



**HRQUEST**

STRATEGIC ADVISORY • PRACTICAL GOVERNANCE

# GLOBAL COMPENSATION & PAY TRANSPARENCY READINESS CHECKLIST

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40 thoughtful questions across 8 essential domains for multi-country employers

2026 GLOBAL EDITION

**Assess your framework. Identify the gaps. Start better conversations.**

Use this practical resource to discuss job architecture, salary structures, pay equity, disclosures, incentives, data controls and local oversight.

## IMPORTANT DISCLAIMER

This is a general-purpose checklist for discussion and internal self-assessment only. It is not legal, tax, HR or compensation advice, and it is not a recommendation to adopt, change or implement any particular practice. It does not determine compliance or replace jurisdiction-specific professional review. Rules and interpretations change; consult qualified local advisers before acting.

# How to use this checklist

1

## Define your scope

List legal entities, employing locations, relevant employees, review date and internal owner.

2

## Mark every statement

Choose Yes, Partly, No or N/A. Use actual evidence, not assumptions.

3

## Identify local exceptions

Check each applicable country, state, province and city; rules can differ by workforce and employer size.

4

## Prioritize conversations

Record concerns for investigation and arrange local legal or specialist review before decisions.

## RESPONSE KEY

### YES

Evidence exists and is reasonably current.

### PARTLY

Work underway, inconsistent or missing evidence.

### NO

No recognized practice / significant unknown.

### N/A

Not applicable after thoughtful scope review.

## OPTIONAL SELF-REFLECTION SCORE

Yes = 2, Partly = 1, No = 0; exclude N/A and unanswered items. Divide the points earned by twice the number of answered applicable questions. Use the result only to organize discussion, not to certify readiness or legal compliance.

Context matters: A global policy may be strong while one local entity still has an urgent requirement. Any local legal or employee-impact issue must be assessed on its own merits, regardless of the aggregate score.

# Compensation controls checklist

01

## Global governance & accountability

Know who owns decisions and how exceptions are controlled.

| REVIEW STATEMENT                                                                                                           | Y                        | P                        | N                        | N/A                      |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 01.1 We maintain a current inventory of employing entities, work locations, headcount and applicable employee populations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 01.2 Global reward principles define what is standardized and what is locally differentiated.                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 01.3 Decision rights and approval thresholds are documented across HR, Finance, Legal and business leaders.                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 01.4 Compensation policy exceptions have written rationales, approvals and expiry or review dates.                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 01.5 Our governance calendar identifies owners for market reviews, pay cycles, audits and regulatory updates.              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

02

## Job architecture & evaluation

Use consistent definitions for roles, levels and career paths.

| REVIEW STATEMENT                                                                                   | Y                        | P                        | N                        | N/A                      |
|----------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 02.1 A documented job-family, sub-family and level framework covers material employee populations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 02.2 Roles are evaluated based on job content, not incumbent performance or negotiation leverage.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 02.3 Job descriptions, accountabilities and levelling criteria are current and calibrated.         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 02.4 Cross-country role comparisons use a common architecture while recognizing local differences. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 02.5 Job creation, redesign, re-levelling and title changes follow a controlled review process.    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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# Compensation controls checklist

03

## Salary structures & market data

Balance global consistency with local market reality.

| REVIEW STATEMENT                                                                                            | Y                        | P                        | N                        | N/A                      |
|-------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 03.1 Salary ranges are defined by relevant geography, currency, level and job family where appropriate.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 03.2 Market benchmarks use documented role matching, survey sources and ageing assumptions.                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 03.3 Range midpoints, spreads, progression and geographic differentials have clear design principles.       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 03.4 We monitor compa-ratio, range penetration, below-minimum and above-maximum cases.                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 03.5 Budget modelling considers labour-market shifts, exchange rates, inflation and internal affordability. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

04

## Pay equity & fairness analytics

Assess unexplained differences with appropriate safeguards.

| REVIEW STATEMENT                                                                                           | Y                        | P                        | N                        | N/A                      |
|------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 04.1 We can compare pay for comparable work using suitable job, location and reward elements.              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 04.2 Analyses consider relevant factors and are reviewed with appropriate statistical and legal expertise. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 04.3 We monitor starting pay, promotion increases, merit, incentives and adjustment outcomes.              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 04.4 Findings, investigation decisions and remediation approvals are documented and confidential.          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 04.5 Local pay-equity studies, maintenance exercises and filing or disclosure obligations are tracked.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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# Compensation controls checklist

05

## Transparency & communications

Prepare to explain how pay decisions are made.

| REVIEW STATEMENT                                                                                      | Y                        | P                        | N                        | N/A                      |
|-------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 05.1 Each jurisdiction has a reviewed approach to salary disclosures in job postings and recruitment. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 05.2 Employees and managers can understand range purpose, pay positioning and progression criteria.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 05.3 We have an approved process for employee pay-information requests where applicable.              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 05.4 Communications distinguish pay ranges, actual pay, total rewards and performance outcomes.       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 05.5 External statements, recruitment templates and internal guidance are checked for consistency.    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

06

## Performance, incentives & equity

Connect rewards with outcomes while controlling risk.

| REVIEW STATEMENT                                                                                    | Y                        | P                        | N                        | N/A                      |
|-----------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 06.1 Merit, promotion, retention and off-cycle programs have clear eligibility and guardrails.      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 06.2 Performance calibration tests consistency and unintended inequities across business units.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 06.3 Bonus and sales-incentive plans define measures, thresholds, payout curves and governance.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 06.4 Equity and executive compensation approvals, valuations and disclosures are reviewed locally.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 06.5 Plan costs, payout scenarios, clawbacks and employee communication are reviewed before launch. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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# Compensation controls checklist

07

## Data, systems & privacy

Protect sensitive employee information and calculation integrity.

| REVIEW STATEMENT                                                                                    | Y                        | P                        | N                        | N/A                      |
|-----------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 07.1 HRIS, payroll, equity and market data have defined owners, controls and reconciliation points. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 07.2 Job codes, grades, currencies, effective dates and entity mappings are regularly validated.    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 07.3 Access to sensitive pay and demographic data is role-based and reviewed.                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 07.4 Cross-border data transfers, retention and lawful bases are reviewed with privacy specialists. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 07.5 Critical calculations and reporting outputs have testing, version control and audit trails.    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

08

## Monitoring & implementation

Turn findings into sustained oversight rather than one-off fixes.

| REVIEW STATEMENT                                                                                    | Y                        | P                        | N                        | N/A                      |
|-----------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 08.1 A jurisdiction tracker records requirements, change alerts, deadlines and local advisers.      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 08.2 Leaders receive meaningful metrics on range health, pay gaps, exceptions and program cost.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 08.3 An escalation process exists for emerging risks, employee concerns and regulatory changes.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 08.4 Compensation changes have an owner, timeline, budget, dependencies and evidence of completion. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 08.5 At least annually, we review whether reward programs still support business and talent goals.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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# Jurisdiction review prompts

This is a sample watchlist, NOT a worldwide legislative inventory. Apply a fresh review to every location, employing entity, population and posting. Do not infer that unlisted jurisdictions have no obligations.

|                              |                                                                                                            |
|------------------------------|------------------------------------------------------------------------------------------------------------|
| Canada • Ontario             | Job-posting pay disclosures, recruiting statements, employer size and exceptions.                          |
| Canada • Québec              | Pay-equity exercise, periodic maintenance, postings and employer declarations.                             |
| United States                | State / local posting ranges, pay-history rules, pay-data reporting and remote postings.                   |
| European Union               | Member-state law implementing the EU Pay Transparency Directive; local timelines and workforce thresholds. |
| Great Britain                | Gender pay gap reporting obligations; separately assess each legal entity and reporting year.              |
| Australia                    | WGEA reporting and, for qualifying large employers, gender-equality targets.                               |
| Other Americas / EMEA / APAC | Map pay rules, collective agreements, mandatory pay elements, mobility, tax and privacy locally.           |

## REPEAT THIS LOCAL REVIEW FOR EVERY JURISDICTION

Location / entity:

Local owner:

Official source reviewed:

Requirement / deadline / action:

Examples checked against official public guidance in October 2026. See source links on page 8.

# Priority & next steps

Document priority issues before selecting any intervention.

## NOW • Clarify

Missing legal owner, imminent filing, employee impact, data gaps or material exceptions.

## NEXT 30 DAYS • Validate

Review evidence and jurisdictions with local HR, Legal, Finance and privacy advisers.

## NEXT 60 DAYS • Design

Build and compare options; assess cost, consistency, employee impact and approvals.

## NEXT 90 DAYS • Govern

Agree authorized actions, implementation owners, testing and communication checks.

## OFFICIAL REFERENCE POINTS (EXAMPLES ONLY)

- EU Commission - pay transparency
- Ontario - public job posting requirements
- CNESST - Québec pay equity
- GOV.UK - gender pay gap reporting
- WGEA Australia - employer reporting

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Discuss a defined project: [hrquest.ca/contact/](https://hrquest.ca/contact/) | [hrquest.ca/project-brief/](https://hrquest.ca/project-brief/)