

<b>Policy subject: Fair and Equitable Wage Policy</b>	<b>Policy number: 34/P.D/2024</b>	<b>Date of last revision:</b> 2024/11/15
<b>Implementing body:</b> Administrative Affairs Department	<b>Implementing start date:</b> 2024/11/20	<b>Policy reference:</b> Planning and Development Department

**Overview:** Palestine Ahliya University (PAU) is committed to ensuring fair and equitable wages for all employees, reflecting the economic realities and living costs in Bethlehem and the broader Palestinian context. This policy prioritizes providing wages that support a dignified standard of living, addressing pay equity across genders, roles, and diverse groups within our community. PAU aims to foster a work environment grounded in transparency, respect, and inclusivity, reinforcing the rights and well-being of employees while contributing to social and economic justice in Palestine.

#### **Objectives:**

➤ **Promote Wage Justice:**

Ensure that all employees receive compensation that is fair, just, and reflective of their qualifications, contributions, and the living costs in Bethlehem and Palestine.

➤ **Bridge Gender Pay Gaps:**

Actively address and eliminate gender-based salary disparities by implementing transparent and equitable pay structures.

➤ **Enhance Employee Morale and Rights:**

Foster job satisfaction and commitment by guaranteeing fair pay processes, respecting labor rights, and cultivating a supportive work environment.

➤ **Support Economic Sustainability:**

Align wage policies with the socio-economic realities of Bethlehem and Palestine to contribute to community development and economic resilience.

➤ **Promote Transparency and Trust:**

Build confidence among employees through clear communication of wage structures and consistent application of equitable practices.

### **Scope:**

This policy applies to all employees at Palestine Ahliya University (PAU), including academic staff (full-time and part-time), administrative staff, and temporary or contractual workers. It covers:

1. Wage determination, adjustments, and benefits in line with the economic realities of Bethlehem and Palestine.
2. Ensuring pay equity across genders, roles, and diverse employee groups.
3. Establishing clear and transparent communication about salary structures and related processes.
4. Regular reviews of wages and compliance with local labor laws and socio-economic conditions.
5. Providing channels for employees to raise concerns about wages and report inequities without fear of retaliation.

### **Statements:**

This policy applies to all employees of Palestine Ahliya University (PAU), including full-time and part-time academic staff, administrative staff, and contractual workers. It encompasses wage determination, salary adjustments, and benefits, ensuring alignment with the economic realities of Bethlehem and Palestine. The policy also addresses pay equity across genders and roles, promotes transparency in compensation practices, and includes mechanisms for employees to report and address inequities. Regular reviews will be conducted to ensure compliance with local labor laws and socio-economic conditions.

### **Procedures:**

#### **1. Define Living Wage Standards:**

- ❖ Review reports and guidelines from Palestinian authorities, local labor organizations, and international institutions to define a realistic living wage standard tailored to Bethlehem and the broader West Bank region.

- ❖ Update standards periodically based on changes in local economic conditions, inflation rates, and cost of living.

## 2. **Collect Comprehensive Data:**

- ❖ Gather detailed wage data for all employees, including those employed via external contractors.
- ❖ Include information on additional benefits like health insurance, transportation allowances, bonuses, and paid leave.

## 3. **Analyze and Address Wage Gaps:**

- ❖ Compare collected wage data against the established living wage standard.
- ❖ Identify employees or groups with wages falling below the threshold and any disparities across genders, job levels, or departments.
- ❖ Assess current HR policies for potential contributions to wage disparities, such as implicit bias or unequal access to promotion opportunities.

## 4. **Develop Wage Adjustment and Policy Improvement Plans:**

- ❖ Create a timeline to close wage gaps, prioritizing the most significant or impactful discrepancies.
- ❖ Allocate financial resources to fund wage increases and associated benefit adjustments.
- ❖ Recommend policy updates to prevent future inequities, such as transparent hiring and promotion practices.

## 5. **Implement Corrective Actions:**

- ❖ Increase wages according to the approved timeline, ensuring alignment with living wage standards and equity goals.
- ❖ Update institutional policies to reflect changes, emphasizing transparency and fairness.

## 6. **Monitor Employee Satisfaction and Compliance:**

- ❖ Conduct regular surveys and focus groups to gather feedback from employees regarding salary adjustments and workplace equity.
- ❖ Track compliance with legal standards and PAU's internal equity goals, documenting improvements.

#### 7. **Periodic Evaluation and Reporting:**

- ❖ Prepare semi-annual or annual reports summarizing progress toward living wage compliance and equity.
- ❖ Share findings and recommendations with senior management, employee representatives, and stakeholders.
- ❖ Incorporate lessons learned into future policy updates and strategic planning efforts.

#### 8. **Sustain and Expand Equity Initiatives:**

- ❖ Conduct comparative market analyses with other universities and institutions in Palestine to ensure PAU's compensation packages remain competitive.
- ❖ Partner with external organizations to enhance training, benefits, and career development opportunities for all employees.

#### **KPIs:**

- The percentage of employees at PAU earning a living wage or higher, reflecting the cost of living in Bethlehem and Palestine.
- The percentage difference in pay between male and female employees in similar roles at PAU, with a focus on reducing the gap.
- The percentage of employees satisfied with PAU's pay equity procedures, as measured through regular surveys on transparency and fairness.