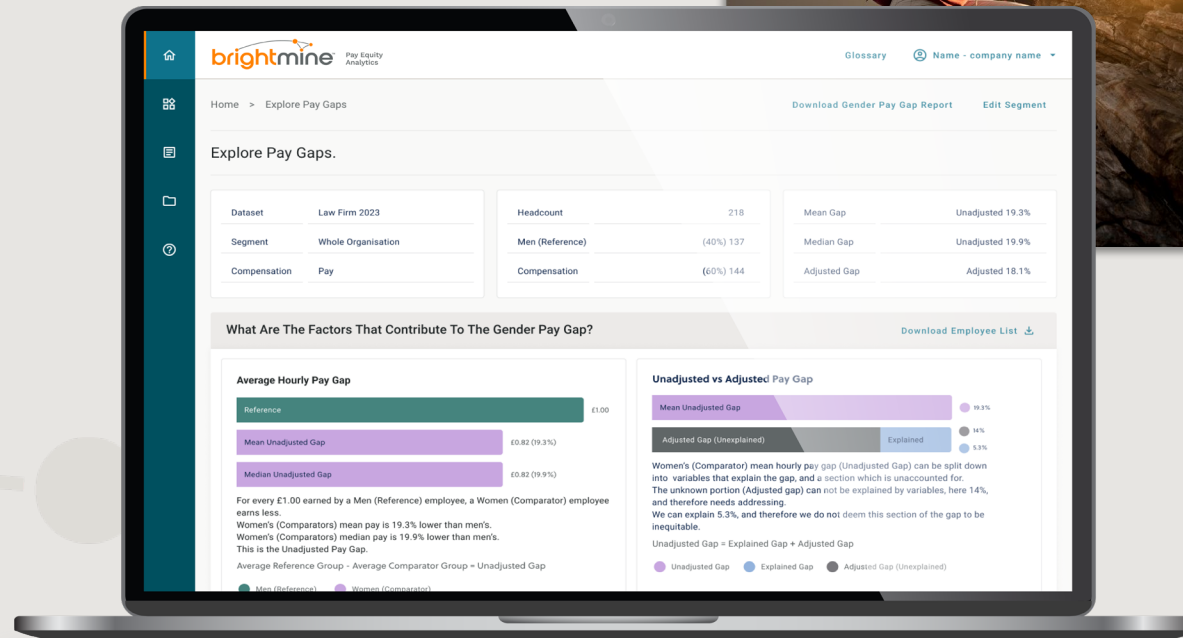
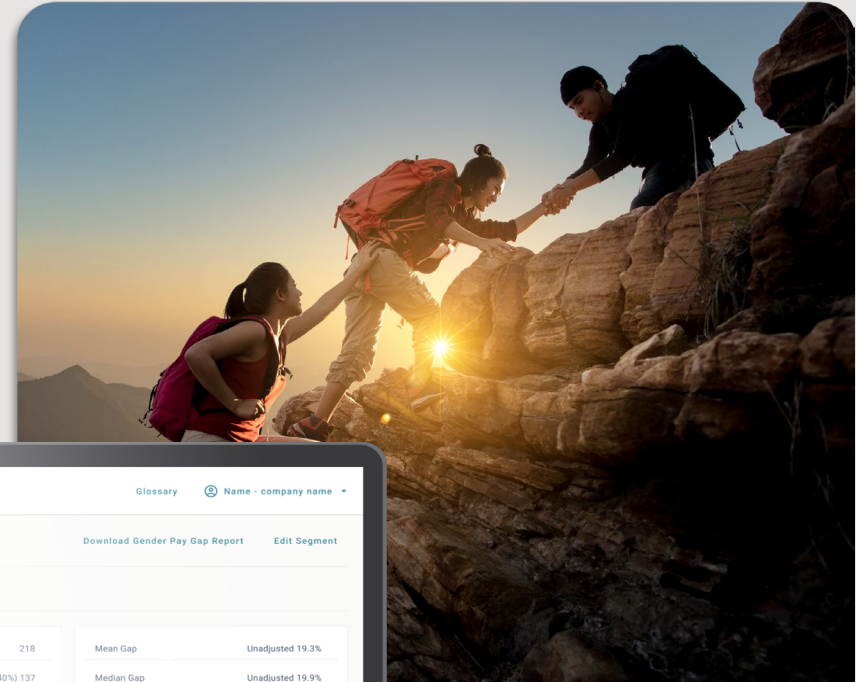


Pay Equity Analytics UN SSE

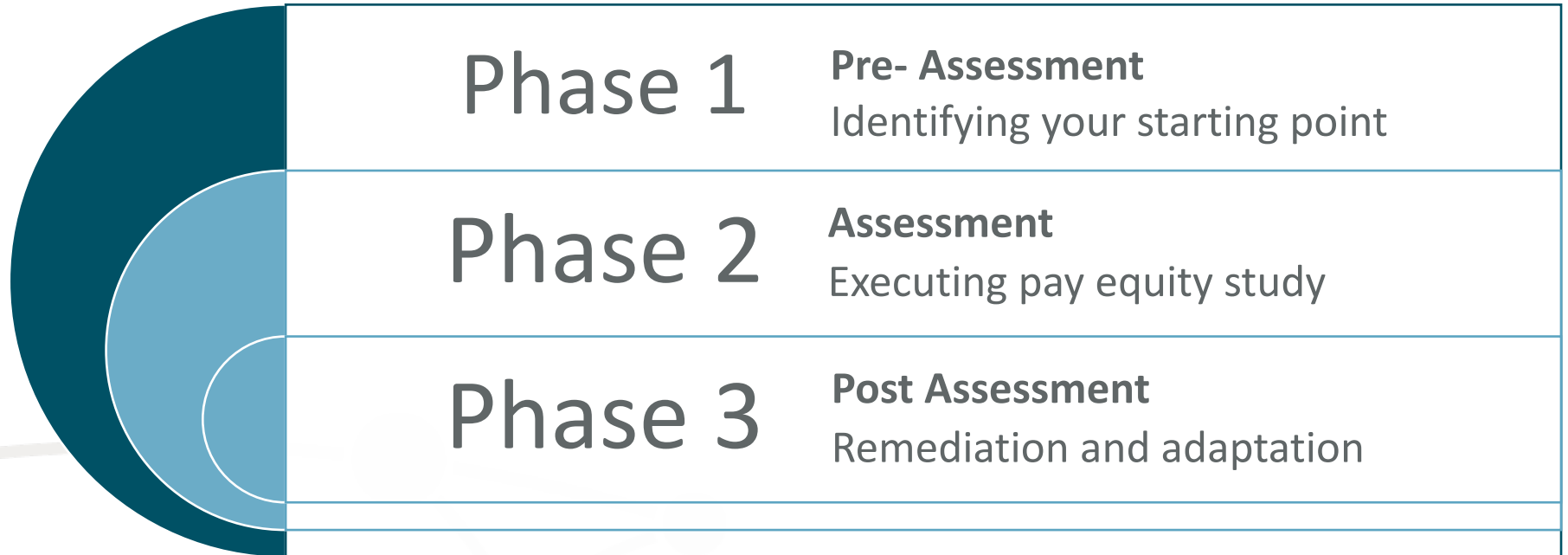
June 2024



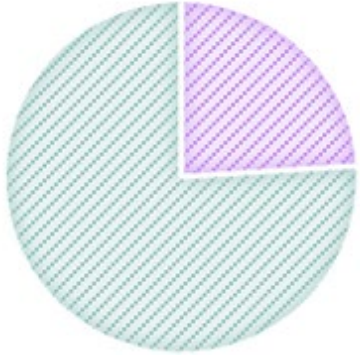
Pay Equity In Practice



Evaluate your starting point



Phase 1: Pre-Assessment



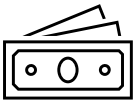
24%

HR professionals report that their lack of a clear job architecture and job leveling frameworks was a factor holding back increased pay program communication

2023 Pay Transparency Survey, Willis Towers Watson

Metrics & KPIs

- Define timeline
- Ownership & accountability
- Ensuring compliance
- Budget & resources



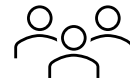
Pay philosophy:

- Data readiness
- Data ownership
- Type of analysis (e.g. gender)
- Pay elements (e.g. base salary)
- Levelling/job architecture



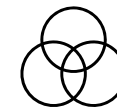
Motivations & Objectives:

- Impact of regulation
- Business drivers
- Intended outcomes



Stakeholder Alignment:

- Budget for remediation
- Determine privilege needs



Comparator groups:

- Grouping employees who perform substantially similar work
- Differences across business units, departments, functions

Phase 2: Assessment

55%

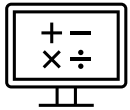
of business leaders cite complexities of pay equity analysis as their top barrier



2023 Executive Networks and XperthHR Pay Equity and Transparency Study

Metrics & KPIs

- Determine gap ranges & goals
- Remediation timeline
- Gap intervals for risk employees
- Compliance & reporting requirements



Determine Methodology

- Observational Analysis
- Statistical Regression
- Assess Employee Outliers aka “Unicorns”



Tools & Technology

- Identifying tools
- Engage active stakeholders



Assessment

- Root cause analysis
- Reporting requirements
- Understand representation
- Scenario planning



Prioritization

- Prioritize “at risk” employees
- Build strategies to close greatest pay and representation gaps

Phase 3: Post-Assessment

20%

Employees report only a third of managers (35%) have effective conversations with their teams and nearly a quarter (22%) do not have conversations with their teams at all and of those few that do, 20% of those discussions are ineffective or very ineffective.

2023 Executive Networks and XpertHR Pay Equity and Transparency Study

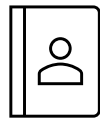
Metrics & KPIs

- Immediate remediation needs
- Tracking efficacy of policy changes
- Address representation goals
- Track progress of closed gaps over time



Remediate

- Remediation execution plan for immediate risk
- Engage legal council as needed



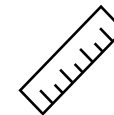
Policies & Practices

- Modification of policies, programs, and practices to mitigate future risk
- Updating employee handbook



Communication

- Communications plan for employees impacted
- Communication training for managers
- Change management



Sustain & Scale

- Build a scalable, adjustment plan
- Determine cadence of review and regular remediation where needed



Swetha Viswanathan

Global Product Specialist

Pay Equity Analytics by Brightmine

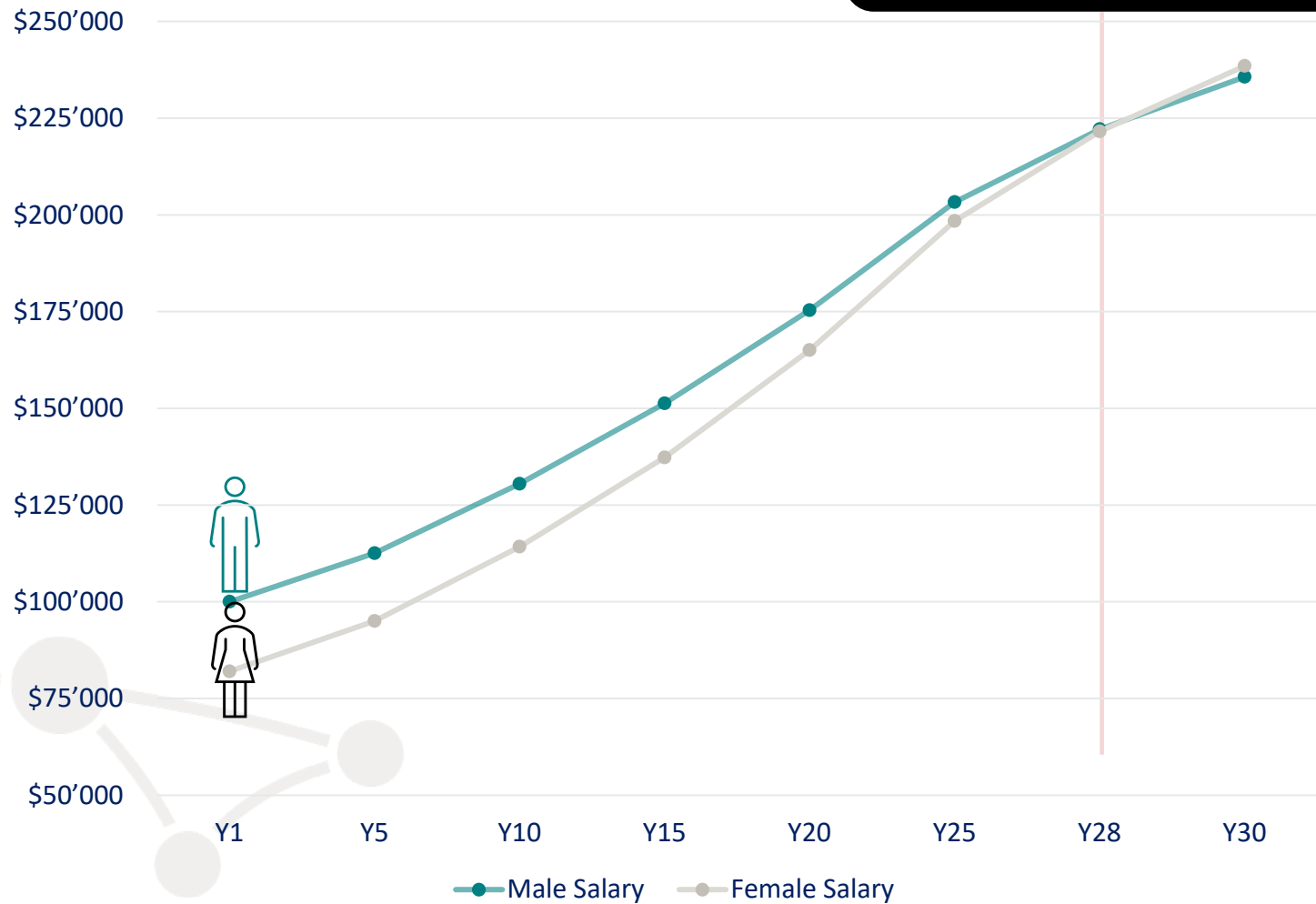
Swetha.viswanathan@brightmine.com

What does pay equity mean for my workforce?

27.5 years to reach pay parity

White Male Salary versus White Female Salary Gap

	Starting Salary*	Performance Rating	YoY Merit Increase
	\$100,000	3 of 5	3.00%
	\$82,000	5 of 5	3.75%



*Pew Research Center: 2022 Gender Pay Gap is 82% (US)

Still playing catch up...

Applying a lens of intersectionality, amplified by greater disparities globally

White woman:

27.5

Black man:

48

Black woman:

65

Latina woman:

83

And it's impacting our business

11.7% v 7.7%

Leading-practice organizations reported seeing an average **11.7% gain in market share** compared to 7.7% growth among Laggard organizations.

> 10%

- **36%** of leaders in Leading-Practice organizations compared to just 14% of leaders in Laggard organizations, report **beating their most current fiscal year revenue expectations by more than 10%**.

[A Mature Approach to Diversity, Equity, and Inclusion Delivers Real Results, 2022 Amazon Study](#)