

Test before you position — the decision stays yours

WHAT THIS IS ABOUT

You know where you stand internally. But if the market has shifted and you haven't tested anything, you're navigating by an outdated map.

IN THIS BROCHURE YOU'LL DISCOVER

- 1 how to detect the gap against the current market before it becomes a retention problem
- 2 how you control the pay structure parameter by parameter and build comparable scenarios on real data
- 3 what grade overlap tells you about the soundness of an adjustment — and why it's the first indicator you look at
- 4 why your decision becomes data-demonstrable and feeds directly into the pay structure and the compliance log

VERSIUNEA ONLINE

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01

The market has moved. Your pay structure hasn't.

A documented pay structure tells you where you stand internally — it doesn't tell you whether you've stayed competitive against the current market. The gap exists before you calculate it. The simulator makes it visible before it costs you.

The market has moved. Your pay structure hasn't.

A structure fixed at build time, against a market that has moved on since.

YOUR STRUCTURE

Fixed by design.

- Calibrated ranges at that point
- Internally sound, still
- But unmoved since.

MARKET

It has moved

- Equivalent roles, higher cost
- Candidates compare in real time
- The gap — detected before it becomes costly

The gap doesn't show up in documents — it shows up in declined offers and retention conversations.

- The market does not announce when it moves past your range
- An undetected gap becomes a retention cost or a recruitment cost
- Prior testing separates an informed decision from a reaction under pressure

IN DEPTH

The pay band for Grade 3 was calibrated against market data at the time the pay structure was built. If the market for equivalent roles has since grown by 12%, your band has not moved — yet candidates and employees are comparing in real time. The gap appears in no internal document. It shows up in offer rejection rates and in retention conversations you did not see coming.

Retention cost and recruitment cost are consequences of the same gap — but they surface at different moments and present as different problems. The simulator connects both to a single root cause: a pay band that has drifted outside the competitive range. Seen together, the case for adjustment rests on evidence, not on the pressure of the moment.

Reacting under pressure — "we need to pay more or we'll lose them" — produces ad hoc adjustments that destabilise the structure: a role manually moved outside its grade's band sets a precedent with no demonstrable logic behind it. Prior testing shows whether an adjustment is structurally justifiable — or whether the issue lies in the band itself, not in the individual role.

Before you adjust, you need to know exactly which parameters are in your hands — and what you can test without touching the confirmed structure.

02

Parameters in your hands — adjust the grade, the band, the pay step, or a combination.

Decalajul față de piață e vizibil — acum întrebarea practică e: pe ce anume poți interveni și cât de detaliat poți testa, înainte să confirmi ceva.

The simulator puts the complete pay structure in your hands — grades, ranges, pay bands — alongside the market reference, grade by grade. You adjust one parameter or several at once, build parallel scenarios, and compare them against the confirmed structure — not against other scenarios in isolation.

- You can modify the boundaries of a grade range, the number of pay bands, or the distance between them — individually or simultaneously
- You can build parallel scenarios and compare them against the confirmed structure
- Every scenario runs on real data: actual salaries, gender distribution by category, segmented market reference
- The testing space is separate from the confirmed structure — you run variants without overwriting the baseline document

IN DEPTH

"Individually or simultaneously" means you can test what happens when you widen the range for grade 3 and add an extra pay band — within the same scenario. The aggregate effect is visible from a single run, not from two separate scenarios you then reconcile manually. When a real decision involves multiple parameters at once, the test reflects all of them.

Comparing against the confirmed structure — not against other scenarios — gives you a stable reference point. If scenario A and scenario B both produce grade overlaps, you see both against the same baseline: the documented pay structure. Deviations are measured, not estimated.

The real data behind the simulation consists of actual salaries for positions within each grade and the real gender distribution by category — not averages or proxies. The effect on the gender pay gap indicator is calculated on the same data that a compliance report would use. The scenario is not an approximation; it is a calculation on live underlying data.

Keeping the testing space separate from the confirmed structure is a process safeguard with a concrete consequence: the confirmed pay structure's session log remains intact regardless of how many scenarios you run. No tested variant leaves a trace in the final document — only in the working space, until you decide a scenario becomes a decision. This separation is what makes testing repeatable without risk.

Parameters in hand — with market reference.

Adjust the structure parameter by parameter; compare against the confirmed structure AND the market.

IN YOUR HANDS	What you adjust	Compared with
The grade range	Minimum / maximum limit	Structure + market
The number of grades	Add or remove roles	Structure + market
The distance between pay bands	Widening or narrowing	Structure + market
Combined	Multiple parameters at once	A single scenario

The testing space is isolated — you run variants without touching the base document.

You can build the scenarios — their value lies in how well you interpret the output and in the order you analyse it.

03

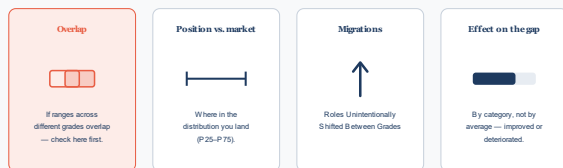
The output shows three things simultaneously. The first thing you look at is the overlap.

Ai rulat scenariul — acum rezultatul pune în față cifre, distribuții și indicatori. Citirea lor urmează o logică specifică poziționării față de piață, diferită de logica ierarhiei interne.

The simulation output shows simultaneously: the adjusted grade's new range against the market reference, the distribution of roles across grades after adjustment, and the effect on the gender pay gap indicator by category. The first thing you look at is the overlap between grades — it tells you whether the adjustment is sound or fragile before you confirm it, and it is the primary check against which all other figures gain meaning.

The output shows four things. The first is overlap.

Overlap · market position · movements · gender pay gap impact — for the same scenario.



Only once the overlap is absent or acceptable do the other figures carry any weight.

- Your position relative to the market — P25, P50, P75 — shows you which part of the distribution you sit in after adjustment, not merely the distance from a single benchmark.
- The distribution of roles across grades shows whether any role has migrated unintentionally as a consequence of the adjustment.
- The effect on the gender pay gap is calculated by category, not as a global average — consistent with the compliance report.
- The overlap between grades signals whether the adjustment is justifiable relative to the distance between scores, or whether it has introduced a structural inconsistency.

IN DEPTH

Your position on the distribution — P50 means you are at the median, P75 means you are in the top quartile of the market for that grade. Whether to position at P50 or P75 is a strategic decision that belongs to you; the simulator shows you where each scenario lands, not where you ought to be. The reference is segmented by industry, company size, and geography — not a generic average that may bear no relation to your actual situation.

Unintended migration looks like this: you adjusted the band for Grade 3, but a role in Grade 4 — with its salary sitting at the floor of that grade — has now dropped below the new ceiling of Grade 3 and appears in the overlap zone. You did not intend to move that role; it shifted as a structural consequence. The output flags it separately from the roles you were targeting, with the associated risk indicator.

The effect on the gender pay gap is calculated by category because an aggregate figure can conceal a real deviation at category level. If you adjust a grade where men are overrepresented, the indicator deteriorates. The output shows both effects simultaneously — not only the one you intended.

Overlap between grades is the concrete structural test and the first indicator to examine: if the widened band for Grade 3 now covers scores that belong to Grade 2, roles with different scores end up paid within the same range — which contradicts the logic on which the pay structure was built. The output flags the situation explicitly and shows you how many roles fall in the overlap zone, not merely that overlap exists. Only once you have confirmed that overlap is absent or acceptable do the other figures — market position, migrations, effect on the gender pay gap — carry their full weight.

You have read the output — what matters most now is what you do with it, and what remains on record once you decide.

04**The confirmed scenario enters the structure. The next step opens from there.**

Ai scenariul pe care vrei să îl aplici — confirmarea lui nu produce un document nou, ci actualizează structura existentă cu o urmă clară a ce s-a schimbat, față de ce și pe ce bază.

The confirmed scenario updates the pay structure and the compliance log within the same document — it does not create a parallel record. The decision remains yours; what you gain is that it can be demonstrated with data, not merely asserted.

- Confirmation updates the pay structure and the compliance log within the same document — procedural continuity of the audit trail is preserved.
- The audit log captures the concrete delta: which pay band changed, in which grade, compared to which prior version, and what effect it produced on the gender pay gap
- The positioning decision — P50, P75, or another target — remains yours; the simulator reduces the uncertainty under which you make it
- The updated pay structure is the foundation on which scenario modelling and long-range projection can be built with precision

IN DEPTH

"One document, not a parallel one" means you never end up with two versions of the pay structure in circulation — one superseded, one current — with the attendant risk that operational decisions (job offers, promotions, payroll) draw from different baselines. There is a single pay structure, with an audit log that records the full history of changes: the original version, which scenario was confirmed, when, and on what basis.

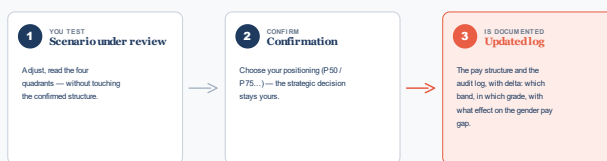
The delta in the audit log is concrete and formatted consistently with the rest of the document: "Grade 3 — upper band limit revised from X to Y. Rationale: alignment to P60 against market, financial services segment, [city]. Overlap with Grade 4: no unintended migration. Gender pay gap effect, Analysis category: +0.3 percentage points, within threshold." Not a footnote. A traceable entry carrying the same rigour as the original job evaluation.

The positioning decision is a strategic one, not a calculation with a single correct answer: targeting P75 means higher costs and a competitive edge in attraction; P50 means balancing cost against competitiveness. The simulator shows you the consequences of each option — across structure, gender pay gap, and compensation budget — but the choice between them is yours.

The pay structure updated through simulation is the baseline from which strategic scenario modelling — departmental restructuring, entry into a new segment, long-range projection — can be built with precision. The next territory: deliberate modelling of the future from a structure that has been tested, not assumed.

The confirmed scenario enters the structure.

Confirmation updates the pay structure and the log — it does not create a parallel document.



The validated pay structure becomes the foundation for the next step: strategic scenario modelling.