SYNDIO

The 2023 Workplace Equity Trends Report

How HR, Total Rewards, and DE&I leaders are approaching pay equity, diversity, and transparency

Table of Contents

The ‘surround-sound’ pressure to deliver equitable outcomes

While adapting to the aftermath of pandemic disruptions, the reshuffling of the workforce during the Great Resignation, widening pay gaps,[1] and the continued social justice movement, the pressure has not abated for companies to deliver on promises to build diverse and equitable workplaces. Indeed, the pressure is only ramping up further as companies face mounting demands from all sides to achieve progress on diversity, pay equity, and transparency.

A unique labor market and volatile economic environment: The evolving macro environment has created a unique set of employment circumstances — hiring may be slowing and some employers are pulling back department budgets due to economic signals of a potential recession, but the labor market remains tight with high employee movement. In a push for more transparency and equality in the workplace, workers are taking matters into their own hands, exposing their salaries, organizing home-grown unions, and voting with their feet to find employment with companies that align with their values and provide the employee experience they expect. Against this backdrop of uncertainty, attracting and retaining talent remains a top long-term growth strategy for most executives globally.[2] Companies must find ways to compete in the job market, reduce turnover, and keep top talent engaged.

An intensifying focus on pay transparency: Companies face increasing legal requirements to communicate their pay ranges and pay gaps. In the U.S., legislation is expanding in states across the nation, with 1 in 3 workers in the U.S. subject to laws requiring some form of pay transparency now or in the near future.[3] As pay becomes public, companies must establish ranges that balance external competitiveness with internal consistency and fairness. To achieve this, companies must also re-evaluate their broader compensation philosophy and agree on a communications strategy that accurately and effectively articulates it to their employees. Companies that fail to do so risk struggling to recruit and hire as well as alienating current employees, which can lead to talent churn and disengagement. We are also seeing a global cross-pollination of workplace equity requirements, as regulators and legislators are requiring compliance with pay transparency and pay reporting laws in more and more jurisdictions internationally.[4] In addition, the spotlight on the median pay gap is heating up worldwide. In the U.S., California has passed first-in-the-nation median and mean pay gap reporting requirements, adding to mounting stakeholder pressure. And the trend continues around the globe, with countries like Ireland adding median gender pay gap reporting requirements.

The rise of ESG reporting: The pressure for pay transparency is also ramping up from investors as the U.S. witnesses a wave of shareholder initiatives around pay equity disclosures.[5] Additionally, environmental, social, and governance (ESG) concerns continue to dominate the conversation[6] in investment management and investor relations as a part of a noticeable shift towards sustainable investing.[7] The boardroom's current laser focus on ESG has created a business imperative for companies to take programmatic action on ESG issues in order to deliver sustainable long-term growth. In turn, the C-Suite has a growing stake in the success of ESG initiatives due to the impact it can have on a company's access to capital and financial performance. However, the 'S' in ESG has been historically difficult to define, leading to a push by investors for clarity in quantifying social impact via standardized metrics. One growing focus area for measurement has been diversity, especially in leadership, because it illustrates whether a company is operating without bias and removing artificial barriers that may hold talent from diverse backgrounds back from participating at the highest levels of the organization.

Demands for proof of progress: Employees and investors alike are seeing through (and calling out) performative policies, superficial 'woke-washing' gestures, and check-the-box activities that don't lead to meaningful change. Three-quarters of employees believe their organizations' racial equity policies are not genuine — which is not only ineffective at achieving progress but also correlated with feelings of burnout, lack of inclusion, loss of trust, and decreased performance and productivity.[8] Companies must demonstrate data-backed progress in order to follow through on commitments and actually *prove* they value employees based on what they contribute.

The state of workplace equity

All of these market pressures are combining into what amounts to a mandate for companies to prove through data that they are making progress towards reducing pay gaps, building diverse teams, and treating employees equitably throughout the employee experience. This has led to the emergence of *workplace equity*[9] — a concept that encompasses all elements of compensating workers equitably and ensuring that all candidates and employees are given equal access to opportunities. Where does workplace equity currently stand amidst today's uncertain business landscape?

Workplace equity remains a priority for businesses even in a volatile macroeconomy. In uncertain economic conditions, there may be talk of deprioritizing workplace equity-related initiatives while dealing with other issues that appear more urgently tied to the bottom line. But a diverse workforce is more resilient in times of trouble,[10] including economic downturns, and a company's workforce will not become or remain diverse without a dedicated effort. People are the biggest line item on a company's balance sheet and increased attrition due to employees feeling they are not being treated fairly comes at a high cost.[11] Therefore, the potential for a recession isn't an excuse to end workplace equity efforts — it's a reason to stay the course in order to not only weather the bumps, but improve company prospects. Companies today acknowledge that they can't afford to drop workplace equity efforts despite troubling economic forecasts. Of the companies surveyed by Syndio this year, 52% say that their workplace equity programs have become a higher priority since January 2020, and 50% see their programs continuing to increase in priority in 2023.

To keep workplace equity a priority, organizations need buy-in from the top down. As stewards of their companies' long-term goals and growth, C-Suite leaders with an eye to future-proofing their brands' reputation and ability to generate value for stakeholders are embracing workplace equity agendas, applying their authority to these efforts, and weaving workplace equity commitments into company narratives. Just over half (57%) of companies surveyed by Syndio believe their leadership is truly bought-in to their workplace equity initiatives, but that still leaves a lot of companies without the executive support they need.

Three out of four companies see room for improvement in how they measure their workplace equity programs. Making real progress on workplace equity initiatives requires setting realistic goals, conducting frequent analyses, investigating and correcting issues, and communicating openly about actions and outcomes — all of which depend on having a strong grasp of people-related data and workplace equity analytics. Leveraging data is crucial for companies to ensure they are aiming at realistic diversity and equity targets and can accurately forecast and prove progress towards those goals. These insights will also help companies prioritize the areas of greatest impact for workplace equity programs and understand what is working.

What is workplace equity?

Workplace equity means unlocking the highest potential of every employee by removing artificial barriers and treating them equitably and without bias. Success in workplace equity is driven by two things: equal pay for equal work and equal access to opportunities. To get these right, companies must ensure they're hiring, compensating, supporting, and advancing employees based on what they have to offer — not their gender, race, or other factors of identity.

Workplace equity helps companies meet the increasing demands for tangible progress and transparency by providing a framework and methodology for identifying potential issues and starting points, tracking progress over time, and maintaining gains with ongoing monitoring.

Types of workplace equity analyses

Representation analysis

Identifying demographic trends by job type or level

Diversity benchmarking

Comparing internal demographics to external sources, such as U.S. Census data

Recruitment/ hiring analysis

Tracking applicant demographics through the recruitment funnel

Performance rating analysis

Identifying differences in performance ratings by employee identity group

Promotions analysis

Identifying differences in promotion rates by employee identity group

Engagement analysis

Identifying differences in employee engagement rates by employee identity group

Attrition analysis

Identifying differences in attrition rates by employee identity group

Pay equity analysis

Identifying compensation patterns based on employee identity

About the survey

Syndio conducted its annual survey to take the pulse of the professionals in the trenches and the leaders responsible for decision-making in order to identify trends, priorities, and sentiment around workplace equity initiatives. Syndio surveyed over 400 professionals and leaders primarily in HR, Total Rewards, and DE&I, working for companies primarily in the U.S. and/or Europe.

The survey began with general questions for the respondent about their organization's workplace equity program, followed by detailed questions about pay equity and diversity benchmarking and goal setting. It concluded with a series of questions to gauge sentiment around workplace equity.

Our findings spotlight where companies are focusing their resources, how mature programs differentiate themselves, what the common barriers to success are, and how leading companies are communicating their progress.

See the Survey Respondent Demographics section for further details.

Key definitions for this report

Enterprise: Companies with 15,000 or more employees

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 - 14%: Just starting (or restarting) workplace equity analyses, but do not have an established cadence

Building up - 26%: Run limited, occasional, or ad hoc analyses, but have not established a regular cadence, or would like to conduct more

Integrating - 41%: Run analyses on a regular cadence and working to close the loop and incorporate results into workplace equity activities and employment processes

Maintaining - 19%: Conduct regular analyses and have a mature system for incorporating results into workplace equity activities

Want to be invited to participate in the next survey?

SIGN UP

Key takeaways for 2023

Below are the top learnings from this year's survey to level up their workplace equity programs next year.

Expand your definition of diversity beyond gender and race.
Organizations that track at least six employee identity groups report better results building diverse teams and developing talent from historically underrepresented communities.

Build equity into more of the employment journey.
Organizations that regularly conduct at least six types of workplace equity analysis across the employee lifecycle report that they are more effective in building diverse teams at each level and developing existing talent from historically underrepresented communities for leadership roles.

Increase transparency about your action plan and progress.
High transparency organizations (i.e. those that strongly agree that they publish enough information for meaningful public accountability) are more likely to strongly agree that they effectively build diverse teams and develop talent.

The more data you have to drive decision making, the higher your chances of setting and achieving realistic goals.
Companies that have a good handle on their analytics feel they have a stronger workplace equity program.

	Effectively **builds diverse teams** at all levels	Effectively **develops talent** from historically underrepresented groups
Analyzes 6 or more employee identity groups	**+64%** +16 percentage points (ppt)	**+10%** +2 ppt
Conducts 6 or more regular workplace equity analyses	**+86%** +20 ppt	**+71%** +11 ppt
Has a high transparency environment*	**+201%** +40 ppt	**+209%** +27 ppt

*Strongly agrees that their organization shares enough information externally about workplace equity outcomes for meaningful public accountability

Likelihood of strongly agreeing

01 The definition of diversity is expanding.

Companies are going beyond gender and race for their workplace equity analyses.

Historically, pay equity globally focused on comparing pay by gender, ensuring that women and men are paid equally for performing the same work. In the U.S., employers also often examine race and ethnicity.

However, employee identity encompasses a full spectrum of aspects beyond race and gender that can influence how equitably employees are treated, such as age, LGBTQ+ identity, caregiving responsibility, refugee status, and veteran status. Companies are starting to realize the impact that these various identity groups can have on employee outcomes — and are starting to both collect that data and analyze it in workplace equity analyses.

SPOTLIGHT

Expanding identity groups

Caretaking responsibility (12%) and **refugee status** (11%) are emerging as identity groups that companies are starting to track.

Mature programs are much more likely to track **veteran status** (68% vs. 40% overall) and **disability status** (60% vs. 42%).

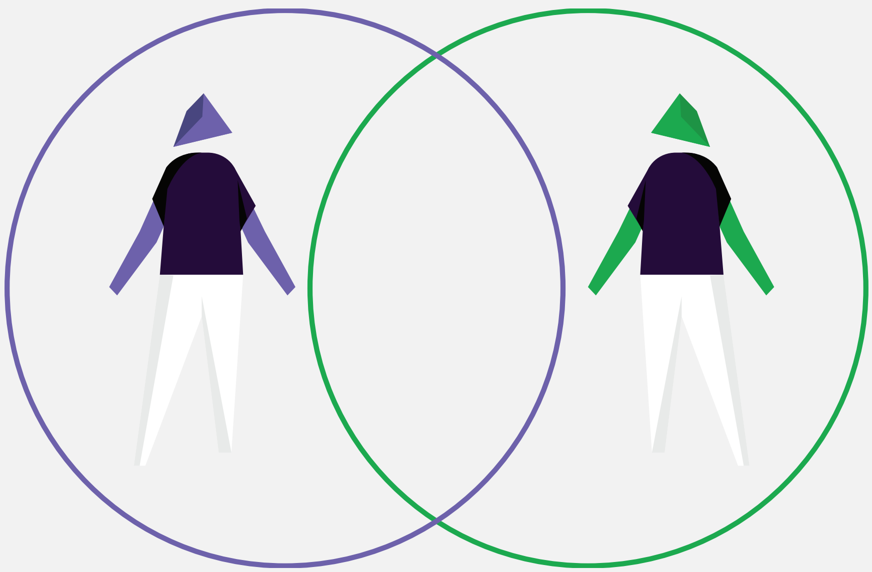
Among the companies surveyed, age joins race as the second most commonly analyzed employee identity group, and the analysis of disability status and veteran status is on the rise.

Caregiving status is an emerging identity group that 12% of companies are now tracking. While caregiving responsibilities are related to negative employment outcomes for all groups (e.g. 70% of working caregivers suffer work-related difficulties due to their dual roles[12]), the impact falls most heavily on women. Disparities such as the "moms' wage gap" continue to persist — working mothers earn only 58 cents for every dollar paid to working fathers,[13] and 27% of women say that their biggest career obstacles are taking time off for caregiving and lack of affordable child care.[14]

The shift to remote work and remote schooling alongside childcare closures during the COVID-19 pandemic acutely underlined how caregiving responsibilities can hinder careers, an impact which is disproportionately felt by women — and especially, women of color. During the COVID-19 pandemic, Black and Latina women left the labor force at higher rates than any other group, primarily due to caregiving responsibilities.[15]

The fact that Black and Hispanic women caregivers were disproportionately impacted by the disruptions of the pandemic demonstrates the importance of applying an intersectional lens to workplace equity analyses. Intersectionality is the concept that each facet of an employee's identity can compound or diminish experiences of discrimination or privilege as it overlaps with other aspects of their identity within different contexts. Companies are increasingly conducting intersectional pay equity analyses of race and gender in addition to analyzing each separately.

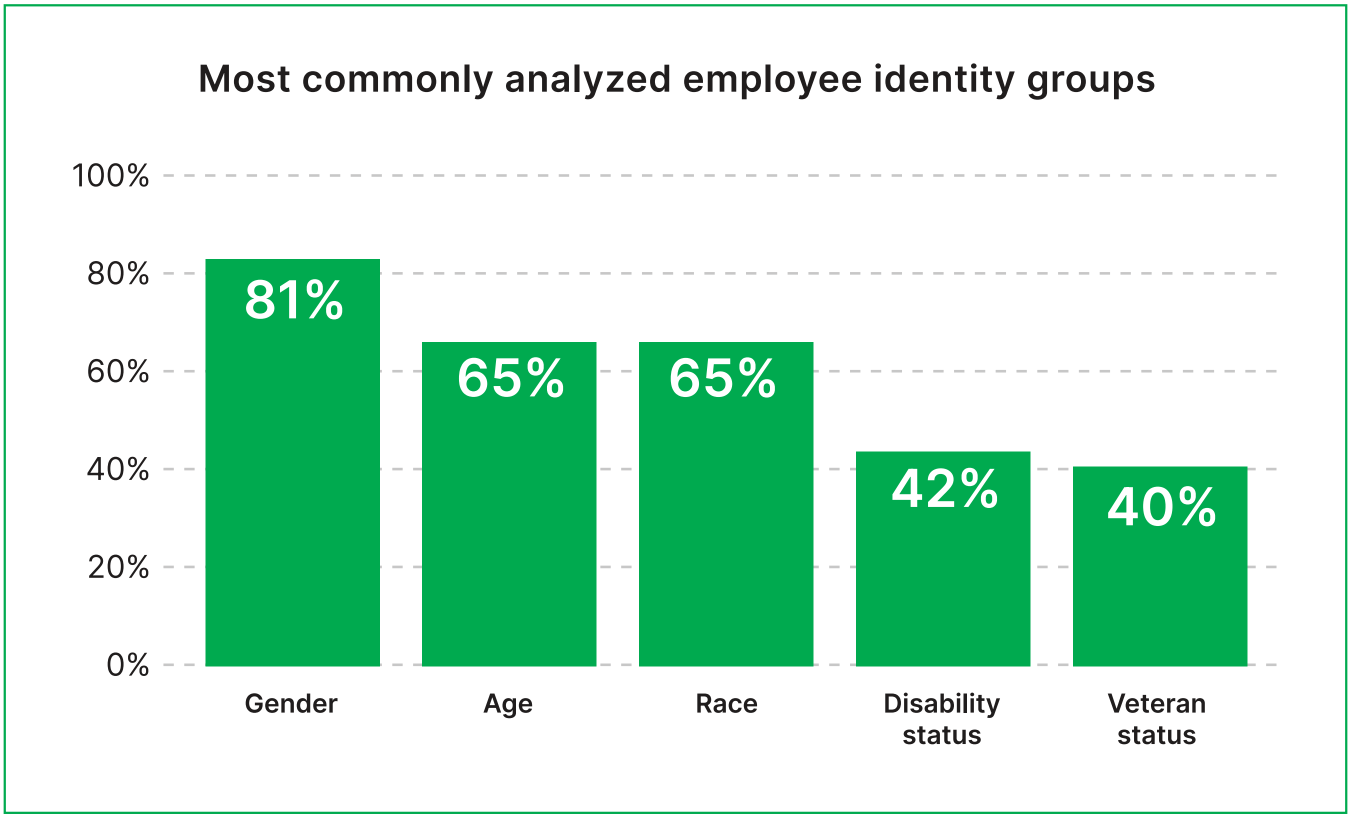
DID YOU KNOW?



The term intersectionality was coined by civil rights scholar and advocate Kimberlé Crenshaw in 1989. It stems partially from a 1976 case which alleged discrimination against Black women workers specifically (in ways that women and Black workers as distinct groups did not face). Crenshaw was critical of the outcome in which the court denied that Black women could make a claim as Black women (rather than on the basis of being a woman or a Black worker, separately), deciding that the intersection of two protected classes did not create a new class. [16]

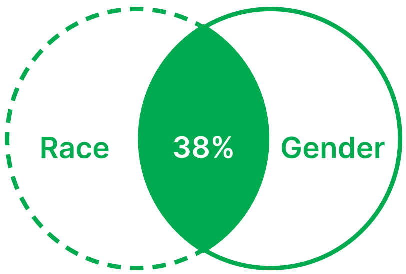
By the numbers

Age has caught up with race as the second most commonly analyzed employee identity group (perhaps reflecting that race/ethnicity data is not collected or not able to be analyzed in many countries around the globe).

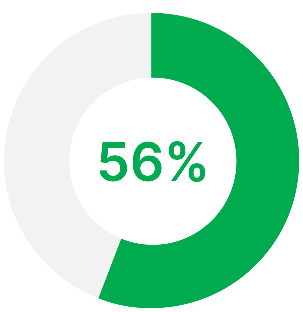


Intersectional analyses of race and gender are becoming more common.
For pay equity analyses specifically, 56% of organizations' pay equity analyses include detailed race groups, 52% include intersections of gender and race, and 54% include age.

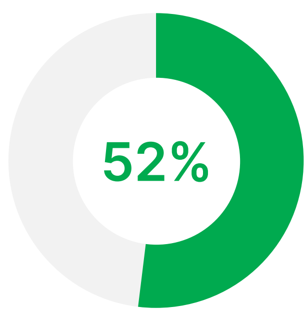
We expect this trend to continue and see companies analyze the intersections of other identity groups.



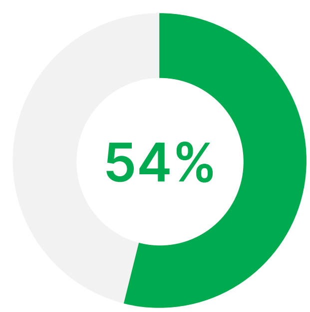
of companies are conducting intersectional analyses for some form of workplace equity analysis



of organizations' pay equity analyses include **detailed race groups**



of organizations' pay equity analyses include **intersections of gender and race**



of organizations' pay equity analyses include **age**

02 Pay equity standards are rising.

A once-a-year pay equity audit was considered the "gold standard" a few years ago but is not cutting it any longer, and more companies are replacing that approach with a comprehensive, proactive strategy.

The root causes of inequity don't hit the pause button after closing out an annual pay equity audit. That's why one of the most fundamental shifts that Syndio is seeing is a move to more frequent pay equity analyses, whether that's every six months, quarterly, or even more often. The speed and efficiencies afforded by purpose-built technology are enabling employers to embed periodic analyses throughout the year to ensure they are monitoring the outcomes of day-to-day compensation decisions.

Companies can also combat inequities at the root by using software that calculates equitable salary ranges and models how starting salaries and compensation changes may impact equity. This helps ensure that new hire salaries and salary adjustments for promotions and transfers are within equitable ranges and don't create new pay inequities.

By shifting from a reactive, point-in-time correction to an ongoing, proactive adjustment process, organizations can more easily stay on top of the state of equity in their company. This reduces the likelihood of requiring substantial changes (and budgets) to remediate equity annually during the merit cycle.

SPOTLIGHT

Global pay equity analyses

Leading multinational companies employ a consistent approach to global analyses. Multinational companies not conducting global analyses are behind.

85% of multinational companies conduct analyses in multiple countries.

But companies take a variety of approaches:

37% conduct global pay equity analyses within each country (comparing employees to peers in same country)

24% conduct global between-country analyses (comparing employees to peers in different countries)

16% conduct both within and between-country analyses

> The most forward-thinking component of our workplace equity program is reviewing pay equity data before any company-wide or group-specific compensation changes are implemented to determine the impact of those changes."

Total Rewards professional at a global tech company (1,000-4,999 employees)

By the **numbers**

The overwhelming majority of companies are analyzing pay equity at this point, but they are now doing it more often and including more types of compensation.

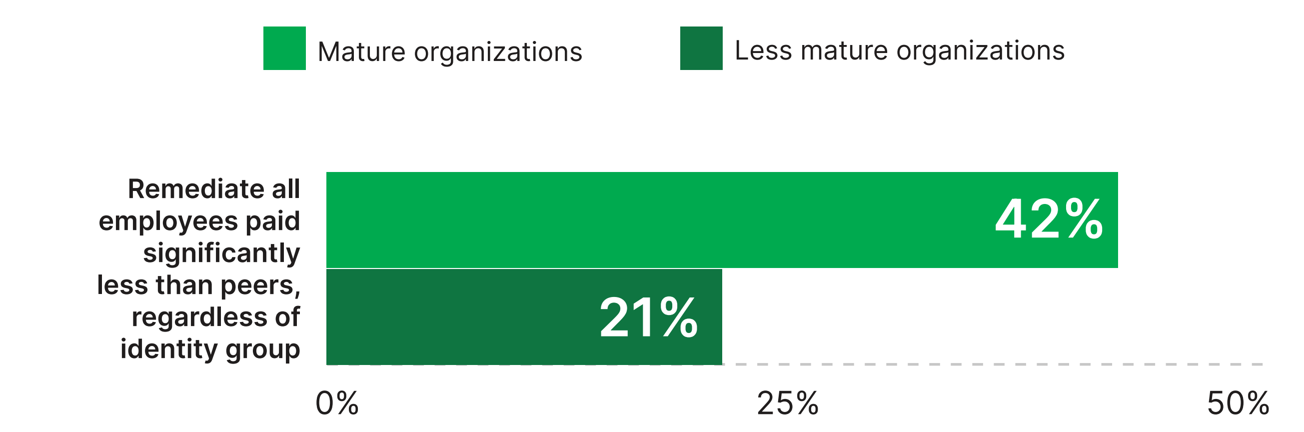
90%
of companies have conducted a pay equity analysis at some point.

50%
of organizations now conduct pay equity analyses more frequently than annually.

>50%
of all orgs analyze bonus and equity (when applicable).

Companies remain split on how to approach remediation.

Mature programs are more likely (42% vs. 21% of less mature organizations) to remediate compensation for all employees paid significantly less than their peers (regardless of race, gender, etc.), enhancing their overall compensation program effectiveness. Less mature programs tend to take a narrower approach, focusing specifically on pay equity and remediating only individuals from identity groups who are paid significantly less than peers performing similar work.



03 Diversity goal-setting is falling short.

Nearly all companies have diversity goals but many don't have a concrete plan to achieve them.

Despite good intentions, lofty diversity goals by themselves do not lead to progress, as shown by the performative DE&I pledges many companies made in response to the 2020 social justice movement that have had little substantive impact on representation, pay gaps, or other employment outcomes. When it comes to diversity and representation, employees and investors have become understandably wary of hollow promises and check-the-box policies.

Companies must follow through on their DE&I commitments by clearly demonstrating how equity functions within their organization and pointing to specific examples and data. Achieving lasting change requires setting measurable, data-driven diversity goals, creating specific action plans to achieve them, and being transparent about progress in order to increase accountability and trust.

Data is crucial for setting realistic diversity goals and monitoring progress. In order to establish what's achievable, companies need to understand what their workforce looks like now and what it *could* look like based on available talent. Benchmarking against both available internal talent and external labor pool or demographic data (such as occupational U.S. Census data) is best practice for companies to understand where they are falling short compared to what's possible for their specific industry, location, and other factors.

C-level enthusiasm for DE&I can be just as performative as empty diversity pledges if leaders do not apply their authority to workplace equity efforts to drive actual progress — and share in the accountability for the success or failure of those efforts. While 57% of respondents believe their leadership is truly bought-in to their workplace equity initiatives, half of those do not agree that there is meaningful accountability at the leadership level if those initiatives fail. Public accountability matters as well, which means that companies must clearly communicate about their workplace equity goals and related action plans — and then follow through on providing updates about progress towards those goals.

> "Thus far, work in the area [of DE&I] has been more performative (e.g. changing the company logo during Pride Month, posting a blog on Juneteenth, etc.) than substantive."
>
> Total Rewards Manager at a multinational healthcare company (1,000-4,999 employees)

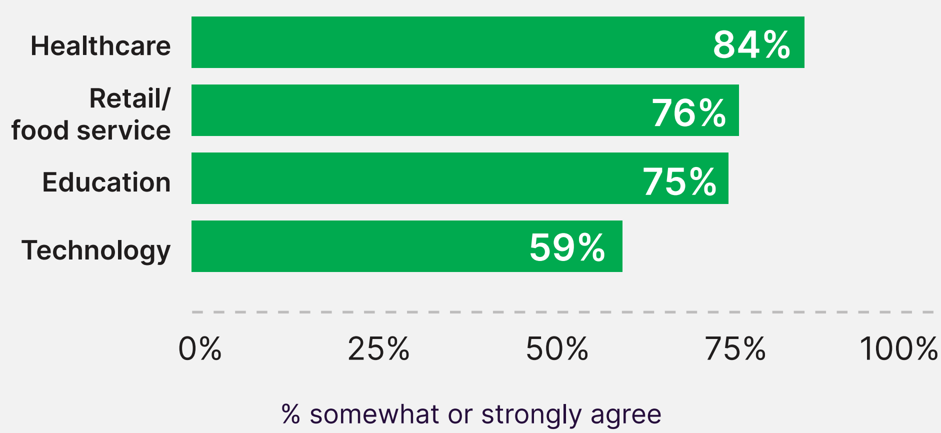
SPOTLIGHT

Diversity in tech

The technology sector is lagging on creating effective programs that develop diverse talent and teams — and tech organizations will have to work harder to behave like mature organizations.

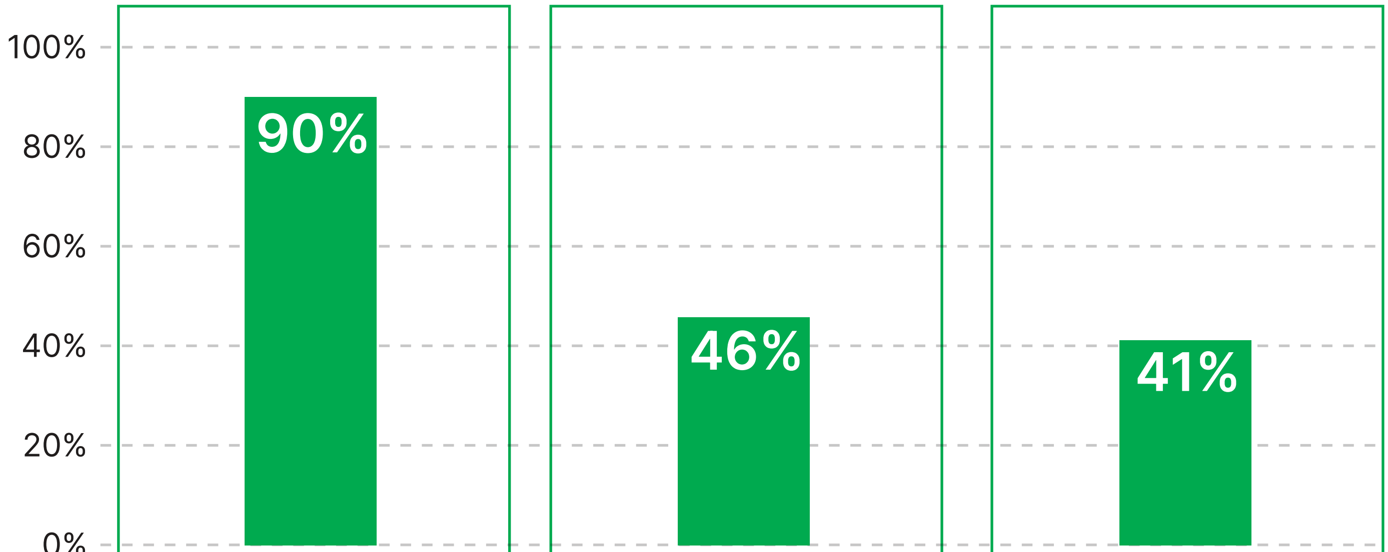
Healthcare (84%), retail/food service (76%) and education (75%) receive the highest marks for effectively building diverse teams at each level. Technology fares worst with only 59% of practitioners agreeing that their organization effectively does so. Some of this difference may be due to sectors such as healthcare and retail employing a large number of frontline workers, a group that tends to have more diversity.[17]

My organization effectively builds diverse teams at each job level.



Technology also receives the lowest marks for effectively developing existing talent from historically underrepresented communities — only 46% of tech practitioners (vs. 62% overall) agree their organizations effectively do this.

Companies are leveraging data to set their goals, but they're not getting the full picture.



90% of companies have some type of diversity goals.

46% do not agree that there is meaningful accountability at the leadership level if workplace equity initiatives fail.

41% do not agree that there is enough information shared externally about workplace equity outcomes for meaningful public accountability.

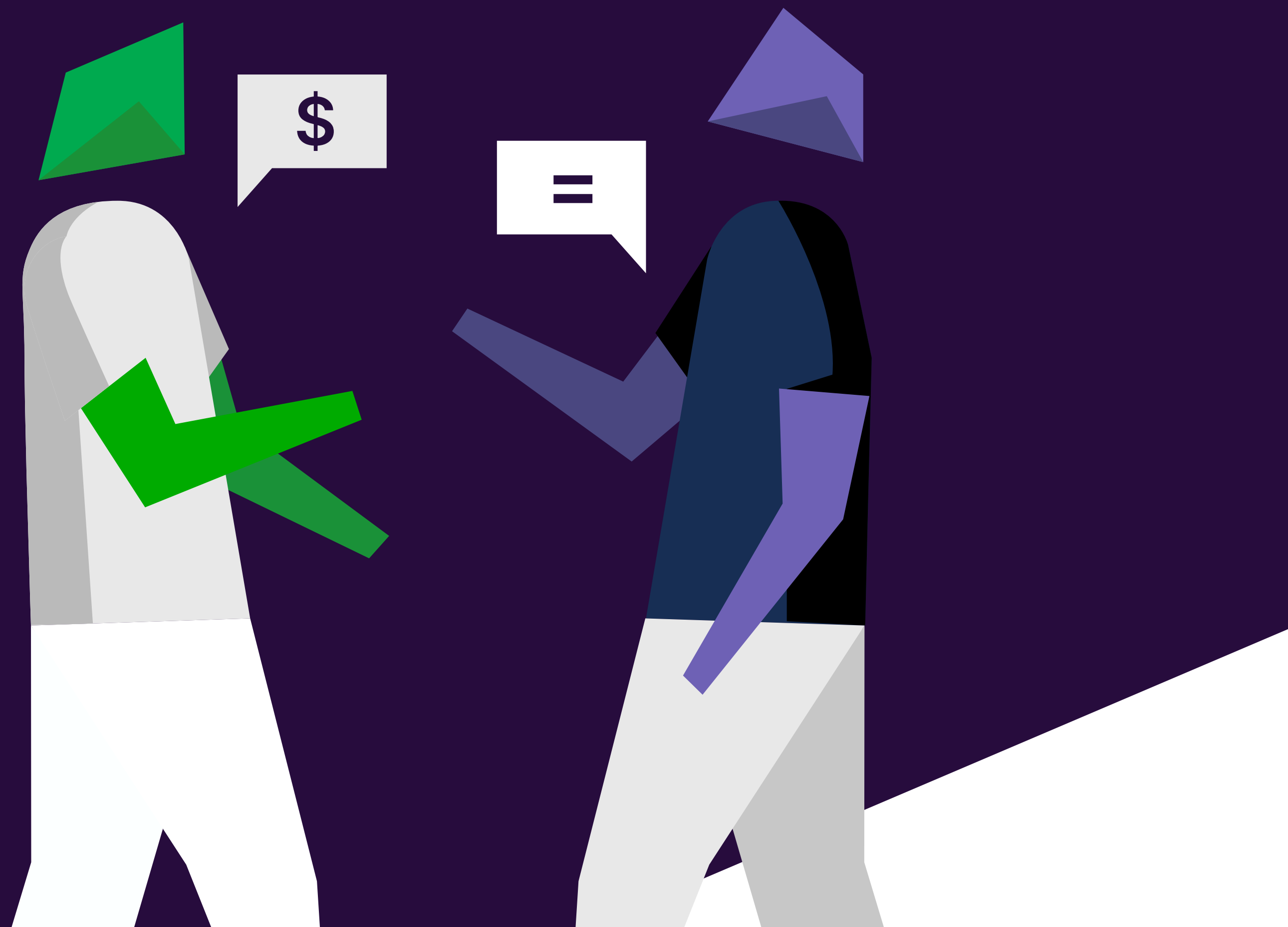
38%

of companies that set external diversity goals have no supporting internal goals.

50%

of practitioners believe their orgs rely too heavily on recruitment to increase diversity.

04 Companies are ramping up transparency.



Companies are feeling the push for transparency globally but few are actually prepared.

As more and more jurisdictions globally enact pay transparency legislation, many employers are feeling exposed by the need to publicly share how much their jobs pay and/or where their pay gap stands. Currently, 63% of mature workplace equity programs either already post pay ranges or are fully prepared to comply with this legislation. Companies who are not prepared are behind the curve.

In the U.S, a growing number of jurisdictions have adopted pay scale transparency laws. Illinois and California also have pay reporting requirements, with California adding a groundbreaking requirement for median and mean pay gap and contractor pay reporting. There are already pay reporting laws across Europe, including new laws in Ireland, while Germany, France, Iceland, the United Kingdom, Switzerland, and several other countries have regulations around equal pay for equal work and the gender pay gap.

SPOTLIGHT

Program maturity and transparency

As workplace equity programs mature, they share information and progress on goals more frequently. This adds increased accountability.

When companies are just starting out, only 34% share updates about workplace equity progress at least quarterly. By the time workplace equity programs reach peak maturity, that number jumps to 63% sharing at least quarterly.

In the U.S., leading organizations are reacting to the writing on the wall by taking a nationwide approach to pay transparency, rather than navigating it on a patchwork, state-by-state basis.[18] Not only is this approach simpler to administrate, it also helps companies future-proof against the likelihood of legislation and regulations expanding into additional jurisdictions.

> We have transparent compensation levels and ranges for all roles in the company, viewable by all employees."
>
> DE&I Manager at a global tech company (1,000-4,999 employees)

Common worries for companies as they prepare for pay scale transparency are "current employees seeing ranges" and "explaining the ranges." The best way to mitigate these concerns and communicate about pay with confidence and clarity is to use robust data analytics. Companies that can quantify the impact of their pay programs and use data to validate whether pay policies are being applied consistently and equitably will be able to more effectively articulate and defend their pay philosophy to employees.

As salaries and pay gaps are pulled front and center, it's vitally important for companies to create a proactive communication strategy around both pay and broader workplace equity in their organization. In a world increasingly defined by rigorous pay transparency, effective communications can make or break a company's brand. Communications should focus on clearly defined action plans and accountability.

No matter their starting point, every organization has room for improvement when it comes to the pay gap — and companies shouldn't wait until they have "fixed" all their problems in order to communicate about their workplace equity initiatives. Companies that are open about where they currently stand and what actions they are taking to move in the direction of their goals can provide valuable contextual framing for their existing pay gaps and diversity metrics, while demonstrating a commitment to actionable, ongoing progress.

Leading companies are delivering on the call for transparency by going beyond what's legally required and voluntarily disclosing a range of DE&I, pay, and workplace equity metrics, transforming these topics from a potential liability into a brand advantage. And while only one-quarter of companies are currently voluntarily disclosing their adjusted and unadjusted pay gaps, about one-third are planning to in the next 12 months.

> "The most impactful component of our workplace equity program has been public disclosure of representation goals at leadership levels."
>
> Director of Total Rewards at a global enterprise retail company (more than 15,000 employees)

Some leading brands are going even further in their pay equity communications by earning third-party certification through organizations such as Fair Pay Workplace. There's an increasing need and appetite across the board for a consistent, transparent set of rules and standards around fair pay. By partnering with Fair Pay Workplace to undergo a robust pay equity analysis and commit to an action plan, certified companies can share a validated stamp of approval in their public communications.

"We are very transparent as far as what our goals are, and where we are in our journey to meet and exceed. Our annual report has attracted attention from others who work with and research people initiatives and DEIB."

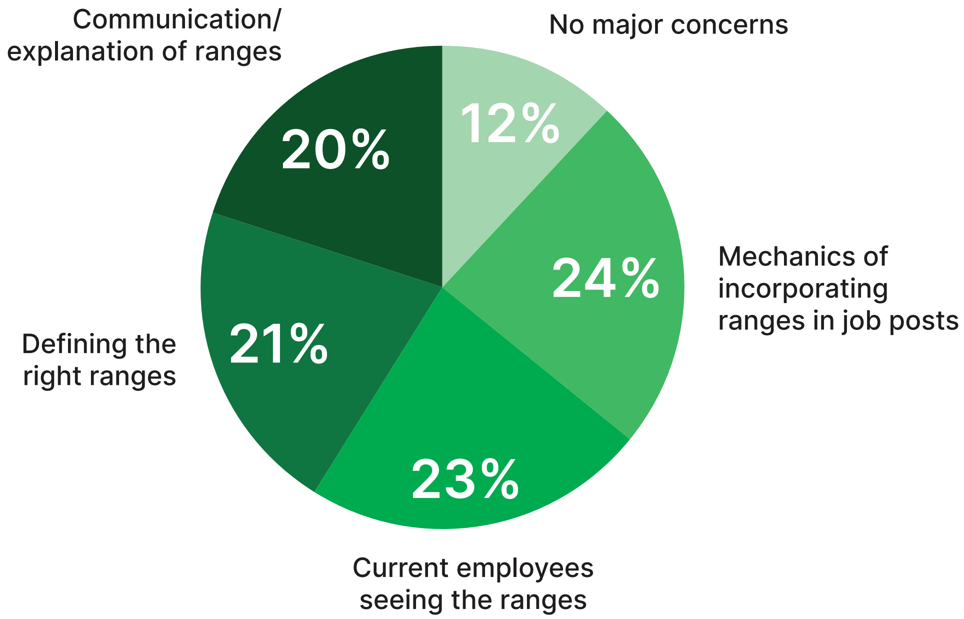
Human Resources professional at a multinational finance company (1,000-4,999 employees)

By the numbers

Organizations don't feel prepared for new pay scale disclosure laws (U.S.) and/or for new pay transparency laws.

Only 12% of companies have no major concerns about communicating pay ranges. For the remainder, their primary concerns are illustrated in the chart below.

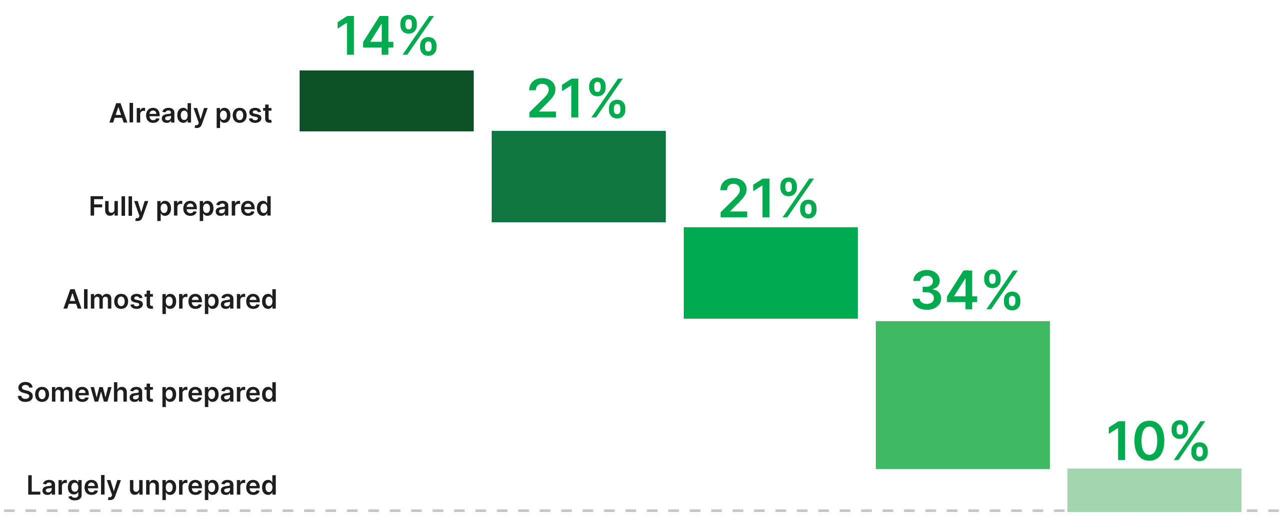
What is your primary concern with these new pay scale disclosure laws?



Readiness to meet pay scale transparency requirements to post salary ranges in job openings varies widely, but mature organizations are the most prepared.

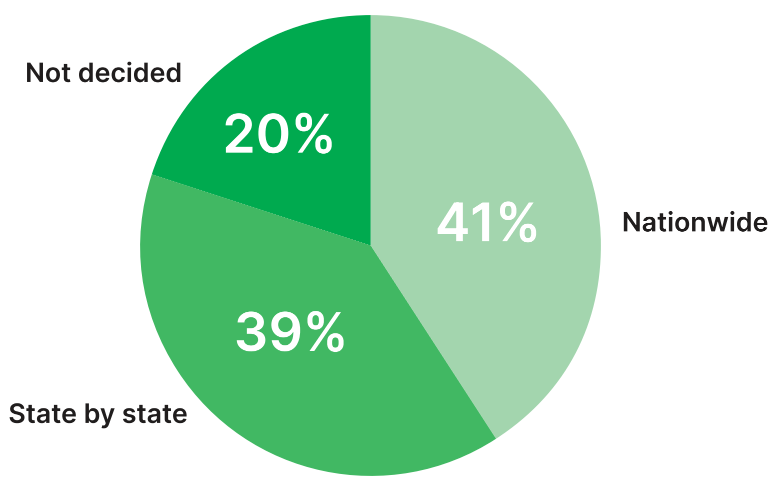
63% of mature organizations are fully prepared or already posting salary ranges.

Readiness to meet pay scale transparency requirements to post salary ranges in job openings



In the U.S., leading organizations are future-proofing their approach to compliance with pay scale transparency laws by going national.

What is your organization's approach to compliance with these new pay scale transparency laws?



Only about one-quarter of companies are currently voluntarily disclosing their adjusted and unadjusted pay gaps — but about one-third are planning to in the next 12 months.

Does your organization publish or plan to publish any of the following voluntary pay statistics?

(Please do not consider required filings, such as UK pay gaps or salary ranges in Colorado).

	We currently publish	We plan to publish in the next 12 months	We are considering publishing, but not in the next 12 months	We have no plans to publish
Adjusted pay equity gaps	28%	33%	17%	22%
Unadjusted pay equity gaps (mean or median)	26%	30%	20%	25%

Looking ahead

In a volatile economy, getting workplace equity right matters more than ever.

Workplace equity is critical to building a sustainable business, even in an uncertain macro environment. To keep up with leading companies and move into a more mature workplace equity model, organizations should consider:

- **Expanding analyses to more employee identity groups** — veterans, people with disabilities, caregivers, employees without college degrees, etc. — and looking at intersectionality.
- **Embedding equity into more stages of the employment journey,** including performance ratings, merit increases, high potential programs, starting pay, and anti-bias training.
- **Increasing transparency** through regular disclosures, clear communication with employees, and the pursuit of third-party validation and certification such as Fair Pay Workplace.

How do you get there?

Because workplace equity is multi-dimensional, data and analytics are key to painting the big picture view of workplace equity across your company.

Access to ongoing equity insights helps support equitable decision-making for every compensation change, day in and day out, and guides workforce changes — such as promotions, performance evaluations, or workforce reductions — to ensure they are fair before you roll them out. Data analytics can also help fix root causes of inequities at the policy level to prevent them from cropping up again, leading to decreased remediation costs and more equitable outcomes over time. And using data is, of course, key to both holding leaders accountable and building the reporting needed to demonstrate your workplace equity progress to stakeholders from investors to employees.

Workplace equity is a journey of incremental progress over time and it takes analytical rigor, centralized communication, and cross-functional alignment to build a successful program. No matter where you are in your workplace equity journey, the right partner can help you move to the next stage of program maturity by providing the tools and expertise that support a data-driven, action-oriented strategy. By programmatically measuring and developing an equitable workplace, you can not only drive sustainable business outcomes, but much more importantly, prove that you treat every employee with the fairness they deserve.

Total Number of Respondents: 404

How many employees does your organization have?

Fewer than 50	3%
50-99	2%
100-499	9%
500-999	14%
1,000-4,999	40%
5,000-15,000	16%
More than 15,000	16%

Company presence

Multi-national	60%
U.S.-only presence	40%

Which of the following best describes your organization's industry?

Banking / financial services / insurance	13%
Construction / real estate	4%
Education	6%
Energy / natural resources / agriculture	4%
Government / utilities	5%
Healthcare	11%
Manufacturing	15%
Media / publishing / entertainment	1%
Nonprofit	2%
Retail / food service	16%
Technology	12%
Transportation & warehousing	4%
Other	6%

*Values may not add to 100% due to rounding

Which of the following best describes your job level?

Executive (C-suite)	9%
VP/SVP	19%
Director/Senior Director	33%
Manager/Senior Manager	24%
Individual contributor	15%

Which of the following best describes your primary job function?

Chief Executive / President	1%
Diversity, Equity, and Inclusion (DE&I)	3%
Finance	1%
Human Resources	74%
Legal	2%
Marketing	0.2%
Operations	1%
Public Affairs / Communications	1%
Technology / Engineering	0.2%
Total Rewards	17%
Technology / Engineering	0.2%
Total Rewards	17%

How close are you to your organization's workplace equity program?

Supporting our workplace equity program is more than 50% of my job.	47%
Supporting our workplace equity program is 25-50% of my job.	29%
Supporting our workplace equity program is a significant part of my job, but less than 25%.	22%
I am a stakeholder in our workplace equity program (e.g., I serve on my organization's leadership team or...)	2%

Which of the following best describes the maturity of your organization's workplace equity analyses?

Starting out: We are just starting (or re-starting) our workplace equity analyses, but do not have an established cadence.	14%
Building up: We run limited, occasional, or ad hoc analyses, but have no established a regular cadence or would like to conduct more.	26%
Integrating: We run analyses on a regular cadence, and we are working to close the loop and incorporate the results into our workplace equity activities and employment processes.	41%
Maintaining: We conduct regular analyses and have a mature system for incorporating results into our workplace equity activities.	19%

1. Fast Company, How the battle for talent is widening the pay gap, April 2022; Bloomberg Law, Equal Pay Gains Dampened as Wage Gaps Widen for Women of Color, July 2022

2. The Conference Board, C-Suite View of Volatility, War, Risks, and Growth for Global Business, July 2022

3. Syndio, U.S. Pay Scale Transparency Legislation Cheat Sheet, June 2022

4. Syndio, Global Pay Reporting Cheat Sheet, July 2022; Syndio, U.S. Pay Scale Transparency Legislation Cheat Sheet, June 2022

5. JUST Capital, The JUST Report: The State of Play on Pay Equity Disclosure, July 2022

6. Syndio, The 'S' Part 1: Why Investing in and Reporting on the 'S' in ESG is Good for Business, April 2022

7. JP Morgan, ESG Outlook 2022: The future of ESG investing, 2022

8. Catalyst, Words Aren't Enough: The Risks of Performative Policies, 2022

9. IDC, Workplace Equity: The Time is Now, June 2022

10. DiversityInc, How to Prepare Your Workforce for a Recession and Other Less-Than-Ideal Events, June 2022

11. Midlands Technical College, Measuring the Real Cost of Employee Turnover, March 2022

12. Family Caregiver Alliance, Caregiver Statistics: Work and Caregiving, 2016

13. Forbes, Mother's Equal Pay Day 2022: How The Pay Gap Impacts Families, September 2022

14. GOBankingRates, 27% of Women Say Caregiving Is Their Biggest Career Obstacle, March 2022

15. Federal Reserve Bank of Minneapolis, Women of color and women with children disproportionately left the labor force during the COVID-19 pandemic, February 2022

16. Columbia Law School, Kimberlé Crenshaw on Intersectionality, More than Two Decades Later, June 2017

17. McKinsey & Company, Race in the workplace: The frontline experience, July 2022

18. Forbes, A Surge Of Companies Are Planning To Disclose Pay Ranges In Job Postings, Even Where It's Not Required, September 2022

Want to learn more about how Syndio can help your organization turn your pay equity and diversity goals into reality?

REQUEST A DEMO

Syndio provides technology and expert guidance that helps companies measure, achieve, and sustain all facets of workplace equity. More than 200 companies, including 30% of Fortune's Most Admired Companies, rely on Syndio's Workplace Equity Analytics Platform to close pay and opportunity gaps, mitigate legal risk, and turn DE&I goals into tangible results. Together, we are showing the world how to build resilient, open workplaces by ensuring every employee is valued for who they are and what they contribute to their company's success.