2024 WORKPLACE EQUITY TRENDS REPORT

How HR, Total Rewards, and DE&I leaders effectively embed workplace equity throughout the employee lifecycle

SYNDIO

#WorkplaceEquity

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INTRODUCTION

More transparency leads to more strategic commitments to workplace equity

Workplace equity remains a priority for organizations. Pay transparency laws continue to expand across the globe and reflect an emerging trend: opportunity transparency. New requirements in Colorado and Illinois, as well as in the EU Equal Pay and Transparency Directive, are broadening the conversation about workplace equity, calling for more transparency around opportunities for promotion and career growth. The combination of legislative pressures and increased transparency from peer companies has raised the stakes, leading many companies to prioritize workplace equity as a vital component of their employer brand in a volatile market. As global HR analyst Josh Bersin said, "...pay inequities are not really about pay: it's a statement to your employees that '...you, as an underpaid person, are just out of luck'."[1] According to our survey, most practitioners, especially those at enterprise organizations, believe that their workplace equity program will continue to be a priority for the next 24 months.

66% of all practitioners believe their workplace equity programs will be a priority for at least the next 24 months.

86% of enterprise organizations do not feel their workplace equity programs are at risk of being deprioritized.

"

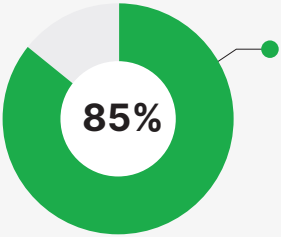
Pay transparency regulations will continue to keep workplace equity in the forefront as a priority for organizations if they want to attract and retain talent.

VP of Total Rewards at a global financial services enterprise

There is room for improvement in how organizations measure and communicate workplace equity success. Today's generation of employees expect companies to pay equitably and to be transparent with their results. Boards of Directors expect this as well, but a 2023 report found that boards lack the metrics to effectively evaluate progress.[2] This is echoed in this year's Workplace Equity Trends survey, as the vast majority of practitioners see room for improvement in how well their organizations measure the success of workplace equity initiatives. Common challenges for advancing workplace equity include a lack of standardized definitions and lack of rigor around data analysis, metrics, and targets — all of which results in an elusive understanding of measurable impact. Transparency is also crucial for creating accountability and building trust, but over a third of respondents feel their organization does not publicly share enough information related to their workplace equity outcomes.

Most organizations could do a better job on workplace equity metrics.

Only 15% strongly agree they have workplace equity measurement figured out.



85% see room for improvement in how well their organizations measure the success of workplace equity initiatives.

> The most impactful component of my workplace equity program is the **effective, clear, and consistent communication to all members of the workplace.**
>
> **Legal professional** at a U.S. enterprise

> With all the new international reporting requirements, looking for **core common data metrics that can be used for communication** by global organizations is going to be important.

VP of Total Rewards at a financial services enterprise

> **We need more public acknowledgement and communication that we are running pay equity analyses.** Otherwise, it's difficult for employees to trust and understand we are evaluating pay regularly.

Director of Human Resources at a global manufacturing enterprise

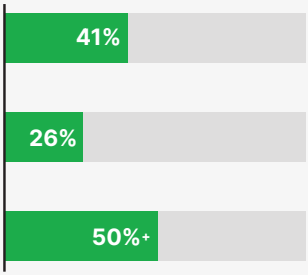
Leadership buy-in and knowledge about where to focus efforts are still lacking — but transparency is often a catalyst for change. A common sentiment found in our survey is that leadership relies too heavily on recruitment to increase diversity. This approach fails to address how internal pipeline issues such as inequitable performance reviews, promotions, and retention impact representation in management and leadership. HR teams need to better educate leadership on the interdependent forces that contribute to pay gaps and representation gaps. HR also needs to build a better narrative around the business case for workplace equity, as nearly half of respondents felt that their leadership was not bought in to workplace equity initiatives.

> If we could change one thing about our current workplace equity program, it would be **more buy-in from leadership to promote a diverse and equitable workforce** in both hiring and internal advancement.

VP of Total Rewards at a global manufacturing enterprise

> **The increase in transparency requirements is starting a shift in mindset** — education is needed for leaders of organizations.

Director of Human Resources at a global manufacturing enterprise



41% **of respondents agree** their leadership relies too heavily on recruitment to increase diversity.

26% **of participants agree** their leaders' commitment to workplace equity is performative.

50% **Just over half of practitioners believe** their leadership is truly bought in to workplace equity initiatives.

Embedding workplace equity throughout the employee lifecycle:

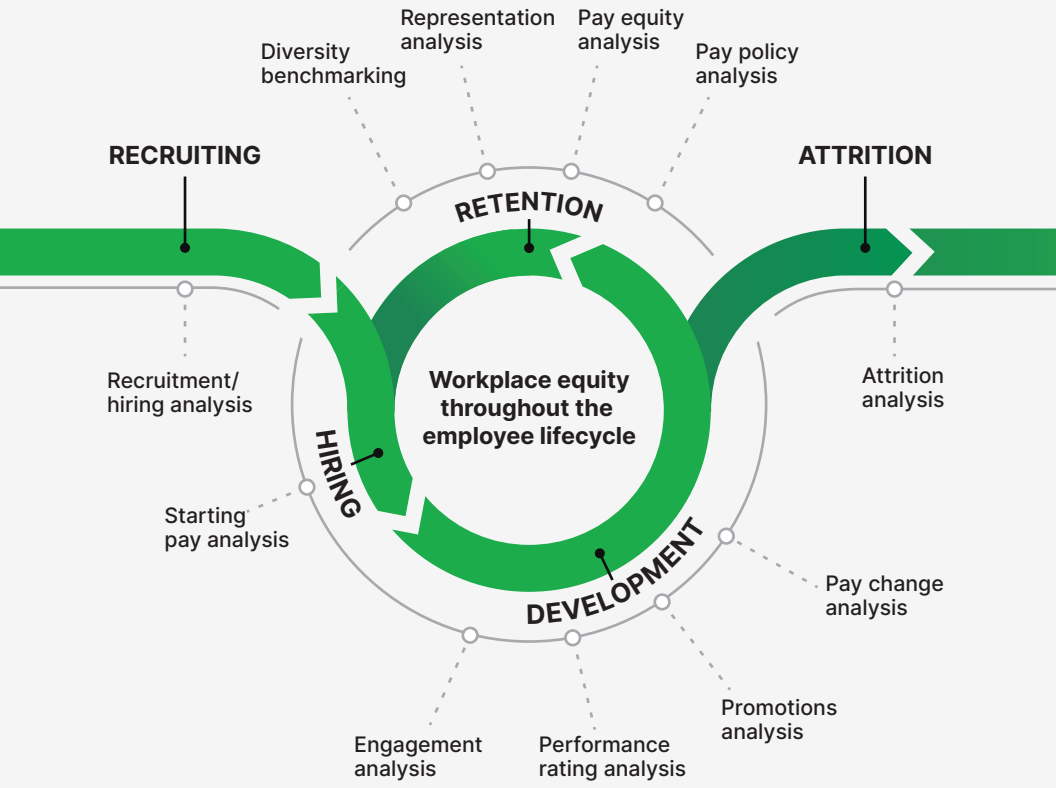
A cross-functional effort

Each moment in the employee lifecycle is an opportunity to ensure equitable treatment. Workplace equity means unlocking the highest potential of every employee by removing artificial barriers and treating them equitably and without bias. However, inequities are rarely confined to a single point in the employee experience as disparities introduced in one area can have consequences later. This means that workplace equity efforts require a holistic approach. As one survey respondent wrote, "The list of interdependencies is very long for workplace equity work. If you update one piece, it has upstream and downstream impacts."

> "The most forward-thinking aspect of our program is **considering equity from both a recruitment and retention standpoint** and looking at root causes.
>
> **DE&I professional** at a U.S. retail / food service enterprise

Improving leadership representation requires equitable internal pipelines. Developing a leadership team that reflects the demographics of your qualified applicant pool and of your target customer base requires nurturing diversity at the ground levels and building an equitable movement pipeline internally to feed those top positions. It's also crucial to recognize that even with equitable hiring practices, representation won't improve unless promotion and retention rates are also equitable. Inequitable outcomes in any of these processes contribute to an organization's pay gaps, as underrepresentation in highly paid positions is a significant contributor to median pay gaps.

> "Some organizations have focused on pay equity or performance equity — but these are deeply connected. I'd describe this as a domino effect. If organizations are using performance ratings to make pay decisions, the ratings will also connect to promotions, succession planning, and retention. And it may even be upstream from these issues: work assignment, who is getting strategic/high visibility work, etc. **You can't just look at one piece of it. You have to look at the full employee lifecycle at each stage and each component of what creates workplace equity.**
>
> **DE&I director** at a large financial software company



CROSS-FUNCTIONAL STAKEHOLDERS

- Human Resources
- Total Rewards
- Talent Management
- Talent Acquisition
- DE&I
- People Ops/ Analytics
- Legal
- PR / Comms

> **Consistent decision making in promotions and providing development opportunities** to all employees will better support pay equity approaches and decisions.
>
> **Total Rewards professional** at a global software company

Workplace equity requires a cross-functional team of stakeholders. Because workplace equity touches so many points in the employee lifecycle with interconnected consequences, it must become a cross-functional concern within organizations. Workplace equity stakeholders should include HR leadership, Total Rewards/ Compensation, Talent Acquisition, Talent Management, People Analytics, Legal, and PR/ Communications, and requires buy-in from the executive team and board. Successful workplace equity management also requires a line of sight across these functions via analytics and reporting in order to gain a big-picture view of progress and problem areas.

> There's the perception that workplace equity is a comp or talent acquisition issue. But the reality is that **each point in the employee lifecycle is deeply cross-functional.**
>
> **DE&I professional** at a U.S. retail / food service enterprise

About the survey

Syndio conducted its annual Workplace Equity Trends Survey to gauge trends, priorities, and sentiment around workplace equity initiatives. Syndio surveyed over 375 professionals and leaders primarily in HR and Total Rewards (with some respondents in DE&I, People Analytics, and company leadership). Respondents worked for companies primarily in North America, Europe, and/or Asia across a wide variety of industries.

The survey began with general questions for the respondent about their organization's workplace equity program, followed by detailed questions about performance ratings, pay equity, and opportunity equity. It concluded with a series of questions to gauge sentiment around workplace equity. Some participant quotes have been lightly edited for clarity.

This year's findings spotlight how effective organizations embed workplace equity throughout the employee lifecycle to develop diverse teams and talent and foster equitable outcomes.

See the Survey Respondent Demographics section on page 38 for further details.

Key definitions for this report

Enterprise: Companies with 15,000 or more employees

Effective organization: We asked respondents if they agreed that their organization effectively builds diverse teams at each job level. We consider organizations with respondents who agreed with this statement to have effective workplace equity programs, while organizations where respondents disagreed were considered ineffective (responses that were "Neither Agree nor Disagree" were not included in either count).

> Strongly Agree - **16%**
> Somewhat Agree - **42%**
> Neither Agree nor Disagree - **22%**
> Somewhat Disagree - **14%**
> Strongly Disagree - **7%**

Mature program: We asked respondents which of the following options best describes the maturity of their workplace equity analyses. We consider companies that answered "Maintaining" to have a mature workplace equity program.

> **Starting out - 19%:** Just starting (or restarting) workplace equity analyses, but do not have an established cadence
>
> **Building up - 27%:** Run limited, occasional, or ad hoc analyses, but have not established a regular cadence, or would like to conduct more
>
> **Integrating - 39%:** Run analyses on a regular cadence and working to close the loop and incorporate results into workplace equity activities and employment processes
>
> **Maintaining - 16%:** Conduct regular analyses and have a mature system for incorporating results into workplace equity activities

Key takeaways for 2024

1 Prevent inequitable outcomes by proactively disrupting the root causes of disparities.

Effective organizations are more strategic and proactive in their thinking, continually monitor data, and intervene to address root causes before they impact outcomes. For example, proactive organizations might identify leading indicators of workplace equity issues in succession plans and performance/potential ratings, rather than waiting for issues to appear in the form of inequitable promotion or attrition rates. They might use analytics to ensure that starting pay and pay changes during merit cycles maintain equity, rather than retroactively addressing inequitable pay after discovering large group-based differences. A preventive approach here can ultimately reduce pay equity remediation costs over time by cutting disparities off before they start or have a chance to grow.

Organizations that effectively build diverse teams at each level are **69% more likely to regularly analyze performance ratings**...

2x+ ...and more than twice as likely to analyze potential ratings.

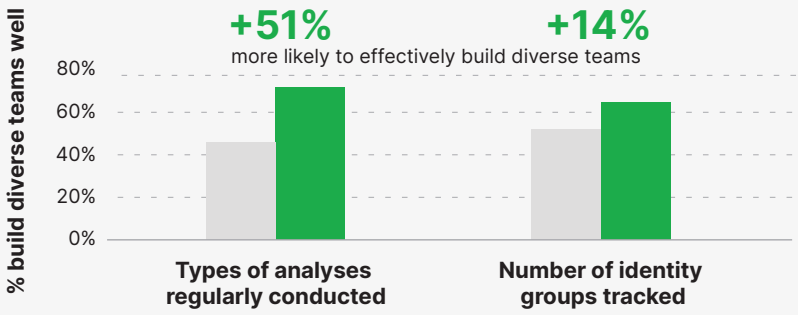
- **38%** **of ineffective organizations**
- **64%** **of effective organizations**

> **Improving proactive monitoring and enforcement** can lead to more significant workplace equity, as it helps ensure that the principles of the equity program are consistently applied and upheld, and that any violations are swiftly and appropriately addressed.

HR leader at a large global manufacturing company

2 Frequent workplace equity analyses result in more equitable organizations and more diverse teams.

Our takeaway from last year's Trends Report — that conducting more frequent analyses around more employment outcomes for more identity groups helps organizations become more equitable — still holds. Employee populations are dynamic, so for many key workplace equity outcomes, annual snapshots or audits are not frequent enough for organizations to effectively track their progress. As one respondent wrote, "workplace equity is always a moving target", so it requires active maintenance through ongoing monitoring and frequent analyses. Companies that frequently conduct more types of analyses than average are 54% more likely to effectively build diverse teams at every level. Those who track more than the average number of identity groups are 14% more likely.



> In a global organization with dynamic workforce demographics such as ours, **workplace equity is always a moving target and hence it is important to review outcomes frequently**. Leadership involvement and commitment to workplace equity is also critical.
>
> **HR Director** at a global life sciences and animal health company

3 Workplace equity is no longer a once-a-year project — employers are embedding it throughout the employee lifecycle.

Inequities seldom exist in isolation in the employee experience — rather, their impacts are deeply interconnected. This reinforces the need for workplace equity programs to be holistic and cross-functional, identifying and tracking connections between multiple employment outcomes. To build truly fair workplaces, companies need to look beyond pay equity and begin analyzing key decision moments in the employee lifecycle: hiring outcomes, performance assessments, engagement, and attrition.

> "The most forward-thinking aspect of our workplace equity program is **embedding workplace equity into the annual talent cycle**.
>
> **DE&I manager** at a large retail / food service company in the U.S.

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

“

The most impactful component of our workplace equity program is **constant monitoring at certain points of the employee lifecycle**, such as recruiting, performance evaluations, promotion rates, and training and education for management.

HR professional at a medical device manufacturing company in the U.S.

“

Organizations do not have as many metrics for **what happens after employees from underrepresented groups come in the door**. What happens once those people start? How can we develop and grow them? If we hire senior female talent, what are we doing to make sure they actually stay?

Total Rewards leader at a mid-sized global technology company

TRENDS

01 Performance reviews need a review.

To improve equity in performance evaluations, organizations must explicitly define performance metrics, diffuse the reliance on manager discretion, and formalize rating processes.

Performance management can be the front line for bias entering the employee lifecycle. It relies heavily on manager discretion and frequently requires subjective evaluation of performance. Performance management is also a crucial area for intervention when it comes to closing pay gaps as it influences opportunities for career development and who gets promoted into higher-paid positions.

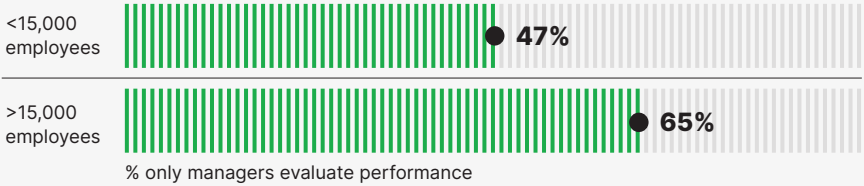
An over reliance on manager discretion is a recipe for disparities.

Conducting rigorous performance evaluations takes time, especially as you include more evaluators. But in over half of organizations — and in nearly ⅔ of organizations with over 15,000 employees — performance evaluations are completed only by the employee's manager.

Even if managers aren't the only ones to do formal performance evaluations, they still have significant influence over key people outcomes. Most organizations surveyed indicated managers can initiate or influence pay increases, promotions, or formal performance improvement plans. Other common forms of manager discretion that were identified include bonus payouts, assignment to stretch or high-visibility projects, and nomination for development programs. Clearly, bias in managers' assessments can have a significant impact on both pay and opportunity equity.

The most common response for mitigating potential bias in managerial discretion is anti-bias training, though research indicates that training isn't highly effective as a standalone effort. As one review puts it, "the key to improving the effects of [diversity] training is to make it part of a wider program of change."3 Organizations should deploy anti-bias training as part of a holistic diversity program, not depend on it alone. Our survey does show that organizations effective at building diverse teams are 2.8x as likely to require anti-bias training.

Performance evaluations are often completed *only* by the employee's manager.



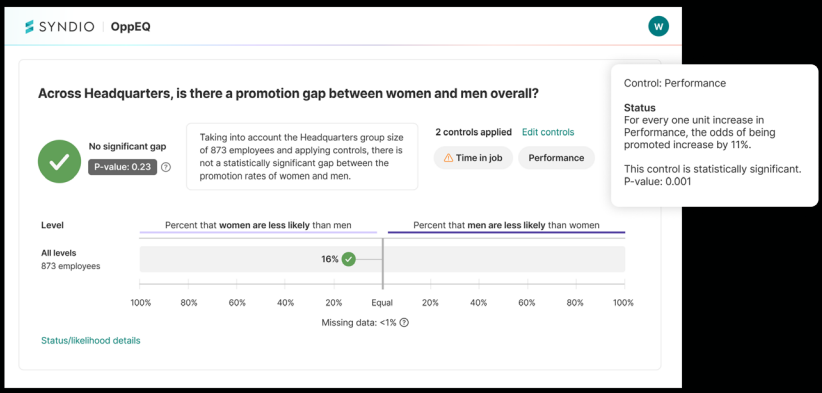
Conducting performance reviews annually is still most common, though many organizations evaluate more frequently.

- **60% of all organizations**
  Most organizations conduct annual performance reviews.
- **47% of technology organizations**
  Technology organizations are most likely to conduct reviews more frequently than annually.
- **73% of large organizations**
  Large organizations are most likely to stick to annual reviews.

Using data to better connect performance and rewards: A missed opportunity

Whenever possible, companies should adopt more rigorous measurements of performance. Organizations that say they "pay for performance" should run a diagnosis to analyze the actual influence of performance ratings on base pay.

Organizations should also monitor pay and recognition decisions to understand the impact of performance ratings (e.g., the distribution of ratings, merit increase outcomes, etc.) on compensation and career advancement.



This image from OppEQ shows an example of performance being used as a control in a promotions analysis, with insights into how performance affects the likelihood of being promoted.

Potential ratings and succession plans: Upstream opportunities to introduce or interrupt bias.

Similar to performance reviews, potential ratings and succession plans are upstream from other key employment outcomes like promotions, making them crucial inflection points to either introduce or interrupt bias. These are both areas where more effective organizations have clear processes.

Performance rating processes are more likely to be quantitative/categorical and formalized than potential ratings. Based on our survey, organizations are 46% more likely to effectively develop existing talent from historically underrepresented communities for promotion into leadership roles if they have formal potential rating processes.

Succession planning is the intentional identification and preparation of individuals to fill important roles as incumbents exit the organization. Among the organizations surveyed, those that engage in succession planning are 51% more likely to effectively develop talent from historically underrepresented communities. That said, succession planning is still mostly relegated to senior leadership and other critical positions.

How potential ratings perpetuate pay gaps

Recent research has found that women, on average, receive higher *performance* ratings than men but are awarded lower *potential* ratings. As a result, women are 13% less likely to get promoted than their male counterparts.[4]

This disparity in promotion rates contributes to women getting stuck in lower-level positions within organizations — resulting in lower average pay and perpetuating gender pay gaps. To help mitigate bias in potential ratings, companies should take steps to formalize their processes.

Dive deeper →

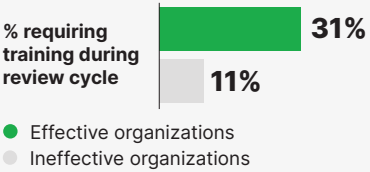
Anti-bias training is common, and frequently required during the review cycle.

19%
of organizations require training **during the review cycle**

33%
of organizations require training **elsewhere**

24%
of organizations provide **optional materials during the review cycle**

Effective organizations are much more likely to require anti-bias training during the review cycle, especially when compared to organizations who are ineffective at building diverse teams.



10% provide optional materials unattached to the review cycle.

5 tips to mitigate bias in performance management

- [ ] Involve more people in the evaluation process, rather than managers only.
- [ ] Establish a formal, quantitative or categorical process for evaluating potential.
- [ ] Incorporate manager anti-bias training during the review process.
- [ ] Engage in succession planning so that when you need to fill a critical position, you have a deliberate plan and are not reacting to a “sudden” urgent need.
- [ ] Analyze the distribution of performance ratings by identity groups such as gender and race.

Formal ratings are common for performance, but not for potential.

- **83%** of organizations bucket or assign numerical ratings to performance.
- **13%** of organizations conduct only qualitative assessments of performance.
- **4%** of organizations do not evaluate performance.
- **1%** of organizations monitor performance continuously.

Potential is much more likely to be assessed qualitatively [18%] or not at all [26%].

46% more likely

Organizations that **evaluate potential** are 46% more likely to effectively develop talent from historically underrepresented communities.

2X as likely

Organizations that are ineffective at developing talent from historically underrepresented communities are twice as likely **not to have any formal process for evaluating employees' potential** than organizations that develop talent well.

69% more likely

Organizations that effectively build diverse teams at each level are 69% more likely to **regularly analyze performance ratings** and more than twice as likely to analyze potential ratings.

Beyond performance reviews, managers have a significant amount of power over their subordinates. Most organizations indicate that managers can initiate or influence:

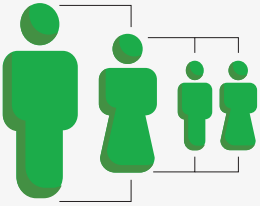
Pay increases

Promotions

Formal performance improvement plans

Many organizations identified other forms of manager discretion, like

- **65%** Bonus payouts
- **61%** Assignment to stretch or high-visibility projects
- **52%** Nomination for development programs



- **Organizations that succession plan are 51% more likely to effectively develop talent from historically underrepresented communities.**
- That said, succession planning is still mostly relegated to senior leadership and other critical positions.

> If organizations are using performance ratings to make pay decisions, the **ratings will also impact promotions, succession planning, and retention**.

DEI Director at a financial software enterprise

02 Pay equity leaders analyze much more than base pay and plan ahead for remediation.

Mature pay equity programs conduct analyses of more compensation types and plan ahead for remediation, putting them in a better position as requirements expand globally.

Equal pay and transparency regulations are expanding globally — the EU Equal Pay and Transparency Directive is the new global high-water mark for pay transparency as it requires both pay scale transparency and public reporting on mean and median pay gaps.[5] In the U.S., there's been a groundswell of state and municipal laws that require pay transparency.[6] On top of that, the U.S. Department of Labor's OFCCP recently revised their audit scheduling letter. Federal contractors will now have to prove that they conducted two years of pay equity analyses at the start of an audit, must provide extensive amounts of pay data and compensation policies, and must be able to tell OFCCP the factors that drive pay.[7]

In the face of these regulatory pressures, pay equity analyses are increasingly becoming standard. Half of organizations surveyed now conduct pay equity analyses annually, while 36% of organizations are more frequent in their analysis.

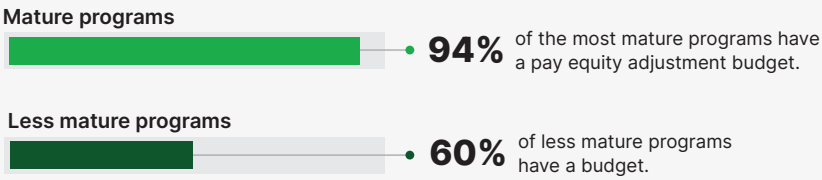
Budgeting for pay equity adjustments avoids "sticker shock".

Companies running pay equity analyses should ideally plan for remediation upfront as an expected cost to avoid "sticker shock" every year. Mature programs are more proactive planners and nearly all of them have a budget for pay equity adjustments (either dedicated or multi-purpose). In contrast, 40% of less mature organizations do not budget for adjustments.

Looking beyond base pay can find hidden pay gaps.

Mature organizations are also starting to expand the scope of their pay equity analyses to look beyond base pay and are 35% more likely to analyze long-term incentives (LTI). LTI are a form of compensation tied to an extended time horizon, such as equity, RSUs, and stock options. They also tend to be more common among higher earners, which skew white and male — so inequitable LTI can contribute to pay gaps. Analyzing LTI is complex and relatively few organizations do so, but many organizations should because it can surface overlooked inequities in rewards that contribute to pay gaps.

Mature programs are 57% more likely to have a budget for pay equity adjustments.



> If I could change one thing about our current program, it would be **more frequent pay equity reviews**, so that we can have a higher level of confidence that our programs are working and we have less remediation each time.

Director of Total Rewards at a large global tech company

Analyzing long-term incentives (LTIs) in a pay equity program

Mature organizations are **35% more likely** to analyze LTI.

Here are some key things to keep in mind when analyzing LTI:

- Point-in-time dollar value of LTI might not be the right variable to analyze, since those dollar values are highly contingent on when the LTI was awarded. In a sense, this is like the "unadjusted pay gap" — it can reflect a host of differences, such as when people joined the organization and at what level, or whether certain groups were more or less likely to remain at the company for an extended period of time.
- Review your stated or intended policies around LTI. What is the vesting schedule? How are grant amounts determined, and at what points? Typical points include at time of hire, during annual review cycles, or ad hoc retention or spot awards. What is the intended relationship between performance, potential, and LTI?
- Consider where discretion enters the process, and analyze those components specifically and individually. Are stock grants enhanced for high-potential employees? If so, it may be a good idea to analyze the rates at which those grants are enhanced by communities of interest.

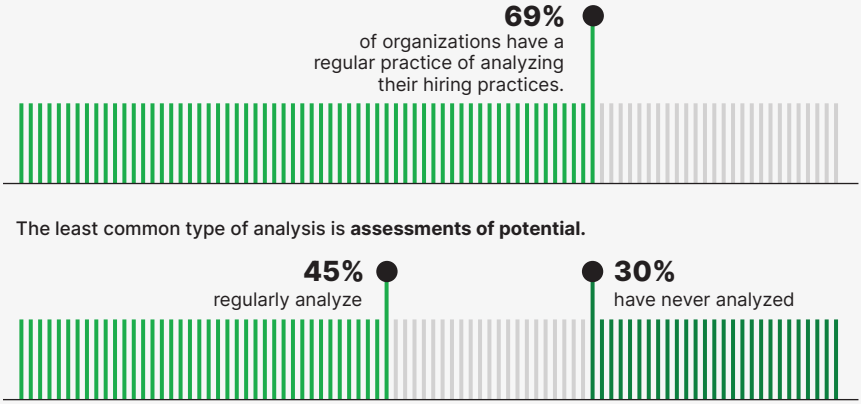
03 Companies should look at employment outcomes beyond pay.

Effective organizations are more likely to analyze more components of the employee lifecycle from the lens of workplace equity.

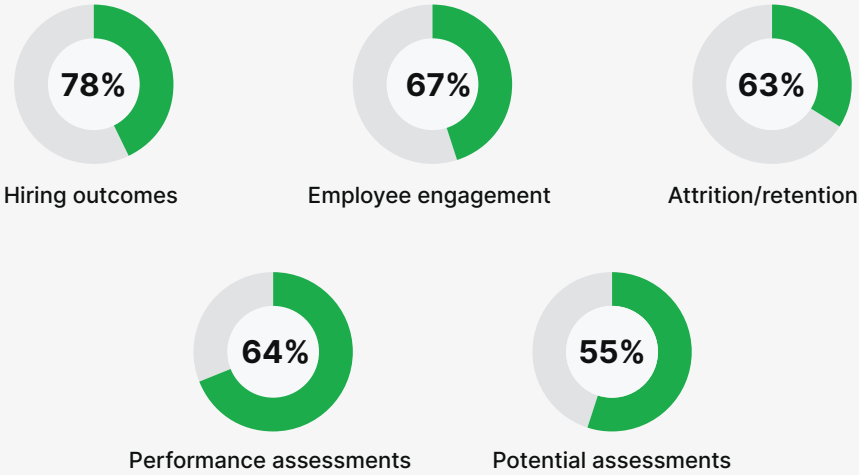
Companies that want to make progress on closing their pay gaps need to expand their scope beyond pay. This is because unfair wages alone fail to fully account for the pay gap, which also results from inequitable access to career advancement and inequitable representation in leadership roles. Every moment in the employee lifecycle can adversely impact equity and is interconnected. If performance reviews are marred by bias, then resulting promotions may be inequitable, which can lead to disproportionate leadership representation down the road. And if the workplace culture doesn't foster inclusivity and belonging, retention rates may be inequitable, which can also set back representation of specific employee groups.

Measure every key moment in your employee lifecycle for equity.

To take a more preventive stance on inequity, you need to assess equity at each step of the employee lifecycle and create an action plan for interventions. Most commonly, companies analyze their hiring practices, but effective organizations are more likely to analyze equity across the entire employee lifecycle, including: attrition / retention, employee engagement, hiring outcomes, performance assessments, and potential ratings.



Workplace equity analyses are more prevalent throughout the employee lifecycle at effective organizations.



% of effective organizations regularly analyzing for group-based differences

> **There is a greater need to develop talent we have** in lieu of high rates of hiring we have seen in the past. This means there will be a greater need to track and analyze career outcomes for employees, understand who in our workforce is being developed for opportunities at the next level, and identify where we can look within our workforce to prepare people to have the capacity and skillset to meet future anticipated needs of the business.

Total Rewards professional at a global software company

04 Mature organizations don't just track and benchmark demographic data — they share it.

Expand demographic data tracking to include more categories, use benchmarking to set targets, and share data more frequently and more deeply in the organization.

Collecting demographic data by race and gender is table stakes. The next step in maturing workplace equity programs is expanding data collection to a broader range of employee demographics — disability and veteran status are the next most commonly tracked categories. Employers are increasingly offering employees the opportunity to identify outside the gender binary.

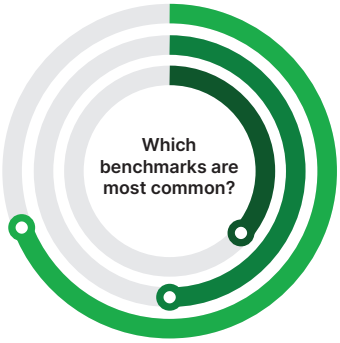
67%
track veteran status

63%
track disability

42%
track nonbinary gender

Benchmarks are key to setting achievable targets.

The ability to set realistic, data-driven targets for representation requires comparison points. To understand what their demographic breakdown should look like, most organizations benchmark against their internal talent availability, while half of companies benchmark against U.S. census or EEO-1 data, and over a third benchmark against peer company data. The majority of companies use more than one benchmark to provide context to their demographic data.

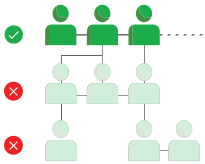


- **69%** benchmark against their own organization
- **50%** benchmark against U.S. Census or EEO-1 data
- **36%** benchmark against peer company data from their websites

Transparency builds trust.

Tracking data and benchmarking are only starting points. A hallmark of mature programs is greater transparency around diversity data. Mature programs share demographic data more deeply throughout the organization: less mature organizations are 2.7x more likely to restrict diversity reports to the C-suite only, while mature organizations are more likely to share data down to the VP or Director level. Additionally, effective organizations are 14% more likely than ineffective organizations to share demographic information with leaders more frequently than annually. Leading organizations understand that transparency around diversity goals and progress on those goals is crucial to creating accountability among leadership and building trust with employees.

Less mature organizations are more likely to restrict demographic data.



2.7x
as likely to restrict diversity reports to the C-suite only.

45%
more likely to keep demographic data from all business leaders, including the C-suite.

How frequently do leaders share demographic data?

While the frequency with which organizations share updated demographic information with leaders varies, a majority of organizations (58%) share this information more frequently than once a year:

- 14% share data on-demand
- 10% share monthly
- 21% share quarterly
- 13% semi-annually

About a third of organizations (32%) share this data annually, and only one in ten share this information less frequently than once a year.

LOOKING AHEAD

Prioritizing workplace equity as a strategic advantage

Companies are facing a reckoning in terms of workplace equity disclosures and accountability. Now is the time for companies to get ahead of their pay gap narrative by analyzing where they currently stand and forging ahead to build a story of progress before they have to publicly report numbers. And it's not only about compliance. Companies that invest in workplace equity reap benefits — from building trust with employees, attracting top talent, improving resilience, strengthening ESG reports, and appeasing shareholders demanding equal pay proxy votes.

To keep up with leading companies and move to a mature workplace equity model, organizations should begin:

- **Measuring performance evaluations for equitable outcomes**, formalizing rating procedures, taking steps to reduce reliance on a single manager's discretion in reviews, and engaging in succession planning.
- **Shifting to an ongoing, proactive approach to pay equity**, with frequent analyses of more compensation types and built-in remediation budgets.
- **Establishing a cadence for opportunity equity analyses throughout the employee lifecycle**, such as looking at promotion rates, retention rates, hiring outcomes, and performance assessments.
- **Moving towards greater transparency** around pay equity and diversity data, sharing more frequently and more deeply throughout the organization.

Embedding equity in day-to-day decisions has real-world results

Elevance Health wanted to ensure that new hire pay decisions wouldn't create new pay disparities and set back their pay equity progress.

Leveraging Syndio's pay equity platform, Elevance Health empowered 200+ recruiters to embed pay equity insights into their recruiting process and pay decisions. Their comprehensive change in approach has impacted by the business through:

- 25% reduction in pay equity remediation costs
- 6% increase in offer acceptance rate
- 6% decrease in time to fill roles
- Increased trust and improved employer brand

Read the full story →

“Data is the key.”

A survey respondent said it best: “Data is the key to all improvements and program success.” Because workplace equity is multi-dimensional and interconnected, data analytics are essential to providing a holistic view of workplace equity across your company.

Ongoing access to data insights supports equitable decision-making for every compensation change and guides workforce changes — such as promotions and workforce adjustments — to ensure they’re fair before you roll them out. Data analytics can identify root causes of inequities at the policy level, enabling organizations to prevent them from recurring. A robust analytical program allows organizations to set, track, and realize their goals while reducing remediation costs and the risks associated with inequitable outcomes. Utilizing data is also crucial for holding leaders accountable and showcasing workplace equity progress to stakeholders from investors to employees.

Workplace equity is an ongoing journey that requires analytical rigor and cross-functional alignment. The right partner can help advance your program’s maturity by providing the tools and expertise to support a data-driven strategy. By systematically measuring and developing an equitable workplace, you can not only drive sustainable business outcomes, but more importantly, prove you treat every employee with the fairness they deserve.

“

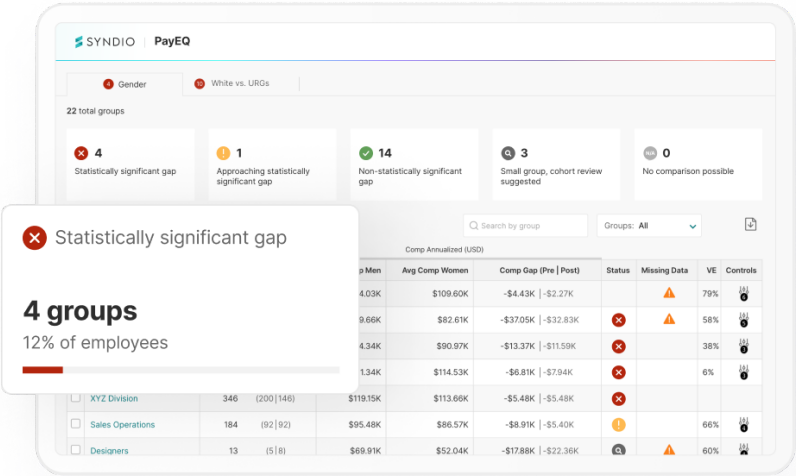
If I could change one thing today about our current workplace equity program, it would be **greater visibility into our results and root cause analysis to drive more integrated and holistic accountability and solutions**.

Total Rewards Manager at a global financial services enterprise

SYNDIO

The Syndio difference

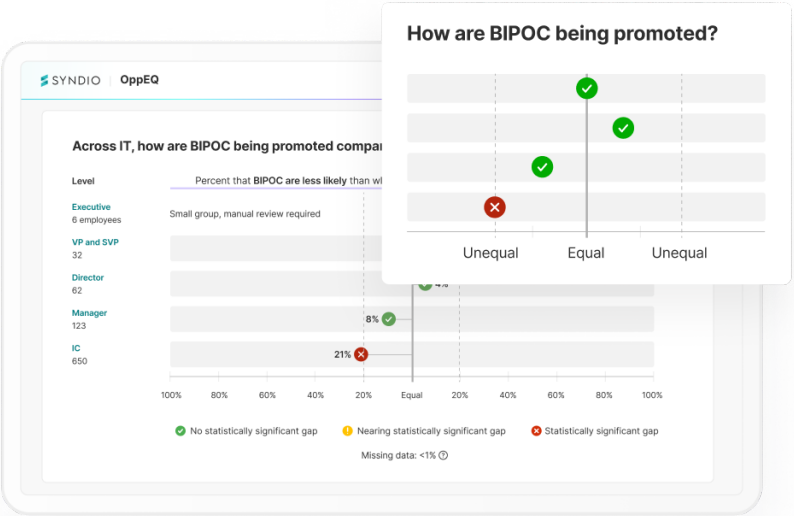
Our Workplace Equity Analytics Platform + expertise help the world's top companies close pay gaps, comply with regulations, and build trust.



Don't just fix pay disparities — prevent them.

PayEQ® flags groups with statistically significant disparities and guides remediation with tailored budgeting. It also helps prevent disparities by uncovering root causes in your pay policies.

Syndio customers see a 17% decrease in annual pay equity remediation cost with repeated use.



To close pay gaps, you must build equitable pipelines from the lowest levels to the top-paid roles.

OppEQ® identifies promotion gaps and helps you set realistic representation targets based on talent availability and labor pool data — then forecasts when you'll meet them.

Learn how Syndio can help your organization build a truly equitable workplace that hires, promotes, and compensates employees without bias.

SCHEDULE A DEMO

APPENDIX

Respondent demographics and firmographics

Survey responses fielded:
June-July 2023

Total Responses:
377

Organization Size	Percent	Count
<1,000 employees	23%	71
1,000 – 15,000 employees	50%	153
>15,000 employees	28%	85

Industry	Percent	Count
Banking / Financial Services / Insurance	16%	50
Construction / Real Estate	2%	7
Education	5%	15
Energy / Natural Resources / Agriculture	3%	9
Government / Utilities	3%	8
Healthcare	10%	31
Manufacturing	11%	33
Media / Publishing / Entertainment	2%	6
Nonprofit	4%	11
Retail / Food Service	8%	24
Technology	20%	61
Transportation & Warehousing	3%	8

Functions	Percent	Count
Analytics	3%	12
Chief Executive / President	3%	11
Diversity, Equity and Inclusion (DE&I)	4%	16
Human Resources	50%	187
Legal	2%	8
Other	5%	17
Total Rewards	33%	126

Job Levels	Percent	Count
Executive (C-Suite)	9%	34
VP/SVP	15%	56
Director/Senior Director	23%	86
Manager/Senior Manager	26%	99
Individual Contributor	25%	95
Other	2%	6

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