

# 2023 Pay Equity and Transparency Study:

Actionable Insights for a Fair Future of Work

Pay equity and transparency is a business differentiator, but there are several hurdles to overcome...

## 1 Misalignment between leaders and employees



**75%**

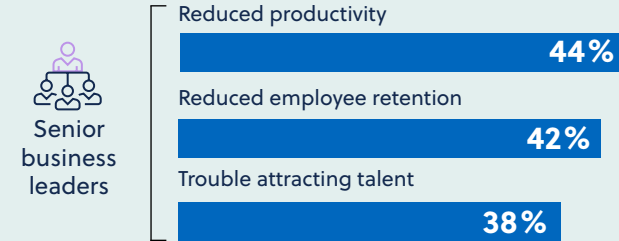
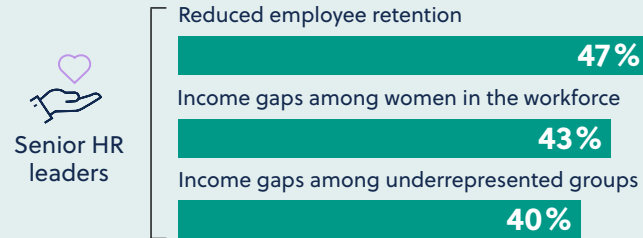
of Senior Business Leaders agree that addressing pay equity is a priority at their company.

**47%**

of employees agree.

## 2 Ineffective, or no, strategies leading to poor talent and business results

The downsides of inaction on pay inequities



## 3 Lack of, or ineffective, leader communication

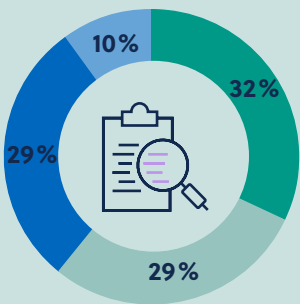


**22%**

of those surveyed say their managers don't ever have pay conversations with them.

## 4 Infrequent analysis, signaling a lack of priority

Frequency of Pay Equity Analyses



Of the 77% of organizations that do pay equity analysis, how often do they conduct pay equity analyses?

- Annually
- Semi-annually
- Quarterly
- Monthly

## 5 Use of manual analysis tools, which fail to inform where inequity exists and means to correct



**6 in 10**

organizations still primarily use spreadsheets for pay equity audits

### Five actions to advance progress:



Align stakeholders on strategic priority of pay equity and transparency



Integrate a pay equity strategy as a critical business lever



Redefine traditional pay philosophies



Use data and technology to better understand and correct pay issues



Coach leaders to communicate transparently, regularly, and realistically