



Pay Equity Policy

1. Introduction

Kardan University supports the principle of equal opportunities in employment as per the Labor Law of Afghanistan and International Law of Organizations (ILO) and believes as part of that principle; all staff shall receive equal pay and treatment.

2. Purpose

This policy is set to ensure there is no pay discrimination within practice and to eliminate any systemic bias and discrimination and ensures that women are treated on the same basis as men in terms of compensation for the work they perform.

Kardan University adheres to equal pay standards, and is committed to making pay scale using reasonable standards based on each individual's qualifications. No person shall be subject to unequal pay because of; race, color, religion, sex, sexual orientation, gender identity, national or ethnic origin, age, status as an individual with a physical or mental disability unrelated to ability, military status, genetic information, marital status, parental status, ancestry, source of income. This policy includes the commitment to maintaining a work environment free of inequality and discrimination. All staff should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value. All forms of pay are covered by this policy, including salary, bonuses, reimbursement for travel expenses, and benefits.

3. Policy Scope

This policy applies to all staff employed by Kardan University including; all faculties, administration and support staff.

4. Salary Setting Guidance and Initial Wage

A multitude of factors shall be taken into account when setting wages for new hires or employees changing jobs within Kardan University.

Wages and salaries should be set based on consideration of the following criteria:

- A. **Position requirements** – Human Resources Office considers the range for the position and ensure the salary proposing falls within the range.
- B. **Applicant qualifications** – Human Resources Office considers the education, training, and experience of the candidate.
- C. **Market ranges** – Human Resources Office considers the market range for the position.
- D. **Internal equity** – Human Resources Office considers what other similarly employed employees are being paid. Similarly, employed means that the job requires similar skill, effort, and responsibility and is performed under similar working conditions. In addition, just because two people are in the same job profile does not automatically mean they are similarly employed.
- E. **Local minimum wage laws** – Human Resources department ensure that the wage meets or exceeds any minimum wage requirement.

Living wage rate is 5,000 Afghani per month for government workers with no minimum set for private sector workers, but labor law forbids a lower wage. Informal sector day workers have no minimum wage set by law yet. Kardan University pay the living wage which is higher than the government minimum. Kardan living wage for support staff is AFN 8000/- for administrative staff is AFN 25000/- and for academic staff it starts from AFN 40,000/-.

5. Practices

To put our commitment to equal pay into practice, we will:

- A. Carry out an equal pay review with focus on gender, ethnicity and other factors and implement the actions arising from it in a planned program.
- B. Internally publish the results of the equal pay review within the University.
- C. Carry out regular monitoring of the impact of our practices in line with the University's Equality policies.
- D. Inform staff members of how these practices work and how their own pay arrived at (on request from a role holder and respond to grievances on equal pay)
- E. Provide training and guidance for managers and supervisory staff involved in decisions about pay and benefits.

It is intended through the above action, to avoid unfair discrimination and to reward fairly the required knowledge, skills and competencies of all staff employed by Kardan University.

6. Roles and Responsibilities

A. Staff Members

The University encourages open communication and will support anyone who raises honest concerns in good faith under this policy. Kardan University staff are responsible for:

- Helping to create a climate at work where communication channels are kept open so that pay concerns are discussed with the Human Resources and resolved at an early stage.
- Notifying his/her line manager or Human Resources Manager in case of suspicion in pay inequity.

B. Line Managers and Supervisors

Managers are responsible for:

- Ensuring that such pay equality is one of the main business policies, respecting human rights with zero tolerance to inequality.
- Compliance with the policy and ensuring that his/her team is well aware of it.
- Line managers must report all information concerning possible violations of this policy. The University cannot address violations and take appropriate corrective actions unless it is aware of such actions.
- Responding positively to complaints to avoid them escalating into grievances and taking the appropriate action towards any concern.
- Acting as role models and applying the pay equity policy with fairness and equality.
- In case of under performers who have issues with their pay, managers and supervisors have a responsibility to manage underperformance or concerns regarding a staff member's conduct. During these discussions, managers/supervisors should give constructive feedback to help the staff member understand what he or she has done that is unsatisfactory, why it is unsatisfactory and how to improve in the future. This should be done in a constructive, encouraging style, following the University's Performance Management Policy.

C. Human Resources Office

The role of the Human Resources Department is to:

- Ensure the fair implementation and application of this policy and procedure, starting from the hiring process, applying pay raise and benefits.
- Take a proactive role in ensuring consistency of application across the university.
- Regularly reviewing workplace policies and procedures to ensure non-existence of the pay equity issues and efficiency of workplace practices.

- Ensure that all University staff are adequately oriented or aware of this policy during the orientation program.
- Provide advice or guidance to staff through the arising issues or complaints regarding this policy.

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