



GENDER EQUALITY AND PAY EQUITY POLICY

THE POLICY HAS BEEN APPROVED BY THE DECISION OF
THE SCIENTIFIC COUNCIL OF NAKHCHIVAN STATE
UNIVERSITY AT THE MEETING HELD ON FEBRUARY 3,
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1. PURPOSE

Nakhchivan State University is committed to providing a fair, equal, and respectful environment in which all employees can exercise their equal opportunities and rights regardless of sex.

The purpose of this policy is to provide the institution with guidelines and the requirements of implementing gender equality and equal remuneration for equal work.

NSU knows that a fair and efficient institutional culture depends on gender equality, therefore it vows to keep watch on and better its policies in this regard.

2. SCOPE

This policy applies to all employees of Nakhchivan State University, including academic, administrative, technical, and other staff members, in accordance with their employment status and applicable legislation.

The principles of this policy apply, where relevant, to:

- recruitment and selection;
- appointment and employment conditions;
- remuneration and benefits;
- promotion and career development;
- access to professional development and training;
- leadership and decision-making opportunities;
- performance evaluation;
- working arrangements;
- workplace conduct;
- institutional decision-making; and
- monitoring and reporting of gender equality outcomes.

3. PRINCIPLES OF POLICIES

The implementation of this policy by NSU shall take place in accordance with the following principles:

3.1 Equal Rights and Non-Discrimination

Every employee is entitled to the same rights and opportunities in their employment. There will be no discrimination against gender in regard to salary, hiring, promotion, career development, and opportunities in institutions.



3.2 Fair Pay

The university is dedicated to securing the equal remuneration of employees on the basis of objective and relevant employment criteria. Gender shall not, in practice, be the basis for differing remuneration for employees performing the same or equivalent work.

3.3 Merit and Transparency

Criteria relevant to employment decisions shall be qualifications, profession, experience, responsibilities, performance, and all legitimate criteria. Whenever necessary, generalized evaluation criteria shall be applied to ensure equal treatment.

3.4 Equal Opportunities with Career Development

Equal access to professional growth, mentoring, leadership development, and job advancement prospects shall be had by men and women.

3.5 Inclusive Institutional Culture

NSU shall promote a working environment based on dignity, respect, fairness, inclusion, and equal participation.

3.6 Accountability and Continuous Improvement

The university shall monitor relevant gender equality indicators and use evidence from monitoring and feedback to improve institutional practices.

4. GENDER PAY EQUITY

NSU shall maintain remuneration practices that are consistent with the principles of fairness, transparency, and non-discrimination.

The University shall:

1. monitor remuneration structures and relevant gender-related pay indicators;
2. review potential gender-based disparities where identified;
3. ensure that remuneration decisions are based on objective employment-related criteria;
4. Take appropriate corrective measures where unjustified disparities are identified;
5. promote transparency and accountability in remuneration practices; and
6. Maintain records necessary for monitoring pay equity, subject to applicable data protection and confidentiality requirements.

The university recognizes that differences in remuneration may arise from legitimate factors such as position, responsibilities, qualifications, experience, workload, performance, and other applicable employment conditions. Such factors should be applied consistently and without gender bias.



5. RECRUITMENT AND SELECTION

NSU is committed to fair and inclusive recruitment and selection processes.

Recruitment and selection procedures should:

- Use relevant and standardized evaluation criteria where appropriate;
- focus on qualifications, competencies, experience, and suitability for the position;
- avoid gender-based discrimination;
- support equal access to employment opportunities;
- promote fair and transparent assessment; and
- Encourage a broad and representative pool of qualified candidates.

Selection decisions shall be based on legitimate professional criteria rather than gender.

6. CAREER DEVELOPMENT AND PROMOTION

The university shall promote equal opportunities for career advancement.

Employees shall have equitable access to:

- professional development opportunities;
- training and capacity-building activities;
- mentoring and leadership development;
- promotion opportunities;
- participation in institutional projects and initiatives; and
- opportunities to contribute to decision-making processes.

NSU shall seek to identify and reduce structural or procedural barriers that may affect the professional advancement of employees on the basis of gender.

7. LEADERSHIP AND DECISION-MAKING

NSU recognizes the importance of balanced participation of women and men in leadership and decision-making.

The university shall promote equal opportunities for qualified employees to participate in management, leadership, and decision-making roles.

Leadership development and mentoring initiatives may be used to support professional advancement and strengthen inclusive representation across the institution.

8. DIVERSITY, INCLUSION, AND AWARENESS

NSU shall promote awareness of gender equality and inclusive workplace practices.

Where appropriate, the University shall provide training and capacity-building activities addressing:

- gender equality;
- prevention of discrimination;
- unconscious bias;



- inclusive workplace culture;
- fair and equitable decision-making; and
- respectful professional conduct.

Such activities are intended to strengthen institutional awareness and support a culture in which all employees are treated fairly and respectfully.

9. FLEXIBLE WORKING ARRANGEMENTS

Where operationally feasible and consistent with applicable employment requirements, NSU may provide flexible working arrangements that support employee well-being and work-life balance.

Such arrangements may include:

- flexible working hours;
- remote working; and
- hybrid working arrangements.

Flexible working arrangements shall be implemented according to institutional requirements and shall not be used to disadvantage employees on the basis of gender.

10. PREVENTION OF GENDER-BASED DISCRIMINATION

NSU does not tolerate gender-based discrimination in the workplace.

Employees are expected to contribute to a professional environment based on equality, dignity, and mutual respect.

Any concerns relating to gender-based discrimination, unequal treatment, or potential pay inequity should be addressed through the university's applicable reporting, complaint, and institutional procedures.

Concerns shall be handled fairly, appropriately and, where applicable, confidentially.

11. MONITORING AND REPORTING

NSU shall monitor relevant indicators relating to gender equality and pay equity in order to assess progress and identify areas requiring further action.

Where appropriate, monitoring may include:

- gender composition of the workforce;
- gender representation among academic and administrative staff;
- remuneration and pay equity indicators;
- participation in professional development;
- representation in leadership and decision-making roles;



- recruitment and promotion outcomes; and
- feedback relating to diversity and inclusion.

Relevant findings may be documented through institutional reporting mechanisms.

The university may publish periodic gender equality or gender pay gap reports to promote transparency and institutional accountability.

12. RESPONSIBILITIES

The implementation of this policy is an institutional responsibility.

University Leadership

University leadership is responsible for supporting the implementation of gender equality principles and ensuring that institutional practices are consistent with this policy.

Managers and Supervisors

Managers and supervisors are expected to apply employment-related procedures fairly, support an inclusive working environment, and avoid gender-based discrimination in decisions concerning staff.

Employees

All employees are expected to respect the principles of equality, dignity, non-discrimination, and professional conduct established by the university.

Relevant Administrative Units

Relevant bodies at the university shall assist collecting, analyzing and reporting data needed to evaluate compliance and adherence to equality of gender and salaries among the workers under their supervision.

13. Complaints and concerns

If employees feel that they face any discrimination based on gender, unequal treatment or any arbitrary salary discrepancy they can express their concerns using the available complaint mechanisms.

The university will ensure that their concerns will be taken into account properly and they will not suffer any negative consequences for their honest intentions.

In case the concern is valid, the university has the right to act according to the related procedures necessary for addressing the issue.

14. Legal and institutional compliance

The policy will only come into effect in accordance with the legislation of Azerbaijan Republic and Nakhchivan State University regulations.

NSU is committed to complying with the principles established under the Gender Equality Guarantees Law of the Republic of Azerbaijan, including the prohibition of gender-based discrimination in employment and remuneration.



The university's institutional policies and practices shall be reviewed, where necessary, to ensure continued alignment with applicable legal requirements.

15. DATA PROTECTION AND CONFIDENTIALITY

The data secured with the aim of monitoring fairness in terms of equal opportunities and equal pay will be properly processed in accordance with all relevant requirements in terms of confidentiality and data protection.

Personnel data will be kept anonymous. In case of public reporting, the information presented should be aggregated unless this information disclosure is obligatory by law or allowed in other cases.

16. REVIEW OF THE POLICY

This policy shall be reviewed periodically to ensure that it remains relevant, effective, and aligned with applicable legislation and institutional priorities.

The policy may be reviewed earlier where:

- relevant legislation changes;
- Significant institutional changes occur;
- monitoring identifies areas requiring improvement; or
- Other circumstances require amendments.

Any amendments shall follow the university's applicable approval procedures.

17. COMMITMENT

Nakhchivan State University strives to create a work environment in which men as well as women are treated fairly, enjoy similar prospects for professional growth, and are remunerated equitably for similar jobs and work of equal value.

The university will keep monitoring how it works at that regard, beefing up non-compliance monitoring and taking necessary steps to achieve gender equality and equal pay.

This policy is a continuation of NSU's general commitment to the values of equality, diversity, and fairness.