Equal Pay for Equal Work.

The status quo is not an option.

Pay equity is one of the most increasingly complex, sensitive and visible issues facing organizations today. Understanding how to diagnose, quantify, and address pay gaps, as defined by equal pay for equal work, has never been more important.

Today’s business, regulatory, political, and social climates are combining to place unprecedented levels of scrutiny on what organizations are doing — or not doing — to ensure they are fostering an inclusive environment in which all employees have equal opportunity to thrive and develop.

More than 80 countries have some form of equal pay for equal work legislation, and roughly 24 have some sort of mandatory reporting requirement. Within the US, several states and cities recently have enacted legislation that precludes employers from enquiring about salary history during the recruitment process in an effort to ensure more equity in pay across all demographic groups. In the UK, medium and large size organizations will soon need to report out data on their organization’s gender pay gap.

The best performing organizations are doing something about this issue, rather than ticking the boxes on pay equity compliance. Why? Because it makes excellent business sense to do that. Organizations with diverse leadership teams, fairer reward systems and talent management processes that foster development and increased capacity for all employees financially outperform those who don’t.

Our research in the US shows that 75% of companies say gender pay is an issue for them, but 40% of those companies have not taken any action on the issue in the past two years. The status quo is not an option here. Organizations who manage pay and employment equity well benefit from improved company performance. Those who don’t see trust in leadership, employee engagement and financial performance suffer. So, it’s crucial to address this issue. Nobody is better positioned to help with this issue than us.

Korn Ferry has developed a solution that supports a complete effort within organizations to measure and close pay and human capital program gaps and to implement high impact and sustainable change.

WHY KORN FERRY?

While some competitors can help you understand “equal pay”, Korn Ferry has unparalleled capabilities in work measurement — helping understand what constitutes “equal work.” Moreover, the causes of pay equity issues are often rooted in the organization’s leadership focus, culture, reward, talent acquisition, talent management and performance management processes.

We work with management to provide a comprehensive solution that enables organizations to understand existing pay trends and to develop effective, inclusive, sustainable solutions to establish and maintain pay equity for the long term.

15%
Likely to have higher financial returns with gender diversity at the executive level.
Source: McKinsey Diversity Matters 2015

4.5x
Greater revenue growth for organizations in the top vs. bottom quartile in employee engagement and enablement.
Source: Korn Ferry Hay Group 2009

1.5x
Difference in ROE between organizations who have leveraged diversity and inclusion for business impact and those who have not.
Source: Corporate Executive Board/CLC HR 2012
Our solution: KF EQUAL

Our KF EQUAL process combines our access to extensive pay practices data with our unparalleled capabilities in work measurement, rewards, leadership development and talent management consulting expertise to provide clients with differentiated insight into pay disparity challenges and their root causes within their organizations.

Going one step further: the KF EQUAL difference

To ensure a robust assessment of your pay equity program, we leverage our deep expertise across the entire talent supply chain to focus on the following drivers of pay equity.

- **Reward management**: Work structures, job evaluation, base pay delivery, promotion guidelines, bonus calibration and payouts.
- **Talent acquisition**: Hiring guidelines, candidate distributions, compensation offers and offer approval processes, employer branding.
- **Leadership**: Beliefs and values of leaders that drive an inclusive approach to leadership and behaviors in attracting, motivating, developing, promoting and retaining key talent.
- **Culture**: Organization values, tolerated and encouraged behaviors, employee engagement.
- **Talent management**: High potential candidate identification, career management, promotion practices and distributions, succession management.
- **Performance management**: Performance goal setting, coaching, assessment, pay-for-performance.

About Korn Ferry

Korn Ferry is a global organizational consulting firm. We help companies design their organization — the structure, the roles and responsibilities, as well as how they compensate, develop and motivate their people. As importantly, we help organizations select and hire the talent they need to execute their strategy. Our approximately 7,000 colleagues serve clients in more than 50 countries. Visit [www.kornferry.com](http://www.kornferry.com) for more information.

WANT TO LEARN MORE?

Korn Ferry is the only firm to be able to assess pay equity as well as to address root cause issues across your entire talent supply chain. To find out more about how your organization can improve your pay and employment equity processes, please speak to one of our team (www.kornferry.com).