



How to Win in the Transparency Era

Transparency is upending how you deliver and talk about rewards.

How you pay and advance employees is now on full display. And that means you're exposed: "one scorecard listing, one new piece of legislation, or one TikTok away from losing control of your brand narrative", as one Total Rewards leader recently described it.

As an HR leader, you have a choice. You can wait until you're forced to be transparent. Or, you can embrace transparency and build it into your strategy to get a competitive edge.

That's what some of the most successful companies in the world are doing and they're reaping the rewards. They've found the sweet spot of balancing compliance, culture, and efficiency — all the components they need in order to win in this transparency era.

We want to help you win. This guide will show you how.

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Transparency isn't a set of risks — it's a set of opportunities.

“[Building an equitable workplace] is an opportunity to build our brand, engage candidates and employees, get ahead of legislation, and own our own narrative.”

Zach Vinton, VP of Enterprise Compensation, Walmart

1 The pay transparency era: growing demands

Remember when pay equity risk mitigation was workshopped with lawyers in the back room — and Compensation teams were kept at arms' length? Or when pay and pay ranges were hidden from view — and negotiation reigned supreme? Those days are gone.

The transparency era has upended your rewards strategy. **Now you're being asked to explain how your company pays and advances employees, and prove that it's fair and consistent.** And you need to answer to multiple stakeholders who are all trying to hold you accountable.

Growing demands in the transparency era:

- ▲ **Explain** how your company pays and advances employees
- ▲ **Prove** that it's fair and consistent
- ▲ **Answer** to multiple stakeholders

Every day, HR leaders face a surround sound of pressures

Legislators are ramping up global requirements. Salary ranges are public. Pay reports across dozens of jurisdictions are required. The highest bar yet for transparency with the EU Pay Transparency Directive is approaching.



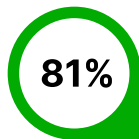
Employees are taking their complaints public.

"Employees expect you to drive culture, do the right thing, and live your values. You as a company need to be on the forefront and not fall behind."

Lynn Moffat, VP of HR, BMC

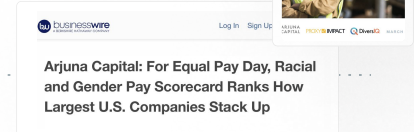


Customers want to know where companies stand on ESG and DE&I. Customers are asking for proof in RFPs.

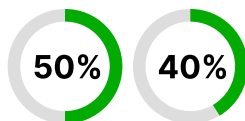


ESG metrics are now used in **81%** of executive incentive plans globally.¹

Activist investors and shareholders are pushing for disclosures including pay equity insights, representation, and the unadjusted pay gap.



Boards are demanding data on workplace equity commitments and progress.



50% of Fortune 100 and 40% of S&P 500 boards altered the title of their compensation committees to include human capital management topics.²

Different companies, different pressures

Every company feels varying degrees of these pressures based on their industry, location, size, employee culture, and customer base.

The good news is: no matter your priorities, making progress in one area sets you up to better address pressure from other stakeholder groups.

1. WTW 2. Semler Brossy

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You can't be touting diversity and equity in your U.S. sustainability report, then report a huge gender pay gap in the UK. **In a transparent world you'll get ripped apart.**

Legal Counsel

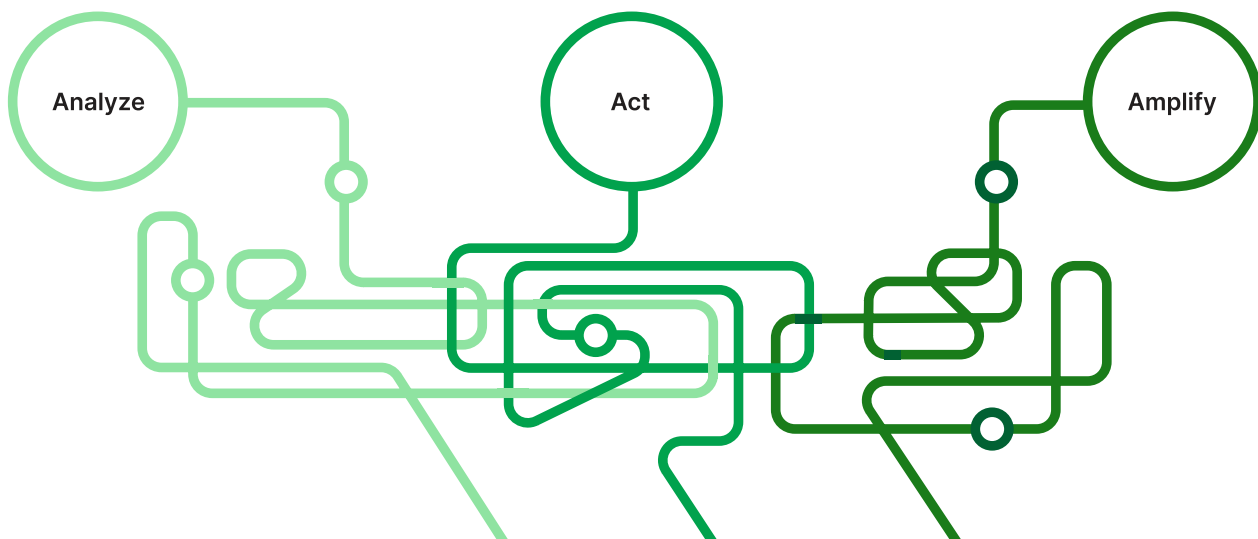
Global software company

2 HR leaders need a better way to navigate transparency

It used to be possible to handle various transparency requirements — your annual pay equity analysis, the occasional employee question, a few public reports — even if your data, systems, and processes were siloed. It wasn't efficient, but it was doable and companies got by.

That's impossible now. As demands escalate, the sheer volume of transparency requirements is outpacing HR leaders' ability to keep up. And it's costing you in your ability to stay in compliance, ward off shareholder proposals, and build a positive employer brand to retain and attract talent.

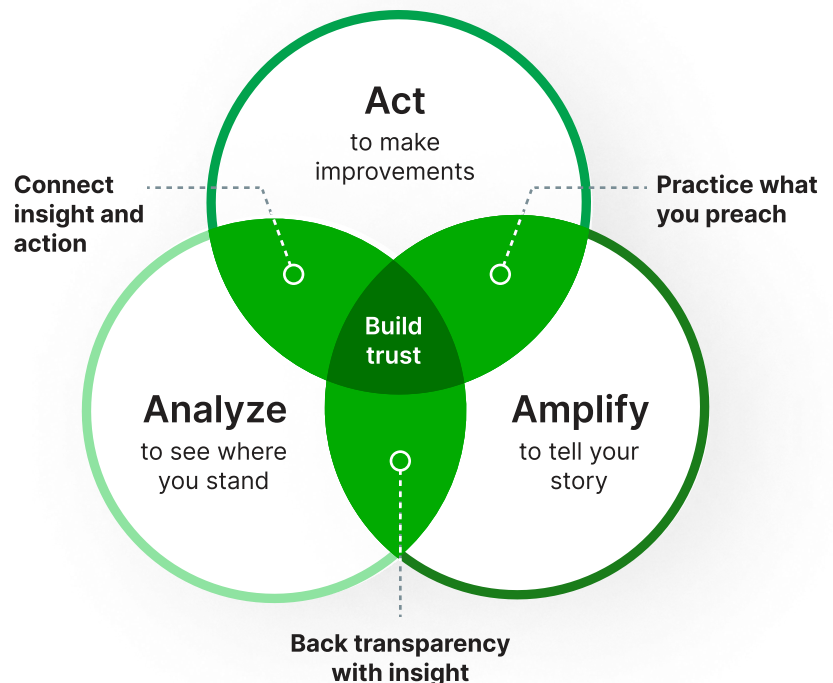
The old way: Decentralized and fragmented



The new way: Centralized and cohesive

The way to stay on top of the transparency era and build brand trust is to bring HR teams and decision makers together around a centralized workplace equity and transparency strategy, with connected data and processes.




This is how you create a cohesive, global narrative across every report, disclosure, and communication — and do more with less.



3 Upgrade your rewards strategy to meet the transparency era

Transparency is a journey, and every company is coming in at a different point based on their industry, maturity, size, and unique pressures from consumers, investors, and employees. The most important thing is to start from wherever you stand today and move forward from there. If you don't start to get proactive, you'll fall behind.

Based on our work with hundreds of customers around the world, we've created a transparency maturity map to help you incrementally embrace a more proactive, centralized transparency strategy. Use this framework to assess where you are today and understand where you can take the next best steps.

Transparency maturity map			
	Baseline	Expansion	Advanced
Analyze to see where you stand	Analyze pay equity.	Analyze pay equity and opportunity equity (performance and promotions).	Analyze pay and opportunity equity and consistency, uncovering the root causes and policies driving discrepancies in how you reward.
Act to make improvements	Find and fix pay disparities once a year.	Proactively address disparities in pay, performance, and promotions before rolling them out.	Address systemic root causes and arm front lines (Talent Acquisition leaders, recruiters, managers, HR business partners) to make equitable decisions that clearly align to your policies and prevent disparities.
Amplify to tell your story	Meet all requirements for reporting, including posting salary ranges where required.	Centralize reporting to be globally compliant, locally relevant; and communicate workplace equity commitments and goals internally.	Publicly disclose workplace equity metrics (adjusted pay gap, unadjusted pay gap and its drivers); and validate results and methodology with third-party certification (e.g. Fair Pay Workplace, EDGE).
	 <p>Baseline ✓ Check the box on compliance</p>	 <p>Expansion ✓ Cover all your bases to reduce risk and protect your brand</p>	 <p>Advanced ✓ Claim your position as a workplace equity leader and drive efficiencies by embedding equity into everything you do</p>

The double click: Workplace equity impacts different groups, people in different locations, and different types of rewards. More mature organizations include more of each of these categories in their analytics, actions, and communications.

Sample identity groups:

- Gender
- Race/ethnicity
- Age
- Disability
- Caregiver status
- Intersectionality

Geographies:

- Global
- By country
- By country and legal entity

Compensation components:

- Base
- Bonus
- Equity
- Benefits
- Other allowances

4 Drive efficiency with technology

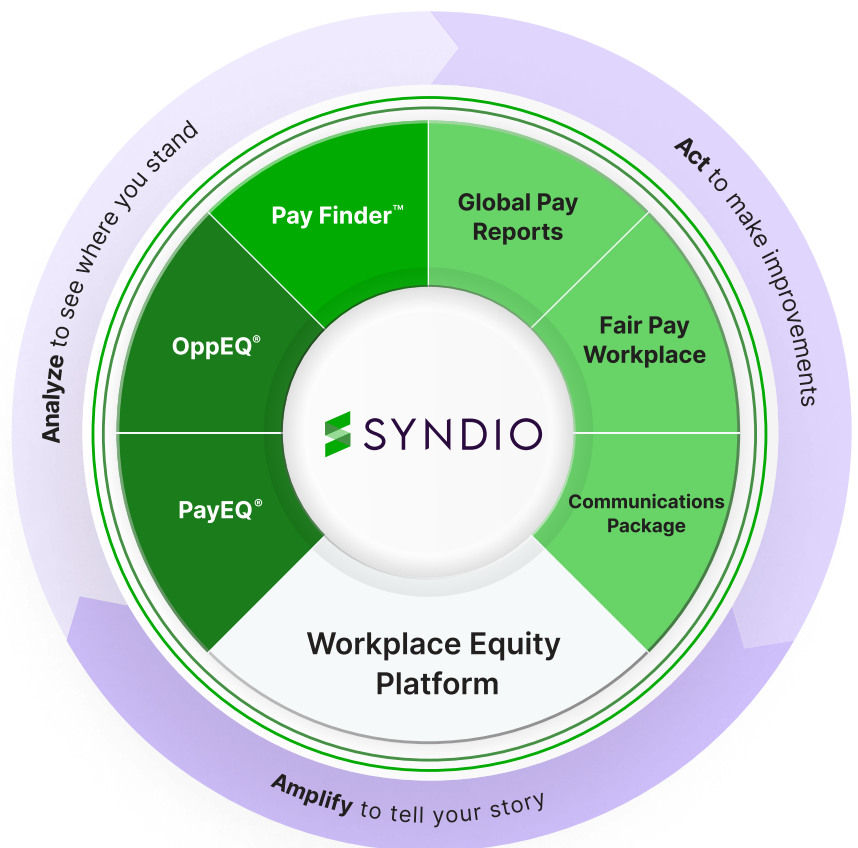
You can start to streamline processes by centralizing your transparency strategy, getting proactive, and arming the front lines to make better pay decisions. But the real efficiency gains come from using a technology platform that combines analytics, actions, and amplification. Software helps you prevent problems before they start and eliminate inconsistency and waste so you can do more with less.

Streamline and centralize your transparency strategy with Syndio

The power of Syndio's Workplace Equity Platform

Once you connect data, processes, and people with technology, you create a flywheel effect.

The more you analyze, the clearer the actions become. The clearer the actions, the more issues you prevent and the more connected and authentic your communications. The better your communications, the fewer problems you'll have in the first place — because visibility into the issues helps to correct them. That's how you make changes efficiently and get to a place of sustainable, embedded workplace equity that you can champion publicly.



Micron

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This work is about fairness for all people and it has contributed to a significant increase in our engagement scores that can be directly tied to the work we are doing in pay equity.

Athar Siddiquee, VP of Total Rewards, Micron Technology

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Pay equity and transparency are two sides of the same coin, but pay transparency is more in its infancy. As we prepare for the EU Directive, we are focusing on getting ahead of it rather than letting the train hit us.

This means we invest time in our data and methodology, as well as a technology partner that gives us confidence in presenting to our leadership.

Hywel Jones

VP of Total Rewards

TD SYNEX

5 A proactive approach to transparency pays off

After years of keeping workplace equity analyses under wraps and focusing on risk mitigation, companies are embracing transparency as a way to build trust. They're owning their data and analytics to make systematic change and drive new efficiencies. And they're proudly talking about how rewards work at their companies and proving that they're consistent and fair — to their advantage.

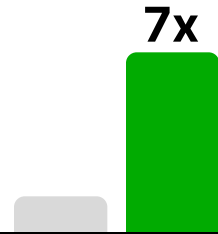
Build a culture of trust



Educating employees about how pay is determined **increases employee trust in the organization by 10%.**¹



Nearly 70% of employees would take one job offer over another based on the organization's transparency practices.²



“Pay equity — which means people understand why they are paid what they're paid [and] believe it's fair and not biased... — **is 7x more impactful on employee engagement than the level of pay.**”³

No matter where you are in your transparency journey, Syndio can help.

Syndio's Workplace Equity Platform is tailor-made to give you everything you need to win the transparency era — from pay and opportunity equity analytics, to guidelines for decision makers, to global pay reporting and communications. By combining analytics, actions, and amplification in one platform, you can achieve greater results with fewer resources.

1. Gartner 2. Gartner 3. Josh Bersin Company Podcast

Learn how Syndio can help your organization win the transparency era.

[EXPLORE THE PLATFORM](#)

Want to find out how prepared you are for transparency?

[Take our Transparency Readiness Assessment →](#)

SYNDIO PayEQ

Pay comparisons

Group	Pre Comp Gap	Post Comp Gap	Status
Accounting	-6.36%	-1.78%	✓
Enablement	-11.38%	-0.56%	✓
Administration	-8.89%		
Sales	-10.26%		

