

Launching the EU-wide guidelines
**on gender-neutral job
evaluation** and classification



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26 March 2026

Welcome to the webinar launching the EU-wide guidelines on gender-neutral job evaluation and classification



Please note that this session is being recorded and can be accessed later from EIGE's website



Feel free to post your questions during the livestream using Slido, we will address as many as possible during the Q&A session

Join at
slido.com
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Today's agenda

Time	Session
10:00 – 10:10	Introduction and opening remarks
10:10 – 10:20	From principle to practice: why gender-neutral job evaluation is key to equal pay
10:20 – 10:30	Building successful organisations: why gender-neutral job evaluation and classification pays off
10:30 – 10:40	Overview of the updated EU-wide guidelines on gender-neutral job evaluation and classification
10:40 – 11:35	Interactive activity and walkthrough of the tools
11:35 – 11:55	Q&A session
11:55 – 12:00	Closing remarks



The principle of equal pay for equal work or work of equal value between women and men



- This is one of the EU's founding principles enshrined in Article 157 of the TFEU.
- The principle goes beyond equal pay for equal work (the *same job*).
- Different jobs can have comparable value based on their characteristics.
- Gender-neutral job evaluation helps us compare these different jobs fairly.



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Key requirements for employers



Pay transparency

- Information on initial pay or its range before employment
- Information on criteria used to determine workers' pay, pay levels and pay progression
- Reply to worker's request for information on average pay level in their category, disaggregated by sex
- Gender pay gap reporting (larger employers)



Core criteria (based on ECJ case-law)

- Skills, effort, responsibility, working conditions



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Gender-neutral pay structures

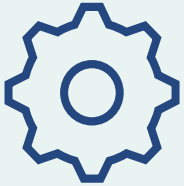
- Ensure equal pay for the same work or work of equal value
- Based on objective, gender-neutral criteria



Implementation

- No specific method required by the Directive
- Gender-neutral job evaluation is the most established way to demonstrate compliance
- Provides a clear basis for pay structures and pay grades

What is a gender-neutral job evaluation?



A systematic process to determine **the value of jobs**, focusing on the job itself, not the person in it.



A job evaluation based on **objective bias-free criteria**, including skills, responsibility, effort and working conditions.



A tool that provides a clear and transparent basis for preparing **a fair pay structure**.



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Gender-neutral job evaluation criteria

Based on Pay Transparency Directive and the EU guidelines on gender-neutral job evaluation:



Skills

Knowledge, abilities and experience required.



Responsibility

Accountability for people, resources and information.



Effort

Physical, mental and emotional demands.



Working conditions

The physical and psychological environment.



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Why gender-neutral job evaluation and classification pays off?



For employers



Foster trust through transparent pay decisions.



Reduce turnover and improves employee loyalty



Support HR planning



Provides reliable data to identify pay disparities



Minimise exposure to pay claims



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Why gender-neutral job evaluation and classification pays off?



For workers

The criteria are used to determine workers' pay, pay levels and pay progression should be accessible to workers

Pay Transparency Directive, Article 6

Workers have the right to request information on their individual pay level and the average pay levels, broken down by sex, for categories of workers performing the same work as them or work of equal value to theirs.

Pay Transparency Directive, Article 7



Ensure your organisation's pay decisions are fair and transparent



Spot and challenge unjustified pay differences



Be better equipped to engage in pay discussions with the employers

Why gender-neutral job evaluation and classification pays off?



For trade unions and workers representatives

Offer a framework to negotiate for job classification and pay decisions free from gender bias.

Strengthen collective bargaining by embedding equal pay principles in collective agreements.



For employer organisations

Provide a common, evidence-based language for describing jobs across member organisations.

Helps organisations anticipate and adapt to shifting skill demands.



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How was the toolkit developed?



Who is the toolkit for?

All employers

Organisations of any size

Micro-organisations (<10 workers), small and medium-sized (10-249 workers), large organisations (>250 workers)

Private entities

For-profit and non-profit organisations

Public institutions

Publicly owned or publicly funded bodies at national, regional or local levels

Other users

Trade unions

Policymakers

Workers' representatives

Equality bodies

Workers

Gender equality experts and practitioners

Employer organisations

Gender equality experts and practitioners



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Overview of the toolkit



8 practical tools for employers to:

- help you understand and prevent gender bias (0)
- guide you through the job evaluation process (1-7)

2 tools for trade unions and workers (8 and 9)



A factor and sub-factor plan

providing definitions for the job evaluation criteria



Case studies

showing you how to apply the tools in practice



Templates

to support employers with the job evaluation (e.g. project outline, questionnaires, job profile template, etc.)



Supplementary Excels

to make job evaluation process automatic

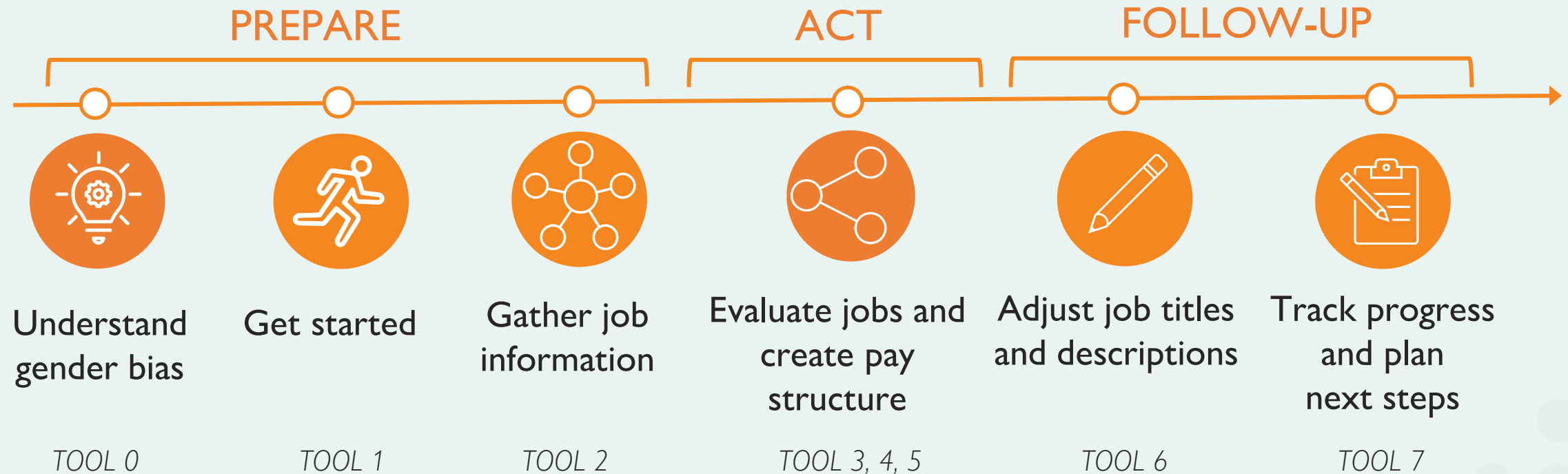


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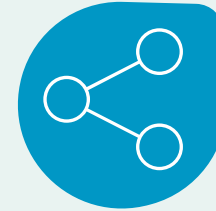
The full employer journey in the toolkit



A gender-neutral job evaluation approach for every organisation

- The job evaluation tools are tailored to the organisation's **size and complexity**.
- Three pathways ensure the process is manageable and effective for everyone.

Micro
(<10 workers),
Tool 3



**Small and
medium**
(10-249 workers),
Tool 4

Large
(>250 workers)
Tool 5



Two formats to support you

PDF version



Web-based version on EIGE's website

The image is a screenshot of the web-based version of the toolkit on the EIGE website. The page has a white header with the EIGE logo and navigation links: "Newsroom", "Publications and resources", "Gender mainstreaming" (highlighted), "Gender-based violence", "Gender Equality Index", "Gender Statistics Database", and "About us". Below the header, a breadcrumb trail reads "Home > Gender mainstreaming > Step-by-step toolkits >". The main title is "EU-wide guidelines on gender-neutral job evaluation and classification: Step-by-step toolkit". The page features a large graphic of the coin-profiles from the PDF cover. On the right side, there is a dark blue box with white text:

Assess jobs fairly and objectively – using gender-neutral criteria

This toolkit helps organisations across the EU carry out gender-neutral job evaluation and classification. It is the update of the EU guidelines on gender-neutral job evaluation and classification. It sets out practical steps to ensure jobs are assessed using objective, gender-neutral criteria.

These criteria – known as 'factors' – include skills, responsibility, effort and working conditions.

Designed for all employers, the toolkit supports micro-organisations, small and medium-sized organisations, and large organisations alike.

Interactive activity

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Preparing for the gender-neutral job evaluation



TOOL 0

Understanding and preventing gender bias

Helps you reflect on your assumptions and get ready to identify and address gender bias

Understand how gender bias can affect
job evaluation and classification



Reflect on your own
gender biases

Understand indirect discrimination in job
evaluation, job classification and pay
structures

Preparing for the gender-neutral job evaluation



TOOL 1

Getting started with gender-neutral job evaluation

Helps you get organised, plan the work and bring the right people on board

Set up the
**job evaluation
committee**

Establish an outline of the **job
evaluation project**

Communicate about
the job evaluation

Coordinate with worker
representatives or trade
unions

Build your team's
understanding



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Template

Job evaluation project outline

Gender-neutral job evaluation: project outline

This document is the blueprint for our organisation's gender-neutral job evaluation process. It outlines the goals, scope, timeline, and responsibilities, and the resources needed to carry out and monitor the process effectively.

Information about the organisation

Name of the organisation [Insert name]

Start date [Month/Year]

Person responsible [Name]

What we want to achieve

[Write 2-3 clear goals for your job evaluation]

Goal	Description	Timeline	Measurement
Goal 1:	[e.g. Conduct a gender-neutral job evaluation and classification system across all job roles in the organisation]	[e.g. By May 2026]	[e.g. 100% of job descriptions revised using objective job evaluation criteria]
Goal 2:			
Goal 3:			

What will be covered

- Whole organisation
- Specific: [] [List jobs that will be evaluated]

Criteria for evaluating only certain: [Explain why you selected this scope for your job evaluation]

Timeline

Activity	Timeline
Preparing for the gender-neutral job evaluation	
Getting started (TOOL 1)	[Insert dates]
Designing and implementing a gender-neutral job evaluation	
Gathering job information (TOOL 2)	[Insert dates]
Conducting your job evaluation (TOOL 3 or TOOL 4 or TOOL 5)	[Insert dates]
Adjusting job titles and descriptions (TOOL 6)	[Insert dates]
Monitoring and following up on the gender-neutral job evaluation	
Tracking progress and planning follow-up actions (TOOL 7)	[Insert dates]

Job evaluation committee

Name	Responsibilities
1. [Insert name]	[Insert responsibilities]
2. [Insert name]	[Insert responsibilities]
3. [Insert name]	[Insert responsibilities]
4. [Insert name]	[Insert responsibilities]
...	



Preparing for the gender-neutral job evaluation



TOOL 2

Gathering job information

Helps you collect information about jobs in your organisation and create job profiles for the job evaluation.

Gather existing
information



Create **job profiles**



Generate new insights
through **interviews** or
questionnaires



Templates

Sample worker questionnaire (snippets)

Factor 2: Responsibility (2/4)

This section examines your responsibilities for people, equipment, information, and finances, and the impact of your decisions.

Responsibility for people

What is the extent of your responsibility for managing people in your job? (Select one)

- Limited (guidance, training, support for wellbeing)
- Moderate (supervising, coordinating, monitoring wellbeing)
- High (team leadership, management, ensuring wellbeing)
- Full (complete responsibility for performance and outcomes, or overall wellbeing of others)
- Not applicable (no direct responsibility for others)

Do you informally support or mentor colleagues? (Check all that apply)

- Sharing knowledge or expertise with colleagues when asked
- Regularly helping new team members learn processes and systems
- Providing ongoing guidance or coaching without formal authority
- Offering emotional support or advice on managing work-related stress
- Acting as a go-to person for specialised knowledge or troubleshooting
- Not applicable

To what extent does your job involve responsibility for the care and wellbeing of others?

- Limited: I provide occasional emotional support or assist others with specific tasks related to their wellbeing (e.g. listening to colleagues or offering guidance on work-related stress).
- Moderate: I am regularly involved in supporting the emotional or physical wellbeing of others, such as mentoring colleagues, helping with personal challenges, or offering guidance on work-life balance.

Sample interview guide (snippets)

Critical responsibilities

- Of all your responsibilities, which do you believe has the greatest impact on organisational success? Why?
- Can you share a specific example of a high-stakes situation you managed and how your handling of it affected outcomes?

Hidden skills and competencies

- What skills do you regularly use that are not immediately apparent in your job description?
- Can you tell me about a time when you used specialist knowledge that was really important to getting the job done well?
- And can you also describe a situation where you relied more on soft skills, such as communication, teamwork, problem-solving or empathy?
- In what ways does your job require emotional labour or interpersonal management that may be undervalued?

Effort and challenges in working conditions

- What are the most challenging aspects of your job that might not be obvious to others from reading your job description or looking at your workspace, including exposure to risks and dangers?
- How do you handle competing priorities or conflicting demands? Could you share a specific example?
- How do you manage unexpected changes or disruptions in your work environment? Could you share a specific example of how you have had to adapt?
- What recovery time or strategies do you need after particularly demanding periods of work that might not be formally recognised as part of your job?

Comparative value

- Have you observed any patterns in how certain types of work or skills are valued differently across the organisation?



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Templates

Job profile template

Job title:	Department:
Job purpose: <i>(Briefly describe)</i>	Reports to:
Key responsibilities:	
Qualifications and experience required:	
Skills required:	
Effort and demands of the job:	
Working conditions:	

Sample invitation to complete job evaluation questionnaire (email invitation)

Sample interview invitation for job evaluation process (email invitation)



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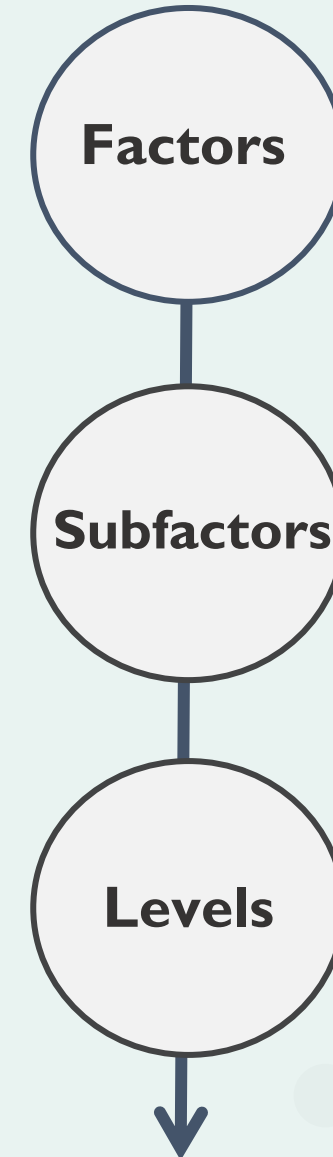
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A factor and sub-factor plan

providing definitions for the job evaluation criteria

Factors	Subfactors
1. Skills	1.1. Knowledge
	1.2. Interpersonal and communication skills
	1.3. Problem-solving skills
	1.4. Planning and organisational skills
	1.5. Physical skills
2. Responsibility	2.1. People
	2.2. Goods and equipment
	2.3. Information
	2.4. Financial Resources
3. Effort	3.1. Mental effort
	3.2. Psychosocial and emotional effort
	3.3. Physical effort
4. Working conditions	4.1. Environment (physical, psychological or emotional)
	4.2. Organisational environment



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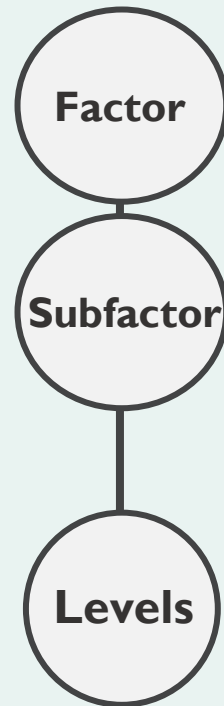
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A factor and sub-factor plan

providing definitions for the job evaluation criteria

Example



Skills

1.3 Problem solving skills

Level	Description
Level 0	Not applicable. The job does not require any problem-solving. Tasks are routine, with no need for independent judgement or solutions.
Level 1	Routine problems. The job requires solving minor, routine problems that occur regularly. Solutions are already known and easy to follow.
Level 2	Standard problems. The job involves solving problems with defined alternatives. Some judgement is needed, but help is usually available.
Level 3	Variable problems. The job involves dealing with different kinds of problems that need careful thinking, research for different options or adjusting existing ways of doing things. Guidance and resources may be limited.
Level 4	Non-standard problems. The job involves solving complex, non-standard problems with multiple factors to consider. Solutions often need careful analysis and adapting current methods.
Level 5	Complex problems. The job requires solving highly complex, unique problems with no clear or predefined solutions. Innovative solutions are needed, requiring critical thinking.



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Conducting the gender-neutral job evaluation – Simplified method



TOOL 3

for micro-organisations

Graduated factor comparison method

Understand the method



Use all four factors available in the Factor and subfactor plan.

Evaluate the jobs against the selected subfactors.

From each factor, consider using all subfactors or create your shortlist of subfactors, most applicable to your organisation. Pay attention to often overlooked aspects of jobs.



Prepare the information about jobs

Evaluate your jobs against the selected subfactors

Create a simple pay structure

Check complementary and variable pay components, if any



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Understand the method

Evaluate your jobs against the selected subfactors

Create a simple pay structure

Check complementary and variable pay components, if any



Prepare the information about jobs

From Tool 3
Supplementary Excel

Job roles and gender

Instructions:

1. All distinct job roles within the organisation should be listed automatically for you, based on information provided in the previous tab.
2. Identify the gender of the current job holders for each job
3. Identify if any job roles are women-dominated (put an X) or men-dominated (leave the cell empty) based on workforce distribution.

Your organisation					
Ref.	Job / Job role:	N	Women (n)	Men (n)	Women-dominated?
1	Owner / Shop manager	1	1		X
2	Florist / Senior salesperson	1	1		X
3	Shop assistant	3	1	2	
4					
5					
6					
7					
8					
9					
10					

2. Job roles information **3. Gender representation** 4. Factor and subfactor plan 5. Graduated factor comp.

Understand the method

Evaluate your jobs against the selected subfactors

Check complementary and variable pay components, if any

Prepare the information about jobs

Create a simple pay structure

From Tool 3 Supplementary Excel

Factor and subfactor plan

Before starting: Make sure you understand the graduated factor comparison method (Step-by-step toolkit, TOOL 3)

Information: This factor and subfactor plan is your scoring guide. It contains the essential criteria to evaluate any job (skills, responsibility, effort and working conditions). Each of these is broken down into subfactors with different levels of complexity (see second table below)

- Instructions:
1. Read this plan carefully and think about what each factor and subfactor mean in the context of your organisation.
 2. Start with the four main factors.
 3. Review the subfactor list - which are most relevant to your organisation?
 4. Which of these subfactors highlight the most significant differences between the jobs in my organisation?
 5. Pay attention to often overlooked or undervalued aspects of jobs.
 6. Create a shortlist of subfactors (5-8) based on your review.

*Click on the cell of the factor / subfactor to see an explanation / description

Factors	Subfactors	Chosen for evaluation
Skills	Knowledge	<input type="checkbox"/>
	Interpersonal and communication skills	<input type="checkbox"/>
	Problem-solving skills	<input type="checkbox"/>
	Planning and organisational skills	<input type="checkbox"/>
	Physical skills	<input type="checkbox"/>
Responsibility	People	<input type="checkbox"/>
	Goods and equipment	<input type="checkbox"/>
	Information	<input type="checkbox"/>
	Financial resources	<input type="checkbox"/>
Effort	Mental effort	<input type="checkbox"/>
	Psycho-social and emotional effort	<input type="checkbox"/>
	Physical effort	<input type="checkbox"/>

Make sure to select at least one subfactor from each factor.

Graduated factor comparison

Now, you will evaluate each job role, one at a time, using the shortlist of subfactors.

- Instructions:
1. All distinct job roles within the organisation should be listed automatically for you, based on information provided in the previous tab.
 2. Remove or hide the columns with subfactors that you did not select in the previous tab.
 3. Compare each job to the levels (remember to read the descriptions for each level (0-5) for each subfactor).
 4. Record the level (0-5).
 5. Document a brief justification, e.g. as a comment or in the format that you find suitable.
 6. Repeat for all subfactors and for all jobs.
 7. Once you have assigned a level to each subfactor for all your jobs, the table will automatically sum up the levels for each job giving you...

No.	Role	Knowledge	Interpersonal and communication skills	Problem-solving skills	Planning and organisational skills	Physical skills	People
1	Owner / Shop manager	4	1	4	3	3	4
2	Florist / Senior salesperson	0	2	3	2	3	2
3	Shop assistant	1	2	1	2	3	1
4		2					
5		3					
6		4					
7		5					
8		6					
9		7					
10		8					

Before moving on, take a moment to review the results of your job evaluation and conduct a quick test for potential gender bias. Follow g...

4. Factor and subfactor plan

5. Graduated factor comparison

6. Pay structure

3. Gender representation

4. Factor and subfactor plan

5. Graduated factor comparison

6. Pay structure

Understand the method

Evaluate your jobs against the selected subfactors

Check complementary and variable pay components, if any



Prepare the information about jobs

Create a simple pay structure

From Tool 3
Supplementary Excel

With the results gained from the job evaluation, you can now create a fair pay structure for your micro-organisation.

The toolkit gives guidance on how to group jobs with similar scores into **pay grades** and define appropriate **pay ranges** for each grade, establishing minimum and maximum salaries that allow workers to grow within their grade over time.

INPUTS	
Minimum Salary (€)	
Maximum Salary (€)	
Number of grades	
Progression Factor	

Grade	Min Salary (€)	Midpoint (€)	Max Salary (€)
1			
2			
3			
4			
5			

4. Factor and subfactor plan

5. Graduated factor comparison

6. Pay structure

Conducting the gender-neutral job evaluation – Simplified method



TOOL 4

for small and medium organisations

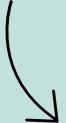
Pair comparisons method

Understand the method

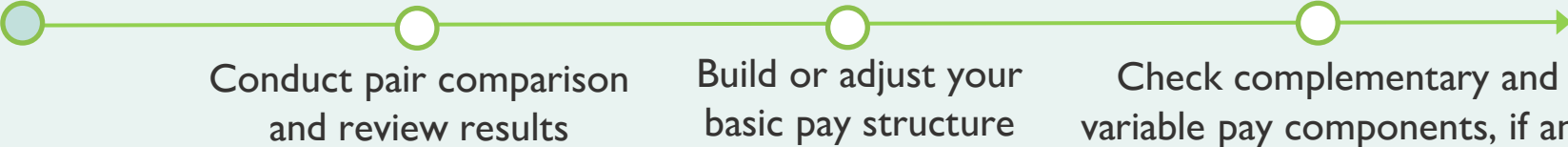


Every job is compared directly with all others (jobs are compared in pairs).

The resulting scores produce a ranking of jobs, from those with the most to the least extensive requirements.



Make each pair comparison using gender-neutral, objective criteria, namely skills, responsibility, effort and working conditions.



Understand the method

Conduct pair comparison
and review results

Build or adjust your basic pay structure

Check complementary and
variable pay components, if any

With the results gained from the job evaluation, you can now create a fair pay structure for your organisation.

The toolkit gives guidance on how to group jobs with similar scores into **pay grades** and define appropriate **pay ranges** for each grade, establishing minimum and maximum salaries that allow workers to grow within their grade over time.

From Tool 4
Supplementary Excel

INPUTS	
Minimum Salary (€)	
Maximum Salary (€)	
Number of grades	
Progression Factor	

Grade	Min Salary (€)	Midpoint (€)	Max Salary (€)
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Conducting the gender-neutral job evaluation – Standard method



TOOL 5

for large organisations

Comprehensive, analytical
point-factor method

Check complementary and
variable pay components, if any



Review your basic
pay structure



Check the job
evaluation results



Evaluate the job profile
against the factor plan
(committee convenes)

Add additional subfactors
(optional)



Build a shared understanding
of the factor plan



Get familiar with and adjust
the weighting of the factors
and subfactors



Evaluate the job profile
against the factor plan
(individual review)



Build a shared understanding of the factor plan

From Tool 5
Supplementary Excel

Factors	Subfactors	Weight (%)	Total points
Skills	Knowledge	35	1200
	Interpersonal and communication skills		
	Problem-solving skills		
	Planning and organisational skills		
	Physical skills		
Responsibility	People	35	1200
	Goods and equipment		
	Information		
	Financial Resources		
Effort	Mental effort	20	1200
	Psycho-social and emotional effort		
	Physical effort		
Working conditions	Environment (physical, psychological or emotional)	10	1200
	Organisational environment		
Total		100%	

4. Factor and subfactor plan

5. Additional subfactors

6. Assign levels to the jobs

7. Scores

8. Job group

Add additional subfactors (optional)

From Tool 5
Supplementary Excel

Additional subfactor: Skills	Levels	Points	Definition
Definition...	0	0	
	1	0	
	2	0	
	3	0	
	4	0	
	5	0	

Additional subfactor: Responsibility	Levels	Points	Definition
Definition...	0	0	
	1	0	
	2	0	
	3	0	
	4	0	
	5	0	

Factor/sub-factor	Weight(%)	Points
Skills	40	480
Knowledge	12	144
Interpersonal and communication skills	8	96
Problem-solving skills	8	96
Planning and organisational skills	6	72
Physical skills	6	72
Additional	0	0
Responsibility	35	420
People	12	144
Goods and equipment	7	84
Information	8	96
Financial resources	8	96
Additional	0	0
Effort	15	180
Mental effort	5	60
Psycho-social and emotional effort	6	72
Physical effort	4	48
Additional	0	0
Working conditions	10	120
Environment (physical, psychological or emotional)	7	84
Organisational environment	3	36
Additional	0	0
Total	100	1200

3. Gender representation

4. Factor and subfactor plan

5. Additional subfactors

3. Gender representation

4. Factor and subfactor plan

5. Additional subfactors

6. Assign le

Get familiar with and adjust the weighting of the factors and subfactors

Factor/sub-factor	Weight(%)	Points
Skills	40	480
Knowledge	12	144
Interpersonal and communication skills	8	96
Problem-solving skills	8	96
Planning and organisational skills	6	72
Physical skills	6	72
<i>Additional</i>	0	0
Responsibility	35	420
People	12	144
Goods and equipment	7	84
Information	8	96
Financial resources	8	96
<i>Additional</i>	0	0
Effort	15	180
Mental effort	5	60
Psycho-social and emotional effort	6	72
Physical effort	4	48
<i>Additional</i>	0	0
Working conditions	10	120
Environment (physical, psychological or emotional)	7	84
Organisational environment	3	36
<i>Additional</i>	0	0
Total	100	1200

Weights reflect how much your organisation values each main factor (skills, responsibility, effort, working conditions) and their subfactors.

Each of the four main factors is assigned a percentage weight, and these **four main factors** always add up to 100 %.

The **default weights** in the Excel are informed by good practices and recognised methodologies in gender-neutral job evaluation.

... 3. Gender representation **4. Factor and subfactor plan** 5. Additional subfactors 6. Assign levels

From Tool 5
Supplementary Excel

Evaluate the job profile against the factor plan (individual review)

Mistakes to avoid

- Don't guess or assume job duties. Stick to the information in the job profile.
- Do not let current pay levels or the perceived status of jobholders influence your ratings.
- Be aware of possible bias. For example, avoid falling into the 'halo effect', where a job scores well on all factors simply because it scored well on the first ones.

How to act

- Always rate the job's requirements, not the skills or qualifications of the person currently in it.
- Look for gender biases even if you believe women-dominated jobs are not seen as having a lower value in your organisation.

Evaluate the job profile against the factor plan (committee convenes)

No.	Role	Knowledge	Interpersonal and communication skills	Problem-solving skills	Planning and organisational skills
1	Sous Chef	0	0	0	
2	Lead Event Coordinator	0	5	5	
3	Kitchen Assistant	1	1	1	
4		2			
5		3			
6		4			
7		5			
8		6			
9		7			
10		8			

** 4. Factor and subfactor plan | 5. Additional subfactors | 6. Assign levels to the jobs | 7. Scores | 8. Job groups ***



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From Tool 5
Supplementary Excel

Check the job evaluation results

Total score per role

After you have entered all the levels per subfactor, per role, this table will summarise the total score for each role.

No.	Role	Total score	Group
1	Sous Chef	826	Group 7
2	Lead Event Coordinator	666	Group 6
3	Kitchen Assistant	366	Group 4
4		0	Group 1
5		0	Group 1
6		0	Group 1
7		0	Group 1
8		0	Group 1
9		0	Group 1
10		0	Group 1



Add more rows as needed. When doing so, make sure to spread the formula from the cells above.

Job groups

The table will automatically organise the roles in groups based on the score of each role.

It includes automatic grouping ranges based on a standard 10 % increase between groups. For example, Group 1 contains jobs with a score between 0 and 100.

Instructions: Check whether the jobs currently grouped together fall within a similar score range. If some jobs score much higher than others in a group, you may want to reorganise the groups. You can also organise the job groups yourself, outside of this Worksheet, according to existing job groups.

Group 10	Group 9	Group 8	Group 7	Group 6	Group 5	Group 4
-	-	-	Sous Chef	Lead Event Coordinator	-	Kitchen Assistant

4. Factor and subfactor plan

5. Additional subfactors

6. Assign levels to the jobs

7. Scores

8. Job

5. Additional subfactors

6. Assign levels to the jobs

7. Scores

8. Job grouping

9. Gender and diversity

From Tool 5
Supplementary Excel

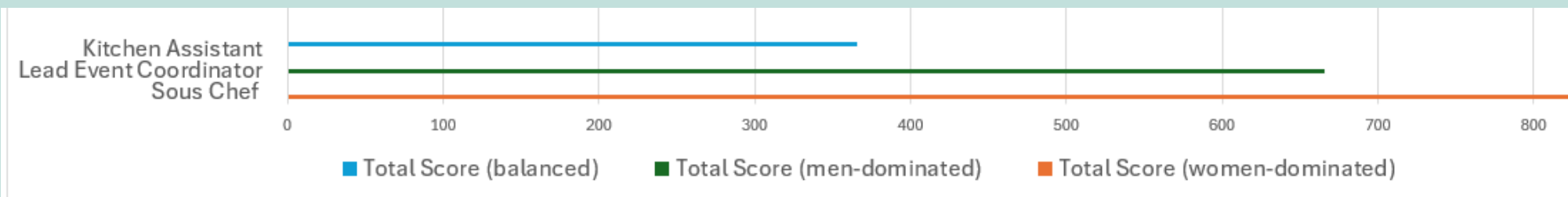


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Check the job evaluation results



> ... 6. Assign levels to the jobs | 7. Scores | 8. Job grouping | **9. Gender and score** | 10. Gender and group | 11 ... +

Role	Total Score (women-dominated)	Total Score (men-dominated)	Total Score (balanced)
Sous Chef	826	666	826
Lead Event Coordinator	666	666	666
Kitchen Assistant	826	666	366

From Tool 5
Supplementary Excel

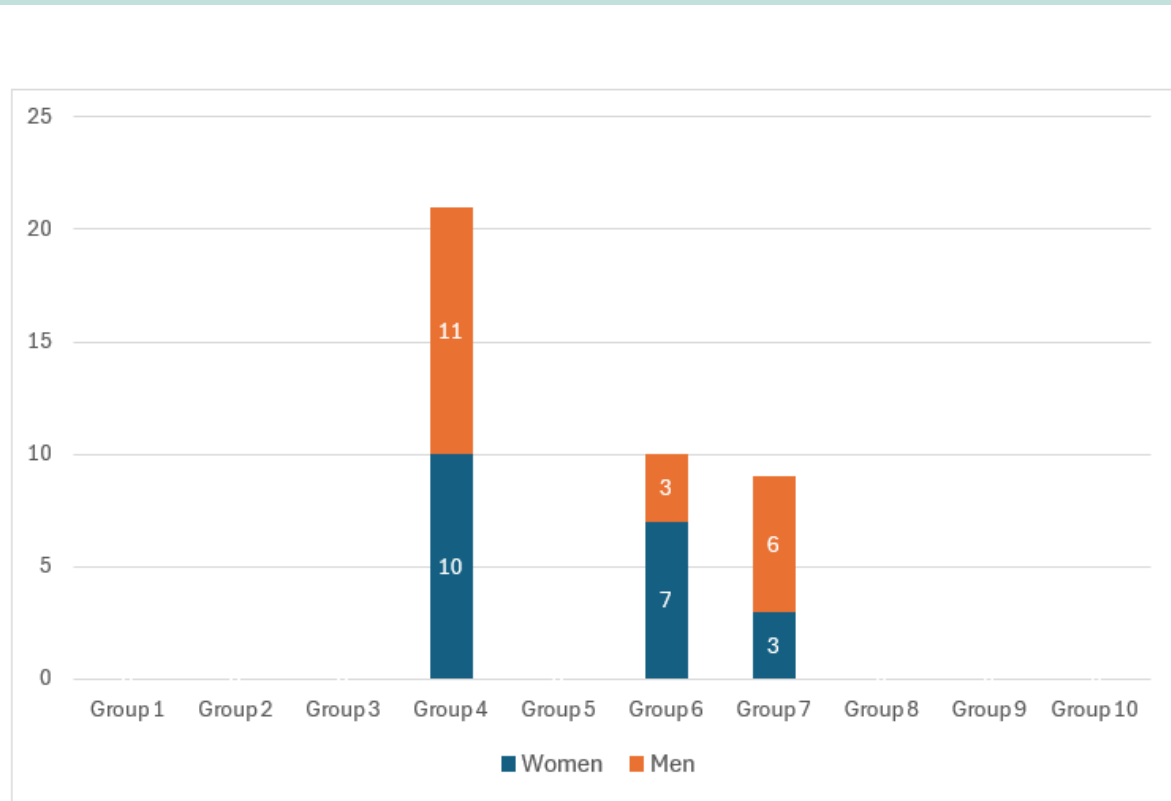


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Check the job evaluation results



Group	Women	Men
Group 1	0	0
Group 2	0	0
Group 3	0	0
Group 4	10	11
Group 5	0	0
Group 6	7	3
Group 7	3	6
Group 8	0	0
Group 9	0	0
Group 10	0	0
Total	20	20

From Tool 5
Supplementary Excel

6. Assign levels to the jobs | 7. Scores | 8. Job grouping | 9. Gender and score | **10. Gender and group**



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Using the results of the gender-neutral job evaluation and follow-up actions



TOOL 6

for adjusting job titles and descriptions

Review your organisation's current **job titles and descriptions** for gender-biased language or assumptions

The **checklist** in the Tool will help you with the review



Check for gender bias

Use the checklist below to review your organisation's current job titles and descriptions for gender-biased language or assumptions. Tick each box where you find gender bias present.

- Does the job title imply that a particular gender is expected for the job (e.g. 'female caregiver', 'policeman', 'salesman', 'waitress')?
- Does the text imply that specific tasks belong to a particular gender (e.g. assuming women handle childcare duties or men handle team supervision)?
- Are there assumptions that certain skills belong to specific genders (e.g. expecting men to be 'decisive' or women to be 'supportive')?
- Does the job description emphasise qualities stereotypically associated with a particular gender (e.g. 'muscle behind operation' or 'emotional bedrock')?
- Is physical effort or strength overvalued compared with other types of effort, such as mental effort or emotional skills (e.g. emphasising 'heavy lifting' while overlooking multitasking demands)?
- Are roles commonly associated with women (e.g. caregiving, nursing, teaching) described primarily with personal traits such as 'compassion' or 'gentleness' instead of professional skills?



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TOOL 6

for adjusting job titles and descriptions

If you have identified gender bias, **revise your job titles and descriptions** in line with the results from the job evaluation

- > Change gender-biased job titles (e.g. 'waitress' and 'policeman') to neutral equivalents such as 'server' and 'police officer'
- > Ensure the job title describes the job role's responsibilities rather than the gender typically associated with it
- > Replace gender-coded adjectives (e.g. 'nurturing', 'aggressive') with gender-neutral
- > Frame tasks based on skills and responsibilities
- > Recognise both hard and soft skills equally



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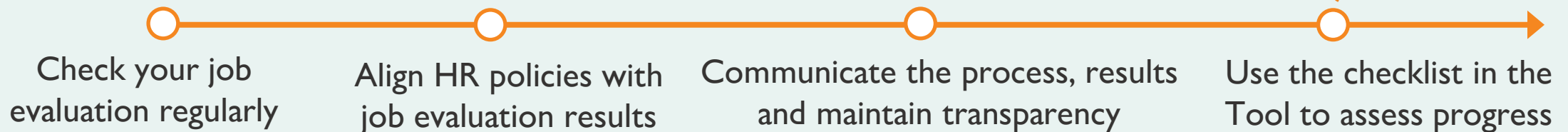
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Using the results of the gender-neutral job evaluation and follow-up actions



TOOL 7

for tracking progress and planning follow-up actions



Self-assessment: monitoring and follow-up

Answer 'Yes' or 'No' to assess how well your organisation monitors and maintains gender-neutral job evaluation and classification results. At the end, you will get a short summary of your system's strengths and gaps.

Questions	Yes	No
Regraded cases are tracked and reviewed.	<input type="radio"/>	<input type="radio"/>
New or changed roles are re-evaluated promptly.	<input type="radio"/>	<input type="radio"/>
HR policies (e.g. grading, progression, allowances) are aligned with job evaluation and classification results.	<input type="radio"/>	<input type="radio"/>
Regular review cycles are in place (e.g. every two years).	<input type="radio"/>	<input type="radio"/>

Advocating for gender-neutral job evaluations



TOOL 8

For trade unions

A negotiating aid to help advocate for fair processes

Guidance on:

What trade unions can do to promote gender-neutral job evaluations

How to navigate employers' concerns

How to formalise gender-neutral job evaluation through collective agreement

How to review the job evaluation methodology and monitor the implementation

Advocating for gender-neutral job evaluations



TOOL 9

For workers

Guidance on how to approach the equal pay conversation with an employer

Gather information about how pay is determined in your organisation

Use what you have learned to have informed discussions and requests

Make sense of the information you receive and maintain ongoing conversations about equal pay



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Q&A session



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Thank you!

We really appreciate your feedback

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