities (see Appendix A).



While work status (e.g., full-time, part-time), educational attainment, the field of employment, years of experience, and more affect an individual's salary, even in professions with high compensation, inequities persist across a variety of social identities. Pay equity is a matter that affects all workers, their families, the economy, and a person's ability to financially thrive free from monetary stressors (GlobeNewswire, 2022; Trusaic, n.d.).

Fortunately, compensation equity provides the opportunity for organizations to build a workplace that is **people-centered** and **values-based** (Nagarajan, 2019). Building transparent and vigilant organizations that challenge outdated assumptions about compensation supports a workplace that avoids replicating unfair privileges, values labor—even labor that is often under-compensated—and actively works to combat implicit and explicit biases (Nagarajan, 2022).

Defining JEDI (as cited in Brandeis University, n.d.)

(Social) Justice: An analysis of *how power, privilege, and oppression affect the experience of different social identities*.

Equity: The notion of being fair and impartial as an individual engages with an organization or system. Acknowledgment that *not everyone has been afforded the same resources and treatment while also working to remedy this fact*.

Diversity: Having a *variety of social identities* (sex, race, gender, class, religion, ability, health, ethnicity, migration history, and many others) that spend time in shared spaces, communities, institutions, or society.

Inclusion: The notion that an organization or system is welcoming to new populations and/or identities. This new *presence is not merely tolerated but empowered to contribute meaningfully*.

¹ “The Gini Index is a summary measure of income inequality. The Gini coefficient incorporates the detailed shares data into a single statistic, which summarizes the dispersion of income across the entire income distribution. The Gini coefficient ranges from 0, indicating perfect equality (where everyone receives an equal share), to 1, perfect inequality (where only one recipient or group of recipients receives all the income). The Gini is based on the difference between the Lorenz curve (the observed cumulative income distribution) and the notion of a perfectly equal income distribution” (U.S. Census Bureau, n.d.).

A Note on Transparency.

When discussing transparency and its relation to compensation, it is important to understand the difference between pay equity, pay transparency, and transparent communication.

- **Pay Equity**: Equal pay for work of equal value
- **Pay Transparency**: Disclosing internal and/or external information about employee compensation standards (Beppel, n.d.)
- **Transparent Communication**: Intentional sharing of information—whether good, bad, or neutral—in an upward, downward, and lateral way to ensure others understand the decision-making process (Michigan State University [MSU], n.d.)

As organizations start to perform pay equity audits and corresponding analyses, it is crucial for leadership to practice transparent communication—with all staff—before, during, and after the process. Likewise, leadership needs to approach pay equity openly and with a mindset that prioritizes pay transparency.

While pay equity audits and analyses may yield unexpected or less-than-favorable results, taking proactive action is a critical first step to understanding current pay structures and developing meaningful change that seeks to rectify any uncovered inequities (Trusaic, 2021).



Other Terminology (JazzHR & Gusto, n.d.; Symonds, 2022)

- **Pay Equality***: Equal pay for equal work

**The goal is to achieve pay equity. The distinction is an important one because “equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome,” while equality offers the “same resources and opportunities” but does not account for different needs (Milken Institute School of Public Health, 2020).*

- **Pay Fairness**: Fairness in compensation that goes beyond what is legally required and is based on an organization's compensation philosophy
- **Pay Gap**: Differences in salaries between groups (often seen arising around gender, race, ethnicity, and other identities)
- **Pay Parity**: Compensation structures and policies that exist without pay gaps
- **Pay Disparity**: Significant pay differences between groups who perform similar or the same job functions
- **Internal Pay Equity**: An analysis of internal pay structures to ensure fair compensation across the organization and among different groups
- **External Pay Equity**: Comparison of salary and benefits with market and industry standards to ensure fair compensation and competitive job opportunities



Conducting Pay Equity Audits

A pay equity audit is a proactive, multistep process that requires careful planning, transparency, and expertise. While complex, conducting a thorough internal and external analysis of an organization's pay structures and total compensation package is not an insurmountable feat. It also helps demonstrate an employer's commitment to advancing financial well-being and fairness, as well as embodying mission-driven, JEDI-focused values.

Reasons to Conduct a Pay Equity Audit *(JazzHR & Gusto, n.d.)*



Ethical

Pay gaps and unfair compensation remain a reality for many in the workplace with the most significant disparities seen among individuals from marginalized and unrepresented communities (see Appendix A). Wage stagnation continues to affect the workforce, leading to an increase in financial stressors and economic uncertainty. It also impedes an individual's ability to thrive personally and professionally.



Functional

Organizations that provide equitable salaries and benefits tend to have better staff satisfaction, engagement, and retention. Likewise, pay equity helps organizations grow and thrive through improved employee productivity and supports stronger recruitment efforts that attract the right talent. Pay equity also has a positive impact on the economy by increasing the purchasing power of an individual's salary.



Legal

Federal, state, and local laws govern the way organizations approach and correct pay disparities and/or pay discrimination (see Appendix B). Organizations are legally required to comply with all employment and labor laws. A failure to follow the legislative requirements set forth by government entities may lead to costly litigation and open up the possibility for more legal action.

Pay Equity Audit Process

- 1 Secure leadership buy-in
- 2 Develop a compensation philosophy
- 3 Identify goals, outcomes, timelines, and resources
- 4 Understand the legal context of pay equity
- 5 Research internal compensation policies and practices
- 6 Gather data
- 7 Run an analysis to identify pay discrepancies
- 8 Interpret data
- 9 Communicate findings and propose action steps
- 10 Act and implement remediation practices
- 11 Continue to test and monitor

(ADP, n.d.; Aon, 2018; Barnard-Bahn, 2020; JazzHR & Gusto, n.d.; Lucid Content Team, n.d.; Messina, n.d.; Seyfarth, 2023; Symonds, 2022; Trusaic, n.d., 2021; Van der Laken, n.d.)



Secure leadership buy-in. Before commencing a pay equity audit, it is imperative for an organization's leadership to support the process and maintain a commitment to transparency, meaningful change, and JEDI.

Explaining to leadership the purpose of a pay equity audit is paramount as it takes time, financial support, employee expertise, and more (Van der Laken, n.d.). Presenting to leadership the reasons for conducting a pay equity audit (i.e., ethical, functional, legal) is a crucial step in securing buy-in. One approach when speaking to leadership is to provide them with information about the cost of turnover (see Appendix B) versus investing in equitable compensation. Buy-in is more likely when leadership understands the potential short- and long-term impacts of inequitable or low pay, few growth opportunities, or unsupportive organizational cultures.

The Pew Research Center identified the following as the top reasons for employee turnover in 2021 (Parker & Menasce Horowitz, 2022):

- *Low pay (as reported by 63% of respondents)*
- *Lack of advancement opportunities (as reported by 63% of respondents)*
- *Disrespect in the workplace (as reported by 57% of respondents)*



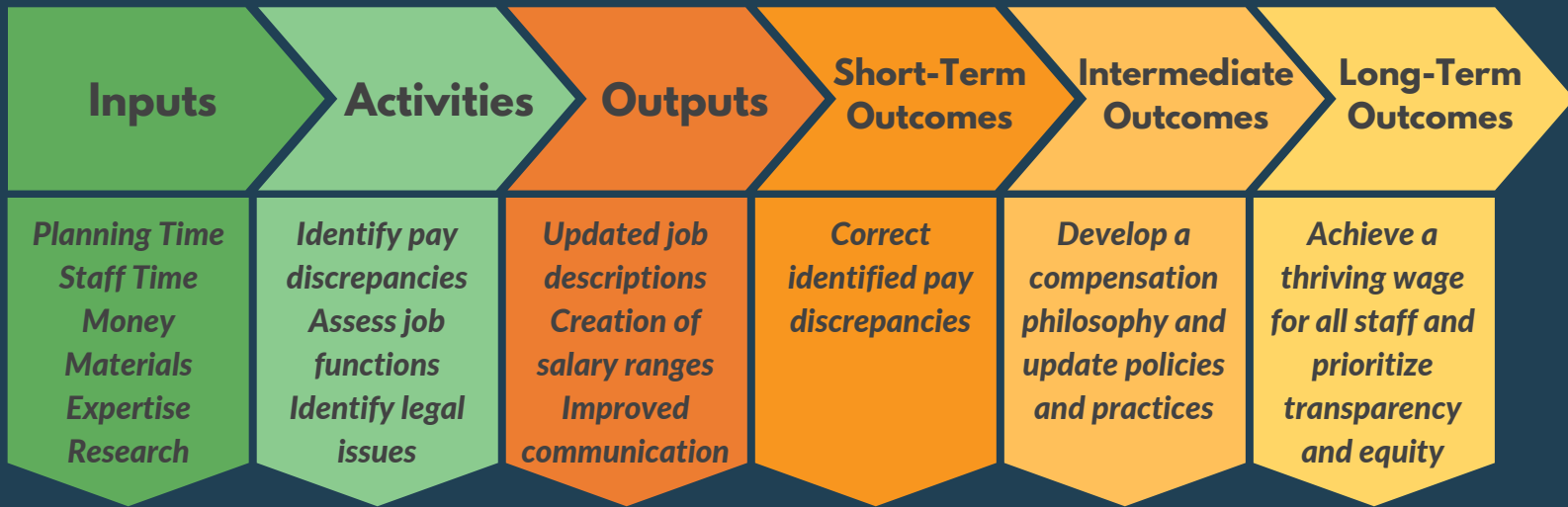
Develop a compensation philosophy. A compensation philosophy serves as the foundation of an organization's compensation policies and practices. It helps to determine pay structures, guides the planning and execution of a pay equity audit, and highlights an organization's commitment to its workforce.

Similar to a mission statement, a compensation philosophy is a formal written statement focused on pay, benefits, and other factors that contribute to an employee's total compensation (Insperity Staff, n.d.; SHRM, n.d.). Transparency and consistency guide the development of a compensation philosophy and once formalized it should be made available to all staff and can be used as a retention and recruitment tool (JazzHR & Gusto, n.d.) When writing a compensation philosophy, it is important to include the organization's values, why and how it developed its pay structures, what is included in its compensation package, and the organization's commitment to correcting pay disparities (Indeed Editorial Team, 2022; JazzHR & Gusto, n.d.)

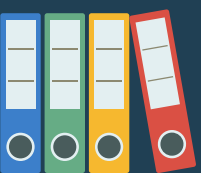
Compensation Philosophy Example: *"Transparency: We openly share our approach and all salaries to create trust, hold ourselves accountable, and serve as a resource for the industry. Simplicity: We aim to maintain an easy-to-understand formula that allows anyone to easily see how we arrive at any individual salary. Fairness: We ensure that those with the same role and responsibilities who are at the same experience level are paid equitably. Generosity: We pay above market to attract the team we need, thrive as individuals, and avoid exceptions and inequity resulting from negotiation."* (Hubbard, 2021, *How We Think About Compensation* section, paras. 4-7)



Identify goals, outcomes, timelines, and resources. Preparation is an integral step in the pay equity audit process. Logic models are an excellent way to record the goals, outcomes, timelines, and resources needed to successfully perform a pay audit. Below is an example of a logic model:



Understand the legal context of pay equity. Every organization needs to understand and comply with all federal, state, and local laws that govern how pay is decided, distributed, reported, and communicated to staff (see Appendix B). The results of a pay equity audit may have far-reaching legal implications and it is recommended organizations seek legal counsel "grounded in the specific compensation decisions an employer is considering making" (re:Work, n.d.; Trusaic, 2023, p. 73). Fear is not a reason to avoid conducting a pay equity audit. Organizations remain much more vulnerable to legal action, if they do not collect data about their pay structures and take corrective action to remedy any identified pay disparities (Barnard-Bahn, 2020).



Research internal compensation policies and practices. Every organization needs a written set of policies that drive the decision-making process of its compensation structure. These policies and practices should comply with all legal requirements. An example is California's Senate Bill (SB) 1162 that requires employers in the state to include pay scales in job postings and, upon request, provide employees with the salary range for their current role (Zaines, Rojas-Castro, & Weston, 2023). Researching compensation policies and practices is also part of the data collection process. If an organization is undergoing its first audit or resources are limited, it is helpful to start small by collecting the compensation rates of each position as well as factors—such as merit or tenure—that determine the salary for each job (Lucid Content Team, n.d.; Van der Laken, n.d.).



Work with data (gather data, run an analysis, interpret data). The goals and outcomes set forth prior to a pay equity audit will determine the scope of data collected and the depth of its analysis (Lucid Content Team, n.d.; Symonds, 2022). Gathering data and analyzing its results requires specific knowledge. For this reason, organizations must select staff members that work with data or have a professional or academic background in data collection to lead the audit process. If there are no staff who possess this level of expertise, it is important to work with a consultant who specializes in data analysis and workplace compensation. Generally, an organization will want to collect the following data points as part of a pay equity audit (Barnard-Bahn, 2020; Lucid Content Team, n.d.; Symonds, 2022; Van der Laken, n.d.):

- Salary information (base salaries, starting salaries, current salaries, bonuses, promotions, variable compensation, overtime pay, frequency of pay raises)
- Benefits information (what is and is not provided and to whom)
- Position information (job titles, job levels, job descriptions, skill sets, department, comparable job functions)
- Employee demographics (sex, gender, age, race, ethnicity, and other identities)
- Other job-related information (tenure, length of service, education level, expertise, performance, potential for advancement, hours worked, full-time, part-time)
- Business practices (compensation policies and procedures, cost of living adjustments, salary formula, compensation philosophy)
- Market rates and industry standards for salaries and benefits

Depending on the quality of the data and record-keeping accuracy, the information collected may require a "clean-up effort" to ensure data integrity, proper analysis, statistically significant results, and the ability to assess for reliability and validity (Barnard-Bahn, 2020).

**For more information and resources about the different ways to use data when conducting a pay equity audit see Appendix B.*





Communicate findings and propose action steps. As previously stated, pay equity requires transparent communication across the organization. While transparency is crucial for organizations, it is still seen as an option by many; yet, "a fifth of all U.S. workers will be covered under pay transparency laws" by the beginning of 2023 and "experts predict the pay transparency trend will continue to grow" (Matuson, 2022, para. 2). Leadership needs to oversee the manner in which staff receive communication throughout the pay equity audit process. This responsibility includes informing staff about the action steps the organization plans to take to correct any pay disparities and maintain ongoing pay equity (Trusaic, 2022). Likewise, leadership needs to prepare for a potential crisis management event and take ownership of any deficits in the organization's compensation policies and practices (Trusaic, 2022). Front-line managers also need training on how to effectively communicate with their direct reports about compensation because they are often the ones fielding questions related to pay and benefits (Matuson, 2022).

For a long time, conversations about pay were seen as taboo, but that is no longer the case as communication is needed to achieve fair and equitable compensation (Nagarajan, 2019). The reality is that whether or not leadership supports transparent communication, it will happen in the workplace and employees are legally protected. Organizations need to act quickly; leadership and supervisors need to clearly communicate with staff and avoid reacting defensively (Matuson, 2022).

The following is a sample of questions staff members may ask their leadership and/or supervisors (Matuson, 2022, Prepare for Common Pay Questions section, paras. 2-6):

- How is pay determined?
- Why do some of my colleagues make more money?
- Why are recent hires making more money?
- What is meant by salary ranges and how are they determined?
- How does the organization determine if pay is competitive and equitable?
- What is the organization doing to fix pay disparities?





Act and implement remediation practices. Once a pay equity audit is complete, organizations need to think about implementing meaningful remediation practices. If a pay equity audit finds any unjustified wage gaps, leadership must correct it in a timely manner—it is important to note that cutting pay to correct wage gaps is usually prohibited (ADP, n.d.). Beyond fixing wage disparities, there are many other practices an organization can implement after conducting an audit.

Below is a sample of some best and promising practices (ADP, n.d.; Nagele-Piazza, 2020):

- Prioritize salaries and benefits during the budgeting process
- Actively review compensation trends and market standards
- Create transparent compensation systems with objective metrics
- Provide salary ranges and make them available to all staff
- Set regular deadlines for pay raises and account for cost-of-living adjustments
- Keep all job descriptions current to ensure easier comparison between roles
- Communicate on a regular basis with employees about compensation (this helps to build trust)
- Ban the use of salary histories during the hiring process (some states have already passed laws prohibiting the use of salary histories to make pay decisions)
- Prohibit salary negotiations as they often have a negative impact on staff members from marginalized and underrepresented communities
- Train all decision-makers on how to transparently talk about compensation and to understand the organization's internal pay structures
- Understand the internal and external factors that affect compensation

Ultimately, the goal is to achieve an organization that values and champions a culture of financial wellness. With finances being one of the biggest stressors in the U.S., employers are ideally positioned to provide their staff with the right resources to increase their financial knowledge and empower them to make more sound financial decisions (Todd, n.d.).



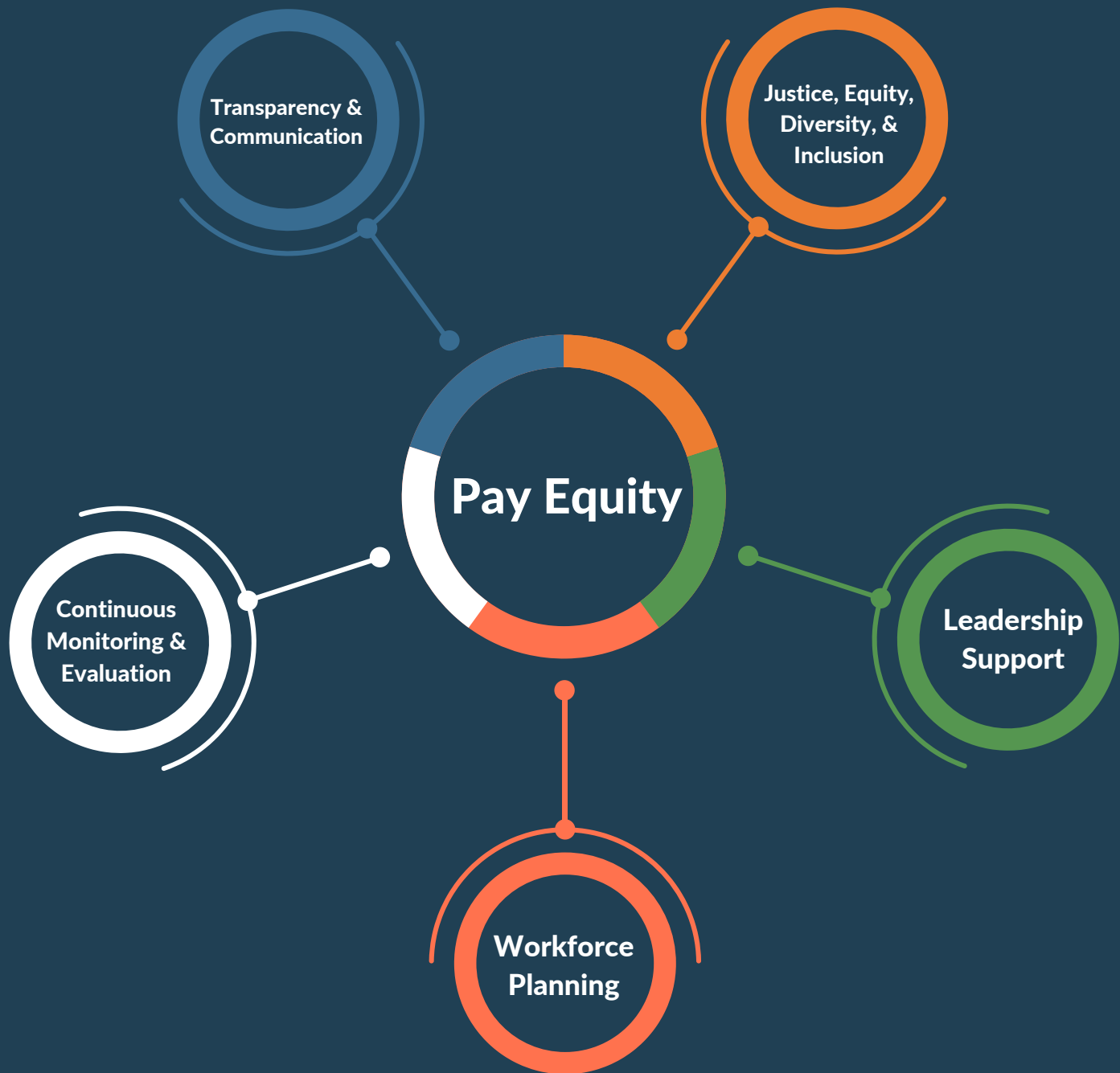
Continue to test and monitor. The final step in a pay equity audit is to do it all over again. Working toward equitable compensation is not a one-time process (Trusaic, 2023). It requires continuous evaluation to ensure that organizations pay their employees a fair salary—free of bias or discrimination—that ideally leads to a thriving wage. As an organization prepares to test and monitor compensation structures, it is helpful to return to the goals and outcomes set forth and assess what worked, what did not, where improvement is needed, and what strengths exist.

Total Compensation Package

The following is an example of a total compensation package (Birt, 2023; Miranda 2023). It will differ for each organization based on finances, sustainability, values/mission, equity, staffing, and more.



Key Components of Pay Equity



"Pay equity touches on every aspect of the acronym [JEDI]; as we work towards pay equity we are doing justice by undoing systemic marginalization of those people who have been and continue to be undercompensated at work. The "e" is in the statement itself—we are creating a more equitable organization by examining pay structures; we are increasing diversity by showing we value everyone's work and contributions; and we are creating inclusive spaces that demonstrate our organizational values." - Helen Rhea Vernier, ACU STAR² Center

Conclusion

Pay equity—*equal pay for work of equal value*—is not solely a concept but also a practice that organizations need to take seriously. It is an ongoing process that involves adjusting and monitoring compensation structures, policies, and practices. While seemingly insurmountable, that is not the case if pay equity is prioritized and properly assessed. Pay equity is also governed by many laws at the federal, state, and local level with new legislation continuously being enacted. It is no secret that finances are an integral part of life. Providing employees with a thriving wage that is equitable, free of bias, and accounts for historical injustices, allows individuals to succeed professionally and personally while also positively impacting their workplace and the larger economy.



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Appendix A: Pay Disparities

The following information outlines various data points that detail wages and earning disparities for individuals from minoritized or unrepresented groups (American Association of University Women [AAUW], 2022; Human Rights Campaign [HRC], n.d.; Kochhar, 2023; National Women's Law Center, 2023; U.S. Census Bureau, 2019; U.S. Department of Labor [DOL], n.d.; U.S. Government Accountability Office [GAO], 2022):

- Overall, women earn \$.82 for every dollar that men earn. In 2002, women earned \$.80 for every dollar that men earned indicating a minimal increase over a 20-year period.
- In 2022, Black women earned \$.70 for every dollar that White men earned. An increase from 2021, when Black women earned \$.63 for every dollar.
- From 2017 to 2019, Black workers earned \$.76 for every dollar that White workers earned.
- In 2021, Native women earned \$.51 for every dollar that White men earned.
- In 2019, American Indian and Alaska Native women earned \$.90 for every dollar that Native men earned.
- From 2017 to 2019, Native American/Native Indian workers earned \$.77 for every dollar that White workers earned.
- In 2022, Hispanic or Latina women earned \$.65 for every dollar that White men earned. An increase from 2021, when Hispanic or Latina women earned \$.58 for every dollar.
- From 2017 to 2019, Hispanic or Latino/a/e workers earned \$.73 for every dollar that White workers earned.
- In 2021, White women earned \$.79 for every dollar that White men earned.
- In 2022, Asian women earned \$.93 for every dollar that White men earned.

- In 2021, Asian American, Native Hawaiian, and Pacific Islander (AANHPI) women earned \$.92 for every dollar that White men earned.
- From 2017 to 2019, Asian-Pacific Islander workers earned approximately \$1.12 for every dollar that White workers earned.
- From 2017 to 2019, multiracial workers earned \$.81 for every dollar that White workers earned.
- Overall, full-time workers with a disability earn approximately \$.87 for every dollar that someone without a disability earns.
- In 2021, lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual, and agender (LGBTQIA+) full-time workers earned \$.90 for every dollar that workers who do not identify as LGBTQIA+ earned. Within the LGBTQIA+ community, the breakdown of earnings for every dollar in 2021 is as follows:
 - Native American LGBTQIA+ individuals earned \$.70.
 - Native American LGBTQIA+ women earned \$.75.
 - Black LGBTQIA+ individuals earned \$.80.
 - Black LGBTQIA+ women earned \$.85.
 - Latino/a/e LGBTQIA+ individuals earned \$.90.
 - Latina LGBTQIA+ women earned \$.72.
 - White LGBTQIA+ individuals earned \$.97.
 - White LGBTQIA+ women earned \$.96.
 - Non-binary, genderqueer, genderfluid, and two-spirit individuals earned \$.70.
 - Trans men earned \$.70.
 - Trans women earned \$.60.
 - Overall, LGBTQIA+ women earned \$.87.
 - Overall, LGBTQIA+ men earned \$.96.

Appendix B: Resources

ACU STAR² Center Resources

- Compensation Assessment Tool: https://chcworkforce.org/web_links/star%2c2%b2-center-compensation-self-assessment-tool/
- Financial Assessment for Provider Turnover Tool: https://chcworkforce.org/web_links/star-center-financial-assessment-tool/
- Pay Equity Checklist: https://chcworkforce.org/web_links/pay-equity-checklist/

Income Statistics/Information

- Payscale – 2023 Gender Pay Gap Report: <https://www.payscale.com/research-and-insights/gender-pay-gap/>
- National Women’s Law Center – Race & Gender Wage Gaps: <https://nwlc.org/issue/race-gender-wage-gaps/>
- National Women’s Law Center – The Wage Gap, State by State: <https://nwlc.org/resource/wage-gap-state-by-state/>
- University of Missouri – Prices and Wages by Decade: <https://libraryguides.missouri.edu/pricesandwages/1990-1999>
- U.S. Bureau of Labor Statistics – Employer Costs for Employee Compensation for the Regions December 2022: https://www.bls.gov/regions/southwest/news-release/employercostsforemployeecomensation_regions.htm
- U.S. Department of Labor Office of Federal Contract Compliance Programs – Earning Disparities by Race and Ethnicity: <https://www.dol.gov/agencies/ofccp/about/data/earnings/race-and-ethnicity>
- U.S. Department of Labor Statistics – Occupational Employment and Wage Statistics: https://www.bls.gov/oes/current/oes_nat.htm
- U.S. Department of Labor Women’s Bureau – Equal Pay and Pay Transparency: <https://www.dol.gov/agencies/wb/equal-pay-protections>

Living Wage *the goal is not solely a living wage, but a thriving wage

- Buffer – Salary Calculator: <https://buffer.com/salary-calculator/>
- GOBankingRates – This Is the Living Wage You Need in All 50 States: <https://www.gobankingrates.com/money/jobs/living-wage-every-state/>

- MIT – Living Wage Calculator: <https://livingwage.mit.edu/>
- Payscale – How to Ask for a Raise and Get It: <https://www.payscale.com/research-and-insights/how-to-ask-for-a-raise/>
- Vega Mala Consulting – How Do We Quantify a Thriving Wage: <https://www.vegamala.com/how-do-we-quantify-a-thriving-wage/#>

Pay Equity Audits & Using Data

- Academy to Innovate HR – Pay Equity Analysis: The Essential Guide [With a Tutorial]: <https://www.aihr.com/blog/pay-equity-analysis/#What>
- Re:Work – Guide: Structure and Check for Pay Equity: <https://rework.withgoogle.com/guides/pay-equity/steps/introduction/>
- Trusaic – Designing a Successful Pay Equity Policy for Your Organization: https://trusaic.com/resources/pay-equity-downloads/designing-a-successful-pay-equity-mar-2021-1?utm_referrer=https%3A%2F%2Ftrusaic.com%2F
- Trusaic – Pay Equity 101: <https://trusaic.com/pay-equity-complete-overview/>

Pay Equity Laws (Federal & State Information)

- American Bar Association – The Paycheck Fairness Act: https://www.americanbar.org/advocacy/governmental_legislative_work/priorities_policy/discrimination/the-paycheck-fairness-act/
- Littler – Minding the Gap: What Employers Need to Know as Pay Equity Protections Widen: <https://www.littler.com/publication-press/publication/minding-pay-gap-what-employers-need-know-pay-equity-protections-0>
- Littler – Pay Equity Laws Map: <https://www.littler.com/pay-equity-map>
- Paycor – Pay Equity and State-by-State Laws: <https://www.paycor.com/resource-center/articles/pay-equity-and-state-by-state-laws/>
- Pequity Blog – Pay Transparency 2022: Which States Require Employers to Provide Salary Ranges: <https://pequity.com/blog/pay-transparency-in-2022-which-states-require-employers-to-provide-salary-ranges/>
- Seyfarth – 50 State Equal Pay Reference Guide What Employers Need to Know about US Equal Pay Laws: <https://www.content.seyfarth.com/publications/50-State-Equal-Pay-Reference-Guide-2023/>
- Trusaic – The Pay Equity Definitive Guide 2023 Edition: https://trusaic.com/resources/pay-equity-downloads/pay-equity-definitive-guide?utm_referrer=https%3A%2F%2Ftrusaic.com%2F
- U.S. Equal Employment Opportunity Commission – Equal Pay/Compensation Discrimination: <https://www.eeoc.gov/equal-paycompensation-discrimination>

Transparent Salaries & Salary Formula

- Buffer – How We Decide What to Pay Our Team: Our Salary Formula and Compensation Philosophy: <https://buffer.com/resources/compensation-philosophy/>
- Buffer – Salary Formula: <https://buffer.com/salaries?ref=buffer.com>

Other Resources

- Fair Pay Workplace – Pay Equity White Papers and Reports: <https://fairpayworkplace.org/resources/>
- Michigan State University – Transparent Communication: <https://workplace.msu.edu/transparent-communication/>
- Trusaic – The Pay Equity Communications Planner: A Talk Track for Discussing Pay Equity: <https://trusaic.com/resources/resources-home-page/the-pay-equity-communications-planner>
- University of Kansas Community Toolbox – Section 1. Developing a Logic Model or Theory of Change: <https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/logic-model-development/main>

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