1. Bench Joins the Journey to Pay Equality Panel—Closing Pay Gaps Together - YouTube

<https://www.youtube.com/watch?v=H7Co37qqjQ0>

Transcript:

 okay good morning everyone and thank you so much for joining um we are really excited to be here with all of you to talk about uh the pay up for progress pledge and gather in honor of tomorrow september 18th um being equal pay day as designated by the united nations in 2019 uh my name is sicily bell blaine i'm the ceo at back out consulting um baccal consulting is an equity inclusion and anti-racism consulting company based in vancouver and partly in toronto as well um i want to acknowledge before we begin

 today's session where most of us i believe are gathering from which is on the unseated ancestral occupied lands of the coast salish people which includes the musqueams quahomish stolo and slaver tooth first nations want to offer gratitude to those nations as gracious hosts and as stewards of these lands for thousands of years and and especially as we talk about equity and we talk about um equality and liberation it's really important to recognize and acknowledge um the existence of canada um and those of

 us who are settlers on these lands and also we'll talk more in a moment about the the intersectional element of pay equity as well um so today's conversation is going to be an exciting one i'm i'm really thrilled to have um three representatives from three different companies who have taken the the pay up for progress uh pledge um before i do that i just want to remind folks of a couple of house uh housekeeping notes about today's sessions um so you can ask questions in the live stream comments we won't be able to

 answer many questions live we'll see how things go but we've got a really great uh conversation kind of planned out for you but those questions will be taken and answered later on by uh by our panelists and then those answers will be provided to you um afterwards uh so you can keep the conversations going and and keep the keep the learning going um aside from that i think we're good to go uh you'll be able to watch the recording as well later and if you want to share that with friends you can too

 um so i'm going to allow my panelists to introduce themselves um first off i'd love to hand it over to kathy quan who is the director of di for a vancouver-based accounting software company that most of you know called bench kathy please introduce yourself hi everyone my name is kathy i use she her pronouns and uh i am a um kind of feet in two worlds kind of a person lots of uh different two worlds but uh one of those is that i was uh born in california but have lived in vancouver for the last 15 years so

 vancouver definitely feels like home um as cecily mentioned i am the dei director at bench accounting um a place that i've loved over the last year just being part of our growth in diversity equity and inclusion and taking a stronger stance with respect to what that looks like in the world excited to talk to everybody thanks so much kathy happy to have you here um our second panelist is tara attire who is the chief people and diversity officer at hootsuite welcome tara cecily thanks for having me um i have been with hootsuite for just over

 a year and a half now i'm also in british columbia as well um i'm really thrilled to be here to talk about this really important topic so over to leslie and then we can kick it off yeah amazing thanks um yeah so my name's leslie collin i'm the vice president of people and culture at unbounce also located in vancouver i use she her pronouns and um i'm really excited to be here today to talk about um you know honoring tomorrow as a day of uh internationally recognized as pay equity day and um to talk a little bit with

 these wonderful humans about what we can all do to move um this conversation forward as more than just a conversation but actually as uh action items that we can all be inspired to take away and create movement and change over the next 12 months so hopefully next year when we all get together again we have some celebrations and some wins of some of the forward steps that we've all been able to take so just a little bit about equal pay day we've chatted a little bit about the payout for progress pledge already uh

 about a year ago unbounce launched this pay it for progress pledge for companies to pledge to progress their efforts against pay equity within their own organizations and ensure that the work was starting and being done right now what we know is it'll take over 200 years for us to close the pay gap that currently exists if no action is taken so when we talk about moving this from conversation to action and concrete actual uh steps to move forward that's what we really mean is those actions need to take place because 200 years is frankly

 i don't know how you all feel but i feel that's really unacceptable and am motivated every time i see that stat to do more and continue to do more so um today we've had 67 companies sign up and that represents our pledge and that represents almost 8 000 employees who have had their pay analyzed for equitability across an organization which is something that i know all here are pledges and something that we can feel really proud of that we have actively started this work it is a journey we'll talk about

 that in a little bit i'm sure the journey around this type of work and that we're not finished there's no checkbox that says it's done um but really we really want to help all of you uh inspire all of you to join us in this community of individuals who would like to advance the progress of progress against pay equity across your organization and across all of our communities so that a little bit of an intro to the pledge and why we're here today i will pass it back over to sicily who's going to help us

 keep us on track with our questions and our timing because i i can imagine we're going to have a lot to say thank you thanks leslie for providing a little bit more context um yeah so we've got some questions to go through and i'm just looking at the chat excited to see people coming from all over to join us we've got vancouver toronto florida nigeria so cool to see people tuning in from all over today's conversation um as yeah i think this is relevant everywhere and anywhere um so i'm gonna throw out

 um our first question to you um so i would first like to um hand it over to tara i would love to know what inspired hootsuite to take the pay up for for progress pledge and and yeah if you could share a little bit more about the process of taking the pledge and and yeah how things have gone for you thanks cecily um so at the time that uh pay up for progress pledge was launched hootsuite had already made a forever commitment to pay equity and to do an annual analysis of pay equity so for us really the attraction to the

 the pledge was joining a community of like-minded um professionals and organizations who were committed to this cause and you know leslie had mentioned this is a journey and i truly do believe it behooves us all to learn from each other to share the collective wisdom around this journey so that we can all be better for it and not have to wait the 200 years that leslie mentioned um it's it's there's no reason for it it's long overdue so for us this was really a no-brainer it was um important for us to be a part

 of this community and we started our first pay equity analysis back at the beginning of 2020 um we made corrections and then we had our second pay equity analysis earlier this year and achieved pay equity um and so you know this is this is a forever commitment this will continue to be something we look at annually um and it's a muscle that we need to maintain and strengthen so um you know i'm really thrilled to be a part of this community and learn from everyone and learn from people entering into the community as

 well um so i'll pass it back to you sicily but um that's sort of the in a nutshell where we are thank you thanks so much that's really cool to hear um yeah similarly kathy i would i would love to hear um how the journey has been for you at bench and and maybe even some kind of extra success stories that have come out of the process yeah so um this has been a really exciting kind of uh progression over the last uh several months i guess um maybe almost a year is when i i first had these initial conversations with folks

 over at unbounce um really excited to again like tara said join a community of folks who were really committed to this work and in that way where we could actually share some of um our challenges the barriers and um really lean into um the conversation which is that this is difficult it's difficult to do and um like folks have been saying already it's really about keeping that foot on the gas and um so knowing that there are other companies out there that are really committed to this work as well it makes it feel a little bit less daunting

 so that in and of itself has been such a win of um just having access to a community of folks who are kind of arm in arm trying to to head in in a direction together um for us i would say hopefully this doesn't sound super dull but one of the most powerful things to come out of this project was essentially the structure and accountability to develop a really robust data environment so for a small team a small dei team being able to make really informed decisions about where we focus our attention at any given time is a super

 invaluable thing um yes our our work uh spans across our leadership it requires everyone to be involved in some way shape or form and at the same time we really want to make sure that wherever we're focusing our attention it's the right place um and that's what this project really has been able to do for us and start doing for us starting with genders but really with the hope of expanding it in this next quarter for a lot of different demographic identities and personal characteristics and experiences

 so this project has really allowed us to develop an analytics environment on not only compensation but just because of how um we have to or how how this whole study is really and this project has really been structured with the guidance of unbounce um we have data around representation overall in promotions and hiring by job level by team by proficiency by tenure and all these things that we have been able to create a structure around and now we have this incredible system um some of this information that we can use

 live and other pieces that we can use in longer cadences to really help focus our attention on the greatest areas of need and to also um monitor for leading indicators of when we're kind of going off course and again it's a way of kind of directing our attention um another huge thing that has has come out of this is really this kind of um anxiety reduction uh a lot of what we found was that um the in the kind of outcomes that came out were validating some of our hunches and our assumptions so um allaying some of our fears that there

 was kind of this this scary corner of our company where all of this discrimination was coming from and realizing that between these two uh worlds of the unadjusted pay gap which is just averages to averages and the capacity to kind of like start to filter for where actually is um this unadjusted pay gap coming from is it because of job leveling and discrepancies and representation across the leadership structure is it or how much of it is that how much of it is differences in representation across teams and really then to really direct our

 focus in a prioritized way and that has been so empowering for us to be able to say oh this data it's not um inhuman data it's deeply human data that is from people for people it's all about directing our actions to um support people in the best way that we can so that's been an incredible just kind of empowering and encouraging um space that we've been able to develop through this uh through this initiative that um unbounces started that's amazing thanks so much kathy yeah i think that data lens is so

 crucial and i think you know we see a lot of people having those conversations more broadly especially through you know the pandemic the importance of equitable data around race and gender and how that can really enhance equity initiatives when we actually yeah exactly yeah amazing thanks um leslie how about you i'd love to hear more about um yeah the success stories that have come from the payout for progress and i know also that you've been looking at even beyond pay what other kind of total uh inclusion in terms of compensation can

 look like yeah absolutely thanks cecily kathy i absolutely love what you're saying about data and what came to mind for me in particular on that piece was you really when you look at as you mentioned this being a deeply human perspective i think one of the pieces that allows us uh through looking at pay equity and doing the analysis it sounds very data-driven and detail-oriented and technical work and it is but there is so much up front work to get there you have to have your ducks in a row in order to get there and it's that's where the

 human piece comes in right you know we talk about hr and it sounds so distant and like lines on a spreadsheet and eventually you're going to have to get to lines in a spreadsheet to do an analysis but before you get there you have humans that live and exist in their worlds with the realities of their uh everyday lives and demands of their everyday lives and the various levels of oppression and resistance from the culture and imperfect systems that we work in that create that reality and then as a result you are working in uh you're working for

 a paycheck um so everything has to come first and foremost from that lens of human first and making sure that you have the conversations around performance does somebody understand how they're doing in their role do we have pay bands do we have levels at the company and those are really big things where you can put oh yeah just check what level they are it's a one-line admin and process but it actually is a huge thing so not only is pay equity a measure and a way to say check box like we've achieved this speak

 from a pay lens but the journey to get there allows an organization to start getting their ducks in a row from how they're supporting individual humans in the way that they need to be supported um so thank you kathy because it like sparked a spark in my mind how important that is and i really appreciate that um for us uh you know we started this a while ago as a company small a smaller company than we are today and uh it's really been this incredible journey and i have to call out uh the ability for me and others on the team to

 be able to start this journey because i have had incredible support from the leadership team here in order to do so um so i know we're going to talk about barriers in a minute here um but that has always been a play so that's been made it a lot easier for us to be able to walk this walk and is vital to the success of these types of initiatives because if the pandemic that we're all are currently still experiencing has highlighted anything it is the care and attention required of humans in their worlds

 as they come into work every day and you know part of that is also making sure that you have the resources on your pnc team to do things that matter to those humans the most and that includes uh pay equity so there's there's been a lot of really amazing knock-on effects um that have happened as well uh so you know funding for our teams and being able to actually shift focus to how do we support people um especially right now as we've been uh all experiencing a lot of shifts in the marketplace and people

 choosing to change their their roles and look to different companies for their next step and that sort of thing um so we really decided as we went through this there's a lot of learnings there's a lot of fear there's a lot of internal communications and bringing your people alongside basic compensation understanding and compensation literacy i guess you could say is really abysmal across the everyone uh let's add it to the list of things we should all learn in in school uh in high school in uh education around

 what is pay how do i get paid what is the salary band uh let's add mortgages to that and financial planning and lots of emotional intelligence lots of other things but i think one of the biggest things that we've learned is how important it is to bring your people alongside and take the opportunity to educate and up level the global understanding of what fair pay means and how can you add then not only uh how you can understand where you are today uh but when you move on in your career you know you're not going to

 spend your whole career at the same company very few people do that these days but the knowledge of how to ask for fair pay the knowledge of how that even works to have a productive conversation at the individual level is so empowering um so that's one of the things that we've been able to start doing and have regular uh or have had regular sessions for the whole company to help continue to have that conversation and elevate that understanding for us as we move forward yes we um we've gone through a few rounds of pay equity with

 multiple uh intersectional lenses of how that may or may not affect um different individuals on bounce we've achieved pay parity across kind of every lens that we've looked at from our self-identified surveys which is wonderful and really proud of but what it's really highlighted for us is that um total compensation uh is more than just a paycheck so we chose to embark on this journey because quite frankly when we first started i felt embarrassed that i didn't know if everybody was paid fairly as the

 head of people and culture i was like oh i can't actually confidently say without the data that i know that to be true so because of that we started which was wonderful but as we dig in deeper and get you know further down the process that total compensation so things like um parental leave uh retirement planning financial literacy and education how are we actually tackling and um identifying what are those systemic barriers that exist not because of unbalance but potentially even in the systems that we operate in

 that we can help our people navigate a little bit more effectively and create equitable experience as a result of the compensation or the pay that you take home how does that actually go into the world to support you in living your best life and i think that's the shift i see the shift and i'm grateful and hopeful for that being the shift in kind of the people and culture and total compensation world that we're actually setting up compensation structures that support people and being able to live

 the life that they are choosing to in the most effective way possible as opposed to a transactional experience of here's your pay for the work that you do you know there are a lot of ways that you can have impact through education through unique perks and benefits for recognizing unique experience lived experiences and tailoring benefits packages as a result i actually wanted to ask tara if you wouldn't mind sharing the example that we spoke about around inequity inequity that shows up in health benefits and what hootsuite's

 been able to do to kind of move forward through that because it was a wonderful example definitely thanks leslie i think um you know it's such an important part of um pay equity is such an important part of mental health as well um and um you know making sure as the organization that you're not putting the emotional labor on your employees to worry about their pay about their benefits about all of the systems that surround their career journey with you and so you know when we think about the lens of diversity equity and inclusion equity

 and inclusion are the hardest parts of that equation um for organizations and so we've really leaned into this not just from a pay standpoint but also from a benefit standpoint so leslie and i had talked about um the fact that we've we've begun the journey to roll out new benefits globally um we rolled out in north america um rrsp programs with matching at 401k programs in the us with matching as well because financial health contributes to mental health and we've also rolled out fertility treatments

 for our people so that they have equal access to these types of things that they need also gender affirmation surgery we've looked at different different benefits that in some cases are actually not offered by the carriers and have funded them as an organization to make sure that they're available to our people we've also increased our mental health benefits by six times um so we uh you know we've really leaned into the conversation around total rewards as a whole um it's so important and it's not

 perfect and you know we keep talking about this as a journey and it's so important that as an organization you continue to push the boundaries of what's possible and not put that emotional labor on your people um and so you know we're continuing this conversation continuing to test and iterate around these things but it's it's um a really um it's a shared accountability as a leadership team and really important as leslie talked about for um your deni team and your people and culture teams to to lean in and not

 shy away from these conversations um so thank you for joining us in this conversation and and we can share more with you um about some of these things later yeah if i could add on to that um i absolutely think for those folks who are joining us today who aren't in hr who are in people and culture or maybe in an executive or senior leadership role uh or have a role in you know social justice equity inclusion diversity that they feel like they can make a direct impact with their day-to-day questions around things like health benefits

 questions around things like what type of total compensation perks and benefits are asked you know speaking on behalf of people and culture experts are professionals everywhere if you ask all those in interviews as part of your conversations with your pnc reps as with your manager uh we take notice and you know we we hear and know and even some of the most traditional companies will start to take notice if the same question comes up and up and up and up and be like oh that's a data point that we want to act on

 very similarly uh we one of the reasons why it's so important like this is not a tech company pledge this is not a tech company initiative or a tech industry initiative um pay equity across the board is for every organization whether you're three employees or 30 000 employees it is a necessary step it is for all of us and by doing this together and being able to take that journey and get to the place where we can actually look at beyond just the checkbox of yep we actually pay everybody which seems from from where i said it seems

 ridiculous that we're not able to say yet yep everybody gets paid the same for the work that they do um beyond that becomes the conversations of us being an army of individual organizations coming together to ask the health benefits providers who are huge organizations with so much ability to create policy and rules and regulations around what is accessible and what is not accessible that really creates a narrative that creates those systemic accompany you know like an insurance provider create the systemic barriers

 for marginalized populations don't access the health benefits they need but we all together as a community and that's what this pledge is all about can actually move forward to create change when we're asking for those because they want to be competitive too right if 35 companies in a quarter 40 companies in a quarter ask for this one thing uh gender affirmation surgery for example to be covered at a certain percentage rate within your health benefits they're going to want to be competitive over the next per the next

 company that's not able to offer that type of benefit so there are um huge impacts of us as companies who want to do this work coming together to actually make long-term systemic change as opposed to just looking to within our organizations yes within is absolutely critical and important like let's all do that um but being able to come together to look out and impact that change is vital as well thank you thanks so much i really appreciate the kind of nuanced layers that you're adding to this because i

 think at face value we might think oh it's just about the compensation financial compensation but there's so much more that really goes into providing yeah a full kind of healthy financial physical mental experience for workers and i think as a small business owner i'm furiously taking notes of like what's possible for us in the future um we've just implemented like an accessibility fund for example which and i think what i think what you're speaking to also is fascinating in terms of like

 you can put things out there and say this is available but if people don't have the literacy and the competency to understand those things that are available uh you know i remember our time first you know getting into a position where we could afford um benefits for our employees and you know looking through a hundred page document i have no clue what it is we've actually signed up for so it really takes like a quite a thorough process to go through and see what's actually being offered and then see how see what's not being

 offered and how the company can then um yeah i guess match or compensate um for those things so yeah thanks so much for sharing and i love that it's kind of it's grown i guess a follow-up question leslie was that like in terms of unbounce's plan for the pay-up for progress was that something that was anticipated or something that kind of naturally organically came along afterwards at the total compensation perspective um not necessarily at the beginning i think that um as a growing organization kind

 of tackling that next big rock we just looked at it as that next big rock to get past um i didn't have necessarily like a three five year strategy of what a progressive um continuing on long-term success could look like but as we move through um and it's different now now we have uh you know now that we're here we have those longer term views but it wasn't the goal in the beginning it wasn't pay up for progress pledge was not the goal in the beginning at all the goal was to build confidence in our people that they

 felt they've been paid fairly uh and you know that wasn't coming up as a challenge within our within our people within and for our wonderful ambassadors but uh we i wanted i wanted uh i wanted to proactively instill that confidence and then this is what has grown out of it knowing how difficult it can be to take that step by step-by-step approach find the time to do so it wasn't the um the plan but i as you go through it's hard not to be inspired especially meeting other community members like

 these two wonderful uh individuals that we're speaking with today and working with you cis lee and your team on even uh partnering on creating the pledge and the documents and that sort of thing it's it's hard not to want to do more it's hard not to see that 200-year timeline and say what else can we do what else can how else can we have an impact uh and i know that everyone on this call uh feels that as well um so all together that's that's like where we make the biggest impact as opposed to

 individual most of us work for smbs these days right um so um a lot of us coming together we've created a very massive voice to create change and you know policy is changing and you know uh these types of uh legislations coming in that will require hopefully soon all uh jurisdictions across the world to report on pay equity but we're not there yet so let's get ahead of the game and let's actually proactively do it for people before we have to and say that this is actually it's a benefit it's a benefit

 and it's a perk to have confidence in the employer that you work with that they actually understand and know the value of your labor and the value of your time in your days and can confidently say that you are valuable the same as everybody else coming to do that type of labor brilliant thanks yeah that's really cool and i think that's just a reminder about equity work in general that it's probably never going to be what you planned it to be and you know new exciting ideas will come along the way

 thanks uh cathy i see you nodding vigorously is there anything else you want to make sure that you have space to add to this part of the conversation um i'm vigorously nodding because i'm in such uh passionate agreement with all the things that leslie's been sharing and tara as well and also uselessly um one of the uh really cool things that came out of this was just uh stronger relationships across different functions um at our company and our data team and um obviously our um our head of total rewards um was very

 very um was basically like the the data driver in all of this and um what we found was that it was like gender this this little small tip of the iceberg which is gender pay equity was kind of this like shiny little um uh thing that that really drew people in like oh that sounds like a really nice idea you know and the iceberg is all of those systemic factors that are beyond gender that are deeply intersectional um that are beyond uh dollar amounts and um that are really about the experience that people are having regardless of

 their set of identities that they bring and experiences that they bring and this little shiny tip of the iceberg was really what was able to bring people together and get buy-in and then an opportunity to dive into the data and realize oh this is a bigger conversation it's exponentially larger but in this like really exciting way of like now that we've started here we now have tools we have this baseline foundation to have really powerful conversations in all of these other areas and say oh um because of this little indicator here we

 were able to realize that there was this other kind of gap over here and we wouldn't have known that had we not kind of dived into and been drawn into this little tip of the iceberg and i love how um it's expanded into um kind of like um a way of being at a company as opposed to like oh the the total rewards and dei team are over there in in their own little isolated land doing these special things that we can say oh like good for us you know um but actually it's uh it was a place where we could actually have

 a lot of culture shift conversations as well um okay if if we would like to take this pledge that means that we are this kind of a company that has to have consistency in our actions across a lot of different areas then it can't just be oh we pair our folks well um and equitably but we do this other thing up here that's totally antithetical to all of the kind of like baseline first principles that would indicate that yes we care about pay equity um and that's just been a really really um i i think i've just been impressed upon by

 the way in which the small thing can really grow into like very organically grown into kind of like what kind of a community are you building at your at your company and beyond your company amazing thanks thank you for sharing okay so i have another question and maybe tara will start it off with you this time i'm curious to know um as you've moved through this process uh what are some of the bigger obstacles that you've faced and and maybe what would you have wanted to know before you started engaging in this work

 yeah that's a great question um i think that you know when i think about the obstacles um and you know for companies thinking about this right now it's a really important question the biggest um challenge i would say is planning so making sure that no matter the size of your team dedicated to this that you're planning and um you know it it is a really a process where you need to slow down to get it right and then be able to speed back up again and so you know planning is a is a crucial perspective that you need to

 have or a lens that you need to look at this work with and um you know there's the financial planning there's um do you have the structures in place to be able to analyze the data as well and um take corrective action and think about what the commitment is that you're making because identifying pay inequities is only one part of this but the you know the iceberg that kathy talks about um is is also inclusive of changing the motions within your business the promotions the the hiring um you know and and we when we looked at

 pay equity we looked at it um through the different identities of our people so it went beyond gender and so it was really important that we thought about the planning in advance and then as i think about a barrier going forward um you know it's something that's keeping me up at night um is really around the comp data so um you know we've got legislations coming into play and things like that um but as a people professional who has built a career where comp data and benchmark data is valued um you know i i have

 recognized that it's fraught with challenges there are systemic issues with the data there are biases in the data and we all go out to market and we buy surveys to benchmark roles but if you think about um just at the you know the little shiny object that kathy talked about just at a gender level there are roles that were traditionally held by one gender um and those roles um can relate to different business functions and the data is often based on decades and decades of biases and so you know what we're starting to

 think about going forward is how do we break the system so that we can actually achieve true pay equity based on contributions not pay equity based on comp data and so you know this is something that keeps me up at night it keeps me also energized about the future of pay equity about thinking thinking about how we break down this the systems that have really allowed for this to perpetuate year on year decade on decade so that you know our children our children's children don't have this as a question mark um

 and so i'm not settled with um where we are right now i think that there's so much more to do and so um you know this is this is one of the big challenges or barriers that i see but if you're starting on this journey the key is starting to slow down so that you can speed up later plan plan plan um think things through you're not gonna get it all right it's it's not um perfection is the enemy of great here we need to lean into the conversations and um you know hopefully that answers the question but there's

 still more questions for me um than answers longer term so i look forward to sharing and thinking about this collectively and figuring out how we build a new structure thanks tara yeah i really appreciate those reflections and definitely agree that uh yeah when we focus too much on on being perfect we we will probably overwhelm ourselves and yeah we need to be aware that challenges will arise um leslie how about you what are what are some obstacles that you faced at unbounce yeah i mean i want to call out first sight what i mentioned

 earlier and i think most of us uh on this call haven't had this as a an obstacle but one of the biggest obstacles is funding and buy-in from an organization both from dollars time and priority from a dollar is a time and priority perspective and how do we actually move through that so i'm not the best expert to speak on that but what i can say is that the world the culture the society uh the demands of employees you know the great resignation so to speak those are all these are all can be impacted by the work that you do

 around equity inclusion justice uh and diversity at your organization um so if you're looking that that's one bear that we didn't have to face because it's been embedded in our dna from day one that this is obviously important work and yes we'll have the time space and energy and prioritization and dollars against it um but i would urge anyone who is facing that obstacle to really look to how are you competitive as an employer and look to this as an opportunity to um you know not only do the right thing we

 i know everyone on this call and likely everyone uh watching is a hundred percent on board with this being this is obvious this is the way that we need to go equitability is not the nice to have it's the required to have it's the bare minimum um but that is not the way of a lot of organizations so start where you need to there is no right or wrong place to start the important thing is just to start and i think uh plus one to what tara said around planning this will take more time than you think and when we we talk about it

 being a journey there is no end goal that's because it takes a lot more time than you think uh even if it's 15 minutes a week that you're able to put aside or 15 minutes every two weeks to start that process small that's that's impactful and that will add up to change over time like i said a year from now i hope we all meet and there's there's micro progress and macro progress across all of our organizations um so we really struggled with that time piece originally we didn't understand

 how much time it would take it took us longer than we thought we had to engage our data analytics team in order to sort through the data and ensure that we were actually analyzing it correctly because you know we do okay with data analysis but it's not our expertise and we wanted to make sure that especially with this very important analysis that we were getting it right so our wonderful data team uh was able to step in but that of course means hey this is a new project not in your your roadmap how can we make time for it and

 had to delay so really having the time in the space uh is the most important thing um was the most important barrier that we had to to work through and then knowing where to start as well uh that starting point knowing what do we have from a data perspective uh kathy mentioned kind of that like shiny tip of the iceberg that's where we started with gender diversity because that's the data that we have most companies have that and i think that's naturally where most companies do start because you can just

 start because that is demographic data that is generally available even if you don't have other intersectional pieces to work with you can start and at least get the process in place so if you don't have that i would offer that one of the best place to start is how are you asking your employees about their identities uh and making it optional and encouraging creating a a culture of safety where a good amount of employees have the trust and respect for the collection and handling of their personal data in order to actually

 provide that so you can start that so when we talk about this process being all it sounds like you just analyze the data there's a lot that goes into that if you have 10 of the company providing their data it's going to be really tough for you to run an analysis because there isn't the trust of being vulnerable and providing your identity metrics to the organization in order to actually work through because you obviously can't assume ever so that uh that was something that we had to work through um we were really

 lucky that we have a high degree of trust with a lot of our people and we're able to work through that barrier quite quickly and have well over 80 of our organization voluntarily complete their self-identification survey and one piece that's really was really important to us is that um that is always changeable at any given point it is not a once per year because people's identities shift and change over time and we want to make sure that we're capturing that on an ongoing basis whenever is right for

 that that individual um and then the the final piece that i want to talk about um was my own fear and our own fear of getting this wrong i'm gonna be vulnerable for a minute here um i was comfortable in my own privilege of ignoring this problem for a long time um for you know a good four years uh at during my time at unbounce and it took a lot for me to recognize that what i was actually doing was sitting back in the comfort of my own privilege and ignoring this um not being able to move forward for others with a fear of getting it wrong

 i understood that i understand the weight of the importance of this conversation and getting it right for people and the fear of not getting it right held us back for too long so that is something that i personally had to work through and i encourage all of you to be able to find a way to work through that journey individually because there is um i'm sure sicily can speak to this uh very well on everyone on this call but there's definitely the personal side of working in um equity work social justice

 work diversity inclusion there is a personal side that is really required to build up and understand what your role is in that and how to move forward for an organization in the right way so that was one of the biggest barriers but what i can say having moved through that is uh and continuing continuing that journey and continuing uh to recognize my role in that is that um getting it wrong is the best opportunity for learning the quickest so don't be afraid of getting it wrong don't be afraid of saying the wrong

 thing it happens own it learn from it move on and you will be absolutely astonished by how much change comes out of that demonstration from a leadership perspective of vulnerability and change and being able to help the organization model that for the organization as well thank you yeah that's so important leslie and i see people in the comments very much agreeing with what you're saying i'm going to read one comment here that i really like someone's saying people's identity is dynamic and fluid

 institutions and systems prefer it to be static and categorized and i think that's yeah a really powerful way to summarize it um yeah kathy how about you what are what are some um some obstacles that you faced yeah um we kind of talked about this earlier around um being a part of an organization and a culture that has trust built and some baseline uh um acceptance and leaning towards the fact that systemic inequity it does exist and i know that that's not actually always the case for a lot of folks and yeah leslie i really

 appreciate you um really naming that and recognizing that sometimes the barrier first is actually convincing people that there's a problem at all and that can be a really difficult conversation and a difficult barrier to kind of cross with respect to folks who are more privileged but also in those seats of um influence and decision making power um one of the things that i think um because we're all on this lifelong journey of progressing and moving the needle towards greater equitability for more and more

 folks who have been historically marginalized um one of the things that has helped us to move our own needles um has been this kind of um raising of what baseline should be um i think uh there if i think of even 10 years ago you know this idea of what is acceptable um is is different in a lot of places certainly in my own communities um and um we in in this kind of um uh sort of remote room we can actually be part of the conversation that shifts what uh baseline acceptable is and move it up and up and up and keep

 pushing from the bottom up and that certainly has been our experience of wouldn't this be a nice thing to achieve um a nice idea to there is actually no other acceptable way of operating our own business and finding ways to actually press that conversation into a new baseline um and and in that way really focusing on integrating this kind of work into this larger kind of baseline which is how do we do business uh here at this company um and and really working towards that that integration piece and i would say that

 really was um where um i've spent a lot of time investing in was to shift the conversations and i think those conversations those initial conversations were probably the most challenging and then once you get that hook into the pledge then it's like all right let's go let's go let's get rolling and you work with the people that you can but i certainly have a lot of um yeah um i want to recognize the the trickiness of getting to that that new baseline first um and sometimes it is kind of this this

 this iterative process um around getting there um and just to get to this question of fear um around not getting to pay equity i would encourage anybody who has this sort of like well i don't i don't know if we can get there um don't let that be the reason why you don't take the pledge the pledge isn't saying tomorrow we are going to have or it's not that and i really appreciated that about the pledge the pledge was join us in this process let's get started let's move forward and that was

 really the and and there's so much support so much um explanation and infrastructure that's already in this guide that unbounce has created you're absolutely not alone and taking the pledge is really saying we're facing in this direction and and the motivation and the focus of our efforts is in this direction and i think any of us who's joined this conversation can say yes my my um posture is in this direction towards greater equity um for across genders and um for pay and then you know all of those larger

 conversations can come from there but um don't let it stop you from taking the pledge uh really what you're doing is you're saying yes to a community and yes to a direction and a focus um and then around the mistakes thing i i thought one of the things that i thought i found most powerful was just a part of that new baseline was we will make mistakes a hundred percent chance we will make mistakes and and once you kind of once that's your baseline it's like well we're gonna do it and now i don't have to be afraid of

 making mistakes i it's gonna happen um it's more of a a conversation of when it does what are we prepared to do and um yeah it's totally just uncomfortable um and it's worth it uh there's no part of this process that makes making a mistake not worth it um and so starting from that just yes absolutely we will make mistakes and and being able to be transparent about that with the entire company and saying you can expect us to make mistakes and also we're still saying we're going to do

 this regardless this is this is the the direction that we're headed and we're going to make mistakes in that direction and not the other direction anymore and um i think that that has just been like a a real kind of again a laying of fears um to just sort of yeah face those those um um challenges and those mistakes head on um and and just say okay regardless of um this is the only way forward actually um is is in this direction towards pay equity um yeah and i i feel like i could talk a lot about the systems and the

 infrastructure that you have to build um and and um and you get to build actually and um just want to reiterate just how powerful it is actually to it if we're talking about new baselines um this is information that is powerful for your company to be measuring uh anyway um it's so important for decision making in a lot of different ways and um equity is really there is no part of your business that is untouched by this conversation around equitable experience and equitable outcomes um and so if you can

 put that word really into your decision-making process for literally anything this is baseline data that your company should have and um should be building off of and should be making decisions off of from a business standpoint overall and certainly um as part of that conversation as an integral part of that conversation um this question of is this decision equitable um so yeah it's a it's a powerful tool it's a powerful community and um uh yeah from from our standpoint it's the only way forward um and so super

 encourage everyone to whether it's this pledge or another form um to to tackle in that direction and kind of fumble forward in that direction thanks yeah thank you for sharing um so we've got a couple of minutes left i i wonder if um any of our panelists have any final thoughts or any final takeaways they want to share with our audience i i'd love to just share something it's a question that often comes up for those you know friends peers fellow colleagues that don't work in people and culture in

 hr or as a leader that has a say in the strategy decision making process or the budgeting decision making process and those sorts of things is i'm aligned let's go this is all well and great but what can i do i don't understand how i can have an impact and it's vitally important there's there's a few pieces that are vitally important we all know and are learning rapidly on a daily basis how important the voice of our people are and you know that sounds so base level that sounds so base level but

 it is shockingly true people drive success of an organization not the other way around people are the heart of an organization that create revenue outcomes uh profit outcomes shareholder value people create that so as an individual as a group of individuals at any organization your voice is powerful even if it's just a conversation with your people leader find out book book a meeting with somebody in hr in people and culture regardless of how big and seemingly inflexible and unmovable an organization is it's vitally important that the

 conversations start and happen asking powerful questions about salary bans asking powerful questions about how do they work asking powerful questions about how do i know i'm being paid equitably how do you know i'm being paid equitably as the hr person comp person you know head of operations head of finance whoever it is founder ceo whoever it is that you can get some face time with uh those conversations are how you start and building your own understanding around compensation around uh what is fair for you understanding um

 you know what a salary ban means so you can have those conversations and when you go to an interview for whatever your next step is in your career you're having that conversation asking the right questions because then you're also going to be getting back from the company that you're choosing to join or not join an indication of how the manager who's interviewing you who's going to be your partner and your leader for x number of years what is their level of literacy around this that's an indication for you

 about the type of organization you as a person and a whole bunch of group of people get to decide to come together spend a significant amount of your days putting effort and energy towards the success of that organization but you get to choose that so asking those questions give you the uh ultimate power to make a decision about what is the type of organization that you would like to work at and how can how are people their pay and their equitable access to benefits and um you know what the culture is like those decisions hold the

 ultimate power at an organization how you spend your time and contribute to that success so i encourage anyone who is not necessarily directly involved in compensation planning or strategic planning around compensation uh there is so much power that your individual voice can hold in every conversation that you have at your organization so take those points i get a little bit find a little bit of information that you need in order to start those conversations and take them forward um because they matter and i

 guarantee that somebody else will follow on talk about it with your colleagues other conversations will happen and then it becomes from a grassroots movement to a groundswell to a priority at the organization when enough people start asking thanks leslie really appreciate that tara and kathy any any final thoughts i just wanted to thank leslie sicily and kathy for having me on the panel i think this is such an important topic and um i'm really excited about the fact we're we're talking about this

 on a linkedin live we're having the conversations pay is such a deeply personal thing to people and so um you know it's it takes a lot of vulnerability to talk about pay with your manager with your leader your people team member and so if any of us could be here to support you please reach out we're happy to support you in how to start those conversations and start thinking about this journey so thank you for having me and um i hope that we get the ground swell with the community that we're looking for

 to really make meaningful lasting changes thanks tara yeah plus one super grateful for this conversation and for the folks who have joined us um yeah i i feel very privileged to have um kind of been pulled into the fold here and so i'm super stoked about all of our efforts to drive in this this direction thank you um well folks that brings us to the end of today's conversation we really appreciate you tuning in and and hope that you've learned a lot from our wonderful uh panelists i know the team um

 are popping in some links into the comments there for you to continue doing this work and to find out more about the pay up for progress pledge and all of the other work um that's being done at unbounce hootsuite and bench so thank you so much to tara leslie and kathy for joining me on this panel and yeah i hope we can all stay in touch and continue to do this really important work thanks everyone