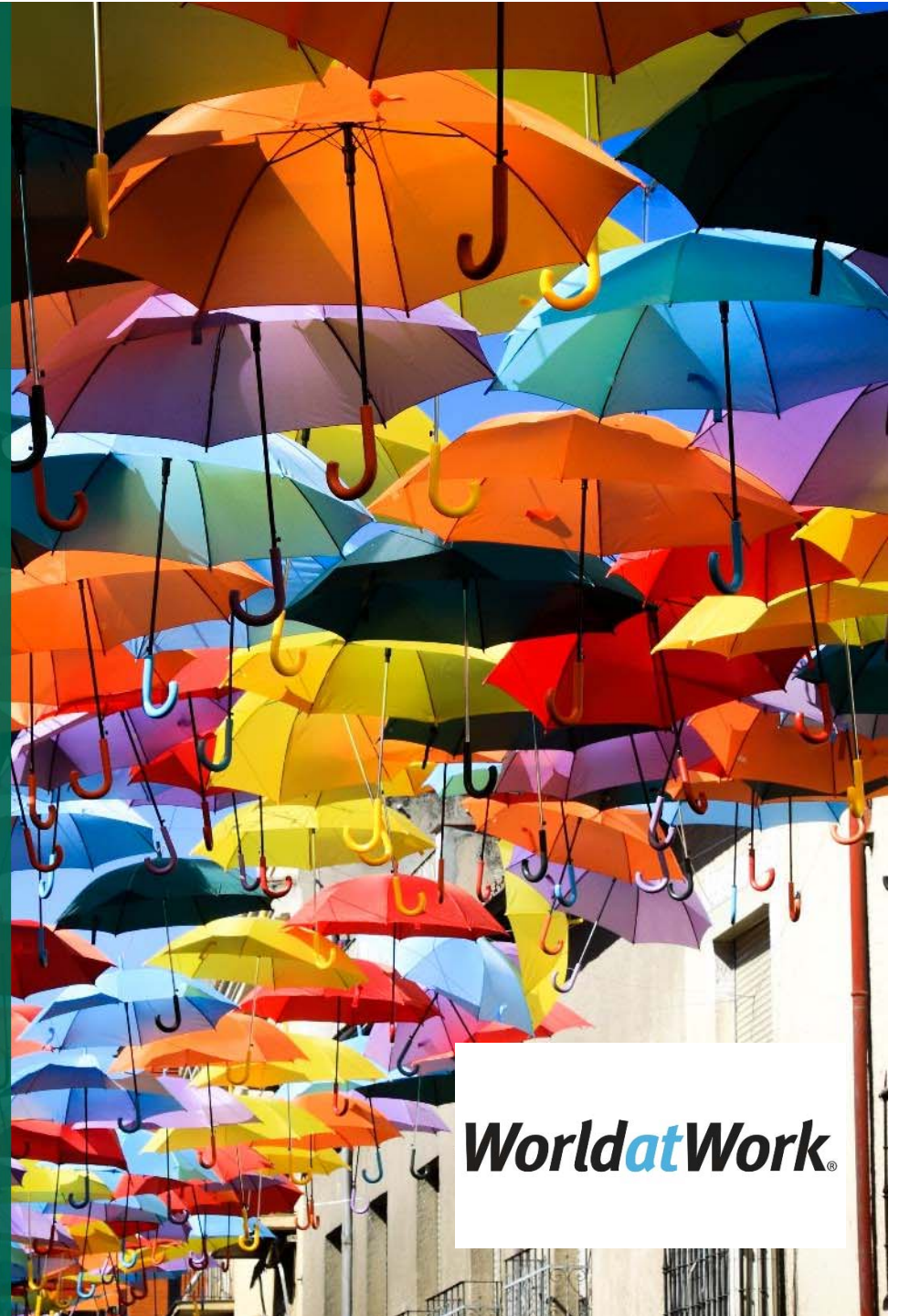


# Pay Equity Practices

## Survey of C-Suite and Reward Leaders

A WorldatWork and Korn Ferry  
Research Study

2019



**WorldatWork**<sup>®</sup>

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**01**

**Summary of  
Findings**



# Summary of findings

- Of all organizations surveyed, a majority (60%) are taking action on pay equity management
  - Majority of organizations who are not yet taking action are considering potential action
  - Larger organizations are more likely to be taking action than smaller organization
- Primary objectives of pay equity management processes are to:
  - Be legally compliant -- esp. the perspectives of HR and larger organizations
  - Build a culture of trust in the organization -- esp. the C-suite and smaller organizations
- Most organizations engaged in pay equity management are primarily focused on:
  - Remediation strategies and pay equity adjustments
  - Identifying and resolving root causes of pay inequities
  - Note: fewer are focused on communicating results of analyses internally and externally
- Initiatives typically chartered by either the CEO/C-Suite or by the HR function
  - Perceptions vary between the C-Suite and HR as to who is actually driving the work
  - C-Suite tends to drive initiatives in smaller companies. HR drives in larger companies
  - This has significant implications as to the scope, nature and impact of the work



## Summary of findings (cont.)

- Once the initiative has been chartered, HR tends to be the process owner
  - Although the C-Suite challenges this, especially in smaller organizations
  - Legal function, while not owning the process, is often an integral part of the team
- Many organizations utilize solely internal organization resources in initiatives.
  - Organizations utilizing external resources typically use external compensation/HR consultants, followed by external legal counsel and then by external statisticians
  - Smaller organizations tend to favor external compensation / HR consultants. Larger organizations utilize external legal counsel and statisticians
  - C-Suite respondents tend to utilize external compensation consultants
- Demographic focus of work is primarily around BOTH gender and equity
  - Ethnicity often included irrespective of the hot spotlight on gender pay equity issues
  - Multi-national organizations tend to undertake work in all countries (vs. a subset)
- Use of basic descriptive statistics (e.g., averages, medians) is the most common analysis methodology utilized across most groups
  - Larger organizations favor multivariate regression analysis
  - Smaller organization favor descriptive statistics



## Summary of findings (cont.)

- Most organizations take an inclusive view of eligibility for pay equity adjustments, allowing any employee (irrespective of protected class) to be eligible
  - C-Suite in particular favors this view
  - Reward leaders tend to favor only treating members of the protected class
  - Majority focus on treating employees where there are statistically significant differences
- Organizations typically treat less than 5% of workforce with equity adjustments
  - Smaller organizations tend to treat between 2-5% of their employees
  - Larger organizations tend to between 0.1-1% of their employees
  - Pay equity adjustment \$ typically range between 4%-6% for those receiving increases
- Most organizations broadly communicate the intent and general findings of the pay equity analysis to senior leaders, followed by people managers
  - A minority of organizations provide broad-based communications to employees
  - Most organizations avoid explicitly noting internal equity adjustments as such and instead bundle it with other pay increases (e.g., market, performance). Likely due to:
    - Increase processes becoming part of normal cadence of compensation management
    - Risk mitigation strategy



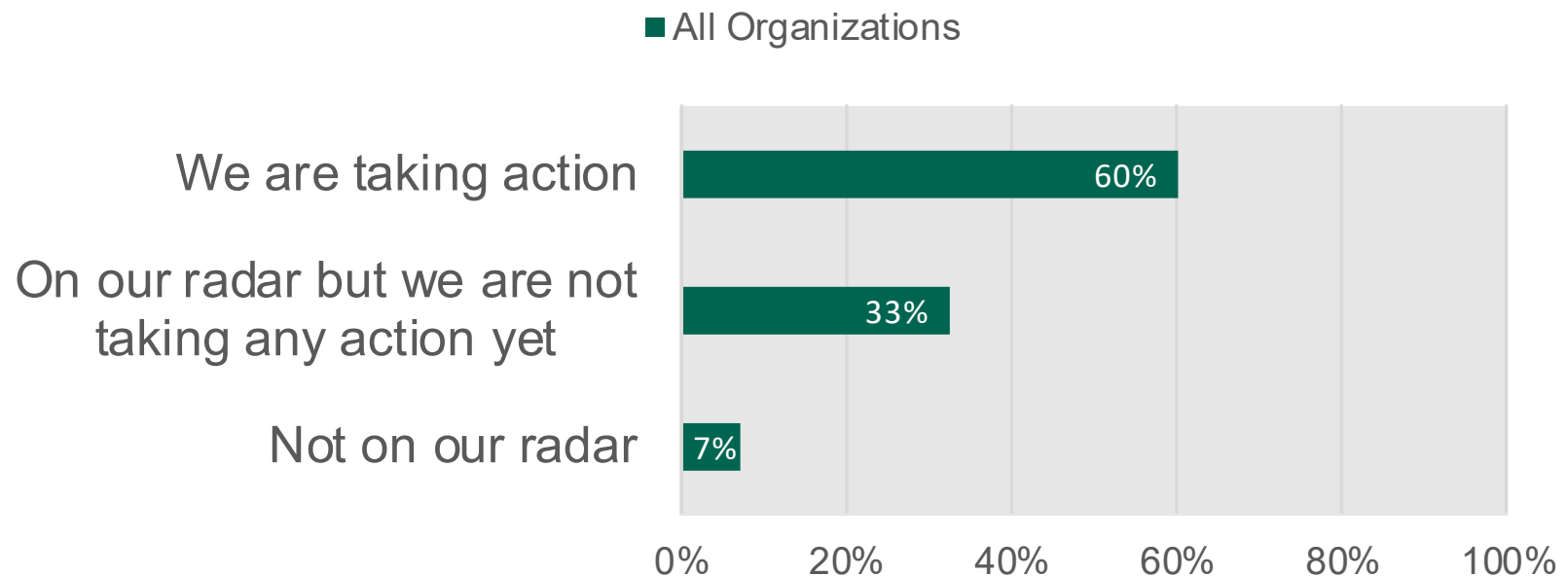
# 02

## Findings



## Level of activity

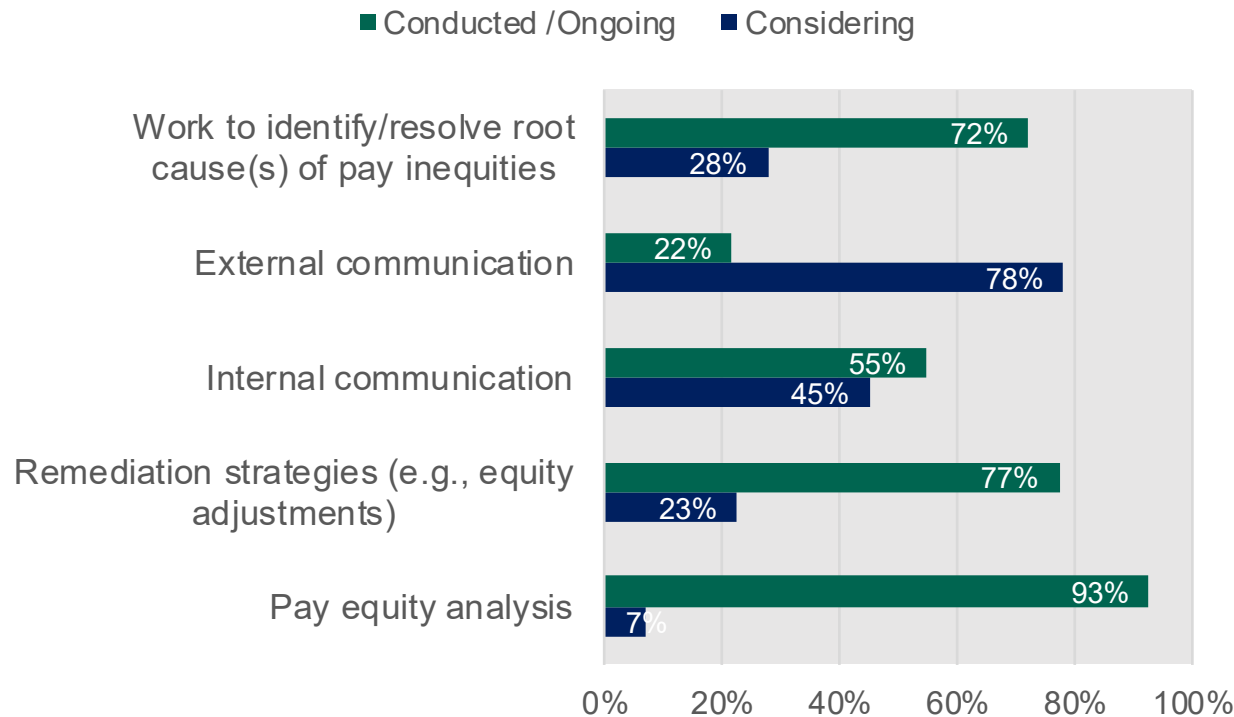
- Of all organizations surveyed, a slight majority (60%) are taking action on pay equity management
  - Most organizations who are not yet taking action are considering potential action
  - Larger organizations are more likely to be taking action than smaller organizations





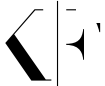
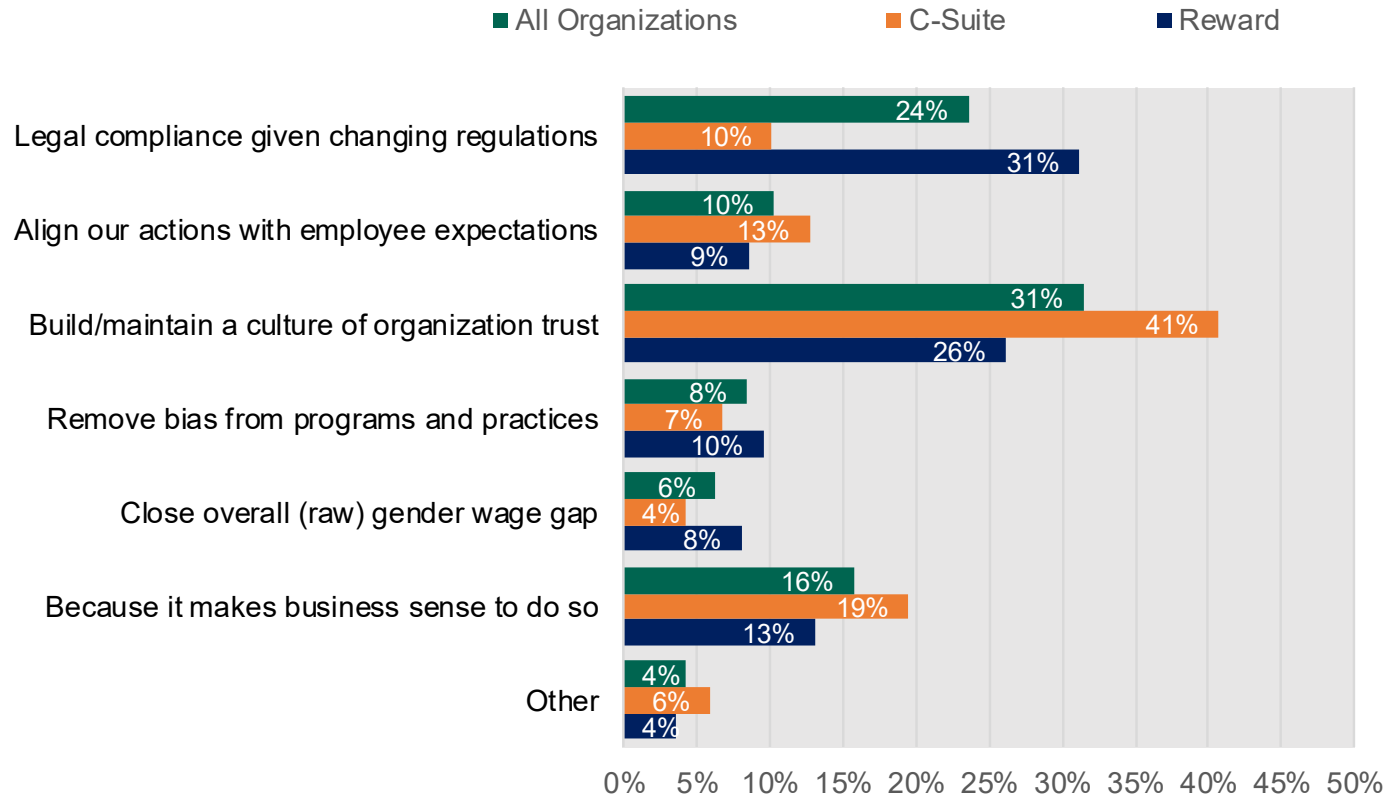
## Areas of focus

- Most organizations engaged in pay equity management are focused on:
  - Pay equity analysis and discerning degree of issues
  - Remediation strategies – i.e., pay equity adjustments
  - Identifying and resolving root causes of pay inequities
- Fewer organizations focused on communicating the results of pay equity analyses internally and externally



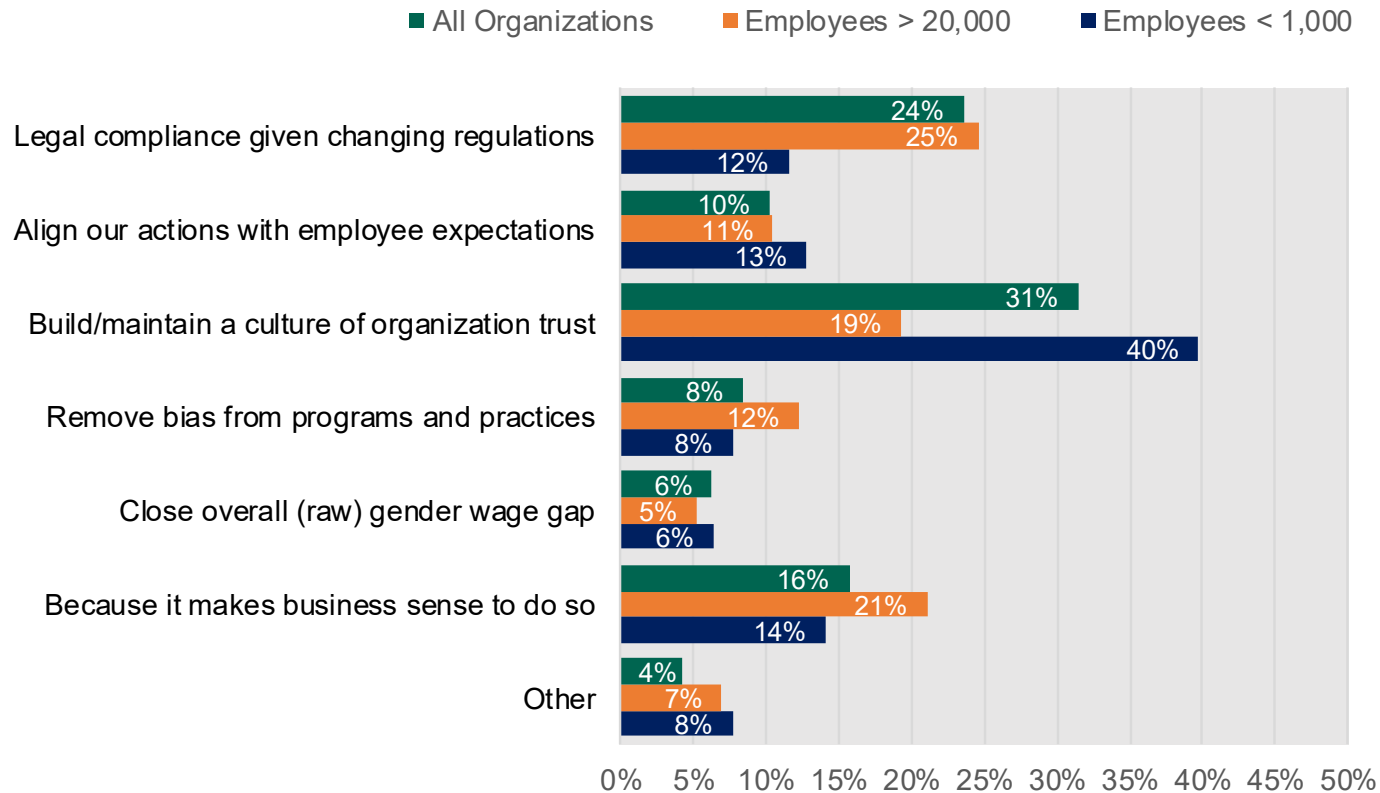
# Primary objectives

- The primary objectives of pay equity management are to:
  - Be legally compliant (esp. for HR, larger organizations)
  - Build a culture of trust in the organization (esp. for C-suite, smaller organizations)



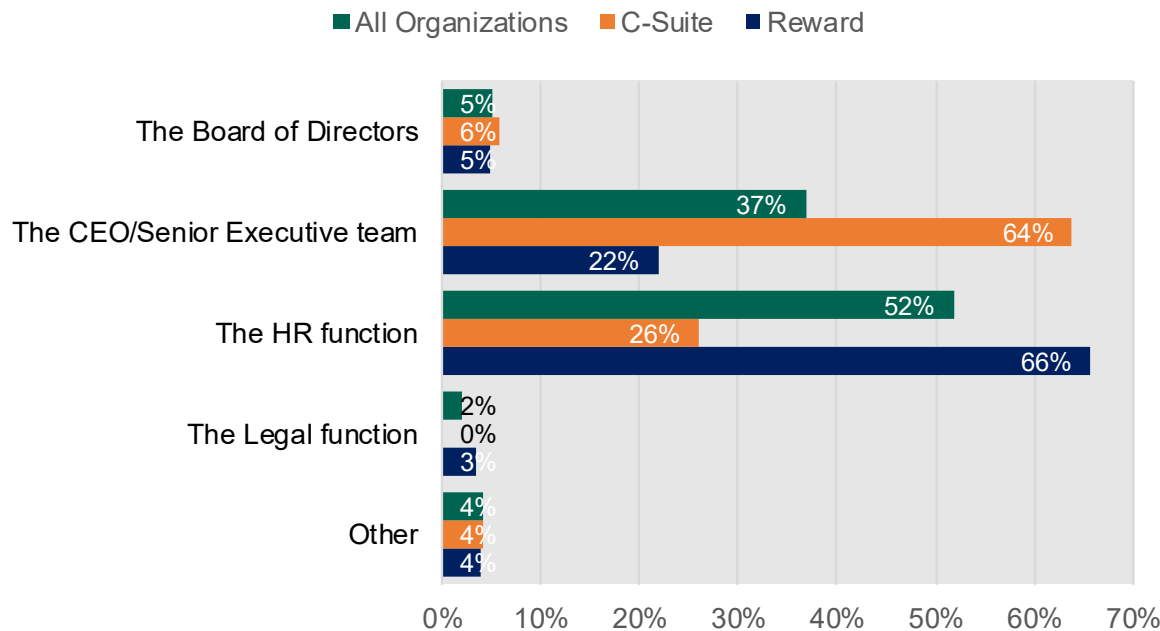
# Primary objectives (cont.)

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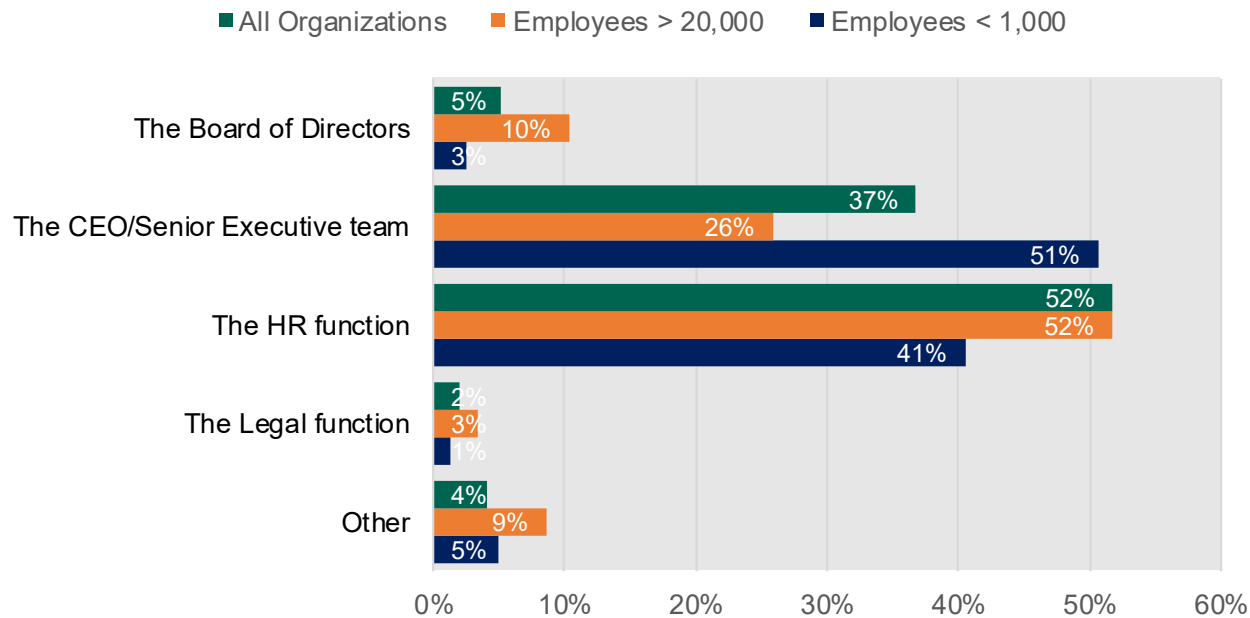
# Primary group driving initiative

- Pay equity management initiatives are typically either driven by the CEO/C-Suite or by the HR function
  - Perceptions vary significantly between the C-Suite and HR as to who is actually driving the work
  - C-Suite tends to drive the work in smaller organizations and HR drives in larger organizations
- This has significant implications as to the scope, nature and impact of the work



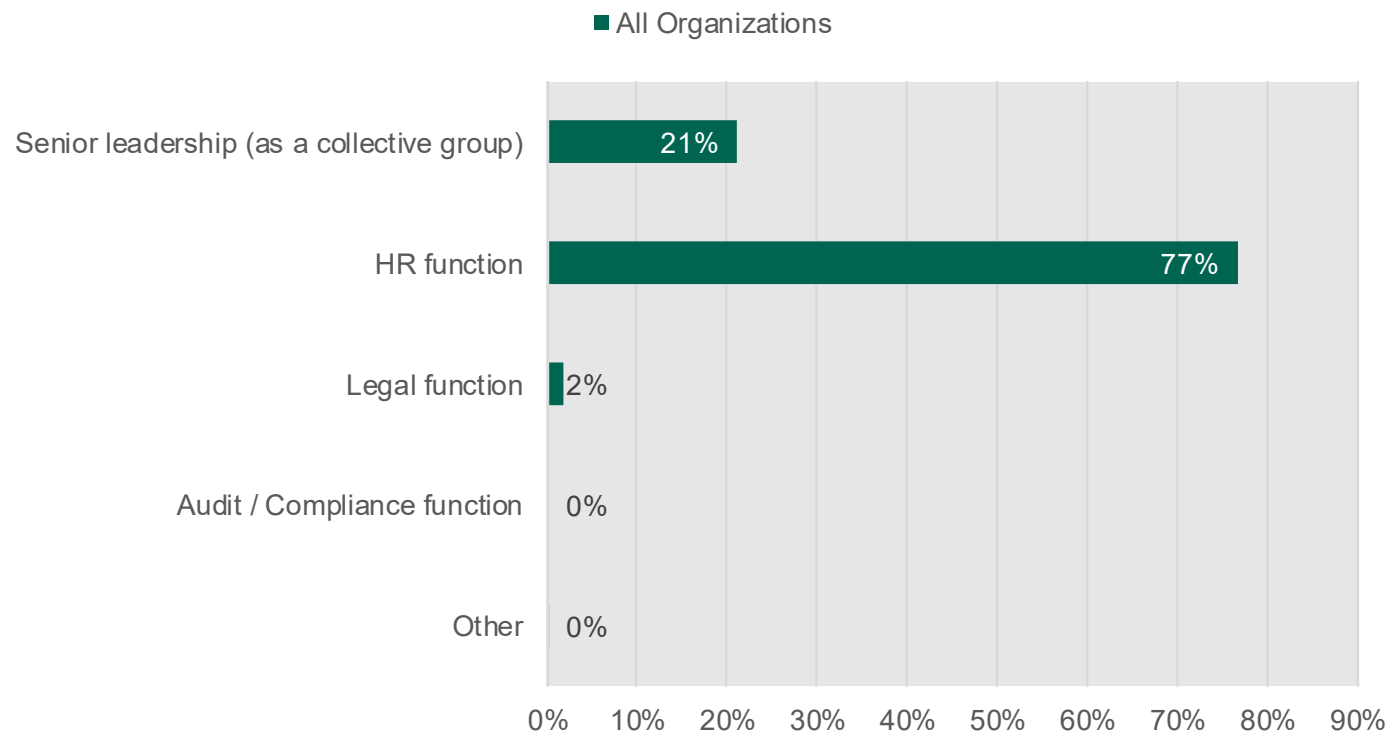
# Primary group driving initiative (contd.)

- Pay equity management initiatives are typically either driven by the CEO/C-Suite or by the HR function
  - Perceptions vary significantly between the C-Suite and HR as to who is actually driving the work
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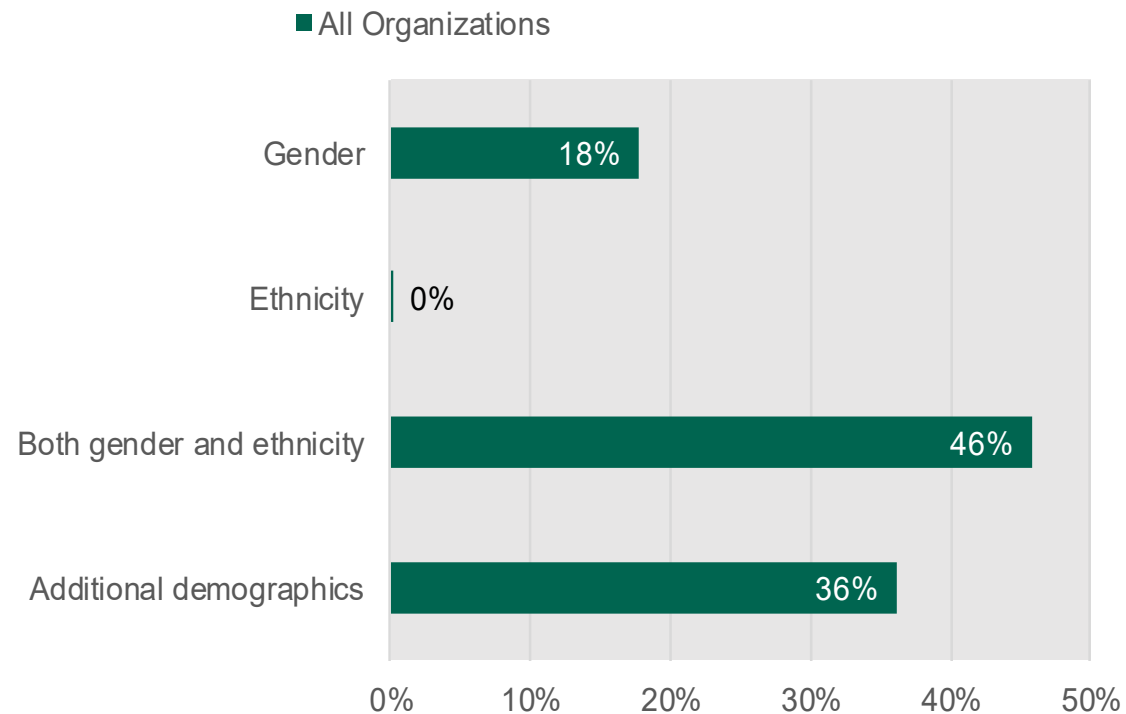
# Primary process ownership

- Once a pay equity management process has been chartered, HR tends to be the process owner over the work
  - Although the C-Suite challenges this, especially in smaller organizations
  - The legal function, while not owning the process are often an integral part of the team, esp., in larger organizations



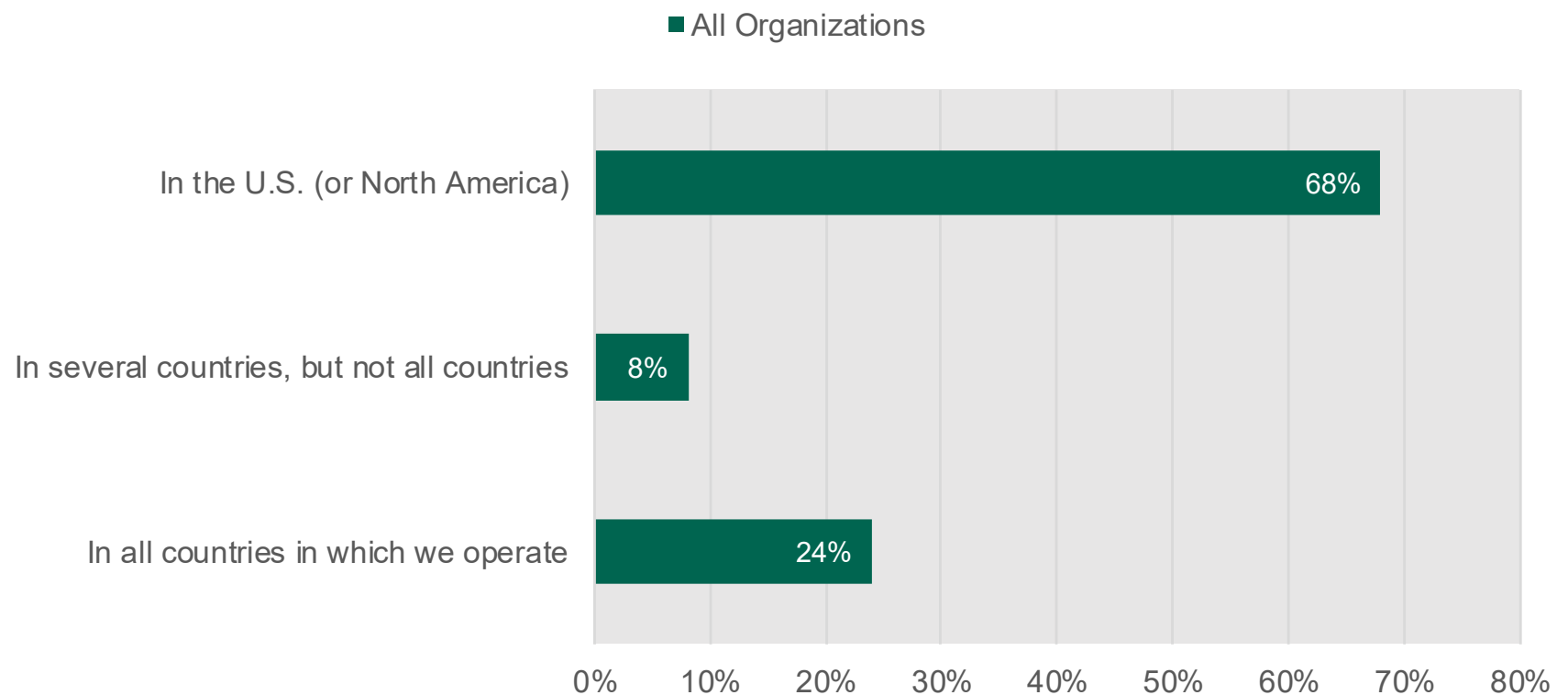
# Demographic focus

- The demographic focus of work in protected classes is primarily around BOTH gender and equity
  - Irrespective of the hot market spotlight on gender pay equity issues
  - Age is often included as an additional factor to analyze for many organization



# Geographic focus

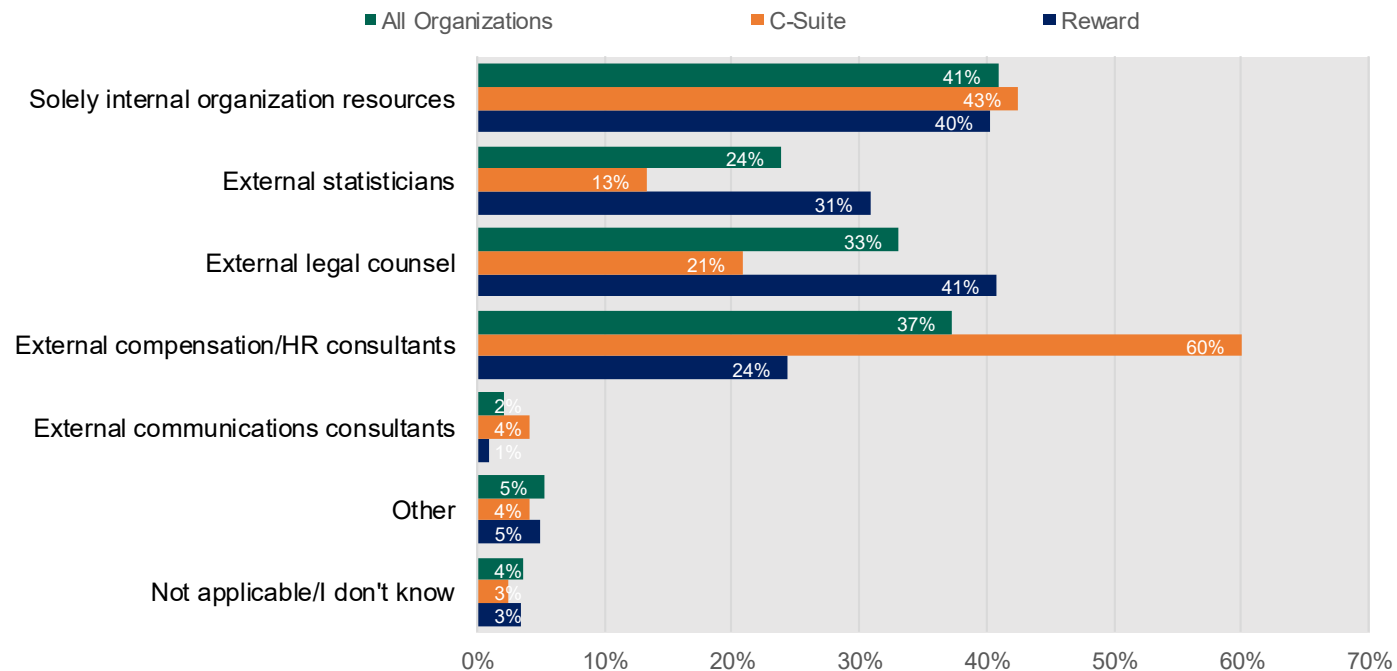
- The geographic focus of work is primarily for the U.S. (N. America)
- If undertaking a global pay equity management initiative, multi-national organizations tend to undertake in all countries (vs. a subset)





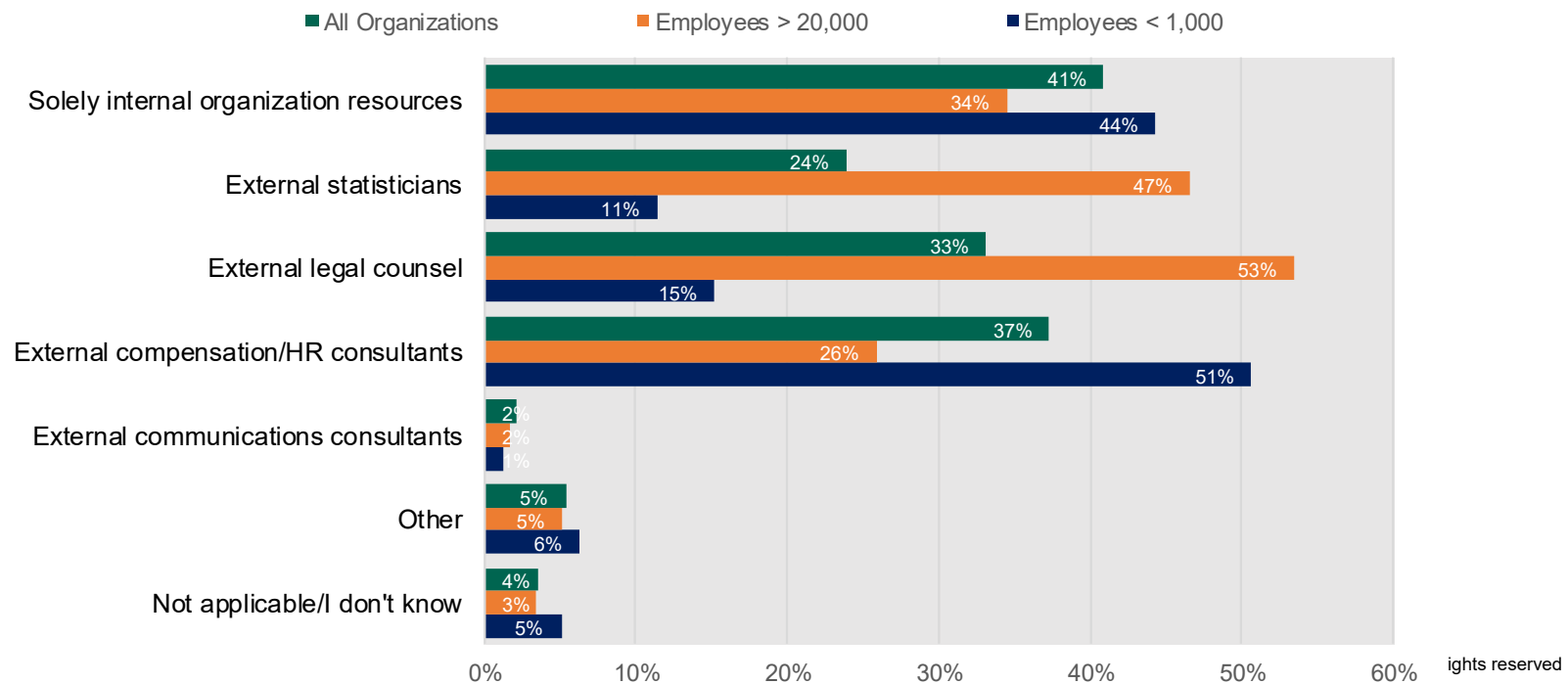
# External resource utilization

- In undertaking pay equity management initiatives, many organizations utilize solely internal organization resources.
- Organizations utilizing external resources typically utilize external compensation/HR consultants, followed by external legal counsel and then by external statisticians
  - Smaller organizations tend to favor external compensation / HR consultants. Larger organizations utilize external legal counsel and statisticians
  - C-Suite respondents tend to utilize external compensation consultants. Reward leaders utilize external legal counsel and statisticians.



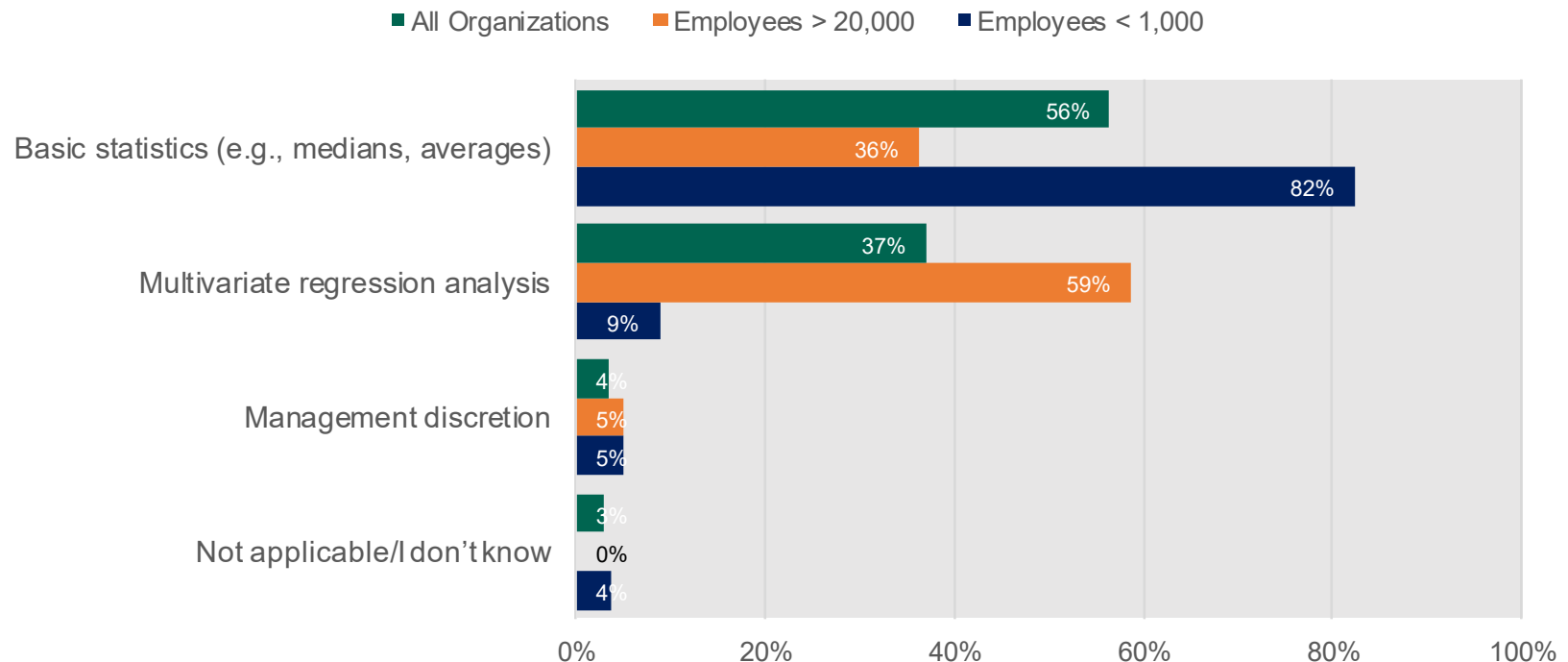
# External resource utilization (contd.)

- In undertaking pay equity management initiatives, many organizations utilize solely internal organization resources.
- Organizations utilizing external resources typically utilize external compensation/HR consultants, followed by external legal counsel and then by external statisticians
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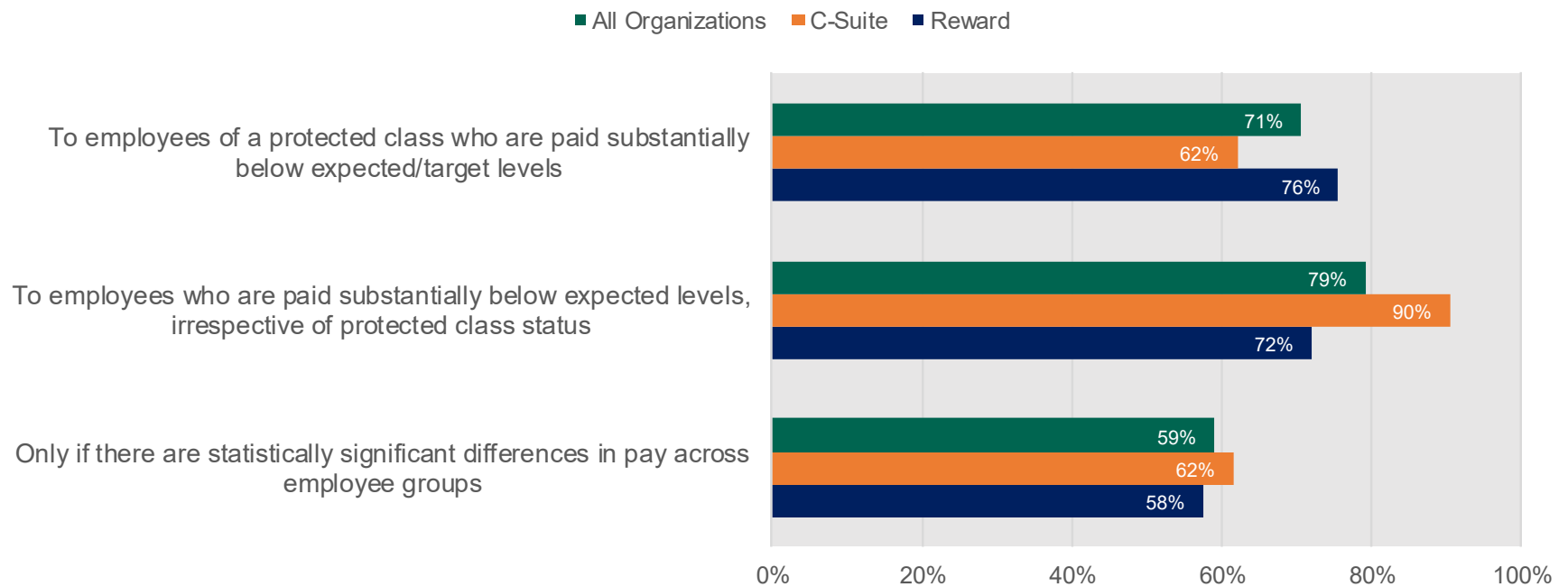
# Primary analysis methodology

- Use of basic descriptive statistics (e.g., averages, medians) is the most common analysis methodology utilized across most groups
  - In larger organizations, multivariate regression analysis is more common
  - Implies most organizations are taking overly simplistic views to pay equity management and may be spending more than necessary in addressing issues



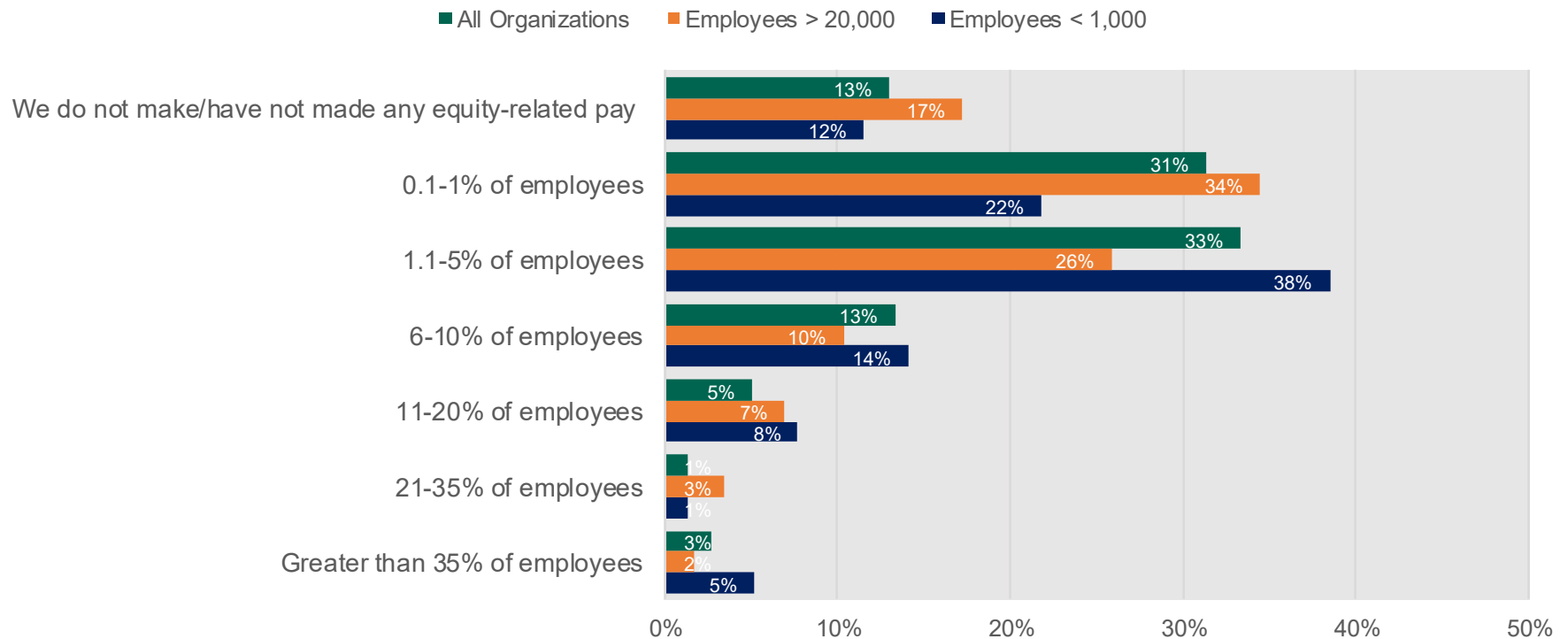
# Eligibility for pay equity adjustments

- Most organizations take an inclusive view of eligibility for pay equity adjustments, allowing any employee – irrespective of protected class – to be eligible for an increase
  - C-Suite in particular favors this view
  - Reward leaders tend to favor of only treating members of the protected class
  - A slight majority of organizations focus on treating employees where there are statistically significant pay differences between groups



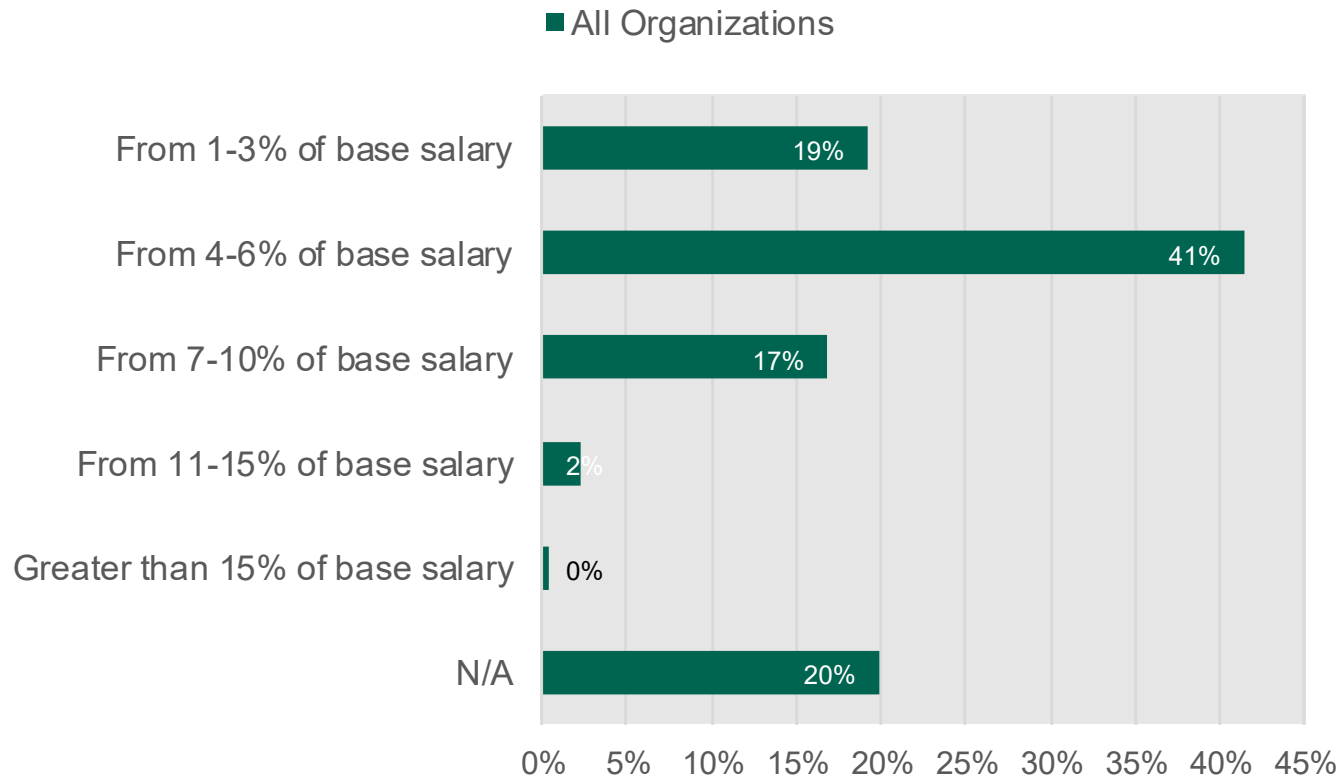
# Percentage of workforce receiving adjustments

- Most organizations treat less than 5% of their workforce with pay equity adjustments
  - Smaller organizations tend to treat between 2-5% of their employees
  - Larger organizations tend to between 0.1-1% of their employees



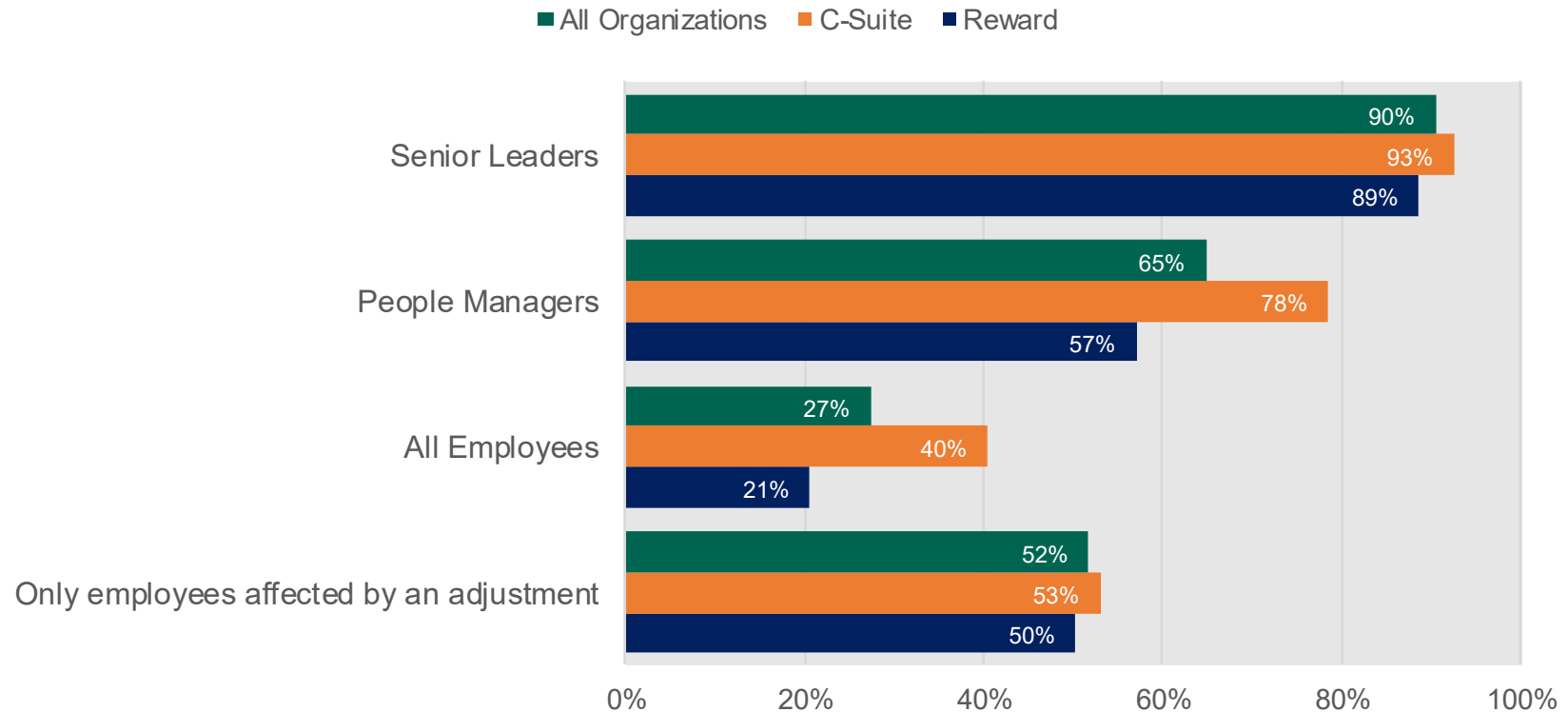
# Typical pay equity adjustment budgets

- Pay equity adjustments typically range between 4%-6% for those receiving increases
- Pay equity adjustments above 10% of base salary are rare



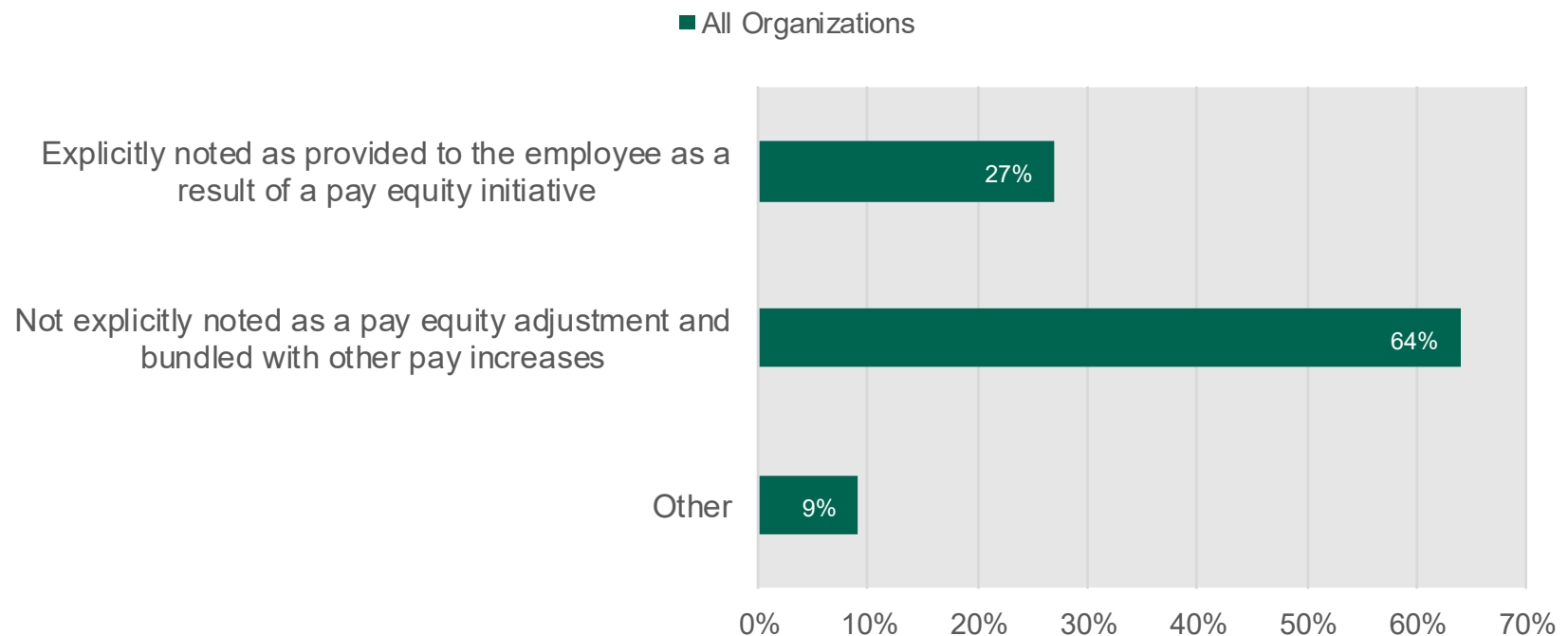
# Broad-based communications

- Most organizations broadly communicate the intent and general findings of the pay equity analysis to senior leaders, followed by people managers
- A minority of organizations provide broad-based communications to employees



# Individual employee communications

- Most organizations avoid explicitly noting internal equity adjustments as such and instead bundle it with other pay increases (e.g., market, performance). Likely due to:
  - Increase processes becoming part of normal cadence of compensation management
  - Risk mitigation strategy





# Program effectiveness

- Perceptions about overall effectiveness of pay equity management processes
  - Generally positive view of various aspects of pay equity management processes
  - General consistency in views across data cuts
  - Most room to improve in closing aggregate pay gaps across the organization



**03**

**Recommendations**



# Scope, objectives and approach

- A convergence of regulatory, political, social and economic forces is causing organizations to be more proactive than ever before pay equity management
  - Doing nothing is becoming less of an option
  - Proven links between diversity, inclusion, engagement and organization performance
- Ensure alignment in pay equity objectives and scope.
  - C-suite and HR functions often have different priorities
  - Ensure legal function is involved to preserve attorney-client privilege
- Consider external resourcing to ensure organization capability gaps are covered:
  - External compensation consultants for strategic / complete project management
  - External statisticians for robust analytics
  - External legal counsel to protect privileged communications and legal expertise
- While much focus is on gender pay equity analysis, consider assessment of at least gender and ethnicity
- Job groupings (classifications, titles, levels) are foundational for pay equity analyses. Before a pay equity analysis is undertaken, ensure that:
  - Employee-job mappings are accurate
  - Job level assignments and hierarchy are accurate



# Analytics and remediation

- Use a combination of basic descriptive statistics (e.g., averages, medians) and multivariate regressions for pay equity analysis
  - Basic descriptive statistics to provide a high level risk assessment and analysis for small group comparisons
  - Multi-variate regressions provides the ability to handle multiple variables impacting pay levels simultaneously and test for statistical significance
  - Organizations utilizing only one methodology may be missing underlying causal factors in pay differentiation or inflating pay gaps and spending more money than needed
- Understand and consider trade-offs between an inclusive (i.e., any employee) and exclusive (i.e., only members of a protected class) view of pay remediation
  - Inclusive views are more common with less legal risk, yet more expensive to close gaps
  - Model different remediation scenarios to understand budget impact and degree of closing of pay gap
  - Start remediation with most significant pay outliers first
- As possible, bundle pay equity related pay adjustments with other increases (e.g., market, performance) in the core base salary increase cycle
  - Reinforces pay equity management as part of compensation administration
  - Risk mitigation strategy



# Communications

- Organizations will be well served to consider refining their reward strategy to directly address internal equity pay management principles. For example:
  - Pay equity is a key tenet of our reward strategy
  - We examine pay equity on an ongoing basis
  - We review pay equity by a number of key employee characteristics
  - Pay equity adjustments are provided, as needed
- The pay equity communications strategy should be an integral part of the organization's Diversity and Inclusion (D&I) strategy as well as broader D&I communications
- Communicate **individual** employee pay equity increase communications:
  - As part of ongoing salary increase processes
  - As part of a bundled message regarding pay treatment



# Sustaining the program

- Conduct annual reviews to identify potential pay disparities across protected class groups
- Score-carding and monitoring of pay equity across protected classes consists of:
  - Closing of significant pay gaps across key protected class groups
  - Closing raw/aggregate pay gaps over time
  - Improving perception of pay equity via engagement surveys
  - Making inroads relative to talent management and D&I initiatives
- Utilize a team to guide the analysis, monitoring and improvement of pay equity consisting of Compensation, Legal and Talent Management (D&I) staff




# Appendix

## Detailed Data Tables



# Level of activity

- Which of the following statements reflects your organization’s focus on pay equity?


Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
Not on our radar	7%	3%	13%	4%	5%	14%	3%	12%	3%
On our radar but we are not taking any action yet	33%	35%	41%	32%	38%	40%	34%	27%	37%
 We are taking action	60%	62%	46%	64%	58%	46%	62%	61%	59%
	n=669	n=186	n=202	n=102	n=40	n=174	n=93	n=258	n=380





# Areas of focus

- Please indicate your organization's activity level for the following pay equity-related actions.



Responses	By Ownership										By Number of Employees			
	All Organizations		Private sector, publicly traded		Private sector, privately held		Govt/ public sector		Not-for-profit		< 1,000		> 20,000	
	Considering	Conducted/ Ongoing	Considering	Conducted/ Ongoing	Considering	Conducted/ Ongoing	Considering	Conducted/ Ongoing	Considering	Conducted/ Ongoing	Considering	Conducted/ Ongoing	Considering	Conducted/ Ongoing
Remediation strategies (e.g., equity adjustments)	23%	77%	16%	84%	24%	76%	20%	80%	22%	78%	16%	84%	24%	76%
Internal communications	45%	55%	51%	49%	43%	57%	33%	67%	38%	62%	51%	49%	43%	57%
External communications	78%	22%	77%	23%	82%	18%	76%	24%	65%	35%	77%	23%	82%	18%
Working to identify/resolve root cause(s) of pay inequities	28%	72%	28%	72%	18%	82%	29%	71%	17%	83%	28%	72%	18%	82%



# Primary objectives

- What is your organization's primary goal in addressing pay equity?

Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
To be legally compliant given a rapidly changing regulatory environment	24%	32%	17%	18%	32%	12%	25%	10%	31%
To align our actions with the expectations of our employees	10%	9%	12%	14%	5%	13%	11%	13%	9%
To build/maintain a culture of trust in our organization	31%	18%	42%	37%	23%	40%	19%	41%	26%
To remove bias against protected classes from our programs & practices	8%	11%	2%	14%	14%	8%	12%	7%	10%
To close the overall (raw) gender wage gap at our organization	6%	7%	9%	5%	5%	6%	5%	4%	8%
Because it makes economic/business sense to do so	16%	18%	15%	9%	9%	14%	21%	19%	13%
Other	4%	5%	2%	3%	14%	8%	7%	6%	4%

n=331

n=114

n=92

n=65

n=22

n=78

n=57

n=118

n=199

# Primary group driving initiative

- The primary group driving the need to ensure pay equity management within the organization is:

Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
The Board of Directors	5%	10%	3%	0%	0%	3%	10%	6%	5%
The CEO/Senior Executive team	37%	30%	41%	35%	22%	51%	26%	64%	22%
The HR function	52%	53%	52%	57%	61%	41%	52%	26%	66%
The Legal function	2%	3%	1%	2%	4%	1%	3%	0%	3%
Other	4%	4%	2%	6%	13%	5%	9%	4%	4%
	n=334	n=115	n=92	n=65	n=23	n=79	n=58	n=119	n=201



# Primary process ownership

- Which function is primarily accountable for owning the pay equity management process (strategy, design, execution) in your organization?

Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
Senior leadership (as a group)	21%	13%	25%	17%	17%	38%	10%	49%	5%
HR function	77%	83%	74%	83%	83%	62%	83%	50%	92%
Legal function	2%	4%	1%	0%	0%	0%	7%	0%	3%
Audit / Compliance function	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%	0%	0%	1%	0%
	n=335	n=115	n=92	n=65	n=23	n=79	n=58	n=120	n=201



# Demographic focus


- The demographic focus of the organization’s pay equity program is primarily around ensuring pay equity across:

Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
Gender	18%	24%	13%	13%	17%	14%	16%	16%	20%
Ethnicity	0%	0%	0%	2%	0%	1%	0%	1%	0%
Both gender and ethnicity	46%	51%	45%	48%	35%	35%	53%	42%	47%
Additional factors to gender and ethnicity	36%	24%	42%	38%	48%	49%	31%	42%	33%
	n=332	n=115	n=91	n=64	n=23	n=77	n=58	n=118	n=200



# Geographic focus



- The geographic focus of the organization's pay equity program is primarily around ensuring pay equity in:

Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
 In the U.S. (or North America)	68%	59%	60%	88%	87%	84%	53%	75%	64%
In several countries, but not all countries in which we operate globally	8%	15%	8%	5%	0%	1%	21%	3%	11%
In all countries in which we operate	24%	26%	33%	8%	13%	15%	26%	22%	25%
	<i>n</i> =334	<i>n</i> =115	<i>n</i> =92	<i>n</i> =65	<i>n</i> =23	<i>n</i> =79	<i>n</i> =58	<i>n</i> =119	<i>n</i> =201



# External resource utilization

- Which external resources are typically utilized in a pay equity analysis?

Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
 Solely internal organization resources	41%	38%	53%	32%	61%	44%	34%	43%	40%
 External compensation/HR consultants	37%	32%	32%	51%	39%	51%	26%	60%	24%
External legal counsel	33%	51%	20%	31%	17%	15%	53%	21%	41%
External statisticians	24%	37%	16%	17%	22%	11%	47%	13%	31%
External communications consultants	2%	3%	1%	2%	0%	1%	2%	4%	1%
Other	5%	4%	7%	8%	4%	6%	5%	4%	5%
Not applicable/I don't know	4%	2%	3%	5%	0%	5%	3%	3%	3%
	n=335	n=115	n=92	n=65	n=23	n=79	n=58	n=120	n=201



# Primary analysis methodology

- The primary analysis methodology our organization uses to analyze pay equity across employee groups is:

Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
Basic descriptive statistics (e.g., medians, averages, % differences)	56%	50%	65%	52%	65%	82%	36%	74%	48%
Multivariate regression analysis	37%	46%	26%	41%	30%	9%	59%	20%	46%
Management discretion	4%	3%	5%	2%	4%	5%	5%	3%	3%
Not applicable/I don't know	3%	2%	3%	6%	0%	4%	0%	3%	3%
	<i>n</i> =303	<i>n</i> =115	<i>n</i> =92	<i>n</i> =64	<i>n</i> =23	<i>n</i> =79	<i>n</i> =58	<i>n</i> =100	<i>n</i> =189





# Eligibility for pay equity adjustments

- In terms of providing funds for pay equity adjustments, our primary focus is to provide adjustments

Responses (% Agree / Strongly Agree)	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
To employees of a protected class who are paid substantially below expected/target levels	71%	71%	73%	68%	65%	61%	73%	62%	76%
To employees who are paid substantially below expected/target levels, irrespective of their protected class status	79%	71%	89%	83%	73%	88%	74%	90%	72%
Only if there are statistically significant differences in pay across employee groups	59%	61%	53%	63%	53%	55%	63%	62%	58%



# Percentage of workforce receiving adjustments

- What percentage of your organization's workforce typically receives an equity-related pay adjustment each year?



Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
We do not make/have not made any equity-related pay adjustments	13%	12%	14%	9%	13%	12%	17%	11%	14%
0.1-1% of employees	31%	37%	27%	28%	26%	22%	34%	18%	37%
2-5% of employees	33%	31%	34%	38%	35%	38%	26%	35%	33%
6-10% of employees	13%	12%	14%	16%	9%	14%	10%	16%	12%
11-20% of employees	5%	4%	6%	6%	4%	8%	7%	9%	3%
21-35% of employees	1%	1%	1%	2%	4%	1%	3%	2%	1%
Greater than 35% of employees	3%	2%	3%	2%	9%	5%	2%	8%	0%
	n=300	n=115	n=90	n=64	n=23	n=78	n=58	n=98	n=188



# Typical pay equity adjustment budgets

- The median pay equity increase after a review is:



Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
From 1-3% of base salary	19%	16%	15%	33%	22%	19%	26%	21%	18%
From 4-6% of base salary	41%	42%	44%	39%	43%	42%	36%	41%	42%
From 7-10% of base salary	17%	18%	19%	9%	17%	21%	16%	20%	16%
From 11-15% of base salary	2%	3%	1%	2%	4%	4%	3%	4%	1%
Greater than 15% of base salary	0%	1%	0%	0%	0%	0%	0%	1%	0%
N/A	20%	20%	20%	17%	13%	14%	19%	13%	24%
	n=297	n=115	n=88	n=64	n=23	n=78	n=58	n=97	n=186



# Broad-based communications


- In terms of broad-based communications about the intent and high level findings of the pay equity analysis and management program, our organization communicates openly to:

Responses (% Agree / Strongly Agree)	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
Senior Leaders	90%	93%	85%	93%	96%	92%	94%	93%	89%
People Managers	65%	66%	61%	66%	83%	67%	67%	78%	57%
All Employees	27%	26%	27%	24%	50%	26%	26%	40%	21%
Only employees affected by an adjustment	52%	45%	56%	57%	45%	58%	41%	53%	50%



# Individual employee communications

- In terms of individual communications to employees affected by a pay equity adjustment, our organization communicates that a pay equity increase is:

Responses	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
Explicitly noted as provided to the employee as a result of a pay equity initiative	27%	25%	23%	29%	50%	31%	25%	37%	20%
 Not explicitly noted as a pay equity adjustment and bundled with other pay increases	64%	67%	68%	60%	41%	60%	67%	54%	70%
Other	9%	8%	9%	11%	9%	9%	9%	9%	10%
	n=300	n=115	n=90	n=65	n=22	n=78	n=57	n=99	n=187



# Program effectiveness

- Indicate the degree to which you agree or disagree with the following statements for your organization

Responses (% Agree / Strongly Agree)	All Orgs.	By Ownership Status				By Number of Employees		By Employee Group	
		Private sector, publicly traded	Private sector, privately held	Government / public sector	Nonprofit/ Not-for-profit	< 1,000	> 20,000	C-Suite	Reward
We have a pay equity strategy guiding our work	74%	77%	70%	78%	70%	73%	81%	81%	71%
We have the right data needed to conduct pay equity analyses	79%	86%	78%	77%	61%	71%	81%	82%	79%
We are confident in our pay equity analysis methodology	80%	83%	79%	81%	70%	70%	82%	81%	80%
Our remediation strategies are improving the level of pay equity within our organization	84%	87%	82%	84%	77%	86%	86%	89%	82%
We are addressing compensation strategy, design and execution as part of our pay equity work	80%	80%	82%	78%	74%	87%	80%	82%	78%
We are addressing talent acquisition and talent management programs as part of our pay equity work	75%	75%	80%	69%	73%	83%	74%	81%	72%
We are closing gaps in equal pay for equal work across employee gaps. (e.g., by job title – male vs. female, by job grade – white vs. non-white)	84%	88%	89%	83%	55%	85%	91%	91%	83%
We are closing aggregate pay gaps across employee groups (e.g., all male vs. all female, all white vs. all non-white)	68%	69%	70%	69%	52%	69%	69%	73%	66%

