

Build with purpose

Your pay structure — justifiable, demonstrable, ready to show

WHAT THIS IS ABOUT

You have the job hierarchy. Now comes the harder question: can your salaries be substantiated — or merely asserted?

IN THIS BROCHURE YOU'LL DISCOVER

- 1 why the job hierarchy becomes the legal foundation for justifying pay differences
- 2 how to build a pay structure with sound logic — from scores to grades and pay bands
- 3 how pay equity moves from stated policy to a figure calculated across job categories
- 4 how a verifiable pay document holds up under an audit or a dispute — and what the complete audit trail looks like
- 5 how a validated internal structure serves as an objective basis for market-alignment decisions

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01

The hierarchy is in place. The salaries still lack a foundation.

A value hierarchy ranks jobs — but ranking alone does not produce justifiable pay bands. Without that translation, pay differences remain decisions, not evidence.



- A job's grade is not read from its score — it is constructed
- Pay bands within a grade are not inferred from the market — they are derived from the distance between grades
- Pay equity is not a statement of intent — it is a number that follows from structure

IN DEPTH

A score in the hierarchy tells you that one job is worth more than another — it does not tell you how much more it should pay. Translating a score into a grade, and a grade into a pay band, is a separate step with its own logic: how many grades, how wide, with what overlap between them. Without that logic applied explicitly, pay bands remain negotiated, not derived.

The distance between grades matters more than the absolute value of scores: two grades with close scores may justify overlapping pay bands; two grades with a large gap justify distinct bands, with no overlap. That distance is calculable from the hierarchy you already have — but the calculation must be made, not assumed.

Pay equity for work of equal value is not demonstrated through good intentions or a stated policy — it is demonstrated by showing that jobs with equal scores are paid within the same range. If pay bands are not derived from scores, the demonstration does not exist: you have an assertion, not a rationale.

Translating the hierarchy into a pay structure is the first step — but a pay structure without a measure of equity remains a framework without a rational foundation.

02

From scores, grades. From grades, bands with demonstrable logic.

Grila salarială nu derivă automat din scoruri — are nevoie de o logică de grupare pe care o poţi arăta.

JobGrade takes the confirmed value hierarchy and builds the pay structure: it groups roles into grades based on the distance between scores, derives pay bands from the distance between grades, and produces the complete job × grade × band export.

- Grade grouping follows the actual distance between scores, not a predetermined number of grades
- The pay bands of each grade are derived from the relative distance to neighbouring grades
- The band position within a grade reflects seniority or experience — kept separate from role value
- The job × grade × band export is the working document from which all subsequent pay decisions originate

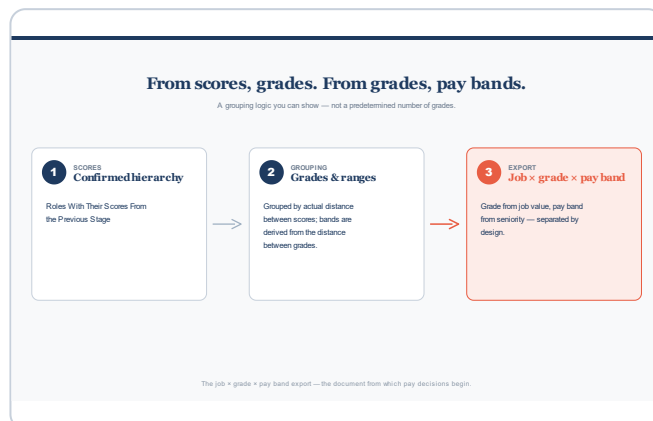
IN DEPTH

"Actual distance" means that if scores cluster naturally into five groups, the structure has five grades — not seven because "the industry uses seven." If two clusters sit close together, they may justify a single grade with an internal band. The grouping logic is visible and traceable, not a hidden parameter.

Deriving intervals from relative distance works as follows: a grade with a large distance to the grade below and a small distance to the grade above receives a wider interval at the lower end and a narrower one at the upper end — overlap with neighbouring grades is calculated, not estimated. You can show precisely why grade 3's interval partially overlaps with grade 2 and not with grade 4.

Pay bands and grades are distinct by design: job value determines the grade; seniority or experience determines the band within that grade. A senior specialist stays within their job's grade — they do not move into a coordination-role grade. This separation is what makes it possible to demonstrate that pay follows job value, not tenure or relationships.

The job × grade × band export is the source document for payroll, employment offers, and adjustment modelling. It is not a presentation artefact — it is the operational record of the pay structure.



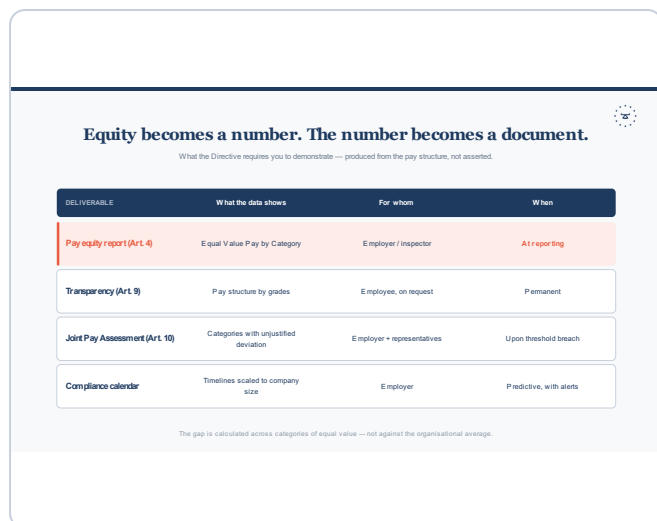
The pay structure is built and exported — now comes the question the Directive asks explicitly: are jobs of equal value paid equivalently?

03

Pay equity becomes a number. The number becomes a document.

Odată ce grila e construită, platforma calculează ceea ce Directiva cere să demonstrezi — nu să afirmi.

The pay equity report (Art. 4) shows, for each group of jobs of equal value, whether pay is equivalent — with the gender pay gap calculated by category, not as an organisation-wide average. The basis for compliance is not a declared policy; it is a figure that follows directly from the pay structure.



- The gender pay gap is calculated by category of jobs of equal value — not across the organisation as a whole
- The pay transparency report (Art. 9) presents the pay structure by grade, available to employees on request
- The joint pay assessment (Art. 10) compares categories of jobs against one another and identifies unjustified deviations
- The compliance calendar translates legal obligations into concrete deadlines, calibrated to company size

IN DEPTH

Calculating by category — not by overall average — is the distinction that holds up under scrutiny: a global average can conceal a real gap at category level. If women in the "coordination roles" category are systematically paid below men with the same job score, the overall average may appear balanced — the category-level report reveals the actual deviation. The Directive requires precisely this granularity.

The Art. 9 report is not an internal document — it is the document an employee may request and the employer must be able to provide. Its structure shows pay bands by grade, not individual salaries: individual confidentiality is preserved, structural transparency is secured.

The joint pay assessment (Art. 10) comes into play when the pay gap report shows a deviation exceeding the threshold set by the Directive. The platform identifies the categories with deviation and produces the analytical document — the employer has a basis to explain or correct, not to improvise a response.

The compliance calendar is not a list of deadlines — it is a plan with alerts: which obligation applies to which company size, when the first deadline falls, which document must be ready by then. Compliance becomes predictable, not reactive.

The documents are produced — but their value rests on the solidity of the foundation they came from.

04

Grounded in data — not in declaration.

Livrabilele sunt clare — ce le face opozabile e structura din care au ieșit, nu formatul în care sunt prezentate.

Every figure in the pay equity reports is traceable back to the job score, and the score is equally traceable back to the job description. The chain is complete and verifiable — that is what makes the document sustainable under audit or in litigation.

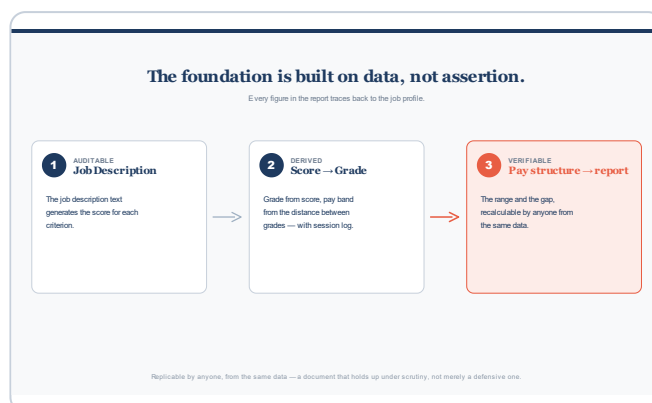
- A pay gap calculated for a job category can be traced back to the individual scores of the roles within that category
- Each role's score is linked to the session log from the previous stage — the same traceability, now extended across the pay structure
- The pay structure is verifiable by design: the pay bands derived from the distance between grades can be recalculated by anyone, from the same underlying data

IN DEPTH

"Traceable to scores" means, in concrete terms: if the report shows an 8% gender pay gap within the "analytical roles" category, you can open that category, see which roles are included, their scores, and the associated salaries — and recalculate manually if you choose. This is not a figure produced by an opaque algorithm; it is a figure produced from visible data.

Extending traceability to the pay structure means the session log does not stop at the hierarchy — it continues into the grades. If a role sits in grade 3, the log shows why: its score, the distance from grade 2 and grade 4, and the grouping logic applied. The chain runs from the job description to the pay band, without interruption.

"Recalculable by anyone" is the standard of a document that holds up to scrutiny: a labour inspector, a legal adviser, or an employee represented by a trade union can take the role × grade × band export, cross-reference the scores from the hierarchy, and verify that the pay bands follow consistently from the underlying logic. Where the grouping rationale is documented, verification is possible — and that is precisely what distinguishes a document that merely defends from one that genuinely withstands.



The pay structure is internal, justified, and demonstrable. For the first time, you have a foundation — not an estimate.

05

The internal structure is sound. The next step sets it against the market.

Ai acum o grilă salarială derivată din valoarea posturilor și documentele care o fac demonstrabilă — asta e temelia pe care orice decizie de compensare se poate construi.

With the pay structure built and pay equity demonstrated, the organisation has an objective foundation for comparing its internal structure against the market — and for making alignment decisions grounded in evidence, not estimation. That is the question the next stage opens.

- The internal structure is complete — grades, pay bands, and equity ratios are produced and verifiable
- Salary adjustment decisions now have an objective starting point, not a negotiation from scratch
- Market comparison — competitiveness, positioning, alignment decisions — is the territory the next stage opens

IN DEPTH

"Objective starting point" means that when an adjustment arises — a promotion, a retention need, a job offer — there is a document showing where the role sits within the internal structure and what pay band applies to it. The decision does not begin from intuition or from the precedent of the last negotiation; it begins from a documented structure.

Market comparison requires knowing where you stand internally before looking outward. Without a pay structure derived from job values, a market reference has no internal anchor — you know the market pays X, but you do not know whether X is relevant to your Grade 3 or your Grade 4. With the structure in place, the comparison becomes precise.

The next stage — market positioning, offer simulation, the salary positioning report — starts from the job × grade × pay band export produced here. You are not rebuilding from scratch; you are extending a structure that is already documented.