



# Mapping the Gaps: Getting Ahead of Pay and Opportunity Reporting

**We will begin shortly.**

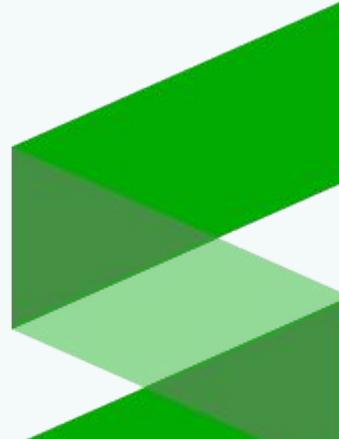
This webinar is being recorded and will be shared with all registrants.



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** Pay & opportunity gaps in the U.S. & Europe
- 03** Pay reporting requirements
- 04** Why does this matter & what's the solution?
- 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**

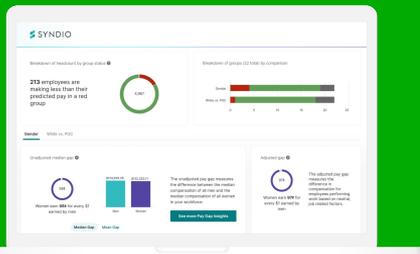
Syndio named #20 on Fortune's 2023 Change the World list

**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



**Chris Martin**  
Research Economist

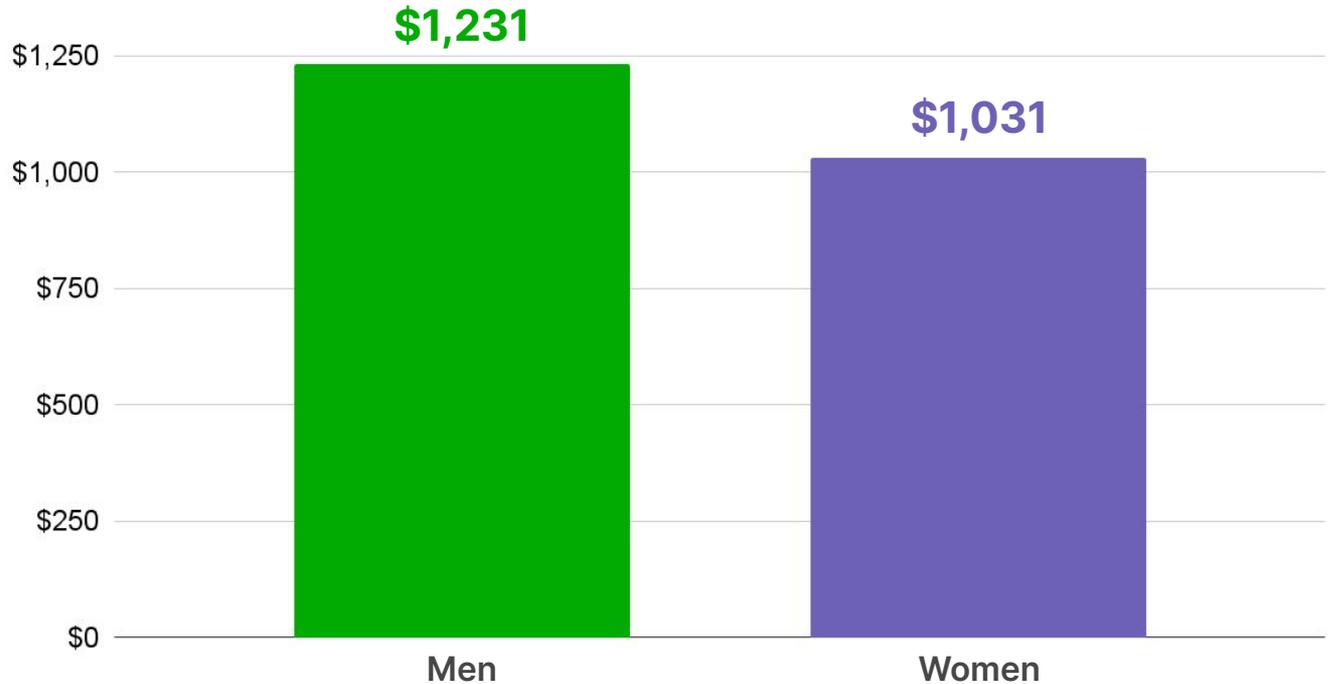


**Christine Hendrickson**  
VP of Strategic Initiatives



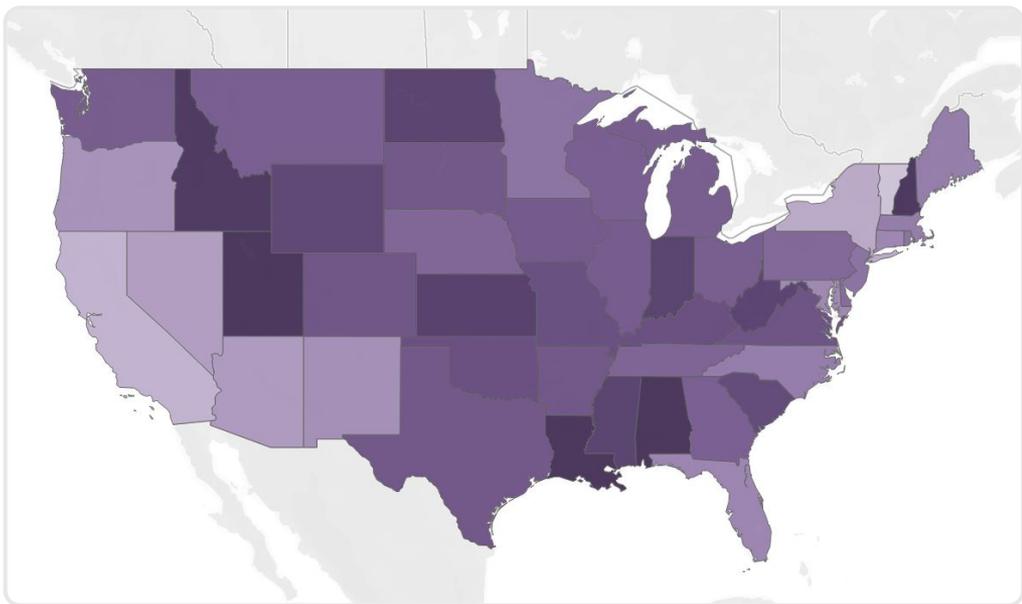
# What is a pay gap?

In the U.S. in 2023, median weekly earnings for all women were **84%** of what all men were paid

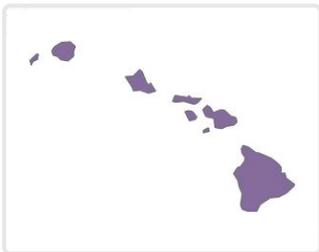


U.S., 2023, full-time wage and salary workers. BLS, usual weekly earnings

# U.S. pay gaps by state



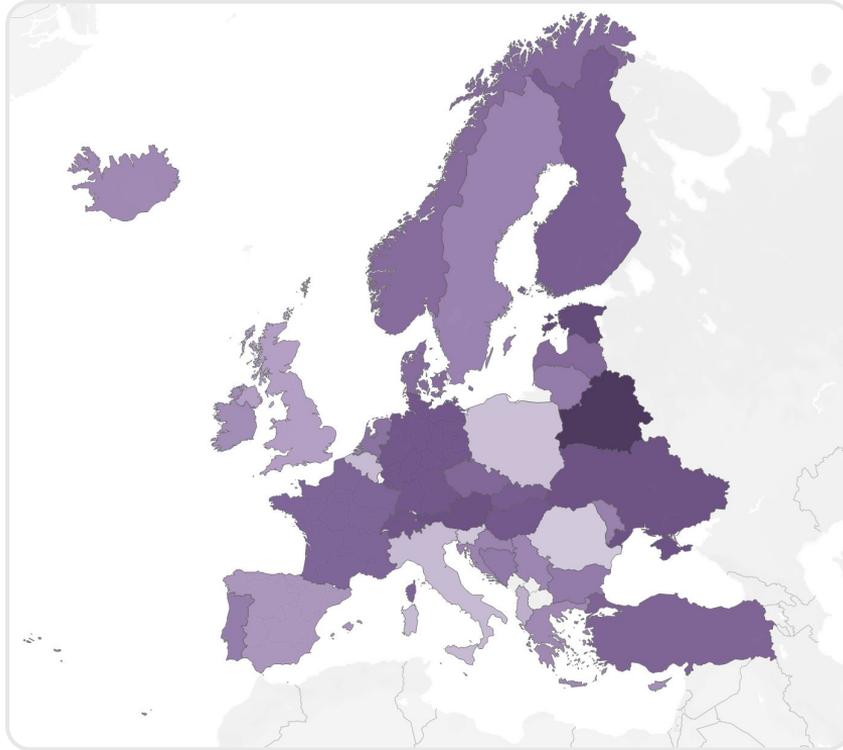
## Pay Gap Key



Source: 2022 American Community Survey Series s2419, 1-year estimates, median earnings for full-time, year-round civilian employed population 16 years and over with earnings

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# Europe pay gaps by country



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## Pay Gap Key

0.0%  25.0%

Source: Eurostat, ILO, and various national statistic offices

# What is an opportunity gap?

## Opportunity gap

The disproportionate access to opportunities — hiring, promotions, and other forms of advancement — available to certain communities

**Opportunity gaps occur when** groups such as women and people of color are hired or promoted at lower rates than their white, male counterparts.

[Source: Syndio analysis of EEOC Data](#)

**White men** make up 30% of all employees, yet:



**Black women** make up 8.4% of all employees, yet:

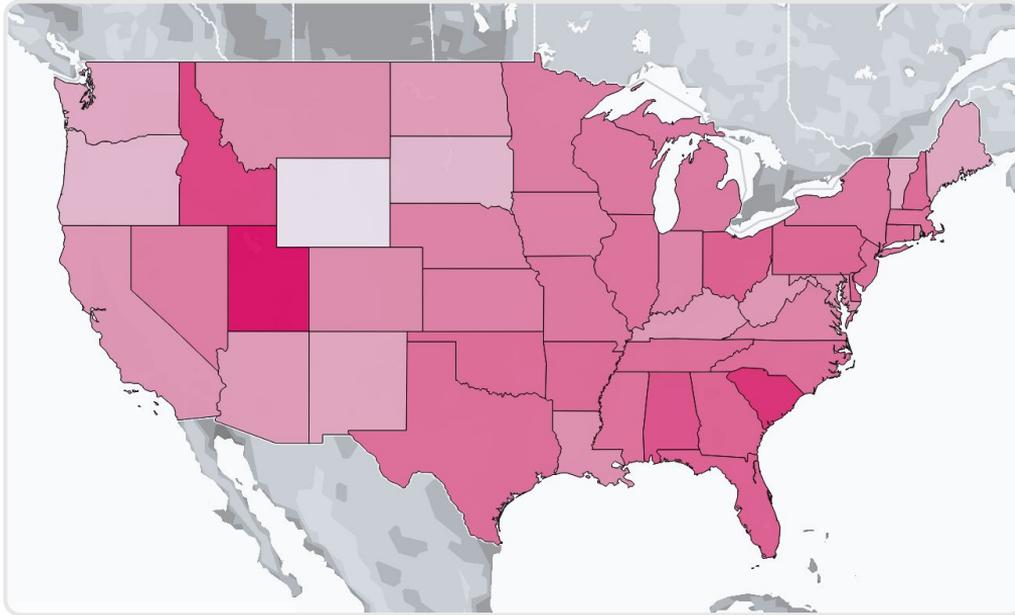


**Latina women** make up 7.9% of all employees, yet:

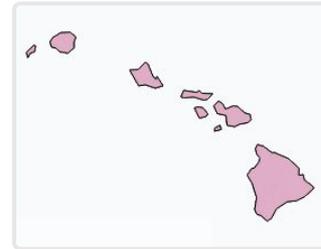


Note: The black hash mark on each semi-circle above marks the percentage of the total employee population that group represents.

# U.S. executive opportunity gaps



## Opportunity Gap Key

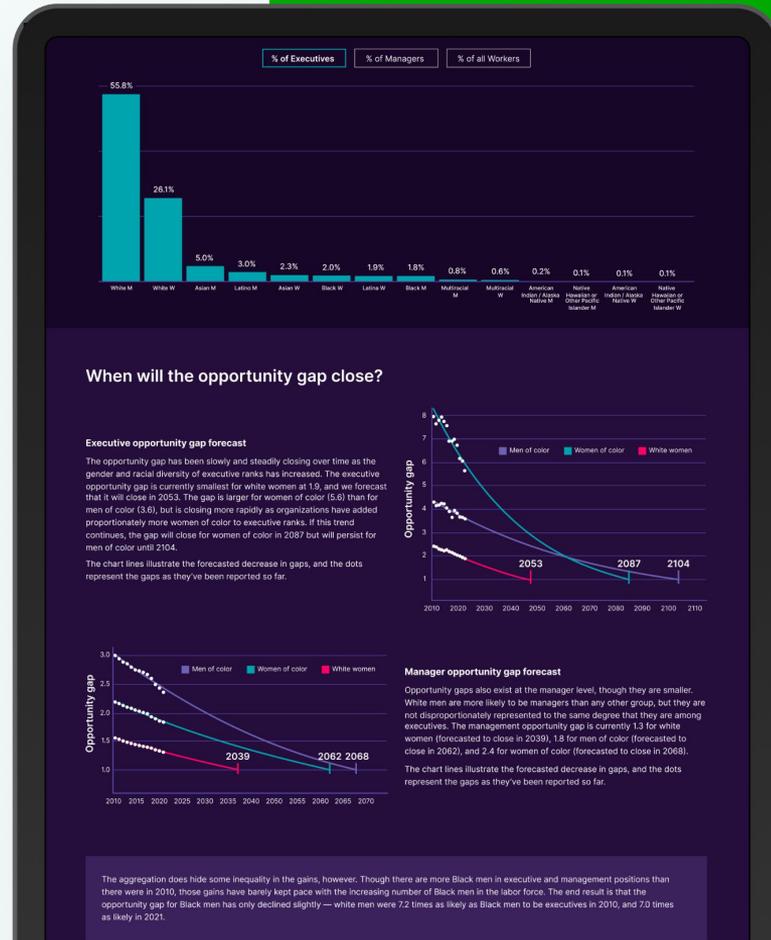


Source: [Syndio analysis of EEOC Data](#)

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# Get the U.S. Opportunity Gap Report

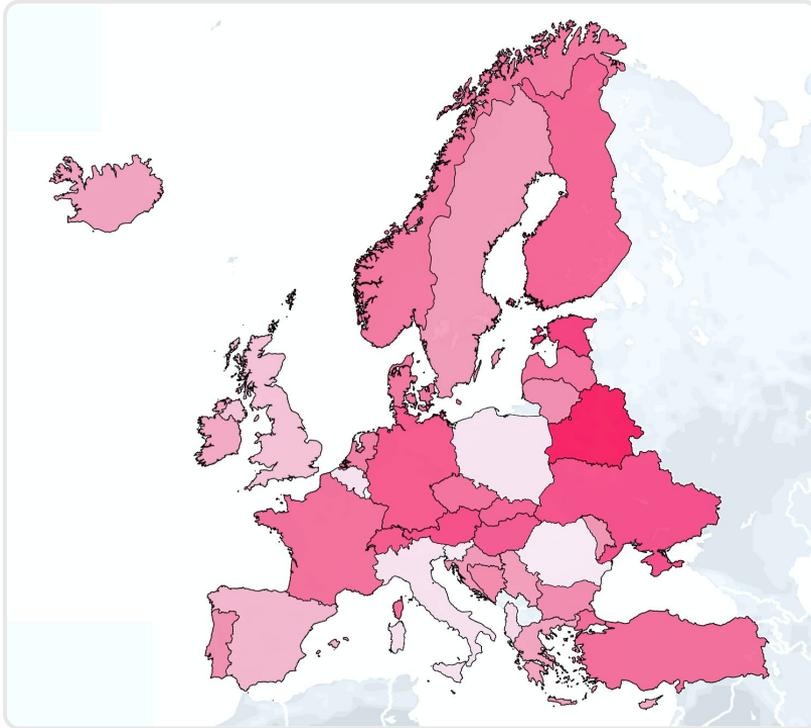
 [syndio.com/opp-gap](https://syndio.com/opp-gap)



# “Opportunity transparency”: Career progression info is going public

Requirement	EU	IL	CO
Must disclose pay or progression criteria	✓		✓
Must post promotions / job opportunities		✓	✓
Must provide information about the selected candidate			✓

# Europe opportunity gaps



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## Gender Opportunity Gap Key

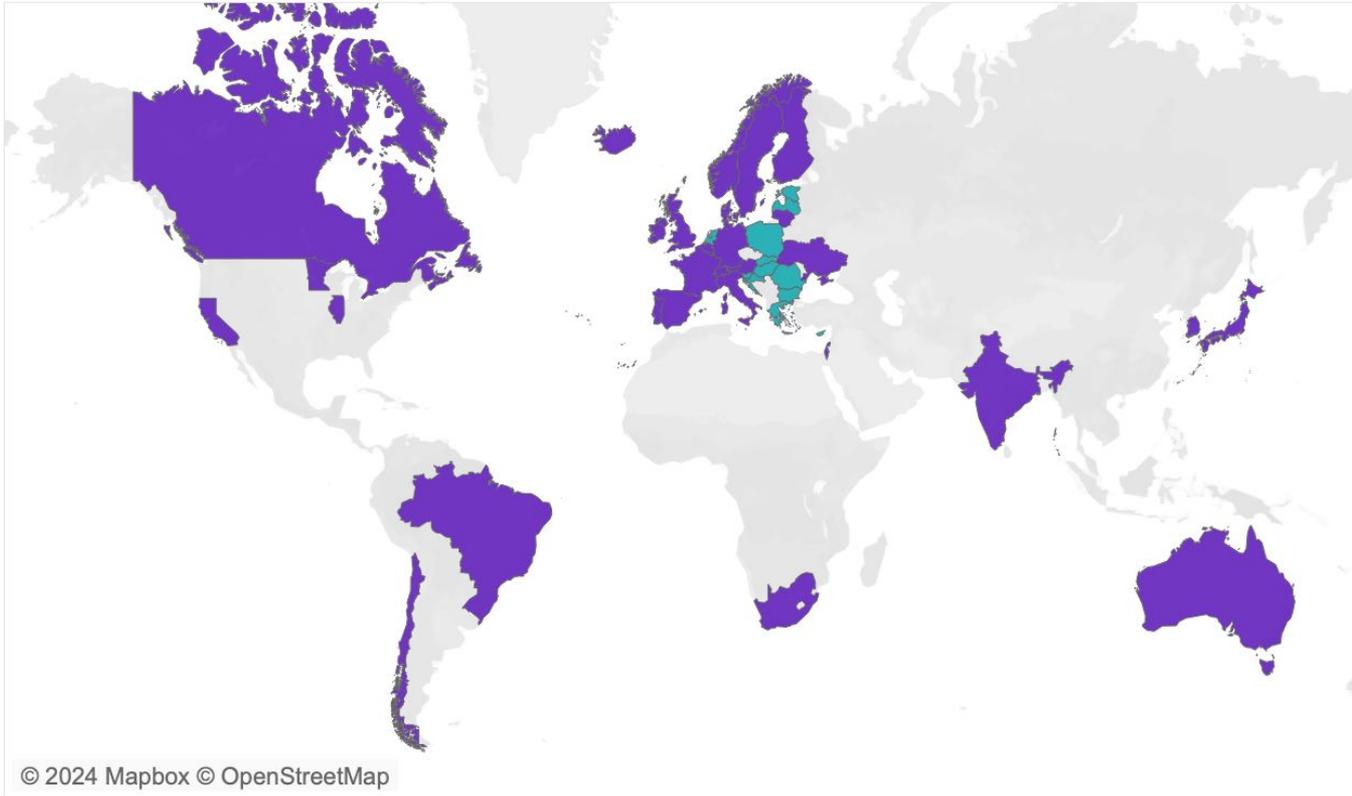
1.00



2.00

Source: International Labour Organisation (ILO): Employment by Sex and Occupation

# Upcoming global pay reporting requirements



- Current
- 2027

# EU Directive kicks off a shifting landscape on pay reporting

Part of the EU

Pay reporting unchanged

15

Americas (4 countries), Rest of Europe (5), Rest of World (6)

New pay reporting due to EU Directive

14

Bulgaria, Croatia, Cyprus, Czechia, Estonia, Greece, Hungary, Latvia, Malta, Netherlands, Poland, Romania, Slovakia, Slovenia

Reporting modified by EU Directive

13

Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Lithuania, Luxembourg, Portugal, Spain, Sweden

Reporting in **27 of 42 countries** with reporting requirements impacted by EU Directive

# H1 Pay Reporting Deadlines

January	February	March
South Africa Ukraine*	Brazil (data due)*	Austria* Belgium* Brazil (published)* France
April	May	June
Italy* Portugal Ukraine* United Kingdom	Australia U.S. - California	Canada (draft for feedback)* Israel Japan (but based on fiscal) Norway (but based on fiscal)* Switzerland*

**Rolling or employer-specific deadlines:** Chile, Finland\*, Germany\*, India, Lithuania\*, Luxembourg\*, South Korea, Spain\*, Sweden, U.S. - Illinois\*, Minnesota\*

The asterisk (\*) indicates the reporting is not annual but more or less frequent.

# Start now to prepare for EU Directive timelines

H2 2023	H1 2024	H2 2024	H1 2025	H2 2025	H1 2026	H2 2026	H1 2027	H2 2027
<p><b>Start Now</b> Start now so you have time to take the steps you need to set yourself up for success.</p>	<p><b>H1/H2 2024</b> Only two comp cycles until pay will need to be reported</p> <p><b>Analyze</b> Start running your analysis now.</p>		<p><b>H1/H2 2025</b> Last opportunity to change 2026 salaries</p> <p><b>In Progress</b> By now, you should be well on your way to closing gaps. This is the last comp cycle for many companies before pay will need to be reported.</p>		<p><b>7 June 2026</b> Last date for Directive to be transposed into law</p> <p><b>Don't wait!</b> Pay report will be based on 2026 pay. Some companies may be tempted to wait to assess and remediate, but that will be too late.</p>		<p><b>7 June 2027</b> First pay gap report due, covering compensation paid in 2026</p> <p><b>Finish line</b> ✓ At this point, you want to be reporting from a place of confidence, with strong results and a clear plan.</p>	

# | What should you **do first**?

**01**

Create a calendar  
of pay reporting  
obligations -  
*Syndio can help*

**02**

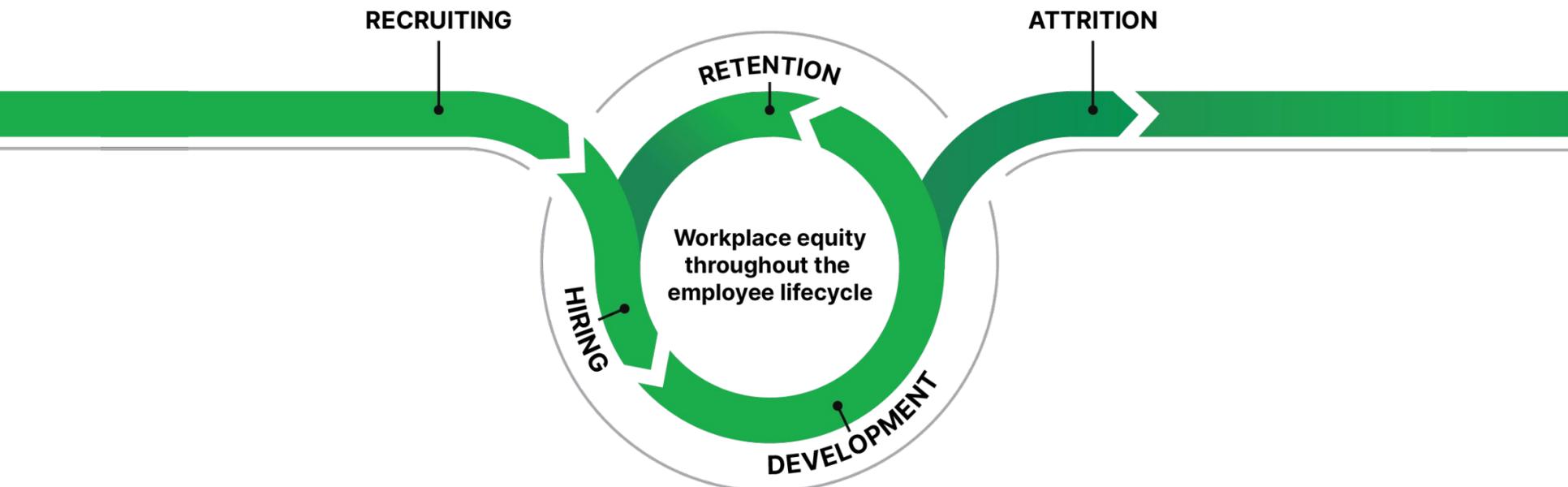
Evaluate your  
global pay  
reporting strategy

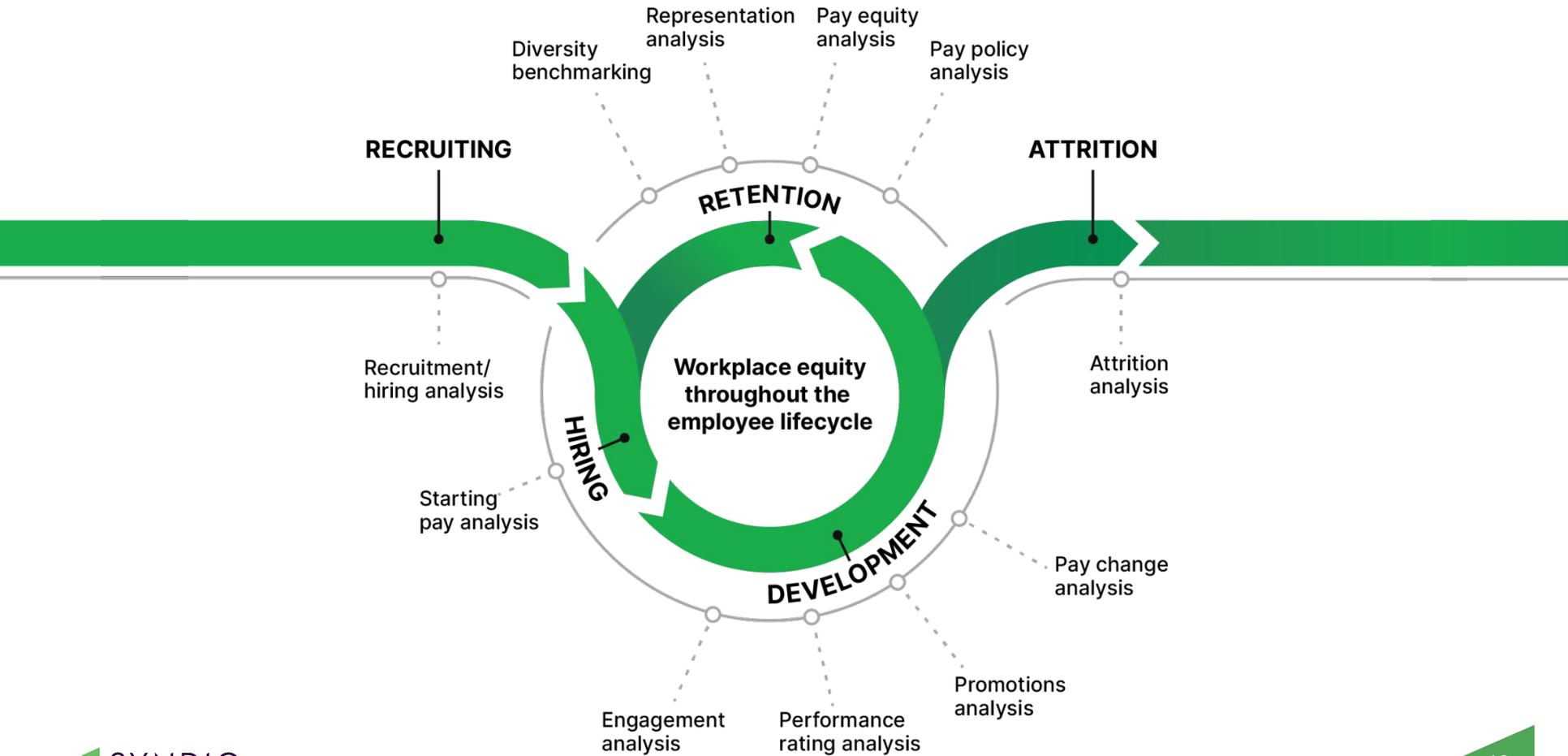
**03**

Evaluate your  
groupings for  
EU Directive

**04**

Identify barriers  
to progress in  
your organization  
throughout the  
employee lifecycle





# | How to get ahead: 4 things to do

01

Ensure equal pay for equal work and work of equal value

PayEQ®

02

Track and analyze representation, internal movement/ promotions, and performance management

OppEQ®

03

Submit reports and communicate results with a unified story

Global Pay Reports

04

Maintain progress

Pay Finder™

# Global pay reports, simplified

Syndio's **Global Pay Reports** is a one-stop solution for global pay reporting in 29 jurisdictions in Europe, the U.S., and around the globe.

- Understand where and when you have reporting obligations
- Request reports for 29 jurisdictions with a single click
- Get frameworks and guidance for submissions and communication

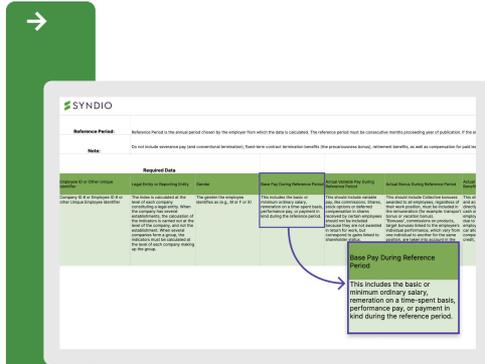


# Syndio's Global Pay Reporting deliverables



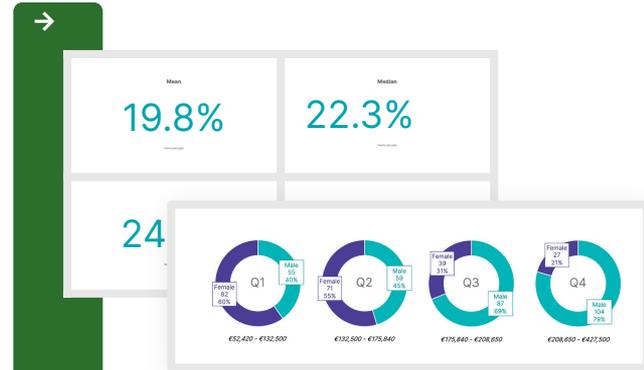
## 01 Reporting instructions and guide

Your roadmap for streamlined, accurate pay reporting. We will provide a detailed overview, glossary, links to legislation, and other key resources.



## 02 Data template

Enriched data templates to streamline the process of aggregating data for each report, so you know exactly what's needed and can quickly and confidently prepare information for reporting requirements



## 03 Report

Syndio team calculates and delivers report with the key metrics, model narratives, communications advice



# Q&A

# Appendix: Pay gap reporting requirements

Overall Pay Gap	Category of Worker Pay Gap
<ul style="list-style-type: none"><li data-bbox="104 330 556 363"><b>(a)</b> the mean gender pay gap;</li><li data-bbox="104 407 904 483"><b>(b)</b> the gender pay gap in complementary or variable components;</li><li data-bbox="104 527 583 560"><b>(c)</b> the median gender pay gap;</li><li data-bbox="104 603 896 680"><b>(d)</b> the median gender pay gap in complementary or variable components;</li><li data-bbox="104 723 861 800"><b>(e)</b> the proportion of female and male workers receiving complementary or variable components;</li><li data-bbox="104 844 913 920"><b>(f)</b> the proportion of female and male workers in each quartile pay band</li></ul>	<p data-bbox="996 330 1808 494"><b>(g)</b> the mean gender pay gap between workers by categories of workers broken down by ordinary basic wage or salary and complementary or variable components of pay</p> <div data-bbox="1006 699 1821 915" style="background-color: #f0f0f0; padding: 10px;"><p data-bbox="1016 716 1566 754"><b>What is a category of worker?</b></p><p data-bbox="1016 803 1789 891">Workers performing the same work <b>or</b> work of equal value</p></div>



# Appendix: Separate approaches to pay gap reporting

	Overall Pay Gap	Category of Worker Pay Gap
How Public?	<ul style="list-style-type: none"><li>● Filed with government</li><li>● Published on government websites</li><li>● Published on company websites (permitted, perhaps required for some member states)</li></ul>	<ul style="list-style-type: none"><li>● Filed with government</li><li>● Shared with employees</li><li>● Shared with works councils</li><li>● Shared with labour inspectors and equality bodies, upon request</li></ul>
How Much Action?	<ul style="list-style-type: none"><li>● May need to explain overall pay gaps but no requirement to close them</li></ul>	<ul style="list-style-type: none"><li>● Must explain methodology to works councils</li><li>● If gaps of greater than 5% exist, must explain reason for gap, if cannot explain, must remediate or go into joint pay assessment with works council</li></ul>

