



Key Factors for Effective 2024 Total Rewards Planning

We will begin shortly.

This webinar is being recorded and will be shared with all registrants.



We have live transcript enabled for this webinar. If you would like to use this feature, please turn on this setting in your Zoom toolbar now.

AGENDA

01 Intro & housekeeping

02 The landscape: Looking back & ahead

03 Impact on pay programs and comp committees

04 What does a data framework look like?

05 Q&A





Our mission is to build expert-backed technology that helps companies measure, achieve, and sustain workplace equity.

**Fortune 2023
Change the World**

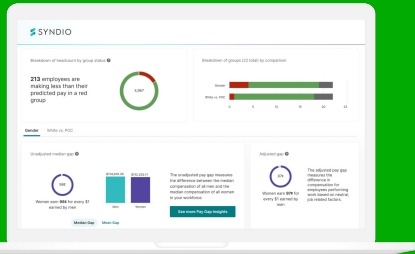
Syndio named #20 on Fortune's 2023 Change the World list

**Workplace Equity
Analytics Platform**

Enterprise platform to analyze, resolve, and prevent disparities in pay and opportunities

**Expert Support
and Consulting**

Legal best practices, statistics, reporting, and communications guidance and support



300+ industry leaders trust Syndio
including 30% of Fortune's Most Admired Companies



| Speakers



Blair Jones

Managing Director at
Semler Brossy



Nancy Romanyshyn

Senior Director of Total
Rewards Strategy & Solutions



The legislative transparency landscape rapidly evolved in 2023



Salary range transparency legislation expanded in U.S.

with New York State, Rhode Island, Washington State going into effect; Hawaii, and Illinois are the newest to pass



New pay reporting requirements in California (labor contractors added), Illinois, the EU, Japan, and Brazil



Emerging opportunity transparency requirements in Colorado, Illinois, and the EU



EU Directive has set a new standard for pay and career transparency

1. Equal pay for work of comparative value
2. **Pay & career progression transparency**
3. Right to information
4. **Public pay reporting, including mean and median pay gap:** For employers with 150+ employees, first pay report due June 6, 2027 based on 2026 calendar year data
5. Joint pay assessment



Employees have become “compensation analysts”

“Gartner
45% of employees consult third-party sites at least once a year

Over 50% of job listings on Indeed now include salary ranges

 **Kimberly Nguyen**
@knguyenpoetry

My company just listed on LinkedIn a job posting for what I'm currently doing (so we're hiring another UX writer) and now thanks to salary transparency laws, I see that they intend to pay this person \$32k-\$90k more than they currently pay me, so I applied.

4:22 PM · Mar 7, 2023 · 3.2M Views

4,163 Retweets 314 Quote Tweets 75.5K Likes

	X Uber	X Lyft	X Airbnb	X DoorDash	X Instacart
Software Engineer I	T3	L3	E3	L3	L3
Software Engineer II	T4	L4	E4	L4	L4
Senior Software Engineer	T5	L5	E5	L5	L5
Staff Software Engineer	T6	L6	E6	L6	L6
Senior Staff Software Engineer	T7	L7	E7	L7	L7
Principal Engineer	T8	L8	E8	L8	L8
Distinguished Engineer	T9	L9	E9	L9	L9
Uber Engineer					

Uber
Senior Software Engineer

WorldPay TOTAL COMPENSATION
\$388,387

Get negotiation help +

Salary	Stock (Yr)	Bonus
\$187,299	\$168,826	\$32,262

View Data Points Add Your Salary

Get Paid, Not Played
We've negotiated thousands of offers and regularly increase offers by \$30k+ (sometimes \$30k+). Get [salary negotiation help](#) or your [resume reviewed](#) by recruiters who do it daily.

The total compensation signifies one year of income. More details +

REPVUE

COMPANIES SALES JOBS SALARIES EMPLOYERS ADD A RATING

Rank	Sales Organization	Role	Segment	Base	OTE	Top Reps
1	Yext	Sales / AE Roles	Enterprise	\$149.2k	\$340.0k	\$905.0k
2	Clarifai	Sales / AE Roles	Enterprise	\$151.3k	\$332.5k	\$737.5k
3	Confluent	Sales / AE Roles	Enterprise	\$166.0k	\$331.0k	\$886.0k
4	Auth0 (Okta)	Sales / AE Roles	Enterprise	\$171.3k	\$323.8k	\$1135.0k
5	Blue Prism (SS&C)	Sales / AE Roles	Enterprise	\$157.0k	\$312.0k	\$694.0k

[Gartner HR Research Finds Only 32% of Employees Believe Their Pay is Fair \(Gartner\)](#)
[Indeed says half of its US job postings now feature pay transparency \(HR Dive\)](#)



What to expect in 2024?



Salary transparency legislation

on the horizon in Massachusetts, Washington DC, and Ontario



Pay reporting requirements

moving through the legislature in Massachusetts



Human capital disclosures

U.S. SEC Committee 10-K Human Capital Disclosure recommendations; shareholder proposals

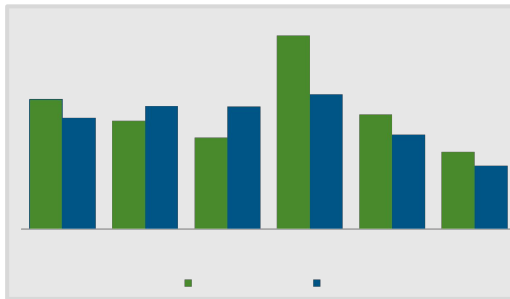


ESG was a central board theme over the last few years

Semler Brossy: We saw this focus translating into more ESG proposals and entering executive incentives

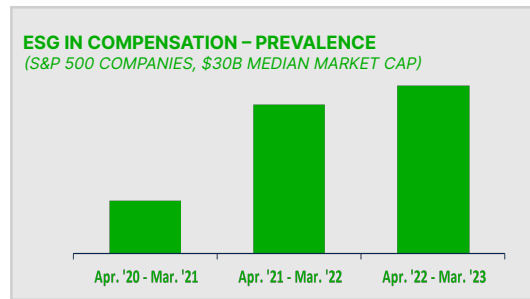
E&S shareholder proposals

- E+S proposals have significantly increased over the last 5 years
- However, the median support has declined



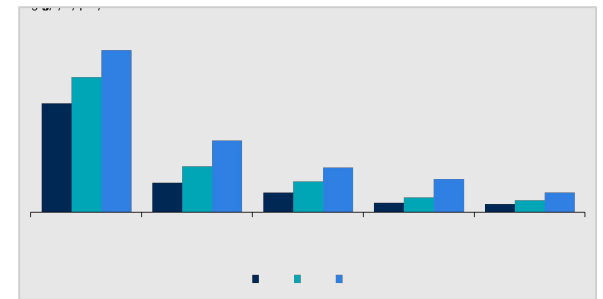
ESG-linked incentives

- 2/3 of S&P 500 companies incorporated ESG metrics in incentives this year
- The market focus shifted from adoption to refining existing ESG metric types/structures



DEI metrics led the way

- DE&I (55%) is the most prevalent metric
- DE&I and Carbon Footprint showed significant year-to-year growth



Companies will sharpen focus amidst ESG politicization

What's **happening now**

- Potential increase in challenges against diversity initiatives following the SCOTUS ruling to overturn affirmative action
- Some companies are practicing “greenhushing,” meaning no longer publicly reporting efforts related to ESG issues to avoid political weaponization
- Average support for environmental and social proposals at U.S. companies this year is 19.7%, down from 27.1% (2022) and 37.2% (2021)*

What questions to ask next

- What is the business case for ESG initiatives? Do they clearly tie to an overarching business objective?
- What is the appropriate framework for measuring ESG success?
- How can companies optimize communication of ESG initiatives?

*[Insightia](#), a Diligent brand



Companies are shifting from reactive to proactive

What's **required**

- Compliance, only in specific jurisdictions
- Base pay
- Part of range
- Candidates and/or employees, when asked

What's **desired**

- Proactive and voluntary, “global”
- Total compensation, career
- Full range, ranges for function/job family
- Everyone

Organizations need to rethink compensation programs for **consistency** and **explainability**.



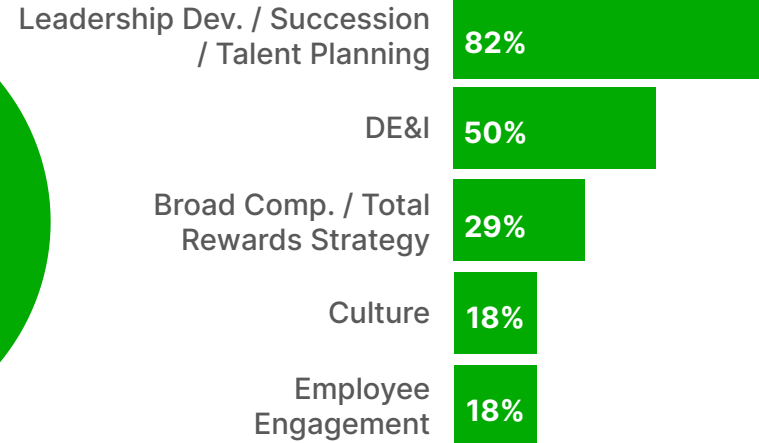
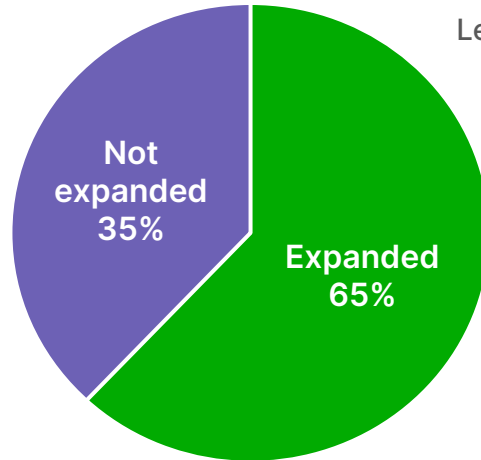
New standards for the Compensation Committee

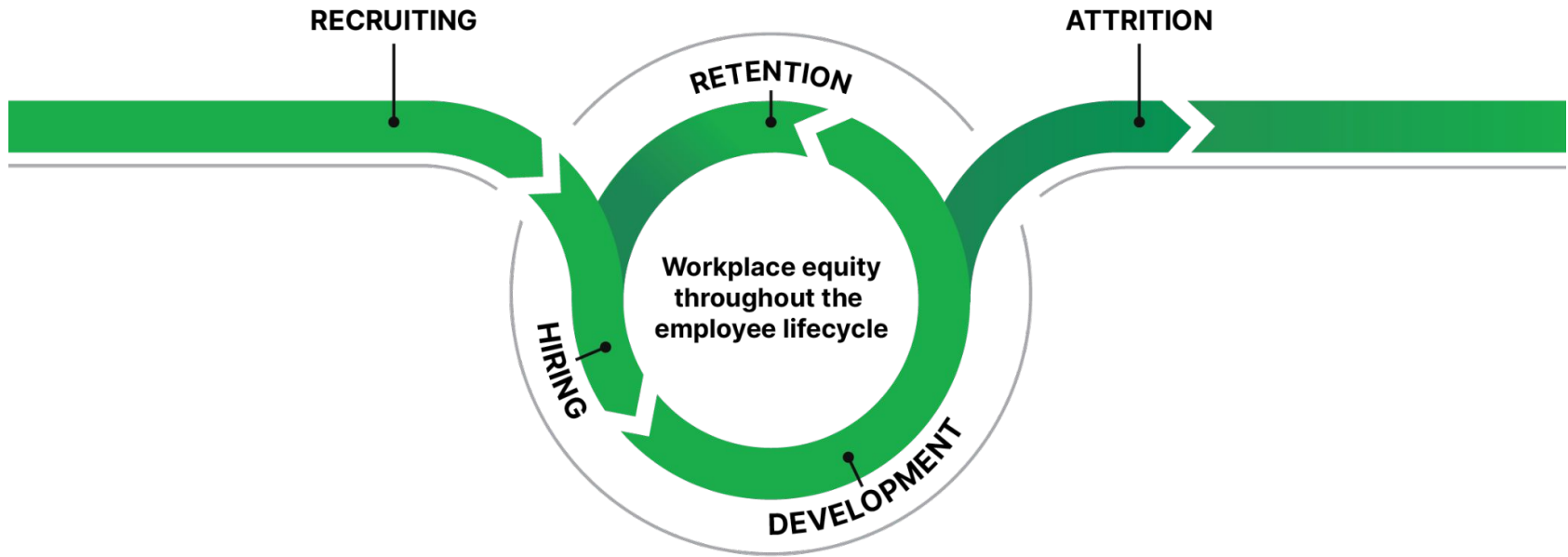
The expanding remit of the Compensation Committee requires deeper insights and increasing pressure to provide guidance on a variety of human capital management issues.

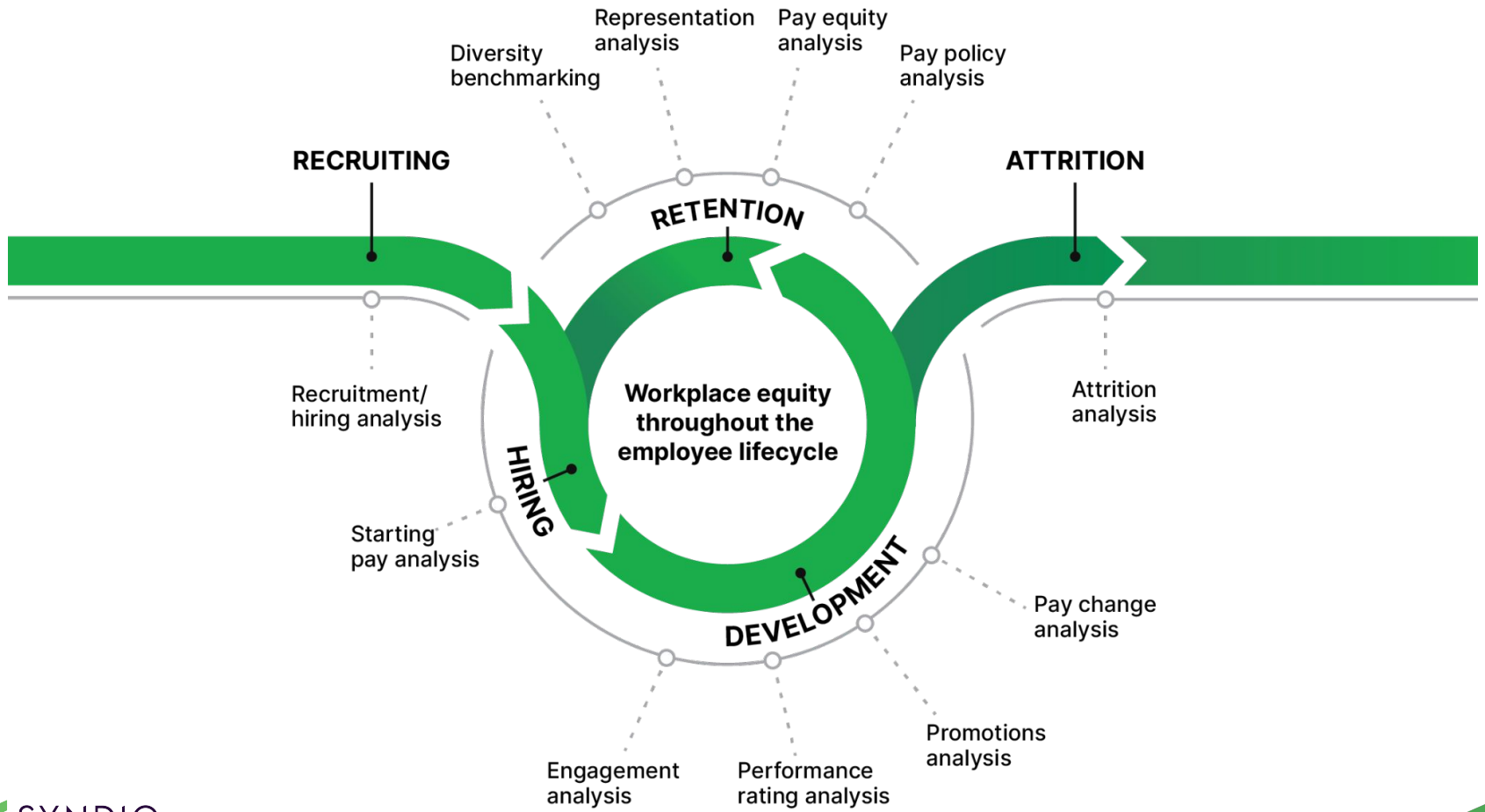
Semler Brossy's* review of 2022 fiscal year proxies revealed:

- 50% of the Fortune 100 and 40% of S&P 500 boards altered the title of their compensation committees to include HCM topics
- Many oversee broad-based pay and total rewards programs
- The largest companies are first movers

S&P 500 Compensation Committee Charter Responsibilities





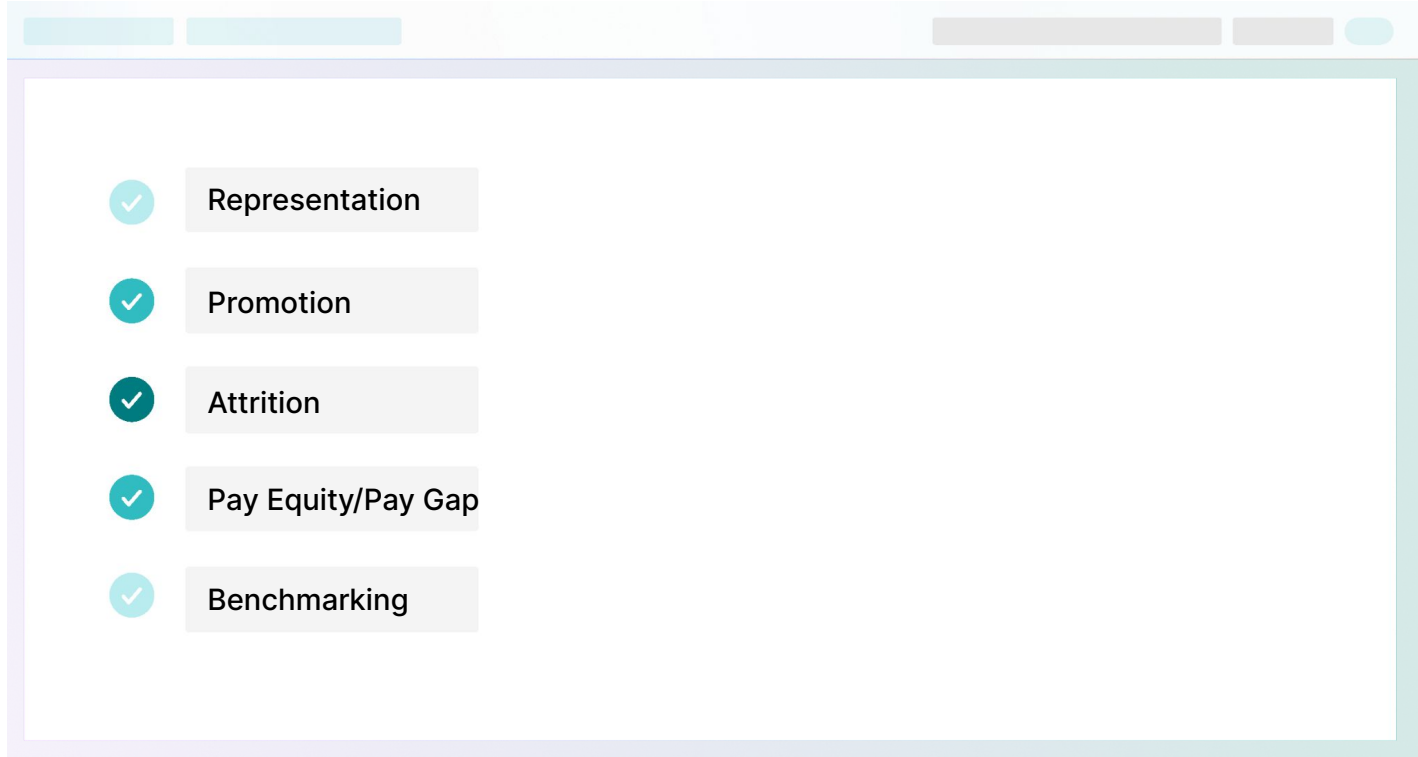


| Trend: Leaders are analyzing employment outcomes beyond pay.

Organizations that effectively build diverse teams regularly conduct more analyses for group-based impacts.



Boards & comp committees want a **framework**

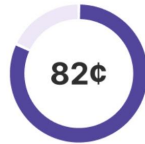


Sample workplace equity dashboard

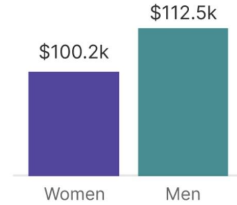
Focus on global engineering

- Identified gaps in representation, retention and promotion
- Conducting leadership training and education with Directors and above
- Skills development program rollout to Managers and below

Unadjusted Pay Gap: Engineering Team

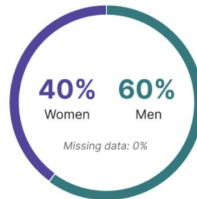


Women earn 82¢ for every \$1 earned by men

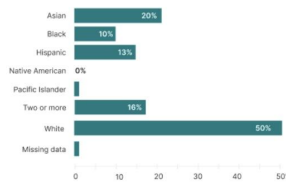


Representation Snapshot: Engineering Team

Gender breakdown



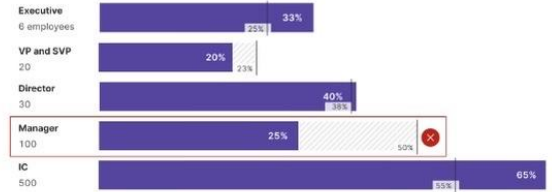
Race/Ethnicity Breakdown



Total Population: BIPOC (47%)
White (50%)
Missing Data (3%)

Benchmarking:

How are women represented compared to all others in Engineering?

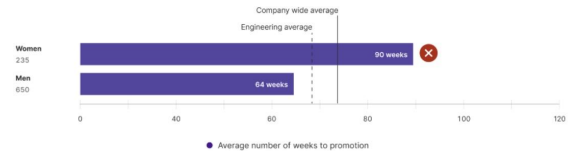


Women are more likely exiting Men are more likely exiting



Women are 12% more likely to exit (for any reason) than men in Engineering

Average Time to Promotion in Engineering



72 Wks
Company Average

64 Wks
For Men

90 Wks
For Women

HCM dashboard for boards (illustrative)

WATCHLIST					
<p><i>Narrative disclosure on how events of the year have impacted employees and DEI initiatives</i></p>	DEI			Mgmt. Ethnicity	Composition
	Group	Trend	Composition	Asian	xx%
	Female	Same YoY	xx%	African Am.	xx%
	Mgmt. Female	Up xx ppts YoY	xx%	Hispanic/Latino	xx%
	Minority	Same YoY	xx%	Other Minority	xx%
Mgmt. Minority	Up xx ppts YoY	xx%	White	xx%	

EMPLOYEE ENGAGEMENT

Employee Sentiment

Pulse Survey	Trend	Agree
I feel connected to the People Leader and my colleagues	Same YoY	xx%
I feel I belong and can be myself at Company	Down xx ppts YoY	xx%
We get work done effectively	Up xx ppts YoY	xx%

Sex + Race Harassment

Pulse Survey	Trend	Agree
Hotline Complaints	Down YoY	xx%
Disciplinary Actions	Down xx ppts YoY	xx%
...	Up xx ppts YoY	xx%

Mental Well Being

Pulse Survey	Trend	Agree
Anxiety/ Depression Claims	Down YoY	xx%
Mental Health Visits	No trend	xx%
EAP Sessions	Up xx ppts YoY	xx%

OPERATIONAL TRENDS and KPIs

People Growth

	Trend	
Promoted YTD	Down xx ppts YoY	xx%
Laterals YTD	Same YoY	xx%
Say they get opp to upskill	Up xx ppts YoY	xx%

Compared to Plan

Satisfactory

Plan Adjusted

Unsatisfactory

Business Unit Pipeline

	Trend	
Employees	Down xx ppts YoY	xx%
New Hire Rate	Same YoY	xx%
# of Open Reqs	Up xx ppts YoY	xx%
Time to Fill Reqs	Same YoY	xx%
Quit Rate	Same YoY	xx%

Attract & Depart

	Trend	
New Hire Rate	Down xx ppts YoY	xx%
Glassdoor	Up xx ppts YoY	xx%
Overall Quit Rate	Up xx ppts YoY	xx%
Early Career Quit Rate	Same YoY	xx%





Thank you