



## POLICY AND PROCEDURE MANUAL

**SECTION: Human Resources**

**POLICY: HR 3**

**DATE:** June 2025  
October 2022

**PAGE: 1 of 2**

---

### PAY EQUITY

---

#### PREAMBLE

The purpose of this policy is to demonstrate Contact Brant's dedication to Pay Equity, or providing equal pay for equal work, as legislated under the *Employment Standards Act, 2000 (ESA)* and the *Pay Equity Act (Ontario)*. Employee pay rates will be based on the following criteria: skill, effort, responsibility, and working conditions.

Although the Pay Equity Act is specific for equal pay for equal work of 'men and women', Contact Brant's policy includes the commitment to meet The Pay Equity Act requirements, and goes beyond that for pay equity that addresses all diversity.

Definitions - As per Ontario.ca or *The Pay Equity Act*:

"Equal work" means the employees perform substantially the same kind of work in the same establishment, the work requires substantially the same skill, effort and responsibility and is performed under similar working conditions. Each of these conditions must be met for equal pay for equal work to be required.

"Substantially the same kind of work" means the work does not have to be exactly the same. What matters is the actual work performed by the employees, not the stated conditions of their job offer or their job description.

"Skill" means the amount of knowledge, physical skill or motor skills needed to perform a job. This includes:

- education, like post-secondary degrees and diplomas
- training, like apprenticeships
- experience, like the number of years required to master a skill or gain expertise
- manual dexterity, like hand-eye coordination

"Effort" is the physical or mental effort regularly needed to perform a job.

#### POLICY

Contact Brant believes in providing equal pay for work of equal value, and is committed to using objective factors of skill, effort, responsibility, and working conditions when compensating employees. Contact Brant will meet legislative requirements as outlined in the *Employment Standards Act* and the *Pay Equity Act*.

Contact Brant will not pay one employee at a rate of pay less than another employee on the basis of gender or gender identity when:

- they perform substantially the same kind of work in the same establishment
- their work requires substantially the same skill, effort, and responsibility
- their work is performed under similar working conditions.

Contact Brant will not lower employees' rates of pay to create equal pay for equal work.

## PROCEDURES

1. Employer Responsibilities: Contact Brant will:
  - Establish and maintain compensation practices that provide for pay equity
  - Examine evaluate its job positions using fair and equitable standards as outlined in the *Employment Standards Act* and *Pay Equity Act*. The agency will ensure the job-to-job comparison method is utilized when assigning compensation to ensure gender and diversity neutral pay.
  - Utilize the job-to-job comparison method outlined in the Pay Equity Act to ensure gender neutral pay.
2. Exceptions: Where employees of are doing equal work, they can be paid different rates of pay if the difference is due to:
  - a seniority system
  - a merit system
  - a system that measures earnings by production quantity or quality.
3. Reprisals: Contact Brant will not punish an employee in any way for asking other employees about their rates of pay, or for disclosing their own rate of pay to another employee, for the purpose of determining or assisting that employee in determining whether they are receiving equal pay for equal work.
4. Filing a Claim: In the event an employee believes that the organization is not complying with the equal pay for equal work provisions, the employee may file a claim with the Ministry of Labour.