

Pay Equity Advocacy

Campaign Toolkit

A guide to empower individuals, clubs, or community groups to take action to address the gender pay gap

**Canadian Federation of
University Women (CFUW)**



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About CFUW

The Canadian Federation of University Women (CFUW) envisions a world where women and girls are educated and empowered to make transformative change in the world. CFUW's mission is to promote and enable women's fellowship, continuous learning and empowerment to achieve educational and economic equality and social justice.

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the power of women working together

***la puissance au féminin:
ensemble pour réussir***

Pay equity is equal pay for work of equal value and compares the value and pay of different jobs, such as nurse and electrician. The value of jobs is based on the perceived levels of skill, effort, responsibility and working conditions involved in doing the work.

Gender Wage Gap is the difference between wages earned by men and wages earned by women. The gap can be measured in various ways, but the most common method is to look at full-time, full year wages. It is also possible to measure the gender wage gap on the basis of hourly wages. Other ways of calculating the gender wage gap include the comparison of annual earnings for both full- and part-time workers and comparing the hourly wages for full- and part-time workers. These methods of calculation will produce different results.

"Women's work" is work believed to be exclusively the domain of women and associates particular stereotypical tasks that are historically associated with women. It is particularly used with regard to the unpaid, domestic labour that mothers or wives will perform within a family and household, such as cleaning, cooking, or child rearing.

Discrimination is an action or a decision that treats a person or a group badly for reasons such as their race, age or disability. These reasons, also called grounds, are protected under the [Canadian Human Rights Act](#).

Intersectionality is an analytical framework used to understand how social categorizations and identity factors "intersect" and overlap with one another impacting experiences of inequality and discrimination. The wage gap is not just about gender. The gap increases substantially when intersecting with other forms of discrimination such as those experienced by: racialized women, Indigenous women, immigrant and migrant women, women with disabilities, elderly women, those who identify as lesbian, gay, bisexual, trans, queer, Two-Spirit, plus (LGBTQ2S+)

Pay Equity Act is a proactive pay equity regime within the federal public and private sectors that redresses the systemic gender-based discrimination in the compensation practices and systems of employers that is experienced by employees who occupy positions in predominantly female job classes so that they receive equal compensation for work of equal value, while considering the diverse needs of employers, and then to maintain pay equity through proactive means.

Employment Standards Act 2000 specifies the minimum requirements for the majority of employees who work in Ontario. These "minimum requirements" are known as employment standards and are the rights and responsibilities of employees and employers in Ontario.

Sustainable Development Goals are a collection of 17 interconnected global goals adopted by the United Nations General Assembly in 2015 "to achieve a better and more sustainable future for all,".

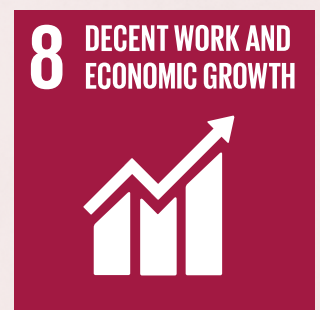


Sustainable Development Goals #5 - [Achieve gender equality and empower all women and girls](#) : Gender equality is a fundamental human right necessary for a peaceful, prosperous, and sustainable world. There had been much progress over the last decades such as more educated girls and women, more women in civic engagement and positions of leadership. However, there are many challenges that

remain such as discriminatory laws and practices, exclusionary social norms, underrepresentation in all levels of political, economic and social leadership and high rates of physical or sexual violence. SDG #5 is relevant to pay equity because when women and girls are not seen as equal to men and boys and are not empowered in society to participate, engage and take on powerful roles, they face discrimination in many ways, especially economically. Women and girls may face discrimination (such as sexism, racism, xenophobia, ableism) during the hiring process, interviewing and while in the workplace which can limit their economic participation and growth, chances of getting well paying sustainable/permanent careers and/or being paid equitably for their value of work.

Sustainable Development Goals #8 – [Promote inclusive and sustainable economic growth, employment and decent work for all](#) :

Sustained and inclusive economic growth can drive progress, create decent jobs for all and improve living standards for all persons regardless of gender, age, ability race and other discriminating factors. Decent work means opportunities for everyone to get work that is productive and delivers a fair income, security in the workplace



and social protection for families, better prospects for personal development and social integration. Pay equity is directly to SDG #8 because not only does pay equity ensure inclusive and sustainable economic growth between all genders, equal employment opportunities and decent work/working conditions for all. With such limited economic engagement in the form of education, training and/or, labour participation, women and girls are at risk unemployment, financial recession, and exploitation and harassment.

Human Rights are fundamental rights and freedoms that are inalienable to all human beings, regardless of race, gender, nationality, or any other status, without discrimination.. Human rights are enshrined in international law through the [Universal Declaration of Human Rights](#) and in Canadian law through the [Canadian Human Rights Act](#).



Canada has the 8th highest pay wage gap out of a list of 43 countries, in a study conducted by OECD (2016). According to the World Economic Forum's Global Gender Gap Report 2017, Canada ranks 16th out of the 144 countries tracked. Based on 2017 trends, the overall global gender gap can be closed in 100 years across the 106 countries studied since the inception of the Index (compared to the projection of 83 years in 2016).

The gender wage gap is defined as “the difference between wages earned by men and wages earned by women.” (Pay Equity Commission, 2018).

The origins of the pay gap are more complicated than a single cause. The interwoven forces of discrimination, pervasive sexism and systemic racism translate to different genders having different experiences and taking different paths through education and training (Simple Truth, 2020).

One of the most dramatic social changes in the last century has been the increase of women in Canada's paid work force. In 2015, 82% of women ages 25-54 participated in the workforce, a significant difference from 21.6% in 1950 and 65.2% in 1983.

Traditional “women's work” vs men's work. Jobs that conform to traditional gender roles tend to be undervalued because they parallel domestic work that women were expected to perform for free.

Most women workers are employed in lower-wage occupations and lower-paid industries. Women usually work in low paid, entry level, part time precarious work. Women also make up the majority of Canada's minimum-wage workers, and a third of working women make less than \$15 per hour.

A large portion of the wage gap remains unexplained and is partly due to discrimination. An estimated 10-15% of the wage gap is attributed to gender-based wage discrimination or other unexplained factors – hypothesized as gender discrimination.

Calculating the Gap

There are three main ways to calculate the pay gap:

- **Average annual earnings:** This measure captures all women's and men's earnings, including contract and part-time work—a crucial variable as about two-thirds of part-time workers are women. According to Statistics Canada Survey Labour Income Dynamics (SLID)* data from 2011, the last year for which this data was available, Ontario had a 31.5% gap. Recently, Statistics Canada Canadian Income Survey** data for 2013 was released. This data, which used different methods than the SLID data, puts the Ontario gender pay gap at roughly 30%.
- **Full-time, full-year average annual earnings:** This measure takes into account only full-time annual earnings. It does not account for part-time, or part-year (contract, for example) work. According to the 2011 SLID data, the gap is 26%.
- **Hourly wages:** Another way to calculate the gap is by comparing hourly wages. As of 2011, the SLID data put the average hourly wage of women at 88% of the average hourly men's wage (12% gap), with a negative trend over time; in 2015, the gap was recorded at 14%.



Gendered Consequences of Pay Inequity

- Women's lower earning power means they are at a higher risk of falling into poverty if they have children and then become separated, divorced, or widowed. They are less able to save for their retirement and more likely to be poor in their senior years; in fact, women 65 or over are more likely than their male counterparts to live on a low income. The risk of falling into poverty means that women are sometimes forced to stay in abusive relationships, despite the danger.
- According to an Ontario Government report, women with the same experience, socio-economic and demographic background earn approximately \$7,200 less than their male counterparts per year. Added up annually, this amount has a significant impact on the economic stability of women, decreasing their financial independence and ability to save for retirement.
- According to one estimate, college-educated women working full time earn more than a half million dollars less than their male peers do over the course of a lifetime (Carnevale, Rose, & Cheah, 2011)



The wage gap has not closed, even though women have begun to outnumber men when it comes to pursuing university degrees. Approximately 56% of post-secondary students in Canada are women. [\(Table\)](#) Women who graduate university with a bachelor's degree earn an average of \$69,063 annually, while men who graduate with a bachelor's degree earn \$97,761.32 [\(Table\)](#).

A recent study carried out by at one Ontario university showed that there are significant gender differences in the earning patterns of university graduates, with male graduates earning \$10,000 more than females in the first year after graduation. Thirteen years after graduation, the gender earnings gap grew to around \$20,000, regardless of the discipline studied [\(How Much Do University Graduates Earn? , 2014\)](#).

(Source: American Association of University Women).



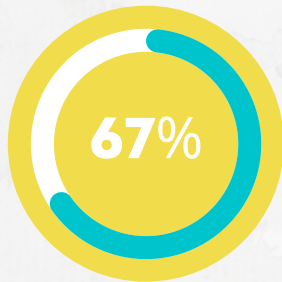
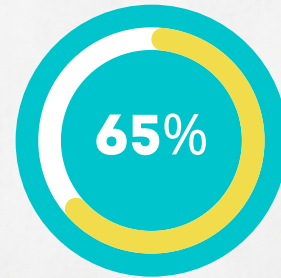
Women 1 year out of college who worked full time earned just 82% of what their male peers earned.

The American Association of University Women's (AAUW) study, ["Graduating to a Pay Gap"](#) showed that women one year out of college who were working full time earned, on average, just 82% of what their male peers earned. After factors such as, occupation, college major, employment sector, and others are controlled, there is still an unexplained gender pay gap. Experimental evidence confirms that many people continue to hold biases against women in the workplace, especially those who work in traditionally male fields. As discrimination is hard to measure directly, so another possible explanation for the unexplained gap is difference and willingness to negotiate different salaries and benefits.

The gender wage gap does not affect all women the same. It is important to recognize how race, ethnicity, disability, immigration status, and other social identities contribute to inequalities in wages and the broader labour market. Historical and current dynamics of discrimination play a major role in earnings disparities. For example:

INDIGENOUS WOMEN

Indigenous women working full-time, full-year earn an average of 35% less than non-Indigenous men, earning 65 cents to the dollar.

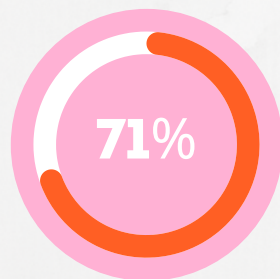
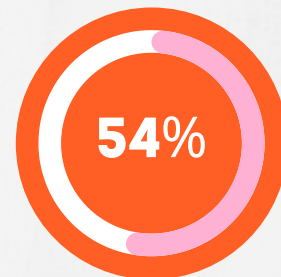


RACIALIZED WOMEN

Racialized women working full-time, full-year earn an average of 33% less than non-racialized men, earning 67 cents to the dollar.

WOMEN WITH DIASBILITIES

Women with a disability working full and part-time earn approximately 54 cents to the dollar when compared to the earnings of nondisabled men.



NEWCOMER WOMEN

Newcomer women working full-time, full-year earn an average of 29% less than non-newcomer men, earning 71 cents to the dollar.

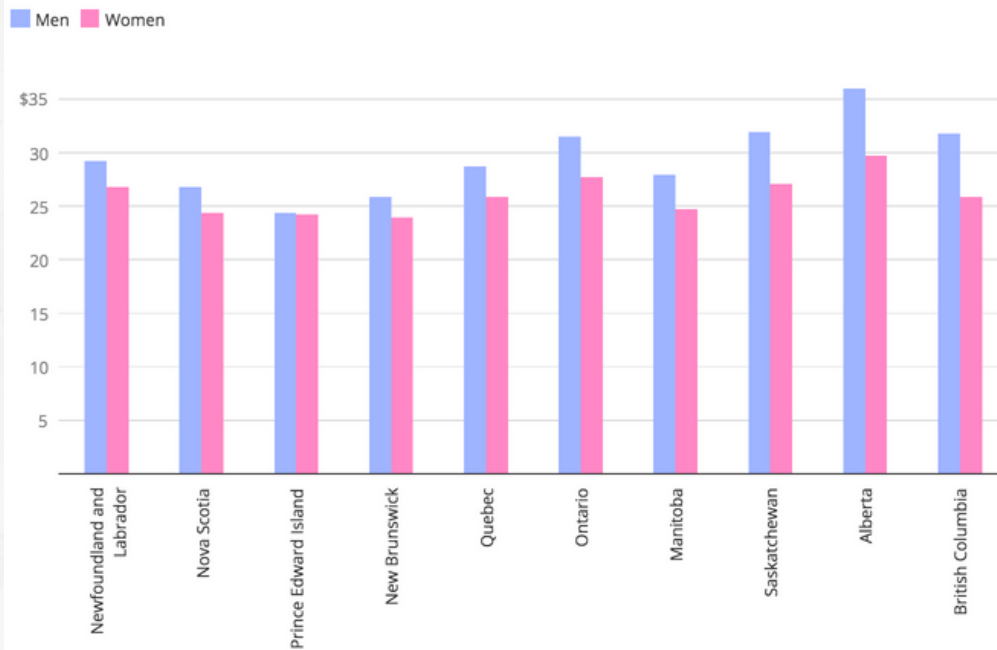
TRANSGENDER WOMEN

Trans women in the paid labour market often see their earnings drop by 30% after transitioning.



A [2019 Statistics Canada study](#) reviewed both full-time and part-time employees between the core working ages of 25 to 54. The study only focused on wage differences between men and women, without accounting for race, ethnicity, education level, immigration status, or other identity factors known to widen the gender pay gap even further. In 2018, women earned an average of \$26.92/hr across all professions, while men earned an average of \$31.05/hr.

Average hourly wages

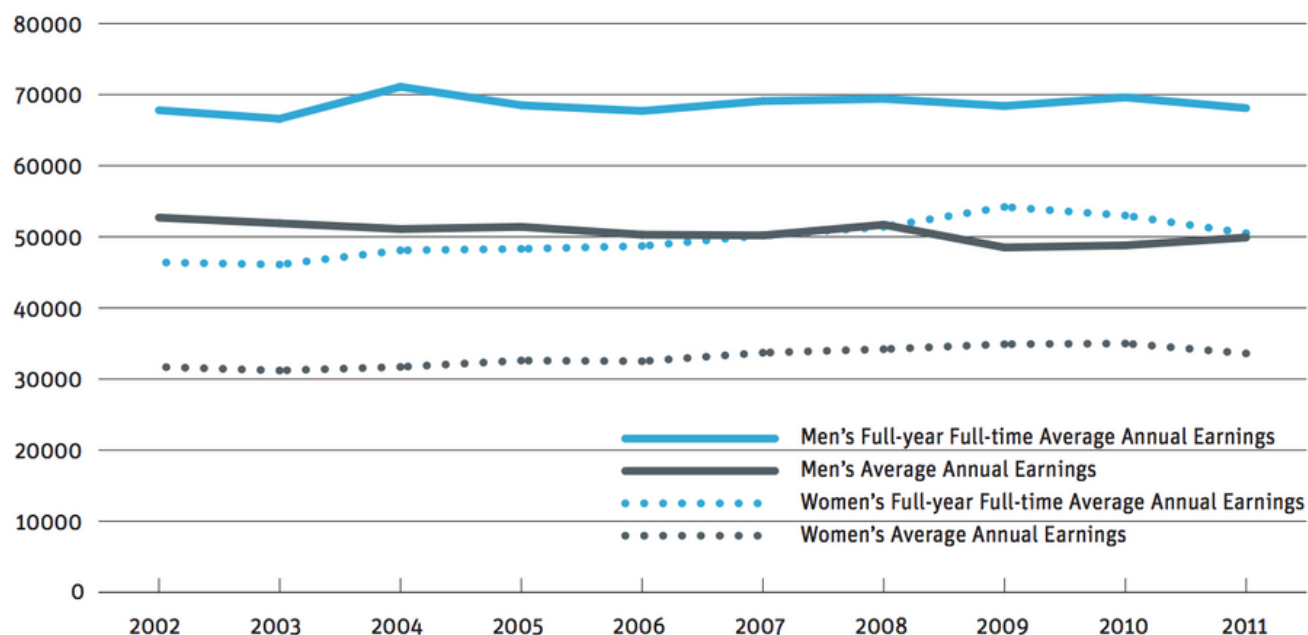


Source: Statistics Canada



Figure 1, from a [Canadian Centre for Policy Alternatives](#) report, shows average annual earnings of men and women across occupational categories between the years 2002 and 2011. The occupational categories range from management occupations to those relating to health, trades, transportation and equipment, sales and service in Ontario.

FIGURE 1 Average Annual and Full-Time, Full-Year Earnings Men and Women, Ontario, 2002–2011



Source: Statistics Canada. Table 202-0102 – Average female and male earnings, and female-to-male earnings ratio, by work activity, 2011 constant dollars, annual, CANSIM (database). (accessed: 2014-03-27) Sorted by Ontario, all earners, average earnings, sex, female-to-male average earnings ratio, and 2002-2011.

Campaign 101 & Getting Organized

Advocacy campaigns drive awareness around issues and influence political change. Advocacy can take many forms such as sharing an infographic on social media, writing a letter to your elected official, signing a petition, or sending a letter to the editor or Op-Ed in your local newspaper. However you choose to engage in advocacy, it is important to organize a plan in order to achieve your goals with the greatest impact. Check out the simple steps below to start organizing an advocacy campaign:



Set a vision

This is a vision of the world that this campaign will step towards

- A society that values the work done by women
- Making the world a more equitable place for women to work, live, and thrive
- No more identity-based discrimination



Build your team

Your campaign leadership team consists of key individuals that will coordinate & execute your campaign.

- Lead organizer or administrator
- Communications & marketing coordinator
- Volunteer mobilizer



Set a primary campaign goal

This is your overarching goal you hope to achieve with your campaign

- Specific
- Measurable
- Achievable
- Relevant
- Time bound



Set secondary goals

These are targets which support your achievement of the primary campaign goal

Examples:

- Engage more people and groups in the fight for pay equity & gender equality
- Increase the capacity of your group to sustain campaign
- Build relationships with allies
- Support related campaigns



Identify your targets

People who have the power to make the decision

& secondary targets

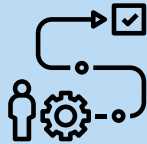
People who have direct influence over the primary targets



Define your message

A compelling message to engage supporters and draw more people to support your campaign

- Include the problem & your proposed solutions/actions
- Don't rely on statistics
- Personalize & tell a story
- Statement + evidence + action



Choose your methods

The actions you will take to achieve your goals

- Dependent on size of your team & resources available
- Leverage your team's interests & skills
- Be realistic



Identify your allies

Partners and groups to help you achieve your goals

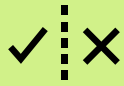
- Feminist / gender equality community groups
- Student groups and societies - human rights, women in commerce/STEM,
- Unions



Plan your action!

The content of action matters a lot to its effectiveness and making it feel useful to those who attend. There are a lot of different ways to hold an action. Consider your resources, comfort, and target when planning an action. [Click here](#) for a more detailed resource on the various types of actions and what you need to do to plan one. Below are a few ideas. You can combine two or three of these actions, but try not to overload the agenda with too many activities.

- Postering
- Phone zap
- Pamphletting
- Rally/protest
- Letter-writing / delivery
- Sidewalk chalk
- Supporter meet & greet



Debrief with your team

Closely after your action, have a debrief meeting with your team to discuss what went well and what could have gone better. Make notes of these reflections and save them to better plan your next action.



Give thanks

Give thanks to groups or individuals who participated in your action or who helped promote it. A "thank you" post, DM or email is sufficient - written letter is even better!



Leverage social & traditional media

Share pictures of your action on social media and tag your targets to document that the action took place and put the target on notice to respond. Contact your local newspaper and send them a press release of why you held the action, the groups involved, and what you hope to achieve. Include photos to make it more newsworthy! Contact as many media outlets as you can.



Follow up

Follow-up with your target and reiterate your call to action. You can send an email with photos of your action, describing how many people attended, their thoughts on the issue, and your hope to meet with them to discuss your campaign further.



Plan for the future

Start making plans for what you will do next. Try organizing another type of action in a few weeks, write an Op-Ed reflecting on your campaign, or explore more groups or organizations in your area to engage on your campaign and collaborate in the future. Attend other actions in your area to get some ideas on how groups organize events in your community.

Federal Pay Equity Act



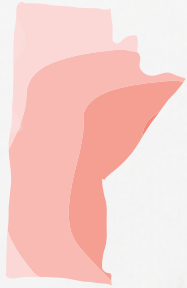
The [Pay Equity Act](#) came into force on August 31, 2021 and applies to federally regulated public and private sector employers with an average of 10 or more employees.. This Act is aimed at achieving pay equity for employees in jobs that are commonly held by women and tend to be undervalued and addresses gender-based discrimination in pay, hiring practices and systems of employment.

This Act is proactive by placing the responsibility on employers to assess whether employees in jobs commonly held by women are earning equal pay from work of equal value in their workplace. On November 1, 2021, employers must post a notice in the workplace setting out their obligation to establish a pay equity plan. Employers must create and share this plan with employees by September 3, 2024 (within 3 years). Additionally, employers with 100 or more employees, or those with any unionized employees, will need to form a pay equity committee to implement the pay equity plan.

Section 11 of the [Canadian Human Rights Act \(CHRA\)](#) also addresses pay equity, through a complaints-based model, where it is considered a discriminatory practice for employers to pay male and female employees performing work of equal value differently.

Provincial Pay Equity Legislation

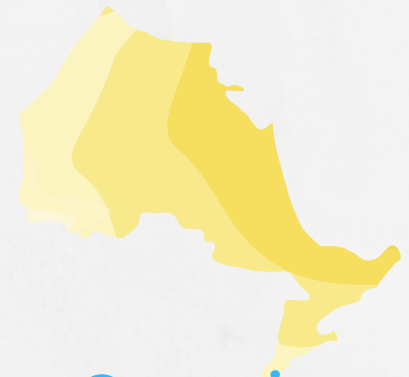
All of Canada's provinces and territories have human rights legislation which prohibit discriminatory practices in employment and can be used as a tool to address pay discrimination in the absence of specific pay equity legislation or frameworks. However, six provinces – Prince Edward Island, Nova Scotia, New Brunswick, Quebec, Ontario, and Manitoba have enacted specific pay equity legislation while Newfoundland, Saskatchewan, and British Columbia have developed pay equity negotiation frameworks with certain public sector employees. Alberta, the Northwest Territories, and Nunavut are the only provinces and territories without pay equity legislation nor a negotiation framework, but do require compliance with federal law and the Canadian Human Rights Act. The Yukon Territory's Human Rights Act prohibits employers from maintaining a difference in wages based on discriminatory grounds, including gender. Pay equity legislation varies greatly across Canada. See the following pages for more details about the types of pay equity legislation in your province.



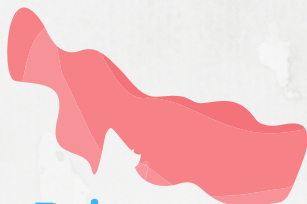
Manitoba

Manitoba was the first jurisdiction to pass proactive in 1986. Under the [Manitoba Pay Equity Act](#), which applies only to the Crown and provincial public sector, employers are obligated to ensure that there is no difference in wages for female and male employees performing work "of equal or comparable value.". The Act does not cover municipal governments or independent boards and commissions. The Act does not cover private sector employees.

In 1987, Ontario passed the [Ontario Pay Equity Act](#). The Act describes minimum requirements in employer's compensation practices for ensuring pay equity in female job classes. In 2018, Ontario was the first province to enact pay transparency laws, a significant step toward closing the pay gap. The [Pay Transparency Act](#) requires that all public job postings include a salary rate or range and forbids employers from asking about past compensation or disciplining employees who talk about compensation.



Ontario



Prince Edward Island

The [Prince Edward Island Pay Equity Act](#) was passed in 1988. The Act established a Pay Equity Bureau and the appointment of a Pay Equity Commissioner to administer the Act. The Act's objective is to "achieve pay equity by redressing systemic gender discrimination in wages paid for work performed by employees in female-dominated classes in the public sector,.". The law applies to public service and public sector employees. The burden is placed on employers to implement pay equity.

[New Brunswick's Pay Equity Act](#) was initially passed in 1989, and replaced in 2009, to apply to workers in the public service, education, and health sectors. The obligation to implement and maintain pay equity is placed on the employer where employers and bargaining agents negotiate over a job evaluation system and wage adjustments. Under the Act, the value of work is determined through the "composite of the skill, effort and responsibility normally required in the performance of the work and the conditions under which the work is performed,."



New Brunswick



Nova Scotia

[Nova Scotia's Pay Equity Act](#) was passed in 1989 and applies to civil service employees including corrections workers, highway workers, hospitals, Crown corporations, municipalities, universities, and municipal enterprises. Under the Act, a Pay Equity Commission provides assistance in its implementation. Its purpose is to increase the pay of employees in predominantly female job classes which are paid less than they should be because of discrimination.

[Quebec's Pay Equity Act](#) was passed in 1996 and applies to the public sector and private sector firms with more than 10 employees. The Act is proactive and places the burden on employers to establish pay equity plans according to their size. Under the Quebec Charter of Human Rights and Freedoms, equal pay for equal or similar work is also outlined along with the prohibition of gender discrimination. The Act seeks redress for differences in compensation due to systemic discrimination of female job classes.



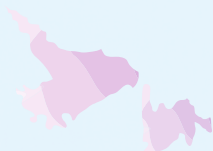
Quebec

Provincial Policy Frameworks for Pay Equity



Saskatchewan

While Saskatchewan does not have pay equity legislation, the province approved the [Equal Pay for Equal Value Policy Framework](#) in 1999. The Framework requires employers in government departments, agencies, and Crown corporations to develop a gender-neutral job evaluation system and to make wage adjustments as needed. The Saskatchewan Human Rights Commission has recommended the enactment of proactive pay equity legislation.



Newfoundland

Newfoundland does not have specific pay equity legislation. In 1988 however, the government conducted pay equity negotiations with public-sector unions as part of the collective bargaining process. In 2018, Members of the House Assembly unanimously voted to support the development of pay equity legislation, but little action has been taken since.



British Columbia

Similar to Saskatchewan, British Columbia does not have pay equity legislation but utilizes a policy framework for pay equity plans in the public-sector. In 1995, the Public Sector Employers' Council Pay Equity Policy Framework was introduced and its provisions are currently still in effect under the [Public Sector Employers Act](#). Equal pay for equal or similar work is required by the [Human Rights Code](#).

NEED MORE INSIGHT?

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- Join a salary negotiation or train the trainer workshop
- Join our [mailing list](#)
- Join a CFUW club near you

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