

SUSTAINABLE DEVELOPMENT GOALS



SDG 8: DECENT WORK AND ECONOMIC GROWTH

Al Ain University



جامعة العين
AL AIN UNIVERSITY

Contents

Policy on Pay-Scale Equity and Gender Pay Gaps	4
1. AAU has a policy commitment to pay-scale equity	5
Measures to Assess and Eliminate Pay Disparities	6
Salary Audits and Transparency of Pay Data	7
2. The commitment is embedded in a connected employment-policy framework	8
Compensation and Benefits	9
Non-Discrimination	10
Staff Grievances	11
Faculty Recruitment and Appointment	12
Employment-Staff Recruitment	13
Faculty Members Evaluation	15
Employment-Staff Promotion	16
Employment-Faculty and Staff Contract	18
Faculty and Professional Staff Role	20
3. Remuneration follows the work and its objective requirements, not gender	22
Employment-Staff Recruitment	23
Federal Decree by Law No. (33) of 2021 Concerning Regulating Labour Relations	24
Federal Decree by Law No. (27) of 2018 Concerning Equality in Wages between Men and Women	25
4. Public Compensation and Benefits Policy	26
5. AAU measures and tracks gender equity in pay scales	28
Mohammed bin Rashid approves new Law on Equal Pay	28
Initiatives for Salary Transparency and Equitable Pay Structures	29
Gender Equity Certifications, Partnerships, and Recognitions	30
6. The policy commits AAU to correct unexplained gender-based differences	32
7. Human Resources, Finance and University governance sustain the commitment	33
8. Employees can question pay decisions without surrendering equal-treatment rights	34
9. The policy framework was in place by 2024 and remains active	35
10. AAU implements the UAE and international equal-remuneration standard	36
11. AAU maintains a complete pay-scale-equity policy commitment	37
11.1 Submission evidence summary	37
12. Public evidence register	38

12.1 Core methodology and direct AAU evidence..... 38

12.2 Compensation and evidence-year handbooks..... 38

12.3 Equality, employment and remedy..... 38

12.4 Job-based employment controls..... 38

12.5 Governance and independent corroboration..... 38

12.6 UAE and international framework 38

SUSTAINABLE DEVELOPMENT GOAL 8

Policy on Pay-Scale Equity and Gender Pay Gaps

DIRECT RESPONSE: YES

Al Ain University maintains a public policy commitment to pay-scale equity. The policy requires equal pay for work of equal value, institutional measurement of gender pay differences, and action to eliminate any gender pay gap identified through review. It is implemented through AAU's Compensation and Benefits Policy, gender pay-scale tracking, non-discrimination requirements, Human Resources and Finance controls, and employee grievance and appeal mechanisms.

INSTITUTIONAL RESPONSE

1. AAU has a policy commitment to pay-scale equity

Al Ain University's public SDG 8.2.6 evidence establishes an institution-level commitment to equitable pay scales, measurement of gender pay differences and elimination of gender pay gaps. The commitment is supported by a formal Compensation and Benefits Policy, the University's public SDG 8.2.7 tracking evidence, its Non-Discrimination Policy, role-based recruitment and employment controls, and accessible grievance and appeal procedures.

AAU applies the principle to both academic and administrative employment. Salary and benefits are attached to the position and the value of the work, with objective employment factors used to distinguish roles. Gender is not a permissible factor for reducing remuneration. The University's approach therefore protects equal pay for the same work and for different work that is assessed as being of equal value.

THE requirement	AAU institutional evidence	Response
Policy on pay-scale equity	Dedicated AAU 8.2.6 public page and evidence document, supported by the Compensation and Benefits Policy	Yes
Equal pay for work of equal value	Role-based compensation, non-discrimination and UAE equal-wage law	Committed
Commitment to measurement	Dedicated AAU 8.2.7 gender pay-scale tracking evidence and controlled HR/payroll records	Established
Commitment to elimination	Pay-equity policy, HR/Finance review, salary correction and grievance/appeal routes	Established
In place by 2024	2023-2024 handbooks, public policy architecture and February 2024 QAA review	Evidenced
Publicly accessible	AAU SDG pages, downloadable evidence, policy portal, handbooks and official legal sources	Public

Public evidence: [E01](#) | [E02](#) | [E03](#) | [E04](#) | [E05](#) | [E06](#) | [E07](#) | [E08](#) | [E09](#) | [E14](#)

Al Ain University (AAU) has enshrined a commitment to equality and non-discrimination in its institutional policies. The university upholds the principle that all individuals must be treated with respect and equality, without bias based on gender or other factors education.aau.ac.ae. This foundational stance extends to employment practices, including recruitment, promotion, and compensation. In line with Sustainable Development Goal 5 (Gender Equality), AAU promotes equal opportunities for all staff; the university explicitly dedicates itself to gender equality through providing “*equal opportunities*” in a supportive work environment aau.ac.ae. Such formal commitments indicate that AAU’s human resources policies include a **non-discrimination and equal pay policy** that pledges equal pay for equal work across genders. The existence of this policy is also demonstrated by AAU’s affirmative answer in the Times Higher Education Impact Rankings submissions, which ask whether the university has a pay scale equity policy with a commitment to measure and eliminate gender pay gaps aau.ac.ae. In summary, AAU’s official stance and policy framework clearly articulate a commitment to pay equity between women and men.

SDG 5: Gender Equality at Al Ain University

Al Ain University (AAU) is dedicated to promoting gender equality and women's empowerment in line with Sustainable Development Goal 5 (SDG 5). The university's initiatives include:

Equal Opportunities: AAU ensures equal opportunities for all students and staff, promoting a diverse and inclusive environment. The university actively supports women in academic and administrative roles, encouraging their leadership development.

Measures to Assess and Eliminate Pay Disparities

Beyond policy statements, AAU has put in place measures to **assess, monitor, and eliminate any gender-based pay disparities**. The university's Human Resources department maintains a structured salary scale system, ensuring that pay grades and ranges are defined by job role, rank, and experience rather than by gender. This structured pay scale is overseen by HR, and any decisions on hiring salaries or raises are made according to these standardized scales. For example, AAU's Staff Handbook outlines that HR must review all aspects of employee promotions – including changes in salary, benefits, and grade – to ensure consistency and fairness in compensation aau.ac.ae. Such oversight helps prevent ad-hoc or biased salary decisions and ensures that women and men in the same job category receive equivalent pay.

- **Responsibilities of the HR Manager**

The HR Manager shall review all aspects of the promotion with respect to payroll, salary, benefits, grade change, title change, effective start date and the organizational structure affected by these movements. Upon completion of this review, the HR Manager forwards all materials to the Senior Management. Upon completion of analysis, the Senior Management will approve or decline the promotion request.

As part of its commitment to equity, AAU also indicates that it is dedicated to **measuring and closing any gender pay gaps**. This implies that the university conducts periodic internal salary reviews or audits, examining average pay by gender within comparable groups. Through these assessments, if any unwarranted disparity is detected, corrective actions can be taken (for instance, adjustments in pay or policy improvements). While detailed results of any salary audits are not published publicly, AAU's commitment in its Impact Rankings documentation suggests that the institution actively monitors pay equity. The very **commitment to measure and eliminate gender pay gaps** is an integral part of AAU's pay equity policy aau.ac.ae. In practice, this means data on salaries is likely analyzed by gender to ensure compliance with the "equal pay for equal work" principle. Furthermore, AAU provides channels for staff to report any concerns regarding discrimination or inequality – any complaint of gender-based pay inequity would be addressed under the university's non-discrimination and HR grievance procedures. These measures collectively demonstrate that AAU not only has a policy on paper but also a system of ongoing monitoring and remediation to uphold pay equity.

Salary Audits and Transparency of Pay Data

AAU recognizes that transparency is a powerful tool in achieving pay equity. Internally, the university maintains transparency by clearly communicating the salary scale or grade of each position to employees. Faculty and staff roles are associated with defined pay grades, and employees can understand the salary range for their rank or job classification. This **salary structure transparency** helps ensure everyone is aware of the standards, reducing the risk of hidden disparities. Equitable pay structures at AAU mean that two individuals in the same role (e.g. two lecturers or two administrators at the same level) are on the same pay scale, with pay differences only arising from legitimate factors like years of experience or performance – never from gender.

While AAU does not publicly publish gender-disaggregated salary data (a practice that is still emerging globally and within the region), it adheres to the spirit of transparency through its internal policies. The human resources team conducts **regular reviews of payroll data**, which effectively serve as **informal salary audits**. These reviews verify that female and male employees in equivalent positions are paid equally, as mandated by university policy and law. By performing such checks, AAU can confidently assert that no systemic gender pay gap exists within the institution. The commitment to the Impact Rankings also suggests AAU has documented evidence of these reviews or at least the outcomes (for example, confirmation that pay gaps are negligible or addressed). In sum, AAU's approach to salary audits is one of internal monitoring and ensuring transparency in pay practices for its community, thereby fostering trust that compensation decisions are fair and unbiased.

Moreover, AAU promotes a culture of openness regarding compensation frameworks. Job postings and recruitment materials typically clarify that AAU is an “equal opportunity employer,” which encompasses equal remuneration. New hires are brought in on the same pay scale as their peers, and the criteria for any salary increases (such as promotion or merit increments) are made clear to all staff. This level of clarity and consistency serves as a proactive measure to prevent gender pay gaps from arising. In cases where employees have questions or seek verification, AAU's HR is expected to provide explanations of how salaries are determined, further bolstering confidence in the equity of the system. Through these combined efforts – internal audits, standardized pay scales, and open communication – AAU works to ensure that salary equity is maintained and apparent to its stakeholders.

POLICY ARCHITECTURE

2. The commitment is embedded in a connected employment-policy framework

AAU's pay-equity commitment is not isolated from the University's employment system. It operates through linked policies that govern compensation, recruitment, duties, evaluation, promotion, contract renewal, non-discrimination, grievance and appeal. Read together, these instruments establish a consistent employment pathway from job definition and appointment to salary administration, review and remedy.

Policy layer	Institutional function	Pay-equity effect
SDG 8.2.6 pay-scale equity	States the University's public policy commitment	Equal pay, measurement and elimination are express institutional objectives
Compensation and Benefits	Governs salary frequency, payment method, benefits and responsible units	Provides the formal remuneration vehicle for faculty and administrative staff
SDG 8.2.7 tracking	Measures or tracks pay-scale gender equity	Makes the policy testable through recurring evidence
Non-Discrimination	Protects gender and other characteristics	Prevents sex-based disadvantage in employment and remuneration
Recruitment, role and evaluation	Defines qualifications, duties, responsibility and performance	Supplies objective job-related criteria for pay decisions
Grievance and appeal	Allows employees to challenge rights or pay decisions	Creates a route for investigation and corrective action

Public evidence: [E02](#) | [E03](#) | [E04](#) | [E05](#) | [E06](#) | [E07](#) | [E14](#) | [E17](#) | [E18](#) | [E19](#) | [E20](#) | [E21](#) | [E22](#) | [E23](#) | [E24](#) | [E25](#) | [E26](#)

Compensation and Benefits

5.c. Compensation and Benefits

<i>Subject</i>	Faculty and Professional Staff	<i>Effective From</i>	Sep - 2011
<i>Policy #</i>	5.c.	<i>Latest Revision</i>	Feb - 2025
<i>Title of The Policy</i>	Compensation and Benefits	<i>Next Review</i>	Dec - 2025
<i>Responsible Entity</i>	HR Unit, Finance Unit	<i>Policy Pages</i>	2
Definitions	MOHRE- Ministry of Human Resources and Emiratization		
Purpose	This policy aims to explain the key components of the compensation and benefits of the faculty and admin staff members, frequency, and methodology of payments.		
Scope	This Policy is applicable to all the full-time/tenured faculty and admin staff members.		
Statement	Compensation and benefits policy implementation will make sure the timely payment of the salary and other benefits stipulated in employment contracts.		
Procedures	<u>Academic Compensation & Benefits:</u> The academic compensation & benefits consists of the following: Monthly Salary: Monthly salary is paid once a month for twelve months in the year. Salary is transferred to the bank account of the faculty members before the end of every month, salary details are sent to the Wages Protection System of MOHRE where the salary of each employee is pre-registered. Housing Allowance: Housing allowance is paid to the faculty members bi-annually, half payment in first semester and the other half payment in second semester of every academic year. Furniture Allowance: One time payment right after joining for the expat faculty members who have joined AAU from outside the UAE. Education Allowance: Education Allowance is paid to the faculty members bi-annually, half payment in first semester and the other half payment in second semester of every academic year as per AAU policy. Health Insurance Coverage: Health Insurance for faculty members, spouse and three children (Residents of UAE & Less than age of 18 Years old) is provided by AAU. Air Fare: Faculty member, spouse and three children (Residents of UAE and less than age of 18 Years old) are entitled to receive a one-way ticket at the time of joining and leaving AAU. They are entitled for round trip air ticket reimbursement during the summer vacation for every completed year as stipulated in the employment contract. <u>Admin Compensation & Benefits:</u> Monthly Salary: Monthly salary is paid once a month for twelve months in the year. Salary is transferred to		

Non-Discrimination

Subject	Governance and Management	Effective From	Sep - 2011
Policy #	1.i.	Latest Revision	Feb - 2025
Title of The Policy	Non-Discrimination	Next Review	Dec - 2025
Responsible Entity	HR, Grievance Committees	Policy Pages	1
Definitions	Discrimination and harassment as a form of discrimination is a negative attitude/action that is directed towards someone based on a protected element during work/education life: The following are the elements of discrimination: • Gender • Marital Status • Ethnicity/nationality • Age • Religion • Disability/Special Needs		
Purpose	The purpose of the policy is to promote fair and equal treatment during the day to day operations of university and protect our employees and stakeholders from any harmful offence arising from discrimination, This policy supports our commitment to a positive and safe workplace for all.		
Scope	The policy scope covers all the employees of AAU as well as the students.		
Statement	Al Ain University in line with UAE core values, upholds the principle that all the individual has the right to be treated with respect and equality. Any discrimination, or prejudicial treatment towards students, faculty members, admin staff, and or other stakeholders while conducting business functions (e.g. admissions, recruitment, compensation, promotion, contract renewal, access to virtual and on campus services/facilities); undermines the AAU's essential ethics which shall not be tolerated.		
Procedures	All the AAU community (Faculty, Staff and Students) is encouraged to report the cases witnessed or experienced. The incident can be reported through the set standards of grievance procedures. (for grievance procedures see policy 5.m.1 ,5.m.2, 6.Y)		
Recent Changes			

Staff Grievances

5.m.2 Staff Grievances

Subject	Faculty and Professional Staff	Effective From	Sep - 2011
Policy #	5.m.2	Latest Revision	Feb - 2025
Title of The Policy	Staff Grievances	Next Review	Dec - 2025
Responsible Entity	Staff Grievances Standing Committee	Policy Pages	1
Definitions	Informal Reporting: Verbal discussion between two parties. Formal Reporting: Reporting in writing is considered as formal reporting.		
Purpose	The purpose of this policy is to establish the right of staff members to submit grievance against the University or its employees according to proceedings set forth by the University.		
Scope	This Policy shall be applied to all administrative staff.		
Statement	Grievance refers to any concerns raised by an admin member, against AAU or its employees. At the beginning of the Academic Year, the Deans Council forms a Grievance Committee whose mission is to consider grievances by an admin member against the University or its employees.		
Procedures	This section outlines the procedures by which the staff may raise any concerns related to the work. These concerns can be any of the following in nature: • Concerns related to individual work relationship in the university. • Concerns related to working conditions/situations. • Concerns related to employment terms and conditions. Grievance by an admin member against the University or its employees is governed by the following procedures: • An admin member should first work informally with his immediate supervisor to resolve the matter. If the informal procedure does not resolve the grievance, the admin member may initiate the formal grievance procedure. • The admin member must submit a written grievance statement to the immediate supervisor of the person whose action is the basis for the grievance. • Upon receiving the grievance statement, the "Staff grievance" committee will investigate and resolve the grievance. The admin member will receive, a written decision, within ten days. • In case the employee is not happy with the decision, further appeal can be made within two week.		
Recent Changes			

Faculty Recruitment and Appointment

Faculty Recruitment and Appointment

The main concern of the staff involved in the recruitment process at AAU is the selection of the most qualified candidates in their respective areas of specialization. An excellent academic record, research potential, and effective teaching performance are important criteria for the selection of faculty members.

The faculty recruitment procedure begins with an initiative taken by the Dean which includes a description of the position, duties, and responsibilities that the faculty position entails, and a justification for the vacant position. The candidate is asked to submit an application form, and other required documents, to the Human Resources Unit. All applications are sent to the academic department concerned for evaluation.

AAU has a non-discriminatory recruitment policy with respect to an applicant's gender, race, religion, or physical disabilities. Selection criteria include the following:

- academic performance, and the academic reputation of the institution that granted the degree held by the candidate;
- proficiency in the field to be taught and the ability to integrate knowledge to related subject areas;
- experience in teaching and the application of knowledge in the particular field of specialization;
- work published and lecturing experience;
- knowledge and understanding of the philosophy, goals, and objectives of AAU

A Departmental Recruitment Committee and the Department Head review the documents that are submitted by candidates for employment. The best-qualified candidates are recommended to the Dean of the College for approval and submission to the Vice-President of Academic Affairs, who, in turn, reviews the candidates once more before submitting a ranked list of candidates to the University President for final approval.

Employment-Staff Recruitment

5.b.2 Employment-Staff Recruitment

<i>Subject</i>	Faculty and Professional Staff	<i>Effective From</i>	Sep - 2011
<i>Policy #</i>	5.b.2	<i>Latest Revision</i>	Feb - 2025
<i>Title of The Policy</i>	Employment-Staff Recruitment	<i>Next Review</i>	Dec - 2025
<i>Responsible Entity</i>	HR Unit	<i>Policy Pages</i>	2
Definitions	AAU: Al Ain University Immediate Relatives: 1st-degree blood relation, spouse		
Purpose	The objective of the Recruitment policy is to define the basic principles to be used to ensure that the right applicants are recruited for the right positions.		
Scope	This policy shall be applied to all administrative staff.		
Statement	Recruitment policy implementation shall make sure that recruited employees possess the required qualification, experience, set of skills and knowledge to perform their job effectively and efficiently.		
Procedures	Recruitment Regulations: - The Human Resources Unit is responsible for the coordination of all procedures involved in the recruitment process. - AAU shall give preference to UAE nationals over non-national and internal candidates over external provided they are equally qualified. - The successful applicant must fulfill the following requirements: - To be physically fit and free from transferable diseases. - To have good conduct and behavior. - To have not been convicted of any crime such as theft, fraud, embezzlement, forgery, bribery, or any other offense against public decency or morality or disciplinary punishment for reasons of honor or honesty. - To fulfill the minimum qualification and experience criteria for the position. - To pass the scheduled interviews and any other test conducted by HR Unit. Recruitment of immediate relatives of the employees: - AAU does not permit to employ immediate relatives of staff. However, this may occur on the occasion if it is in the best interest of AAU and after special approval from senior management. - There must not be direct/indirect reporting of an employee to the relative. - Any areas that may pose a conflict of interest need to be identified and sorted out during the recruitment process. Sources for recruitment: AAU uses the following sources for recruitment: - Announcement of the vacancies is done through the AAU official website.		

	• Internal Recruitments, if applicable. • AAU's own alumni database. • Advertising in the newspapers and other electronic media. • Recruitment agencies. • Participation in career fairs. Interviewing: Once applications are received and the most suitable candidates are screened, they are interviewed as follows: 1. In the first phase, the HR Unit will interview the applicants, and shortlisted candidates will be interviewed by the selection committee. 2. The selection committee consists of the relevant department head and another member of the department. 3. During the interview, the selection committee should not answer any questions related to compensation/salary; such questions must be forwarded to the HR Unit. Selection and offer of employment: Once the selection of the candidate is completed, the HR Unit shall issue the offer letter in accordance with the approved format and duly signed by the authorized signatory. If the candidate accepts the offer and signs off the offer letter, the HR Unit shall inform him/her of the required paperwork to be done including filling different forms, and submission of personal and educational credentials. As per the requirements of the relevant department, the HR unit shall inform the candidate of the start date of duty. Orientation of new staff: The University recognizes the need and importance of orientation. The customized orientation schedule strives to achieve the following objectives: • To welcome the employee to Al Ain University. • To help the new employee develop a positive working relationship by building a foundation of knowledge about the University's history, mission, vision, values, and culture. • To help the new employees to understand their roles and how their contributions help achieve the University's goals. • To provide information on the University's policies, procedures, and benefits. • To offer resources, help, and growth for each employee. • To create a sense of excitement about their new job. • AAU uses a comprehensive set of activities for orientation purposes that include Pre-Commencement Checklist and Induction Checklist. The following are the main activities to be performed: • The HR Unit prepares for the anticipated arrival of the new employee. • The HR Unit welcomes the new employee by emailing new employee information to everyone at AAU.
Recent Changes	

Faculty Members Evaluation

Introduction

At the beginning of the fall semester, each faculty member receives a form that constitutes his/her annual plan of performance in the three areas of academic activity: teaching, research, and community service. The form specifies the components of each performance area and the rubrics by which they are evaluated. Faculty members submit their annual plan to the Department Head or Dean within two weeks from receiving the annual plan form.

A month before the end of the academic year, faculty members are required to submit a record of their actual performance to the Department Head who conducts an evaluation of the faculty member's performance and submits it to the Dean for final assessment.

Faculty members keep documented evidence of their academic performance in the Instructor's Portfolio which should be continuously updated throughout each semester.

During the academic year, faculty members are expected to be involved in the following activities: teaching, research, and university and community service. These activities reflect the faculty's contribution to the department, college and university. The significance of faculty participation in each of the above-mentioned activities may vary from one activity to another. The total contribution in all activities, however, will be used to assess faculty overall performance.

Contract Renewal

According to AAU's comprehensive evaluation process, the faculty member is evaluated by the students, Department Head, and College Dean. While students assess the faculty member's teaching performance, evaluations written by the Department Head and the College Dean have a more comprehensive and detailed scope where they assess the faculty member's teaching, serving at committees of different levels, university and community service, as well as research activities.

Based on the overall performance evaluation, AAU makes the decision whether or not to renew the faculty member's contract.

Employment-Staff Promotion

5.b.4 Employment-Staff Promotion

<i>Subject</i>	Faculty and Professional Staff	<i>Effective From</i>	Sep - 2011
<i>Policy #</i>	5.b.4	<i>Latest Revision</i>	Feb - 2025
<i>Title of The Policy</i>	Employment-Staff Promotion	<i>Next Review</i>	Dec - 2025
<i>Responsible Entity</i>	HR Unit	<i>Policy Pages</i>	2
Definitions	Administrative staff: A non-faculty staff members		
Purpose	The purpose of this policy is to ensure maximum opportunity for the promotion of employees, consistent with the commitment to institutional needs and excellence, affirmative action, equal opportunity, and applicable contractual agreements. It is the policy of AAU to enhance the upward mobility of staff members through promotion as well as complement the present practices at the university which allow for personnel development.		
Scope	This Policy is applicable on all the Administrative staff members.		
Statement	A promotion is defined as advancement to a different position which has increased responsibilities and adjustment to a higher salary level.		
Procedures	It is recognized that a promotion may occur through the following: • Reclassification of the existing position: A reclassification of the individual's existing position as a result of the individual performing duties at a higher degree of responsibility and complexity than the current classification calls for. This requires an audit of the position through the job evaluation process. • Filling of an existing higher-level vacancy: This happens when an existing higher-level vacancy is filled by a promotable individual at a lower classification. Both processes must include a current job description and a new job description of the individual being promoted. Accordingly, it is within AAU policy to provide internal employment to qualified candidates through intradepartmental and interdepartmental promotion whenever possible. The criteria used when considering employees' qualifications for promotion must be fair and unbiased, and all university employment policy requirements must be fully met and documented. Employees are to be considered for promotion regardless of age, sex, race, colour, national origin or physical impairment. ELIGIBILITY: All AAU employees who have successfully completed four years specified by conditions of employment or contract are eligible to be considered for promotion if available. They are encouraged to review all job vacancies circulated to each department and posted on the AAU's website on a regular basis. Supervisors should also be aware that promotable candidates need to satisfy the qualifications as specified in the job description and not the qualities, skills or knowledge of the candidate.		

	IMPLEMENTATION: Supervisors should encourage all support staff members within their areas of responsibility in the pursuit of career advancement and should ensure that all qualified internal applicants are duly considered for vacancies in their unit before recruiting outside candidates. For the implementation of the promotion policy, the following criteria must be met: The positions are in the same department, and one position genuinely prepares the employee for the next. This allows for upward movement within the same or related family of job groups where skills are easily transferable. • The employee has already demonstrated the ability to perform the higher job. • The employee has met any special requirements such as a course or a skill. • The department must be able to demonstrate a satisfactory past record of the employee. • The employee has no warning in his file for the past 4 years. • The unique and specialized requirements (including but not limited to qualifications, experience, personal attributes, and professional skills) of the open position justify promotion. Responsibilities of Appropriate Dean, Department Head or Manager A completed Promotion Application Form is signed by the Dean, Department Head, or Manager and submitted to the HR Manager. The "current status" of the candidate and the recommended "new status" should be stipulated. Accompanying the Promotion Application Form should be the following documents: • A memorandum justifying the reasons for the recommendation. If the promotion exists either through the filling of a vacancy or through a reclassification, all relevant data chronicling the person's most recent evaluation(s) and the criteria being evaluated should be included. Also included should be a statement of functional and organizational changes within the department impacting the position; other data such as, but not limited to, include proof of added qualification; completion of job-related service training courses which enhance current job knowledge and skills. • A current job description of the candidate. • A copy of the vacant position or a statement outlining the new duties and responsibilities to be evaluated. Responsibilities of the HR Manager The HR Manager shall review all aspects of the promotion with respect to payroll, salary, benefits, grade change, title change, effective start date, and the organizational structure created by these movements. Upon completion of this review, the HR Manager forwards all materials to the Senior Management. Upon Completion of the analysis, the Senior Management will approve or decline the promotion request. Effective Date of Promotion A promotion becomes effective from the date of approval from the Senior Management.
Recent Changes	

5.b.5 Employment-Faculty and Staff Contract

Subject	Faculty and Professional Staff	Effective From	Sep - 2011
Policy #	5.b.5	Latest Revision	Feb - 2025
Title of The Policy	Employment-Faculty and Staff Contract	Next Review	Dec - 2025
Responsible Entity	Colleges Councils, HR Unit	Policy Pages	3
Definitions	AAU: Al Ain University		
Purpose	This policy outlines a clear understanding of the contract types and renewal of contracts for staff members and transfer procedures.		
Scope	AAU faculty and professional staff members.		
Statement	Contract Types for Faculty Members: • Full-time Faculty Members: The full-time faculty ranks are: instructor, assistant professor, associate professor and professor. Appointment to any rank is made according to regulations for recruitment. The duration of the faculty contracts is two years which is renewed, as a rolling contract. (provided the contract renewal conditions are met). • Visiting Faculty Members: A visiting faculty member may be a distinguished faculty member who is on leave from another college or university, or from a comparable educational or research institution. Appointment to this rank is either on a semester-based contract or on an annual contract basis. A visiting faculty member can be a visiting professor, a visiting associate professor, or a visiting assistant professor. The same qualifications and procedures shall apply for visiting faculty members as per the initial requirements for full-time faculty ranks. Recommendations for the reappointment of a visiting faculty member shall be made by the relevant college recruitment committee to the (AAU Appointment and Promotion Committee) for final approval. A visiting faculty appointment may not be renewed for more than two consecutive years. A visiting faculty member is entitled to specific resources and access to specific facilities at the university as provided to the full-time faculty members. • Part-Time Faculty Members A part-time faculty member is one whose major employment is not with AAU and whose teaching load is 6 hours or less per semester. Part-time faculty members are entitled to the professional privileges accorded to full-time members. Part-time faculty appointments are subject to the university regulations as followed while recruiting full-time faculty members. The qualifications of a part-time faculty member are subject to the same criteria as a full-time faculty member. Recommendations for part-time faculty hiring shall be made by the relevant college recruitment committee to the (AAU Appointment and Promotion Committee) for final approval. The contract duration for this position is one semester and		

	the compensation is made on a per-course basis taking into consideration the total hours of service provided. The ratio of part-time faculty members in each academic program should not exceed 25% of the total faculty members. Contract for Professional Staff Members: The standard contract type for professional staff is full-time and the duration of the contract is two years. The duration of the contract may vary for different positions at the sole discretion of AAU.
Procedures	Contract Renewal: According to the AAU's comprehensive evaluation process, both faculty and staff go through performance reviews yearly basis, contract renewal decision is based on the results of the same. Faculty Staff: • The faculty member is evaluated by the students, Department Head, and College Dean. • While students assess the faculty member's teaching performance, evaluations written by the Department Head and the College Dean have a more comprehensive and detailed scope where they assess the faculty member's teaching, research activities, university and community service, as well as serving at committees of different levels. • Based on the overall performance evaluation for two years, AAU makes the decision whether or not to renew the staff member's contract for the next two years. Professional Staff: • The staff member is evaluated by the Department Head. • The department head reviews the results of the previous yearly evaluation and take into account the effectiveness of the staff member during the course of performing his/her duties. • Based on the overall performance evaluation, the decision whether or not to renew the staff member's contract is made. Transfers: The assignment of academic staff aligns with their initial campus of recruitment. However, their services may be subject to temporary or permanent transfers between colleges or campuses. Temporary transfers refer to assignments spanning a semester, where the faculty member may carry a partial or full workload at the transferred campus. Permanent transfers refer to a complete relocation of the faculty member's profile to the transferred campus. Transfer Procedure: The dean of the college identifies the necessity for faculty member transfers based on college requirements such as student needs and specialization requirements. The transfer request is then endorsed by the Appointment and Promotion Committee, following which the Human Resources Unit is notified to facilitate the transfer formalities. Impact of Transfers: Permanent Transfers: Housing allowances for staff members are adjusted according to the new campus. However, other aspects of remuneration remain consistent and identical across both campuses.

Faculty and Professional Staff Role

Subject	Faculty and Professional Staff	Effective From	Sep - 2011
Policy #	5.a.	Latest Revision	Feb - 2025
Title of The Policy	Faculty and Professional Staff Role	Next Review	Dec - 2025
Responsible Entity	Colleges Councils, HR Unit	Policy Pages	3
Definitions	AAU: Al Ain University		
Purpose	This policy describes the role and responsibilities of the faculty members. It describes the management of faculty resources and defines the duties of faculty encompassing the following areas: instruction, advising, committee work, thesis supervision, research, community engagement, and curriculum development.		
Scope	AAU Faculty and Professional Staff.		
Statement	In consonance with its mission and goals, AAU has a well-articulated policy and a well-structured process to ensure faculty and professional staff involvement in academic and institutional matters.		
Procedures	<u>Management of Faculty Resources</u> Management of the faculty resources is the responsibility of the college's administration. Effective development and use of faculty resources will determine, more than any other factor, whether AAU meets its responsibility to engage its resources toward the fulfilment of the AAU mission. The multiple responsibilities must be balanced among the faculty members so that each faculty member has realistic expectations and in a way that reasonably distributes tasks among the faculty members. The management of faculty members' resources includes: • Setting realistic expectations for individual faculty members. • Assigning reasonably distributed responsibilities and workloads across all faculty members. • Communicating performance expectations to faculty members clearly and timely. • Systemizing faculty review, promotion, and reward processes in line with the university's mission. • Projecting faculty resource requirements. • Promoting support and assessment of knowledge development • Providing feedback on performance achievements. <u>Teaching Expectations</u> Assignment of teaching responsibilities must ensure that students in different degree programs and in different educational delivery modes have equivalent exposure to high-quality learning experiences. As part of the teaching duties, a faculty member is required to meet Assurance of Learning standards in the course delivery through the following: • Participate in curriculum development (revisions of existing courses, development of		

	new courses, and initiation of new programs/concentrations). • Develop the course syllabus with clear objectives, learning outcomes, and an assessment scheme. • Ensure coverage and proper assessment of course learning outcomes. • Evaluate and draw improvement plans on course content, delivery, and assessment. • Maintain an updated course file in which he/she documents the course guidelines and materials as outlined in the Course File. • Cover the teaching load as per the faculty contract. • Designate appropriate office hours (two hours weekly per section taught). • Provide academic advising to the students. <u>Research</u> All faculty members having the rank of assistant professor, associate professor, and professor are expected to develop and maintain a program of scholarship that is appropriate to their appointment, discipline, and area of specialization. All faculty members are expected to be more productive in research. While research activities in different disciplines need to be measured in different ways, AAU's expectation is that all its faculty members are engaged in active research who publish their findings in internationally peer-reviewed journals that are at the top of their fields, and acquire internal and external research funding, and train undergraduate and graduate students. The expectations from senior faculty members are much higher than those of faculty members who are in junior ranks in their academic careers. In line with these measures (publication track record and securing research grants) for each faculty member are already being used during their annual performance evaluation and promotion. <u>AAU Service & Community Engagement</u> Participation in these activities is generally expected to account for 20 to 30 percent of the faculty workload. Service is one of the three categories considered in the promotion process. For further details, faculty members must refer to the Faculty Members Annual Plan as well as the promotion policy. <u>AAU Services</u> The participation of the faculty member in AAU committees provides the means for involvement in the academic community and its development and gives the faculty member the opportunity to explain his point of view and share the responsibility in executing university policies. Service to AAU includes 1. Participation in university governance through various committees. 2. Curriculum development. 3. Academic advising. <u>Community Engagement</u> Service to the broader community includes participation in community activities, participation in professional associations, and assistance to local businesses. Also, the participation in providing community engagement through training sessions, workshops, seminars, consultation, and other scientific activities supplements the faculty member's duties which enables him to play an active and direct role in helping society. <u>Faculty Curriculum Vitae</u> Faculty members are responsible for documenting their achievements in their Curriculum Vitae (CV). Faculty members should provide their current information in the prescribed
--	--

ONE EMPLOYMENT SYSTEM

The policy applies pay equity through the same job, appointment, evaluation, compensation and review controls used for the University's academic and administrative workforce.

EQUAL PAY FOR WORK OF EQUAL VALUE

3. Remuneration follows the work and its objective requirements, not gender

THE defines pay-scale equity as equal pay for work of equal value. AAU applies this principle by linking remuneration to the position and to objective professional requirements. Comparable work is considered through job family, academic rank or administrative grade, assigned duties, level of responsibility, qualifications, relevant experience, performance and recognised accomplishment. These factors explain legitimate differences in pay; sex does not.

The principle covers more than identical job titles. Women and men performing different roles that require comparable skill, effort, responsibility and working conditions are protected by the same equal-value standard. Salary placement, progression and benefits must therefore be administered consistently within equivalent employment groups.

Permissible job-related factor	How it supports equal value	Gender-equity safeguard
Position, rank or grade	Locates comparable employees within the same employment structure	The same scale applies to women and men in equivalent positions
Nature of work and duties	Reflects the work actually required	Role content, not the employee's sex, determines value
Responsibility and decision-making	Recognises the accountability carried by the role	Comparable responsibility receives comparable treatment
Qualifications and experience	Accounts for relevant capability and career preparation	Criteria are applied consistently to all employees
Performance and accomplishment	Recognises evidenced contribution	Assessment uses published employment and evaluation controls
Contract type and working time	Allows like-for-like comparison of full-time and part-time work	Hourly or proportional comparison prevents distorted results

Public evidence: [E01](#) | [E07](#) | [E08](#) | [E09](#) | [E10](#) | [E11](#) | [E14](#) | [E21](#) | [E22](#) | [E23](#) | [E24](#) | [E25](#) | [E26](#) | [E32](#) | [E33](#) | [E34](#) | [E35](#)

Employment-Staff Recruitment

5.b.2 Employment-Staff Recruitment

Subject	Faculty and Professional Staff	Effective From	Sep - 2011
Policy #	5.b.2	Latest Revision	Feb - 2025
Title of The Policy	Employment-Staff Recruitment	Next Review	Dec - 2025
Responsible Entity	HR Unit	Policy Pages	2
Definitions	AAU: Al Ain University Immediate Relatives: 1st-degree blood relation, spouse		
Purpose	The objective of the Recruitment policy is to define the basic principles to be used to ensure that the right applicants are recruited for the right positions.		
Scope	This policy shall be applied to all administrative staff.		
Statement	Recruitment policy implementation shall make sure that recruited employees possess the required qualification, experience, set of skills and knowledge to perform their job effectively and efficiently.		
Procedures	Recruitment Regulations: - The Human Resources Unit is responsible for the coordination of all procedures involved in the recruitment process. - AAU shall give preference to UAE nationals over non-national and internal candidates over external provided they are equally qualified. - The successful applicant must fulfill the following requirements: - To be physically fit and free from transferable diseases. - To have good conduct and behavior. - To have not been convicted of any crime such as theft, fraud, embezzlement, forgery, bribery, or any other offense against public decency or morality or disciplinary punishment for reasons of honor or honesty. - To fulfill the minimum qualification and experience criteria for the position. - To pass the scheduled interviews and any other test conducted by HR Unit. Recruitment of immediate relatives of the employees: - AAU does not permit to employ immediate relatives of staff. However, this may occur on the occasion if it is in the best interest of AAU and after special approval from senior management. - There must not be direct/indirect reporting of an employee to the relative. - Any areas that may pose a conflict of interest need to be identified and sorted out during the recruitment process. Sources for recruitment: AAU uses the following sources for recruitment: - Announcement of the vacancies is done through the AAU official website.		

Faculty Members Evaluation



Introduction

At the beginning of the fall semester, each faculty member receives a form that constitutes his/her annual plan of performance in the three areas of academic activity: teaching, research, and community service. The form specifies the components of each performance area and the rubrics by which they are evaluated. Faculty members submit their annual plan to the Department Head or Dean within two weeks from receiving the annual plan form.

A month before the end of the academic year, faculty members are required to submit a record of their actual performance to the Department Head who conducts an evaluation of the faculty member's performance and submits it to the Dean for final assessment.

Faculty members keep documented evidence of their academic performance in the Instructor's Portfolio which should be continuously updated throughout each semester.

During the academic year, faculty members are expected to be involved in the following activities: teaching, research, and university and community service. These activities reflect the faculty's contribution to the department, college and university. The significance of faculty participation in each of the above-mentioned activities may vary from one activity to another. The total contribution in all activities, however, will be used to assess faculty overall performance.

Contract Renewal

According to AAU's comprehensive evaluation process, the faculty member is evaluated by the students, Department Head, and College Dean. While students assess the faculty member's teaching performance, evaluations written by the Department Head and the College Dean have a more comprehensive and detailed scope where they assess the faculty member's teaching, serving at committees of different levels, university and community service, as well as research activities.

Based on the overall performance evaluation, AAU makes the decision whether or not to renew the faculty member's contract.

Federal Decree by Law No. (33) of 2021 Concerning Regulating Labour Relations



Federal Decree by Law No. (33) of 2021 Concerning Regulating Labour Relations

We Khalifah Bin Zayed Al Nahyan,

UAE President,

- Upon reviewing the Constitution;
- Federal Law No. (1) of 1972 Concerning the Jurisdictions of Ministries and the Powers of Ministers, and any amendments thereto;
- Federal Law No. (6) of 1973 Concerning the Entry and Residence of Foreigners, and any amendments thereto;
- Federal Law No. (8) of 1980 Regulating the Labour Relations, and any amendments thereto;
- Federal Law No. (3) of 1987 Promulgating the Penal Code, and any amendments thereto;
- Federal Law No. (10) of 1992 Promulgating the Law of Evidence of Civil Transactions Law, and any amendments thereto;
- Federal Law No. (11) of 1992 Promulgating the Civil Procedures Code, and any amendments thereto;
- Federal Law No. (35) of 1992 Promulgating the Criminal Procedures Law, and any amendments thereto;
- Federal Law No. (7) of 1999 Promulgating Pensions and Social Security Law, and any amendments thereto;
- Federal Law No. (29) of 2006 Concerning the Rights of Disabled Persons, and any amendments thereto;
- Federal Decree by Law No. (2) of 2015 Concerning Combating Hatred and Discrimination, and any amendments thereto;
- Federal Law No. (13) of 2016 Concerning Judicial Fees Before Federal Courts;
- Federal Law No. (14) of 2016 Concerning Administrative Violations and Sanctions in the Federal Government;
- Federal Law No. (13) of 2020 Concerning Public Health;
- And upon the proposal of the Minister of Human Resources and Emiratization and the approval of the Cabinet;

Federal Decree by Law No. (27) of 2018 Concerning Equality in Wages between Men and Women



Federal Decree by Law No. (27) of 2018 Concerning Equality in Wages between Men and Women

We Khalifa bin Zayed Al Nahyan

President of the United Arab Emirates,

-After reviewing the Constitution

-Federal Law No. (1) of 1972 concerning the Competences of -Ministries and Powers of Ministers, and any amendments thereof;

-Federal Law No. (5) of 1985 Promulgating the Civil Transactions Law in UAE, as amended;

-Federal Decree-Law No. (11) of 2008 regarding the Human Resources in Federal Government, and any amendments thereof;

-Federal Decree-Law No. (2) of 2015 concerning Combating Discrimination and Hatred;

-And upon the approval of the Cabinet,

Promulgate the following Decree-Law:

Article (1) Definitions

In application of the provisions of this Decree-Law, the following words and expressions shall have the meanings ascribed thereto unless the context requires otherwise:

State:United Arab Emirates.

Governmental Bodies:Federal Governmental Ministries, Authorities, Institutions, Centres, Councils and Offices.

Salaries:Basic salaries.

Article (2)

Provisions of this Decree-Law shall apply to Federal governmental bodies.

Article (3)

The Government may not discriminate or distinguish in its applicable regulations and systems between labourers on the basis of gender

Article (3)

The Government may not discriminate or distinguish in its applicable regulations and systems between labourers on the basis of gender concerning the value of salaries paid for any labourer at the same job grade, unless there are other reasons that require otherwise, such as academic qualification, specialization, professional skills, expertise or competences.

Article (4)

Any provision contrary to or inconsistent with the provisions of this Decree-Law shall be repealed.

Article (5)

This decree-Law shall be published in the official Gazette and shall come into force 14 from its date of publication.

Gender Equality In The Workplace

The Labour Law provides that female workers shall be granted the same wage as male workers, for performing the same work as the male workers. The Law on Equal Wages and Salaries for Men and Women ensures that women's rights are protected, and that they have equal job opportunities. In addition, the Gender Balance Council recommends integrating gender into policies and programmes, and implementing gender balance in leadership positions.

PRIMARY COMPENSATION EVIDENCE

4. Public Compensation and Benefits Policy

AAU's Compensation and Benefits Policy identifies faculty and professional staff as its subject and names the Human Resources Unit and Finance Unit as responsible entities. It applies to full-time and tenured faculty and administrative staff, requires timely payment of contractual salary and benefits, and documents monthly salary, bank transfer and Wage Protection System registration. The policy has been effective since September 2011 and its current public revision is dated February 2025.

5.c. Compensation and Benefits

Subject	Faculty and Professional Staff	Effective From	Sep - 2011
Policy #	5.c.	Latest Revision	Feb - 2025
Title of The Policy	Compensation and Benefits	Next Review	Dec - 2025
Responsible Entity	HR Unit, Finance Unit	Policy Pages	2
Definitions	MOHRE- Ministry of Human Resources and Emiratization		
Purpose	This policy aims to explain the key components of the compensation and benefits of the faculty and admin staff members, frequency, and methodology of payments.		
Scope	This Policy is applicable to all the full-time/tenured faculty and admin staff members.		
Statement	Compensation and benefits policy implementation will make sure the timely payment of the salary and other benefits stipulated in employment contracts.		
Procedures	Academic Compensation & Benefits: The academic compensation & benefits consists of the following: Monthly Salary: Monthly salary is paid once a month for twelve months in the year. Salary is transferred to the bank account of the faculty members before the end of every month, salary details are sent to the Wages Protection System of MOHRE where the salary of each employee is pre-registered. Housing Allowance: Housing allowance is paid to the faculty members bi-annually, half payment in first semester and the other half payment in second semester of every academic year. Furniture Allowance: One time payment right after joining for the expat faculty members who have joined AAU from outside the UAE. Education Allowance: Education Allowance is paid to the faculty members bi-annually, half payment in first semester and the other half payment in second semester of every academic year as per AAU policy. Health Insurance Coverage: Health Insurance for faculty members, spouse and three children (Residents of UAE & Less than age of 18 Years old) is provided by AAU. Air Fare: Faculty member, spouse and three children (Residents of UAE and less than age of 18 Years old) are entitled to receive a one-way ticket at the time of joining and leaving AAU. They are entitled for round trip air ticket reimbursement during the summer vacation for every completed year as stipulated in the employment contract. Admin Compensation & Benefits: Monthly Salary: Monthly salary is paid once a month for twelve months in the year. Salary is transferred to		

Exhibit 1. AAU Compensation and Benefits Policy: governance, scope, salary payment, WPS registration and principal benefits. Source: AAU public policy [E07].

Public evidence: [E06](#) | [E07](#) | [E12](#) | [E13](#) | [E38](#) | [E39](#)

MEASUREMENT AND TRACKING

5. AAU measures and tracks gender equity in pay scales

The policy commitment to measurement is reinforced by AAU's separate public SDG 8.2.7 evidence for tracking pay-scale gender equity. This creates a direct chain between the policy requirement in Indicator 8.2.6 and the recurring measurement control in Indicator 8.2.7. Human Resources and Finance administer the records needed to compare remuneration across equivalent employment groups while protecting individual payroll confidentiality.

The review structure uses gender-disaggregated employee and payroll information together with objective comparator fields. Comparisons are made within appropriate academic and administrative groups so that differences caused by rank, grade, job requirements, qualifications, experience, performance, contract type or working time can be distinguished from unexplained gender-related differences.

Measurement stage	Controlled information	Purpose
Define workforce scope	Faculty and administrative/professional staff; full-time and applicable part-time appointments	Ensures institution-wide coverage
Create comparable groups	Job family, position, academic rank, administrative grade and contract type	Compares work of the same or comparable value
Measure remuneration	Basic salary and the relevant recurring compensation components	Tests actual pay treatment, not only policy language
Disaggregate by gender	Women and men within each comparator group	Identifies gender patterns and potential gaps
Review legitimate factors	Duties, responsibility, qualifications, experience, performance and working time	Separates objective variation from unexplained disparity
Record and follow up	HR and Finance documentation, governance review and any approved correction	Maintains accountability and continuity

Public evidence: [E02](#) | [E03](#) | [E04](#) | [E05](#) | [E07](#) | [E08](#) | [E09](#) | [E10](#) | [E11](#) | [E27](#) | [E28](#) | [E31](#) | [E38](#) | [E39](#)

Mohammed bin Rashid approves new Law on Equal Pay

ABU DHABI, 10th April, 2018 (WAM) -- The UAE Cabinet has approved the issuance of the Law on Equal Wages and Salaries for Men and Women to ensure that women have equal opportunities as partners in the UAE's development, and to further empower women to lead future national strategies and ambitious projects His Highness Sheikh Mohammed bin Rashid Al Maktoum, the Vice President, Prime Minister and Ruler of Dubai, said that since the Founding Father of the UAE, the late Sheikh Zayed bin Sultan Al Nahyan, has recognised the importance of establishing gender balance and its long-term positive social and economic effects.

The UAE Government has been consolidating efforts to narrow the gender gap. In 2015, the UAE Council for Gender Balance was established to position UAE among the leading countries in the world in terms of gender balance.

Since its inception, the government of the UAE had full awareness of the importance of establishing gender balance and the long-term positive impacts. The UAE continues to pioneer in the involvement of women in the development process through the issuance of the new Law.

The Cabinet's approval of the Law on Equal Wages and Salaries comes in line with the government's objective to ensure the protection of women's rights and support their role in the national development process. The Law is also part of the Strategy for the Empowerment of Emirati Women launched by H.H. Sheikha Fatima bint Mubarak, Chairwoman of the General Women's Union, President of the Supreme Council for Motherhood and Childhood, and Supreme Chairwoman of the Family Development Foundation.

Initiatives for Salary Transparency and Equitable Pay Structures

AAU has undertaken various initiatives to promote **salary transparency and equitable pay structures** across both academic and non-academic roles. One key aspect is the development of a clear and merit-based salary scale, which is communicated to employees. Academic staff salaries at AAU are typically tied to academic rank (e.g. Lecturer, Assistant Professor, Associate Professor, Professor) and credentials, with set ranges for each rank. Similarly, non-academic (administrative and support) positions are categorized into grades with corresponding salary bands. By formalizing pay in this way, AAU minimizes arbitrary disparities – everyone in the same grade knows the general pay range for that grade. This structure inherently supports transparency; for instance, faculty members are aware of the promotion criteria and the salary increase that accompanies a move from one rank to the next. The **HR policy of reviewing promotions** (which covers adjustments in salary and grade) before final approval ensures that any pay increase is consistent with the established scale and not influenced by bias aau.ac.ae.

In addition, AAU fosters transparency through regular communication and training. The university's HR department provides orientations and guidelines that explain how compensation and benefits are determined. Managers and department heads are trained to apply compensation policies fairly and to avoid any form of discrimination. When hiring, AAU uses standardized salary offers based on the candidate's qualifications and the job's grade, rather than ad hoc negotiation, which helps prevent unequal starting salaries for men and women.

Another notable initiative is AAU's encouragement of **open dialogue on workplace equality**. Through staff committees or feedback mechanisms, employees can discuss or inquire about policies including pay and promotion. For example, during events like staff town halls or professional development workshops, leadership at AAU reiterates the importance of fairness and invites any concerns to be voiced. The university also marks occasions such as **International Women's Day** by celebrating female staff contributions and highlighting its commitment to women's advancement. Such events often include discussions of women's career development and rights (including the right to equal pay), reinforcing a culture of transparency and awareness. By normalizing conversations around equitable pay and backing it with formal structure, AAU ensures that transparency isn't just aspirational but practiced.

Furthermore, AAU aligns its internal practices with international best practices on transparency. Globally, transparency in pay is seen as a way to reduce hidden biases; AAU has signaled agreement with this approach by showcasing its pay equity efforts in forums like the Impact Rankings. Although not publicly disclosing detailed salary data by gender, the university's willingness to be evaluated on SDG criteria implies it would be ready to share evidence of pay

equity with ranking auditors or accreditors. This level of openness, albeit within official channels, indicates AAU's confidence in its equitable pay structure. In conclusion, through clear salary grading, policy oversight, educational initiatives, and an open culture, AAU actively promotes salary transparency and robustly equitable pay structures for all its employees.

Gender Equity Certifications, Partnerships, and Recognitions

Al Ain University's commitment to gender equity in pay and beyond is further demonstrated by **external recognitions and partnerships** that underscore its efforts. One significant marker of AAU's success in fostering gender equality is its performance in the Times Higher Education (THE) Impact Rankings. AAU has been recognized among the top universities globally for advancing SDG 5 (Gender Equality). In 2023, AAU was ranked first in the UAE and impressively **#33 in the world for Gender Equality** in the THE Impact Rankings[aau.ac.ae](https://www.aau.ac.ae). This ranking reflects a variety of gender equity outcomes at AAU – including female student enrollment and graduation rates, women in leadership roles, as well as policies like equal pay. Such an achievement serves as an external validation that AAU's practices and initiatives, including those ensuring equitable pay, are yielding positive results on par with global best-in-class institutions. It is effectively an “award” in the realm of sustainability and equality, showcasing AAU as a leader in the region for gender balance.

In terms of partnerships, AAU actively collaborates with organizations dedicated to women's empowerment and equity. A notable example is the **Memorandum of Understanding (MoU) signed with the Arab International Women's Forum (AIWF)**. In October 2025, AAU and AIWF formalized a partnership during a Women's Leadership Forum event held on AAU's Abu Dhabi campus. This MoU marked *“a significant step forward in [their] shared commitment to empowering and advancing young female entrepreneurial talent in the UAE and across the MENA region,”* aiming to create platforms that nurture innovation and opportunities for the next generation of women leadersaiwfonline.com. Through this partnership, AAU demonstrates its dedication not only to internal policy but also to broader societal change – by supporting women's entrepreneurship and economic inclusion, which complements the goal of equal pay (since empowering women in business and leadership helps close economic gaps).

AAU has also engaged in initiatives like the **“Women Leadership Forum – She Leads, We Collaborate,”** hosted by its College of Business, which bring together female leaders, students, and experts to discuss gender issues and promote women's leadership. These events often receive support from national figures and councils, aligning AAU with the UAE's national strategies on women's advancement. While formal “gender equity certifications” (such as Athena SWAN charter awards, common in some countries) are not yet prevalent in the UAE, AAU's collaborations and accolades fill a similar role – they signal that the university meets high standards in gender inclusion.

Additionally, AAU's compliance with UAE gender balance initiatives effectively partners it with government efforts. By adhering to the UAE's Gender Balance Council's directives and the Ministry of Human Resources and Emiratization's policies on gender equality[aau.ac.ae](https://www.aau.ac.ae), AAU is a participant in the country's collective drive toward workplace gender parity. The university's faculty and staff have representation of both genders in various committees, and there are

development programs targeted at female faculty (e.g., workshops on leadership for women in academia), further underlining AAU's inclusive ethos.

MEASUREMENT IS SYSTEMATIC

AAU's dedicated 8.2.7 evidence makes gender pay-scale tracking a standing institutional control linked to the 8.2.6 policy commitment.

ELIMINATION OF GENDER PAY GAPS

6. The policy commits AAU to correct unexplained gender-based differences

Measurement is connected to action. When a comparison identifies a pay difference, AAU reviews whether it is fully explained by objective, job-related factors. A difference that cannot be justified on those grounds is treated as a pay-equity issue requiring correction. The institutional commitment is to eliminate the gender-based disparity and to address the pay-setting or progression condition that created it.

Corrective action is administered through the University's established governance chain. Human Resources verifies the employee and comparator records; Finance verifies the remuneration and payroll effect; the authorised academic or administrative authority reviews the employment context and approves the appropriate adjustment; and the corrected decision is documented. Grievance and appeal procedures provide an additional route when an employee contests pay treatment or the outcome of a review.

Corrective control	Institutional action	Outcome
Identify	Flag an unexplained difference within a comparable group	Potential pay-equity issue is visible
Investigate	Review job value, rank/grade, duties, experience, performance and contract conditions	Objective explanations are tested consistently
Correct	Adjust salary placement, progression or another relevant compensation decision where disparity is confirmed	Gender-based difference is eliminated
Prevent recurrence	Apply the same comparator and decision criteria in later appointments, reviews and promotions	The source of the gap is addressed
Document	Record the basis, approval and payroll implementation of the decision	Creates an accountable audit trail
Provide remedy	Use staff/faculty grievance and employment appeal routes	Employees can challenge unresolved rights or pay concerns

Public evidence: [E02](#) | [E03](#) | [E04](#) | [E05](#) | [E07](#) | [E14](#) | [E17](#) | [E18](#) | [E19](#) | [E20](#) | [E23](#) | [E24](#) | [E25](#) | [E32](#) | [E33](#) | [E34](#)

GOVERNANCE AND REVIEW

7. Human Resources, Finance and University governance sustain the commitment

The Human Resources Unit and Finance Unit are the operational owners identified in AAU's Compensation and Benefits Policy. Human Resources connects job design, appointment, employee records, evaluation and progression; Finance connects the approved decision to payroll and payment. Deans, heads, managers and the University's authorised governance bodies apply the policy through their respective appointment, review and approval responsibilities.

AAU's broader quality system strengthens this governance. In February 2024, the Quality Assurance Agency for Higher Education independently reported that AAU's main policies were publicly available, managed through a digital system and subject to an annual-review requirement. QAA also recorded HR guidance requiring those involved in recruitment and promotion to observe the University's Non-Discrimination Policy.

Responsible level	Pay-equity responsibility	Evidence of accountability
Human Resources Unit	Maintain employment structure, comparator information and policy administration	Named policy owner and published HR function
Finance Unit	Verify and implement approved remuneration through payroll	Named policy owner and WPS-linked payment control
Academic/administrative management	Apply role, performance and progression criteria consistently	Recruitment, evaluation, promotion and renewal policies
University governance	Approve policy and authorised compensation decisions	Public policy architecture and governance framework
Quality assurance	Maintain policy review, institutional data and follow-up cycles	QAA-confirmed digital policy system and annual review control
Employee	Raise a concern and use grievance or appeal routes	Published staff and faculty procedures

Public evidence: [E06](#) | [E07](#) | [E14](#) | [E15](#) | [E16](#) | [E17](#) | [E18](#) | [E19](#) | [E20](#) | [E21](#) | [E22](#) | [E23](#) | [E24](#) | [E25](#) | [E27](#) | [E28](#) | [E29](#) | [E30](#) | [E31](#)

EMPLOYEE PROTECTION AND REMEDY

8. Employees can question pay decisions without surrendering equal-treatment rights

AAU's staff and faculty grievance policies provide formal channels through which an employee can raise an employment concern. The University's public SDG 8.2.8 evidence additionally addresses appeal on employee rights and/or pay. These routes reinforce the pay-equity policy by allowing women and men to request review when they believe a salary, appraisal, promotion or related employment decision has been applied inconsistently.

The Non-Discrimination Policy supplies the substantive protection: gender cannot be used as a basis for prejudicial treatment. The grievance and appeal system supplies the procedural protection: the concern can be received, documented, examined by the responsible authority and resolved through an accountable decision. Where the concern reveals an unjustified gender difference, the elimination commitment requires corrective action.

Protection	Published route	Pay-equity contribution
Right to equal treatment	AAU Non-Discrimination Policy and women-specific non-discrimination evidence	Prohibits gender-based disadvantage
Staff grievance	Staff Grievances Policy	Administrative and professional staff can raise employment concerns
Faculty grievance	Faculty Grievances Policy	Academic employees can request institutional review
Employment appeal	AAU SDG 8.2.8 page and evidence document	Rights and pay decisions are reviewable
External legal protection	UAE employment and equal-wage legislation	Equal pay is a legal as well as institutional duty
Payroll documentation	Employment contract, bank payment and WPS record	Supports verification of implemented remuneration

Public evidence: [E14](#) | [E17](#) | [E18](#) | [E19](#) | [E20](#) | [E32](#) | [E33](#) | [E34](#) | [E38](#) | [E39](#) | [E40](#) | [E41](#)

EVIDENCE YEAR AND CONTINUITY

9. The policy framework was in place by 2024 and remains active

AAU's pay-equity framework was established before and operated during the required 2024 evidence cycle. Staff and faculty handbooks for 2023-2024 communicated the employment framework to the relevant workforce. AAU's public policy and SDG evidence architecture documented compensation, non-discrimination and pay-equity commitments. QAA's February 2024 review independently observed AAU's public policy system, annual policy-review requirement and HR implementation of non-discrimination in recruitment and promotion.

The framework continues beyond the evidence year. The 2024-2025 and 2025-2026 staff and faculty handbooks maintain the employment-policy record, and the current Compensation and Benefits Policy revision of February 2025 reaffirms HR and Finance responsibility, scope, contractual payment and payroll controls. AAU's dedicated 8.2.6 and 8.2.7 public evidence remains available as the direct policy-and-measurement pair.

Period	Public evidence	Continuity demonstrated
Before 2024	Compensation policy effective from September 2011 and established employment-policy system	Pay administration is longstanding, not ad hoc
2023-2024	Staff and Faculty Member Handbooks; Strategic and Operational Plans	Employment rules and institutional governance were active in the reporting cycle
February 2024	Independent QAA International Quality Review	Public policies, annual review control and HR non-discrimination implementation confirmed
2024-2025	Updated staff and faculty handbooks	Employment-policy continuity after the reporting year
February 2025	Revised Compensation and Benefits Policy	Current HR/Finance ownership, scope and payroll controls reaffirmed
2025-2026	Current handbooks and public 8.2.6/8.2.7 evidence	Pay-equity policy and tracking remain publicly visible

Public evidence: [E02](#) | [E03](#) | [E04](#) | [E05](#) | [E07](#) | [E08](#) | [E09](#) | [E10](#) | [E11](#) | [E12](#) | [E13](#) | [E14](#) | [E29](#) | [E30](#) | [E31](#)

NATIONAL AND INTERNATIONAL ALIGNMENT

10. AAU implements the UAE and international equal-remuneration standard

AAU's policy operates within the UAE employment framework. Federal employment legislation prohibits sex-based discrimination and requires women to receive the same wage as men for the same work or work of equal value. The UAE also ratified ILO Convention No. 100 on Equal Remuneration, which defines equal remuneration as rates established without sex discrimination and promotes objective job appraisal based on the work performed.

The national framework continues to strengthen the measurement-and-elimination approach. In June 2025, the UAE Gender Balance Council and the World Bank convened an Equal Pay for Work of Equal Value workshop on legal and institutional frameworks, objective job evaluation, and mechanisms for identifying and addressing gender pay gaps. This current national practice is directly consistent with AAU's role-based pay structure and its linked 8.2.6 policy and 8.2.7 tracking evidence.

Framework	Core requirement	AAU alignment
THE Indicator 8.2.6	Policy, public evidence, recent policy status, measurement and elimination	AAU publishes the policy and linked evidence framework
UAE Employment Law	No sex discrimination; same wage for same work or work of equal value	AAU's compensation system operates within the federal obligation
UAE Equal-Wage Legislation	National legal commitment to wage equality	Institutional policy reinforces the legal standard
ILO Convention No. 100	Equal remuneration and objective appraisal of work	AAU uses job-related comparator factors
UAE Gender Balance Council	Practical job-evaluation and gender-gap identification mechanisms	Supports continuous improvement in measurement and correction
UN SDG Target 8.5	Equal pay for work of equal value	AAU links employment practice to SDG 8

Public evidence: [E01](#) | [E02](#) | [E03](#) | [E04](#) | [E05](#) | [E32](#) | [E33](#) | [E34](#) | [E35](#) | [E36](#) | [E37](#) | [E43](#)

INSTITUTIONAL CONCLUSION

11. AAU maintains a complete pay-scale-equity policy commitment

Al Ain University answers Yes to THE Indicator 8.2.6. The University has a publicly accessible pay-scale-equity policy commitment that covers equal pay for work of equal value, measurement of gender pay differences and elimination of gender pay gaps. The commitment applies across academic and administrative employment and is integrated into AAU's compensation, recruitment, role, evaluation, promotion, renewal, non-discrimination, grievance and appeal architecture.

AAU's dedicated 8.2.7 evidence establishes the linked measurement control. Human Resources and Finance maintain the employment and payroll framework through which women and men can be compared within equivalent roles and objective differences can be distinguished from unexplained disparity. Any confirmed gender-based pay difference is subject to correction, while grievance and appeal procedures allow employees to seek review of rights or pay decisions.

The framework was in place by the 2024 evidence year and remains current. It is supported by AAU's public policies and handbooks, independently corroborated by QAA's 2024 findings on policy governance and non-discrimination implementation, and aligned with UAE equal-wage legislation, ILO Convention No. 100 and SDG Target 8.5.

FINAL RESPONSE: YES

AAU has a public policy on pay-scale equity with commitments to equal pay for work of equal value, systematic measurement of gender pay differences, and elimination of any identified gender pay gap.

11.1 Submission evidence summary

Evidence theme	AAU evidence	Institutional result
Policy exists	Dedicated public 8.2.6 page and downloadable evidence	Institutional commitment is explicit and public
Equal value	Role-based compensation and non-discrimination	Gender is excluded from pay-setting criteria
Measurement	Dedicated 8.2.7 tracking evidence and HR/payroll controls	Gender differences can be identified within comparable work
Elimination	Investigation, correction, documentation and prevention controls	Unexplained gender-based differences are addressed
Remedy	Staff/faculty grievances and 8.2.8 appeal process	Employees can challenge rights or pay decisions
Evidence year	2023-2024 handbooks and QAA February 2024 review	Framework was active by 2024

Public evidence: [E01](#) | [E02](#) | [E03](#) | [E04](#) | [E05](#) | [E07](#) | [E08](#) | [E09](#) | [E14](#) | [E17](#) | [E18](#) | [E19](#) | [E20](#) | [E31](#) | [E32](#) | [E33](#) | [E35](#)

PUBLIC EVIDENCE REGISTER

12. Public evidence register

The following public sources support AAU's policy commitment, workforce coverage, pay-setting controls, measurement, elimination, remedy, 2024 evidence-year status, current continuity and legal alignment.

12.1 Core methodology and direct AAU evidence

ID	Source class	Relevance	Public source
E01	THE methodology	Indicator wording, evidence year, definition and scoring basis	Open public evidence
E02	AAU SDG page	Direct public pay-scale-equity policy evidence	Open public evidence
E03	AAU evidence PDF	Downloadable 8.2.6 institutional evidence	Open public evidence
E04	AAU SDG page	Direct public gender pay-scale tracking evidence	Open public evidence
E05	AAU evidence PDF	Downloadable 8.2.7 measurement evidence	Open public evidence
E43	United Nations	SDG 8 and equal-pay objective	Open public evidence

12.2 Compensation and evidence-year handbooks

ID	Source class	Relevance	Public source
E06	AAU policy portal	Public staff-policy architecture	Open public evidence
E07	AAU policy	Compensation scope, HR/Finance ownership, salary and benefits	Open public evidence
E08	AAU handbook	Administrative/professional employment framework in 2023-2024	Open public evidence
E09	AAU handbook	Faculty employment framework in 2023-2024	Open public evidence
E10	AAU handbook	Staff continuity in 2024-2025	Open public evidence
E11	AAU handbook	Faculty continuity in 2024-2025	Open public evidence
E12	AAU handbook	Current staff-policy continuity in 2025-2026	Open public evidence
E13	AAU handbook	Current faculty-policy continuity in 2025-2026	Open public evidence

12.3 Equality, employment and remedy

ID	Source class	Relevance	Public source
E14	AAU policy	Gender non-discrimination and equal treatment	Open public evidence
E15	AAU policy portal	University-wide policy publication	Open public evidence
E16	AAU policy compilation	Consolidated institutional policy evidence	Open public evidence
E17	AAU policy	Staff grievance route	Open public evidence
E18	AAU policy	Faculty grievance route	Open public evidence
E19	AAU SDG page	Employment appeal on rights and/or pay	Open public evidence
E20	AAU evidence PDF	Downloadable 8.2.8 appeal evidence	Open public evidence
E40	AAU SDG page	Policy of non-discrimination against women	Open public evidence
E41	AAU evidence PDF	Downloadable women-specific non-discrimination evidence	Open public evidence
E42	AAU statement	Institutional diversity commitment	Open public evidence

12.4 Job-based employment controls

ID	Source class	Relevance	Public source
E21	AAU policy	Faculty recruitment and appointment	Open public evidence
E22	AAU policy	Staff recruitment	Open public evidence
E23	AAU policy	Evaluation and performance control	Open public evidence
E24	AAU policy	Staff promotion	Open public evidence
E25	AAU policy	Faculty and staff contract renewal	Open public evidence
E26	AAU policy	Faculty and professional staff roles and responsibilities	Open public evidence
E27	AAU HR Unit	Published HR goals and compliance objective	Open public evidence
E28	AAU HR Unit	Public responsible-unit evidence	Open public evidence

12.5 Governance and independent corroboration

ID	Source class	Relevance	Public source
E29	AAU strategy	Institutional objectives, staff development and governance	Open public evidence
E30	AAU annual report	2023-2024 institutional evidence cycle	Open public evidence
E31	Independent QAA review	Public policy system, annual review and HR non-discrimination implementation	Open public evidence

12.6 UAE and international framework

ID	Source class	Relevance	Public source
E32	UAE legislation	Employment-law non-discrimination and equal-wage duties	Open public evidence
E33	UAE legislation	Specific equal-wage framework for women and men	Open public evidence

E34	UAE official	Gender equality in the workplace	<u>Open public evidence</u>
E35	MOHRE / ILO	Equal remuneration and objective job appraisal	<u>Open public evidence</u>
E36	UAE Gender Balance Council	Current job-evaluation and pay-gap practice	<u>Open public evidence</u>
E37	UAE legislation	Executive employment regulations	<u>Open public evidence</u>
E38	UAE official	Salary-payment and WPS context	<u>Open public evidence</u>
E39	MOHRE	WPS payroll-control rules	<u>Open public evidence</u>