Pressures on employers to act on fair pay are driven by a diverse group of stakeholders

**Fair pay**
Broad term to refer to different aspects of pay and benefits fairness including but not limited to...

<table>
<thead>
<tr>
<th>Equal pay*</th>
<th>Low pay – high pay</th>
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</thead>
<tbody>
<tr>
<td>Benefits equity</td>
<td>Career equity (equal opportunity)</td>
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<tr>
<td>Governance</td>
<td>Transparency</td>
</tr>
</tbody>
</table>

*Where individuals perform same work, similar work or work of equal value, differences in pay are for objective reasons and not related to gender, ethnicity, age or any other protected characteristic.

**Canadian pay equity**
Canadian pay equity is about equal pay for comparable jobs, where jobs traditionally held by women should receive the same compensation opportunities as jobs traditionally held by men.
We are now at a tipping point

Accelerating delivery of fair pay

Employers need to be confident on fair pay and ready for greater pay clarity and visibility

How to think about pay transparency

Pay clarity goes beyond just complying with local pay transparency legislation.

The opportunity is to generate awareness, confidence and engagement among employees about how pay works at your organization.

Artificial intelligence

Accelerating delivery of fair pay

Disclosure of pay range
At job posting, upon selection or upon request, as required by local legislation or proactively as a responsible employer.

Reporting of pay gap
Annual reporting, as required by local legislation or proactively as a responsible employer.

Beyond compliance

Visibility into and education about how pay decisions are made
This includes:
• Compensation philosophy
• How you look at the market
• How pay programs and processes work
• How the company ensures consistent decisions

This can be focused on pay transparency alone or, alternatively, fair pay as one piece of the broader pay and DEI story.
### Understand what you need to prepare

...Regardless of your geographic footprint

<table>
<thead>
<tr>
<th>Step</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Get your house in order</td>
</tr>
<tr>
<td>2</td>
<td>Prepare employees</td>
</tr>
<tr>
<td>3</td>
<td>Confirm HR data and analytical capability</td>
</tr>
<tr>
<td>4</td>
<td>Clearly define approach</td>
</tr>
<tr>
<td>5</td>
<td>Enable managers</td>
</tr>
<tr>
<td>6</td>
<td>Update process over time</td>
</tr>
</tbody>
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### About WTW

At WTW (NASDAQ: WTW), we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organizational resilience, motivate your workforce and maximize performance. Working shoulder to shoulder with you, we uncover opportunities for sustainable success — and provide perspective that moves you. Learn more at wtwco.com.

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### Confirm HR data

- Identify available and applicable HR data and analytical capability to determine and update pay ranges for posting, data for reporting and recordkeeping.

### Clearly define approach

- Determine how posting ranges will be developed and how pay data will be compiled for each job/job group.

### Enable managers

- Help leaders and front-line managers talk effectively about pay and how decisions are made.

### Update process over time

- Recognize it will take time to achieve transparency ambitions as regulations evolve, and be prepared to pivot and persevere.