

How does a pay equity exercise actually work?

In a pay equity exercise, one compares female-dominated jobs to male-dominated jobs within the company to identify any pay gaps that may be discriminatory toward female-dominated positions.

A **job evaluation system** is used to make these comparisons, and choosing the right evaluation tool is a key step in eliminating gender bias against female-dominated roles.

Job evaluation involves ranking jobs based on their relative requirements—through comparison. The purpose of the evaluation is to recognize the tasks and responsibilities associated with each job, and, most importantly, to ensure fair and consistent compensation.



The role of subfactors in job evaluation

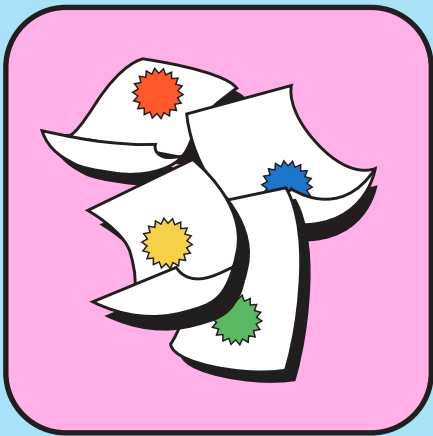
Each of these four key factors is broken down into subfactors. Each subfactor is unique and evaluates only one specific aspect of a role. It is essential that subfactors are applied consistently across all jobs being evaluated. These subfactors are defined using levels that describe varying degrees of complexity or intensity.

Using points, a value is assigned to each of the subfactors. In technical terms, this is known as factor weighting. A job is evaluated by referring to defined levels for each subfactor, and the total number of points determines the job’s overall value. The salary of a female-dominated job is then determined by comparing its total point score to that of male-dominated jobs of equal or equivalent value. Some examples of evaluated subfactors are listed on the following page.

The job evaluation system must take four key factors into account:

- the qualifications required
- the responsibilities of the role
- the effort required
- the working conditions

EXAMPLES OF SUBFACTORS ASSESSED INCLUDE:



For “qualifications required”:

- Necessary professional training
- Prior experience and onboarding
- Interpersonal skills



For “responsibilities assumed”:

- Communication skills
- Supervision or coordination responsibilities
- Responsibility for outcomes or the company’s targets



For “effort required”:

- Creativity
- Autonomy
- Physical effort



For “working conditions”:

- Psychological conditions
- Physical conditions



The choice and definition of subfactors are **extremely important**. When evaluating female-dominated jobs, failing to apply a critical and analytical lens can reinforce gender bias and result in continued systemic pay discrimination.