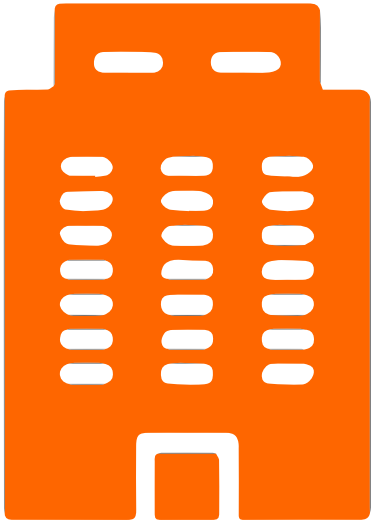


Quick Reference: Pay Equity for Directors



Ten questions directors should ask:

1. How often is a pay equity analysis done?
2. What are the key findings and actions arising from the data analysis?
3. What pay equity indicators are you able to report to the board?
4. What are the findings of the annual performance review analysis by gender?
5. How do diversity and remuneration policies address pay equity?
6. Is there a pay equity strategy and action plan to address any pay equity issues?
7. What progress has been made on addressing pay equity issues?
8. What are the key barriers inhibiting progress on pay equity?
9. How is the CEO held accountable for pay equity?
10. What is the process for ongoing monitoring of pay equity in the company?

Five red flags to look out for:

1. Senior management is unaware of the issue of pay equity.
2. No gender pay gap analyses are conducted.
3. Negative employee perceptions about fairness are observed in engagement surveys.
4. Remuneration policies and procedures do not specifically address pay equity.
5. Inadequate (or no) action taken to address pay inequities.

