

Why pay matters worksheet

Use these prompts to build out your argument, slide deck, or discussion with leaders when trying to discuss changes in your compensation strategy or compensation for emerging roles.



	 Goal	 Why it matters	 Key message points / evidence you can use
1.	Attracting the right talent	New/emerging roles often require specialized skills that are scarce. If pay isn't competitive, you'll lose out on the people who can deliver.	
2.	Retaining people once you hire them	Once someone steps into a new role, losing them is costly — recruiting, onboarding, knowledge gaps. Good pay reduces turnover.	
3.	Motivation & performance	Pay that reflects value signals you trust people to deliver. It encourages effort, initiative, innovation. Under-paying often leads to disengagement.	
4.	Internal equity & fairness	You avoid resentments, jealousy, morale issues when pay structures are fair. If pay for new roles is wildly off compared to existing ones, people will notice.	
5.	Employer brand & reputation	Jobs are transparent, people talk. If you build a reputation for fair pay, it helps you recruit not just in one role but across the org. If you don't, it hurts perception.	

Notes

Why pay matters worksheet

Use these prompts to build out your argument, slide deck, or discussion with leaders when trying to discuss changes in your compensation strategy or compensation for emerging roles.



	 Goal	 Why it matters	 Key message points / evidence you can use
6.	Compliance, legal risk & regulatory expectations	Laws or rules (pay equity, pay transparency, minimum wage, etc.) may require fairness and disclosure. Getting pay wrong can risk lawsuits, penalties, reputational damage.	
7.	Supporting business strategy & growth	If new roles are strategic (e.g. AI, sustainability, regulation, etc.), pay is part of investing in future capability. Under-investing can slow your ability to move on new priorities.	
8.	Cost predictability & budget integrity	Over time, paying correctly up front helps with forecasting pay costs, avoiding unexpected "market corrections," avoiding having to scramble to raise pay later.	
9.	Employee engagement & culture	Feeling fairly compensated increases loyalty, trust, psychological safety. It contributes toward culture where people believe their work is valued.	
10.	Adaptation & retention in changing markets	In fast-evolving fields, the market value of skills shifts fast. Good compensation positions you to adapt, to hold on to talent when demand increases elsewhere.	

Notes
