Pay Scale Equity and Gender Pay Gap Policy

1. Introduction

Masters' Union is committed to equitable, transparent and non-discriminatory remuneration practices.

The institution recognises that employees performing the same or substantially similar work should receive equitable remuneration and that differences in pay should arise only from legitimate, objective and documented factors.

Masters' Union is committed not only to preventing discriminatory pay practices but also to measuring, identifying and eliminating unjustified gender pay gaps.

2. Policy Statement

Masters' Union shall:

- Provide equal remuneration for the same or substantially similar work
- Apply objective and gender-neutral pay criteria
- Maintain equitable pay structures
- Measure gender pay gaps periodically
- Investigate material or unexplained pay differences
- Take corrective action to eliminate unjustified gender-based pay gaps
- Monitor progress over time

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

3. Scope

This policy applies to all persons directly employed by Masters' Union, including:

- Faculty
- Academic and research staff
- Administrative and professional staff
- Technical and support staff
- Full-time and part-time employees
- Fixed-term employees

- International employees
- Institutional leadership

The policy applies to:

- Recruitment and starting salaries
- Basic salary
- Fixed allowances
- Variable remuneration
- Increments
- Promotions
- Retention adjustments
- Benefits
- Other monetary or employment-related rewards

4. Legal and Regulatory Framework

This policy is aligned with applicable Indian wage and non-discrimination legislation, including:

- The Code on Wages, 2019
- Applicable Central and State rules and notifications
- Requirements prohibiting gender discrimination in wages
- Requirements concerning the same or similar work
- Applicable non-discrimination and employment requirements

The Code on Wages prohibits gender-based discrimination in wages for the same or similar work and prohibits reducing an employee's wages to achieve compliance.

5. Principles of Pay Equity

Remuneration decisions shall be based on objective factors, including:

- Scope and complexity of the role
- Qualifications and professional credentials
- Relevant experience
- Skills and specialised expertise
- Level of responsibility
- Performance
- Internal role alignment
- Relevant market benchmarks
- Legitimate requirements of the position

Gender, gender identity, marital status, pregnancy, family responsibilities or maternity-related absence shall not be used to justify inequitable remuneration.

6. Pay Structures and Decision-Making

Masters' Union shall progressively maintain:

- Clearly defined roles and responsibilities
- Appropriate job levels or role groupings
- Salary bands or compensation ranges
- Documented criteria for salary determination
- Consistent promotion and increment processes
- Approval controls for remuneration exceptions
- Records explaining material variations in pay

Previous salary history shall not be used as the sole basis for determining remuneration, particularly where doing so may perpetuate historical gender-based differences.

7. Gender Pay Gap Measurement

Masters' Union shall periodically measure and track gender pay equity.

The assessment shall consider, where data permits:

- Mean gender pay gap
- Median gender pay gap
- Differences in basic salary
- Differences in total guaranteed remuneration
- Differences in variable remuneration
- Pay gaps by function
- Pay gaps by level or role group
- Pay gaps among employees performing comparable work
- Starting-salary differences
- Promotion and increment outcomes
- Representation across compensation levels

The analysis shall distinguish between:

- The overall institutional gender pay gap; and
- Unexplained differences between employees performing the same or comparable work.

Data shall be handled in a manner that protects employee confidentiality.

8. Review of Pay Differences

Material or unexplained pay differences shall be assessed to determine whether they arise from legitimate and documented factors.

Relevant factors may include:

- Role scope
- Experience
- Qualifications
- Performance
- Scarcity of specialist skills
- Working arrangements
- Documented market conditions

A difference shall not be considered justified solely because it reflects:

- Previous salary
- Individual negotiation outcomes
- Historical decisions
- Unstructured managerial discretion
- Assumptions relating to gender or family responsibilities

9. Corrective Action

Where a gender-based pay difference cannot be objectively justified, Masters' Union shall take appropriate corrective action.

Corrective action may include:

- Salary adjustment
- Revision of salary bands
- Correction of starting salaries
- Review of promotion or increment decisions
- Adjustment of variable-pay processes
- Changes to recruitment practices
- Review of job classifications
- Manager training
- Strengthening of approval controls

No employee's remuneration shall be reduced for the purpose of eliminating a gender pay gap.

10. Recruitment, Promotion and Performance

Recruitment, salary revision, promotion and performance-related remuneration shall be based on consistent and documented criteria.

Masters' Union shall monitor whether employees of different genders:

- Receive equitable starting salaries
- Have equitable access to promotion
- Receive comparable increments
- Receive equitable performance-related remuneration
- Have access to development and leadership opportunities
- Are represented across senior and higher-paid roles

11. Employee Right to Review and Appeal

Employees who believe that a remuneration, appraisal, increment, promotion or benefit decision is inconsistent with this policy may seek review through the institution's **Employee Rights, Pay and Appraisal Appeal Process**.

Employees shall not face retaliation for seeking clarification, review or appeal in good faith.

12. Responsibilities

12.1 Senior Management

Senior Management is responsible for reinforcing the institution's commitment to pay equity and overseeing material corrective action.

12.2 Human Resources

Human Resources is responsible for:

- Maintaining appropriate pay structures
- Conducting gender pay-gap analysis
- Reviewing unexplained differences
- Recommending corrective action
- Monitoring recruitment, promotion and increment outcomes

- Maintaining confidential supporting records

12.3 Finance

Finance is responsible for:

- Validating remuneration data
- Supporting analysis
- Confirming implementation of approved adjustments
- Maintaining appropriate financial records

12.4 Managers

Managers are responsible for:

- Applying remuneration and performance criteria consistently
- Documenting salary recommendations
- Providing objective reasons for proposed exceptions
- Avoiding discriminatory assumptions or practices

13. Reporting and Grievance Mechanism

Employees may raise concerns relating to:

- Unequal remuneration
- Discriminatory salary decisions
- Inconsistent increments
- Promotion-related pay inequity
- Inequitable variable remuneration
- Retaliation for raising a pay-equity concern

Concerns may be reported through Human Resources or the institution's designated grievance mechanisms.

All reports shall be treated confidentially and investigated appropriately. Masters' Union shall not tolerate retaliation against employees who raise concerns in good faith.

14. Training and Awareness

Relevant Human Resources personnel, Finance personnel and managers shall receive guidance on:

- Equal pay principles
- Gender-neutral job evaluation
- Salary and promotion decisions
- Gender pay-gap analysis
- Identification of unexplained differences
- Non-discrimination
- Appropriate corrective action

15. Monitoring and Effectiveness

Masters' Union shall monitor the effectiveness of this policy through periodic review of:

- Gender pay-gap measurements
- Comparable-role analysis
- Starting salaries
- Promotion and increment outcomes
- Variable-pay decisions
- Representation across pay levels
- Grievances and reported concerns
- Corrective actions

Aggregated findings may be disclosed publicly without identifying individual employees.