

# The Replacement Cost Memo

*The number your budget is  
not carrying.*

Your organization can state, to the dollar, what it pays your senior Black women. It cannot state what it would cost to replace one. This memo hands you that number — and what it is quietly costing you — in the next four minutes.

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REPLACEMENT COST, ONE SENIOR FUNCTION

**\$442,250 – \$819,000** per exit /

year

Prepared by **Cynthia Barnes**  
Founder & CEO

Confidential · Written to be forwarded

# The number your budget is not carrying

If you own retention or pay equity, or you lead an ERG and need leadership to see a number, this is the benchmark for one senior function — drawn from the **Replacement Cost Analysis™** inside every **Value Audit™**.

COST COMPONENT	ANNUAL RANGE
Direct compensation to replace a senior dual-capability function (executive plus specialized program leadership)	\$305,000 – \$455,000
Recruiting costs at 20%–30% of first-year salary	\$61,000 – \$136,500
Ramp time at reduced productivity, 3–6 months	\$76,250 – \$227,500
Institutional knowledge and proprietary program replacement	<i>Unquantifiable &amp; material</i>
<b>TOTAL REPLACEMENT COST · ONE FUNCTION</b>	<b>\$442,250 – \$819,000</b>

One departure. One function. Now multiply by the number of senior Black women in your organization — and read the rest of this memo knowing that number.

# The exit is already priced in

51%

**more likely to exit**

Black women on whiter teams, relative to peers.

Linos, Mobasser, Roussille — Harvard Kennedy School, 2023

54 / 100

**promoted to manager**

Black women per 100 men. A succession risk your org chart is currently absorbing.

McKinsey & LeanIn — Women in the Workplace 2024

77%

**prove it, over and over**

Report having to prove themselves repeatedly. The proof exists. It has never been documented.

Williams — Center for WorkLife Law, 2014

# What the evidence says actually works

Confidence training does not close the gap. Negotiation coaching does not close the gap. The strongest evidence in the economic literature is for one intervention: **transparency and documentation.**

20–40%

reduction in the pay gap under **pay transparency.**

Multi-country review via NBER & Cornell, 2024

+13%

increase in Black worker pay following **salary history bans.**

Bessen, Denk & Meng — J. of Economic Inequality, 2023

The organizations that document first defend first. The ones that wait meet the numbers in an exit interview — or a filing.

# The finding public data cannot reach

89¢

*of every documented dollar — unbilled.*

That is the median finding for Black women in the **Black Women's Wealth Lab®** Audit file. Federal statistics measure her pay against men's pay. The **Value Audit™** measures her pay against what her documented work actually produced. That gap is inside your organization right now — undocumented on both sides of the employment relationship.

# The instrument has receipts

I ran the **Value Audit™** on myself before I ran it on anyone else. It documented **\$17.5M–\$52.5M** in career financial impact across 20 Fortune 500 clients — Toyota, Bridgestone, Google — and four years as a Salesforce Top Sales Influencer. My compensation at the time captured **0.34%** of it. I built the instrument because I was the exposure this memo describes.

**\$4.72M – \$8.39M**

Documented for **Elizabeth**, a medtech operations leader, across five named wins — including \$11M in cardiac monitoring revenue and \$34.9M in pipeline visibility.

**\$230 / hour**

The rate correction **Dionne Bishop** of Events by Dionne Inc. executed after her audit documented pricing 60%–76% below the market floor.

*Your senior women have files like these. Nobody has opened them.*

# What a documented cohort changes

The **Value Audit™ Cohort** is a forensic engagement delivered to a group of your senior Black women. Two deliverables.

## FOR EACH PARTICIPANT

A confidential, evidence-graded valuation of her documented career output — her **Invoice Number™**. Individual results are never shared with the employer.

## FOR YOUR LEADERSHIP

An anonymized **Executive Readout** of aggregate findings — the average extraction gap, the attribution deficits, the proprietary knowledge operating undocumented inside your walls. Your retention exposure, quantified for the first time.

Leadership sees the pattern, never the person. That structure is what makes participation honest and the findings real.

# The question you are already asking

*"Won't this documentation help them negotiate — or leave?"*

They already know they are underpaid. The documentation is coming with or without you. The only variable is whether your organization is in the room when the number is established.

**Organizations that audit first, retain first.**

# The Replacement Cost Briefing

*Twenty minutes with the founder.*

You bring your headcount reality. You leave with the cohort structure, the delivery timeline, and the number. Pilot cohorts run 10 seats and deliver in 30 days. No deck. No discovery sequence. No follow-up campaign. A briefing.

**BOOK THE BRIEFING**

[blackwomenswealthlab.com/briefing](https://blackwomenswealthlab.com/briefing)

**A note on timing.** This memo prices the exposure at \$442,250–\$819,000 per exit. Every quarter it stays undocumented is a quarter you carry that number on every senior Black woman in the building. The briefing costs twenty minutes.

If this memo reached you as a forward: someone inside your organization believes this exposure is yours to own. They are probably right.

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Cynthia Barnes

Founder & CEO · Black Women's Wealth Lab®

*Thank You; It's True.™*

