# Pay Equity
## The Role of Data, Analytics, and Technology

the joshbersin company

# Overview

Pay equity is a big topic in business today. After all, it has a substantial impact on attracting, retaining, and engaging talent, and that matters more than ever in a tight labor market. And since pay and rewards are the single biggest investment a company makes, it's important to spend that money wisely and distribute it fairly.

Compliance regulations abound, too. California recently enacted a pay transparency law, including a mandate that requires employers to disclose salary ranges on job postings, joining Colorado, Nevada, Maryland, Rhode Island, and Washington as well as a number of cities, notably New York City. California also recently enacted pay data reporting to the state government, further demonstrating the need for employers to prove equitable pay practices. Meanwhile, high-profile lawsuits (sometimes costing companies many millions of dollars) increase the quest of HR departments for their employers to pay equitably.

Beyond compliance and risk mitigation, employers see opportunities to leverage pay equity to create a more inclusive work environment, attract and retain people, and find more diverse candidates.

This report presents the following:

- What HR leaders need to know about the role of technology and data in pay equity work
- The business case for pay equity
- What a pay equity audit is and how it works
- The data needed for a pay equity audit
- The role of specialized technology and what to look for in a technology provider
- Actionable next steps to get started, with specific examples throughout

# The Business Case for Pay Equity

Pay and rewards are important topics, impacting employees and employers in different ways. One thing is clear: we are at a point of no return where pay equity concerns will only grow stronger, so the time to act is now.

## Employees Demand Equitable Pay

A new Mercer study of 4,500 workers' sentiments finds pay has become the number one factor in employee satisfaction at work. Three out of four workers identify high inflation and a volatile market as the source of significantly increased financial stress, and despite increasing concerns around job security, 36% of them are considering leaving their employers (up 8 points from last year). When asked "What keeps you up at night," pay issues have risen to the top—exceeding concerns for physical health, balancing work and life, and even mental and emotional health (see Figure 1).[1]

**Figure 1:** What Keeps Workers Up at Night

| RANKING | 2022 | | 2021 | |
|---|---|---|---|---|
| 1 | Covering monthly expenses | 11.1% | Physical health and fitness | 10.3% |
| 2 | Being able to retire | 9.1% | Workload/life balance | 8.6% |
| 3 | Workload/life balance | 8.6% | Mental/emotional health | 8.2% |
| 4 | Physical health and fitness | 8.6% | Personal fulfillment and purpose | 8.1% |
| 5 | Mental/emotional health | 7.6% | Being able to retire | 7.4% |
| 6 | Personal fulfillment and purpose | 7.4% | Personal safety | 7.3% |
| 7 | Job security | 6.9% | Pace of life/free time | 6.9% |
| 8 | Personal debt | 6.8% | Personal relationships | 6.8% |
| 9 | Pace of life/free time | 6.4% | Covering monthly expenses | 6.8% |
| 10 | Personal safety | 6.1% | Job security | 6.0% |

Note: Gray items represent items that were not in the top 10 both years.
*Source: Mercer, 2022*

1 *Rethinking what we need from work*, Mercer, 2022.

## Pay and Rewards Now C-Suite Concerns

The C-suite is struggling to make the best decisions for their organizations. As inflation continues to rise, the labor market remains incredibly tight, and employees are re-evaluating their jobs and careers. CEOs and CHROs must balance declining profits in the face of a recession and increasing pay levels to help workers make ends meet. And it's not just competitive pay that they are worried about. Making pay and rewards fair and equitable is now becoming an expectation, not a nice-to-have.

Our recent study of the total rewards strategies of 448 companies finds pay equity is a top priority for the C-suite, with 72% saying it is a critical component of their people and business strategy.[2]

## The Impact of Pay Equity on Business Outcomes

Legal and compliance reasons and defensive risk mitigation aside, when organizations focus on making rewards and recognition fair and equitable, they are bound to excel in business: they retain and engage people well, their customers are happier, and they innovate more. Simply put, they tend to be market leaders.

Our studies on a wide range of topics show the broad impact of fair and equitable rewards on various critical outcomes. Pay equity is linked with a better employee experience;[3] an increased sense of inclusion and more diverse teams;[4] increased health and wellbeing;[5] and more effective use of scarce total rewards investments.[6] Pay equity practices always rise to the top of the list in terms of impact on outcomes.

**Companies that make rewards and recognition fair and equitable are:**

| | |
|---|---|
| 5× | More likely to have exceptional financial and customer results |
| 5× | More likely to accomplish outstanding people outcomes (retention and engagement) |
| 6× | More likely to innovate and adapt well to change |

*Source: The Josh Bersin Company, 2023*

And it makes sense, too: when people feel their rewards and recognition are fair and equitable, they'll be more engaged; they'll join your company; they'll stay longer; they'll feel more included; they'll be more diverse; they'll be less stressed—and in turn they'll be more productive and innovative, resulting in happy customers, financial growth, and innovation.

According to our recent Pay and Rewards study, 54% of companies see pay equity well beyond risk mitigation, aiming for these more strategic outcomes. The upside of doing this well is immense, and if you are like 58% of companies, you have a C-suite executive in your organization who is willing to sponsor pay equity work.[7]

2 Pay and Rewards research, The Josh Bersin Company, 2023.

3 *The Definitive Guide: Employee Experience*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021.

4 *Elevating Equity: The Real Story of Diversity and Inclusion*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021.

5 *The Definitive Guide to Wellbeing: The Healthy Organization*, Josh Bersin and Janet Mertens/The Josh Bersin Company, 2021.

6 Pay and Rewards research, The Josh Bersin Company, 2023.

7 Pay and Rewards research, The Josh Bersin Company, 2023.

# Pay Equity: A Complex Topic

First, let's clarify what pay equity is. Our definition of pay equity is simple: pay equity means equal pay for equal work. Behind this simple definition is a lot of complexity and many factors to consider (see Figure 2).

**Figure 2:** Sample Factors of Equal Pay

| Equal Pay | Equal Work |
|---|---|
| Pay ranges | Job titles |
| Demographics | Job descriptions |
| Salary history | Performance and contribution |
| New hire salary | Skills and capabilities |
| Pay raises | Education and certifications |
| External benchmarking | Experience levels |
| Location factors | Responsibilities |

*Source: The Josh Bersin Company, 2023*

Pay equity doesn't mean every employee gets the same pay. It's much more multifaceted–rather than just comparing pay by gender or ethnicity, HR teams need to determine which jobs are substantially similar or comparable, group them into "comparator groups," and then determine with statistical methods if pay levels are fair—or if they are in fact skewed.

So how do you drive pay equity? There are many pieces to it, from leadership to governance and effective communication. At the bottom of it all: knowing where the issues are so you can address them.

## Pay Gap vs. Pay Equity: What's the Difference?

Identifying pay equity issues, quantifying and prioritizing the gaps, determining mitigation solutions, and getting in front of the problem all depend on data and analytics. It goes well beyond comparing the pay levels of women to men. Let's define the difference between a pay gap audit and a pay equity audit (see Figure 3).

**Figure 3:** Pay Gap Audit and Pay Equity Audit

| Pay Gap Audit | Pay Equity Audit |
|---|---|
| Do protected groups get the same pay as favored groups? | Do we provide equal pay for equal work? |
| Useful for benchmarking | Useful for identifying legal issues |
| Can be used for external reporting (most states) | Can be used for internal mitigation actions |
| All employees grouped into demographic groups (e.g., by gender or ethnicity) | Employees grouped into comparator groups |
| Dependent on grouping people into demographic groups | Dependent on quality of comparator groups (also known as SSEG, or similarly situated employee groups) |
| Requires only descriptive analytics (percentage calculation) | Requires advanced statistical methods (e.g., regressions) |
| Example: Women earn $0.8 to the dollar compared to men | Example: Off-cycle pay equity adjustments to salary and bonus for specific individuals |

*Source: The Josh Bersin Company, 2023*

While the pay gap audit is a simple calculation to determine a pay ratio by demographic groups, the pay equity audit is dependent on a variety of data points (e.g., skills, job descriptions, experience levels, qualifications, performance levels, etc.), requires knowledge of regulations, and uses advanced statistical methods to determine specific actions to address pay disparities, which are pay differences after accounting for legitimate business factors, such as seniority and merit. Conducting a pay gap audit requires basic demographic and pay data and only identifies the raw pay gap, while a pay equity audit goes into individual issues to identify pay disparities and pinpoints ways to address them.

## Three Options for Conducting a Pay Equity Audit

There are essentially three different options for conducting a pay equity audit:

- **Do it yourself:** Try to conduct the pay equity audit on your own, within your organization, using spreadsheets or general analytical tools.
- **Legal or consulting support:** Bring in a consulting and/or law firm periodically to conduct the pay equity audit for you.
- **Specialized software:** Leverage specialized software like Trusaic's PayParity® to conduct the pay equity analysis.

Most employers are not equipped to do this process regularly in-house, as it gets complicated and time-consuming. According to our Pay and Rewards survey, 86% of companies do not use specialized technology and data analytics to identify pay equity issues, so there is a lot of room for improvement.[8] Not only does it take a lot of time, it can also risk "getting it wrong," with legal, compliance, and reputational consequences looming. And the bigger upside of getting it right—better attraction, retention, engagement, productivity, innovation, and diversity of talent—is within reach when using specialized technology and analytics.

**Companies that make rewards and recognition fair and equitable are:**

| | |
|---|---|
| 3.2× | More likely to engage and retain employees |
| 7.0× | More likely to attract the right talent |

*Source: The Josh Bersin Company, 2023*

"As we grew the scope of the pay equity analysis beyond an initial location, it quickly exceeded our internal capabilities," the director of total rewards for a manufacturing company explained.

To help you understand what option is right for you, we will first explain the process of a pay equity audit and the specific data, analytics, and statistical models required.

## The Pay Equity Audit, Explained

To reap the benefits outlined above, employers need to move beyond a pay gap audit and conduct a pay equity audit.

But how does it work? It's an iterative, complex process, building on several data elements found in your human capital management (HCM) system, using regressions and other statistical concepts, and resulting in a detailed action plan.

### Step 1: Set the foundation.

Before building a model, you need to set certain parameters for the analysis and then collect the necessary data.

#### Defining the Scope

The first step in a pay equity audit is to determine the scope of the analysis. While you may be tempted to start with the entire organization to make a lot of traction right away, it may be easier to just start in one location, business group, or functional area to evaluate the process, then scale up.

"We started in our Massachusetts headquarters with just 300 people initially, as it was easier to get our arms around this population," the total rewards director of a manufacturing company explained.

#### Reviewing the Rewards Philosophy

Your compensation philosophy really matters in this first step, too. How much do you reward individual skills, experiences, and performance? What compensation elements make up your total rewards package? Do you differentiate pay by location? All these questions need to be considered in the pay equity audit.

8 Pay and Rewards research, The Josh Bersin Company, 2023.

### Collecting Data

Even if you do the pay equity audit in-house, work with a consulting or law firm or engage a specialized technology company. The outcomes are dependent on getting the right data in place, and then conducting the right kind of analysis (see Figure 4).

**Figure 4:** Sample Data Elements for a Pay Equity Audit

| | |
|---|---|
| **Employee Data** | Employee name, employee location, employee status |
| **Protected Data** | Gender, race/ethnicity, age, veteran, disability |
| **Job Data** | Job title, job function, job group, job level, EEO-1 job category, managerial responsibility |
| **Employment Data** | Hire date, current job title start date, standard work hours |
| **Compensation Data** | Base pay, bonus pay, incentive pay, additional pay, comp-ratio |

*Source: The Josh Bersin Company, 2023*

Most of these elements are found in your HCM system, so it's very important to have somebody on the pay equity team who knows this system well and understands how to address data issues.

### Ensuring Data Quality

It's easy to see that the audit depends on clean, accurate, and timely data. Without it, no matter how good your analytics are, the results may be wrong and potentially reveal more pay inequities. Data accuracy is arguably the most important step in pay equity auditing. Pay equity audits yield compensation recommendations, and if the data used in the analysis is flawed, employers could be creating more pay inequalities while overlooking the real pay disparities. There are six data quality dimensions that need to be considered in pay equity audits (see Figure 5 on the next page).

## Step 2: Develop the model.

This step takes the parameters from Step 1 and builds an initial statistical model.

### Forming Pay Analysis Groups

Once you have all your data in one place, it's important to form "pay analysis groups" or comparator groups. Usually, these groups are not merely job categories or job functions. Instead, they are higher level groupings that use statistical adjustments to make comparisons across different positions. For example, statistical adjustments could allow comparisons of project managers in IT and project managers in HR, and/or a director in marketing and a director in finance. It is within a pay analysis group that the quantification of any systematic pay differences based on protected classes takes place.

At the same time, pay analysis groups maintain distinctions between segments of the workforce that follow different compensation philosophies. "As a retail organization, we have retail stores, a manufacturing facility, a field sales force, and then the professional workforce. Each of them is in vastly different jobs, so we have various comparator groupings right out of the gate," the CHRO of a retail company told us.

It's critical for HR to work with the business team to determine these comparator groups to ensure the grouping is neither too granular nor too broad.

### Selecting Wage Influencing Factors

Pay differences can exist for good reasons—actual business factors that influence pay. For example, shift differential pay may apply in retail stores where people are paid higher wages because of nighttime work. Similarly, different skills levels, depths of experience, or performance levels are all valid business reasons for pay differences.

### Conducting Regression Analysis

By conducting a regression analysis on each pay analysis group, you can determine whether apparent gender and race pay gaps exist for reasons beyond legitimate business factors.

Remaining pay differences that vary systematically with protected class differences can be potential legal risks

**Figure 5: Dimensions of Data Quality and Pay Equity Audit**

| Dimension | Key Question | Example |
|---|---|---|
| Accuracy | Is the data correct? | If you have the wrong salary data for an employee, your decisions on pay equity will be incorrect, too. |
| Timeliness | How recent is the data? | If an employee was recently promoted into a new job, but your analysis is still built on the old job, you'll make the wrong decisions. |
| Consistency | Is the data the same across different data sets? | If two different data sets show the job function as "Technology" and "Information Technology" but they are the same function, you won't be able to compare accurately. |
| Completeness | Does the data set have blank values? | If an employee's start date in a new position is missing, you won't be able to analyze their pay levels against others in comparable roles. |
| Validity | Is the data in the right format? | If you have start dates or currency stored in free text format, you can't use these fields for calculations. |
| Uniqueness | Is each line item unique? | If you use data outside of your HCM (e.g., for storing equity or sign-on bonuses), and you don't use the employee ID there, you won't be able to bring that data into the analysis. |

*Source: The Josh Bersin Company, 2023*

or liabilities. The insights from the pay equity audit let you evaluate each of these discrepancies from multiple perspectives: their statistical significance, their implications for overall annual compensation at the workforce level, the individual employee level, and at a variety of steps in between.

## Step 3: Validate the model.

Validating and running the model is an iterative process, as the initial analysis will need to be refined and updated both for the addition of overlooked wage-influencing factors and the removal of wage-influencing factors that do not explain pay differences.

### Reviewing Results of the Initial Model

One way to review the initial model is by examining the sensitivity of class disparities to the inclusion and exclusion of various wage-influencing factors. Another is to examine the sensitivity of class disparities to inclusion and exclusion of employees. A third is to examine the alignment of measured class disparities with the class identifications of supervisors. Performing such comparisons helps identify how well the model is performing and can point to directions for refinement.

### Updating and Rerunning the Model

Most likely, you'll need to add various factors and rerun the model a few times because of the complexity of the data and analysis required. "For example, the initial model this year overlooked our shift differential we have for a subgroup of our employees, so we had to add that to the model and rerun it," the CHRO of a retail company told us.

Once you run the model a few times, you'll get to an analysis that's accurate and useful to identify both protected-class and employee-level issues.

## Step 4: Plan actions to address the symptoms and mitigate root causes.

### Adjusting Employee Compensation

The most immediate action is to provide pay adjustments to those employees who are paid inequitably. Companies use different approaches to this—from bundling it in the annual compensation process to one-off adjustments staggered over time, or a combination of both. Many companies also factor in external compensation benchmarks to determine priority and timing of adjustments.

### Determining Root Causes and Adjusting Policies

In addition to employee level issues, it's important to also look at the bigger picture. Are there commonalities among those most affected by pay disparity? How do disparities vary across time, location, and organizational level? By answering these questions, the pay equity audit assists you in identifying causes, not just symptoms.

Reviewing and adjusting policies is key to getting in front of problems. For example, a retail company added more stringent training and certification requirements to their promotion process as a way to reduce inequities in promotions. Other policies could include tighter controls around new hire salaries and sign-on bonuses, decreasing inequities for tenured employees in comparison to outside candidates.

## Step 5: Monitor and enhance.

If compensation adjustments have been made, ongoing monitoring can help you track progress.

### Refreshing Data Periodically

Ongoing pay equity monitoring reduces the likelihood of having to mitigate the same issues repeatedly–and it also helps you identify changes in your workforce that can affect gender and race pay disparities.

### Estimating Equal Pay Issues

Proactively estimate any issues that may be created. These could be related to hiring (especially in a climate of rapidly increasing starting salaries), "boomerang" employees (offering returning employees higher salaries than those who never left), or promotions (for example, if promotions are not tied to specific criteria but are at the sole discretion of the line manager.)

### Combining with Market Compensation Data for Fair Salary Ranges

Take the results of the pay equity audit along with the market comp data to provide the "fair pay range." Recruiters and managers then use these results to offer competitive and fair pay that does not create new pay inequity going forward.

# Options for Pay Equity Solutions

When you think through the different options for your pay equity analysis (and when evaluating specific providers), there are a lot of different criteria to consider, ranging from legal concerns to process efficiencies, the ease of use of the platform, the quality of the analysis, and the insights gained to address pay equity concerns (see Figure 6 on the next page).

Balancing these elements and determining what is most important for your organization will help you find the solution that works for you—today and into the future.

# Conclusion

Making compensation, pay, rewards, and recognition equitable is not just the right thing to do–it's also good for your business, helping you attract and retain the talent you need in a tough labor market, resulting in happier customers, financial growth, and more innovative offerings.

And just like you are never done with working on employee experience or diversity, equity, and inclusion, making pay and rewards equitable is a journey, not a destination. Specialized technology and deep analytics are critical enablers for this expedition.

As every organization is becoming a service company, pay and rewards are increasingly becoming the highest percentage of your expense. But don't look at it as an expense, think about it as an investment in people who power your business. Data, analytics, and specialized technology are key to helping you prioritize those investments so you can fully reap the benefits, making your company irresistible.

**Figure 6:** Criteria for Evaluating Pay Equity Technology Options

| Area | Question to Consider |
|---|---|
| Legal and Compliance | • Is the solution up to date with legal requirements?<br>• Can it support attorney/client privilege?<br>• Can it provide required compliance documentation? |
| Scalable Process | • Can the solution scale to a broader population?<br>• Can it accommodate growth into more locations?<br>• Can it support the rapid increase in workforce changes, e.g., remote working? |
| Data Cleansing and Accuracy | • Does the solution support data collection?<br>• Does it help cleaning data?<br>• Does it support unique data elements for my business? |
| Statistical Modeling and Benchmarking | • Does the solution include sophisticated statistical modeling?<br>• Can we use external benchmarks to validate the model?<br>• Is the model proven and well-tested? |
| Action Planning and Prescription | • Does the model result in specific actions to address pay inequity?<br>• Do the results help us prioritize where to mitigate first?<br>• Do we get specific strategies to decrease the size of the impact?<br>• Can we combine the pay equity audit with market compensation data to provide fair and competitive pay ranges? |
| Cost and Resource Requirements | • Is the solution affordable?<br>• Does the process complete in a reasonable timeframe?<br>• How many internal resources are required? |

*Source: The Josh Bersin Company, 2023*

# Making pay and rewards equitable is a journey, not a destination.

# A Manufacturing Company Adds Statistical Power to Boost a Legacy In-House Process

A national alcoholic beverage manufacturing company operates in 48 of the 50 states, with about 2,500 employees. The population is diverse: from hourly manufacturing people to office employees, and from salespeople to workers working in restaurants and breweries, it's a highly complex employee population to understand and evaluate.

In the last few years, pay equity analysis has gotten increasingly hard to perform internally. Not only did the company grow by almost 40%, but the pandemic increased the number of remote workers significantly, and acquisitions in various states further complicated all of this.

"In 2018, we did our initial pay equity audit in-house, focusing on the employees in our headquarter location," the director of total rewards explained. "As we expanded our analysis nationally and added more remote workers, we couldn't manage the complexity of the audit internally anymore and looked for outside help."

Increasingly, the sophisticated regression analysis required and scaling the process across all locations was just too complex for the internal team to manage. Bringing in third-party provider Trusaic has been critical to scaling the analysis, as it requires a combination of expertise in legal requirements, statistical know-how, and data expertise. In addition to running the pay equity audit, bringing in an external perspective also gives additional credibility to the results of the analysis.

"We are providing the data, then we let Trusaic run the analysis using their sophisticated regression models, and then we have an external perspective from a third party that's also legally defensible. This outside, objective viewpoint inspires trust in our company for employees because they know we take this topic seriously and put investment against it," the director of total rewards continued.

Collaborating with an external expert with specialized software also sped up the audit and made it more scalable so the scope could expand beyond the initial analysis to all employees.

It also has helped decrease the amount of the gap significantly and pragmatically improve over time. While the year-one audit uncovered over 200 people with pay equity issues, resulting in about \$2M in mitigations, the second year only identified about \$1M in mitigations.

"We know we are never done with this. That's another reason why we need to continue using a third party with scalable software—we are making progress, but pay equity is never done," stated the total rewards director.

Next, the total rewards director and their team are aiming to increase pay transparency and communication of the pay equity work to employees. "Unless people know what we are doing, we won't get credit for it, and employees won't get the increased boost in engagement," the total rewards director concluded.

# A Retail Organization Takes Pay Equity to the Next Level

With over 2,000 employees operating in multiple states, the CHRO of this retail company wanted to make sure they were paying people fairly and equitably for the same job. “It’s just good business practice to make sure you remove inequities,” the CHRO explained.

When the CHRO started their position in 2016, they initiated this work. “As a retail organization, we have retail stores, a manufacturing facility, a field sales force, and then the professional workforce. Each of them is in vastly different jobs, so we have various comparator groupings right out of the gate,” the CHRO continued.

The pay equity analysis started with fact-finding of the external partner, Trusaic, to understand the business environment and scope of analysis. The HR team is heavily involved in determining comparator groups as this requires deep business knowledge. Then it continues with bringing together comparator groups, collecting all data, and adding specific factors that may be unique. “For example, in our manufacturing site, we have shift differentials that only apply there, and it’s important to consider this factor in the model.”

Then, the provider runs the model a few times, continuously refining the analysis based on reviews with the HR team, to make sure it is accurate. In the end, the HR team gets detailed recommendations on action items to address pay inequities, with a priority associated with each one.

“These are purely recommendations, and it’s up to us if we want to implement them or not,” the CHRO explained. While the broader HR team works on the analysis with Trusaic—identifying and scrubbing data, determining comparator groups, and reviewing and validating the outcomes of the model—the CHRO ensures mitigation actions—increasing pay, providing lump-sum payments, etc.—are implemented. “I work with each department head to implement actions and communicate the changes to the affected employees,” the CHRO explained. This process—now in its seventh year—is having a positive impact. “Every year, we have decreased the gap because we take action on the measures identified.”

Getting a third party to run this analysis and provide unbiased recommendations has been key to the success of the pay equity work. As a result of the pay equity audit, the CHRO changed several compensation policies to prevent pay equity issues. “For example, we made the maximum and minimum pay range much more specific. Now, it’s no longer just recommendations for both promotions and new hires, these ranges are now a requirement,” the CHRO said. “And we recognized that we needed to add more structure to how people progressed, pay increases they got as they completed certain types of training, and things like that. So we are increasing the structure and process around training requirements as a prerequisite for raises.” Basically, people need to now pass certain qualifications or skills assessments before they can be promoted to a higher-paying pay level. “These objective criteria really help mitigate the subjectivity and bias in pay.”

Since the company has been doing these audits for years, the results have gotten better and better. “My advice to others is to keep at it, create a discipline around it, take the learning forward, adjust your policies and practices, and you’ll see great results.”

## About the Authors

### Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the "home for HR." In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. He is frequently featured in publications such as *Forbes*, *Harvard Business Review*, *HR Executive*, *The Wall Street Journal*, *and CLO Magazine*. He is a popular blogger and has more than 800,000 followers on LinkedIn.

### Kathi Enderes, PhD

Kathi is the senior vice president of research at The Josh Bersin Company, leading and developing research-based insights for all areas of HR, learning, talent, and HR technology. Kathi has more than 20 years' global experience, from management consulting with IBM, PwC, and EY and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte. She is a frequent keynote speaker, author, and thought leader.

Originally from Austria, Kathi has worked in Vienna, London, and Spain and now lives in San Francisco. Her passion is to make work better and more meaningful. Kathi holds a doctoral degree in mathematics and a master's degree in mathematics from the University of Vienna.

## The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research and advisory services to help HR leaders and professionals tackle the ever-evolving challenges and needs of today's workforce. We cover all topics in HR, talent, and L&D. The Josh Bersin Academy—built on our research and powered by Nomadic Learning—helps HR practitioners grow key foundational skills. Our corporate membership program provides HR teams and senior leaders with the skills, strategies, and insights to build cutting-edge HR and people strategies through a combination of research, assessments, professional development, exclusive events, and community. In 2022, The Josh Bersin Company introduced the Global Workforce Intelligence (GWI) Project to guide market-leading businesses and their leaders through the challenges of industry convergence while remaining future-focused.

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