PAY TRANSPARENCY

Typical employee questions

January 2026

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Employee Question	Implications for Employers
What work category am I in?	• Clearly articulate process and criteria followed to determine and define the work categories in your organisation i.e., workers performing the "same work" or "work of equal value". • Ensure all employees in EU member state countries are in an appropriate work category based on the job they do prior to 7 June 2026.
Why did you put me in this work category?	• Train managers and employees on the objective and gender-neutral criteria used to define work categories. Objective criteria includes education, skills, effort, responsibility, and working conditions. • Make this criteria readily available to managers and employees. Ensure robust training and communication is undertaken well in advance of the directive compliance date of 7 June 2026 • Ensure all managers understand what work category their employees are in and are comfortable explaining the rationale/criteria used to determine the work category each of their employees are in.
I want to see the objective, gender neutral criteria used to determine my work category?	• Employees will be entitled to easy access to this information including the methodology used by the employer to determine and define work categories. • It is particularly important to differentiate clearly between the job requirements for any given work category compared to other work categories. • Employees will also be entitled to see the gender neutral criteria used by their employer for both pay and career progression.

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Employee Question	Implications for Employers
What is the average pay (salary and total compensation) for women and men in my work category?	• An employer must provide this information within two months of receiving such a request • An employer must also remind employees annually of their right to request this data • An employer is required to conduct a joint pay assessment with worker representatives and remedy the situation if it has a gender pay gap of 5% or more per category of worker that is not explainable by objective gender-neutral criteria. • Employers should use the time between now and 7 June 2026 to understand what their gender pay gaps are by work category and remedy any gender pay gaps of 5% or more by work category via e.g., the annual pay review process, internal promotions, hiring practices, etc.
Why am I paid below the average for my work category given my level of experience? Or Why am I paid below/at average for my work category given my performance record?	• These questions are not a requirement of the directive but will be a indirect consequence of the provision of the average pay data by work category to employees. • Employers should fully understand pay equity issues within work categories beyond just gender pay equity issues e.g. validate that their pay for performance ethos is actually backed up by the reality of what employees are currently paid. Employers should keep in mind that pay equity is not about just about pay policy, it is about pay practices.

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Employee Question	Implications for Employers
How do you determine my pay?	• Such a simple question but for many organisations one that historically they have answered with generic statements like, “we target pay at market median”, “we pay for performance”. The era of getting away with these generic and bland responses is over. • Organisations are now required to “make clear the criteria for pay progression”. In practice this means documenting and publishing to managers & employees, the organisations rewards philosophy, rewards policy, policy on pay adjustments e.g. promotion. • Just to add to the challenge here, documenting pay philosophy/pay policies is not what employer will be tested on in terms of equal pay. The test is on what the organisation actually does (pay practices). This will prove challenging for many employers.
What is the salary band for my job?	• Some EU member states e.g. Ireland in the draft legislation require employers to include salary bands in job postings. This requirement poses a dilemma for some organisation i.e. if we are posting salary bands in job postings, surely they should make the salary bands easily available internally also.
Can I see the salary band for all jobs in the organisation?	• The blunt implication here is that employers will have to face disclosing salary bands for all levels internally to all employees as it is not clear how you can be open and honest about pay (the definition of transparency!), unless you do. • This will necessitate opening the “black box” and explaining how salary bands are created openly and honestly with line managers in the first instance and then with employees.

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Employee Question	Implications for Employers
How do you determine the size of my promotion increase?	• Written policies on promotion outlining criteria and factors that employers take in account when deciding the size of a promotion increase (current salary, position in salary band etc) will be the order of the day. • It is important to internalise that organisations will be tested on practice and not just policy
How do you determine the size of my annual salary increase?	• Employers need to make clear the criteria they use to determine employee increases during the annual salary planning cycle e.g. performance, position in salary band etc. • Employers will need to be able to stand up their practice in the event of a pay equity claim.
What are the factors that you consider in differentiating pay at my level?	• These factors will need to made clear (performance, experience, job tenure etc) and consistently applied in practice. • These factors can help employers explain/justify scenarios where e.g. gender pay gaps of 5% or more exist in any given work category.
What is the process for requesting my pay transparency information requests?	• Employers will need to make the process clear and easily available. • Employers will need to remind employees annually of the right to information and also the process to obtain it

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