



PERSONNEL TODAY



SYNDIO

# How Global Employers are Approaching Pay Transparency

LONDON

21 MAY 2024

## POLLING QUESTION #1

Have you started planning for pay transparency in Europe?

**A**

I'm still learning about the transparency and reporting requirements

**C**

We have created an action plan

**B**

We are starting to put a team together to action plan

**D**

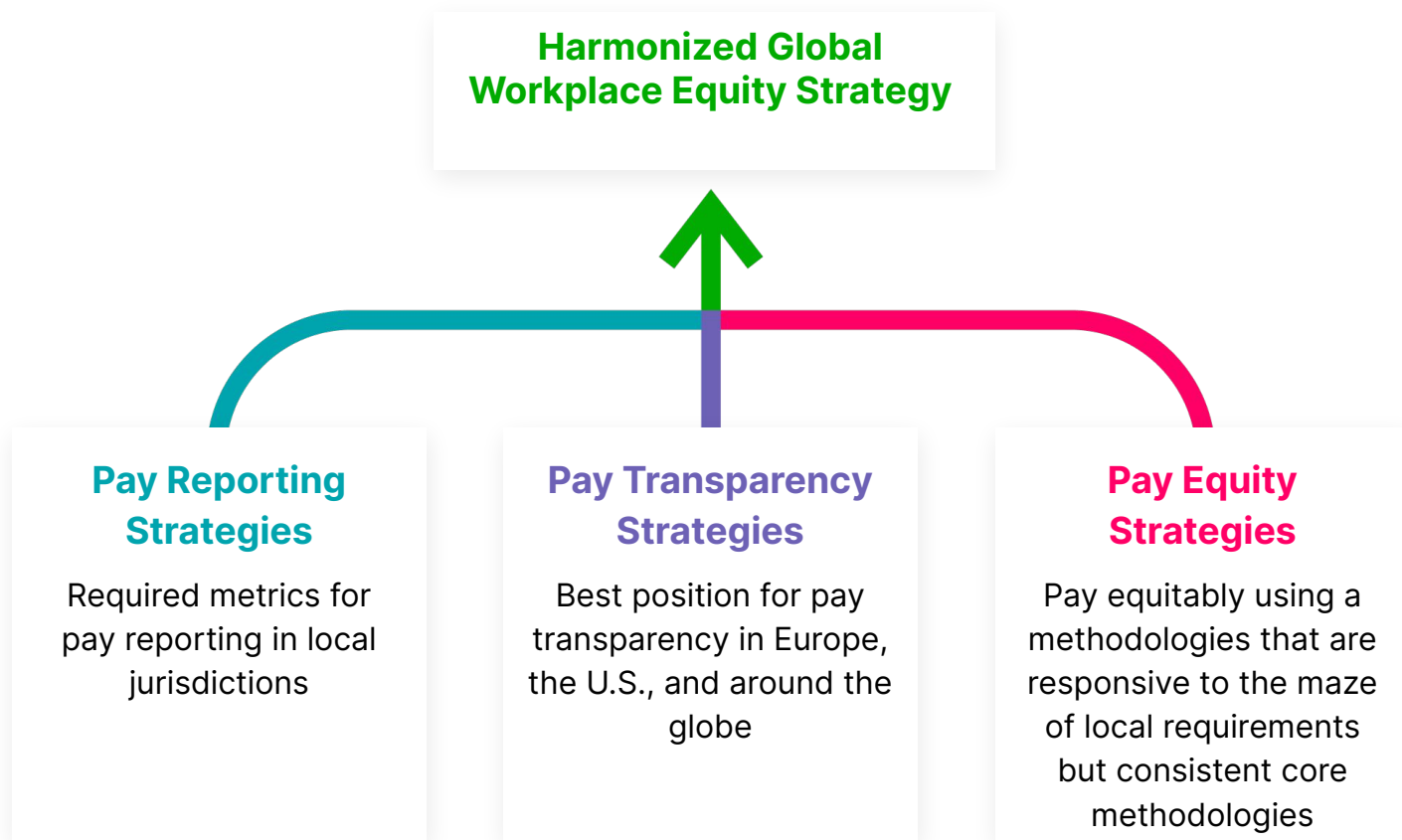
We have done initial analyses

**E**

Other



# | Key Global Approaches



# Key requirements of the EU Directive

01



Equal Pay  
for Work of  
Comparative Value

02



Pay + Career  
Progression  
Transparency

03



Right to  
Information

04



Pay Reporting

05



Joint Pay  
Assessment

Will go into effect when member states transpose the Directive into national law **(by 7 June 2026)** *(but may be coming sooner than you think)*

**First pay report due 7 June 2027** for employers with 150+ employees, based on 2026 calendar year data; *thresholds could be lower in some Member States*



## Jurisdictions where local pay gap reporting **is currently** required

### Americas



Brazil, Canada (federal + provinces), Chile, Ecuador, United States (CA, IL, MN)

### Europe



**Part of EU:** Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Lithuania, Luxembourg, Portugal, Spain, Sweden

**Outside of EU:** Iceland, Norway, Switzerland, Ukraine, UK

### Rest of world



Australia, India, Israel, Japan, Korea, South Africa

29 countries around the world **before** the EU Directive is transposed

**+14 additional countries after the EU Directive is transposed:**

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



# EU Pay Transparency Directive Pay Reporting Requirements

## Overall Unadjusted Pay Gap (looks somewhat familiar . . .)

- The overall mean and median gender pay gap;
- The mean and median gender pay gap by complementary or variable components of pay;
- The proportion of female and male workers receiving complementary or variable components;
- The proportion of female and male workers in each quartile pay band

## Category of Worker Pay Gap (above UK requirements)

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

### What is a category of worker?

Workers performing the same work or work of equal value



# Different reporting requirements; different impact

	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 unadjusted pay gaps but no requirement to close them</li></ul>	<ul style="list-style-type: none"><li>• <b><i>Merger of pay reporting and pay equity paths:</i></b> If unadjusted 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 or other worker representative.</li><li>• Must explain methodology to works councils or other worker representatives</li></ul>



# Pay and Career Progression Transparency

## Merger of Pay Transparency Path

(Watch out: applies to smaller employers, too!)

1. **Pay scale transparency.** Employers will have to provide information about the initial pay level or its range in the job posting (or vacancy notice) or before the job interview. Must also provide CBA.
2. **Salary history and secrecy bans.** Employers will not be allowed to ask prospective workers about their pay history or maintain pay confidentiality clauses.
3. **“Career progression” transparency** - Employers must “make accessible to workers a description of the gender-neutral criteria used to define their pay, pay levels, and and pay progression.” Pay progression refers to the process of how a worker moves to a higher pay level.



# EU Pay Transparency Directive requirements are the floor, not the ceiling

Member states may  
add additional obligations  
and other countries may  
catch up.



EU Directive



## Where to Start?

“

What **strategies or approaches are you using or hearing from peer organizations in determining where to start** to prepare for these changes or to enhance transparency in your pay structures?

---

## POLLING QUESTION #2

**What concerns you most about the shift to more pay transparency across Europe?**

**A**

Understanding and keeping up with the changing requirements

**C**

Our employees and worker representatives seeing pay ranges or gaps

**B**

Logistics of gathering relevant data (expansive definition, including benefits)

**D**

Communications strategy (internal and external)

**E**

Other



## How Do We Educate?

“

How **can we build the muscle in our managers and leaders to effectively communicate** about our pay and representation policies?

---

# Approaches to global pay transparency and reporting

## Decentralized compliance

### Rationale

"Local HR handles this. We are just checking the box as no one sees these reports."

### Action

Decentralized, home-grown solutions



## Starting to tell our story

### Rationale

"We worry about this. We want to get this right but it takes a lot of resources and effort to comply so we have less time to focus on strategy."

### Action

Often outsourced



## Coordinated and sustainable

### Rationale

"We want to get this right, not just for compliance but because this is part of our brand. EU Directive opened our eyes to need for more coordinated, consistent strategy."

### Action

Integrated and ongoing



## POLLING QUESTION #3

Where is your organization on your global pay reporting journey?

A

**Decentralized compliance:** Handled at the regional level with home-grown solutions.

C

**Coordinated and sustainable:** We have an integrated, centralized approach.

B

**Starting to tell our story:** We want to get this right but don't have the resources and efforts to tackle effectively.

D

**Do not know**



## How Do We Keep Going?

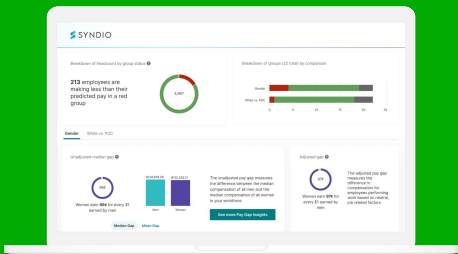
“

How can we **navigate resistance to increased openness** while managing the evolving global pay reporting landscape?

---



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



## 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







# Q&A

## Pain points

01

"I don't know where I have reporting obligations"

02

"I don't know how to project manage these deadlines"

03

"I'm not sure what data I need to prepare the reports"

04

"The requirements keep changing. How do I keep up?"

05

"How do I prepare calculations and ensure compliance?"

06

"How do I address gaps and communicate about results?"

## Solutions

→



**Syndio's free Global Pay Reporting calculator**

→



**Syndio's experts will develop a project plan**

→



**Syndio's Global Pay Reports**

→



**Syndio's Global Pay Reports**

→



**Syndio's Global Pay Reports**

→



**Syndio's Workplace Equity Analytics Platform**

# 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



Where does your organization meet  
employee thresholds for pay reporting?

## Try our new online Pay Reporting Calculator!

 [syndio.com/reporting-calculator](https://syndio.com/reporting-calculator)

### Syndio Pay Reporting Calculator

How many employees do you have in each  
of these countries?

Enter the total number of workers your company employs in  
each of the following countries, then click Submit for results.

Australia	<input type="text" value="1,504"/>	Chile	<input type="text"/>
Austria	<input type="text"/>	Croatia	<input type="text"/>
Belgium	<input type="text"/>	Cyprus	<input type="text"/>
Brazil	<input type="text"/>	Denmark	<input type="text" value="5,989"/>
Bulgaria	<input type="text"/>	Estonia	<input type="text"/>

# Syndio's Global Pay Reports: Deliverables

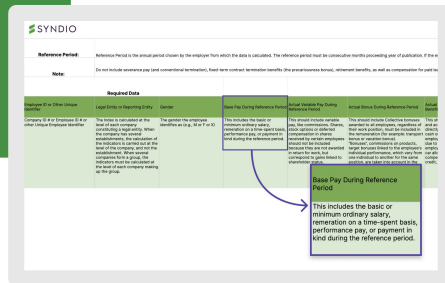
## 01 Reporting Instructions and Guide



### Included:

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

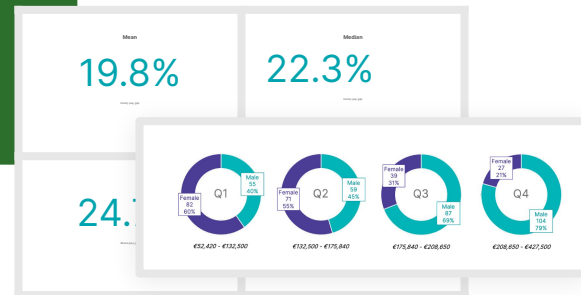
## 02 Data Template



### Included:

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 Final Report

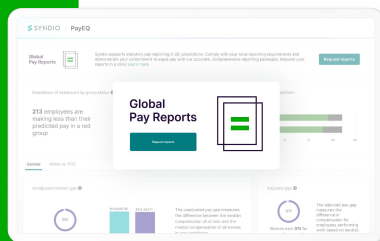


### Included:

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

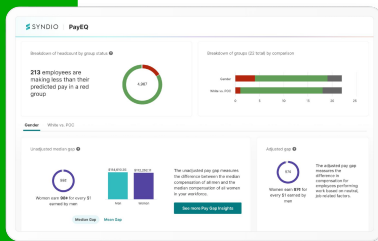
# Don't be overwhelmed: **Syndio** can help with all of this

## 01 Global Pay Reports



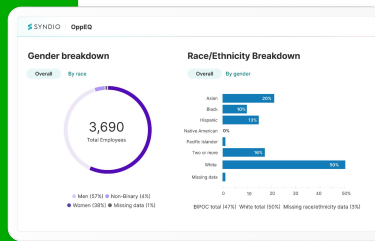
→ **Manage, prepare reports, and communicate results with a unified story**

## 02 PayEQ®



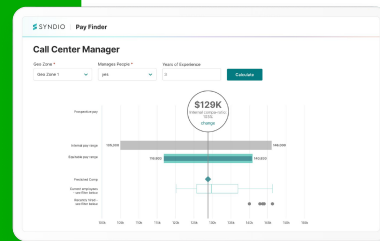
→ **Ensure equal pay for equal work and work of equal value**

## 03 OppEQ®



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

## 04 Pay Finder™



→ **Maintain progress and explain pay decisions**