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Executive Summary

The European Union has placed microelectronics at the heart of its strategic technological agenda. Chips, sensors, and integrated circuits are now central to Europe's economic resilience and industrial sovereignty. Yet, despite its innovation potential, the sector continues to struggle with challenges related to diversity, both in representation and perception.

This report analyses how inclusion is expressed - or overlooked - within the two main EU instruments shaping the image of technical professions:

- **EURES**, the European network for cross-border employment services;

- **ESCO**, the European classification of Skills, Competences, Qualifications and Occupations.

Our investigation covered seven partner countries — **Belgium, Germany, France, Ireland, Italy, the Netherlands, and Slovakia** — over the period **3 September to 3 October 2025**. It combined quantitative data from **EURES Job Vacancies Insights** with a qualitative linguistic and policy analysis of job postings and occupational descriptions (ISCO-08 codes 2152 and 3114).

Across all contexts, we found that **inclusion is acknowledged but rarely articulated**. Job ads tend to comply with legal equality standards but seldom communicate openness, accessibility, or human diversity. Similarly, ESCO descriptors remain accurate but overly technical, missing the opportunity to connect with new generations and underrepresented groups.

Our conclusion is simple yet strategic: Europe must not only design better microchips — it must design a more inclusive narrative about the people who create them.

1. Inclusive Pathways in Microelectronics Employment

A European Analysis of Diversity and Inclusion in EURES Job Ads and ESCO Occupational Descriptors

1.1 Introduction: Why Inclusion is a Strategic Asset

Before exploring national results, it is important to frame inclusion as a **strategic necessity**, not merely a moral or social goal.

In microelectronics, innovation depends on multidisciplinary collaboration. Engineers, technicians, software developers and designers must work together to solve complex problems. This diversity of expertise is inseparable from the **diversity of people**.

When recruitment channels and occupational descriptions fail to represent that diversity, a subtle exclusion occurs. The absence of explicit inclusivity messages can discourage candidates who do not identify with the stereotypical "engineer" image — often male, young, and native-speaking.

In this sense, inclusion is a form of competitiveness. An inclusive microelectronics industry draws from the widest possible talent pool, retaining creativity and social legitimacy.

2. Methodology: Building a Consistent, Reproducible Framework

This study was designed to be both analytical and communicative. It aims to generate findings that can be replicated and used as a model for other sectors.

2.1 Mapping the Reference Occupations

The analysis focused on two occupational codes under the **International Standard Classification of Occupations (ISCO-08)**, used by **ILO** and mapped in **ESCO**:
- **2152 – Electronics Engineers**, including the *Microelectronics Engineer* specialisation.
- **3114 – Electronics Engineering Technicians**, including *Microelectronics Engineering Technician*.

These codes encompass the full value chain of microelectronics design, production, and testing.

2.2 Geographic and Temporal Scope

The ECDA partnership includes seven EU Member States — **Belgium, Germany, France, Ireland, Italy, the Netherlands, and Slovakia** — which together represent a cross-section of Europe's industrial and training ecosystems.

The analysis covered the **30 days between 3 September and 3 October 2025**, a representative window for current recruitment trends.
A total of 150 job positions referring to ISCO profiles 2152 and 3114 were analyzed for the

period between 3 September and 3 October 2025 across the seven partner countries.

2.3 Legal and Policy References

The study is anchored in the evolving European regulatory framework on equality and inclusion:

- **Directive (EU) 2023/970** on Pay Transparency and Equal Pay for Equal Work;
- National equality and anti-discrimination laws (detailed below in country sections);
- The European Pillar of Social Rights (Principle 3: Equal opportunities);
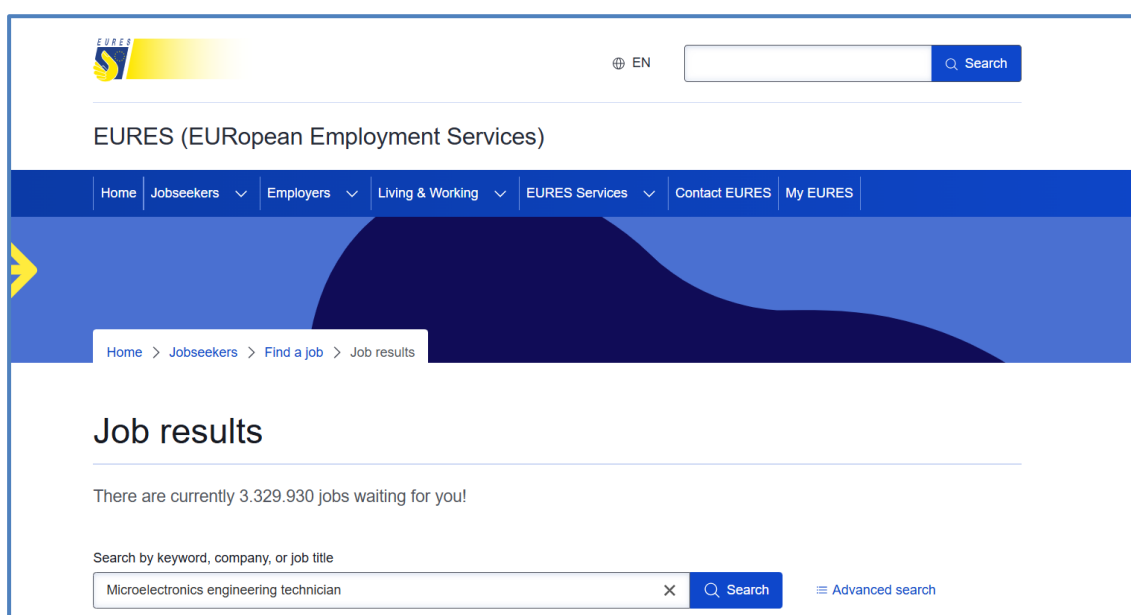- The Digital Education Action Plan and the Chips Act call for inclusive digital skills development.

Figure 1 EURES Portal - Job Results

2.4 Analytical Grid

To interpret the content and inclusiveness of EURES job advertisements in a consistent and replicable way, the research team applied an **eight-point analytical grid**. This grid was not designed as a legal checklist but as a **communication-based assessment tool** — measuring how job ads express openness, accessibility, and diversity beyond mere compliance.

The grid was developed by integrating **three complementary layers of reference**:

- **European legislation**, including Directive (EU) 2023/970 and the European Pillar of Social Rights, which establishes principles of gender neutrality, equal opportunity, and pay transparency;
- **International frameworks**, notably the **ILO Convention No. 159** on the employment of persons with disabilities and the **ESCO/EQF standards** promoting recognition of foreign qualifications and equivalent experience;
- **Linguistic and cultural guidance**, such as the **EIGE Toolkit on Gender-Sensitive Communication**, the **EU Diversity Charter**, and **Eurofound studies** on work–life balance and flexible work as enablers of inclusion.

From these sources, eight concrete indicators were derived:

1. **Gender-neutral titles and language**;
2. **Explicit equality or diversity statement**;
3. **Pay transparency** (salary range or objective criteria);
4. **Accessibility and disability accommodations**;
5. **Recognition of foreign or equivalent qualifications**;
6. **Inclusive, non-stereotypical language**;
7. **References to flexible or hybrid work arrangements**;
8. **Encouragement of applications from underrepresented groups**.

The grid thus connects **policy principles with communicative evidence**, enabling comparative analysis across the seven partner countries. It captures not only whether job postings comply with the law, but also whether they **invite participation** — signalling to potential applicants that the profession is open, accessible, and representative of European diversity.

3. Cross-Country Overview: Shared Patterns and Divergences

Before detailing each national situation, it is worth summarizing the shared patterns.
Across the partnership, **formal compliance with equality law** is generally high. Most ads are gender-neutral and free of explicit bias. However, **proactive inclusion** — active references to diversity, accessibility or openness — remains rare.
Differences between countries mostly reflect the **maturity of their national equality frameworks** and the degree to which inclusion has become a social norm rather than a legal obligation.
The following sections present the national findings, each preceded by a brief contextual introduction.

4. Country Analyses

Before examining the detailed national findings, it is important to clarify the purpose of this section and the interpretative lens applied to the country cases.

The **country analyses** aim to provide a contextual understanding of how inclusion and diversity are reflected — or sometimes neglected — in the language and structure of microelectronics job advertisements across the seven partner countries: **Belgium, Germany, France, Ireland, Italy, the Netherlands, and Slovakia**.

Each of these Member States represents a distinct combination of industrial maturity, educational tradition, and cultural approach to equality. Together, they form a living laboratory of Europe's diversity in policy implementation.

For each country, the analysis follows a consistent structure:

- **Regulatory framework**: the main national laws and institutional instruments promoting equality and inclusion;
- **Communication practices**: how these legal obligations translate into actual wording and tone in job ads published on EURES;
- **Observed strengths and gaps**: practical evidence of good practices, persistent limitations, or missed opportunities;
- **Interpretative comment**: what the observed pattern reveals about the national culture of inclusion and its alignment with the European policy trajectory.

The purpose is not to rank or compare countries competitively, but to **identify patterns and contrasts** that can inform shared improvement.

Inclusion is always contextual: it evolves differently according to history, labour market structure, and institutional sensitivity.

By observing these national nuances side by side, we gain a **pan-European picture of inclusion in action** — a mosaic where each country contributes its unique colour to the common European fabric of diversity and fairness.

4.1 Belgium

Belgium presents a complex but advanced framework for equality and inclusion, rooted in strong federal and regional competences. The **Gender Act (2007)**, the **Anti-Discrimination Act (2007)**, and the **Racism Act (1981)** together establish a broad foundation prohibiting discrimination on multiple grounds — including gender identity, disability, age, and belief. The **Federal Institute for the Equality of Women and Men (IEFH/IFDH)** and **UNIA** act as key institutional guardians of inclusive employment practices.

On EURES, Belgian job ads tend to be concise and administrative in tone, often bilingual (French/Dutch) but not always harmonised in inclusivity. The legal requirement for neutrality is generally respected, with frequent use of **(H/F/X)** — the gender-inclusive format that recognises non-binary identities.

Pay transparency is moderately widespread, supported by the **Collective Labour Agreements (CCT/CAO)**, though specific salary ranges are not always provided. References to diversity and accessibility vary: large multinational companies regularly include diversity statements, while small and medium enterprises (SMEs) rarely go beyond compliance.

Belgium's key strength lies in the **institutionalisation of diversity** through recognised equality bodies and the growing culture of inclusion in corporate governance. However,

everyday communication still reflects a formal, legalistic tone rather than an inviting one.

Illustrative Example (Belgium):

Ingénieur·e en microélectronique (H/F/X) – Poste à Louvain-la-Neuve. Nous encourageons les candidatures de personnes de tous horizons. Des aménagements peuvent être proposés pour les personnes en situation de handicap. Salaire selon expérience et barème sectoriel. Micro-elektronica Ingenieur (M/V/X) – Functie in Leuven. Kandidaten van diverse achtergronden worden aangemoedigd om te solliciteren. Redelijke aanpassingen worden voorzien voor personen met een handicap.

Translation:

Microelectronics Engineer (M/F/X) – Position in Louvain-la-Neuve. We encourage applications from candidates of all backgrounds. Reasonable accommodations can be provided for persons with disabilities. Salary according to experience and sectoral pay scale.

Microelectronics Engineer (M/F/X) – Position in Leuven. Candidates from diverse backgrounds are encouraged to apply. Reasonable adjustments are available for persons with disabilities.

Comment:
Belgium offers a linguistically and legally sophisticated model of inclusion, explicitly integrating the **X** gender marker and mentioning accommodations for disability. However, the message remains formulaic and could be enriched by a more narrative tone highlighting flexibility, purpose, and team diversity.

4.2 Germany

Germany provides the clearest example of legal codification of inclusive language. Since 2019, employers have been required under the **General Equal Treatment Act (AGG)** and constitutional jurisprudence recognising a *third gender option* to publish job ads in gender-neutral form — typically using *(m/w/d)* (*männlich/weiblich/divers*).

This makes Germany a **best-practice case for linguistic inclusion**, yet the culture of pay transparency remains cautious. Only larger companies tend to disclose salary ranges, often due to internal *Betriebsrat* agreements. References to accessibility or foreign qualification recognition are limited, though major tech employers sometimes include diversity statements aligned with ESG commitments.

Germany thus exemplifies a country where inclusion is **institutionalised but not yet internalised** in everyday communication.

Illustrative Example (Germany):
„*Elektronikingenieur (m/w/d) für Halbleiterfertigung gesucht. Wir fördern Vielfalt und*

begrüßen Bewerbungen von Menschen jeden Geschlechts, Alters und Hintergrunds."
Translation: "Electronics Engineer (m/f/d) for semiconductor manufacturing wanted. We promote diversity and welcome applications from people of all genders, ages, and backgrounds."

Comment:
Combines legal gender neutrality with an explicit inclusion line — a **model example** of concise, inclusive phrasing.
Still, **no reference to salary, accessibility, or flexible work** appears, limiting its practical inclusiveness.

4.3 France

France stands out for its well-established anti-discrimination framework. The **Labour Code (Code du Travail)** prohibits discrimination on more than twenty grounds, and the **Service-Public.fr** portal actively promotes gender balance in recruitment. Job titles routinely include *(H/F)* (*homme/femme*), satisfying formal requirements.

Nonetheless, pay transparency remains limited, and references to disability inclusion are rare outside public-sector vacancies, despite **Law n° 87-517 (1987)** requiring employment quotas for persons with disabilities. French job ads are often well-written but tend to remain **generic and cautious**, with little emphasis on diversity as a value.

The French model could therefore benefit from a shift **from compliance to inspiration**, linking inclusion more directly to innovation.

Illustrative Example (France):
« Ingénieur en microélectronique (H/F) – poste basé à Grenoble. Nous encourageons les candidatures de personnes en situation de handicap. »
Translation: "Microelectronics Engineer (M/F) – position based in Grenoble. We encourage applications from persons with disabilities."

Comment:
Conforms to *H/F* convention and includes a short disability message, but overall remains formulaic.
No salary or diversity narrative, revealing a **minimalist compliance culture**.

4.4 Ireland

Ireland combines a robust equality framework with a relatively open communication

culture.

Under the **Employment Equality Acts (1998–2015)**, discrimination on nine grounds —
including gender, age, disability, and race — is prohibited.

Irish job ads on EURES often appear in English, written in clear and welcoming
language. However, explicit mentions of accommodations for disabilities are sporadic,
and salary ranges are seldom disclosed. The influence of Anglo-Saxon business culture
means that inclusion is sometimes **implied rather than stated**.

Ireland's challenge is therefore to **make inclusion visible**, translating its social
openness into explicit commitments within job postings.

Illustrative Example (Ireland):

"Microelectronics Engineer – Hybrid role (Cork). We are an equal opportunity employer
and welcome applications from candidates of all backgrounds. Salary range: € 50,000–
€ 65,000 per year."

Comment:
Transparent, friendly and modern. Yet **no accessibility statement or flexible support
mechanisms** are mentioned.
The ad shows inclusivity in tone but **not yet in structure**.

4.5 Italy

Italy has a long tradition of gender-equality legislation, notably **Law No. 903 of 1977**,
which forbids discrimination in hiring and job advertising.
Many Italian postings close with the formula: *"Offerta rivolta a candidati di entrambi i
sessi ai sensi della L.903/1977 e L.125/1991."* **Translation:** "Offer open to candidates of
both sexes pursuant to Laws 903/77 and 125/91."

While this demonstrates compliance, it also highlights the **dated and formulaic nature**
of equality communication.
Salary information is rarely included, and accessibility aspects are seldom mentioned.
Italian ads tend to emphasise qualifications and experience over values such as
inclusion, innovation, or flexibility.

The Italian context reflects a **legalistic but not yet inclusive** communication culture —
a key area for renewal.

Illustrative Example (Italy):
*"Tecnico microelettronico – Offerta rivolta a candidati di entrambi i sessi ai sensi della
L.903/77   e   L.125/91."*
Translation: "Microelectronics Technician – Offer open to candidates of both sexes
pursuant to Laws 903/77 and 125/91."

Comment:

Fully compliant but **outdated**.
No mention of pay, accessibility, diversity or flexibility.
Illustrates how legal adherence can replace — rather than reinforce — inclusive communication

4.6 The Netherlands

Dutch employers operate under one of Europe's most progressive equality frameworks, the **Equal Treatment Act (Algemene Wet Gelijke Behandeling)**. Job ads are generally direct, transparent, and often include salary ranges, reflecting a national preference for clarity.

Diversity statements are more common in international firms, which frequently describe themselves as "equal opportunity employers" and mention flexible work options. Smaller companies, however, are less explicit, and disability inclusion remains underdeveloped.

Overall, the Netherlands demonstrates a **mature transparency culture**, but the **depth of diversity communication still depends** on company size and global exposure.

Illustrative Example (Netherlands):
"Wij zoeken een Micro-elektronica Engineer (m/v/x). Salaris tussen €4.000 en €5.500 per maand. Flexibele werktijden en mogelijkheid tot thuiswerken."
Translation: "We are looking for a Microelectronics Engineer (m/f/x). Salary between € 4,000 and € 5,500 per month. Flexible hours and possibility to work from home."

Comment:
Transparent and flexible — both strong inclusivity indicators. Yet, **no diversity or disability statement** is present, leaving inclusion **implied rather than explicit**.

4.7 Slovakia

Slovakia is at a different stage of development. The **Anti-Discrimination Act (Act No. 365/2004 Coll.)** provides a sound legal basis, but the culture of inclusive recruitment is still emerging.

EURES postings are often short, functional, and written in English to attract international applicants.
Gender-neutral wording is common, but references to equal opportunities, disability, or work-life balance are **largely absent**.

This reflects the structural transformation of the Slovak labour market: industries are

modernising   faster   than   recruitment   practices.
Stronger guidance through EURES and training for HR professionals could help align
communication with policy intent.

Illustrative Example (Slovakia):

"Electronics Technician (m/f) – Semiconductor testing. International applicants welcome.
Salary: € 1,700–€ 2,000 gross/month."

Comment:
Shows **openness to international** candidates but remains minimalistic.
No mention of diversity, accessibility, or flexible work, illustrating the early stage of
D&I integration in recruitment practices.

5. ESCO Descriptors: Technical Precision, Human Distance

After the country-level analysis of EURES job advertisements, attention was directed to the
ESCO occupational descriptors that define the roles of **Electronics Engineers (2152)** and
Electronics Engineering Technicians (3114), which encompass the specialisations in
microelectronics.

Figure 2 ESCO Microelectronic Occupations

5.1 ESCO's role and purpose

The ESCO system — the **European Skills, Competences, Qualifications and Occupations** classification — serves as the backbone of Europe's common language for employment and training.

Its purpose is to ensure that qualifications, occupational titles, and skill requirements are recognised and comparable across all EU Member States. This standardisation is vital for **transparency**, **mobility**, and **policy coherence**.

For microelectronics, ESCO provides a structured and harmonised description of what professionals do, the knowledge they require, and the competences they should possess. In this sense, ESCO is a **technical reference tool** of high strategic value: it enables the alignment of training curricula, labour market monitoring, and the development of cross-border mobility policies.

5.2 Strengths: clarity, neutrality, comparability

ESCO's main strengths lie in its **clarity and precision**. Each occupation is described in neutral and objective terms, avoiding bias or cultural specificity.
For example:

- The **Electronics Engineer (2152)** descriptor covers activities such as *designing, developing and testing electronic systems and components*;

- The **Electronics Engineering Technician (3114)** descriptor includes *assembling, maintaining and evaluating electronic devices and circuits*.

These descriptions guarantee that a professional profile means the same thing in Amsterdam, Dublin, or Bratislava — a remarkable achievement in terms of **semantic interoperability**.

Moreover, the ESCO database allows institutions to map skills against the **European Qualifications Framework (EQF)**, ensuring consistency between training programmes and labour market expectations.

5.3 The missing dimension: human connection and inclusiveness

However, while ESCO excels in **technical accuracy**, it lacks **human resonance**. Its language is descriptive but not **inspirational**. It conveys what a professional *does*, but not what the profession *contributes* to society.

For instance, the current descriptor for a Microelectronics Engineer defines the role as someone who "designs, develops and tests electronic components and systems for use in various applications."

This definition is factually correct, but emotionally flat. It omits the social impact of microelectronics — such as its role in developing life-saving medical devices, in enabling green energy systems, or in powering the technologies that connect people across the world.

For non-specialists — students, jobseekers, or workers in transition—such descriptions can appear **distant and impersonal**, potentially discouraging engagement with the field.

A more narrative and inclusive version might say, for example:

"Microelectronics engineers design and develop the tiny components that make modern life possible — from medical implants and renewable energy systems to smartphones and satellites. This profession welcomes people with diverse skills and backgrounds who share

curiosity, precision, and a passion for innovation."
Such phrasing preserves technical accuracy while conveying meaning, purpose, and belonging.

5.4 Career pathways and accessibility

Another limitation of current ESCO descriptors is the absence of **career pathway information**. The system does not explicitly show how a **technician can evolve into an engineer**, or how transversal skills acquired in related fields (for instance, in automation, mechatronics, or quality control) can be transferred into microelectronics.

This omission limits ESCO's communicative power, especially for young people or adults seeking to reskill.Adding even brief references to **progression routes** — for example, "Technicians may advance to engineering or specialist roles through further study or experience" — would help ESCO bridge the gap between **information** and **motivation**.

Such an approach would align ESCO more closely with EU initiatives promoting **lifelong learning**, **micro-credentials**, and **career flexibility** — principles central to the European Skills Agenda and the Digital Education Action Plan.

5.5 The inclusion gap: who feels invited

Inclusivity in ESCO descriptors is currently implicit: the absence of bias ensures neutrality, but the absence of invitation limits accessibility. Neutrality, by itself, does not automatically translate into **openness**.

To attract a broader range of candidates — including women, persons with disabilities, older workers, or those from non-technical backgrounds — ESCO could introduce brief **inclusivity statements** within occupational descriptions, such as:

"This profession offers opportunities for people of all ages, genders and cultural backgrounds, and values transferable skills from various fields."

This simple adjustment would reflect the **spirit of European equality policies** and support the EU's commitment to "leave no one behind" in the digital transition.

5.6 Towards a more communicative ESCO

To fulfil its potential as both a policy instrument and a communication tool, ESCO should evolve from a purely descriptive system into a **dual-layer model**:

1. **Technical layer** – maintaining precision and interoperability for policymakers, researchers, and institutions.

2. **Human layer** – translating each profession into accessible, inspiring language for citizens, educators, and job seekers.

This dual approach would make ESCO not just a classification, but a **gateway of opportunity** — a bridge connecting people with professions.

It would also strengthen the connection between **education and employment**, encouraging VET providers, universities, and guidance professionals to use ESCO not only as a database, but as a **storytelling framework** for skills and careers.

5.7 Implications for policy and practice

Integrating inclusivity and narrative depth into ESCO's microelectronics descriptors would have tangible policy benefits:

- It would enhance the **attractiveness of STEM careers** among under-represented groups, directly supporting EU gender equality and digital skills goals.

- It would improve the **visibility of career progression routes**, aligning with the **European Year of Skills** and promoting lifelong learning.

- It would foster a **shared European identity of excellence and openness**, where technical competence and social responsibility coexist.

In conclusion, ESCO's strength is its structure; its limitation is its silence. By giving each occupation a voice — one that speaks to both heart and mind — the European Union could turn ESCO into a **living narrative of inclusive innovation**.

6. Comparative Reflection: Convergence and Contrast

When viewed together, EURES and ESCO reveal a consistent pattern: **Europe is strong on equality law but modest in inclusive storytelling**.
EURES performs as a legal filter — ensuring neutrality — but lacks the emotional and cultural elements that attract diverse talent. ESCO provides technical coherence but omits human relatability.

This combination results in communication that is correct but cold. A small shift in language — adding empathy, visibility, and narrative — could have a large effect on the appeal of these professions to younger and more diverse audiences.

7. Europass: Humanising Skills and Inspiring Inclusion

Europass is the European Union's official platform for documenting and presenting skills, offering users a clear, accessible and multilingual way to describe their competences, experiences and learning pathways. Thanks to its standardised and user-friendly format, Europass reduces linguistic and informational barriers, supporting transparency, comparability, and mobility across Member States. More information is available at: **https://europass.europa.eu/**.
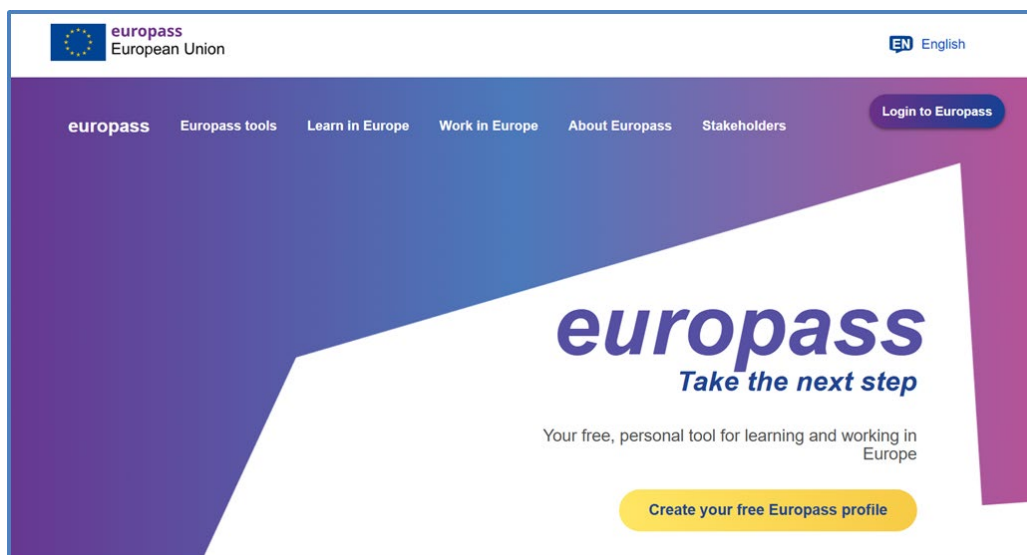
Figure 3 Europass Portal

Within the broader DEI analysis of EURES and ESCO, Europass adds a crucial human dimension. While EURES displays opportunities and ESCO defines occupational competences, Europass helps **humanise the representation of candidates**, enabling individuals – especially those with diverse backgrounds, non-linear career paths or limited familiarity with technical language – to communicate their value clearly and confidently. By making skill presentation more personal and narrative-driven, Europass not only supports jobseekers but can also inspire employers to adopt more inclusive communication practices, contributing to a more human-centred European labour ecosystem.

8. Recommendations and Forward-Looking Actions

Before outlining concrete actions, it is important to emphasise that inclusion in microelectronics is not achieved through regulation alone, but through a **shared cultural shift** in how institutions, companies, and systems communicate about work.

The following recommendations translate the analytical findings of this study into operational proposals for three key actors: employers and training institutions, the EURES platform and the European Commission, and the ESCO governance system.

8.1 For Employers and Institutions Posting on EURES

Creating job ads that invite, not just inform
Employers and training institutions are the first interface between citizens and the world of work.
The tone, structure, and content of job advertisements strongly influence who feels entitled to apply.
Inclusive communication is therefore a strategic investment: it broadens the talent pool, strengthens the company's image, and supports compliance with evolving EU standards.
To promote this shift, recruiters should be encouraged to view job postings not as bureaucratic notices but as **invitations to participation**.
Recommended actions include:

- **Use gender-neutral job titles** in all languages and avoid coded expressions that imply a preference for one gender or age group.

- **Display pay ranges or transparent pay criteria**, anticipating compliance with **Directive (EU) 2023/970** on pay transparency.

- **Include an accessibility note or a contact person** for disability-related requests, signalling openness and readiness to accommodate.

- **Mention equivalences for qualifications and international experience**, in line with ESCO and EQF principles for mobility.

- **Add a welcoming statement on diversity**, e.g., "We particularly welcome applications from women, people with disabilities, and international candidates."

- **Highlight flexible or hybrid work options**, which support parents, caregivers, and workers with different personal needs.

Such small additions can transform a neutral announcement into a message of inclusion, making EURES a more human and attractive gateway to European employment.

8.2 For the EURES Platform and the European Commission

Turning EURES into a driver of inclusive transformation
EURES, as a pan-European platform, is more than a database of job opportunities — it is a **communication ecosystem** connecting workers, employers, and national employment services.
This unique position enables EURES to shape not only recruitment flows but also **recruitment culture**.
By embedding inclusivity features into its technical and visual architecture, EURES can become a driver of cultural change across Europe.
Key proposals include:
- **Introduce optional inclusion fields** when employers post ads (e.g., salary range, accessibility, or diversity statements).

- **Create visual tags** such as *Inclusive Workplace* or *Pay Transparency* to identify and reward good practices.

- **Publish an annual D&I report** measuring how inclusivity appears across Member States and professional sectors.

- **Develop a concise language guide** on inclusive terminology and best practices for writing unbiased job ads.

Such features would not impose new obligations but rather **encourage positive visibility**, motivating employers to adopt inclusive communication and giving jobseekers clearer information about inclusive workplaces.

8.3 For ESCO Governance

Giving occupations a human voice
ESCO already serves as Europe's most comprehensive framework for skills and occupations. However, to remain relevant in a fast-changing world of work, it must speak not only to policymakers but also to citizens — especially young people, women, and workers seeking reskilling opportunities.
To this end, ESCO could evolve from a purely descriptive taxonomy into a **living narrative of European professions**.
This would mean complementing its technical precision with a more **human and inclusive perspective**, showing how each occupation contributes to society and offers multiple entry points for diverse profiles.
Recommended improvements include:
- **Add a "Human Perspective" section** to each occupation, explaining its broader social relevance (e.g., contribution to sustainability, health, or innovation).

- **Present learning and career pathways** in clear and accessible language, with links to **micro-credentials** and **EQF levels** to illustrate progression and flexibility.

- **Showcase diverse professionals as sector ambassadors**, presenting authentic stories and examples that reflect gender balance, cultural diversity, and different career journeys.

By giving each ESCO occupation a "human voice," Europe can inspire a new generation of learners and professionals — transforming ESCO from a classification tool into a **cultural bridge** between education, work, and inclusion.

9. Conclusion and Next Steps: From Compliance to Connection

Europe has made great strides in promoting equality in the workplace. But inclusion is not achieved by laws alone — it must be communicated, felt, and seen.

The microelectronics sector has the potential to become a **flagship of inclusive innovation**, showing how advanced technology and social responsibility can grow together.

By improving how EURES job ads and ESCO descriptors speak about people — not just tasks — Europe can turn its legal neutrality into emotional resonance. It can invite a new generation of talent to build chips, circuits, and systems that truly reflect the diversity of the society they serve.

Annex: Template of an Inclusive Job Advertisement (Mock-up)

The following examples demonstrate how inclusive language and structure can transform standard EURES job postings into engaging invitations that reach a broader and more diverse audience.

They are designed to show how both **engineering** and **technical** roles in microelectronics can communicate openness, accessibility, and equal opportunity without losing professional clarity.

10.1 Example 1 – Microelectronics Engineer

Position Title:
Microelectronics Engineer (all genders, all backgrounds)

Location: Leuven, Belgium – hybrid work model (3 days on-site, 2 days remote)

About Us:
At **NovaChip Europe**, we design and test the microchips that power renewable energy systems, medical technologies, and smart devices. Our team includes engineers, technicians, and designers from over 15 countries — because innovation grows through diversity.

What You'll Do:

- Design and optimise semiconductor components for low-energy applications
- Collaborate in cross-functional teams combining electronics, software, and materials science
- Participate in innovation projects connecting technology with sustainability goals

What We Offer:

- Salary range: € 3,800–€ 5,200 gross/month depending on experience
- Hybrid and flexible working hours
- Continuous learning opportunities and career growth pathways
- Accessibility accommodations available upon request

We Welcome:

We particularly encourage applications from **women, persons with disabilities, and candidates from international or non-traditional backgrounds**.
If you need any adjustments during the selection process, please contact: **inclusion@novachip.eu**

Join us to build technology that connects — not divides — people.

10.2 Example 2 – Microelectronics Maintenance Technician

Position Title:
Microelectronics Maintenance Technician (all genders, all backgrounds)

Location: Bruges, Belgium – on-site position with flexible shift arrangements

About Us:
At **NovaChip Europe**, we develop and maintain next-generation microelectronic technologies used in renewable energy, medical devices, and smart automation. Our multidisciplinary team believes that innovation grows through the collaboration of people with diverse skills, cultures, and experiences.

What You'll Do:

- Perform **preventive and corrective maintenance** on microelectronic equipment and testing systems
- Diagnose and repair hardware and process failures in cooperation with engineers and production teams
- Ensure **calibration and operational efficiency** of laboratory equipment
- Contribute to the improvement of operating procedures and workplace safety

What We Offer:

- Salary range: **€ 3,000–€ 4,200 gross/month**, depending on experience
- Continuous training on new technologies and maintenance practices
- Clear career development pathways toward supervisory or specialist roles
- Flexible working time arrangements and accessibility accommodations available on request
- An open, collaborative, and respectful work environment

We Welcome:

We welcome applications from **women, persons with disabilities, experienced professionals, recent technical graduates**, and candidates from non-traditional backgrounds.
If you require any accommodation during the recruitment process, please contact: **inclusion@novachip.eu**

Together, we build technology that is reliable, sustainable, and accessible to everyone.