



Johnny C. Taylor, Jr., SHRM-SCP
President & Chief Executive Officer

March 26, 2019

The Honorable Nancy Pelosi
Speaker of the House
U.S. House of Representatives
Washington, D.C. 20515

The Honorable Kevin McCarthy
Minority Leader
U.S. House of Representatives
Washington, D.C. 20515

Dear Speaker Pelosi and Minority Leader McCarthy:

On behalf of 300,000+ human resource (HR) professionals of the Society for Human Resource Management (SHRM) and the more than 115 million employees they impact, I am writing to express my opposition to H.R. 7, the *Paycheck Fairness Act*.

Our members believe that employees should be compensated equitably and without discrimination. In doing so, HR professionals develop their compensation plans specific to their organization's mission, business strategy and culture—relying on market competition, employer size, whether the employer is public or private, level of product demand, and industry characteristics to influence their compensation philosophy.

In this competitive labor market, employers are retaining their employees by compensating them through base pay, combined with merit pay or pay for performance that ties wages increases to performance and mastery of the job. Under H.R.7, these legitimate pay practices would be prohibited.

While we agree that salary history should not be the sole factor in setting compensation, employers should have the ability to discuss salary expectations with prospective employees. Salary expectations help employers establish value of the position to the organization as well as competitiveness of the market.

In closing, employers design their pay structures to reflect the characteristics of their organizations, attract qualified applicants and retain top employees who are drawn to the mix of work and rewards of their employer. As drafted, H.R. 7 would prohibit much of these legitimate pay practices while establishing excessive punitive and compensatory liability under the Equal Pay Act against employers of every size.

For these reasons, I urge you to oppose H.R. 7 and vote “nay” during tomorrow’s floor consideration.

Sincerely,

Johnny C. Taylor, Jr., SHRM-SCP
President & CEO

CC: Members of the U.S. of Representatives