



**EPISODE 4: CREATING TRANSPARENCY**  
**FOR PAY POLICIES & HOW IT CREATES ACCOUNTABILITY**

OCTOBER 28th, 2020

# SPEAKERS



Katie Curnutte  
Partner, Kingston Marketing Group  
Former Head of Communications,  
Zillow Group



Maria Colacurcio  
CEO, Syndio

# Fair pay is important to employees and employer brand

**5.4x** more impactful on satisfaction than pay vs. market

**2x** increase in applications to Buffer after they made their pay fully transparent

*“Pay is the most important way you show you value someone.”*

Brandon Gordon,  
Director of Human Resources @ NerdWallet

# Communicating transparently about pay equity action has a positive impact on performance and attracts external talent

**1**

## Performance

**20% more employees are willing to go the extra mile**

**2**

## Employee Tenure

**Reduces number of employees actively searching for new opportunities by 24%**

**3**

## Attracting New Talent

**Twice as many employees will recommend their organization as a good place to work**

**4**

## Improve Pay Gap Perceptions

**Informed employees have a more optimistic outlook that better reflects reality**

# CASE STUDY



## STITCH FIX

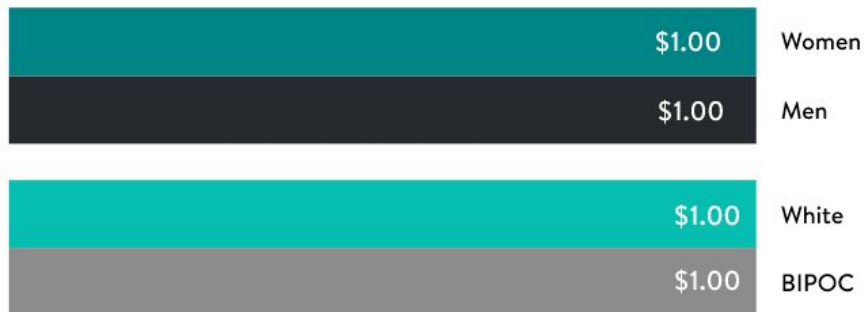
STITCH FIX Social Impact Sustainability Equity

### Pay Equity

Simply put, pay equity is equal pay for work of equal value. By paying employees fairly and consistently based on the role they perform, working conditions, and according to market data, companies can mitigate bias in compensation related to factors like gender, race, or ethnicity. We know these subjective factors can play a role in compensation, to the employee's disadvantage or to their advantage.

At Stitch Fix, we established a system of equal pay from the beginning. While the conversation around pay equity has been primarily rooted in gender biases, we examine our pay through the lens of race, in addition to gender. We retained an expert third party, [Syndio](#), to audit our U.S. pay data and ensure that we are applying appropriate and accepted methods and standards— and the results validated there is no statistically significant difference in pay across gender and/or race at Stitch Fix.

#### STITCH FIX PAY EQUITY



Women earn \$1.00 for every \$1.00 earned by comparable men. BIPOC employees earn \$1.00 for every \$1.00 earned by comparable white employees.

## ABOUT



**EMPLOYEES** 8000



**OFFICES** 11



**HQ OFFICE** San Francisco

## INTERNAL VALUES

- Radical compensation philosophy, rooted in equity and fairness
- Pay philosophy should be evident throughout your career
- A fair and unbiased compensation structure is a critical component to drive a more inclusive culture

# CASE STUDY

# NORDSTROM

## ABOUT



**EMPLOYEES** 74,000



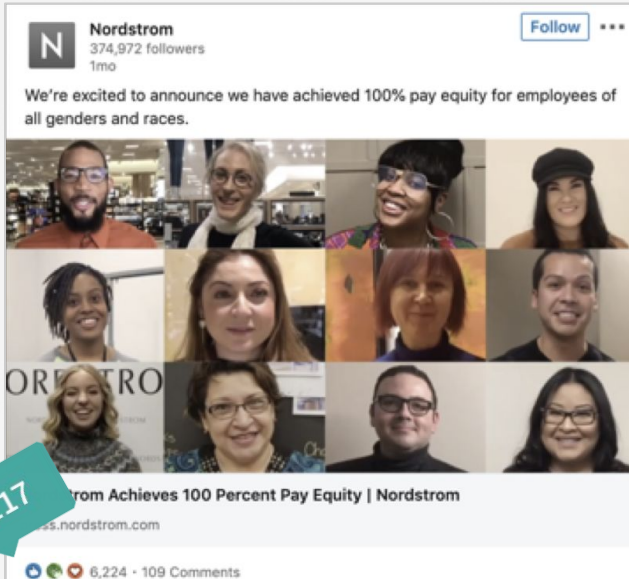
**STORES** 100



**HQ OFFICE** Seattle

## INTERNAL VALUES

- We believe in paying employees fairly for the work they do and gender representation at all levels
- We're committed to an inclusive environment where we can all be ourselves, contribute ideas and do our best work



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### Nordstrom Achieves 100 Percent Pay Equity

Today, we are pleased to announce we have achieved 100% pay equity for employees of all genders and races. Pay equity means that we provide equal pay for comparable work – which we believe is essential to creating an environment where every employee feels valued and respected. We evaluated pay equity by analyzing base pay to assess whether employees with similar roles, experience and performance earn equal pay for comparable work.

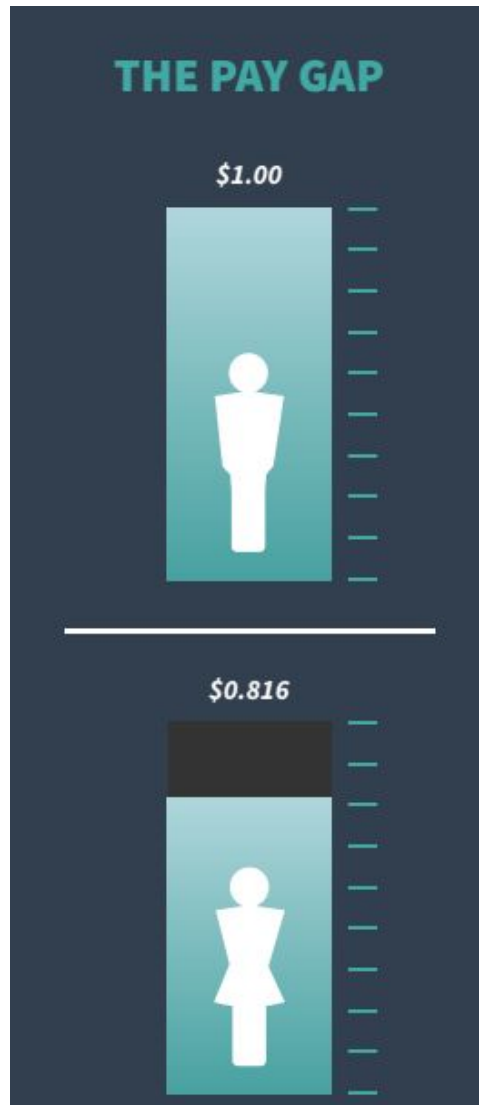
"At Nordstrom, we are constantly working to create an environment where employees can build long-term and rewarding careers. As a part of this, we believe in paying employees fairly for the work they do, and we are committed to delivering on equal pay for comparable work," said Christine Deputy, chief human resources officer at Nordstrom.

Nordstrom is also committed to pay parity. Pay parity is a way to measure and report on gender representation at all levels of the company. We're at nearly 100% pay parity for men and women, which reflects our strong female representation across the company. We will continue our efforts in this space to build our representation of women at all levels across the organization.

Nordstrom has always been focused on having strong gender representation, paying employees fairly for the work they do and making pay decisions that are free from bias. In the last few years, we have increased our focus in this space and we have made significant investments to understand how we're doing at a more granular level.

"Paying our people fairly, regardless of gender or race, enables us to deliver on our commitment to an inclusive environment where we can all be ourselves, contribute ideas and do our best work. This is an area that we will continue to invest in and be vigilant on because equality and diversity makes us all stronger," said Deputy.

# It's never been more critical for leaders to take decisive action to create fairer workplaces-- and talk about it effectively



THE WALL STREET JOURNAL.

COMPANIES ARE AT A CROSSROADS

“Some companies may think that worrying about employee burnout is a luxury they can’t afford right now. In fact, it’s mission-critical. If companies rise to the moment, they can head off the disaster of losing millions of women and setting gender diversity back years.”

— Sheryl Sandberg and Rachel Thomas

[Read LeanIn.Org's essay on WSJ.com >](#)

## **Today's Discussion Topics:**

- 1. The role of pay equity communication in building employer brand**
- 2. Determining where you want to be on the pay transparency spectrum**
- 3. Building trust with internal and external audiences**
- 4. Creating lasting impact with accountability**



## DISCUSSION

# The role of pay equity communication in building employer brand

1. How can leaders use pay equity actions to communicate their corporate values?
2. How can you effectively communicate pay equity as part of a broader goal of greater fairness in the workplace?
3. What type of actions can exemplify an employer's commitment to fairness beyond pay equity?

## DISCUSSION

# Determining where you want to be on the pay transparency spectrum

1. What should be considered when determining the level of transparency?
2. What is the link between a transparent pay philosophy and employer brand?
3. What are key considerations when making a public statement about the current pay equity status and goals?
4. What are the risks of not being transparent with your pay standards?

# Progressive companies must determine where they intend to take their journey along the transparency spectrum

NO  
TRANSPARENCY

MIDDLE

FULL  
TRANSPARENCY



Only working group is aware of pay equity analysis

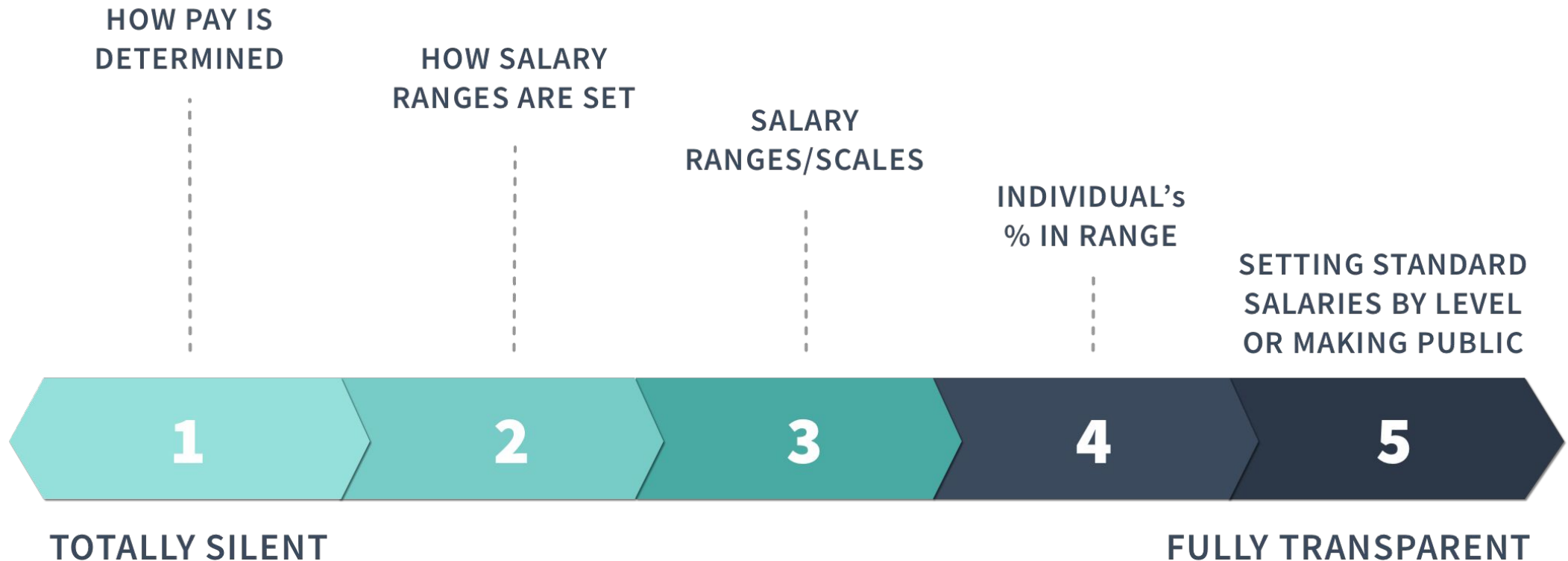
Results and process are shared with senior leadership

Results and process are shared with HR team and managers

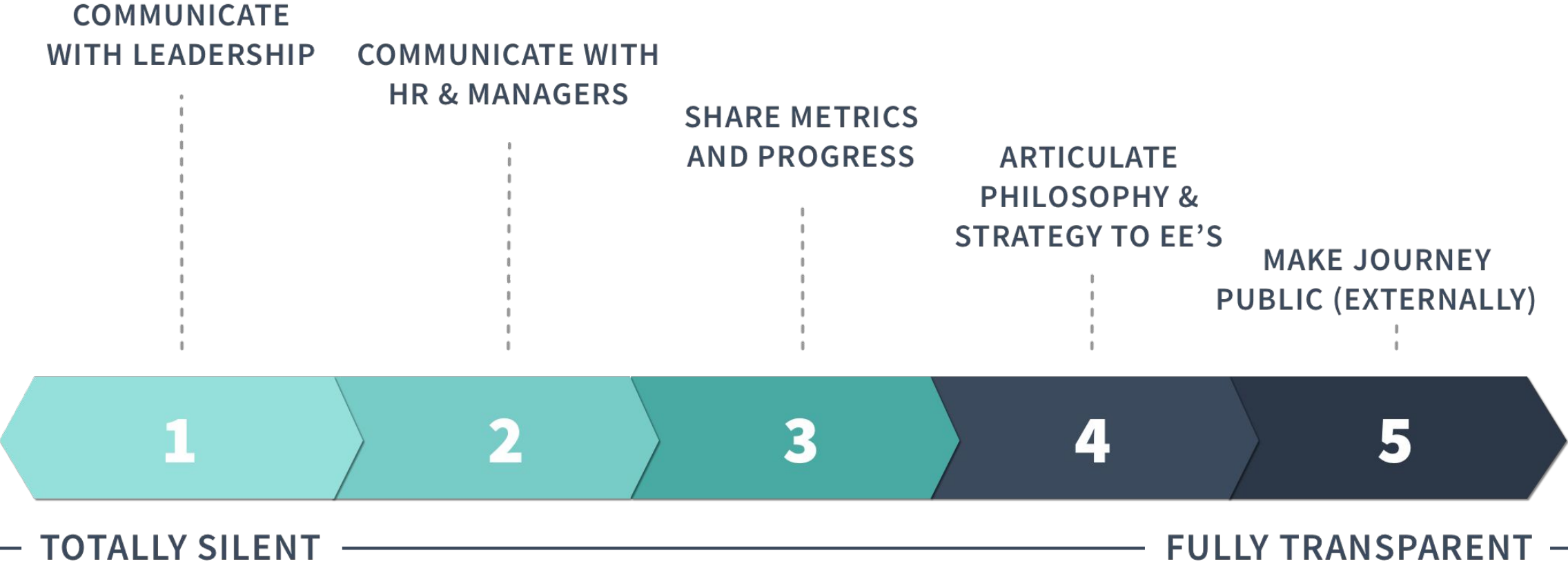
Results and process are shared with employees

Pay equity journey is shared publicly

# The goal should be to communicate the broader pay philosophy with full transparency



# Key messages should be defined for each audience and shared in channels where they can engage and ask questions



## DISCUSSION

# Building trust with internal and external audiences

1. What do employees want to know about how this problem is being solved?
2. What must be included in your announcement to ensure credibility and trust in the results?
3. When should a company publish an announcement to a broader external audience? Is it necessary to go to this level of transparency?

## DISCUSSION

# Creating lasting impact with accountability

1. How should the pay equity topic be integrated into the broader communications calendar on an ongoing basis?
2. What is the right cadence for including pay analysis results in communication updates?
3. What are good tactics to keep the company's commitment to fair pay top of mind outside of the scheduled pay equity analysis cycle?

# Three Key Takeaways



## **FAIR PAY BOOSTS EMPLOYER BRAND**

**CORPORATE VALUES ARE  
DEMONSTRATED BY THE WAY YOU PAY**

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Transparent fair pay policies increase job satisfaction and attract new talent.



## **FULL TRANSPARENCY SHOULD BE THE GOAL**

**INFORMED EMPLOYEES HAVE A  
MORE POSITIVE OUTLOOK ON PAY**

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Proactively tell the story or employees will fill the void with misinformation.



## **PAY COMMUNICATION MUST BE ONGOING**

**MAKE PLANS FOR REAL ACTION AND  
MESSAGE OFTEN**

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True progress requires sustained commitment and accountability to delivering solutions that move the needle.



# Don't miss episode 5 of our Fairness At Work series

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## **Episode 5: Best Practices for Laying a Foundation of Workplace Equity**

**November 17, 2020 | 9 am PT / 12 pm ET**

In this episode of Fairness at Work, Syndio CEO Maria Colacurcio, Rebekah Bastian, CEO of OwnTrail, and Susan Alban, Operating Partner at Renegade Partners, discuss the benefits of laying a foundation of workplace fairness early and how companies can bridge the gap between their values framework and operationalization.



**THANK YOU**

To learn more about Syndio, contact us at: [synd.io](https://synd.io)

[www.syndio.com](https://www.syndio.com)