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Gender Equity Project



Pay inequity by gender among food co-op GM's

Carolee Colter

Nelson, BC

- **Employee engagement surveys**
- **Support to boards in hiring GMs**
- **Troubleshooting personnel problems**
- **Supervision training for management teams**



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General Manager Compensation Database

- Launched in 2010
- Time-saving for GMs in developing their compensation proposals
- Access through CoMetrics
- NCG co-ops only
- Prioritizing anonymity
- Tracking by gender as an experiment



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Survey Methodology

- ◎ 99 GMs entered their compensation in the past 2 years.
- ◎ 43 identified as female, 56 as male.
- ◎ Roughly equal numbers of men and women in first 4 size categories, but fewer women in the 2 largest.
- ◎ Asked for base salary, contingent pay, special benefits
Total compensation = Base salary + maximum possible contingent pay

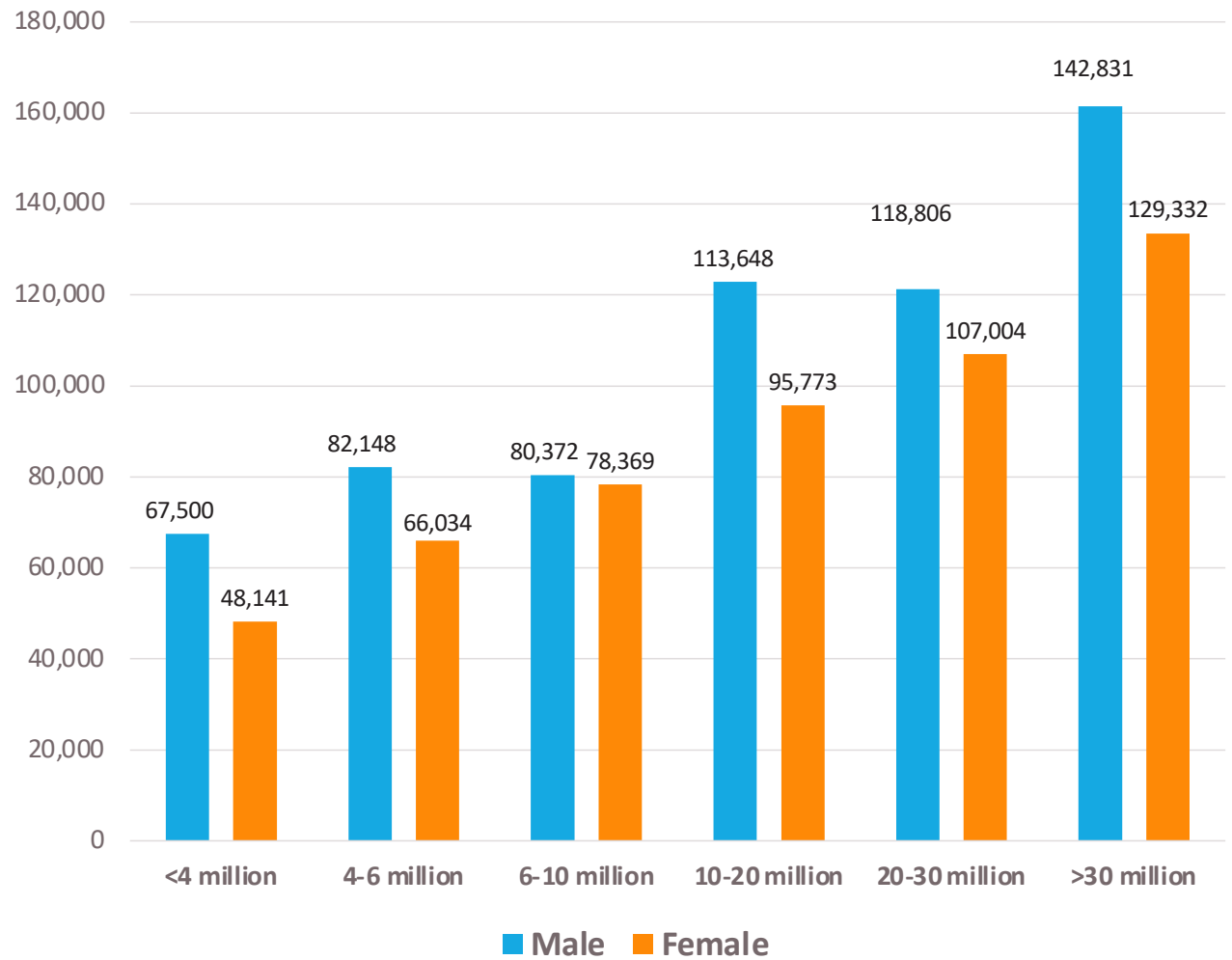


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2021 Average Total Compensation

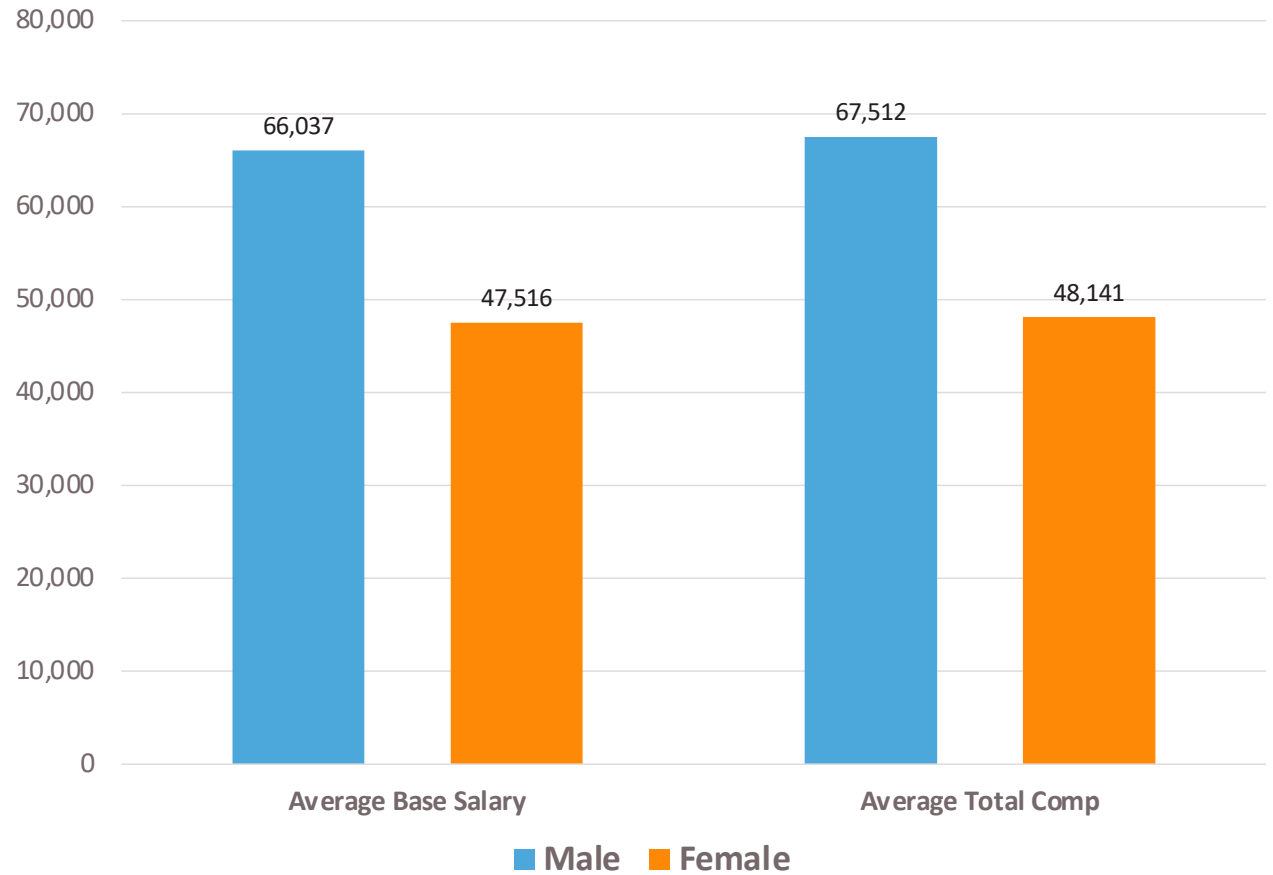


\$1.2—3.9 Million in Sales

Male Base Salary Range:
\$40,000-85,500

Female Base Salary Range:
\$35,568-58,350

**Co-op GM Compensation
by Gender 2021**

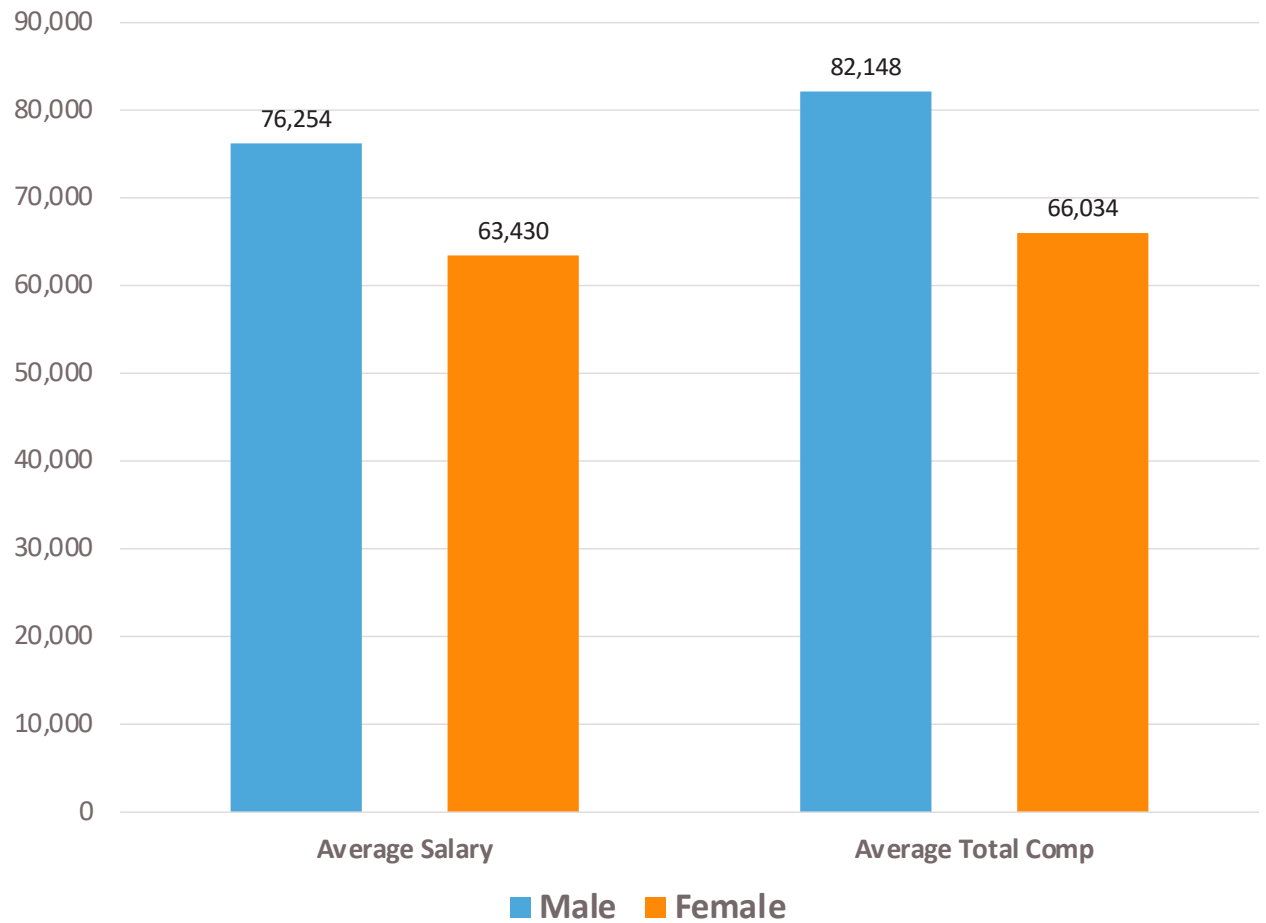


\$4—5.9 Million in Sales

Male Base Salary Range:
\$66,000-88,000

Female Base Salary Range:
\$46,000-73,000

**Co-op GM Compensation
by Gender 2021**

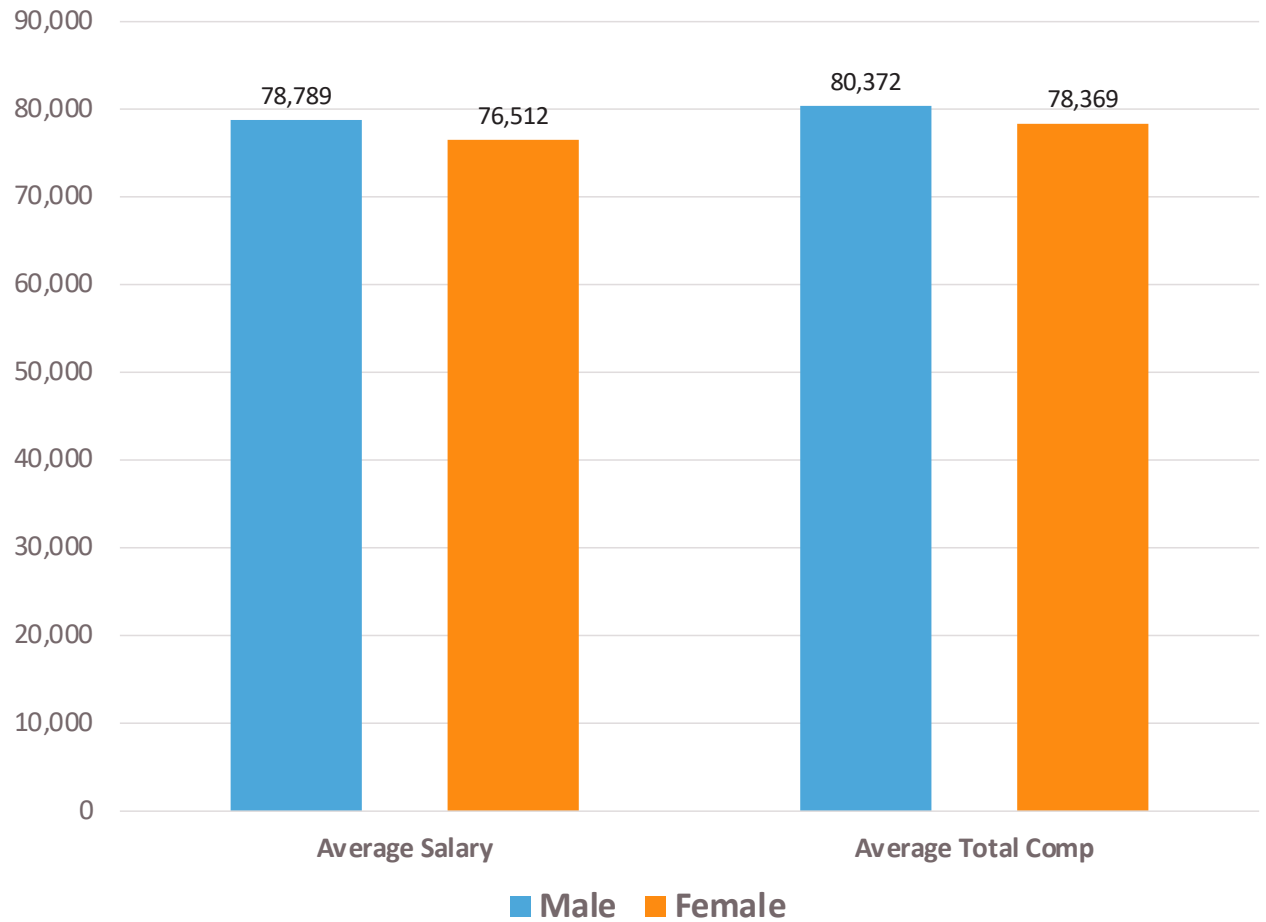


\$6—9.9 Million in Sales

Male Base Salary Range:
\$61,000-94,850

Female Base Salary Range:
\$65,982-88,184

**Co-op GM Compensation
by Gender 2021**

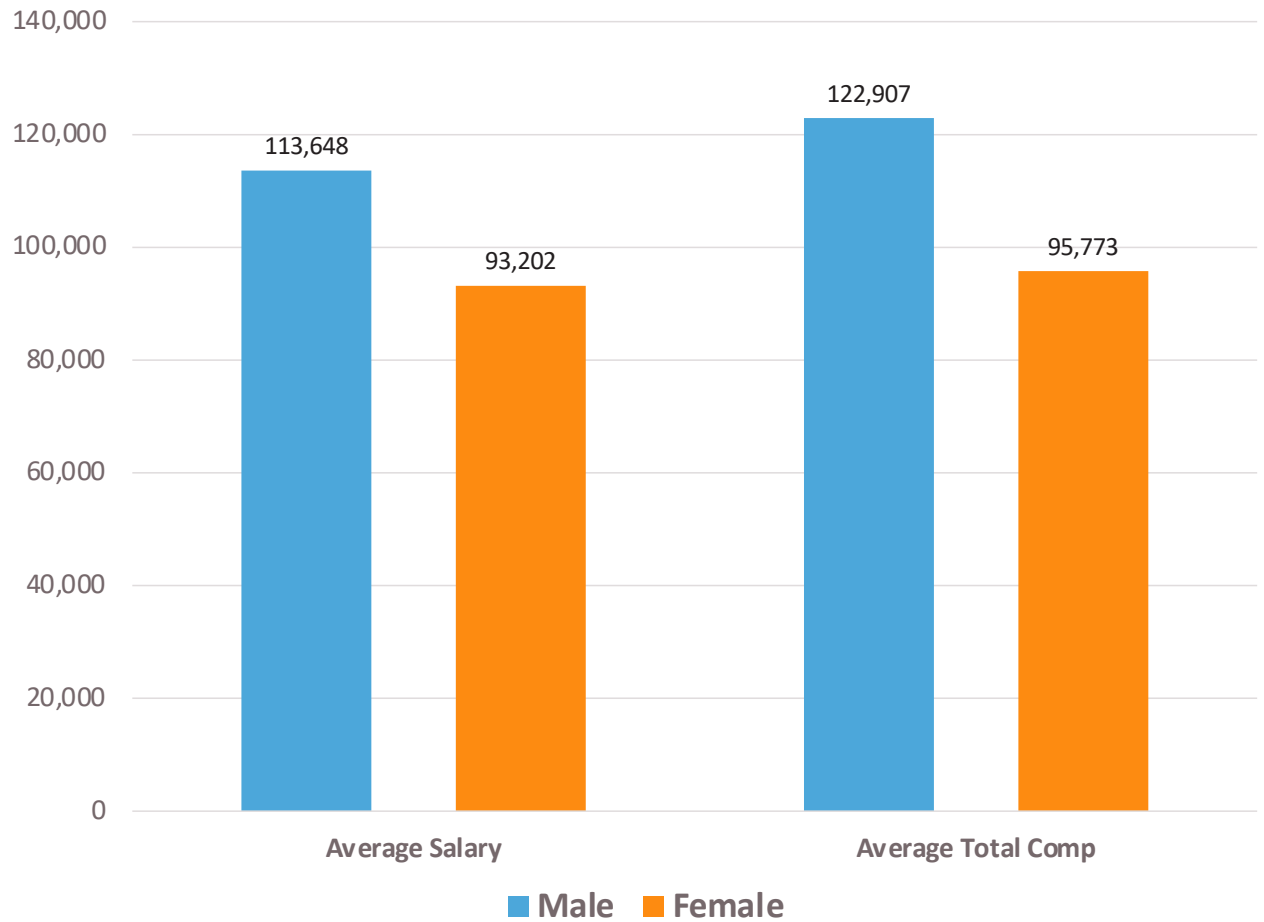


\$10—19.9 Million in Sales

Male Base Salary Range:
\$93,232-108,500

Female Base Salary Range:
\$76,200-98,030

**Co-op GM Compensation
by Gender 2021**

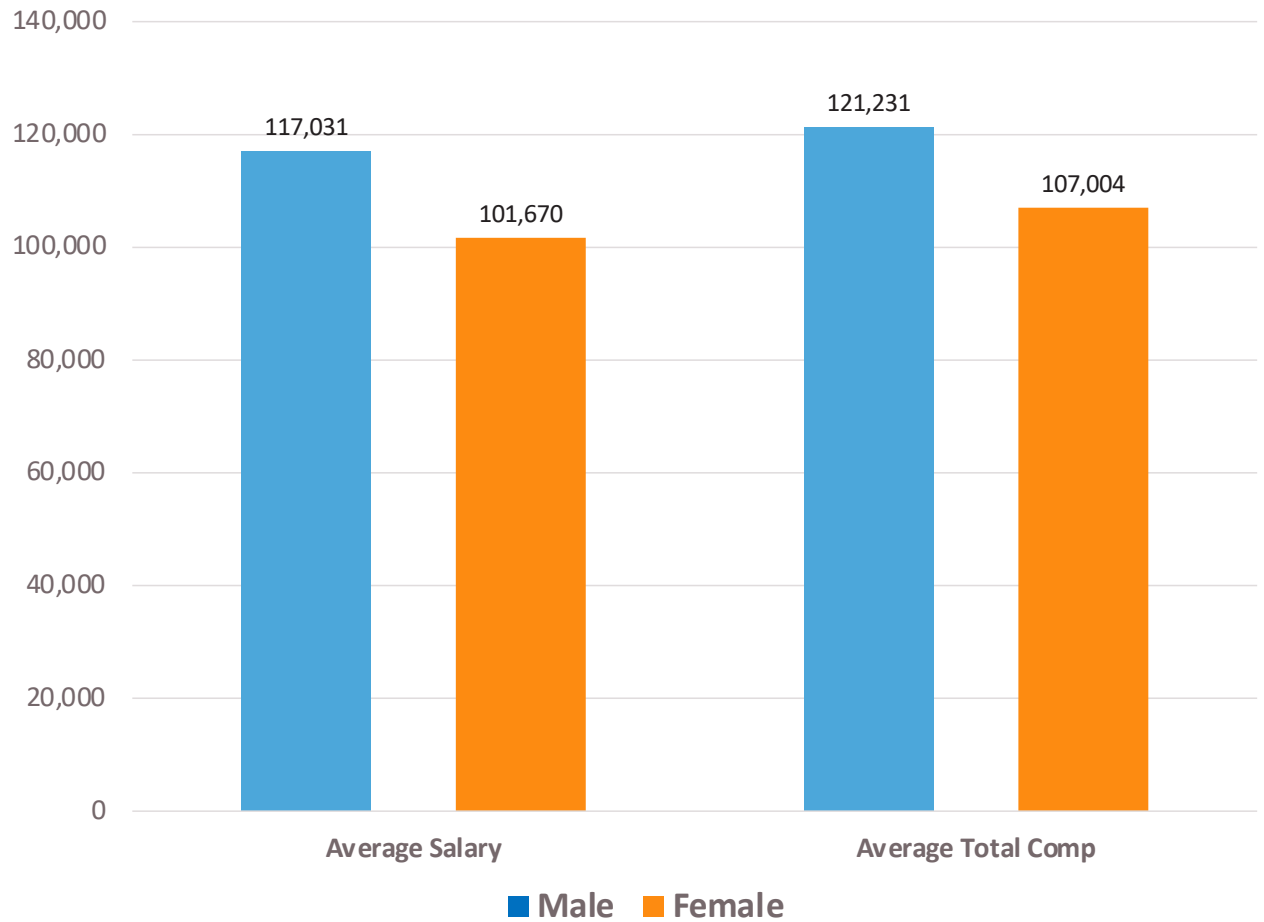


\$20—29.9 Million in Sales

Male Base Salary Range:
\$96,000-133,000

Female Base Salary Range:
\$95,325-108,000

**Co-op GM Compensation
by Gender 2021**

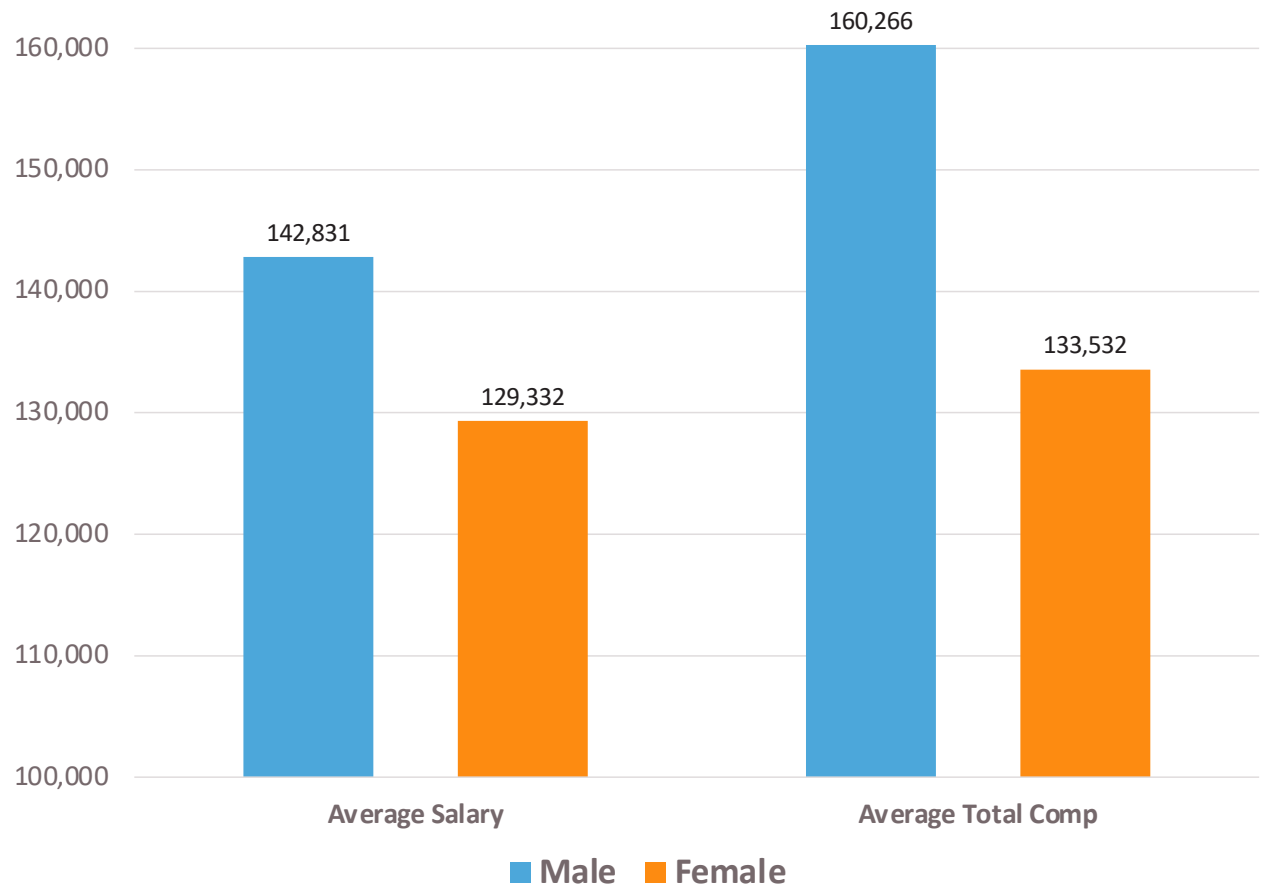


\$30 Million and Up in Sales

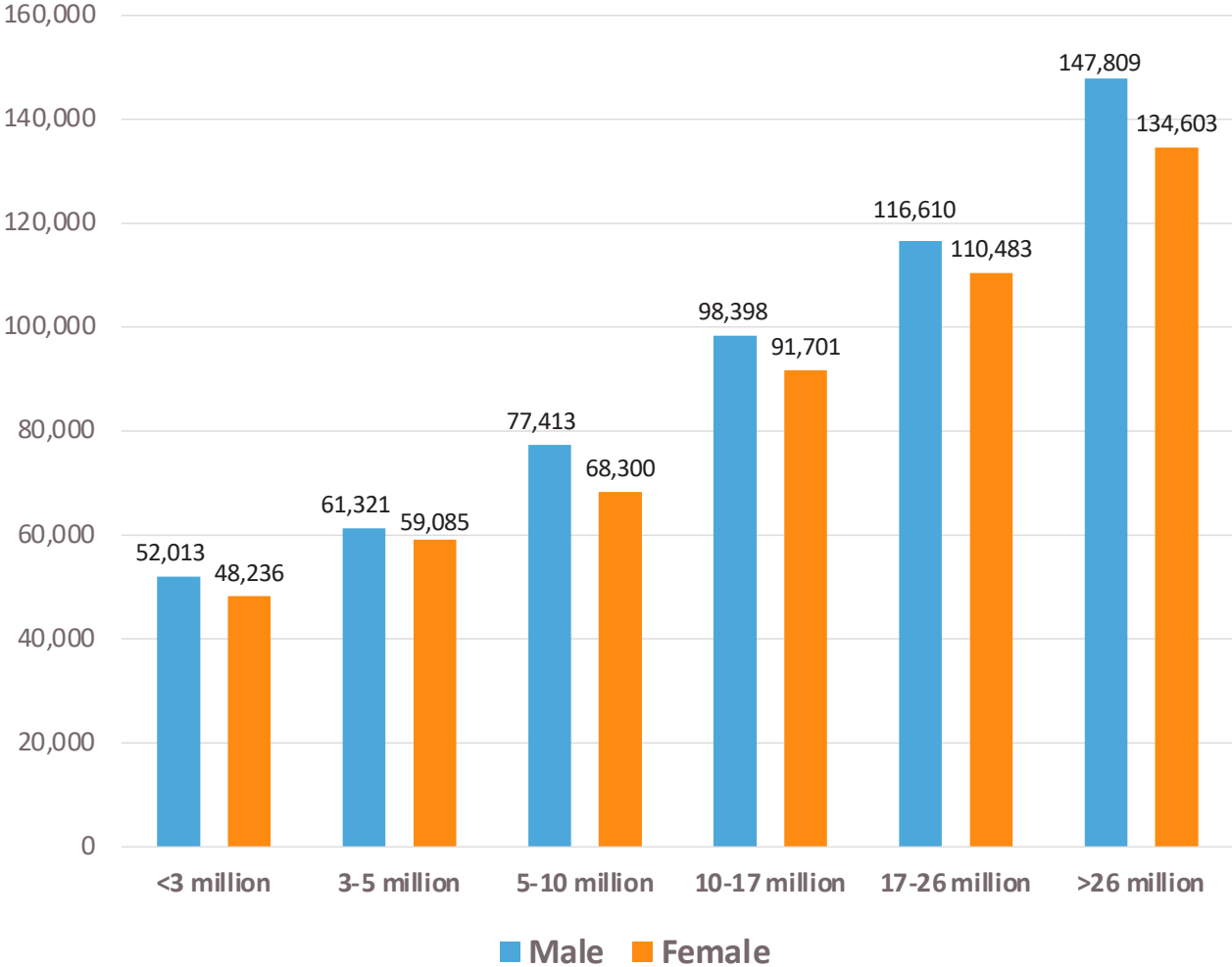
Male Base Salary Range:
\$110,500-180,000

Female Base Salary Range:
\$110,000-142,329

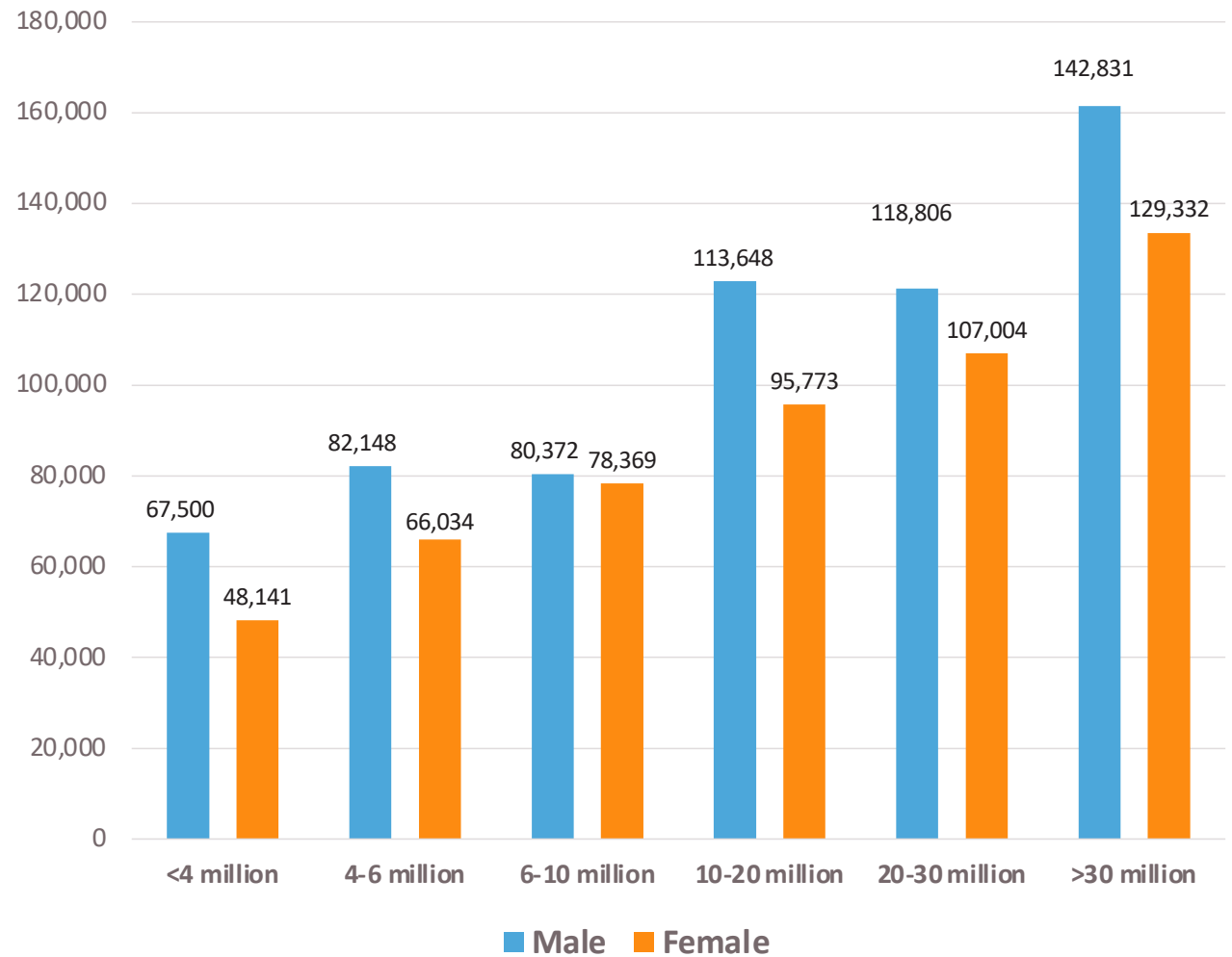
**Co-op GM Compensation
by Gender 2021**



2016 Average Total Compensation



2021 Average Total Compensation



How can this be happening?

Because men have been in their jobs longer?

No correlations between length of service, gender and pay.

Because women are hired from within while men are hired from outside?

Both male and female GMs hired from within and held their jobs a long time, and the men are still paid more.

Because the cost of living is higher in co-ops where men are the GMs?

No, the male GMs are not concentrated in areas with higher costs of living compared to female GMs.



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Conversations with 30 Women GMs

Four groups:

1. I'm told 'Don't be so pushy, so aggressive,' when I ask for more.
2. I advocated for myself and won respect—and a raise.
3. My board tries to give me more, but I turn them down.
4. I don't deserve more, and the board apparently agrees.



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**CANT
BELIEVE WE
STILL
HAVETO
PROTEST
THIS
SHIT**

**RULE #1
Treat**

**Quality
Do**

TH

10

Internalized Sexism

“Internalized sexism, or more accurately its fraternal twins: internalized misogyny and internalized male supremacy, have thoroughly taught women two key lies. First, women are not completely competent, trustworthy, or capable of ‘real’ leadership, and second, men are.”

—Cultural bridges to justice, an anti-oppression training organization



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Contingent Pay

- ⦿ **Male GMs more likely than female GMs to have some form of it.**
- ⦿ **40 out of 99 co-op GMs have some form of contingent pay, and only 14 of those are female.**
- ⦿ **Only 13 GMs have maximum possible contingent pay at more than 10% of base salary, and only 5 of them are female.**
- ⦿ **Some female GMs expressed concerns that having contingent pay goals could lead to manipulating co-op finances.**



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Retirement: Systemic Sexism at Work

“Pay inequity does not end with the paycheck. It ripples through every aspect of women’s financial lives. It affects how much a woman can put into her retirement account and how much the employers add when they match it. It affects Social Security payments after retirement...”

Why Women Don’t Get Ahead at Non-Profits

Chronicle of Philanthropy



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What is Deferred Compensation?

- ⦿ A portion of compensation set aside, invested and paid at a later date
- ⦿ Examples: qualified and non-qualified retirement plans, life insurance plans, supplemental executive retirement plans (SERPs).
- ⦿ Non-qualified plans: no contribution limits and can be targeted just to certain employees, such as the GM.
- ⦿ Costs the same to the co-op as a raise, but it will be much more valuable to the GM when she retires.



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Recommendations for GMs

- **Propose a policy on the Board/GM relationship that mirrors your Staff Treatment policy.**
- **Research options for deferred compensation for next compensation proposal.**
- **Don't turn down a raise or a bonus. Take it in deferred compensation.**
- **Forgoing a raise in order to elevate pay of other staff may be a strategic decision, but should not become enshrined as an ongoing practice.**
- **Consider developing a contingent pay plan with objectives that accord with your values. Or view contingent pay as a hedge, rather than as an incentive.**
- **Female GMs seek out male GMs as mentors when proposing your compensation.**



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Recommendations for Boards

- **Self-introspection on internalized sexism and personal attitudes toward money**
- **Adopt a policy on the Board/GM relationship that mirrors your Staff Treatment policy.**
- **Never put off your GM's evaluation and compensation process.**
- **When your GM submits a compensation proposal, accept the basic framework while being free to question the amounts.**
- **Ask your GM to research deferred comp plans that will help them save for retirement.**
- **Take into account the impact on women with children at home when you set expectations for their presence at work, meetings and events.**
- **Prevent sticker shock when you have to hire a new GM. Pay market rates now.**
- **Value your GM. The challenge of finding a new GM is only getting harder.**



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Policy for Board-Management Relationship

From Three Rivers Market

D5. The Board will not cause or allow the General Manager to be treated in any way that is unfair, unsafe, or unclear.

The Board will not fail to have an Employment Agreement with the General Manager that:

- a) Establishes compensation and benefits that are internally and externally equitable.**
- b) Provides for fair and thorough handling of grievances.**
- c) Is reviewed as part of monitoring this policy.**



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Is there pay inequity at other levels in co-ops?

- Inequities in pay rates and raises by gender in other management positions?
- Inequities in pay rates and raises by race in other management positions?
- Risk of inequity is greater in unique positions
- We don't know what we don't measure.



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Columinate Projects

- **New database coming in 2nd Quarter will collect data for administrative and department manager positions, and will track by race and gender identity**
- **Workshops for GMs and boards on contingent pay and deferred compensation**
- **CBLD workshop and tools for GM compensation and evaluation**
- **Job board: To post open positions**



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Gratitude to:

- **Kate Sumberg of CoMetrics who has worked with me for 10 years on updating the compensation data**
- **My Columinate colleagues Brittany Baird, Jeanie Wells, Leslie Watson, Mark Goehring, Rachel Krause, Joel Brock**
- **National Co+op Grocers for supporting the updating of our database and GM services**



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