

**Scan the QR code for your  
personalised report and  
pay transparency score**



## Our why

Our vision is to create a future in which organisations build a culture of trust through pay transparency, taking a fair and equitable approach to pay and reward, communicated clearly and honestly to their employees.

## Why we're different

Unlike other reward consultancies, we work in partnership with our clients on an ongoing basis.

Our goal is to find the right approach for your organisation. We take the time to get to know where you are and where you want to be, working with our partners to bring you the best guidance, data, and value.

## Our values



Excellence



Trust



Kindness



Innovation



Collaboration

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# Build a culture of trust through pay transparency

with Rameez Kaleem  
29<sup>th</sup> June 2023

# Are you recruiting on higher salaries than your current employees?

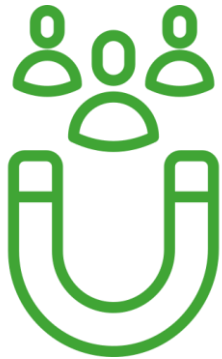
- The market is moving but we lack pay progression for loyal employees.
- Outdated pay practices cause inequality & frustration.
- Employees are discussing salaries.
- Generation Z are prioritising transparency.





# How do we manage pay in order to:

Attract and retain talent



Navigate challenges such as hybrid and remote working



Keep up with record inflation rates



**Don't worry, having the highest salaries is not the answer...**

**Perception of fairness is more important than what we pay people**

Well-communicated pay equity is almost **thirteen times** more important for employee retention and engagement than “high levels of pay.”

**Only 12% of  
organisations  
publish pay ranges  
for employees**



## In this session:

- How you can communicate pay equity to build a culture of trust
- Become 13 times more likely to retain & engage employees



# What is pay transparency?

- Providing context
- Providing clarity
- Demonstrating fairness

What's your definition?



# Start with WHY

## What

Every organisation on the planet knows WHAT they do.

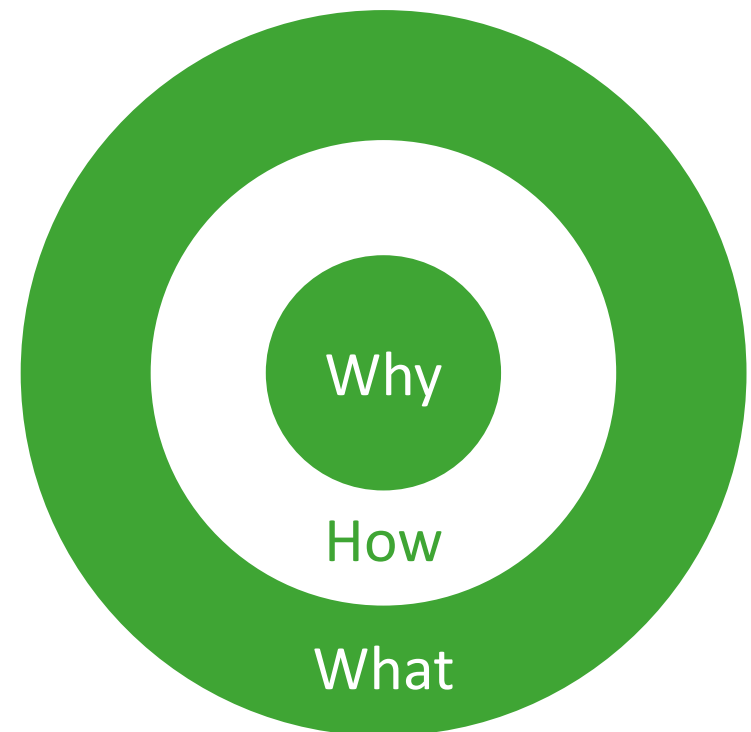
## How

Some organisations know HOW they do it.

## Why

Very few organisations know WHY they do what they do.

### Simon Sinek's Golden Circle





**E.G. Apple**

## What

We make great computers. They're beautifully designed, simple to use and user-friendly.

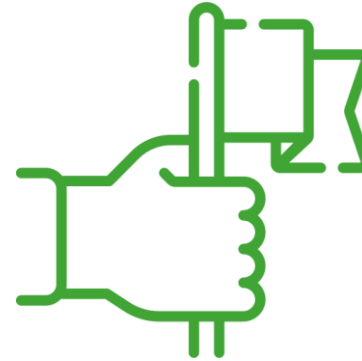
## Why

In everything we do, we believe in challenging the status quo. We believe in thinking differently.

## **“Why” builds trust**



Shared vision



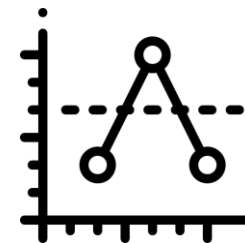
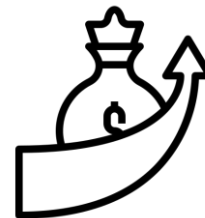
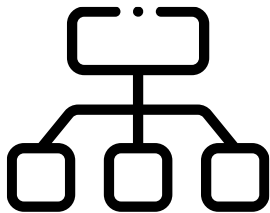
Sense of  
purpose

**Pay is no different.**

# Step 1 – Pay Philosophy

Consider these questions:

- What are your pay & reward principles?
- What is the purpose of pay?
- Why should pay progress?
- What is your market positioning?



## Step 2 – Benchmark your roles

Employees have instant access to a range of pay data, thanks to:



glassdoor

## Step 2 – Benchmark your role

There are two types of salary surveys:



### **Crowdsourced surveys**

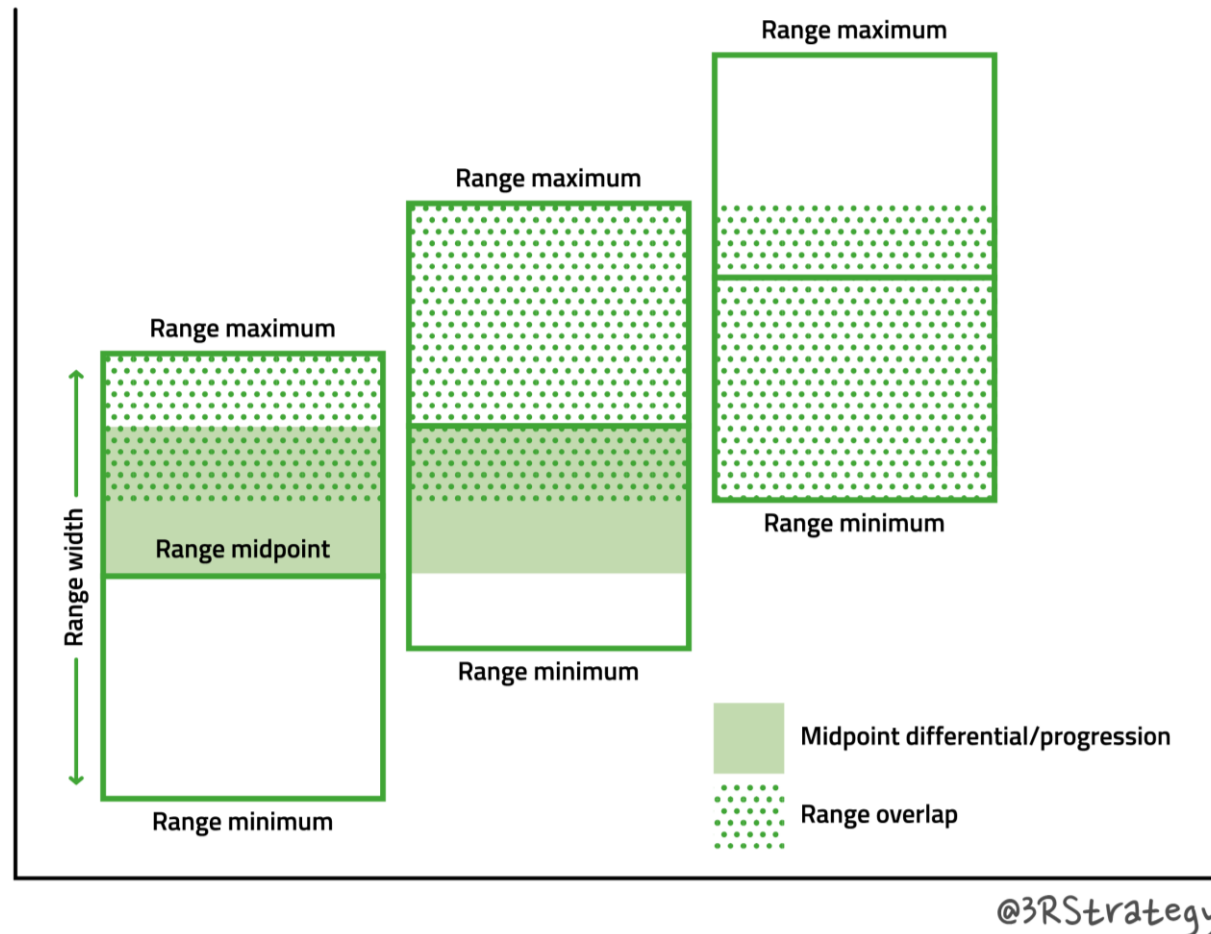
- Data submitted by individuals
- Free to employees
- Only show what companies are willing to pay
- Based on job titles not role content



### **Formal surveys**

- Data gathered from organisations
- Fee to participate
- Robust validation process
- Balanced comparison between jobs of a similar level

# Step 3 – Build your own career pathways & pay structure

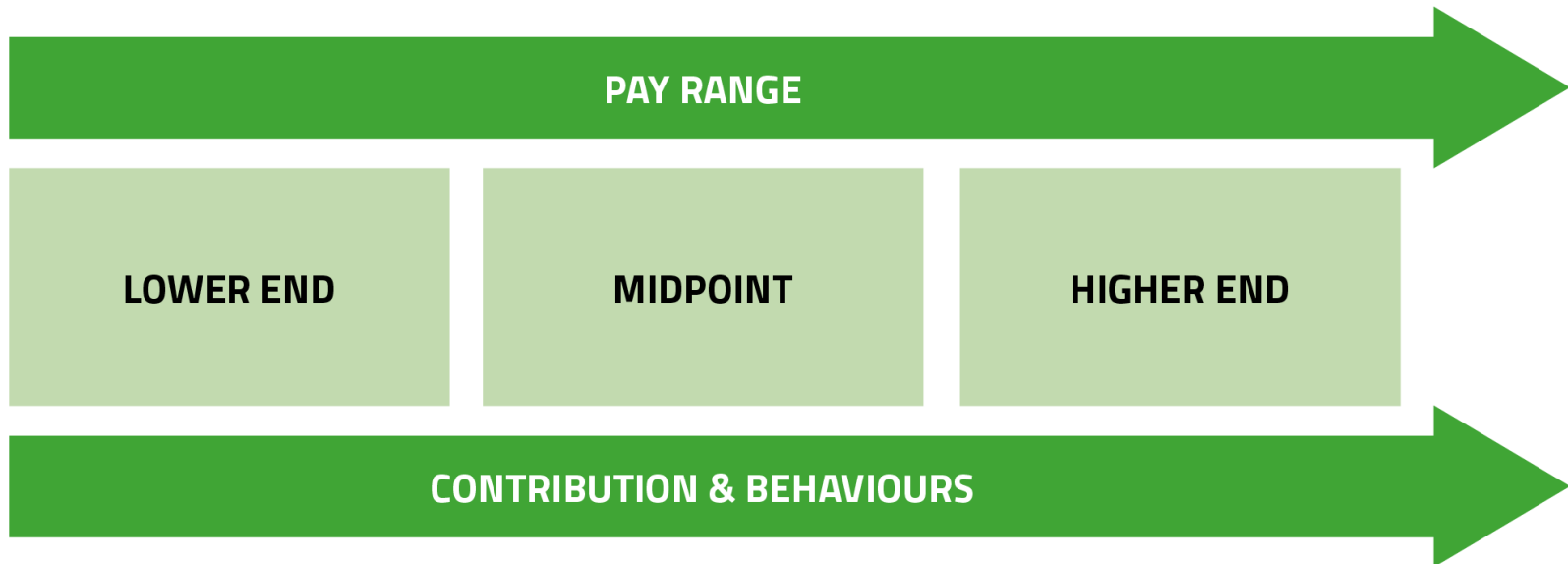




# Step 3 – Build your own career pathways & pay structure

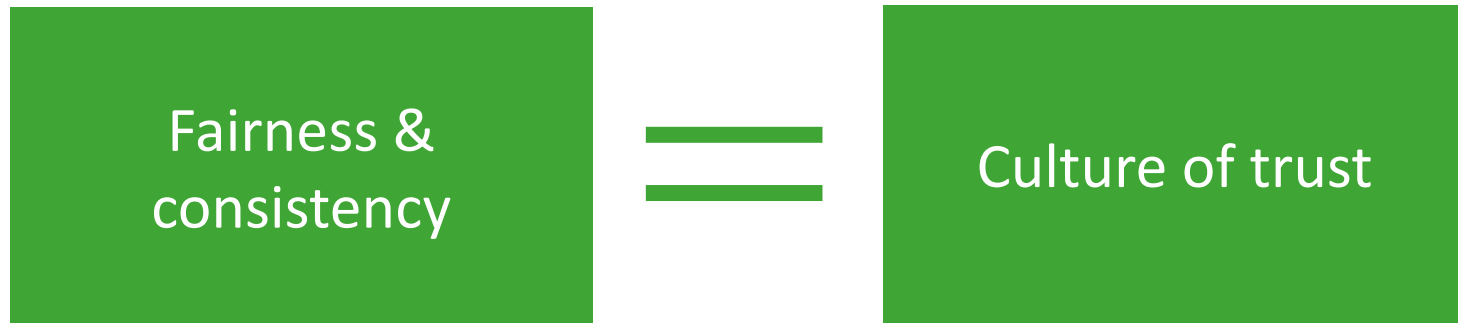
Grade/ Band	Role	Description
F	Director	
E	Senior Manager	
D	Manager	
C	Consultant	
B	Analyst	
A	Administrator	Works under supervision with no autonomy

## Step 4 – Pay progression framework



## Step 5 – Communicate!

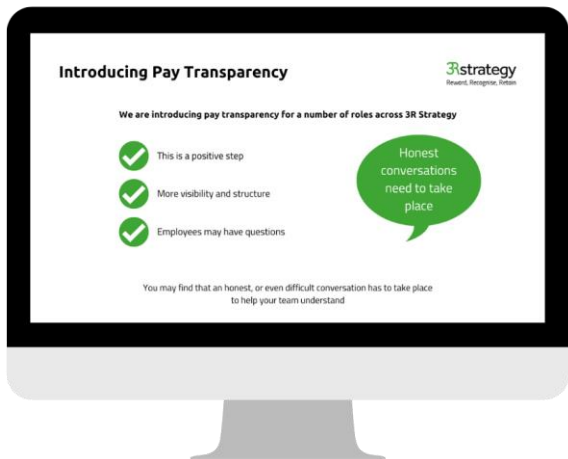
- Clear & honest communication improves engagement
- Job satisfaction increased from 40% to 82%
- No pay rises needed: just treat your employees like adults
- Employees just want to understand *why*



# Step 5 – Communicate!

## Effective communication channels:

- With all this in place, you're in a great position to start creating comms
- But people consume information in different ways
- Here are some of the ways we help our clients communicate to their employees:



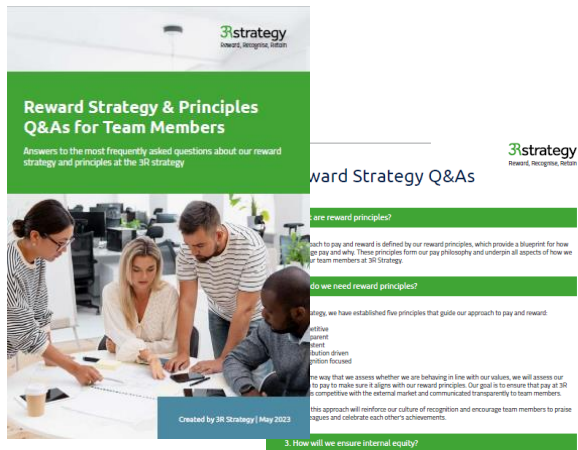
## Explainer videos

## Sales Career Paths

The table below illustrates the various career paths available within our organisation

Level 1	Level 2	Level 3	Level 4
Sales Executive (Level 1) Digital Sales Executive	Sales Executive (Level 2) Inventory Controller Senior Sales Executive	Affiliate Key Account Manager Key A/C Manager, Sales Dev. Key Account Manager Sales Operations Manager	Head of Export Sales Head of International Sales
Int'l Sales Executive Sales & Licensing Executive	Backlist Sales Analyst Sr Sales and Marketing Exec	Digital Sales Manager Inventory & Sales Ops Manager Local Sales & Marketing Manager Regional Sales Manager	Head of Local Sales/New Bus Dev Head of Sales
Sales & Marketing Executive Sales Operations Executive	International Sales Rep Education Sales Consultant	Sales Manager Senior Sales Manager Senior Key Account Manager Sales Manager, International	Head of Sales & Digital Sales Mgr UK Head of Sales
Customer Service Administrator Customer Service Advisor	Field Sales Consultant Field Sales Executive	Content Acq & Contract Manager Cost Service & Digital Supp Mgr Geo Digital Sales Manager Non Trade & Trade Sales Manager	Head of Sales Operations Head of Sales & Marketing
Digital Support Advisor Sales & Marketing Administrator Business Development Executive	Primary Specialist Senior International Rep	Sales Team Leader Senior Trade Sales Manager Sr Business Dev Manager Customer Success Manager	

## Visual one-pagers



## FAQ documents



## Employee guides

# To Summarise

- Pay is the #1 factor in when considering new jobs and when quitting
- Start with Why
- Pay philosophy and principles
- Get benchmarking data!
- Build your career framework
- Link career progression to pay progression
- Communicate clearly and honestly

# The Alternative

1. Difficult to recruit
2. High employee turnover
3. Poor diversity, equity & inclusion
4. Disengaged employees

A large, stylized letter 'R' in a light green shade is positioned on the left side of the slide, serving as a background element.

# Thank you

**3Rstrategy**  
Reward, Recognise, Retain