



UnlockEquality:

Level up your workplace

3.HR Systems: Recruitment, Pay, Task Assignment & Promotion

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UnlockEquality – Full Section 3 Checklist

HR Systems: Recruitment, Pay, Task Assignment & Promotion

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3.1 Recruitment Practices

Short Description

This checkpoint assesses whether recruitment processes are fair, inclusive and free from bias. Ensuring gender-neutral job descriptions, unbiased interview practices and inclusive hiring promotes equal opportunity and prevents discriminatory barriers.

Practical Example

A job advert avoids gender-coded language and the interview panel includes both men and women.

What to Observe:

- Job descriptions written in gender-neutral, inclusive language
- Mixed-gender/intersectional interview panels
- Interview questions consistent and bias-free across all candidates
- No questions about pregnancy, family planning or caregiving status
- Clear statement of inclusion for LGBTQ+ and gender-diverse applicants

EU Law / EU Reference:

* Directive 2006/54/EC – Equal treatment for men and women in employment.
<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32006L0054>

* Directive 2000/78/EC – Framework for equal treatment in employment.
<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32000L0078>

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Checklist Assessment Table

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Item (Checkpoint Title)	Yes	No	Needs Work	Notes
Gender-neutral job descriptions	☐	☐	☐	
Mixed-gender interview panels	☐	☐	☐	
No biased or discriminatory interview questions	☐	☐	☐	
No inquiries about pregnancy or family status	☐	☐	☐	
Inclusive hiring for LGBTQ+ and gender-diverse people	☐	☐	☐	

3.2 Pay Equity

Short Description

This checkpoint examines whether pay structures are transparent, fair and regularly monitored. Preventing unjustified pay gaps contributes to compliance with equal pay principles across the organisation.

Practical Example

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Annual pay audits reveal a gender pay gap; corrective action is implemented immediately.

What to Observe

- Transparent salary bands for all roles
- Annual gender pay audits
- Documentation explaining salary decisions
- Monitoring of pay progression over time
- Evidence that unexplained pay gaps were corrected

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EU Law / EU Reference:

* EU Pay Transparency Directive (2023). <https://eur-lex.europa.eu>

* Article 157 TFEU – Equal pay for equal work. <https://eur-lex.europa.eu>

Checklist Assessment Table

Item (Checkpoint Title)	Yes	No	Needs Work	Notes
Transparent salary bands	☐	☐	☐	
No unexplained pay gaps	☐	☐	☐	
Annual pay audits	☐	☐	☐	
Salary decisions documented	☐	☐	☐	
Monitoring pay progression	☐	☐	☐	

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3.3 Task Allocation

Short Description

This checkpoint ensures that tasks are distributed fairly and not based on gender stereotypes. It examines access to high-profile tasks, avoidance of role segregation, and fair rotation of repetitive or invisible work.

Practical Example

High-visibility tasks (e.g., presenting to clients) are not automatically assigned to male staff.

What to Observe

- Equal access to strategic and visible tasks
- Women not confined to administrative or supportive roles
- Men encouraged and welcomed into care-based/front-facing tasks
- Rotation of repetitive tasks such as note-taking or organising events

EU Law / EU Reference

* Directive 2006/54/EC – Prohibits discrimination in working conditions.
<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32006L0054>

* EIGE guidance on gender segregation in workplaces. <https://eige.europa.eu>



Checklist Assessment Table

Item (Checkpoint Title)	Yes	No	Needs Work	Notes
Equal access to high-profile tasks	☐	☐	☐	
Women not confined to admin/support roles	☐	☐	☐	
Men welcomed into care/front-facing roles	☐	☐	☐	
Rotation system for repetitive tasks	☐	☐	☐	

3.4 Promotion & Leadership Development

Short Description

This checkpoint assesses whether promotion processes are transparent and whether leadership opportunities are accessible to all employees, particularly under-represented groups

Practical Example

Promotion criteria are shared with all staff, and leadership training is offered to both men and women equally.

What to Observe

- Clear written promotion criteria
- Equal access to leadership and professional development

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- Mentoring programmes for under-represented groups
- Balanced promotion panels by gender and expertise

EU Law / EU Reference

* Directive 2006/54/EC – Equal treatment in career advancement. <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32006L0054>

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* European Commission: Gender Equality Strategy. <https://commission.europa.eu>

Checklist Assessment Table

Item (Checkpoint Title)	Yes	No	Needs Work	Notes
Transparent promotion pathways	☐	☐	☐	
Equal access to leadership training	☐	☐	☐	
Mentoring for under- represented groups	☐	☐	☐	
Balanced promotion panels	☐	☐	☐	

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3.5 Performance Evaluation

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Short Description

This checkpoint reviews whether performance evaluations are fair, objective and free from gender bias, particularly regarding communication styles and caregiving responsibilities.

Practical Example

Female staff are not penalised for assertiveness, and parents are not disadvantaged for requesting flexibility.

What to Observe

- Evaluations based on measurable criteria
- No penalties linked to parental obligations
- No bias against women's communication styles
- No reward for "always available" behaviour

EU Law / EU Reference

* Directive 2019/1158 – Work-Life Balance Directive. <https://eur-lex.europa.eu>

* Directive 2006/54/EC – Equal treatment in evaluation. <https://eur-lex.europa.eu>

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Checklist Assessment Table

Item (Checkpoint Title)	Yes	No	Needs Work	Notes
Objective evaluation criteria	☐	☐	☐	
No penalties for parental obligations	☐	☐	☐	
No bias against assertive women	☐	☐	☐	
No reward for overwork culture	☐	☐	☐	

3.6 Recruitment & Retention of Minority Groups

Short Description

This checkpoint evaluates how organisations support minority gender groups through recruitment, retention, and development opportunities.

Practical Example

Retention data shows improved outcomes after the organisation introduced support groups for transgender employees.

What to Observe

- Support structures for minority gender groups
- Retention data broken down and monitored
- Equal access to training, development and mobility

EU Law / EU Reference:

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* Directive 2000/78/EC – Equal treatment irrespective of sexual orientation.
<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32000L0078>

* EIGE guidance on inclusion of gender-diverse employees.
<https://eige.europa.eu>

Checklist Assessment Table

Item (Checkpoint Title)	Yes	No	Needs Work	Notes
Support systems for minority gender groups	☐	☐	☐	
Monitoring retention rates	☐	☐	☐	
Inclusion in professional development	☐	☐	☐	