



REBA CONGRESS SPOTLIGHT SESSION

Transparency Trade Off



Presented by
Justine Woolf
Director of Consulting

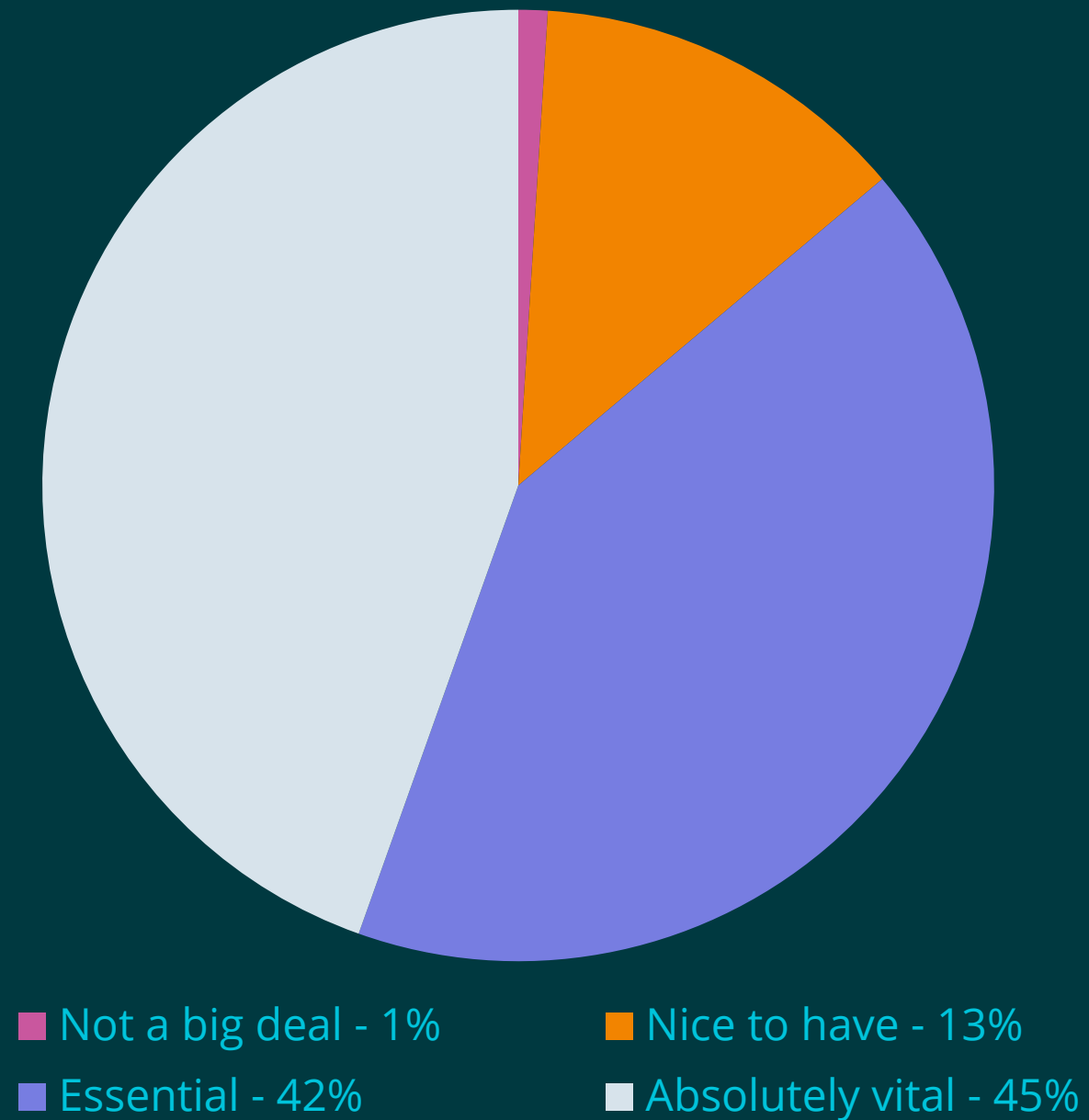


18th June 2026

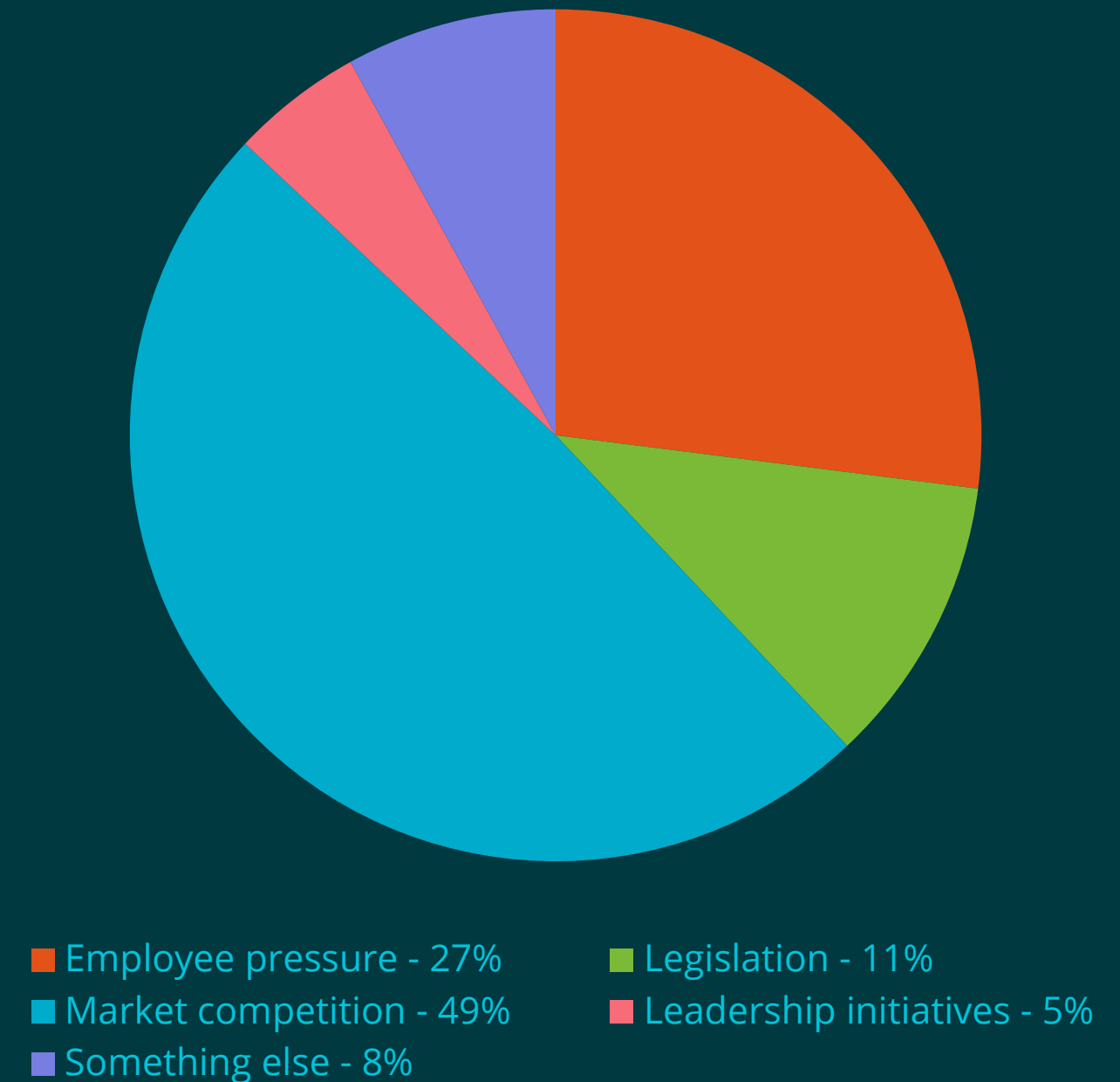


Pay transparency is an expectation

How important do you think pay transparency is to employees today?



What's the biggest driver of pay transparency in your view?



Salary band visibility

“In the future we can expect more than three quarters (76%) of UK companies to share individuals’ pay ranges with employees and almost a similar proportion (70%) to share pay range information with external candidates, regardless of legal requirements”

Source: WTW pay transparency survey 2025

Does your organisation currently publish salary bands for roles?

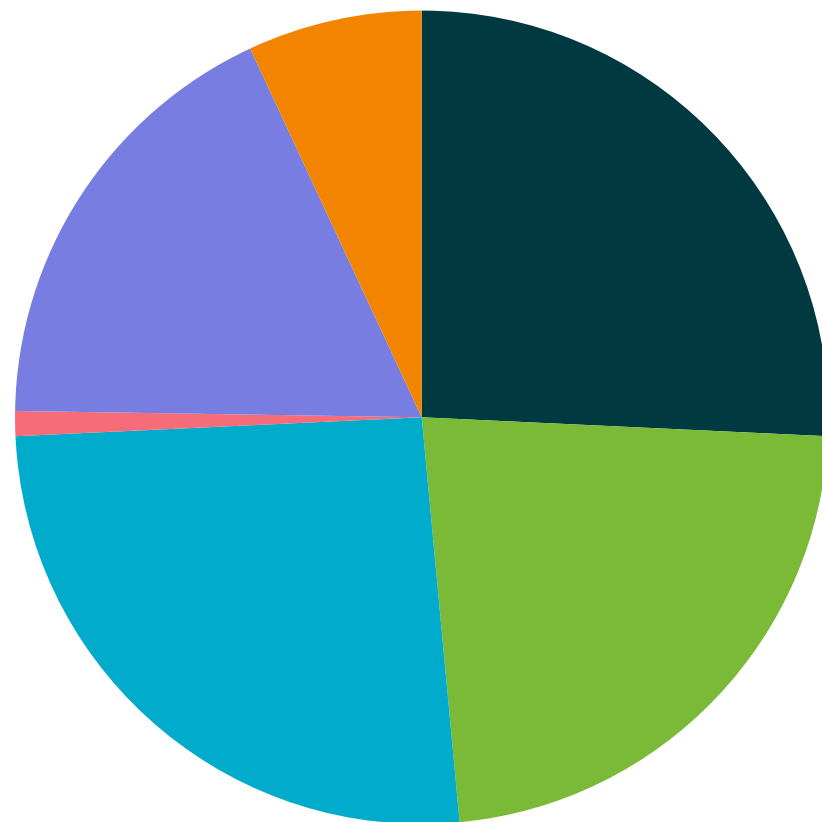


■ Yes for all roles - 35% ■ Yes, but only for some - 21%
■ No, with no plans to do so - 14% ■ No, but planning to - 30%

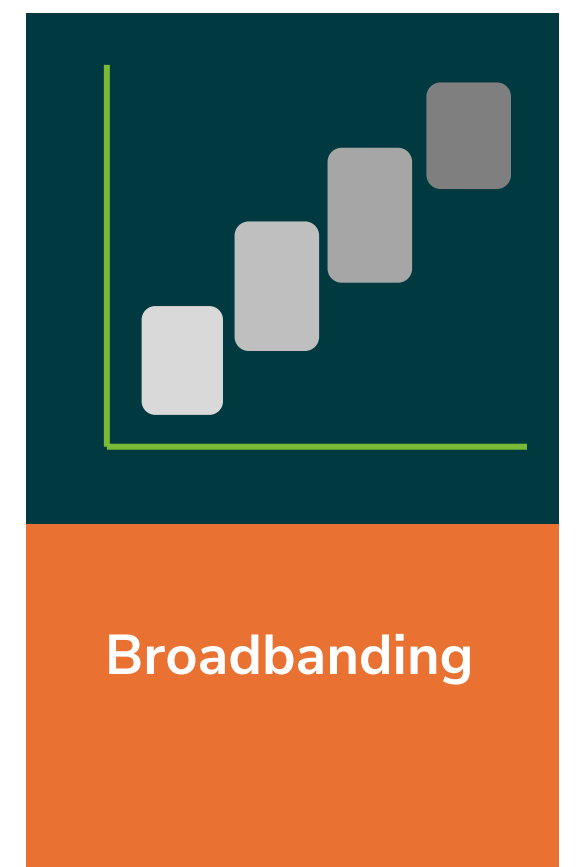
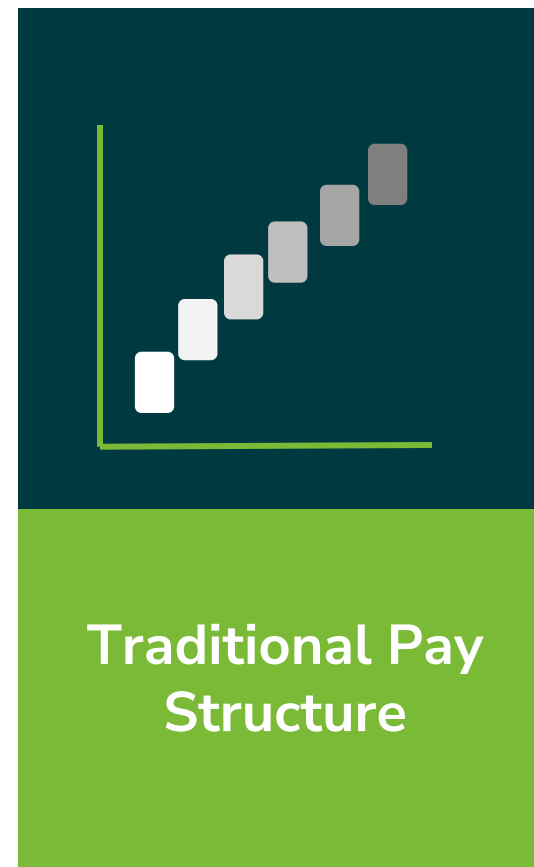
Source: HRNinja/ Cezanne survey

Pay structures aren't always easy to explain

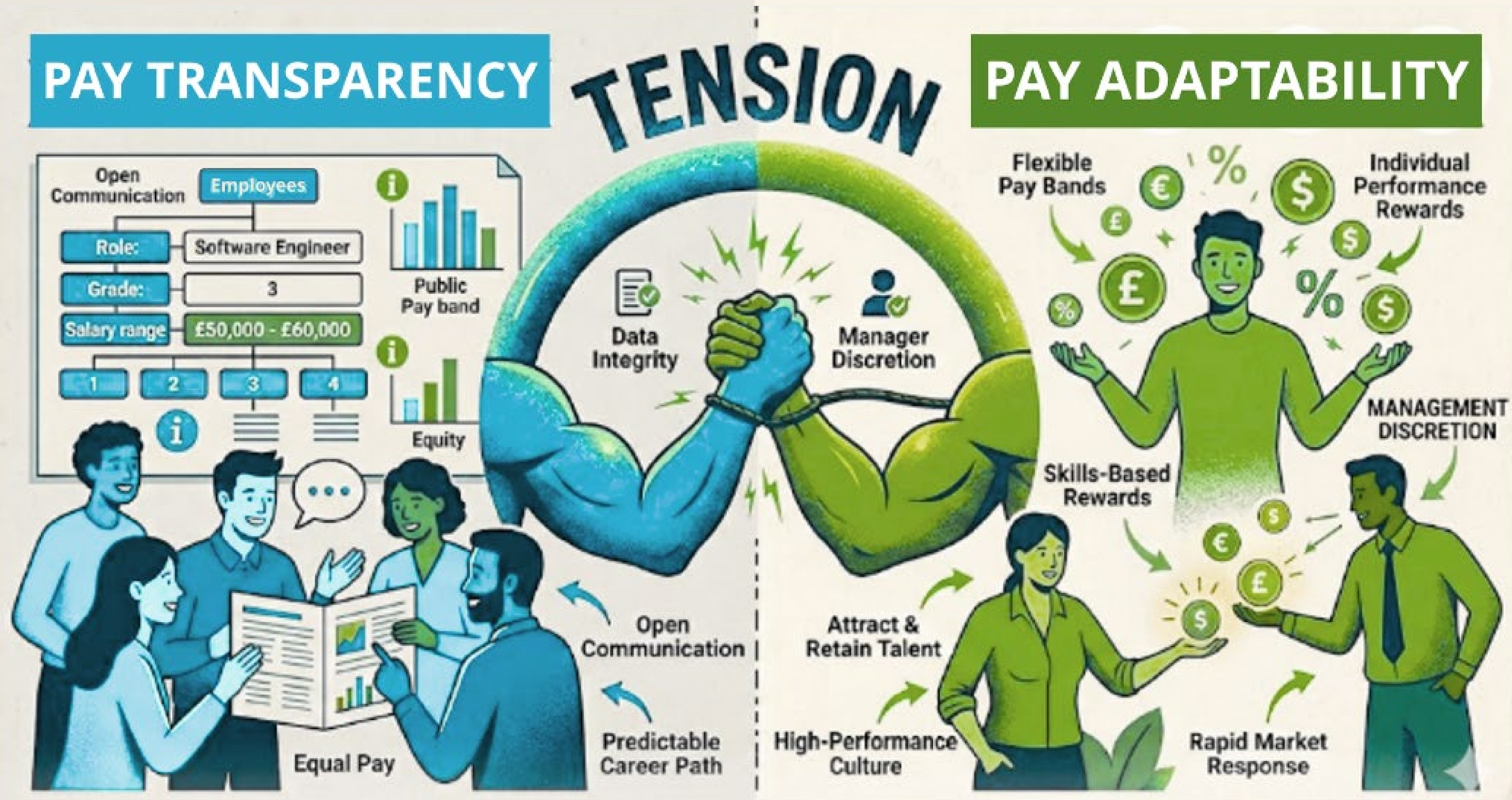
What's the biggest barrier to implementing pay transparency in your organisation?



- Leadership resistance - 26%
- Fear of employment backlash - 23%
- Complexity of pay structures - 26%
- Lack of data/technology - <1%
- We haven't encountered any barrier - 18%
- Something else - 7%



Two competing tensions at play

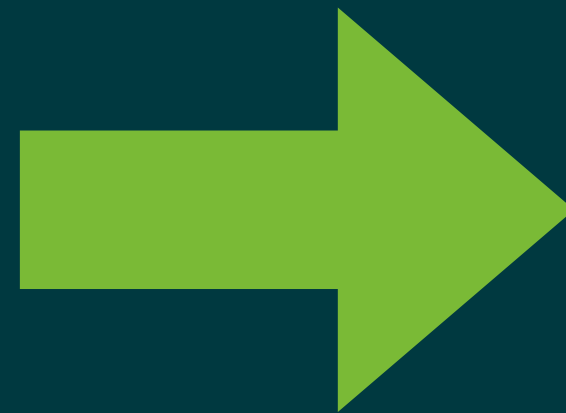




Pay structure design considerations

Consideration

- Business strategy and goals
- Organisation size and complexity
- Internal equity and fairness
- Performance and reward philosophy
- Governance and admin complexity
- Transparency and understanding
- Technology and data capability

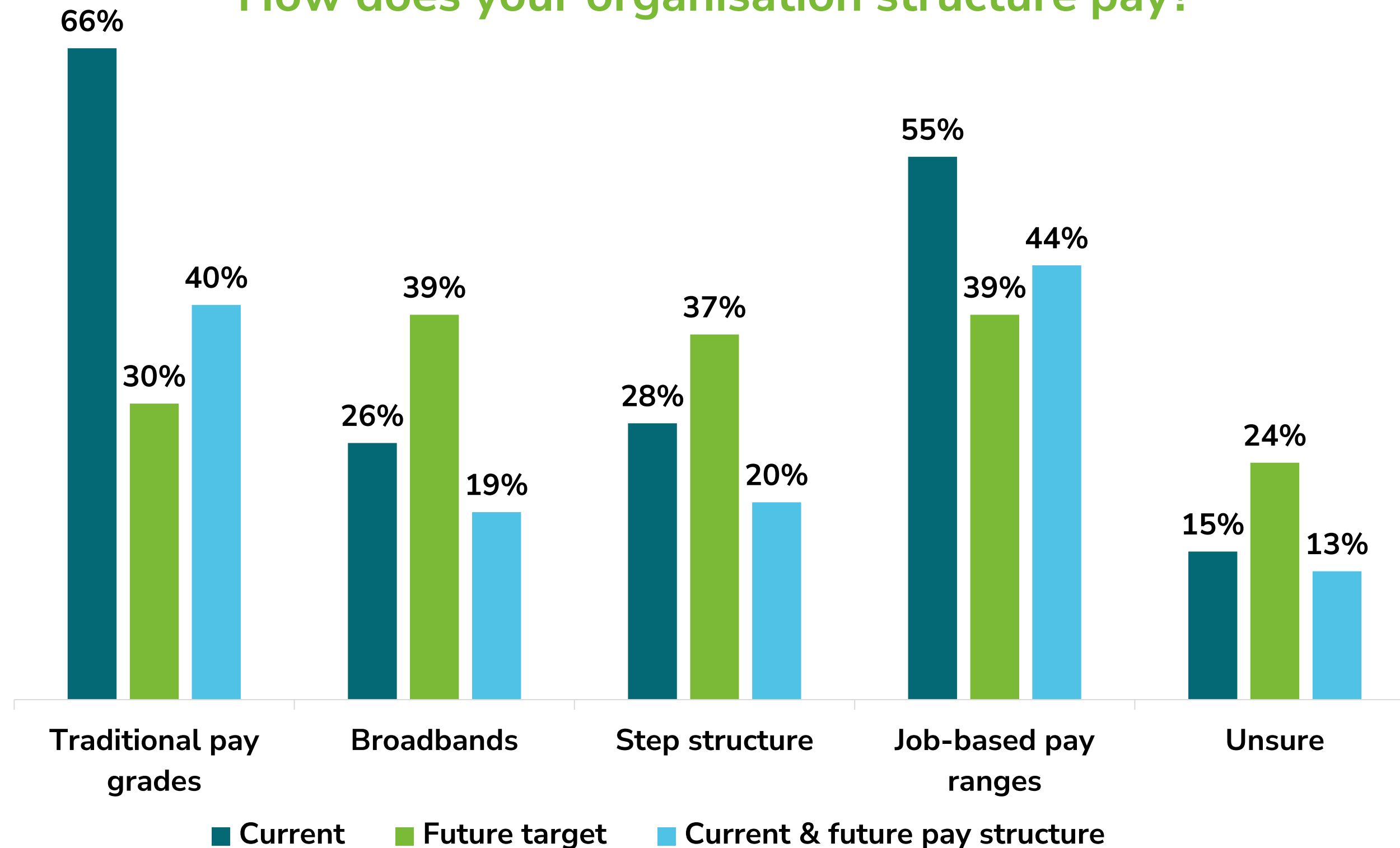


What to think about

- Growth, innovation, cost control
- Small vs large, local vs global
- Perceived fairness and consistency
- Pay-for-performance vs tenure-based
- Ease of management and control
- Employee clarity on pay decisions
- HR systems and analytics maturity

Shape of the future?

How does your organisation structure pay?



Evolution of Pay structures



Right sizing of pay structures / introducing zones to create more clarity within broad bands



Being transparent about how pay works



Hybrid approaches / different structures for different populations

Continue the conversation

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