

HAWAI'I CIVIL RIGHTS COMMISSION KOMIKINA PONO KĪWILA O HAWAI'I

830 PUNCHBOWL STREET, ROOM 411, HONOLULU, HI 96813 · PHONE: (808) 586-8636 · FAX: (808) 586-8655 · TDD: (808) 586-8692

Wednesday, February 8, 2023 Conference Room 224 & Videoconference

To: The Honorable Sharon Y. Moriwaki, Chair The Honorable Chris Lee, Vice Chair Members of the Senate Committee on Labor and Technology

From: William D. Hoshijo, Executive Director Robin Wurtzel, Chief Counsel

Re: S.B. No. 1057

Hawai'i Civil Rights Commission (HCRC) staff submits these comments, and informs the Committee that the HCRC Commissioners have not yet taken a position on S.B. No. 1057. HCRC positions on legislation are taken by its Commissioners and bill testimonies in support or opposition are prepared and presented by staff to implement and reflect those Commission policy positions. At its next meeting the Commission will review and discuss positions on this and several other bills that it has yet to take positions on to date.

The Hawai'i Civil Rights Commission (HCRC) has enforcement jurisdiction over Hawai'i's laws prohibiting discrimination in employment, housing, public accommodations, and access to state and state funded services (on the basis of disability). The HCRC carries out the Hawai'i constitutional mandate that no person shall be discriminated against in the exercise of their civil rights. Art. I, Sec. 5.

S.B. No. 1057 seeks to reduce pay inequalities by requiring job listings to disclose the hourly rate or salary range.

While the HCRC has not yet taken a position on this particular measure, it has in the past consistently supported proposals for equal pay and transparency including S.B. No. 2253 and H.B. No. 1701 L 2020, and S.B. No. 1375 H.B. No. 1192 and L 2019, both of which contained substantially similar pay transparency requirements. The HCRC supported those similar proposals for pay transparency.

HRS § 378-2(a)(1) prohibits discrimination in compensation based on race, sex, including gender identity or expression, sexual orientation, age, religion, color, ancestry, disability, marital status, arrest and court record, or domestic or sexual violence victim status.

The proposed amendment of HRS § 378-2.4 to require employer posting and disclosure of pay information and ranges is intended to provide transparency. In the absence of such transparency, it is difficult for applicants and employees to have knowledge and evidence of equal pay violations. Women and minorities have been paid lower salaries than their male and non-minority counterparts. In the absence of pay transparency, it has been difficult to level the playing field. S.B. No. 1057 would remedy that,following other jurisdictions that require employers to disclose hourly rates or salary ranges in job listings.

We apologize for not presenting a testimony that clearly articulates and reflects an HCRC position on this particular measure. We hope to do so in future hearings if the bill moves forward.



To: Senate Committee on Labor and Technology Hearing Date/Time: February 8, 2023 3PM Re: Testimony in SUPPORT of SB1057

Dear Chair Moriwaki, Vice Chair Lee, and the Members of Committee,

Members of Hawaii State Democratic Women's Caucus thank you for this opportunity to testify in support of SB1057 which would require employers to include pay range as part of a job posting to increase pay transparency and equal pay for all employees.

We are asking for an amendment to use the language of HB745 because HB745 is more comprehensive and is the product of two years of hard work, <u>HB1172/SB1375</u> from 2019 and <u>HB1701/SB2253</u> from 2020.

Pay transparency can be implemented with minimal cost or disruption to employers and the research shows pay transparency and attempts at pay equity will attract millennials, making the employers in Hawaii more attractive in this competitive market to attract competent employees. Hawaii can be a leader in the field of pay equity, as Hawaii has led the way in civil rights.

Thank you for your consideration.

Sincerely,

Members of Hawaii State Democratic Women's Caucus

The Hawai'i State Democratic Women's Caucus is a catalyst for progressive, social, economic, and political change through action on critical issues facing Hawai'i's women and girls.



Testimony of the Hawai'i Appleseed Center for Law & Economic Justice In Support of SB 1057 – Relating to Employment Earnings Senate Committee on Labor and Technology Wednesday, February 8, 2023, 3:00 PM, Room 224 & Via Videoconference

Dear Chair Moriwaki, Vice Chair Lee, and members of the Committee:

Thank you for the opportunity to provide testimony in support of SB 1057, which would require job listings to include an hourly rate or salary range. We commend you for passing Hawai'i's equal pay bill in 2018, which took strides to reduce the gender wage gap in our state. We urge you to continue making improvements, and would suggest amending this bill to instead advance the language contained in HB745, which is more comprehensive and is the product of two years of advocacy work.

We can and should find ways to better ensure that our women and their children can find economic security in the Aloha State. Modest and common-sense proposals, such as requiring employers to release salary ranges to employees and job candidates, as contained within this bill, would move us closer towards that goal.

According to the U.S. Bureau of Labor Statistics, Hawai'i women had median usual weekly earnings of \$797 in 2018, or 82.6 percent of the \$965 median usual weekly earnings of their male counterparts.¹ Unfortunately, that is a *decrease* of 10 percentage points from Hawai'i women's earnings peak at 92.8 percent of men's earnings in 2014.²

If women earned the same pay as comparable men, not only would their pay increase, but poverty for women and their children would fall, too. The poverty rate among working women in Hawai'i would decrease by more than half, from 5.4 to 2.5 percent, and the poverty rate for families headed by working single mothers would drop by close to half, from 21.3 to 10.7 percent.³

In addition, if working women in Hawai'i received equal pay, 61.2 percent of working mothers would have increased earnings and the poverty rate among children of working mothers would fall by more than half, from 10.9 percent to 4.5 percent.

² "Highlights of women's earnings in 2014," U.S. Bureau of Labor Statistics, November 2015,

¹ "Highlights of women's earnings in 2018," U.S. Bureau of Labor Statistics, November 2019, <u>https://www.bls.gov/opub/reports/womens-earnings/2018/home.htm</u>

https://www.bls.gov/opub/reports/womens-earnings/archive/highlights-of-womens-earnings-in-2014.pdf ³ "The Economic Impact of Equal Pay by State," Institute for Women's Policy Research, February 2015, https://statusofwomendata.org/wp-content/uploads/2015/02/C457.pdf

The Hawai'i Appleseed Center for Law and Economic Justice is committed to a more socially just Hawai'i, where everyone has genuine opportunities to achieve economic security and fulfill their potential. We change systems that perpetuate inequality and injustice through policy development, advocacy, and coalition building.



Fujiwara & Rosenbaum, LLLC

Alakea Corporate Tower 1100 Alakea St., Fl. 20, Suite B Honolulu, Hawaii 96813

> February 8, 2023 Rm. 211, 3:00 p.m.

To: Senator Sharon Y. Moriwaki, Chair and Senator Chris Lee, Vice Chair Members of the Senate Committee on Labor and Technology

From: Elizabeth Jubin Fujiwara, Senior Partner*

Re: Testimony in SUPPORT of S.B. No. 1057-Relating to Employment Earnings

Our law firm applauds the intent of S.B. No. 1057 to require employers to include pay or salary as part of a job advertisement. with the purpose of reducing pay inequalities. When employers are not transparent about pay, gender and racial wage gaps widen, and women and people of color lose out.

For some workers it goes like this: You have been lingering on LinkedIn for months when, finally, you find a job that's exactly what you're looking for. You edit your resume. Write a cover letter. You're happy when you get the interview and thrilled after you absolutely crush it. So, what's the catch? Well, the hiring manager refuses to tell you what the salary for the position would be... until after you tell them what you're hoping to make. Did you ask for too much? Too little? Can you be sure you are being paid fairly? And when they finally do reveal the salary—which happens after you get the final offer—it is not nearly enough to support yourself or your family. This delayed reveal is a common practice for many employers, to the detriment of women, especially women of color, and to the perpetuation of the gender wage gap.

Studies show that when job applicants are clearly informed about the context for negotiations, including the types of compensation, benefits, conditions that are negotiable, or the typical pay for the position, the gender wage gap narrows.

Women and people of color have long faced bias, which shows up in discriminatory pay and hiring practices by individual employers and a market that devalues jobs predominantly held by women. Secrecy around pay allows this devaluation of women's work to often go unchecked and bias and wage gaps to grow.

Research shows that pay negotiations are notoriously unfavorable to women: Employers tend to perceive women negatively and as greedy and aggressive when they negotiate. Consequently, women's negotiations are less likely to be met with higher pay and promotions; perhaps relatedly, some research shows that women often ask for less when they negotiate than men. Women may also tend to ask for less because it is a common practice for job applicants to ask for an amount that is a 10 to 20 percent increase over their prior salary. Given that women and people of color are typically paid less than white, non-Hispanic men in the same occupations, they would have to request a particularly large percentage increase over their current pay for their request to be on par with their white, non-Hispanic male counterparts.

* I initiated along with Marion Shim, Executive Director of the State Commission on the Status of Women, the Hawaii Women Lawyer's book, <u>Our Rights, Our Lives: A Guide to Women's Legal Rights in Hawaii.</u> I was one of the editors for two editions and wrote several sections: Sexual Harassment, Equal Pay Act of 1963, Age Discrimination in Employment Act of 1967, Pay Equity, Wrongful Termination, Hawaii Civil Rights Commission, and Hawaii's Equal Rights Amendment. Since starting my own law practice in 1986 I have focused my entire law career on sex discrimination, sexual harassment, equal pay, pregnancy discrimination along with all types of discrimination in the workplace. [I was also asked to be the Senior Trial Attorney for the EEOC-Honolulu, which I did for two years.] Besides litigating on all these issues, I have given numerous workshops on the issue of sexual harassment and have written numerous articles on discrimination and lobbied for changes in the law. Salary range information also helps current employees evaluate whether they are being paid fairly and work with their employers to resolve pay disparities or, if an employer refuses to pay the market rate, to seek new job opportunities that pay fairly. Women benefit from this as women not only tend to be underpaid at their job, but they are also often less likely to move for a better job and thus less likely to do market checks and find out what their position is actually worth.

Disclosing the salary or salary range for a position helps keep employers accountable, levels the negotiating playing field, and gives applicants and employees new tools to detect and remedy any unjustified pay disparities. Eight states have passed salary range transparency laws since 2018—five in just the last two years—and more and more states are considering passing their own.

Pay transparency will help businesses too. When a company publicly posts salary ranges, it incentivizes them to proactively review and evaluate their compensation practices and address any unjustified disparities between employees. This is good for employee loyalty and productivity and helps avoid liability. It also helps employers avoid wasting time interviewing candidates who would not accept the position because the salary is too low. And in this tight labor market, many employers have begun posting salaries when they are not required to, finding that doing so helps attract potential employees.

In every single state, the lifetime career losses for women would amount to hundreds of thousands of dollars [see the local statistics in AAUW Hawaii's testimony] and in over half the states, the lifetime losses amount to over \$1 million for some women of color.

Closing the gender wage gap has motivated recent legislative action to promote workplace pay transparency, such as protection from retaliation for discussing pay with co-workers. However, putting the onus on individual workers to collect information and negotiate to fix pay discrepancies will always be an incomplete solution.

We are, nevertheless, concerned that as presently drafted S.B. 1057 does not go far enough to update Hawai'i's existing discrimination protections for equal pay. For this reason, we would respectfully request that the Committee replace S.B.1057 with the more comprehensive H.B. 745, which includes, *inter alia*, the following:

(1) **Clearly** amends the list of protected classes under Hawaii's equal pay statute **to** make the protections afforded by this section consistent with the state statute that **p**rohibits employment discrimination.

(2) Clarifies the factors that can be used by employers to justify differences in compensation based on seniority, merit, or other non-discriminatory purposes;

(3) Provides pay transparency by requiring employers to make salary range information **available to current employees and job candidates**, which will help employers manage their pay expenses and encourage pay equity;

(4) Creates an exception to the prohibition on employer retaliation for discussion of employee wages if the knowledge of the employee's wage arises from human resources, payroll, or legal professional responsibilities in the workplace; and

(5) **Updates the term "equal work"** as used in our state non-discrimination statutes to "**substantially similar work**", which is the more accurate term used in many other states.

For these reasons, we respectfully submit our support for the intent of S.B.1057 and ask for the amendments we have outlined above that are contained in H.B.745.



To: Senate Labor and Technology Committee Hearing Date/Time: February 8, 2023 3:00 PM Place: Hawaii State Capitol, Room 224 Re: Testimony in STRONG SUPPORT of SB1057

Dear Chair Moriwaki, Vice Chair Lee, and the Members of Committee,

Members of AAUW of Hawaii thank you for this opportunity to testify in strong support of SB1057/HB1354 which would reduce pay inequity by requiring job listings to disclose the hourly rate or salary range reasonably reflecting actual expected compensation.

We, also, respectfully encourage you to include the more comprehensive language found in HB745 relating to equal pay.

Hawaii can be a leader in pay equity and was making significant progress in reducing the pay gap until a few years ago. However, the gap has now worsened according to US Bureau of Labor statistics. Women's-to-men's earning ratio in Hawaii fell below 80% for the first time since 2011.

Salary transparency plays a role in ensuring pay equity and can do so with minimal cost or disruption to employers, but it is one part of addressing this issue. This bill with additions from HB745 would address protected classes, justifications for pay differences, creates employer retaliation exceptions, and updates terms. Research shows that addressing pay inequality improves work force measures as attendance, cooperation and productivity, and decreases employee turnover.

Please support SB1057/HB1354 and include the more comprehensive language in HB745. Thank you.

The American Association of University Women (AAUW) of Hawaii is an all volunteer, statewide chapter of a national organization and is made up of six branches: Hilo, Honolulu, Kaua'i, Kona, Maui, and Windward Oahu. UH Hilo, UH Manoa, UH Maui College, and Windward Community College are also AAUW partners. AAUW's mission is to advance gender equity for equal opportunities in education, at workplace and for economic security, and in leadership.

Sincerely, Nancy Rustad Public Policy Committee, AAUW of Hawaii publicpolicy-hi@aauw.net



Senate Committee on Labor and Technology Senator Moriwaki, Chair Senator Lee, Vice Chair Wednesday, February 8, 2023 at 3:00 P.M.

RE: SB 1057 Relating to Employment Earnings

Chair Moriwaki, Vice Chair Lee, and Members of the Committee:

The Society of Human Resource Management (SHRM) Hawaii respectfully opposes SB 1057 – Relating to Employment Earnings which requires job listings to include an hourly rate or salary range.

SHRM Hawaii serves and represents nearly 600 members and employers statewide and human resource management is a critical component to the success and survival of the many businesses that make up our local economy. HR professionals are responsible for evaluating and balancing the needs of both the employers and employees and caring for businesses' most valuable asset: the working people of our Hawaii.

As human resources professionals, we believe that including an hourly rate or salary range on job postings can limit an organization's ability to negotiate salaries with potential employees and can also severely limit the pool of qualified candidates who are willing to take the job. Salary itself is often only one component of a compensation package. Posting a salary or range may unduly focus the potential applicant on only one aspect of the position. Employers are competing for talent, often within the same industry or skill set. Requiring pay rates in job listings may take away their most valuable competitive advantage. Moreover, many smaller and local employers would be subject to a significant recruiting disadvantage in the local labor market if larger and more predatory company were to use those published rates to compete unfairly.

There are also concerns about compliance with published pay rates after hire. Poor performance by employees, changing market conditions, employee turnover and resultant reorganizations, and many other factors can all stand as valid contributing reasons for changing pay rates. The proposed bill makes no provision for the enforcement or follow through, thus creating a false



market picture of pay rates and practices that would be divided between those employers who rightly eschew bait-and-switch practices and other unethical tactics vs. those who would take advantage employees based on the compliance of their competitors who lawfully adhere to the requirements set forth in this bill.

Additionally, posting a salary range can create a false sense of security for both the employer and the employee, as it can prevent either party from recognizing the full potential value of the job.

Finally, posting a salary range can also create an environment of mistrust between the employer and the potential employee, as the employee may view the offer as an attempt to undervalue their skill and experience. Such a requirement also potentially causes "salary compression" issues with existing employees and may foster an increased turnover rate for the employer. In summary, including an hourly rate or salary range on job postings can do more harm than good.

We respectfully ask that you do not advance this bill. We look forward to contributing positively to the development of sound public policy and continuing to serve as a resource to the legislature on matters related to labor and employment laws.

Thank you for this opportunity to provide testimony.

Dailyn Yanagida Legislative Affairs Committee Co-Chair Rosanne Nolan Legislative Affairs Committee Co-Chair



<u>SB-1057</u> Submitted on: 2/4/2023 6:41:00 AM Testimony for LBT on 2/8/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Joanna Amberger	Individual	Support	Written Testimony Only

Comments:

Senator Sharon Y. Moriwaki, Chair

Senator Chris Lee, Vice Chair

Committee on Labor and Technology

I am writing in strong support of SB1057. I encourage the use of the more comprehensive language in HB 745.

I am a local business owner with staff and I am on local nonprofit boards of directors with staff. I always post salary ranges in my job postings. Posting salary ranges is both efficient for businesses and fairer to employees. This would be a simple, cost effective way to take a step toward equity.

Thank you!

Joanna Amberger

Wahiawa

<u>SB-1057</u> Submitted on: 2/4/2023 8:24:45 AM Testimony for LBT on 2/8/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Younghee Overly	Individual	Support	Written Testimony Only

Comments:

Mahalo nui for this opportunity to testify in support of SB1057 which would require employers to include pay range as part of a job posting to increase pay transparency and equal pay for all employees.

I'm asking for an amendment to use the language of HB745 because HB745 is more comprehensive and is the product of two years of hard work by the legislators and community advocates, <u>HB1172/SB1375</u> from 2019 and <u>HB1701/SB2253</u> from 2020.

Mahalo for your consideration.

Hearing Date:	Wednesday, February 8, 2023 3:00 pm, Room 224
To:	Senate on Labor and Technology Chair, Senator Sharon Y. Moriwaki Vice Chair, Senator Chris Lee

From: Jean Evans, (Individual)

Re: TESTIMONY IN SUPPORT OF SB 1057- RELATING TO EMPLOYMENT EARNINGS

My name is Jean Evans. I retired after 40 years holding executive positions in Hawaii nonprofit agencies. In these positions I have interviewed and hired hundreds of applicants. I am also a member of AAUW Hawaii.

I support of SB 1057 Relating to Employment Earnings

SB 1057 requires job listings to include an hourly rate or salary range. I strongly encourage you to include the more comprehensive language found in <u>HB 745</u>, <u>Relating to Equal Pay</u>. That bill includes language making protected classes in the section consistent with other statutes that prohibit employment discrimination. It also clarifies factors that can be used by employers to justify differences in compensation and prohibits reducing another employee's pay or an agreement by employees to accept a lower wage then that they are entitled as a defense. Finally, that measure uses the more accurate term, "substantially similar work" instead of "equal work".

It is well documented that there is a large gap in gender pay across the nation and in Hawaii where women earned only 79% of what men earn in 2020. This pay gap hits women especially hard here in Hawaii with our notoriously high cost of living often making it very difficult to make ends meet.

Non-profit agencies in Hawaii have historically offered low salaries which did not reflect the level of education, experience and responsibility associated with the positions. These agencies, which were predominately filled by females with a few male top executives, were seen as helping and giving organizations and so perpetuated the idea that the women should work for lower wages for the good of the community. Slowly this mind-set is changing to reflect a more professional attitude toward the non-profit workforce. However, this change has been slow and contributes to the state-wide wage gap.

When I applied for the two executive director positions which I subsequently secured, I had no idea of the salary ranges or even if there were any. When I inquired about the salary I was told only that it was "flexible". That response did not give me a clue as to what to expect. Only after being in these positions with a salary I thought fair, did I discover that previous Executive Directors were compensated well above me. In one case the salary was over **twice** my salary. Interestingly, one was a female and the other a male. Offered salaries amounts seemed arbitrary and unfair and got me looking for positions elsewhere.

As an executive seeking to hire qualified people, I interviewed many good candidates only to find out that their salary requirements were higher than I could offer. If I had been required to post the ranges I could have saved their time and mine. Based on the budget, I knew what the salary ranges were, but formally posting those was not the customary way recruitment was done. I realize now that compensation transparency would have helped me both as an employer and employee.

Employee turnover continues to be a problem in Hawaii, especially when unemployment is low. This bill is an important step in reducing turnover by ensuring competitive salaries, equal treatment, and assisting employers to control their expenses with set pay ranges.

Let Hawaii become a leader in the area of salary transparency by passing this legislation as another step toward leveling salary discrepancies and retaining talented employees. I see this measure as a win for both employers and employees. I encourage your support for this bill.

Mahalo for allowing me to submit my testimony today.

Jean Evans

<u>SB-1057</u> Submitted on: 2/4/2023 9:58:01 AM Testimony for LBT on 2/8/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Caroline Azelski	Individual	Support	Written Testimony Only

Comments:

Strong support. This can really save a job seeker time and effort. Seeking a job is stressful enough as it is. Thank you.

<u>SB-1057</u> Submitted on: 2/5/2023 10:42:29 AM Testimony for LBT on 2/8/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Katherine Buckovetz	Individual	Support	Written Testimony Only

Comments:

Augment the 2018 Act 108 by having employers publish defined salary ranges at low cost to them while showing transparency and respect to employees. It has shown to be effective in attracting new hires and assisting employers in explaining why they pay given rates to employees. It promotes equal pay. Join other states who have passed similar laws. Mahalo nui from Kailua Kona.

<u>SB-1057</u> Submitted on: 2/5/2023 12:05:25 PM Testimony for LBT on 2/8/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Nate Hix	Individual	Support	Written Testimony Only

Comments:

Pay transparency can help end the significant pay gaps that exist behind different demographics and also provide job seekers with better information before applying for jobs. In addition to passing this bill, please amend it to remove the exemptions for positions subject to collective bargaining and internal positions.

<u>SB-1057</u> Submitted on: 2/5/2023 8:46:07 PM Testimony for LBT on 2/8/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Elizabeth Hansen	Individual	Support	Written Testimony Only

Comments:

Aloha, please support this bill.

While passage of Act 108 in 2018 that became effective January 1, 2019 was a step towards ensuring pay equity, this current bill would increase pay transparency and provide a strong equal pay protection with a minimal cost or disruption to employers.

• Hawaii can be a leader in the field of pay equity, as Hawaii has led the way in civil rights. • Bill's measures do succeed, with minimal cost or disruption to employers.

Mahalo, Elizabeth Hansen, Hakalau HI 96710

<u>SB-1057</u> Submitted on: 2/5/2023 9:24:43 PM Testimony for LBT on 2/8/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Rodger Hansen	Individual	Support	Written Testimony Only

Comments:

Aloha, please support this bill. While passage of Act 108 in 2018 that became effective January 1, 2019 was a step towards ensuring pay equity, this bill would increase pay transparency and provide a strong equal pay protection with a minimal cost or disruption to employers.

Hawaii can be a leader in the field of pay equity, as Hawaii has led the way in civil rights.

This bill's measures do succeed, with minimal cost or disruption to employers.

Mahalo, Rodger Hansen, Hakalau HI 96710

<u>SB-1057</u> Submitted on: 2/6/2023 2:22:52 AM Testimony for LBT on 2/8/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Robin Miyajima	Individual	Support	Written Testimony Only

Comments:

Jobs should be required to post a salary range. This would go very far to benefit both employees and employers, as we've seen in Colorado, California, and New York.

I support this bill.

То:	Hawaii State Senate Committee on Labor and Technology
Hearing Date/Time:	Thursday, February 8, 2023, 3:00pm
Place:	Hawaii State Capitol, CR 224 & Videoconference
Re:	Judith Ann Armstrong is in strong support of SB 1057 requiring salary
inform	ation on listings for employment.

Dear Members of the Labor and Technology,

I, Judith Ann Armstrong, am in strong support of SB1057 relating to employment earnings.

The goal of this bill is to reduce pay inequalities by requiring job listings to disclose the hourly rate or salary range reasonably reflecting the actual expected compensation. While passage of Act 108 in 2018 that became effective January 1, 2019 was a step towards ensuring pay equity, this bill would increase pay transparency and provide a strong equal pay protection with a minimal cost or disruption to employers.

Please use the more comprehensive language in HB 745

Talking Points

- Hawaii can be a leader in the field of pay equity, as Hawaii has led the way in civil rights.
- Bill's measures do succeed, with minimal cost or disruption to employers.

• Research shows that workers stay longer and are more productive, when working for companies which treat them with dignity. A recent Harvard-Berkeley study showed that pay inequality decreased worker attendance, cooperation, and output.

• Salary transparency and attempts at pay equity will attract millennials; will be more attractive in a competitive market.2

• Being up front about wages saves businesses time so that they are not interviewing candidates that will eventually turn them down. In addition to fairness, this is also about efficiency.

• Salary ranges help employers control their pay expenses and ensure pay equity among employees. It is critical that employers have rational explanations for why they pay their employees a certain rate, and defined salary ranges help accomplish that.

• Seven states (CA, WA, NY, MD, NV, RI, CT) have salary transparency as state laws.

Thank you for this opportunity to testify in support of SB 1057.

Sincerely, Judith Ann Armstrong