



**EQUAL PAY
COALITION
ONTARIO**

TAKING ACTION TO CLOSE ONTARIO'S GENDER PAY GAP – PLANNING FOR GENDER EQUALITY BY 2025

Presentation at the Ryerson Centre for Labour Management Relations Conference on
"The Case for Pay Equity: Exploring the Benefits and Models That Work"

September 28, 2015, Toronto.

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Introduction

On a daily basis, Ontario women are denied one of their most basic human rights –the right to non-discriminatory work and income. If women obtain paid work, they are often segregated in job ghettos with inferior conditions, denied access to higher paying male work and paid much less than men for their work.¹ If the women are also disadvantaged

1 Ontario's gender pay gaps are well documented: See 10 Ways to Close Ontario's Gender Pay Gap, 2013 Report of the Canadian Centre for Policy Alternatives by Mary Cornish, "Growing Concern: Closing Ontario's Gender Pay Gap, 2014 Report of the Canadian Centre for Policy Alternatives by Mary Cornish (see policyalternatives.ca); House Statement by Minister of Labour Kevin Flynn and Minister Responsible for Women's Issues, Teresa Piruzza, April 2014 on Equal Pay Day. http://www.labour.gov.on.ca/english/news/2014/ms_epd20140408.php. See also Closing the Global Gender Pay Gap: Securing Justice for Women's Work, Comparative Labor Law & Policy Journal, Vol. 28, No. 2 Winter, 2007; Equal Pay Coalition: "Equality, Fairness and

because they are Aboriginal, racialized, have disabilities, are poor, single parents or immigrants, they face even greater economic discrimination in the labour market.

Forty five years after the 1970 Royal Commission on the Status of Women, Ontario women still on average earn 31.5% less than Ontario men – and that pay gap at best is stagnating and for many widening.² Ontario men still earn substantially more than women in all levels of the earnings, occupational and industry measures. And worse yet, the gender pay gap is often invisible and normalized when it needs to be constantly identified and closed.

Ontario's gender pay gap harms women and their families for every day it exists. Permitting the status quo to continue - continues that harm and means that men are afforded economic advantages and pay which are routinely denied to women. Deep seated prejudices and stereotypes permit this harm to be ignored. Delay in closing the gender pay gap exposes women to greater pay inequality and increases the chances that they will also face economic discrimination not only during their employment years but also into their retirement.

While the causes of such inequalities are complex and intersecting, it is well recognized that occupational segregation, prejudice and undervaluation of the diversity of women's work across the economic spectrum underpins Ontario's gender pay hierarchy.³ Ontario women's unequal economic conditions also sustain and interact with their unequal social conditions including their high exposure to sexual violence and harassment and their unequal shouldering of the burden of care and reproductive responsibilities.

These inequalities are well-documented and are part of a pattern which exists throughout the world as documented by the United Nations Women Report, "Progress of the World's Women - 2015-2106- Transforming Economies, Realizing Rights."⁴

Premier Kathleen Wynne acting on the many years of requests by the Coalition, recognized these inequalities when in September, 2014 she issued the following mandates:

Minister of Labour to: Develop a Wage Gap Strategy

Transparency in Ontario Workplaces, Submissions to the Changing Workplace Review, September 18, 2015; Equal Pay Coalition: "A Framework for Action on Pay Equity in Ontario – A Special 20th Anniversary Report Contributing to Ontario's Future", November, 2008.

2 Ibid; and see "The Best and Worst Places to Live for Women Seeking Pay Equality in Ontario", by Mary Cornish, Blogpost for Canadian Centre for Policy Alternatives, April 20, 2015, policyalternatives.ca

3 See Equal Pay Coalition: "Equality, Fairness and Transparency in Ontario Workplaces, Submissions to the Changing Workplace Review, September 18, 2015 for a discussion of the seven key labour market trends in Ontario's economy and the factors and causes of Ontario's gender pay gap.

4 <http://progress.unwomen.org/en/2015/>.

“Women make up an integral part of our economy and society, but on average still do not earn as much as men. You will work with the Minister Responsible for Women’s Issues and other ministers to develop a wage gap strategy that will close the gap between men and women in the context of the 21st century economy.”

Minister Responsible for Women’s Issues to: Promote Gender Equality and work with Ministries to Apply Gender Lens

...Your priority will be to promote gender equality in Ontario, reflecting the diversity of our communities by taking a comprehensive approach to addressing the social and economic conditions that create inequalities.”

“support the Minister of Labour in the development of a wage gap strategy... and collaborat(e) with colleagues across government to ensure that a gender lens is brought to government strategies, policies and programs.”

It is not the purpose of this presentation to document the gender pay inequalities again.

Rather, this presentation seeks to bring the dialogue and the action planning back to first principles –

- (a) the human right of Ontario working women to be free from systemic sex discrimination in pay. A "right" is just that – it is something to be enforced. It is not a privilege – not an option – it must be secured.
- (b) International and Ontario human rights standards as discussed later in this presentation **require** that Ontario women in all their diversity be afforded economic equality in Ontario's labour market.
- (c) a key measure for telling whether overall Ontario women have achieved that right is the measure showing that Ontario women earn on average the same as Ontario men each year – in other words a 0% gender pay gap.
- (d) The Equal Pay Coalition has called on Premier Wynne and the business community to set 2025 as the expiration date for gender pay inequality in this province – the date when Ontario's gender pay gap reduces to 0%. This is also the year set by law when Ontario is to be free of barriers for persons with disabilities.
- (e) Ensuring this human rights goal is met requires mandatory gender-based analysis and planning at all levels of governments and in workplaces and communities across the province. This includes short and long term plans, goals, targets and monitoring of results.

Reorienting the dialogue to focus on the priority human rights mandate, with a set compliance date and a gender based planning/action/monitoring focus is essential if

there is serious commitment to closing Ontario's gender pay gap. Only then will Ontario women be able to finally exercise their full rights to live and work in a province:

- where they are treated with equal dignity and respect
- where their work is valued and recognized and paid appropriately
- where the barriers they face to gaining access to better paying and secure or "decent" work are removed
- where their unequal reproductive and care responsibilities are addressed
- where they no longer face sexual violence and harassment
- where they don't face greater economic penalties because they face multiple forms of discrimination, and
- where they are freed from all the discriminatory dynamics which operate together to trap them in an unequal labour market which produces unequal outcomes for them.

And let's be clear – despite the above Premier's mandates, Ontario provincial and local governments, businesses and other organizations rely on women's work and the gender pay gap staying where it is. They depend on having access to cheaper, undervalued women's work and pay in order to get public services provided and private goods and services delivered.

Governments and businesses have resisted paying women's work what it is worth and have used the uncertain economic times to either freeze in women's pay inequality or to make matters worse for women by creating more precarious and low paid work. These are the dynamics we need to name and break out of.

So yes there are business and economic benefits to closing the gender pay gap – and it does help to have "a business case". But governments and businesses must understand that they are not free to decide to act only when they are persuaded of the benefits – when someone has made a good "sales pitch" to them. Whether to secure the human right of women to a labour market free of discrimination is not negotiable. There is no option to take no action – to decide gender equality is not affordable or that it can wait till other priorities are dealt with.

Women need to be put at the head of the line in terms of priorities. Ontario needs to stop leaving women languishing in lower paid inferior jobs or without jobs at all because of their care responsibilities or the barriers they face in gaining decent work.

Ensuring Ontario women have pay equality with men is first and foremost a matter of human rights and redressing discrimination. Given the rising workforce participation and higher education rates for women, that goal is clearly achievable.

1. The Human Rights Mandate

Since the adoption of the founding principles of the International Labour Organization in 1919 and continuing to the present, world governments have created global and domestic gender equality standards to provide women with access to a discrimination-free labour market. In Ontario those standards include Ontario's *Pay Equity Act*, *Human Rights Code* and *Canadian Charter of Rights and Freedoms*.

Such pay equality standards are both a

- substantive human rights *entitlement* to sex equality in the labour market; and
- a systemic human rights *remedy* for past and ongoing pay discrimination.

Voluntary measures have not and will not work. There is no voluntary approach to enforcing the *Criminal Code*. And so there is no voluntary approach to enforcing women's rights to a labour market free of discrimination particularly in the face of such widespread evidence of systemic gender inequalities.

This human rights frame has been a constant focus of the Equal Pay Coalition. Its 2008 Framework for Action clearly set this focus out.

Yet this human rights frame is constantly avoided and ignored in the discussion about closing the gender pay gap in Ontario.

Avoiding and ignoring the human rights frame permits governments, institutions and businesses to frame the discussion about the gender pay gap (if they even talk about it) within constraints which are not consistent with the right of women to be free from sex discrimination.

Ontario's governments, businesses and organizations with equality obligations will be acting illegally and violating human rights laws if they contribute to or sustain labour market pay discrimination against women.

2. What are the Human Rights to Gender Pay Equality

International labour and human rights standards have moved from a traditional focus on the regulation of male-dominated "standard" workplaces, to taking a more systemic, interdisciplinary and inter-institutional approach. This includes UN standards like the Convention on the Elimination of Discrimination Against Women and ILO Conventions 100 and 111 addressing equal pay for work of equal value and equal treatment in occupation and employment. It also includes international standards to protect vulnerable populations identified as at risk of experiencing complex forms of discrimination in which intersecting grounds are involved such as the Convention on the Elimination of Racial Discrimination (CERD), the Convention on the Rights of Persons with Disabilities (CRPD) and the Declaration on the Rights of Indigenous Persons (UNDRIP).

These approaches recognize that securing gender justice for women in labour markets requires much more than enacting new labour laws, although that is part of the solution. Equality measures must also be mandated to address the social, political and economic factors at the root of women's labour market discrimination.⁵

International gender equality standards have imposed over the years increasingly specific directives for action to be taken by signatory states in order to achieve full equality in employment. In particular, the instruments use strong language requiring government and employers to ensure equality outcomes for women in practice and mandating regular reporting to monitor compliance. While the international gender equality mechanisms which Canada has ratified are far from being fully implemented, they do represent the new global standards which are to govern the actions of signatory state actors and where appropriate other social partners, such as trade unions and employers. These standards must inform the design of Ontario's closing the gender pay gap plans.

The following is a distillation of the gender standards taken from the international standards which Canada has ratified. This list was prepared as part of a research report relied on by the 2004 Pay Equity Review Task Force report – Pay Equity: A Fundamental Human Right:⁶

1. Labour market equality for women and securing economic rights are priorities which warrant immediate attention and demand concerted action from all governments. Every available measure must be explored and the maximum available resources must be allocated towards securing these objectives. The achievement of equality for women in all aspects of life is a fundamental precondition for achieving a sustainable, just and developed society.⁷
2. Gender-based employment discrimination is systemic in nature. Traditional patterns of conduct and conceptions of what constitutes “valuable work” must be transformed in order to achieve greater workplace equality, including equal access to all benefits enjoyed by workers in the formal sector, and recognizing that women's full participation in all aspects of the labour market is imperative.⁸
3. Securing gender justice requires a multi-faceted approach with measures requiring governments and civil society members including employers and trade unions to

5 Cornish, Mary and Fay Faraday, *Achieving Pay and Employment Equity for Women: Human Rights and Business/Development Imperatives* presented to the Pay and Employment Equity for Women International Conference convened by the New Zealand National Advisory Council on the Employment of Women, Wellington, New Zealand, June 28-30,2004.

6 Cornish, Mary, Elizabeth Shilton and Fay Faraday, 2003 “Canada's International and Domestic Human Rights Obligations to Ensure Pay Equity - Obligations to Design an Effective, Enforceable and Proactive Federal Pay Equity Law” Research Paper prepared for the Federal Pay Equity Review Task Force, Justice Canada.

7 Beijing Declaration, *supra* at para. 7; Beijing Platform for Action, *supra* at para. 4-5; CEDAW, *supra* at art. 2, art. 24; ICESCR, *supra* at art. 2, art.]; Right to Development, *supra* at art.6; ILO 1998 Declaration, *supra* at Preamble, art.2(d).

8 CEDAW, *supra* at Preamble, art.11(1); ICESCR, *supra* at art 7(a), 11.1; Convention 111, *supra* at art.2(b)(vi).

take proactive steps coordinated through national action plans to address gender equality on a systematic basis.⁹ A comprehensive national strategy must be developed which recognizes and addresses the specific features of inequality which are facing women in the many different communities within a country.

4. Women's right to equal pay for work of equal value is a fundamental labour standard and human right of the highest priority.¹⁰ Government has a pressing legal obligation to take positive steps to eradicate gender-based wage discrimination and to enact, modify and strengthen legislation in order to prevent all discrimination in employment practices including discrimination based on family status, non-standard work, and during periods of pregnancy or parental leave.¹¹
5. Governments have an obligation to recognize the precarious position of female migrant workers and must implement measures to protect this group against involuntary confinement, forced labour, trafficking, and all other forms of labour and human rights abuses.¹²
6. Governments have a legal obligation to apply a gender perspective in the creation and implementation of the labour laws ensuring that women play an active role in this process, recognizing that the right to work and to define work conditions is fundamental to the right to development; recognizing that women experience work differently than men and their rights to development may be obstructed by unequal access to education, time poverty, and violence; and recognizing that the empowerment of women and full participation on the basis of equality are pressing international objectives.¹³

9 CEDAW, *ibid.*; the Beijing Declaration and Platform for Action, *supra*; and the Resolution Integrating the Human Rights of Women throughout the United Nations System.

10 Convention 100, *supra* at art. 2.1, art. 3.3 ; ILO Constitution, at preamble; ILO 1988 Declaration *supra*; Convention 111, *supra* at art.2(b)(v); UNDHR, *supra* at art 23.2; ICESCR, *supra* at art. 7(a)(i); CEDAW, *supra* at art 11.1, art.12;

11 Convention 100, *supra* at art. 2; ILO Part-time Work Convention, *supra* at art.4-7; ILO Maternity Protection Convention 183, *supra* at art.8, art.9; Convention 111, *supra* at art. 1(1); art. 2(a)(b); art. 6; ILO Termination of Employment Convention, *supra* at art. 5(d); CEDAW, *supra* at art. 2(f), art.4, art.11.2, art.12.2; Beijing Platform for Action, *supra* at para. 165 and 178(a)(f)(d), 179(c); ICCPR,*supra* at art 10(2).

12 See UN International Convention on the Protection of the Rights of Migrant Workers and Their Families, G.A. res. 45/158, annex, 45 U.N. GAOR Supp.(No.49A)at262,U.N.Doc.A/45/49 (1990), (entered into force 1 July 2003); UN Convention on the Suppression of Traffic in Persons and of the Exploitation and Prostitution of Others, 96 U.N.T.S. 271, entered into force July 25, 1951; UN Declaration of Elimination of Violence Against Women, G.A. res. 48/104, 48 U.N. GAOR Supp. (No. 49) at 217, U.N. Doc. A/48/49 (1993) [hereinafter "DEVAW"].

13 ILO Workers With Family Responsibilities Convention, *supra* at art. 7; Convention 111, *supra* at art. 2(b)(iii); Right to Development, *supra* at art.8; ICESCR, *supra* at art. 6(10), art. 10.1; CEDAW, *supra* at art. 10(h), art. 11.2(c); DEVAW, *ibid* at art.2, art.4; Beijing Declaration, *supra* at para. 82, para. 179(c), para. 180 (a), para. 190.

7. Governments have a legal obligation to ensure and guarantee equality outcomes.¹⁴ Government must enforce adherence to workplace equality laws by public authorities and institutions.¹⁵ It has an added obligation to take all appropriate measures to eliminate discrimination against women by any person, organization or enterprise and must ensure that labour equality standards are achieved in both the public and private sector.¹⁶
8. As a follow up to the 1995 Beijing Declaration and Platform for Action commitments, employers (including private sector employers) have an obligation to take proactive steps to implement equal pay for work of equal value, to eliminate gender segregation in the labour force, and to review, analyse and reformulate wage structures for female-dominated jobs with a view to raising their status and earnings.¹⁷
9. The achievement of equality is interconnected with the achievement and operation of other fundamental labour rights, including freedom of association and the right to collective bargaining. The methods devised to achieve labour market gender equality must recognize that collective bargaining is an important mechanism for eliminating wage discrimination and for securing adequate work conditions.¹⁸ In the process of formulating legislation and taking steps to eradicate discrimination, and protect fundamental human rights, governments have a legal obligation to consult employers, trade unions, and civil society.¹⁹
10. Government have a legal obligation to create effective enforcement mechanisms for ensuring compliance with international and national labour law standards. All labour complainants must have direct access to a competent tribunal that can: adjudicate their rights; issue and enforce an effective remedy; and impose sanctions for non-compliance. Effective enforcement also requires access to legal aid for vulnerable persons seeking to enforce their rights.²⁰
11. On-going monitoring, reporting and follow up within a defined time frame are necessary in order to ensure the practical implementation and realization of gender equality and full labour participation.²¹

14 Convention 100, supra at art. 2; ICESCR, supra at art. 3, art.; CEDAW, supra at art.2, art.11, art. 24; UNDHR, supra; Platform for Action, supra at para.165(a).

15 CEDAW, supra at art. 2(d).

16 CEDAW, supra at art. 2(e); Convention 111, supra at art.2, art.3.

17 Beijing Platform for Action, supra at para. 178(a), (h), (l) and (o).

18 ILO 1998 Declaration; Beijing Platform for Action, supra at para. 178(h);UNDHR, supra at art. 20.1, art. 23.4; ICESCR, supra at art. 8.1(a); ICCPR,supra at art.22.1.

19 Beijing Declaration, supra at para. 20.

20 ICCPR, supra at art. 3; CEDAW, supra at art. 2(b)(d); Platform for Action, supra at 178(l).

21 See regarding reporting, monitoring and follow up Convention 100 supra; ICESCR supra; ICCPR supra; CEDAW supra ; Beijing Declaration supra; Beijing Platform for Action supra; and Beijing+5 Resolution, supra.

For details of the above standards, see the Equal Pay Coalition document: "Closing the Gender Pay Gap: Pay and Employment Equity International Standards.

Canada's obligations under domestic equality jurisprudence and under international human rights instruments are mutually reinforcing and complementary. Both domestic equality jurisprudence and international human rights instruments adopt a results-based, outcome-directed approach to equality. Both are concerned with achieving substantive equality in practice.²²

3. What is the Role of the "Gender Lens" or "Gender-Based Analysis"

Gender based analysis and human rights impact assessments have been utilized for many years in Canada and internationally in order to assist state parties and social partners such as employers and trade unions to comply with their human rights obligations.

At the 1995 United Nations Fourth World Conference on Women, section 204(a) of the *Beijing Declaration and Platform for Action* provided that governments "seek to ensure that before policy decisions are taken, an analysis of their impact on women and men, respectively, is carried out."

Immediately before the 1995 UN Conference, Canada published *Setting the Stage for the Next Century: The Federal Plan for Gender Equality* – which was its contribution to that World Conference. This action plan which has been used as a template by countries around the world set out the necessary process for implementing "Gender Based Analysis" or "GBA" throughout federal departments and agencies.

For governments and businesses, Implementing a gender-based analysis:

- ensures that the different realities of women and men are taken into account;
- ensures better policies, programs, initiatives and services by making their benefits accessible to both women and men;
- moves the eradication of gender equalities in the labour market into the mainstream of the work of governments and businesses.
- provides a way for governments and businesses to meet their human rights legal obligations including under the *Pay Equity Act*, the *Human Rights Code* and the *Canadian Charter of Rights and Freedoms*.

22 Cornish, Mary, Elizabeth Shilton and Fay Faraday, "Canada's International and Domestic Human Rights Obligations to Ensure Pay Equity - Obligations to Design an Effective, Enforceable and Proactive Federal Pay Equity Law" - Research Paper prepared for the Federal Pay Equity Review Task Force, Ottawa, Ontario.

- (i) The *Code* sets a standard to which all governments and obligation holders must meet in their actions which impact on women's equality, particularly with respect to employment.
 - (ii) The *Charter sets a standard for gender equality to which all levels of government must adhere in their legislation and programs.* provides the mechanism to systematically assess the differential impacts on women and men of policies, programs and decisions.
- facilitates an intersectional approach which enables the particular experience of discrimination arising from multiple grounds to be acknowledged, understood and factored into decision-making.

4. Why is the Human Rights Mandate So Important?

Time is ticking away towards 2025 and not enough action is happening to close the gap and end the inequalities.

Seven years after the release of the Equal Pay Coalition's 2008 Framework for Action and to date there has been no urgent action or planning yet in evidence.

It took many years for the Coalition to persuade the Ontario Government to hold an Equal Pay Day- that was accomplished in April, 2014. By May 27, 2014, the Coalition persuaded the Ontario Premier to agree it was necessary to plan to close Ontario's gender pay gap.²³ This led to the Premier issuing her above-noted mandates one year ago.

That in turn led to the decision of the Minister of Labour in April, 2015 to appoint a Gender Wage Gap Review Steering Committee to provide advice on how to close the gender wage pay in Ontario. Contrary to the repeated concerns raised by the Coalition, the Government refused to appoint an independent advisory committee with sufficient resources to address the issue and to also address the government's conflict of interest in being an entity which relies greatly on underpaid and undervalued women's work.

So what has happened since then?

Ontario announced on April 20, 2015 that "Closing the Wage Gap between men and women in part of the government's economic plan for Ontario" – That was a great statement – but it is meaningless if nothing is done to embed that goal actually in the Government's economic plan. "Building Ontario Up – Ontario's 2015 Budget - which is about 426 pages makes only two references to the term "women" – none to "gender" "sex" or "female" or "male" although it does include several pages addressing the Action Plan to eliminate sexual violence and harassment which is one of the steps to pay

23 Letter from Kathleen Wynne to the Ontario Equal Pay Coalition dated May 29, 2014.

equality. For all intents and purposes, women and their unequal pay compared to men is invisible in this economic plan.

Minister Flynn said at that time that the advice of the Steering Committee would assist the Government to further improve economic outcomes. Yet so far, 5 months later, the Steering Committee hasn't yet even released its consultation paper and no consultation dates have been announced.

Despite years of requests by the Equal Pay Coalition to the Government and the Pay Equity Commission, there has still been no public campaign about the importance of closing the gender pay gap in Ontario – nor any campaign to engage Ontarians, government and business leaders in that goal.

There is no sense of urgency here and government business goes on as usual without any gender based analysis or planning.

If you go to the Minister of Labour's website – you also see that "women, "sex" and gender" are also basically invisible there as well with the exception of the reference to the Steering Committee which is buried in its website.

The Government appointed an independent and resourced panel to conduct the Changing Workplaces Review and appointed a Permanent Roundtable on Violence Against Women headed by two independent community experts on that issue. But the gender pay gap which affects half the population of Ontario has not been given the priority and resources its human rights mandate requires.

It looks like Equal Pay Day 2016 will arrive again without any action being taken by the Government which would show it was serious about closing the gender pay gap. Women in Ontario will continue to experience that gap with all the harms it causes.

Further, no action has been taken to embed a gender lens in government decision-making as mandated by the Premier. As the Government Ministries carry on this year with their policies and actions, and create the work leading up to the next budget, there continues to be a failure to identify and address the needs and interests of women in all their diversity. A review of the Premier's 2014 mandates to her other Minister shows that there is no reference to women, sex or gender in any of the mandates other than as noted above.

5. What needs to Happen?

The Premier needs to step in and provide leadership to this issue – as she did when she issued her mandates to the Minister of Labour and Minister Responsible for Women's Issues a year ago. She needs to call those Ministers to account for what action has been taken in the last year to close the gender pay gap. She also needs to embed in the mandates of her other Ministers the need to take action within those ministries which will help to close the gender pay gap. The Premier needs to get put

this issue at the top of her priorities – only then will her Ministers and Ontario businesses start to do the same.

The Premier of Ontario is the chief person responsible for ensuring that Ontario women are able to enjoy economic equality in Ontario. As the government leader, she is responsible for ensuring that her government, its Ministers and ministries are part of the solution – not part of the problem. Premier Wynne is also responsible for providing the necessary leadership to ensure that there are effective laws, policies and practices which will close the gender pay gap.

11 Ways to Close the Gender Pay Gap in Ontario

The Coalition has called for 11 Way to close Ontario's gender pay gaps.

1. Treat as Human Rights Priority
2. Equal Pay Days and Education/Awareness
3. Develop Closing the Gender Pay Gap Plans
4. Expand and Enforce Pay Equity Promoting Laws
5. Implement Employment Equity Laws and Policies
6. Promote Access to Collective Bargaining Protection
7. Increase the Minimum Wage
8. Provide Affordable and Accessible Child Care
9. Mainstream Equity Compliance into Government Laws and Policies
10. Mainstream Equity Compliance into Business Practices
11. End Violence Against Women ²⁴

6. Some Closing the Gender Pay Gap Gender Lens Questions / Issues to Consider

As the Ontario Government moves to implement the Premier's Gender Pay Gap and Gender Lens mandates, it is important to embed a gender-based closing the gender

24 See 10 Ways to Close Ontario's Gender Pay Gap, 2013 Report of the Canadian Centre for Policy Alternatives by Mary Cornish, "Growing Concern: Closing Ontario's Gender Pay Gap, 2014 Report of the Canadian Centre for Policy Alternatives by Mary Cornish (see policyalternatives.ca); See EPC, Framework for Action, 2008, supra.

pay gap analysis into government and business decision-making on strategies, policies, practices and laws. Given the embedded nature of Ontario's persistent gender pay gap, government and business actors need to transform Ontario's economy and workplaces so that they can begin to deliver fair pay to all women and their families. And the goal is to do this by bringing the pay gap from 31.5% now to 0% by 2025. Here are some preliminary questions/issues to consider:

12. How can new strategies, policies, programs and laws be developed or existing ones modified so that government and business actions serve to close and not widen Ontario's gender pay gap?
13. Assess whether current government and business strategies, policies, programs or laws:
 - (a) have a differential impact on the earnings or ability to earn of Ontario men and women and the future earnings of girls and boys;
 - (b) help to close, widen or have no impact on the gender pay gap;
 - (c) whether women facing discrimination on multiple or intersecting grounds experience a greater impact on their earnings or ability to earn;
 - (d) reflect and address the lived unequal compensation experiences of men and women in Ontario;
14. Have assumptions been challenged on which current policies, strategies, programs or laws are based?
15. Have government and business actors taken a pro-active approach to including mechanisms in strategies, policies, programs and laws to ensure that women's work is not undervalued and is compensated properly and free of discrimination?
16. Are there sufficient resources being made available to support the closing the gender pay gap strategy, policy, program or law?
17. Is there adequate representation and empowerment of women and their diverse circumstances among those consulted?
18. Are both women's and men's compensation realities reflected in the way research is conducted and issues are identified?
19. What types of gender-specific and intersectional data on pay and work and employment impacts are available and needed to consider how options will have a different impact on men and women and their diverse circumstances and disadvantages?
20. How can government and business actions to close the gender pay gap be linked with and further Ontario's Poverty Reduction Strategy?

21. How will the communications strategy of governments and business ensure that information about the strategy, policy, program or law is communicated to the diversity of women?
22. How will closing the gender pay gap concerns be incorporated into the evaluation criteria for strategies, policies and programs? What indicators will be used to measure the effects on closing the gender pay gap including any effects on specific subsets of women (e.g. races, disabilities, Aboriginal status)?
23. How will strategies to close the gender pay gap be promoted and incorporated:
 - (a) into the budgetary and funding decisions and planning of Government Ministries including Treasury Board and Cabinet and in relation to the Broader Public Sector and Contractors and funding of public services?
 - (b) into the budgetary and planning decisions of businesses.