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IMPLEMENTING EQUALITY: DELIVERING PAY TRANSPARENCY FOR PROFESSIONALS AND MANAGERS

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Gender Five Plus / Eurocadres

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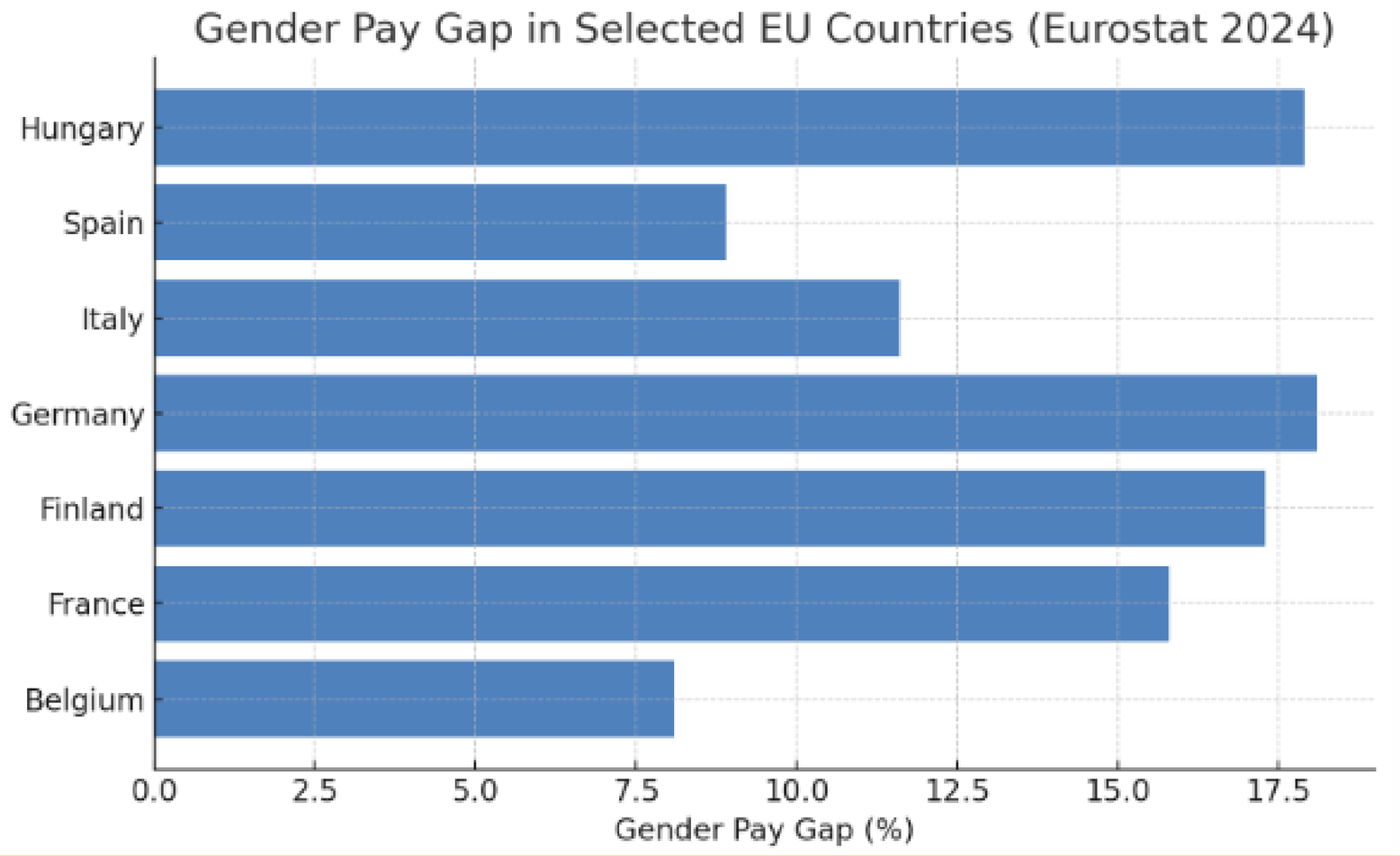
GENDER PAY GAP IN 7 EU MEMBER STATES



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THE GENDER PAY GAP WIDENS FOR PROFESSIONALS AND MANAGERS

COUNTRY	OVERALL GENDER PAY GAP (%)	GAP AMONG MANAGERS/PROFESSIONALS (%)
Belgium	8,1	13
France	15,8	22
Finland	17,3	25
Germany	18,1	28
Italy	11,6	21
Spain	8,9	17
Hungary	17,9	26

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WHY TRANSPARENCY MATTERS

Without data, there is no accountability.

Two-thirds of the pay gap remains ‘unexplained’.

Transparency exposes hidden inequality.

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THE EU PAY TRANSPARENCY DIRECTIVE TIMELINE

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DIRECTIVE HIGHLIGHTS

Gender-neutral job ads and salary ranges.

Right to pay information and annual reporting.

Joint pay assessments for gaps >5%.

Reversal of burden of proof.

Recognition of intersectional discrimination.

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RESEARCH METHODOLOGY: EVIDENCE BEHIND THE INSIGHTS

- Comparative analysis of **7 EU countries** (Belgium, Finland, France, Spain, Germany, Italy, Hungary).
- **Desk research** on legislation, social partner agreements, and equality frameworks.
- **Stakeholder interviews** with trade unions, employers, and experts (2024–2025).
- Analysis of **EU data sources** (Eurostat, EIGE, Eurofound).
- Focus on **implementation context** — legal framework, social dialogue, and institutional capacity.

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DEFINING GOOD PRACTICE IN PAY TRANSPARENCY

- **Impact**: Demonstrable reduction in gender pay gaps or improved data visibility.
- **Sustainability**: Mechanisms embedded in law, collective bargaining, or institutional routines.
- **Replicability**: Transferable to other national or sectoral contexts.
- **Intersectionality**: Addresses multiple discrimination dimensions (gender, age, disability, etc.).
- **Partnership**: Involves cooperation between **state, employers, and trade unions.**

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GOOD PRACTICE SNAPSHOTS

01

BELGIUM
Mandatory pay audits, strong union cooperation.

02

FINLAND
Tripartite pay equality programmes.

03

FRANCE
Gender Equality Index and public accountability.

04

SPAIN
Equality plans with pay registers.

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TRADE UNION ACTIONS: STRUCTURAL AND NEGOTIATION-BASED PRACTICES

“TRADE UNIONS DRIVING PAY TRANSPARENCY FOR PROFESSIONALS AND MANAGERS”

Belgium – ACV/CSC and BBTK/SETCa

- Annual **company-level gender pay reports** negotiated via collective agreements.
- Unions push for **disaggregated data by occupational level,** exposing hidden managerial gaps.

Finland – Akava and SAK Confederations

- **Tripartite equality programmes** with government and employers.
- Akava developed **sectoral pay mapping tools** for highly educated professionals.

France – CFDT and CGT

- **“Index de l’égalité professionnelle”** intégré dans les agendas de négociation.
- CFDT negotiates bonus transparency clauses for executives and mid-level managers.

Spain – UGT and CCOO

- Union equality delegates monitor pay registers and equality plans.
- CCOO established **training for HR reps and union officers** on gender-neutral job evaluation.

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EMERGING PRACTICES: GERMANY, ITALY AND HUNGARY

01

GERMANY
Pay Transparency Act; limited enforcement; trade union initiatives.

02

ITALY
Equality certification & reporting; tax incentives; uneven uptake.

03

HUNGARY
Voluntary company practices; NGO monitoring; EU pressure key.

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UNION INNOVATION: ADVOCACY, TOOLS, AND CULTURE CHANGE

“FROM DATA TO DIALOGUE: UNIONS EMPOWERING PROFESSIONALS AND MANAGERS”

Germany – ver.di and DGB

- Campaign “Was bin ich wert?” (“What am I worth?”) encouraging professionals to request pay data.
- Support helplines for employees using the Pay Transparency Act.

Italy – CGIL and CISL

- Promoting **gender equality certification** in collective bargaining.
- Developing **sectoral guidelines** for fair evaluation of managerial roles.

Hungary – SZEF Confederation & Women’s NGOs

- Monitoring EU Directive transposition through joint **union–civil society coalition.**
- Advocacy for inclusion of **professional categories** in reporting requirements.

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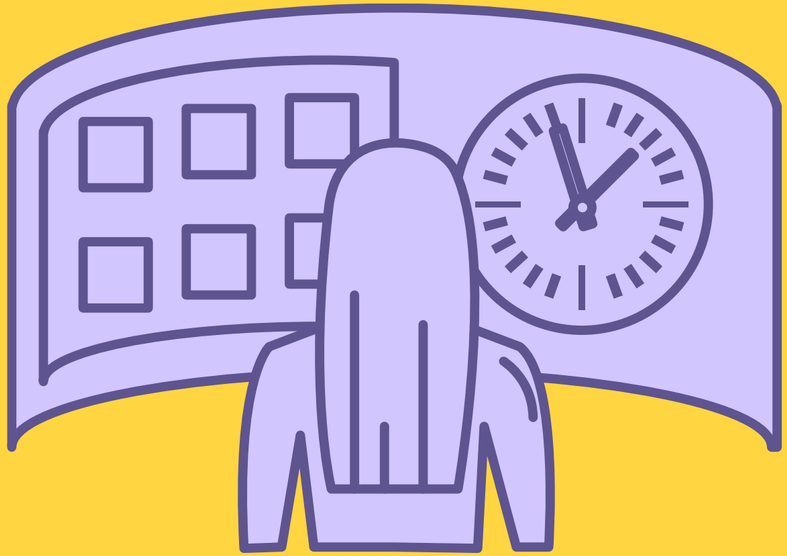
CHALLENGES AHEAD

SMEs lack capacity for pay audits.

Managerial pay structures are complex (bonuses, benefits).

Self-employed and platform workers excluded.

Persistent stereotypes ('Think manager, think male').



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TRADE UNIONS: KEY ACTORS

INTEGRATE TRANSPARENCY INTO COLLECTIVE AGREEMENTS.

MONITOR PAY REPORTING AND SUPPORT JOINT PAY ASSESSMENTS.

LEAD AWARENESS AND CULTURAL CHANGE IN WORKPLACES.

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ECONOMIC AND SOCIAL IMPACT

Transparency → productivity ↑, retention ↑, inequality ↓.

1% gender pay gap reduction = +0.1% EU GDP growth.

Transparency builds trust and fairness.

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FROM DIRECTIVE TO TRANSFORMATION

Pay transparency is a structural reform, not a checkbox.

Empowerment + accountability + solidarity.

Europe can lead the global standard for pay equity.

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“EQUALITY ISN’T JUST THE RIGHT THING TO DO — IT’S HOW WE BUILD STRONGER WORKPLACES AND FAIRER SOCIETIES.”

Frances O’Grady (UK)

First female General Secretary of the TUC

» THANK YOU! «

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