Pay Scale Equity and Gender Pay Gap Policy

Title of the Policy	**Pay Scale Equity and Gender Pay Gap Policy**
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1. Introduction

Masters' Union is committed to equitable, transparent and non-discriminatory pay. Employees doing the same or substantially similar work receive equal pay, and any difference in pay arises only from objective, documented factors. Masters' Union commits to measuring gender pay gaps and to eliminating any gap that cannot be justified.

2. Policy Statement

Masters' Union will:

- pay equally for the same or substantially similar work
- apply objective, gender-neutral pay criteria
- maintain equitable pay structures
- measure its gender pay gap every year
- investigate every material or unexplained pay difference
- take corrective action to eliminate unjustified gender pay gaps
- publish its gender pay gap findings every year

Gender does not directly or indirectly determine any employee's salary, benefits, increment, incentive, promotion or access to higher-paid opportunities.

3. Scope

This policy applies to everyone directly employed by Masters' Union: faculty; academic and research staff; administrative, professional, technical and support staff; full-time, part-time and fixed-term employees; international employees; and institutional leadership.

It covers starting salaries; basic salary and fixed allowances; variable pay and increments; promotions and retention adjustments; and benefits and all other rewards.

4. Legal and Regulatory Framework

This policy complies with the Code on Wages, 2019 and applicable Central and Haryana rules. The Code prohibits gender discrimination in wages for the same or similar work, and prohibits reducing any employee's wages to achieve compliance.

5. Principles of Pay Equity

Pay decisions are based only on objective factors: the scope and complexity of the role; qualifications; experience; specialised skills; level of responsibility; performance; internal role alignment; and market benchmarks.

Gender, gender identity, marital status, pregnancy, family responsibilities and maternity-related absence are never used to justify a difference in pay.

6. Pay Structures

Masters' Union maintains defined roles and job levels; salary bands for each level; documented criteria for setting salaries; consistent promotion and increment processes; approval controls for any pay exception; and records explaining every material variation in pay. Previous salary is never the sole basis for setting pay.

7. Gender Pay Gap Measurement

Human Resources measures and reports on gender pay equity every year, covering:

- mean and median gender pay gaps
- gaps in basic salary, total guaranteed pay and variable pay
- gaps by function and by level
- gaps between employees doing comparable work
- differences in starting salaries
- promotion and increment outcomes
- representation of women in each pay quartile

The analysis separates the overall institutional gap from unexplained differences between employees doing comparable work. Individual data stays confidential.

8. Review of Pay Differences

Every material or unexplained pay difference is reviewed to confirm whether it arises from legitimate, documented factors: role scope; experience and qualifications; performance; scarcity of specialist skills; working arrangements; or documented market conditions.

A difference is not justified if it rests only on previous salary, individual negotiation, historical decisions, managerial discretion, or assumptions about gender or family responsibilities.

9. Corrective Action

Where a gender-based pay difference cannot be objectively justified, Masters' Union will correct it within the next pay cycle. Corrective action includes salary adjustment; revision of salary bands; correction of starting salaries; review of promotion, increment or variable-pay decisions; changes to recruitment practices; review of job classifications; manager training; and stronger approval controls. No employee's pay is reduced to close a gender pay gap.

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10. Recruitment, Promotion and Performance

Recruitment, salary revisions, promotions and performance pay follow consistent, documented criteria. Every year, Masters' Union monitors whether employees of all genders receive equitable starting salaries, increments and performance pay; have equal access to promotion and leadership development; and are represented in senior and higher-paid roles.

11. Right to Appeal

Employees can appeal any pay, appraisal, increment, promotion or benefit decision through the Employee Rights, Pay and Appraisal Appeal Process. No employee faces retaliation for seeking a review in good faith.

12. Responsibilities

- **Senior Management:** oversees pay equity and approves corrective action.
- **Human Resources:** maintains pay structures, conducts the annual gender pay gap analysis, reviews unexplained differences, implements corrective action and monitors recruitment and promotion outcomes.
- **Finance:** validates pay data, supports the analysis and confirms that adjustments have been made.
- **Managers:** apply pay criteria consistently, document salary recommendations and give objective reasons for any exception.

13. Reporting Concerns

Employees can raise concerns about unequal pay, discriminatory salary, increment or promotion decisions, unequal variable pay, or retaliation through Human Resources or the employee grievance process in the Code of Ethical Business Conduct. All reports are confidential and are investigated. Retaliation is not tolerated.

14. Training

HR, Finance and managers receive training on equal pay principles, gender-neutral job evaluation, pay gap analysis and non-discrimination.

15. Monitoring and Review

HR reviews pay gap results, comparable-role analysis, starting salaries, promotion and increment outcomes, variable pay, grievances and corrective actions every year. The aggregated gender pay gap findings are published every year without identifying individuals.

This policy is reviewed every two years, or sooner if the law changes.