<u>Draft – For Discussion Purposes Only</u>

For employers of all sizes, a commitment to providing resources in terms of human capital and IT infrastructure are required to the process definition, execution, and data storage related to gender pay equity. The following summarizes the associated processes and infrastructure that would be useful in conducting a pay equity analysis.

<u>Infrastructure / Systems</u>

HRMS	○ Store employee data related to job, location and compensation data* ○ Geographic Salary Ranges reflecting external market data ○ Time in Company[A] ○ Time in Position ○ Gender ○ Race[B] ○ Team Size (total team size and direct reports)
Payroll Time and Attendance	○ Payroll Data ○ Earnings ○ Hours Worked ○ Starting Salary[C]
Talent Management	○ Goal Definition ○ Performance against goals ○ Long-Term Career Potential (High Potential or Key Role); Training & Development Positions; Fast-track / leadership development** ○ Employee Profiles (internal/external employment history, experience, institutional knowledge, education, accomplishments, competencies) ○ Talent assessment data ○ Competency assessments ○ Succession planning ○ Scope of Role - Budget P&L Responsibility, Complexity of channels, geographies
Recruiting / Talent Attraction	○ Job Profiles/Descriptions ○ Candidate Resumes***
External Market Data	○ Salary Survey analysis ○ Salary Surveys with benchmark jobs
Internal Job Structure Data	○ Career leveling matrix indicated breadth and depth of role scope ○ Job Functions / Job Families

*Need definition of compensation (pay rate vs. earnings and additionally bonus/stock)
** Cross-over with Human Resources
*** Should these be maintained?
**** Guidance for HR and Hiring manager to leverage correct job titles, levels, and roles****
Eliminate diffusion of responsibility; changing roles in based on changes to business
[A] In service date to account for missing periods in tenure.

[B] SB 1067 expanded SB 358 to cover race so might as well include that now.
[C]A very useful field to capture because currently the majority of the pay gap is due to starting salary.