

# Show Me the Money? Exploring Pay Transparency

Course Number TH317

Thursday, June 21, 2018, 8:45 AM – 9:45 AM

Learning Units 1.0 LU

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# A panel discussion with

Guy Geier, FAIA

Wendy Pautz, FAIA

Sharon Portnoy, AIA

Cathy Simon, FAIA

Managing Partner, FXCollaborative

Partner, LMN Architects

President, Portnoy Consulting

Senior Design Principal Emerita,  
Perkins+Will

# Course / Learning Objectives

**Explore** the potential benefits and pitfalls of pay transparency in the workplace, and consider whether to bring the issue back to your own firm for further discussion.

**Examine** the relationship of pay transparency to pay equity in light of the national conversation around these issues and legislation including the Lilly Ledbetter Fair Pay Act.

**Discover** how some firms have used pay transparency and what strategies they've used when sharing sensitive information.

**Learn** how to make a strong business case either for or against pay transparency informed by the demographics of pay transparency and why it's most popular among millennials.

# Pay Transparency

**Why** are we talking about this? Why now?

**What** is pay transparency?

**Who** is doing it?

**How** is it done?

**What** are the consequences?

THE WALL STREET JOURNAL.

## Open Salaries: the Good, the Bad and the Awkward

**Forbes**

Millennials Are Slowly Killing Salary Secrecy -- And That's A Good Thing

QUARTZ *at* WORK

**What employees really want to know about their paychecks**

**The New York Times**

Salary Transparency Is Key to Narrowing Gender Pay Disparities

# Why?

Competition for **talent**

Creating a culture of **trust**

Employee **engagement**

Talent **attraction and retention**

**Millennials'** expectations

Eliminating the **gender/minority wage gap**

# Why now?

Millennials will outnumber boomers in workplace by **2019**

The **Glassdoor** effect

**Salary history** question illegal in

Massachusetts, California and Oregon

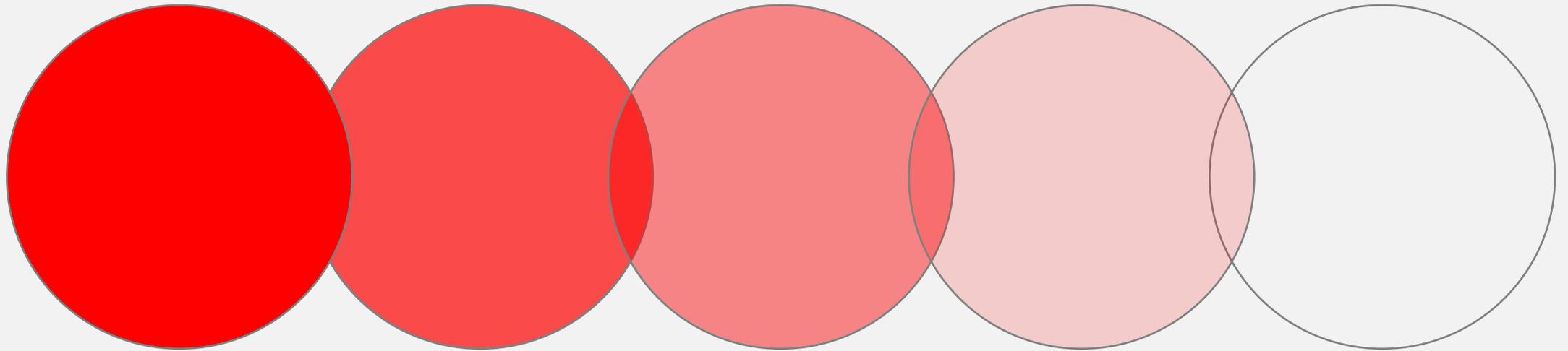
San Francisco, Philadelphia and New York City

2009 Lilly Ledbetter Fair Pay Act **signed**

2014 Fair Pay and Safe Workplaces order **signed**

2014 Fair Pay and Safe Workplaces order **revoked**

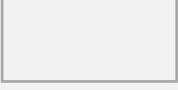
# What is pay transparency?



“Here’s your paycheck”

Radical transparency

# Degrees of transparency

-  This is your paycheck
-  This is **how** we determine pay
-  This is **why** we pay like we do
-  This is **what** you need to do
-  This is **where** you fit in relative to your co-workers
-  This is **who** makes what



# APPLE EMPLOYEES CAN'T STOP WALKING INTO GLASS WALLS

*Vanity Fair*



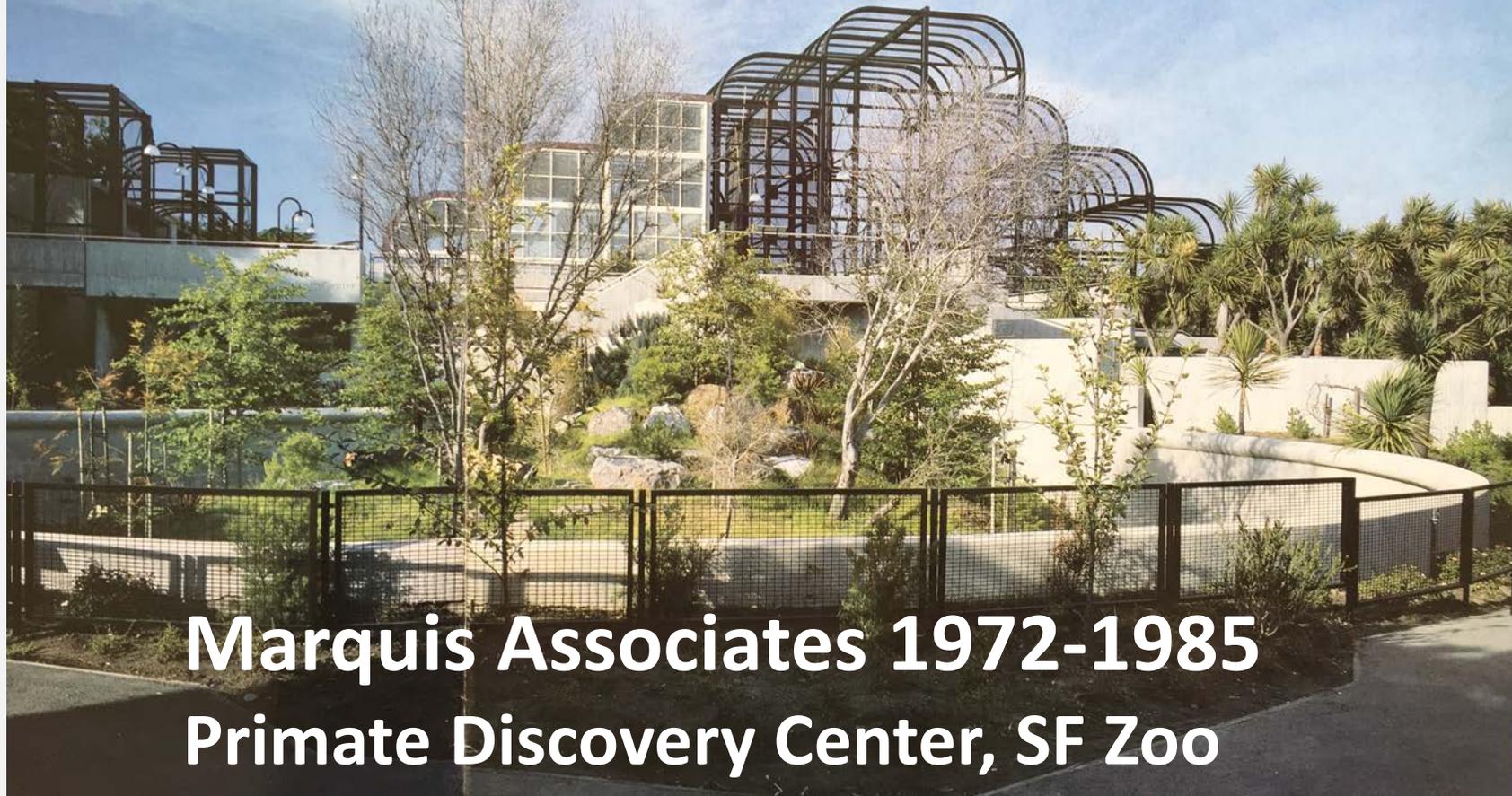
# Meet the panelists.

Cathy Simon, FAIA

Guy Geier, FAIA

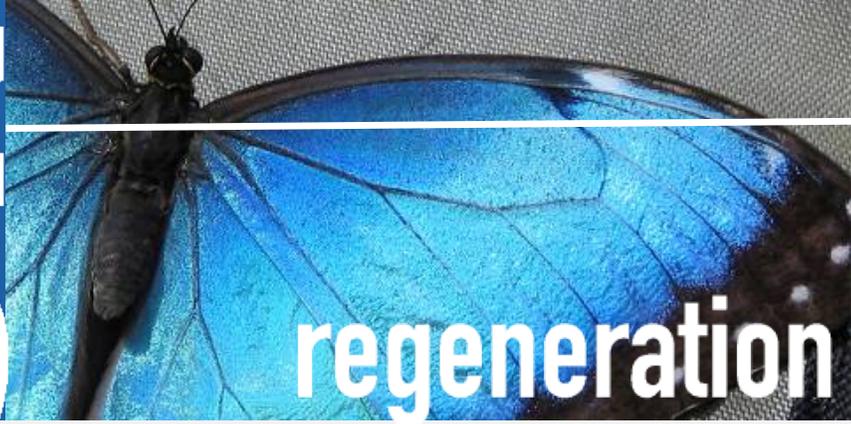
Wendy Pautz, FAIA

# Show Me the Money? Cathy J Simon FAIA



**Marquis Associates 1972-1985**  
**Primate Discovery Center, SF Zoo**

# SWAN



a vision for the future

1985-2008

SF + NY



# Ferry Building, San Francisco



**Perkins + Will 2008-2018**  
**140 New Montgomery, San Francisco**

## FIRM AT A GLANCE /

### FOUNDED IN

1935

### TOTAL STAFF

2200+

### PRACTICE AREAS

8

- Corporate + Commercial
- Science + Technology
- K-12 Education
- Civic + Cultural
- Healthcare
- Higher Education
- Transportation
- Sports + Recreation

### DISCIPLINES

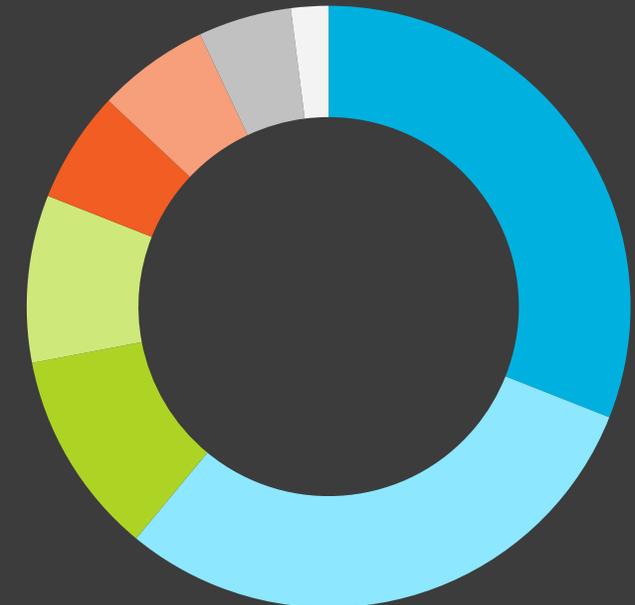
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- Architecture
- Interior Design
- Branded Environments
- Planning + Strategies
- Urban Design

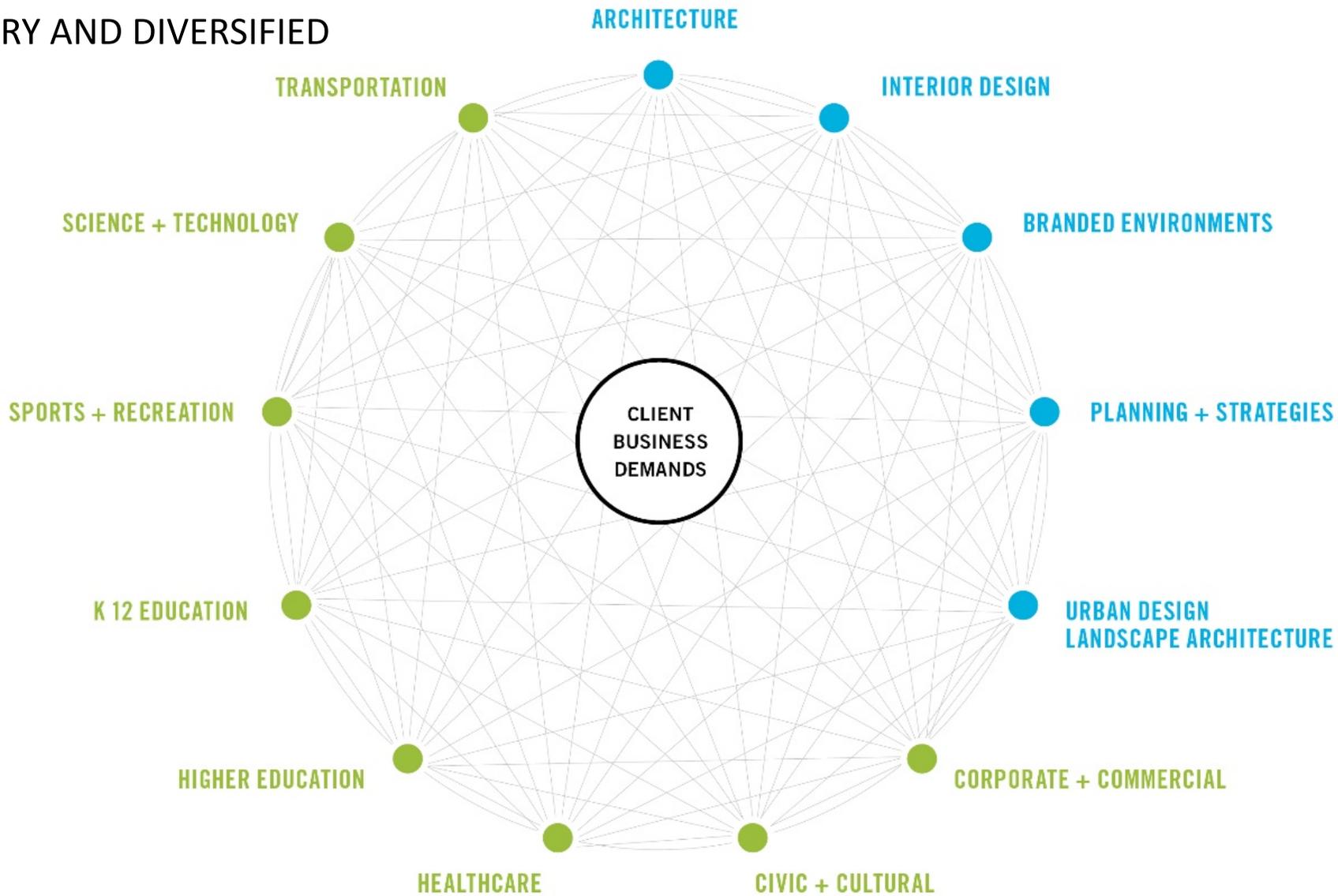
### STUDIOS

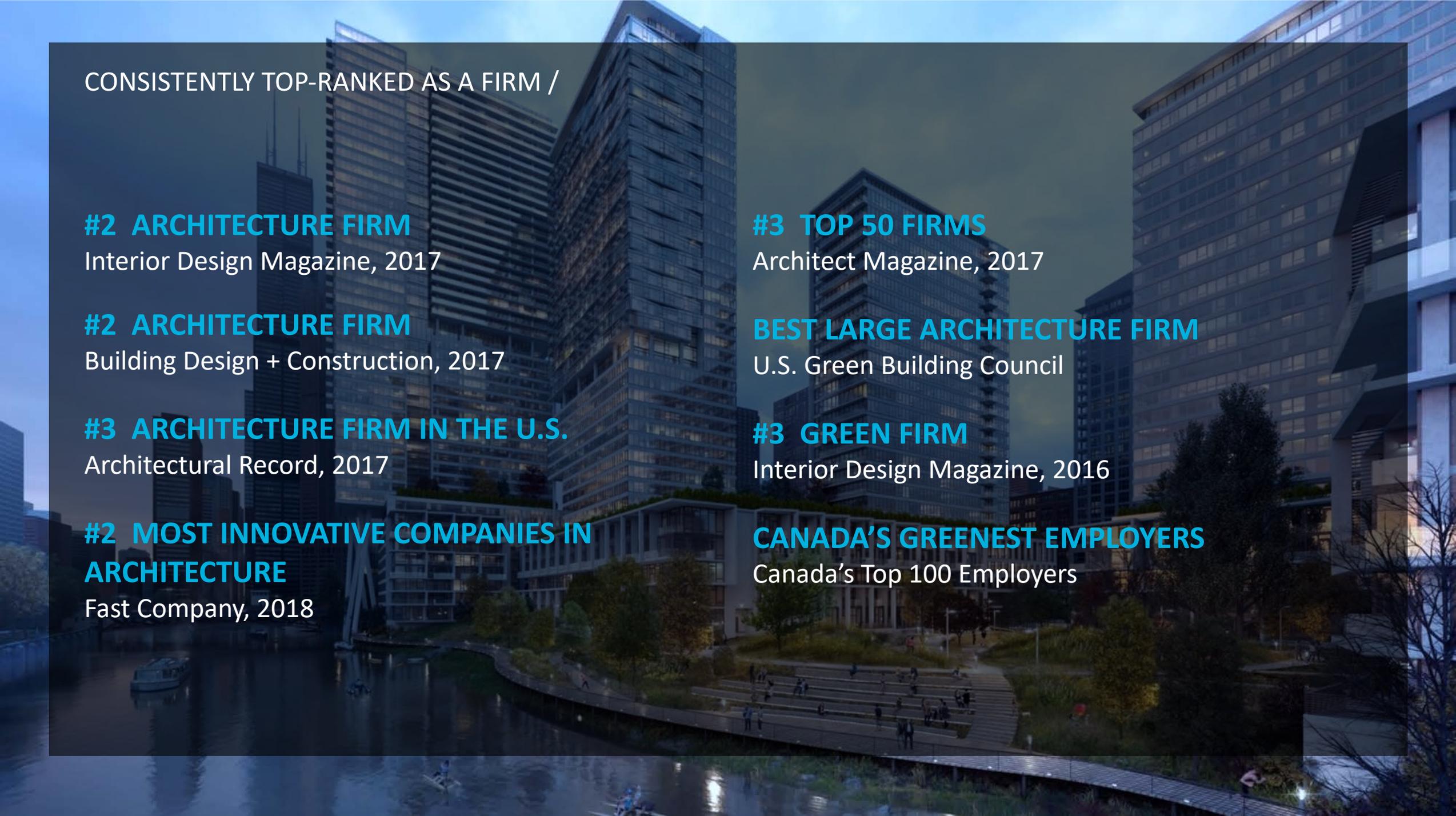
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- |            |             |                |
|------------|-------------|----------------|
| Aarhus     | Dubai       | San Francisco  |
| Atlanta    | Durham      | São Paulo      |
| Austin     | Houston     | Seattle        |
| Boston     | London      | Shanghai       |
| Charlotte  | Los Angeles | Toronto        |
| Chicago    | Miami       | Vancouver      |
| Copenhagen | Minneapolis | Washington, DC |
| Dallas     | New York    |                |
| Denver     | Ottawa      |                |



# MULTI-DISCIPLINARY AND DIVERSIFIED





CONSISTENTLY TOP-RANKED AS A FIRM /

**#2 ARCHITECTURE FIRM**

Interior Design Magazine, 2017

**#2 ARCHITECTURE FIRM**

Building Design + Construction, 2017

**#3 ARCHITECTURE FIRM IN THE U.S.**

Architectural Record, 2017

**#2 MOST INNOVATIVE COMPANIES IN ARCHITECTURE**

Fast Company, 2018

**#3 TOP 50 FIRMS**

Architect Magazine, 2017

**BEST LARGE ARCHITECTURE FIRM**

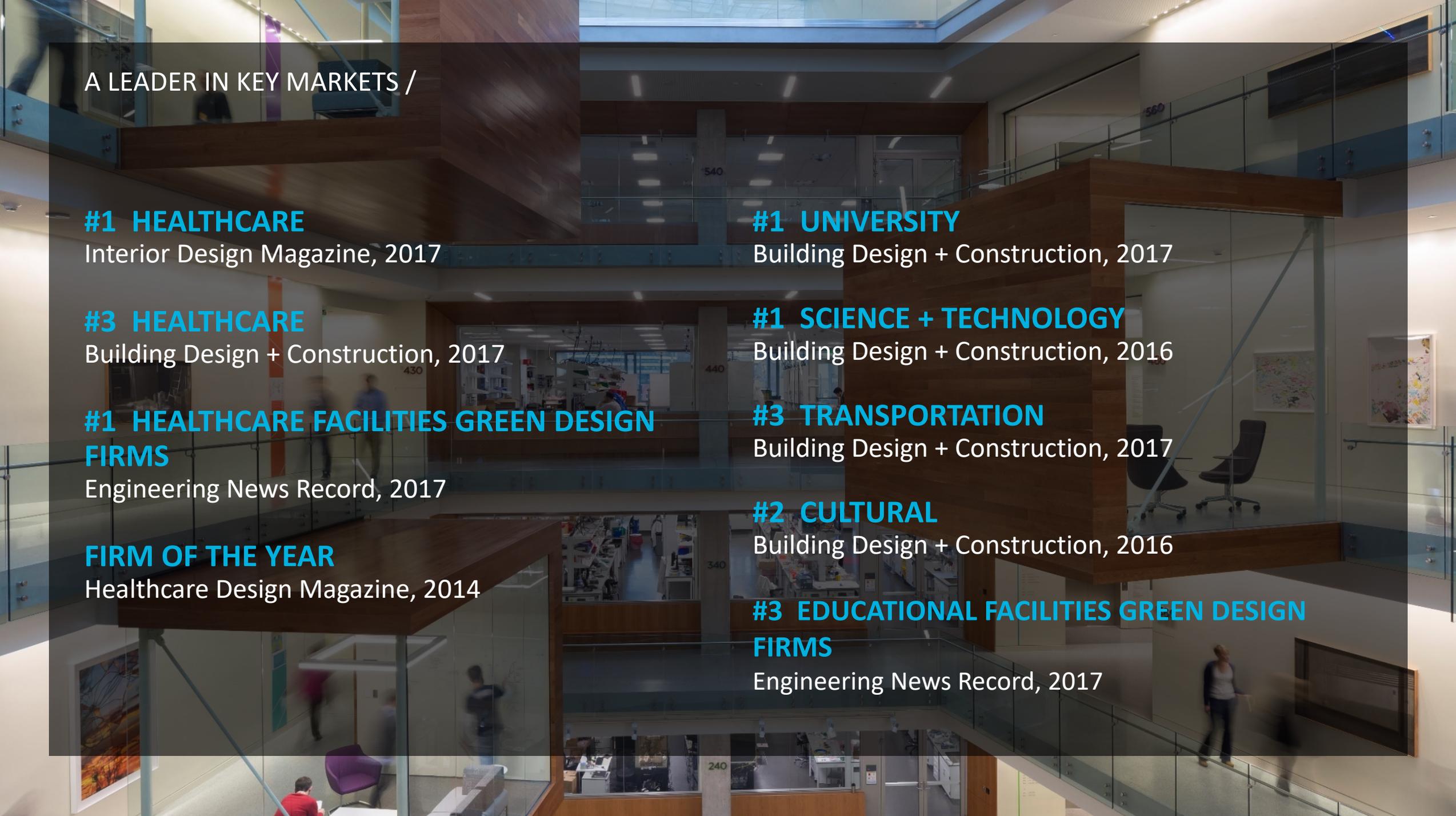
U.S. Green Building Council

**#3 GREEN FIRM**

Interior Design Magazine, 2016

**CANADA'S GREENEST EMPLOYERS**

Canada's Top 100 Employers

A multi-level atrium with glass railings and wooden accents. The space is bright and modern, with people walking on different levels. The architecture features a mix of materials, including wood, glass, and metal. The lighting is warm and ambient.

A LEADER IN KEY MARKETS /

**#1 HEALTHCARE**

Interior Design Magazine, 2017

**#3 HEALTHCARE**

Building Design + Construction, 2017

**#1 HEALTHCARE FACILITIES GREEN DESIGN FIRMS**

Engineering News Record, 2017

**FIRM OF THE YEAR**

Healthcare Design Magazine, 2014

**#1 UNIVERSITY**

Building Design + Construction, 2017

**#1 SCIENCE + TECHNOLOGY**

Building Design + Construction, 2016

**#3 TRANSPORTATION**

Building Design + Construction, 2017

**#2 CULTURAL**

Building Design + Construction, 2016

**#3 EDUCATIONAL FACILITIES GREEN DESIGN FIRMS**

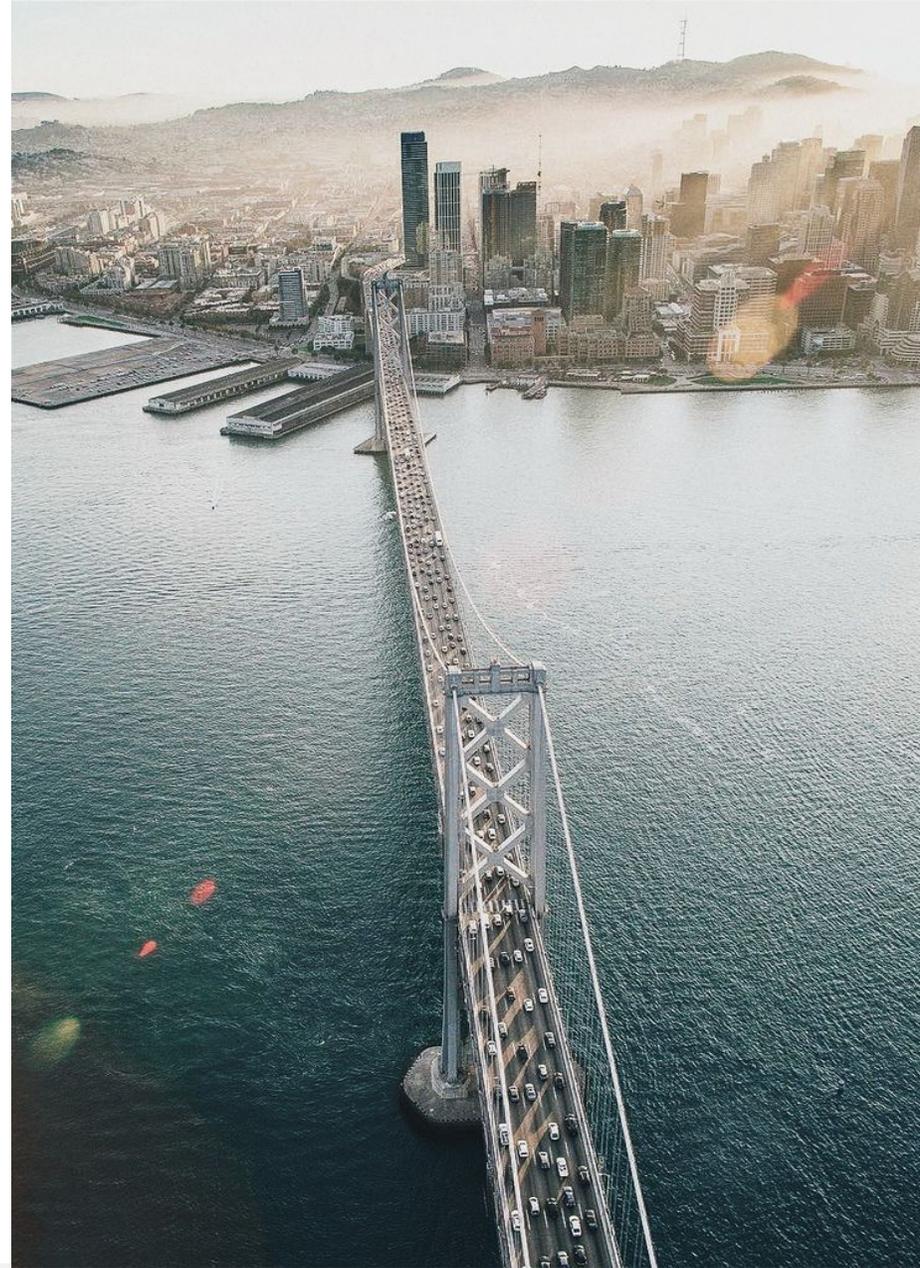
Engineering News Record, 2017

# CATHY J SIMON

## FAIA

ARCHITECTURE  
URBANISM

**A'18** AIA Conference on Architecture 2018  
June 21-23, New York City



**fx**collaborative

# Summary of Employee Benefits

## 2018



# Medical Benefits

- **Medical**  
4 options including HSA plan
- **Dental** 2 options
- **Vision**
- **Short-Term/Long-Term Disability**
- **Life Insurance**
- **Flexible Spending Account**
- **Supplemental Insurance**  
Life, Hospital, Cancer, Disability
- **International Insurance**  
Traveling on business
- **FMLA** up to 12 weeks unpaid time
- **FXC Paid Family Leave** Maternity/  
Employees Own Medical Issue
- **NYS Paid Family Leave**

# Time-Off

- **PTO** ranges from 18-33 days
- **Holidays** 9-10 days
- **Bereavement Policy** 3 days
- **Jury Duty** 10 Days
- **Professional exams** varies
- **Summer Hours**
- **Comp Days**

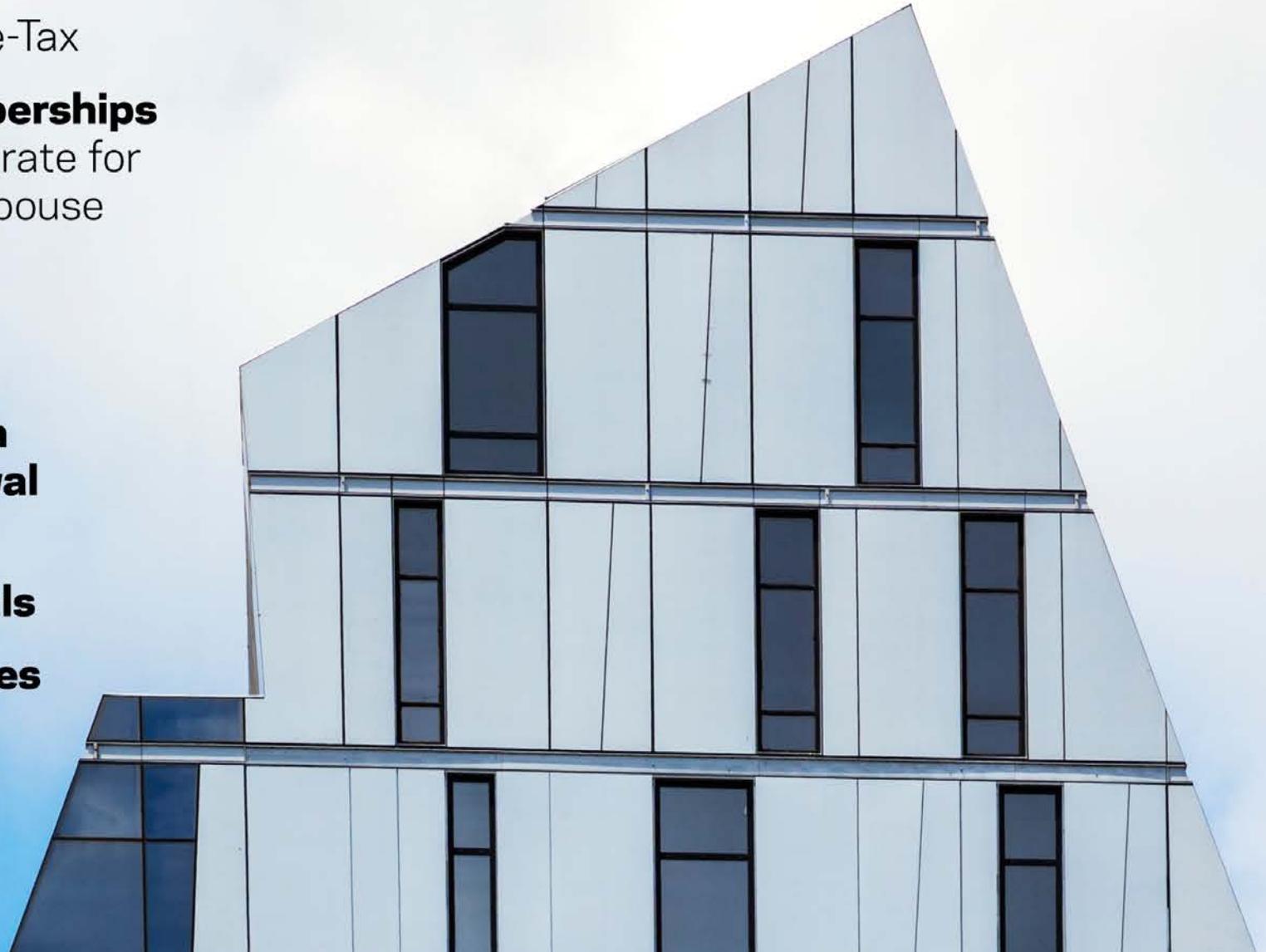


## Additional Benefits

- **401K** Pre/Post Tax,  
Firm does a match
- **Transit** Pre-Tax
- **Parking** Pre-Tax
- **Gym Memberships**  
Discounted rate for  
employee/spouse

## Paid by the Firm

- **Licensing Exams  
Reimbursement**  
ARE, NCIDQ, AICP
- **Professional  
Membership  
Reimbursement**
- **LEED Exam  
Fee/Renewal**
- **Late Night  
Travel/Meals**
- **Yoga Classes**



# Professional Development

- **Mentoring Program**
- **Construction Site Visits**
- **Study Materials** ARE/LEED
- **Seminar Series/Lunch & Learn**
- **Conferences**
- **Office Workgroups:**
  - Design Core
  - FXWomen
  - FXOne (LGBTQ)
  - Team Green
  - Technology
  - Podium
  - Enclosures



# LMN Architects





Asian Art Museum  
Expansion and  
Renovation



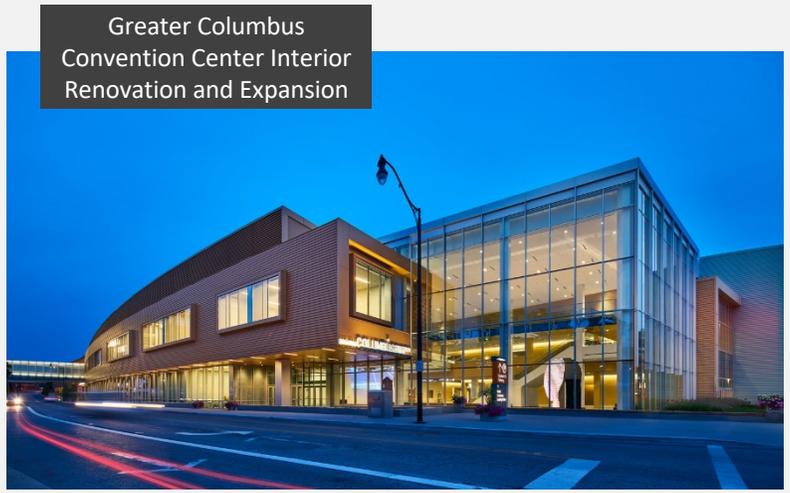
New Orleans Ernest N.  
Morial Convention Center  
Hall A Renovations



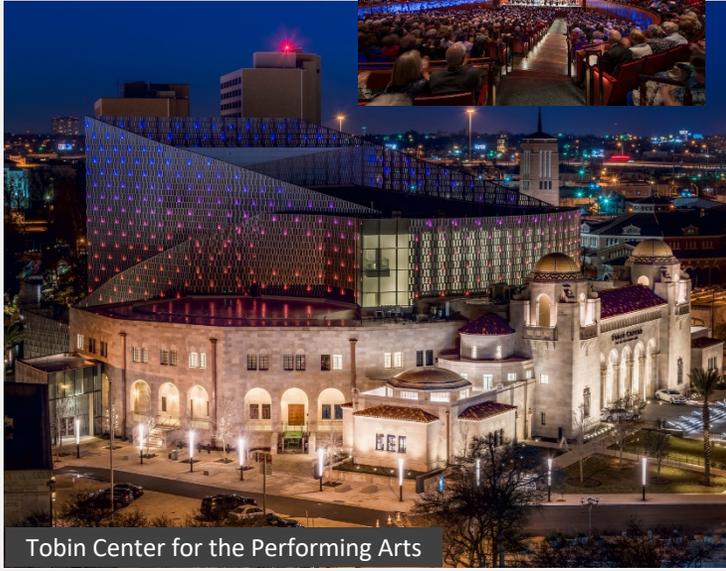
Washington State Convention Center Addition



Vancouver Convention Centre West



Greater Columbus  
Convention Center Interior  
Renovation and Expansion



Tobin Center for the Performing Arts



Marion Oliver McCaw Hall



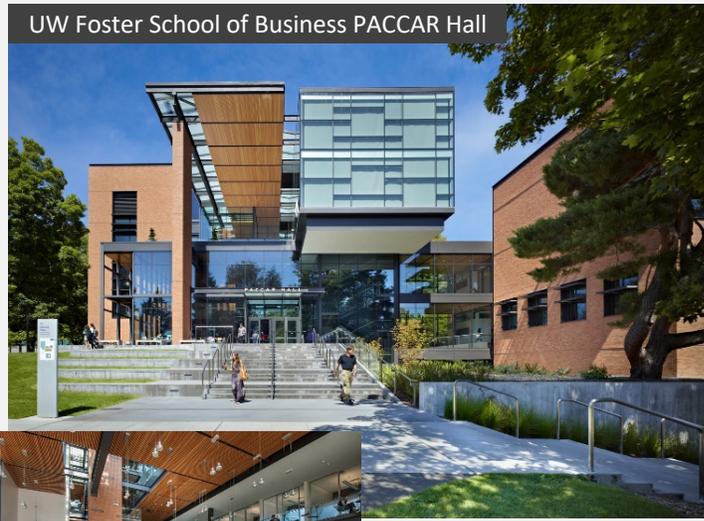
UC Irvine UNEX Classroom Building



UC Irvine Interdisciplinary Science & Engineering Building



MSU Broad College of Business Pavilion



UW Foster School of Business PACCAR Hall



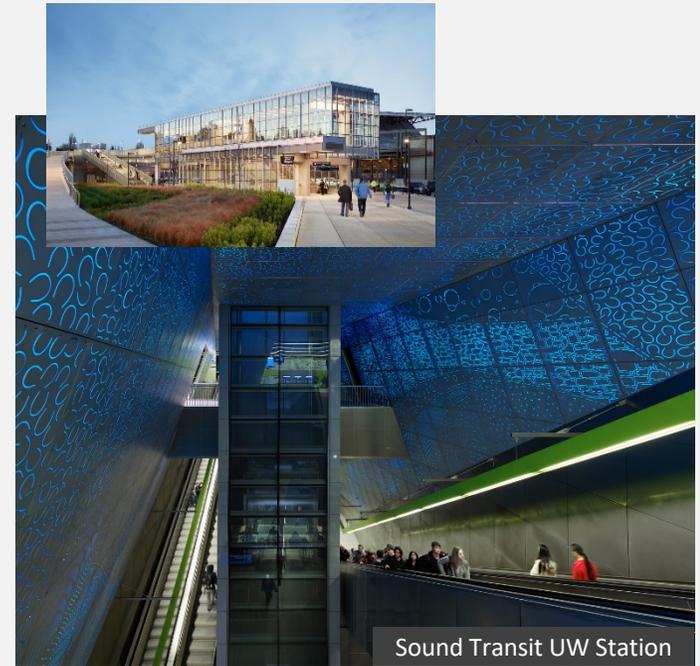
UC San Diego Conrad Prebys Music Center



UW Bill & Melinda Gates Center for Computer Science & Engineering



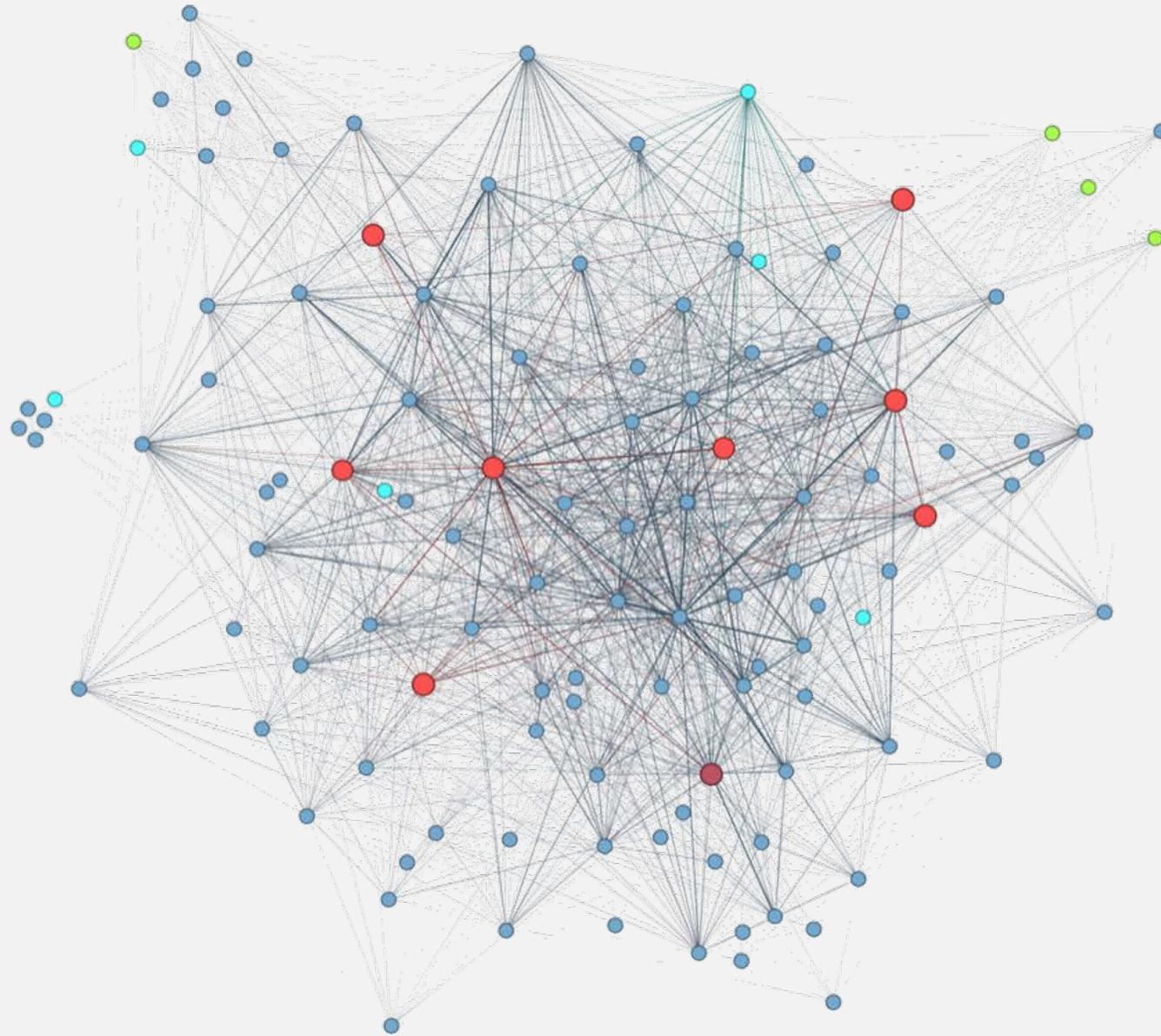
UI Voxman Music Building



Sound Transit UW Station



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S



M



OFFICE HUDDLE  
DIGITAL TECHNOLOGY SHARE



IDP MENTORING

SEATTLE ARCHITECTURE FOUNDATION

T



BUILDING TECHNOLOGY  
PROJECT MANAGEMENT  
PRODUCT RUNWAY

AIA

SOCCER

W



COMMUNITY SUPPORT



BIKE CLUB

T



FORUMS

INTERIOR DESIGN MATERIAL SHARE



F



PROJECT DESIGN REVIEW

CONSTRUCTION ADMINISTRATION  
GREEN TEAM

DESIGN TECHNOLOGY SHARE

S





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Let's talk.

# How to do it?

**Share** your company's pay philosophy

**Explain** your company's pay strategy

**Publish** market data from compensation research

**Perform** and share results of pay equity audit

**Re-assess** and adjust annually

**Teach** managers to talk about pay

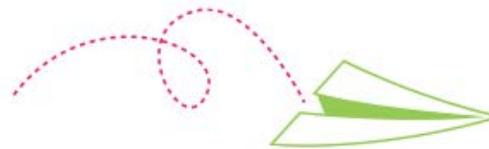
**Create** strategy for open communication

# Resources

**Harvard  
Business  
Review**



**McKinsey & Company**



**QUARTZ *at* WORK**

# Bibliography

- “Why Keeping Salaries a Secret May Hurt Your Company” by David Burkus, *Harvard Business Review* (HBR)
- “The Case Against Pay Transparency” by Todd Zengler, *HBR*
- “Open Salaries: the Good, the Bad and the Awkward by Sue Shellenbarger, *The Wall Street Journal*, [wsj.com](http://wsj.com)
- How to Analyze Your Gender Pay Gap: An Employer’s Guide by Dr. Andrew Chamberlain, Chief Economist, Glassdoor

# Bibliography cont'd.

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- “Salary Transparency is Key to Narrowing Gender Pay Disparities,” [NYTimes.com](http://NYTimes.com)
- “Compensation Strategies from a Small Firm Principal” by Mel Price AIA, [aia.org/articles](http://aia.org/articles)
- “Millennials Are Slowly Killing Salary Secrecy and That’s A Good Thing,” [Forbes.com](http://Forbes.com)

# Thank you!