

Snapshot Survey: Pay Equity Practices and Priorities

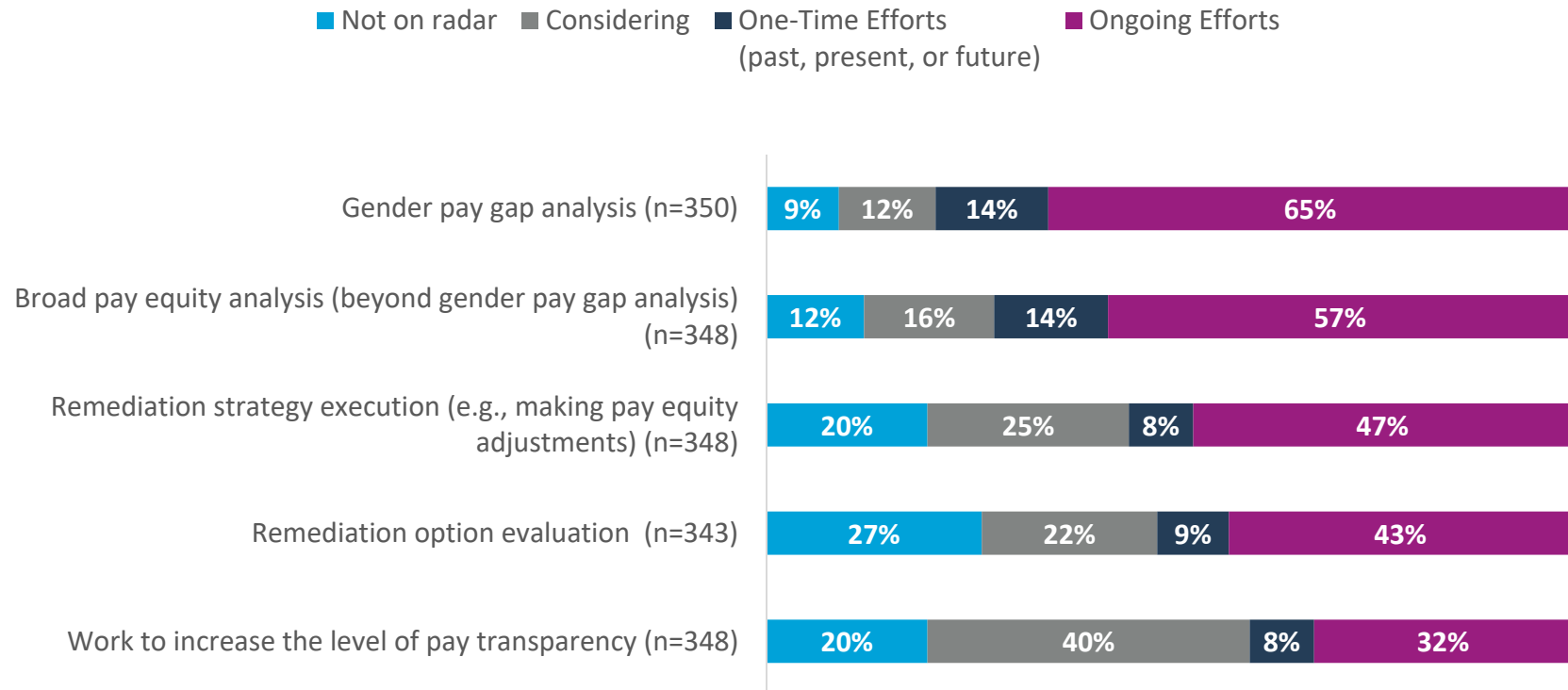
WorldatWork conducted a snapshot survey to assess the current state of pay equity-related work, and the degree to which the focus within organizations is expanding beyond pay to other areas that may contribute to unintended inequities, such as workforce representation, benefits programming and culture.

Executive Summary

- Gender pay gap and broad pay equity analysis is becoming standard practice for organizations, with remediation efforts not far behind.
- Pay communication is emerging as a top area of focus, although it trails analytic and remediation work.
- Recruitment and hiring practices make up four of the top five areas that organizations are examining for potential bias.
- Talent management programs have had the largest one-time focus, and paired with prevalent focus on diversity and inclusion, signals importance of workforce representation to pay equity work.
- One-third (32%) of organizations are not focusing on performance management practices in context of pay equity work. This is surprising given their often-subjective nature.
- When looking for potential areas of bias or factors in pay disparities, benefits programs are receiving less attention.
- Dependent/elder care programs not being examined in relation to pay equity work by 65% of responding organizations.

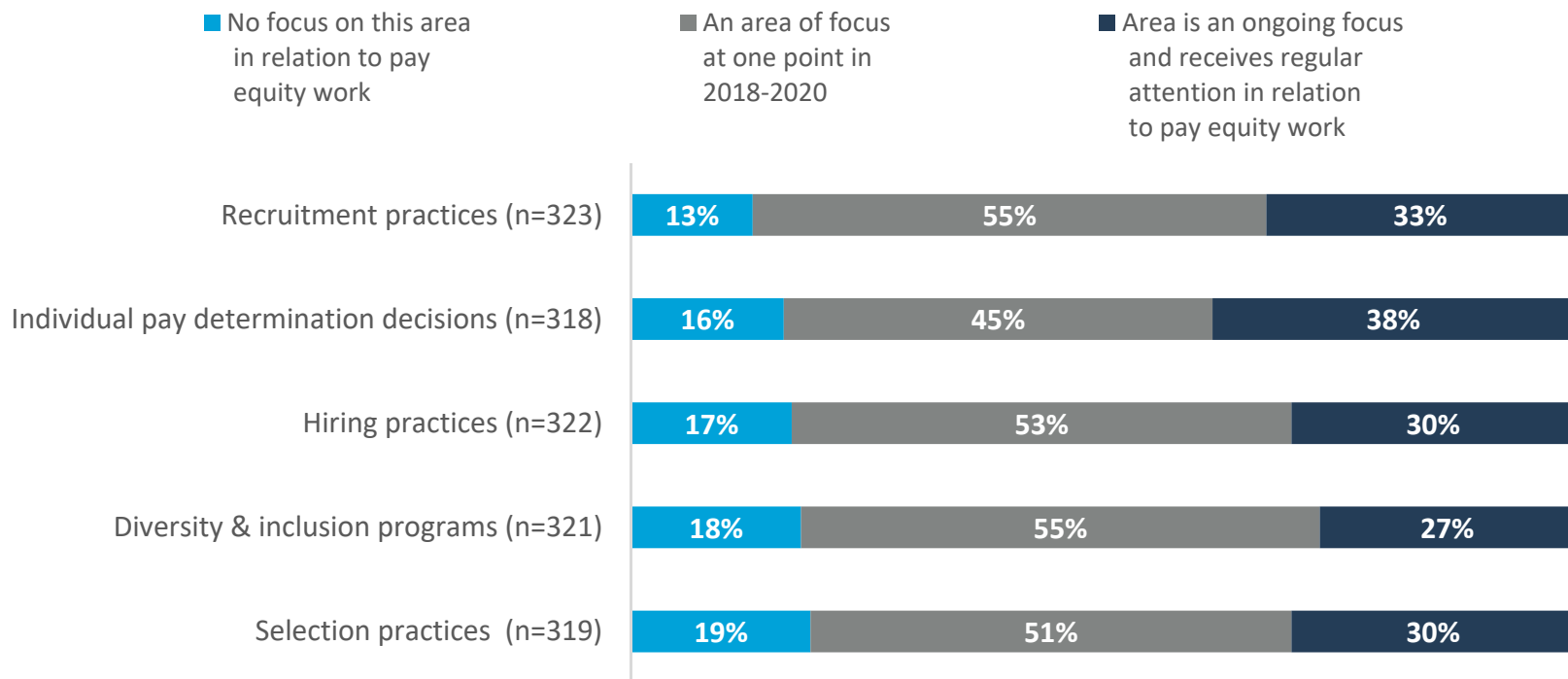
Gender pay gap and broad pay equity analysis becoming standard practice for organizations, with remediation efforts not far behind

Organization Status on Pay Equity-Related Work



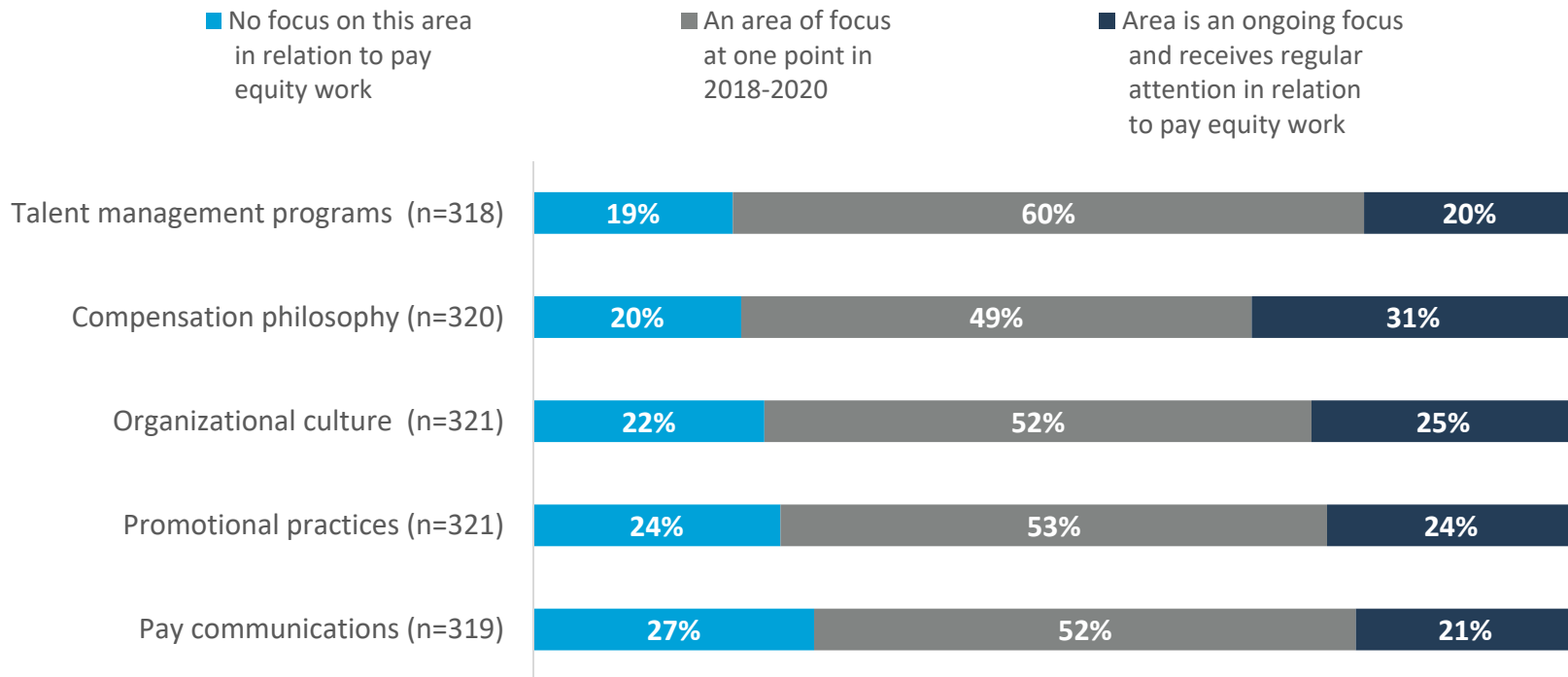
Recruitment and hiring practices make up four of the top five areas that organizations are examining for potential bias

Organization Focus on Areas to Identify or Reduce Potential Biases that may be Contributing to Unintended Pay Disparities



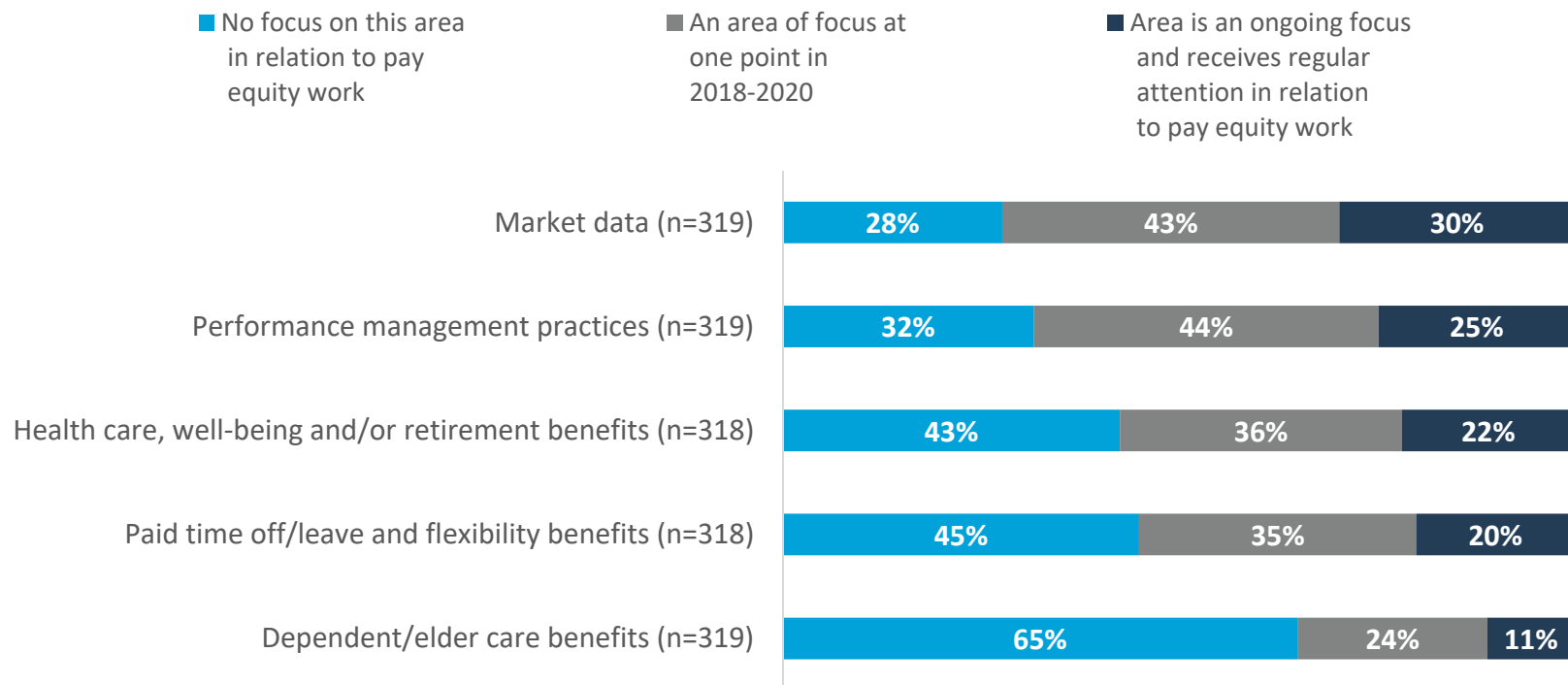
Talent management programs have had the largest one-time focus, and paired with diversity & inclusion on prior slide, signal importance of workforce representation to pay equity work

Organization Focus on Areas to Identify or Reduce Potential Biases that may be Contributing to Unintended Pay Disparities



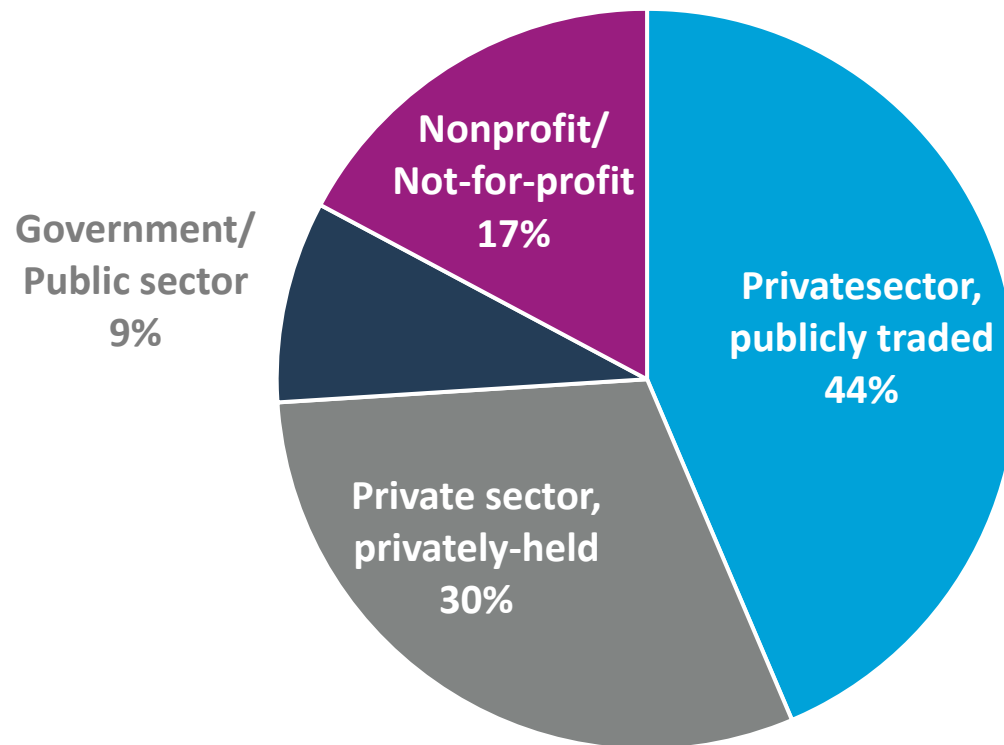
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Organization Focus on Areas to Identify or Reduce Potential Biases that may be Contributing to Unintended Pay Disparities

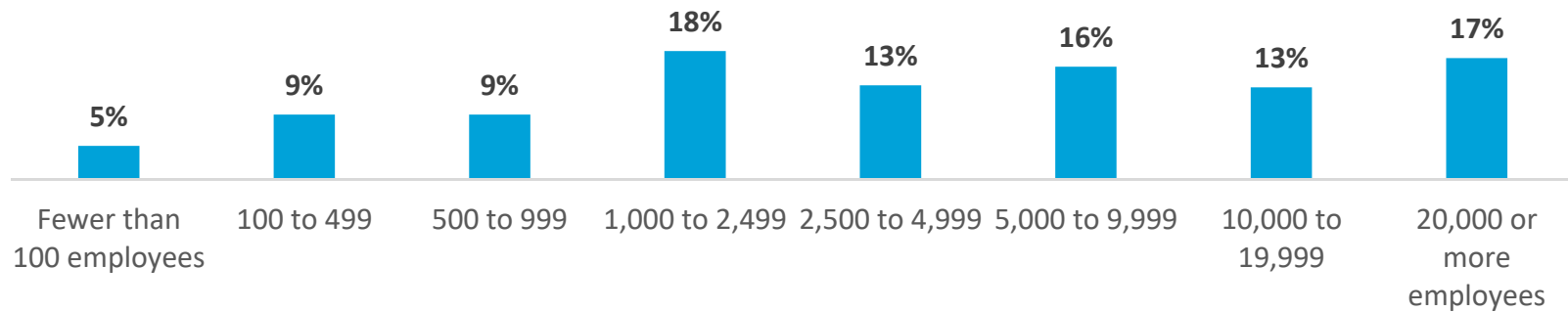


Demographics

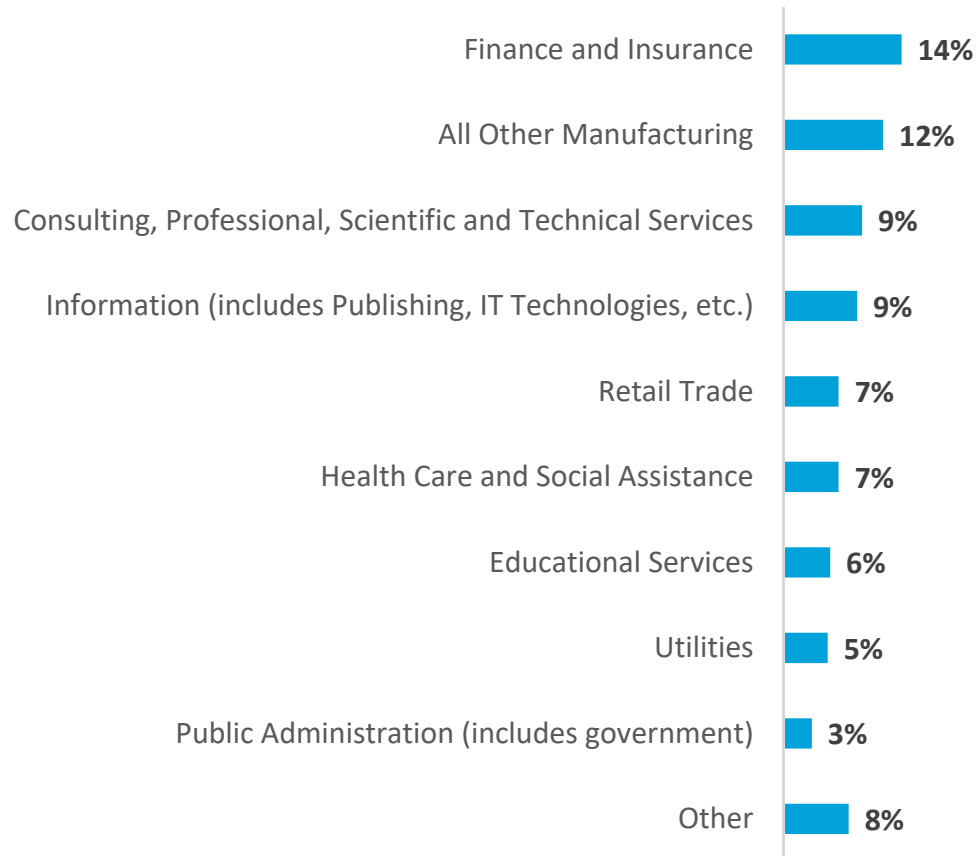
Sector (n=319)



Organization Size (n=317)

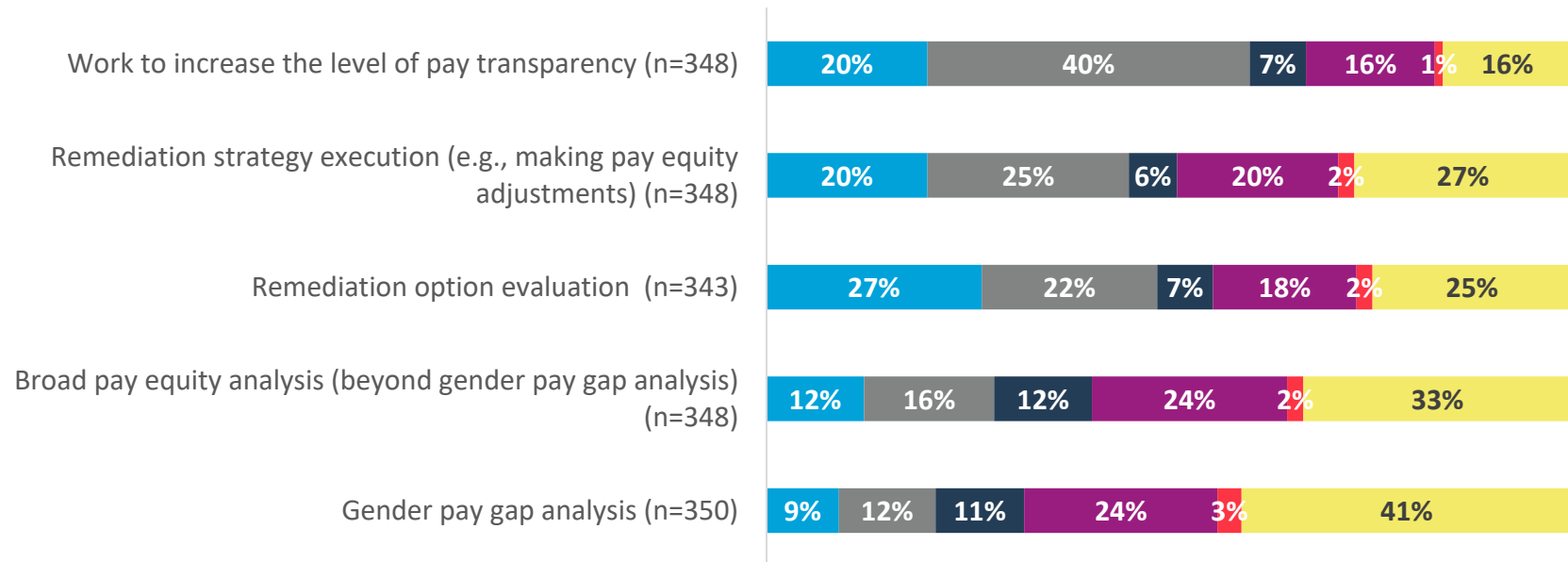
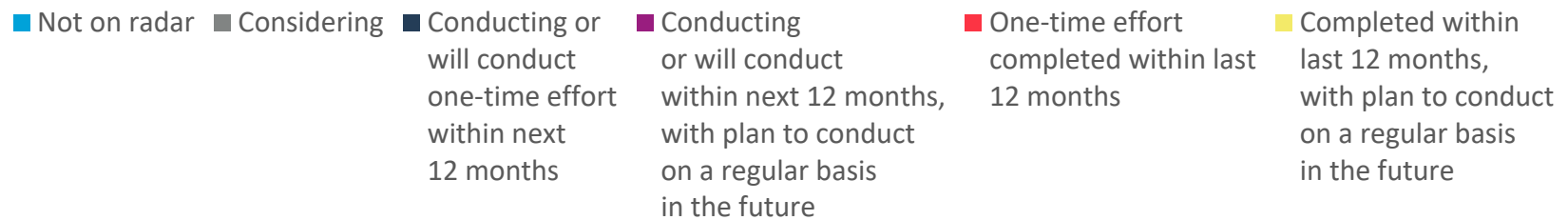


Industry (n=319)



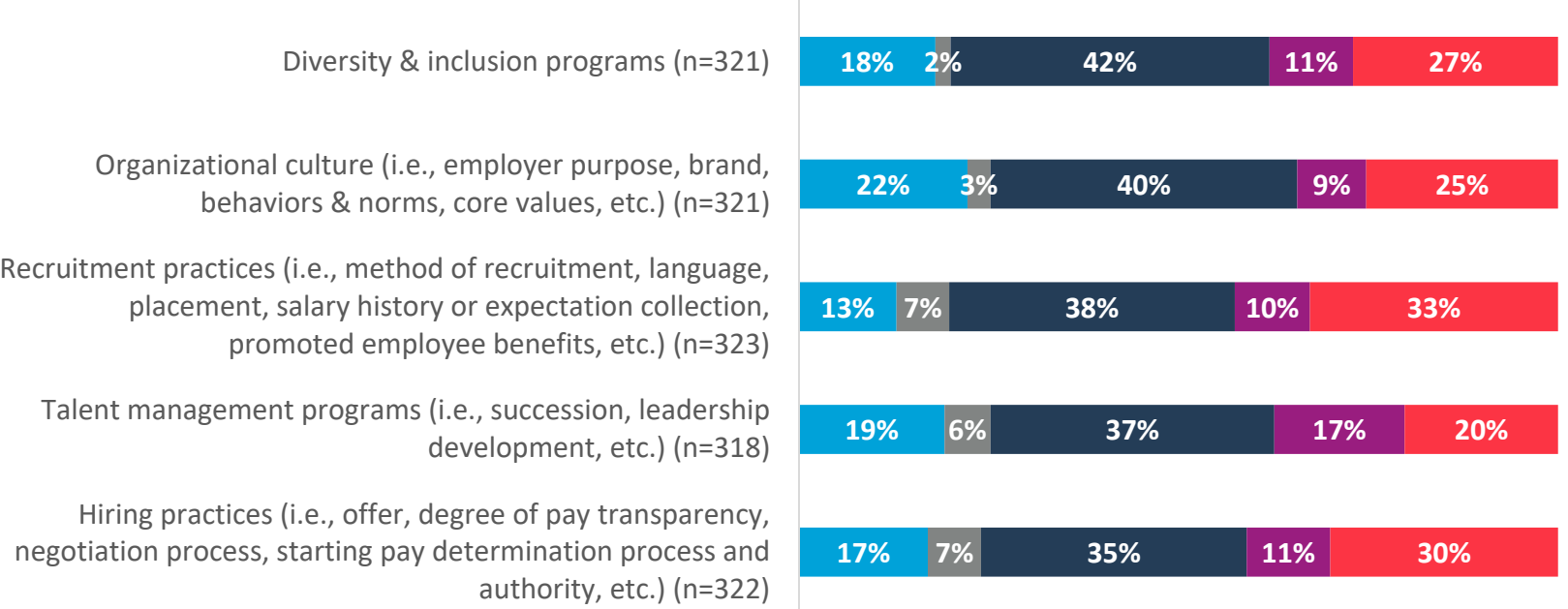
Detailed Analysis

Organization Status on Pay Equity-Related Work



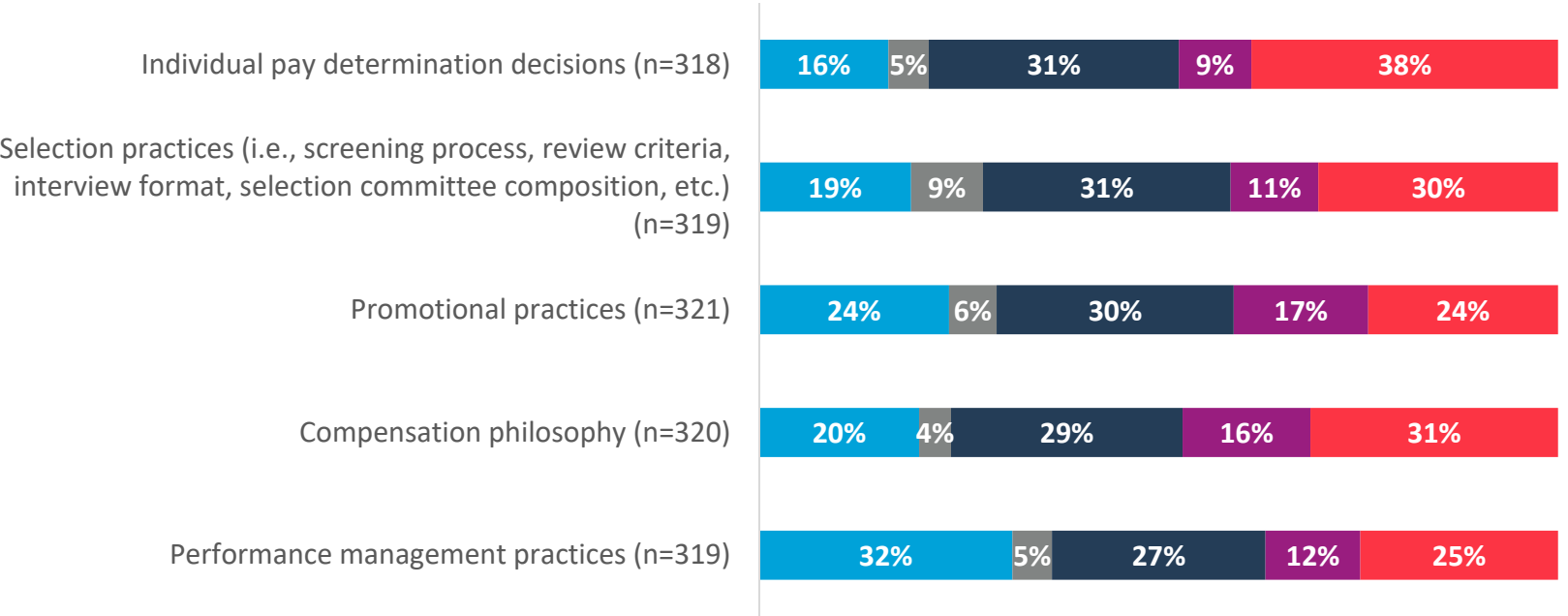
Organization Focus on Areas to Identify or Reduce Potential Biases that may be Contributing to Unintended Pay Disparities

■ No focus on this area in relation to pay equity work
 ■ Was an area of focus within the last 12 months
 ■ Currently an area of focus
 ■ Will be an area of focus within the next 12 months
 ■ Area is an ongoing focus and receives regular attention in relation to pay equity work



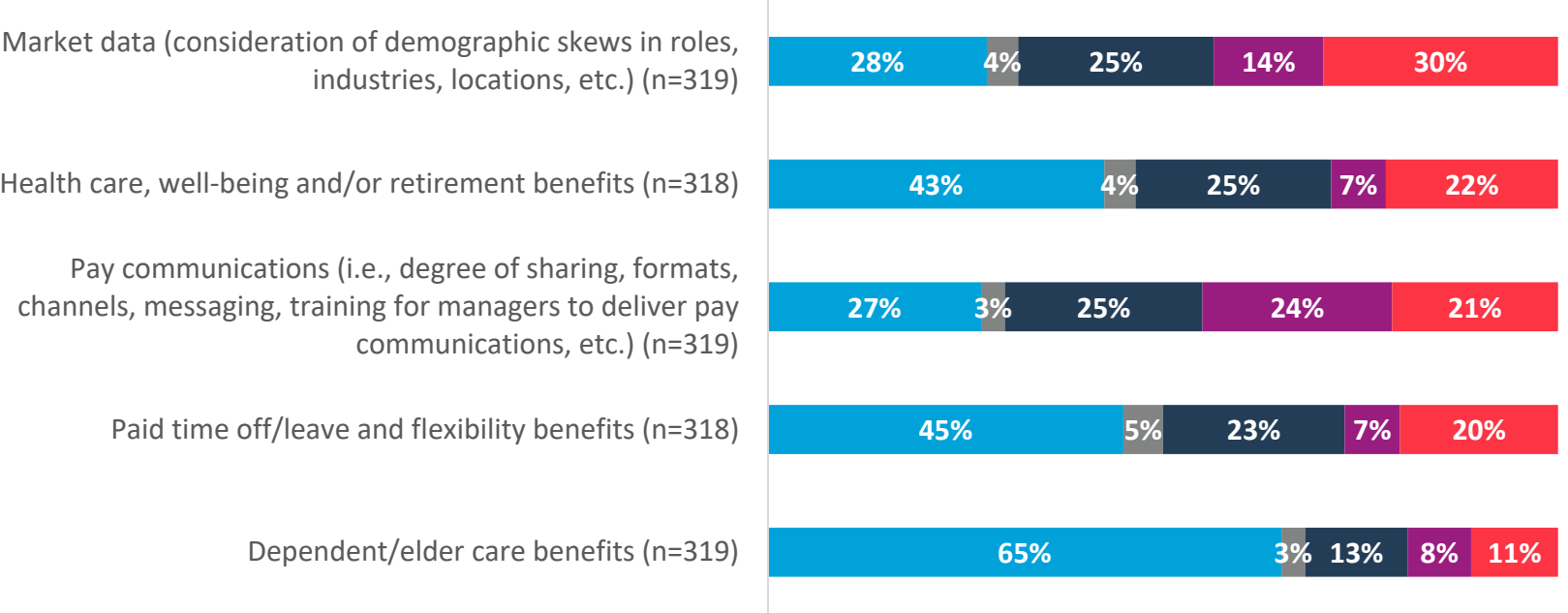
Organization Focus on Areas to Identify or Reduce Potential Biases that may be Contributing to Unintended Pay Disparities (cont.)

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Organization Focus on Areas to Identify or Reduce Potential Biases that may be Contributing to Unintended Pay Disparities (cont.)

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Methodology

This report summarizes the results of a July 2019 snapshot survey of WorldatWork members that gathered information on the current state of pay equity-related work, and the degree to which the focus within organizations is expanding beyond pay to other areas that may contribute to unintended inequities, such as workforce representation, benefits programming and culture.

On July 31, 2019, survey invitations were sent electronically to 5,000 WorldatWork members, as well as promoted through social media channels and *Workspan Weekly*. The survey closed on Aug. 21, 2019, with 419 responses. The dataset was cleaned, resulting in a final dataset of 352 responses. In order to provide the most accurate data possible, data was cleaned and analyzed using statistical software. Any duplicate records were removed.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America. The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a dataset. Due to rounding, frequencies of data responses provided in this survey may not total exactly 100%.

The full text of the questionnaire can be found [here](#). A list of participating organizations can be found [here](#).

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