



The ~~un~~solved mystery of fair pay

The perception of fair pay remains consistently low in organizations across industries. Read our research to gain insights into effectively navigating this prevailing workplace trend.

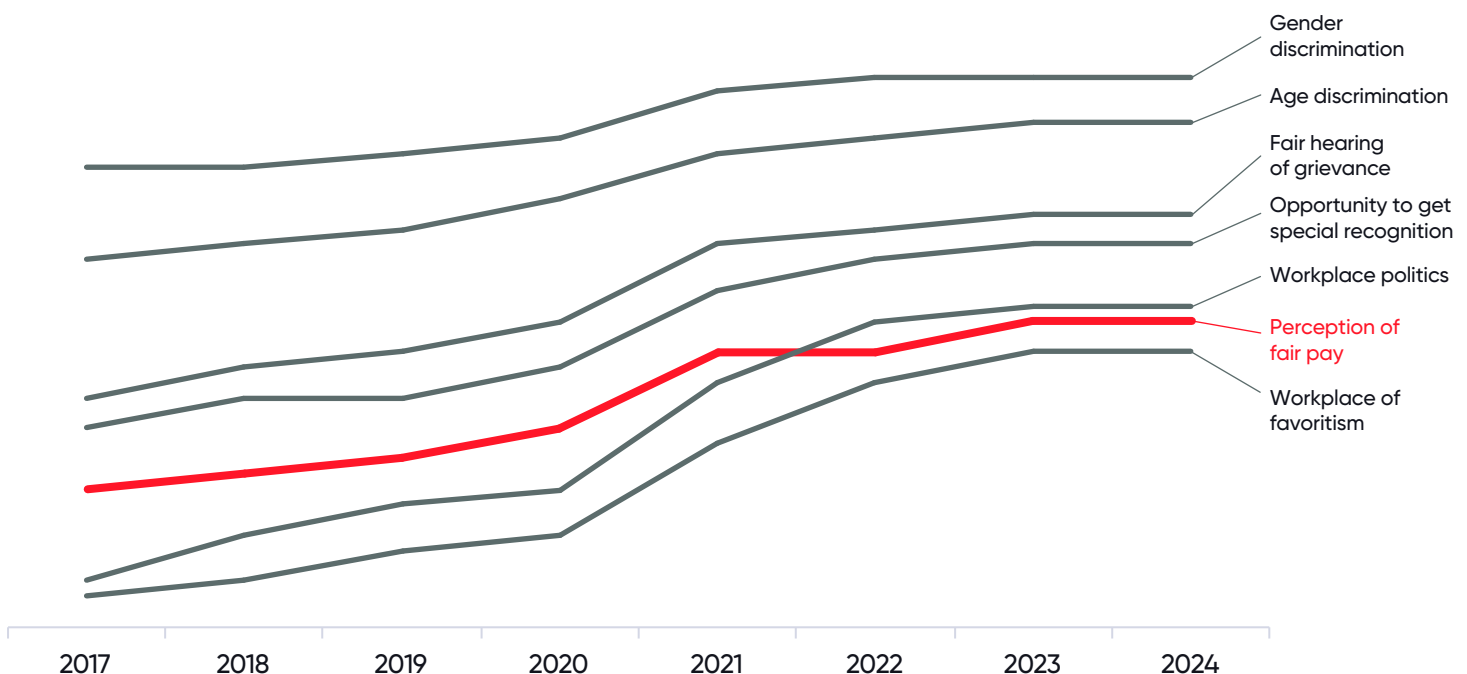
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Perception of Fair Pay may be improving but concerns persist

Despite an 11% uptick, significant gaps in the perception of Fair Pay across generations and industries underscore India's Path Forward

In India, even with significant improvement in fair pay perceptions, they remain lower compared to other key indicators of workplace satisfaction, marking a significant barrier to progress for organizations. Our research finds considerable disparities in experience, especially among Generation Z and within critical industries such as professional services and healthcare.

Change in employee experience over the years



Best workplaces understand the need



Improving the perception of fair pay significantly impacts fostering a positive workplace culture that contributes to the organization's sustained growth and positions it as a brand of choice for top talent.

Best Workplaces™ stand out in their ability to address the fair pay challenge, highlighting their leadership in creating an equitable workplace experience for all.

Organizations across industries looking to improve and achieve the same results face significant challenges as various aspects of workplace culture are intricately linked and impact an employee's perceptions of fair pay beyond just the salary paid to them.

Leading firms are winning by implementing performance-based compensation models.

To enhance perceptions of fair pay, leading organizations employ performance-linked pay mechanisms.

This strategic approach helps build greater transparency in the distribution of remuneration across all employees.

A packaging company aligned employee pay to 3 business outcomes.

1. EBIDTA (70% to 80%)



2. Performance excellence (5% to 10%)



3. Business strategy projects and ESG initiatives (10%)



Solve the problem not the symptom

The perception of Fair Pay, while somewhat linked to employee compensation, is also intricately tied and influenced by various other facets of the workplace culture.

Our research strongly indicates that the following five aspects significantly influence, and can improve, Fair Pay perception for organizations.

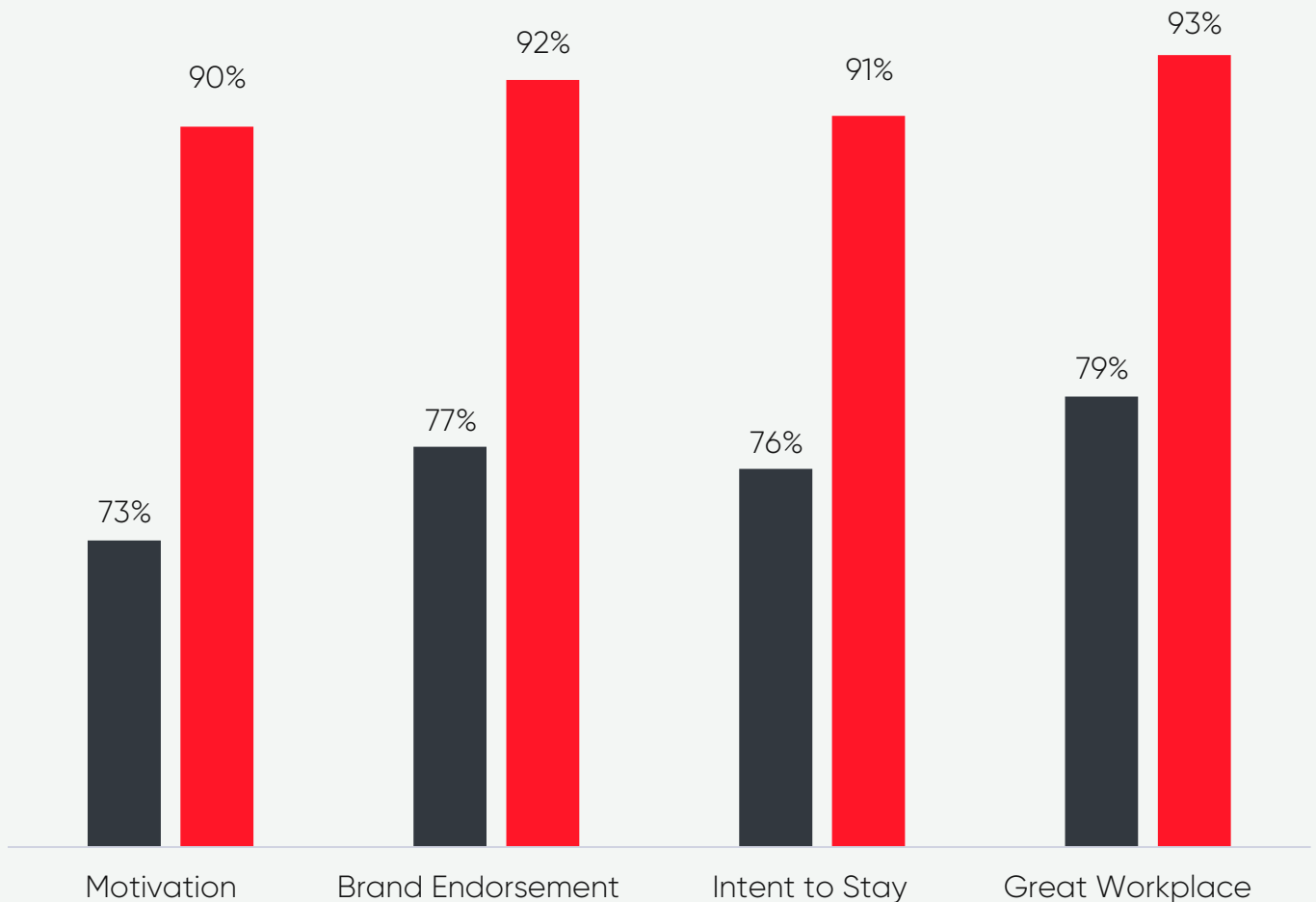
- 1 Show appreciation for good work and extra effort**
Create a culture of recognition, leading employees to feel that their contributions are valued.
- 2 Deliver on promises**
Build trust in the organization, leading employees to feel that commitments, by leadership will be honored, enhancing perceptions of fairness.
- 3 Ensure actions match the words**
Consistency between what management says and does strengthens employees' faith in the organization.
- 4 Promote those who best deserve it**
A transparent and performance-based approach to advancement signals to employees that rewards and recognitions are aligned with their contribution to the organization.
- 5 Provide opportunities for special recognition**
All employees need to believe they will be recognized for going above and beyond, building a perception of an equitable work environment.

The Payoff is Big for resolving concerns around Fair Pay!

On average, organizations in the top quartile of fair pay perception report 15% higher key workplace outcomes.

Outcomes of Fair Pay

- Organisations scoring in bottom quartile of fair pay perception
- Organisations scoring in top quartile of fair pay perception



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