

Pay Equity

Report

2026 LEVEL-UP PLAYBOOK

**The Forum
of Executive
Women**

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Meghan Pierce



Letter
from
Meghan
Pierce
*The Forum
President & CEO*

On behalf of The Forum of Executive Women, I am honored to present our 2026 Pay Equity Report, featuring insights from our spring Pay Equity Roundtable focused on confronting barriers to pay equity.

This year's report marks an important evolution in our work. We are proud to expand our "Setting the Table" section this year to include Philadelphia-focused pay equity research from the Economy League of Greater Philadelphia, contributed by featured panelist Saloni Tandon. For years, we have named the gaps and traced the structural forces that hold women back. Today, we are focused not only on insight, but on well-informed action.

We are living through one of the largest intergenerational wealth transfers in history. The question is not whether women will inherit or control more capital. The question is whether the systems shaping pay, promotion, investment, and ownership will allow women to fully benefit. Persistent pay gaps do more than reduce annual income. They compound. They affect lifetime earnings, retirement security, access to capital, business formation, and the generational wealth of women and their families. Pay gaps impact who leads, who invests, and who builds lasting economic power in our region.

The Forum has championed pay equity since our founding in 1977, and that legacy has never felt more urgent. This report examines the current state of pay equity in the Greater Philadelphia region, the structural, social, and economic barriers that create pay gaps, and most importantly, what works to increase women's financial mobility. It offers strategies that organizations can implement today, tools for leaders navigating compensation conversations, and a call to move from awareness to accountability.

I would like to acknowledge The Forum members, staff, and partners who made this year's report possible, including Project Director Sarah Boorboor, The Forum's Pay Equity Committee and Chair AmyLynn Flood, Entrust Financial, and the Economy League of Greater Philadelphia.

Finally, I invite you to engage deeply with this report, share it widely, and join us in building a more equitable Philadelphia, one where women's economic power is not constrained, but fully realized.

Meghan Pierce

President & CEO,
The Forum of Executive Women

SETTING THE TABLE:

The Philadelphia Paradox

The 2026 Pay Equity Report arrives at a turning point. Four decades of gradual progress have stalled: the gender pay gap in 2025 remained roughly where it was in 2010, at about 18.6%^[1]. In the third quarter of 2025, women working full time earned 81 cents for every dollar earned by men, down from 83 cents in 2022^[2].

Because of the wage gap, women collectively lose an estimated \$1.7 trillion in wages each year, and the average woman loses roughly \$500,000 over a typical career. These losses compound over time, shaping wealth accumulation, retirement security, Social Security benefits, and intergenerational economic mobility.

On the surface, Philadelphia appears to be moving in the right direction: the city's pay parity ratio improved from 85.5% in 2015 to 88.8% in 2024, narrowing the gender pay gap from roughly 14.5% to 11.2%. But beneath the aggregate numbers, gains are uneven. Racial disparities remain stark, women remain concentrated in lower-paying sectors, industry-level pay gaps persist, and education alone has not erased unequal outcomes. This is the Philadelphia paradox: measurable improvement in overall pay parity, alongside persistent structural inequities.

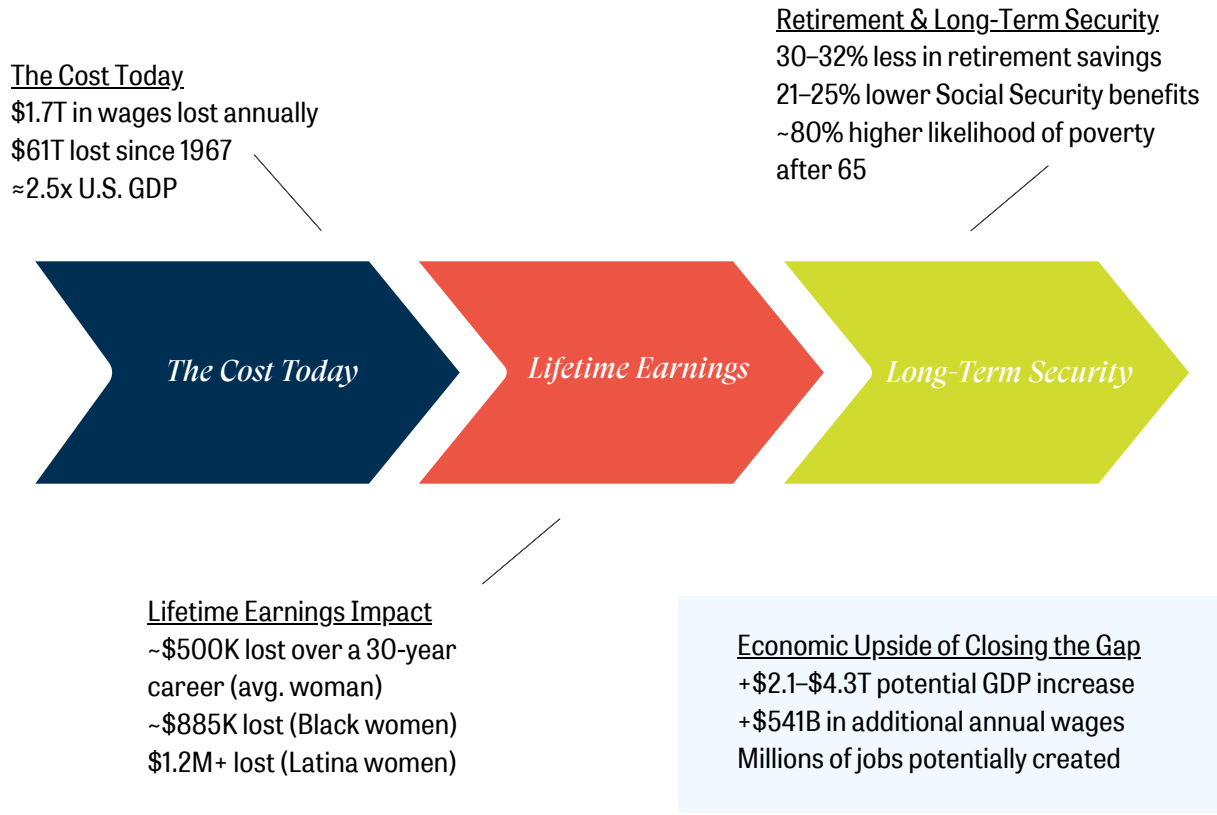
[1] Economic Policy Institute, State of Working America Data Library, "[Gender wage gap - Gender wage gap, average](#)," 2026

[2] USA Facts, "[What is the Gender Gap](#)" (updated April 2026)



The Cost of Inequity & The Opportunity of Closing the Gap

The figure below shows the economic cost of continued inequity and the potential upside of closing the gap.



[3] Estimates synthesized from IWPR, National Partnership for Women & Families, and S&P Global / McKinsey Global Institute analysis on the GDP (Gross Domestic Product) impact of closing gender employment and pay gaps

The Philadelphia Paradox

1. The gap is racial as much as gendered

Philadelphia's pay gap is both a gender and racial gap. Relative to white non-Hispanic men, white women earn 94 cents on the dollar, Black women earn 64 cents, and Hispanic and Latina women earn 57 cents, showing how aggregate gender ratios can obscure far deeper disparities for women of color.

This is especially consequential in Philadelphia, where poverty rates already diverge sharply by race: 29% among Hispanic and Latino residents and 25.4% among Black residents, compared with 12.4% among white non-Hispanic residents. When gender and racial pay gaps layer onto these existing disparities in poverty, wealth, and mobility, the effects compound across household stability, retirement security, and intergenerational opportunity.

The Philadelphia Paradox

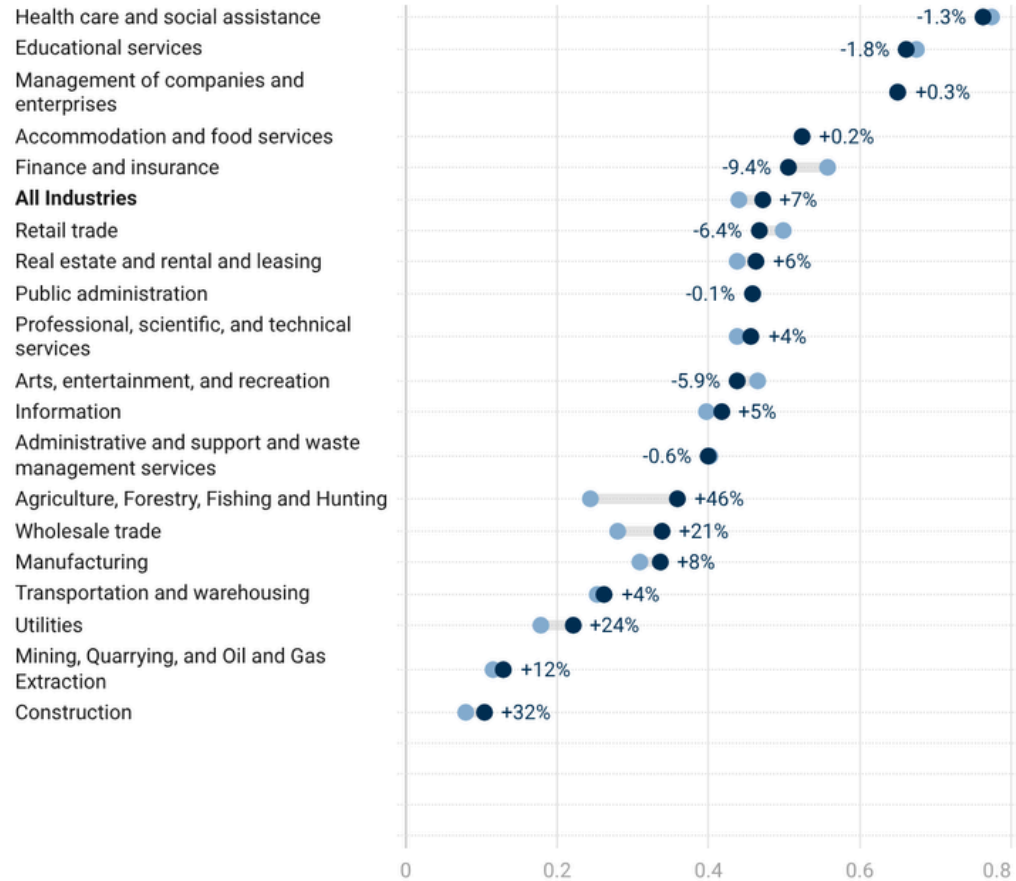
2. Sector segregation continues to shape Philadelphia's gender pay gap.

Pay equity is also an access question. Philadelphia's labor market remains deeply gender-segregated: in 2023, women made up 76% of healthcare workers and 66% of education workers, but only 12% of construction and utilities workers and 37% in manufacturing and transportation — a structure largely unchanged since 2010.

Occupational segregation explains nearly half of the gender wage gap nationally, and the wage implications in Philadelphia are stark: healthcare paid median earnings of \$51,000 in 2023 and \$57,000 in education, compared to \$94,000 in utilities and \$91,000 in finance. As long as women remain concentrated in lower-paying sectors with limited pathways out, closing the gap will remain an uphill battle.

Percentage change in share of females employed across sectors [2010-2023]

2010 - Represented by light blue circles; 2023 - Represented by dark blue circles



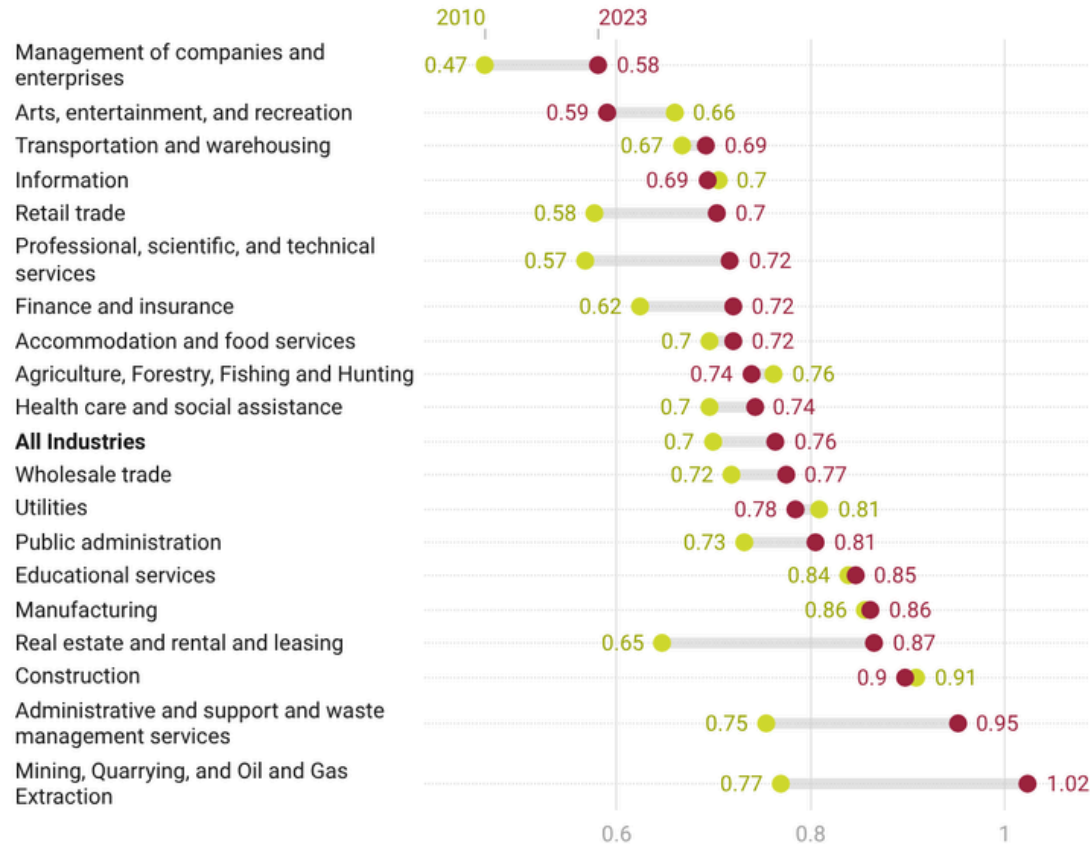
Sectors are sorted by women's share of employment in 2023, from highest to lowest. Labels show the percentage change in women's employment share between 2010 and 2023.

[4] Data Sources for this section include U.S. Census Bureau American Community Survey estimates and U.S. Bureau of Labor Statistics estimates. Specific tables and years vary by indicator.

The Philadelphia Paradox

Gender Pay Parity across industries [2010-2023]

2010 - Represented by green circles; 2023 - Represented by maroon circles



Sectors are sorted by gender pay parity in 2023, from lowest to highest. Labels show the gender pay parity values for 2010 and 2023.

3. Industry pay gaps reflect both access and compensation structure

Philadelphia's pay parity improved between 2010 and 2023 — women's earnings rose from roughly 70 to 76 cents on the dollar — but gains were uneven. Finance, professional services, retail, and real estate saw meaningful progress, yet women still earned only 72 cents on the dollar in finance and professional services and just 58 cents in management. Parity moved backward in arts and entertainment, utilities, information, and construction.

The pattern likely reflects pay-setting structure: where compensation depends on negotiation, bonuses, or informal networks, bias has more room to shape outcomes; where pay is standardized or transparent, gaps tend to be smaller. Closing the pay gap requires not just getting women into higher-paying industries, but ensuring compensation systems within them are consistent and equitable.

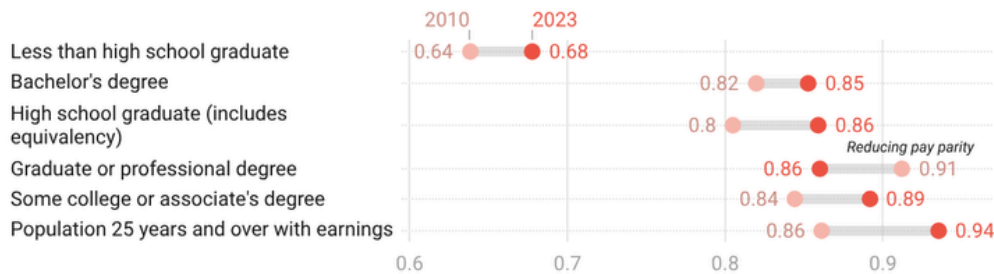
The Philadelphia Paradox

4. Education does not solve it

If credentials closed the pay gap, it would have shrunk as women's education rose. It hasn't. A gap persists at every education level, and among the most highly educated, it has widened since 2010. Occupation, seniority, industry access, caregiving penalties, and compensation structure continue to shape earnings regardless of credentials.

Gender Pay Parity across education levels [2010-2023]

2010 - Represented by peach circles; 2023 - Represented by maroon circles



Education Levels are sorted by gender pay parity in 2023, from lowest to highest. Labels show the gender pay parity values for 2010 and 2023.

In Conclusion

Pay equity is no longer simply a question of whether women are working. It is a question of which women have access to higher-paying sectors, advancement pathways, and compensation systems that build long-term wealth.

In Philadelphia, those opportunities remain unevenly distributed, especially by race. Progress is real, but closing the remaining gap requires addressing the structures that determine who enters higher-paying fields, who advances within them, and who benefits from the systems that shape long-term economic security.

Research & Credits

The Forum thanks Saloni Tandon and the Economy League of Greater Philadelphia for contributing the Philadelphia-focused data and writing in the "Setting the Table" section of this year's Pay Equity Report.



The Roundtable Experts

Pay Equity Roundtable 2026

FROM INSIGHT TO ACTION: CONFRONTING THE BARRIERS TO PAY EQUITY

The Forum of Executive Women's 2026 Pay Equity Roundtable brought together leaders in finance, gender-lens investing, and regional economic policy to move the conversation on pay equity from awareness to action. Drawing on data-driven insights and real-world case studies, participants examined how persistent pay gaps shape women's ability to build wealth, and what leaders and institutions can do to drive change.

The stakes are significant: Americans over 55 hold roughly \$123 trillion in net worth, and 60% of Americans over 75 are women. Over the next 20 years, some \$84 trillion will shift generationally — much of it to women. The question is no longer whether women will inherit substantial wealth, but what they will do with it. Three core questions frame the discussion:

- What structural barriers continue to limit who benefits from the growing gender wealth transfer?
- What strategies in financial literacy, mentorship, sponsorship, and investing are moving the needle?
- What can leaders do within their own organizations and communities to advance women's financial mobility?

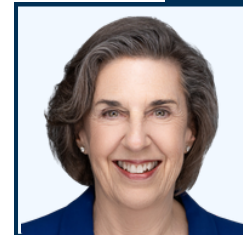
The Forum does not provide legal advice on pay equity.



Roxanne Patel Shepelavy

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2026 Pay Equity Roundtable: From Insight to Action



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Before we dive into the wealth transfer, I'd like to set the stage. Helen, you've owned your own business and now focus on the professional impact of money, what do you see as the key contributors to the wealth gap?

MODERATOR ROXANNE PATEL
SHEPELAVY

PANELISTS: JOSLYN G. EWART (JE), HELEN
HORSTMANN-ALLEN (HHA), SALONI
TANDON (ST)

HHA: I'd be willing to bet that many of you who manage people or direct teams would be surprised by what you found in your own organizations. The gender wealth gap isn't just something other people are creating — it's us too. We make decisions one at a time, but collectively they add up.

HHA (cont.): Ask yourself: what am I seeing? What data do I have access to? Years ago, when I looked at whether to institute pay bands at my company, I was surprised and troubled to find that women were earning less at a company with women leading at the highest levels. We all know the data: men ask for raises more, men negotiate more. The question became, what could we do structurally to compensate for that?

Examine your systems as employers and managers, because that's where we get to be actors, not just observers. Pay bands are a powerful solution. When we set the floor, virtually everyone below it were women, and they were brought up. If you care about equity, the answer has to be yes.

KEY TAKEAWAY:
LEADERS MUST MOVE FROM
OBSERVATION TO ACTION. EXAMINING
YOUR OWN ORGANIZATION'S PAY DATA IS
A CRITICAL FIRST STEP, BUT THE REAL
OPPORTUNITY LIES IN STRUCTURAL
SOLUTIONS LIKE PAY BANDS THAT
CORRECT INEQUITIES SYSTEMATICALLY.

Saloni, you've done a lot of research about compounding effects of the wealth gap, can you say more about this?

ST: It's important for women across all income levels to understand that the pay gap doesn't just affect you this year, it compounds over a lifetime. The numbers are striking. Every year, the U.S. economy loses up to \$1.7 trillion because of the gender pay gap. Compounded since the 1960s, that cumulative loss reaches upwards of \$61 trillion — nearly twice America's GDP last year.

At the individual level, over a 40-year career the average woman loses close to \$500,000 in earnings. For Black women, that figure rises to \$885,000. For Hispanic women, it exceeds \$1 million. For Native American women, it is even higher.

ST (cont.): The pay gap also functions as a multiplier. Your paycheck is the base on which Social Security benefits are calculated, so a lower salary today means reduced benefits in retirement. Estimates show women lose up to 30% of retirement savings and up to 25% of Social Security benefits because of this gap. And if the gap were eliminated, poverty among working women could be reduced by 40%.

KEY TAKEAWAY:
THE GENDER PAY GAP COMPOUNDS OVER
A LIFETIME BY REDUCING WOMEN'S
WAGES, RETIREMENT SAVINGS, AND
SOCIAL SECURITY BENEFITS WHILE
COSTING THE U.S. ECONOMY TRILLIONS
OF DOLLARS.

Roxanne Patel Shepelavy

MODERATOR

EXECUTIVE DIRECTOR & EDITORIAL DIRECTOR

CITIZEN MEDIA GROUP

Joslyn, you co-founded an independent investment management company, what in your experience holds women back from taking charge of their money?

JE: Women are often held back by fear of making the wrong financial decisions, deeply ingrained expectations that men know more about money, and a desire to feel cared for within relationships.

“ Changing our relationship with money requires a “mirror test,” examining the beliefs we’ve absorbed...

— JOSLYN G. EWART

JE (cont'd): Even highly accomplished women, regardless of title or career success, frequently hand off high level financial strategy to their male partners, telling themselves they already have enough responsibilities or that their partner is simply better suited for it. At the same time, money can become symbolic of control and value within relationships, reinforcing these dynamics in subtle ways. These patterns are rarely institutional. They are cultural and deeply learned through family, education, and social conditioning.

Changing our relationship with money requires a “mirror test,” examining the beliefs we’ve absorbed and deciding for ourselves which ones we want to keep and which we want to change.

KEY TAKEAWAY:
WOMEN'S RELATIONSHIPS WITH MONEY ARE OFTEN SHAPED BY CULTURAL BELIEFS ABOUT GENDER, CARE, AND CONTROL, MAKING INTENTIONAL UNLEARNING ESSENTIAL TO FINANCIAL EMPOWERMENT.

With women poised to control more wealth than ever before, how can financial power create broader social change? Saloni, You've seen firsthand in developing countries how women's control over money can have a multiplying effect. How do you see that applying to women in the U.S.?

ST: This is something that's very central to my heart, because I worked in financial inclusion in developing countries for over eight years and have seen very different cultural contexts. Two things have stayed with me. First, regardless of geography, when women gain control of household finances, they make better decisions for children and the household as a whole.

ST (cont.): As Joslyn also mentioned, women are often initially scared to take control, but when they do, outcomes improve significantly. Children receive better nutrition, education outcomes improve, and there is often a multiplier effect that spills into the broader community.

The second is the power of micro savings. Even very small amounts go a long way. In the self help group model, 10 to 12 women come together weekly and save as little as 10 cents each, building a shared fund over time. These groups become safe spaces, and the savings act as a collective safety net they can borrow from in financial shocks, without banks or credit systems. This builds agency, confidence, and the ability to push back or leave difficult situations.

“ When women gain control of household finances, outcomes improve for children, families, and communities, and it builds both agency and financial security.

— SALONI TANDON

ST (cont.): The relevance to the U.S. is real. One in four women face abuse, and in 99% of those cases, financial abuse is present. Even now, 54% of women give control of finances and future planning to partners. Abuse rates in communities of color are also high, including four in five Native American women experiencing violence.

So unless we build financial cushions and support systems, we limit women's ability to act. These models build both financial security and agency.





Where have women traditionally felt most comfortable putting their money, and where have they felt less comfortable investing?

HHA: Let me wrap this in a larger context. In addition to my work at the Merchants Fund, I'm the finance director for Represent PA—a PAC (Political Action Committee) supporting pro-choice Democratic women running for the Pennsylvania State Legislature—and I'm a founding member of Invest for Better Philadelphia. In both roles, I talk to women about using money as a tool. Money is not a report card. It's a tool we can use to build the life and world we want.

“ Money is not a report card. It is a tool we can use to build the life and world we want.

— HELEN HORSTMANN-ALLEN

HHA (cont.): One challenge we kept running into at Represent PA was getting women to become political givers. They'd say, "I'm not that into politics," or "it feels gross." So instead of starting there, we started where women already felt comfortable: charitable giving. Most women have given themselves permission to write that check. So we'd ask: what cause matters to you? And then show them how the lever for that cause actually runs through the state legislature.

The same logic applies to investing. Women already get better outcomes than men in investing, not because of some rare talent, but because they tend to be more cautious and thoughtful. That just doesn't match our cultural image of a bold, brash leader, but the numbers don't lie.

And here's what I tell every woman I talk to: you're already an investor. If you have a bank account, you're an investor. All I want to do is help you find a community where it's safe to ask questions and learn together.

HHA (cont.): We are socialized to think some uses of money are okay and others aren't. But it's all just money, all different ways of getting the world we want to see. We feel fine voting with our pocketbook, boycotting companies, making charitable donations, taking care of our kids. We can and should feel just as comfortable using our money for ourselves and for the world we want to live in, whether that's the school we want our kids to attend, or how that school gets funded.



How do you convince women to make the financial decisions that place them in control of their money?

JE: The confidence issue is key. And it's fascinating to me that Helen and Saloni basically answered the question: when women permit themselves to get in the driver's seat and take action, that's how they build confidence. When women hold back and defer and defer and defer—defeated because they're sick of the advisor talking to their husband and never to them, or because they tried to speak up and got talked over—they stay stuck. That's an intentional dynamic, unfortunately, with too many advisors. But the minute you step up and get yourself in the driver's seat and take action, everything changes.

If you get one inspirational idea today, please take one action when you leave. Just that one thing will lead to a change in your relationship to money.

JE (cont.): I've always thought of money as a resource, the gift that keeps on giving when you deploy it. Whatever outcomes you want, money is the gift that keeps on giving. You just have to take those steps.

I also want to bring in something Charity Hughes said, and she's here today as a member of The Forum's Pay Equity Leadership Committee. She said: change happens one person at a time. Keep that in mind. You might feel like what you're doing doesn't mean anything. It means everything. And think about this: you don't know the long-term consequences of any step you take. Many of you have daughters or sons at home. We often think of this as a women's issue, but how you behave toward money affects your sons, it shapes their perceptions of how they, as men, should interact with women around money. The guys need to be in this conversation.

There are certainly couples where she's leading the charge and he's happy to follow. I've had couples where he wants to make sure she's taken care of because he knows she may be around for decades longer. But there's also an unconscious bias at work, the assumption that women don't know as much about money.

JE (cont.): Because of that, there are probably just as many women out there who deliberately won't seek advice, convinced that the guy next door who really likes investments knows more. We all absorb these unconscious biases, unfortunately.

“ The minute you step up and get yourself in the driver's seat and take action, everything changes.

— JOSLYN G. EWART



What are a few concrete steps we can take—as executives, managers, or anyone listening—to empower women to truly be in charge of their wealth?

MODERATOR ROXANNE PATEL
SHEPELAVY

PANELISTS: JOSLYN G. EWART (JE), HELEN
HORSTMANN-ALLEN (HHA), SALONI
TANDON (ST)

HHA: Things are a little different now than when my staff was younger, for example, retirement accounts weren't always opt-out by default. But if you have staff and haven't talked to them about their retirement accounts, that's a great first step.

So many of these actions are compounding actions. The first one doesn't have to be the right one, the best one, or the biggest one.

HHA (cont.): In fact, it's often the smallest one: asking a question, saying “if you want to talk about this, I'm available.”

And if you are looking for a community, we see so many women who feel that pull but don't know where to put it, I'd love to see you in our Invest for Better circles. It's very explicitly a space where everyone knows we're going to talk about money. If you show up, it's going to be okay. A question is an invitation, so deploy it.

ST: Two things come to mind. First, women are concentrated in occupations built on soft skills—healthcare, education, caregiving. These sectors are underpaid, in large part because those soft skills aren't codified, aren't monetized, aren't attached to a patent or a product. And yet they shape our future generations. So if you're in that space, my suggestion is what Joslyn said: change starts with one person. Be that person. Start explicitly attaching monetary value to soft skills.

ST (cont'd): The same argument applies to finance and real estate. The gender pay gap in these industries has widened significantly, and women's participation has also fallen. In 2024, women in Philadelphia made close to \$30,000 less than men in finance and insurance, and about \$24,000 less in real estate. The key issue is that compensation in these sectors is heavily driven by bonuses and commissions, the softer and more subjective parts of pay, and that's exactly where social and gender bias tends to creep in.

So for senior executives in this room: solidify your frameworks. Make sure bonus decisions are purely merit-based. Remove the subjectivity. We need structural change, not just operational change.

KEY ACTIONS:

1) TALK TO YOUR STAFF ABOUT THEIR RETIREMENT ACCOUNTS.

2) SOLIDIFY FRAMEWORKS AROUND HIRING, PROMOTIONS, BONUSES TO REMOVE BIAS AND SUBJECTIVITY.



HHA: To build on Saloni's point: build frameworks when you're hiring, when you're promoting, when you're talking about raises. In all of those moments we have an internal sense of "they're doing great" or "they need work." But when you actually codify what matters for a role, you often discover women are performing at exactly the same level. It was your image of what performance looks like that was skewing the rating.

And on soft skills: every company has people whose primary job is soft skills. You have to measure their success differently, which is why merit-based frameworks matter. You can't just measure by how much money someone brings in.

And I'll say this plainly: soft skills have real monetary value. People don't quit bad jobs, they quit bad bosses. If you don't have the soft skills on your team, you will have higher turnover, and turnover is expensive. This isn't about being nice. It's about protecting your financial outcomes.

KEY TAKEAWAY:
CLOSING THE PAY GAP REQUIRES CODIFYING SOFT SKILLS, BUILDING MERIT-BASED COMPENSATION FRAMEWORKS, AND REMOVING BIAS FROM HIRING, PROMOTION, AND PAY DECISIONS.

SOFT SKILLS HAVE REAL FINANCIAL VALUE:
PEOPLE QUIT BAD BOSSES, NOT BAD JOBS, AND TURNOVER IS EXPENSIVE.

JE: On the individual and workplace side: get yourself a sponsor. A mentor helps you learn your job and navigate the organization, but a sponsor does something more. A sponsor makes sure you're teed up for the next promotion, that the right people know who you are, know you're ready, and know you have the skills—even if you don't see it in yourself yet. A sponsor makes sure that when that next opportunity comes up, you're the name people think of. So get yourself a sponsor in the workplace.

HHA: And I'd add: be a sponsor too. Every single one of you has the capacity to do that today. Finding a sponsor is great, but we can also be sponsors for each other. We will leave, we will go to different companies, and then we have the opportunity to hire each other, to promote each other. So be a sponsor.



ACTIONS TO TAKE:

To Advance Pay Equity

For Organizational Leaders & Managers

- Audit your own pay data. Even women-led organizations have found internal pay disparities.
- Implement pay bands to correct inequities structurally, not just case by case. When a floor is set, those below it get brought up.
- Make bonus and promotion decisions merit-based and explicitly documented. Subjective compensation is where gender bias most easily takes hold.
- Codify soft skills and attach measurable value to them. High turnover from poor management has real financial costs.
- Talk to your staff about retirement accounts. Small structural nudges compound over time.

For Individuals

- Get a sponsor, not just a mentor. A sponsor actively advocates for your next opportunity; a mentor helps you navigate the current one.
- Take one concrete financial action today. Confidence builds through doing, not preparing.
- Do a "mirror test" on your beliefs about money and decide which ones you want to keep and which to change.
- Recognize that you are already an investor. The goal is finding a community where it is safe to learn and ask questions.
- Be a sponsor for other women, inside and outside your organization.

CALL TO ACTION:

From The Forum

Whether you are a CEO, manager, investor, policymaker, or emerging leader, you have the ability to influence the systems that shape opportunity and wealth. We invite you to use this report as a roadmap for action:

- Audit compensation, promotion, and bonus structures within your organization.
- Build transparent, merit-based frameworks that reduce bias and reward impact.
- Sponsor and advocate for women across all levels of leadership.
- Encourage financial literacy, retirement planning, and wealth-building conversations.
- Recognize and address the compounded barriers faced by women of color.
- Share this report to expand the conversation and accelerate accountability.

Progress will come from the choices leaders make every day in hiring, compensation, investment, mentorship, and advocacy. Together, we can build a Philadelphia where women's economic power is fully realized, and where equity is embedded not only in values, but in systems.



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**The Forum
of Executive
Women**



**Closing
Letter
from
AmyLynn
Flood**
*The Forum
Pay Equity
Leadership Chair*

It is my honor to close the Forum of Executive Women's 2026 Pay Equity Report. For more than four years, the Forum has championed greater awareness and action to close the gender and racial pay gaps in our region. Today, this work is more urgent than ever.

The data is clear, and it is moving in the wrong direction. The first consecutive widening of the national gender pay gap since the 1960s is not a signal to slow down — it is a call to accelerate. These persistent gaps limit women's lifetime earnings, economic mobility and the ability to build and invest wealth with a compounding effect.

At the same time, the Great Wealth Transfer underway presents a historic opportunity. Women are expected to receive over \$40 trillion in assets over the next two decades. Empowering women with the confidence, tools, and strategies to manage and invest this wealth is critical — both for individual success and for the economic vitality of Greater Philadelphia.

Thank you to everyone who made this year's report possible. We are deeply grateful to Forum President & CEO Meghan Pierce for her steadfast leadership and support. Special thanks to immediate Past Chair Jeanine Conley Daves and Project Director Sarah Boorboor for their tireless commitment to this initiative. We also thank Entrust Financial for sponsoring and actively participating in the Roundtable.

This work doesn't end with this report. It continues in every hiring decision, every compensation review, every conversation you choose to have. We encourage you — whether as a Forum member or as a leader in the Philadelphia corporate community — to share this report widely, and to take concrete steps within your organizations. Closing the pay gap is not only a matter of equity; it is essential to building stronger, more competitive companies.

AmyLynn Flood

President, Nazareth Academy High School
The Forum Pay Equity Leadership Chair



Additional Resources

WOMEN IN LEADERSHIP REPORT

The Forum of Executive Women: Women in Leadership Report 2025

PAY EQUITY & WORKPLACE EQUITY

Economic Policy Institute: Gender Wage Gap Data Library

Global Gender Gap Report 2025 – World Economic Forum

Pew Research Center: Gender Pay Gap Trends in the U.S.

McKinsey & Company: Women in the Workplace 2025

COMPENSATION & LEADERSHIP

Institute for Women's Policy Research: New IWPR Analysis Reveals the Wage Gap Follows Women Everywhere—Even Into Industries They Dominate

SHRM: The Gender Pay Gap: Addressing Systemic and Modern Challenges

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Gina Cline	Aurora Kripa
Jeanine Conley Daves	Ania Mikson
Diane Corman-Levy	Julia Pudlin
Joslyn Ewart	Meredith Sadoulet
Nancy Ezold	Jasmine Tate-Supplee
Beth Finn	Liz Truchel
Pamela Hunt Gwaltney	Jocelyn Wright
Charity Hughes	Carly Zimmerman

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Additional Resources (Cont'd)

COMPENSATION & LEADERSHIP

[Harvard Business Review: New Research Debunks a Common Criticism of Pay Transparency](#)

[Catalyst: Reaching new heights: Catalyst CEO Champions For Change](#)

WEALTH, INVESTING & FINANCIAL POWER

[Bloomberg: Investing in Women 2026 Global Outlook](#)

[Ellevest: Why the Great Wealth Transfer Matters for Women](#)

[Fidelity Investments: Women and Money Study 2025](#) | [UBS: Women and Investing Global Report](#)

POLICY & LEGISLATION

[National Women's Law Center: The Wage Gap by State](#) | [Pennsylvania House Bill 630](#)

[U.S. Equal Employment Opportunity Commission: Equal Pay and Compensation Discrimination](#)

REGIONAL & ECONOMIC MOBILITY RESEARCH

[Economic Policy Institute, State of Working America Data Library, "Gender wage gap - Gender wage gap, average," 2026](#)

[USA Facts, What is the Gender Gap \(updated April 2026\)](#)

[Federal Reserve Bank of Philadelphia: Workforce and Economic Mobility Research](#)



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The Forum of Executive Women

OUR MISSION

The Forum of Executive Women brings together and leverages the influence of professional women to expand the impact and power of women in the workplace and beyond.

OUR VISION

Women will achieve equitable representation in leadership, influence, and power in the workplace and beyond.

OUR STORY

The Forum of Executive Women was founded in 1977, a time when there were only a handful of women in leadership roles in Philadelphia. Forum members boldly gathered to share their experiences navigating barriers to leadership, galvanized by a mutual desire to advance more women into the top roles of the Philadelphia region.

Today, The Forum of Executive Women is the Philadelphia region's premier executive women's organization. Forum members are the C-suite leaders of Philadelphia's most important institutions and represent all of the sectors that drive our regional economy. Our membership comprises a network of over 600 women leaders representing diverse industries, backgrounds, and lived experiences.

Our Guiding Principles

Inclusion: We are dedicated to retaining and growing our welcoming, diverse, engaging, and caring community that is bound together by our common purpose.

Advancement: We work strategically and collaboratively to connect individuals, resources, opportunities, and networks to advance women's individual, professional, and shared goals.

Equity: We are committed to amplifying the voices of all women, including women who have been historically marginalized and oppressed, and to ensuring that we create equitable opportunities for all women.

Advocacy: We use our collective influence to address the structural barriers that limit women's professional advancement.

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