VIE People × Personio

MASTERCLASS · HUG 2026

Pay Transparency

From law to a working structure: what you can do on Monday

15 October 2026 · Personio, Amsterdam · Wouter van Groeningen & Imke Claassen, VIE People

TODAY

What you take away today

01

Why it matters

Pay transparency is more than a legal duty. It builds trust and makes pay easier to explain.

02

How it works

What the law asks and what is and is not allowed.

03

What to do

Check where you stand and leave with an action card for Monday.

PLEASE STAND UP IF YOU CAN

"At our company, there is a pay gap between men and women."

Agree: stay standing

Doubt or disagree: sit down

THE STARTING POINT

Pay gaps rarely arise on purpose

78%

of employers believe their way of paying does not lead to differences between men and women.

6%

consider the possibility that it *does* play a role in their organisation

6.1%

less per hour for women than for men in the Dutch private sector in 2024, after statistical correction.

Sources: I&O Research (2023); CBS 2024.

OUR EXPERIENCE

Lessons from 500+ ambitious scale-ups

The red flags

1 **Receiving a lot of questions on salary and raises**
"Why does my colleague earn more?" or “Can I get a raise?”

2 **Conversations about pay become more difficult**
Managers have no basis to explain a salary and are uncomfortable with the topic

3 **New hires mess up the pay structure**
Every individual candidate adds another exception to the framework

WHY IT MATTERS

The law is the trigger, not the reason

Whenever the Dutch law takes effect: you don't want a pay gap and everyone gains from clarity about pay.

Employees

know where they stand and what it takes to grow.

Candidates

are more likely to apply when the range is in the job ad.

Managers

can explain a salary instead of defending it.

The organisation

decides consistently and can show why.

Small is not exempt. In Dutch companies up to 250 people , women earn around 5% less per hour than men, after statistical correction.

CBS, Monitor Loonverschillen 2024

Bigger company, bigger gap. From 250 people, it is 7.3%. The earlier you start, the less you have to repair.

CBS, Monitor Loonverschillen 2024

WHAT THE LAW REQUIRES

The law rests on three pillars

1 Pay structure

An objective, gender-neutral system to evaluate and classify jobs.

EVERY EMPLOYER

2 Transparency

Openness about pay towards candidates and employees.

EVERY EMPLOYER

3 Reporting

Report on the gender pay gap and take action to close it.

FROM 100 EMPLOYEES

PILLAR 1 · EVERY EMPLOYER

A well-founded job and pay structure

Jobs evaluated	An objective system to determine which jobs are comparable. On at least four objective criteria: skills, effort, responsibility and working conditions.
Jobs described	All jobs mapped, based on actual tasks, responsibilities and required competencies.
Pay explainable	A salary range per job group and a documented way people progress within it. From 50 employees, that progression policy must be accessible.

PILLAR 2 · EVERY EMPLOYER

Transparency for candidates and employees

Towards candidates

Share the range upfront, proactively. Easiest: in the job ad.

Do not ask about current pay, not even indirectly.

Brief your hiring team, including external agencies.

Towards employees

Right to information: average pay per job group, split by gender.

Set one request route and train your managers.

Consider sharing proactively the averages.

Pillar 2 stands or falls with pillar 1. Without described and evaluated jobs, you don't even know *which* jobs to compare.

SCOPE

What applies to your organisation's size?

Size (FTE)	Pay structure and transparency	Pay progression criteria	Pay gap reporting
< 49	Yes, when law applies	No	No
50 to 99	Yes, when law applies	Yes	No
100 to 149	Yes, when law applies	Yes	Every 3 years, first 7 June 2031 (data from 2030)
150 to 249	Yes, when law applies	Yes	Every 3 years, first 7 June 2028 (data from 2027)
250+	Yes, when law applies	Yes	Annually, first 7 June 2028 (data from 2027)

How to count? In FTE, not headcount, over the previous calendar year. Temporary agency workers count at the client company.

EXERCISE

Self-check: where do you stand?

Tick on your worksheet what you can **demonstrate** today. Not what you are planning.

- ☐ Up-to-date job descriptions for all your jobs
- ☐ Jobs objectively evaluated with a documented method
- ☐ Salary ranges per job group
- ☐ Salary range in the job ad or shared early
- ☐ Question about current pay removed from interviews
- ☐ Pay information request answerable within two months
- ☐ Explainable how someone progresses in pay
- ☐ Size known in FTE and whether you must report

EXERCISE 1 · YOUR SCORE

Count your ticks

0 to 3

Start with the basics

Describe and evaluate your jobs. Without a job structure, it is hard to be transparent.

4 to 6

Make it solid

You probably have the basics. Now document them, standardise them and make them explainable.

7 or 8

Test and prepare

Check your data for gender differences. From 100 FTE, prepare for reporting.

EXERCISE

Allowed? Green or red

A recruiter says in the first interview... Hold up your **green** (allowed) or **red** (not allowed) card.

1 *"What do you earn at your current employer?"*

2 *"The range is X to Y. Does that match what you are looking for?"*

3 *"We'll discuss the range during the negotiations"*

4 *"Could you give us a salary indication?"*

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"We'll discuss the range during the negotiations"

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Stating the range and checking whether it fits expectations *is* allowed.

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"Could you give us a salary indication?"

A salary indication is easily seen as asking about current pay.

EXERCISE 3

Case: the first pay request

MONDAY 4 JANUARY 2027

Sanne is a Customer Success Manager at a 60 FTE scale-up. She emails HR: ***"What do men and women earn on average in my job?"*** Her male colleagues turn out to earn more on average.

1 What do you need to be able to answer her question?

2 What objective grounds could explain the difference?

3 And if you can't explain it: what then?

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1 What do you need to be able to answer her question?

Job groups: who does comparable work to Sanne.

Pay per person: so you can calculate the average per gender.

No method yet? Group similar jobs pragmatically and be able to explain your choice.

2 What objective grounds could explain the difference?

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2 What objective grounds could explain the difference?

A difference is not automatically wrong

It is fine if it rests on objective, gender-neutral grounds, set in advance and verifiable:

- Relevant experience or education
- Responsibilities and tasks actually performed
- Documented, sustained performance
- Working conditions

Not objective: salary negotiation, previous salary.

3 And if you can't explain it: what then?

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3 And if you can't explain it: what then?

Correct the difference within a reasonable period.

If an employee challenges it, **you carry the burden of proof.**

FROM STRUCTURE TO SYSTEM

How Personio helps you here

Personio

Making the pay gap visible

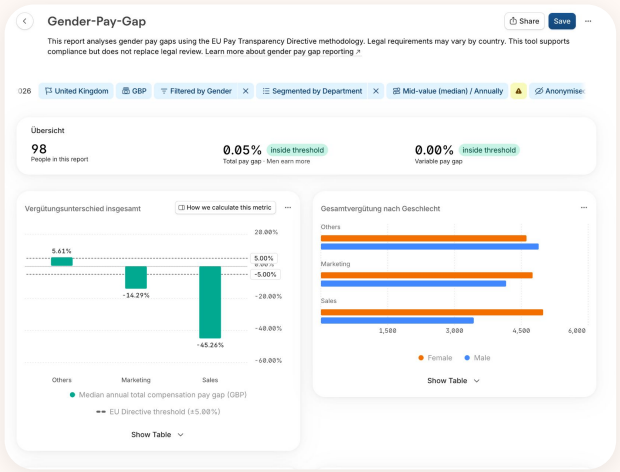
Drill down on pay gaps, pay quartiles, and compensation differences.

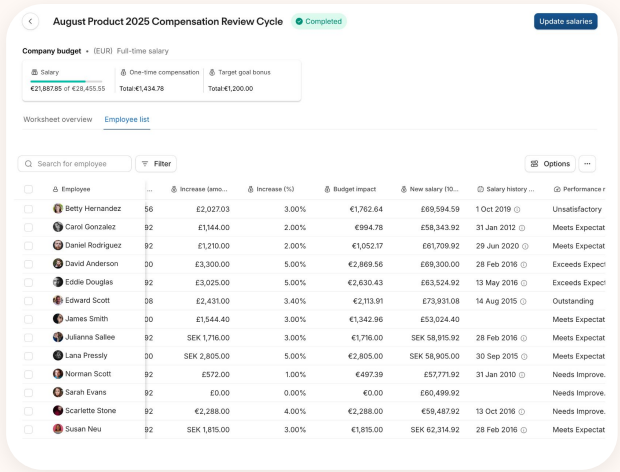
Compensation management

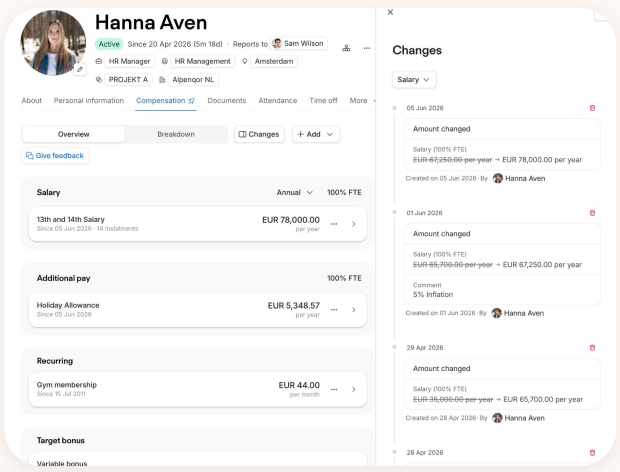
Review compensation across teams and develop equitable budgets.

Salary history and audit trail

Track past salary changes with context added.







HOMEWORK

Your first step

Write one concrete step per column on your action card.

Monday

E.g. remove the current-pay question from forms and interview scripts.

Before 1 January

E.g. describe and evaluate jobs, and set up a request route.

In 2027

E.g. make progression criteria explainable and test your data for gender gaps.

TO CLOSE

Curious where your organisation stands?

Book a free 30-minute conversation with Wouter or Imke

Now: whitepaper Pay Transparency

Coming soon: 5 steps to fair and transparent pay

wouter@viepeople.com · imke@viepeople.com

Get the whitepaper

VIE People Personio

Book a call

VIE People Personio