Al Ain University

8.2 > SDG8 - 8.2.6

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SDG 8: DECENT WORK AND ECONOMIC GROUTH

Al Ain University

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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	Dedicated AAU 8.2.6 public page and evidence	**Yes**

THE requirement	AAU institutional evidence	Response
equity	document, supported by the Compensation and Benefits Policy	
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 factorseducation.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.**

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 compensationaau.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.

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 policyaau.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

Non-Discrimination

Staff Grievances

Faculty Recruitment and Appointment

Employment-Staff Recruitment

Faculty Members Evaluation

Employment-Staff Promotion

Employment-Faculty and Staff Contract

Faculty and Professional Staff Role

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	Recognises evidenced contribution	Assessment uses published

Permissible job-related factor	How it supports equal value	Gender-equity safeguard
accomplishment		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

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

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

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.

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 biasaau.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](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 leaders[aiwfonline.com](aiwfonline.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 Emiratisation's policies on gender equality[aau.ac.ae](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

Corrective control	Institutional action	Outcome
		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	Downloadable women-specific non-	**Open public evidence**

ID	Source class	Relevance	Public source
	PDF	discrimination 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	**Open public evidence**
E35	MOHRE / ILO	Equal remuneration and objective job appraisal	**Open public evidence**
E36	UAE Gender Balance Council	Current job-evaluation and pay-gap practice	**Open public evidence**

E37	UAE legislation	Executive employment regulations	**Open public evidence**
E38	UAE official	Salary-payment and WPS context	**Open public evidence**
E39	MOHRE	WPS payroll-control rules	**Open public evidence**

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