# Transcript

**Speaker 1**

OK, question one, can you describe your initial impressions of the WLS models performance and addressing pay gap issues?

**Speaker 2**

So yeah, I. Mean when I looked at the WLS, and the results I was initially like taking aback because I was it showed essentially that the results that there wasn't as much of A pickup as we thought there were there was. I mean obviously there's a pickup in certain carts and sections of the organization. But when we saw it, it kind of showed a little bit less than we initially expected and so. So you know it was very Interesting. However, you know, as we started to. Sort of dig. Deep, which essentially this goes into question #2. As I was side to dig deep implement WLS. We started to sort of see what theoretically we thought to be true, right, which is OS basically just, you know, takes everything right, including outliers and creates sort of this modeling outcome that you should kind of go with. But WLS doesn't, WLS actually doesn't. You know, takes the outliers out apart because I think in a lot of ways pick up issues are representation issues right in some ways and. So in the inserting cases whereby there isn't enough representation of women or, you know in in those sort of cuts given you know and so because of that like. You. You.

**Speaker 1**

Is this a big gap issue?

**Speaker 2**

It's not really a big gap issue but more of a representation issue and so I think the WLS was able to sort. Of you know. Remove some of those outliers and we start to. Sort of look at. More of a maybe a pure sort of pay gap right within different groups essentially. And this would be very interesting, because now we actually have to start to see.  
**Speaker 1**

OK, well, you know, it's not a thing of oh, we, you know, there's a pickup and everyone essentially freaks out, but no, actually, we're looking at.   
**Speaker 2**

If we see gaps, OK, where are those gaps? And it's helped us start to think about, well, what are, what are other causes that we can think of beyond even just what we what we know right? Why did this even begin with so instead to kind of help us think more from an organizational structure and a process standpoint essentially. And so since we set since we, we basically did the model WS model to answer the question. Essentially what we're set to do is say, OK, listen, a lot of these things can be solved. By actually having better organizational structures, right? So if you have basically pay ranges like very much more structured pay ranges for the different sort of teams locations.   
**Speaker 1**

That aren't very. Wide, right? Obviously, if you have a. Pay range that's. Let's say from 100 to 500,000. And most of the most of the women are at the 100,000 and most of the men are 500,000. Then you still have a pay gap. Even though it's. A range that you've created, right? So a lot of these issues can also happen. Within the range. And So what we decide to do is to create more. Basically, tighten processes ranges that don't that wouldn't cause pay gaps and essentially being a bit less open to just sort of allow people to really just negotiate way beyond the sort of the pay range that we have essentially. And so we're in the process of now really implementing. You know the. The model, the WLS model, and they're gonna be selling challenges, because now we're gonna we're having certain leaders say, you know, in terms of this unexpected outcomes, we haven't certainly to say yeah. But this person you know had, you know, went to this school or has this sort of worked in this you know big time tech company.

**Speaker 2**

And it's interesting because OK, the working has become tech company that's fantastic. But for the role, right, if two people are are hired to, to to do. The same exact role or. You know the same level, same role. Because maybe one person worked at. Google and the other person didn't. Right. Or or big tech company. It doesn't mean the person maybe should be paid more because the person could be just as good in the world. And so we had to sort of have this more of this organizational conversations around. Pay structure.

**Speaker 1**

And I think I think this is good because the WLS has really helped us with transparency, right?

**Speaker 2**

It's really helped us, OK, so. Well, look, we have to be accountable for, for, for basically the outcomes. And so how do we make sure that like from the beginning everyone is aware. And so right now and what's happening here in, in New York and the rest of of the US starting to sort of follow suit is actually being able, we're going to say well, you actually have to. Post here's the role. Here's the pay range so people are aware of ahead of time, but this is. Of the pay that for this particular role, we are going to have, I think part of the issues that cause that causes pay gap is also like a lot of secrecy in terms of what, what you know what each role, what people are going to what be also playing each role essentially. And so I think that transparency in terms of what each role entails in terms of pay is essentially is essentially going to help the organization as well.

**Speaker 2**

And so I mean, I think it's one of those things that we think we, I think the improvement I can say so far. And also looking ahead, I would say is that. We have done this WLS regression with some sort of implement OK outcomes and say OK, well, here's the aspects we see. We want to. Essentially, fix it by increasing salaries, yes. However, we also want to run this regressions on the quarterly basis every three to four months to just make sure that like. But even if we solve the problem that the the problem doesn't rear up his head again, right. And so I think some of the problems is one thing, but kind of having an organizational structure that prevents it from happening again. It's actually the stronger play that we're trying to do here. So this has been really great for organization in terms. Understand. OK. Well, here are the aspects here. The here, the courts here, you know, the departments that are and the locations that. Have these issues I. Think now what? We're what we're now trying to do is really work on the organizational structure.

**Speaker 2**

So I'm so grateful for the work that you've done and yeah. And this has been good.

**Speaker 1**

Thank you.