

Merit Conversations

Comparing increases with peers

Draft for team review | September 16, 2026

Full spoken dialogue is below. The closing recap contains on-screen guidance only. For feedback, identify the scene number and proposed wording change.

01 Start with the question

EMPLOYEE

Can I ask how my increase compares with my peers?

02 Welcome the conversation

MANAGER

Of course. I understand why you want context, and I'm glad you asked. I can talk through your decision with you.

03 Listen for the underlying concern

EMPLOYEE

I know everyone's work is different, but I want to understand whether my contributions were recognized.

04 Set a respectful boundary

MANAGER

That's fair. I can't share or compare another employee's individual pay or increase. We can keep the conversation focused on your situation.

05 Explain the decision factors

MANAGER

I considered your performance, your contributions, how your pay is positioned, the merit guidelines, and other compensation considerations that apply.

06 Confirm understanding

EMPLOYEE

So we can discuss the reasoning behind my decision without comparing it with someone else's?

07 Invite questions and follow through

MANAGER

Yes. Let's review how those factors apply to your work. You can ask questions about your own pay and decision. If something needs more context, I'll follow up with Human Resources. What would you like to discuss first?

08 Closing recap

ON SCREEN ONLY - NOT SPOKEN

1. Keep the focus individual. Discuss the employee's performance, contributions, and alignment with merit guidelines.
2. Do not discuss or compare another employee's compensation or increase.
3. Explain how the merit process and compensation considerations applied to this employee.