

March 24, 2017

Pay Equity Message to All Staff

SUBJECT: 2015 Pay Equity Maintenance

SENT ON BEHALF OF LYNNE B. GERVAIS, ASSOCIATE VICE PRINCIPAL HUMAN RESOURCES AND ALICE KIERAN, DIRECTOR TOTAL COMPENSATION

Dear colleagues,

McGill University has completed the analysis phase of its 2015 pay equity maintenance. As required by the Pay Equity Act, another pay equity maintenance exercise was due by most employers by the end of 2015. McGill was still processing the 2010 pay equity maintenance at the end of 2015 and discussing its results with the unions and associations. The Pay Equity Commission (now the *Commission des Normes, de l'Équité salariale et de la Santé et Sécurité au Travail* or CNESST) had therefore granted to McGill an additional delay of one year to proceed with the analysis of the 2015 pay equity maintenance.

McGill is currently posting the potential results of the 2015 pay equity maintenance. These results were produced assuming that the results of the 2010 pay equity maintenance posted by McGill on June 29, 2016 would remain as is. As you may know, McGill and some unions are now officially going through a conciliation process with the CNESST to resolve complaints filed with the Commission in August 2016. As the results of this conciliation process have not yet been determined, it is possible that the 2015 pay equity maintenance exercise will have to be redone.

Note that the results posted may not be considered as definitive at this time. Changes to affected positions as well as the level of the adjustments could change positively or negatively.

Best regards,

Lynne B. Gervais, Associate Vice Principal Human Resources

Alice Kieran, Director Compensation

Pay Equity Act

Posting of results of the 2015 pay equity maintenance

Second posting date: March 24, 2017

The Pay Equity Act requires employers to periodically evaluate their pay equity program. This evaluation aims to ensure that job classes considered feminine under the law receive a compensation equivalent to the compensation of masculine job classes of equivalent value. This evaluation must be done every five years.

In accordance with the Pay Equity Act, McGill University has completed the process of pay equity maintenance retroactive to December 21, 2015.

Also in accordance with Quebec's Pay Equity Act, employers must post the results of the pay equity maintenance for a period of 60 days, during which employees are invited to forward questions, comments and concerns to their employer. Should you wish to do so, please communicate with us before February 21, 2017 at the following address:

payequity.hr@mcgill.ca. Please note that until the complaints for the 2010 pay equity maintenance have not been resolved, we might not be in a position to answer your questions regarding the pay equity 2015 maintenance exercise.

2015 Pay Equity Maintenance

In accordance with Quebec's Pay Equity Act, the University has now completed the 2015 pay equity maintenance, which covers a period beginning on December 21, 2015. The text below describes:

- a) the process used to complete the pay equity maintenance;
- b) the causes of compensation adjustments;
- c) the list of job classes considered to be predominantly feminine under the law, and that are entitled to compensation adjustments (with the percentage adjustments to be paid); and
- d) posting dates, timing, and information regarding employees' rights exercisable under the Pay Equity Act.

A) PAY EQUITY PROCESS

The University has respected the methodology described in the agreement on pay equity maintenance signed in 2013 with MUNACA and the CNESST. This means that:

- The 2015 employee data was used for pay equity maintenance.
- The Hay Points methodology was used to determine the value of all job classes.
- The maximum hourly rates of each job class as of December 2015 were used for the regression analysis (taking into consideration adjustments which need to be made in accordance with the currently posted 2010 pay equity maintenance).
- The designations of job classes considered predominantly feminine, masculine or neutral under the law as of 2001, 2005 and 2010 were maintained. For new job classes, the predominance was determined as of December 2015.
- The exponential regression method was used to determine the pay equity curve of masculine positions as of December 2015.
- The maximum rates of feminine job classes were then compared with the pay equity curve to determine which job classes required further pay equity adjustments.

B) CAUSES OF COMPENSATION ADJUSTMENTS

There have been no significant events leading to compensation adjustments between 2010 and 2015. As a result, only a few job classes requires further adjustments.

C) THE LIST OF PREDOMINANTLY FEMININE JOB CLASSES WITH THE CORRESPONDING PAY EQUITY ADJUSTMENTS (IN PERCENTAGES)

Employee Groups	Job Classes	% Adjustment
Academic	Senior Academic Associate	16.6%
Academic	Assistant Librarian	15.6%

D) POSTING DATES, TIMING AND OTHER INFORMATION REGARDING EMPLOYEES' RIGHTS EXERCISABLE UNDER THE PAY EQUITY ACT

The first posting of the December 21, 2015 pay equity maintenance occurred on December 21, 2016 on the McGill's Human Resources website at the following address: <http://www.mcgill.ca/hr/compensation/pay-equity> and on multiple physical message boards throughout the University, and was publicized by e-mail to all employees with McGill e-mail addresses.

In accordance with the Pay Equity Act, within 60 days of the date of this posting, any employee may, in writing, request additional information from or provide observations to the employer at payequity.hr@mcgill.ca. The 60-day period ends on **February 21, 2017**.

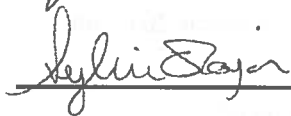
Within the 30 days immediately following that period (i.e. until March 23, 2017), the University will conduct a second 60-day posting, with any amendments clearly indicated or with an indication that no amendments are needed. Within this second 60-day period, employees who continue to have concerns may file complaints with the CNESST.

The retroactive payments, when made, are retroactive to December 21, 2015 and include interest at a prescribed legal rate from that date.

Signed on March 24, 2017 by:



Lynne B. Gervais, Associate Vice Principal Human Resources



Sylvie Major, Compensation Manager

To obtain more information on the Pay Equity Act, you may communicate with the *Commission des Normes, de l'équité, de la santé et de la sécurité du travail* at the following phone number: 1 888 528 8765 or visit their website at www.ces.gouv.qc.ca.