POLICY ON GENDER PAY EQUITY MEASUREMENT AND MONITORING POLICY

1. Policy Statement

Misamis University commits to gender-equitable compensation and shall measure, track, evaluate, and address gender differences in pay across the University workforce. Employees performing the same or substantially equivalent work, or work of equal value, shall receive compensation determined through objective, job-related criteria and not by sex, gender, gender identity, marital status, pregnancy, or family responsibilities. The University shall maintain a documented pay structure, conduct an annual gender pay-equity review, investigate material or unexplained differences, implement proportionate corrective action, monitor results over time, and publish an appropriate institutional summary while protecting personal data.

This policy directly supports THE Impact Rankings indicator 8.2.7 by establishing an institution-wide process for measuring and tracking pay-scale gender equity. It also supports SDG 5 on gender equality and SDG 8 on decent work and economic growth.

2. Purpose

- Establish a consistent and auditable method for measuring gender equity in base pay and total compensation.
- Detect both like-for-like pay differences and structural gaps caused by occupational segregation, rank distribution, promotion, appointment, workload, or access to additional pay.
- Ensure decisions on hiring, placement, promotion, merit pay, allowances, overload, incentives, and benefits use documented and gender-neutral criteria.
- Define responsibilities, records, corrective actions, reporting, grievance routes, and evidence required for ISO 21001:2018 and THE Impact Rankings.

3. Scope

This policy applies to all academic and non-academic employees and workers paid directly by the University, including regular, probationary, fixed-term, contractual, project-based, part-time, and temporary personnel, to the extent permitted by law and contract. The review covers all campuses, colleges, offices, employment categories, grades, and leadership levels. Third-party service providers are subject to applicable contractual, labor, and non-discrimination requirements; their personnel are reported separately and are not combined with employees unless the University is the employer of record.

4. Legal and Standards Basis

Authority	Policy Relevance
1987 Philippine Constitution, Art. II Sec. 14; Art. III Sec. 1; Art. XIII Sec. 3	Recognizes women's role in nation-building, equality before the law, and labor's right to just and humane conditions.
Labor Code of the Philippines, as amended, including the prohibition on discrimination against women in compensation and employment conditions	Prohibits paying a female employee less than a male employee for work of equal value and other discriminatory employment practices.
Republic Act No. 6725	Strengthens the prohibition against discrimination with respect to terms and conditions of employment and recognizes equal pay for work of equal value.
Republic Act No. 9710, Magna Carta of Women, and its IRR	Requires non-discrimination and substantive equality, including equal remuneration for work of equal value.
Republic Act No. 10173, Data Privacy Act of 2012	Requires lawful, proportionate, secure processing and disclosure of personal and payroll information.
ISO 21001:2018 clauses 4.4, 5.1–5.2, 7.1.2, 7.1.4, 7.5, 9.1–9.3, and 10.2–10.3	Integrates the process into the EOMS; assigns leadership accountability; provides resources and a suitable work environment; controls documented information; and requires monitoring, audit, management review, corrective action, and improvement.
THE Impact Rankings SDG 8 indicator 8.2.7	Requires evidence that the university as a body measures or tracks pay-scale gender equity.

5. Definition of Terms

Term	Operational Definition
Equal pay for work of equal value	Compensation without gender discrimination for jobs assessed as equal in value using objective factors

	such as skill, effort, responsibility, working conditions, qualifications, and role complexity.
Gender pay gap	The difference between the average or median pay of comparison groups, expressed relative to the pay of the reference group. It may reflect unequal pay, workforce composition, or both.
Like-for-like or adjusted analysis	Comparison among employees in the same or comparable job, grade, rank, work arrangement, and relevant legitimate factors.
Unadjusted analysis	Institution-wide or group-level comparison that describes the actual distribution of pay without controlling for job-related factors.
Base pay	Regular salary or wage excluding overtime, allowances, incentives, bonuses, and benefits.
Total cash compensation	Base pay plus University-paid allowances, overload, honoraria, incentives, bonuses, and other cash compensation during the review period.
Material or unexplained gap	A difference that meets the University's review threshold or remains unsupported by documented, lawful, objective, and consistently applied factors after analysis.
Pay-equity audit	A documented periodic review of compensation data, pay-setting practices, and workforce distribution by gender.

6. Guiding Principles

- Legality and substantive equality: compliance with minimum legal requirements is the floor, not the limit, of institutional action.
- Comparable work and objective criteria: legitimate differences must be supported by consistent, job-related evidence.
- Intersectional awareness: where data are sufficient and lawful, analysis may consider employment status, age group, disability, rank, or other factors without exposing individuals.
- Confidentiality and data minimization: only authorized personnel may access identifiable pay data.
- Transparency and due process: employees shall know the policy, general method, grievance channel, and non-retaliation protection.
- Continuous improvement: findings feed workforce planning, budgeting, recruitment, promotion, and EOMS improvement.

7. Responsibilities

Responsible Party	Responsibilities
University President	Approves direction and resources; reviews institutional results and ensures corrective actions are implemented.
HRMDO	Process owner; maintains job architecture and pay scales; validates data; conducts or

	commissions the annual audit; documents explanations and actions.
Finance / Payroll	Provides accurate payroll data, reconciles base and additional pay, and implements approved adjustments.
GAD Focal Point System / Committee	Reviews gender responsiveness, advises on structural causes and programs, and supports public reporting.
Data Protection Officer	Ensures lawful processing, access control, retention, anonymization, and disclosure.
Quality Assurance / Internal Audit	Checks implementation, evidence, controls, corrective actions, and integration with EOMS audits and management review.
Deans and Office Heads	Apply approved criteria consistently; provide supporting records; act on findings within their units.
Employees	Keep records current, request clarification where needed, and raise concerns through established channels without retaliation.

8. Procedure

8.1 Pay Structure and Decision Controls

HRMDO shall maintain approved job descriptions, job families, academic ranks, salary grades or bands, placement rules, progression criteria, and rules for additional compensation. Gender shall not be used to determine starting pay, grade, increase, allowance, overload, incentive, promotion, or access to benefits. Exceptions to standard placement shall require written justification, approval, and periodic equity review.

8.2 Annual Data Collection and Validation

Within three months after the close of each fiscal or academic reporting year, HRMDO and Payroll shall establish a defined snapshot date and review period. They shall reconcile employee and payroll records, remove duplicates, verify employment fraction or full-time-equivalent status, document exclusions, and preserve a controlled data dictionary. At minimum, the dataset shall contain a pseudonymous employee identifier, recorded gender/sex category voluntarily or lawfully maintained, unit, academic or non-academic group, job title, rank/grade, employment status, full-time equivalent, length of service, base pay, additional cash pay, and total cash compensation. Analysis shall use annualized full-time-equivalent amounts where appropriate and clearly label actual-paid and normalized results.

8.3 Required Analysis

Analysis	Minimum Requirement
Institution-wide overview	Headcount and FTE by gender; mean and median base pay; mean and median total cash compensation; overall unadjusted gaps.

Pay scale distribution	Number and percentage by gender in each grade, band, academic rank, quartile, and leadership level.
Like-for-like equity	Within-job or comparable-job comparisons by grade/rank, employment type, and FTE; review of outliers and individual residuals where statistically and operationally appropriate.
Starting and progression pay	Starting salary, annual increase, promotion rate, time to promotion, and movement within pay bands by gender.
Additional compensation	Allowances, overload, honoraria, incentives, bonuses, and other variable pay by gender and eligible population.
Trend	At least three years when available, using consistent definitions or clearly documented restatements.
Small groups	Suppress or aggregate results where disclosure could reasonably identify an employee; retain confidential underlying analysis.

Core calculation: Gender pay gap (%) = (reference-group pay − comparison-group pay) ÷ reference-group pay × 100. The report shall state the reference group, whether mean or median is used, whether pay is actual or FTE-normalized, and whether the result is adjusted or unadjusted. A negative result shall be reported, not converted to zero. Where gender data include more than two categories, results shall be reported respectfully and only where sample size permits confidentiality.

8.4 Review Threshold and Root-Cause Assessment

Every statistically significant difference, every apparent unequal-pay case, and any group gap of 5% or more shall trigger documented review. The 5% level is an internal screening threshold, not a declaration that smaller gaps are acceptable. HRMDO shall examine objective factors such as role value, rank, credentials required for the position, relevant experience, tenure, performance under approved criteria, workload, scarcity allowance authorized in advance, and geographic or shift conditions. Prior salary, negotiation alone, gender stereotypes, family status, pregnancy, or undocumented discretion shall not by themselves justify a difference.

8.5 Corrective and Preventive Action

Where a difference is unsupported, the University shall prepare a corrective action plan with the affected population, root cause, action owner, resources, target date, verification method, and confidentiality controls. Actions may include salary adjustment, back-pay assessment subject to legal review, correction of grade or appointment records, standardization of starting offers, review of promotion decisions, revision of allowance criteria, targeted leadership development, or redesign of recruitment and workload practices. Corrective action shall not reduce another employee's lawful pay. Material systemic issues shall be entered in the EOMS corrective-action or risk system and reported to top management.

8.6 Approval and Follow-up

The President or authorized management committee shall approve the annual report and action plan. HRMDO shall verify completion quarterly until closure and remeasure affected groups at the next payroll cycle or within six months, whichever is appropriate. QA or Internal Audit shall independently verify a sample of data, calculations, supporting reasons, and closed actions.

8.7 Employee Inquiry, Complaint, and Appeal

An employee may request an explanation of their grade, pay placement, or applicable criteria and may file a confidential concern with HRMDO, the designated grievance body, GAD focal mechanism, or another authorized channel. Complaints shall be promptly acknowledged, impartially reviewed, documented, and resolved through the University grievance procedure. Retaliation, intimidation, loss of opportunity, or adverse treatment for raising a good-faith concern or participating in an audit is prohibited. This internal process does not restrict access to lawful external remedies.

9. Monitoring and Performance Indicators

Indicator	Target / Control	Frequency
Completion of institution-wide gender pay-equity audit	100% annually	Annual
Coverage of directly paid workforce	100%, with documented and justified exclusions	Annual
Pay groups reviewed	All grades, ranks, employment categories, and leadership levels	Annual
Unexplained like-for-like pay differences	Zero unresolved cases after due process and approved correction	Annual / follow-up
Corrective actions completed on time	100% or formally extended with documented reason and approval	Quarterly
Policy awareness	Policy publicly available; annual communication to employees and managers	Annual
Trend reporting	Current year plus at least two prior comparable years when available	Annual
Complaints and retaliation	Cases resolved within prescribed grievance	Quarterly / annual

	timelines; zero substantiated retaliation	

10. Reporting and THE Evidence Package

The University shall publish this policy on an official University webpage and retain the publication date, approval record, and stable URL. A public annual summary should present the reporting period, workforce coverage, methodology, mean and median gaps, distribution by pay grade or rank, trend, main findings, and institutional actions without identifying employees. THE evidence shall demonstrate actual institutional implementation, not merely intention.

11. Records and Retention

Record	Custodian	Minimum Retention
Approved policy and revisions	QA / Document Control	Permanent
Annual audit dataset and data dictionary	HRMDO / Payroll	Five years or longer when required by law or an active case
Audit report and management approval	HRMDO / QA	Five years
Corrective action and verification records	HRMDO / QA	Five years after closure
Employee complaints and investigation records	HRMDO / authorized grievance body	Per legal, privacy, and records-retention requirements
Public THE evidence and webpage captures	QA / GAD / Communications	At least five ranking cycles

Access shall follow role-based authorization. Identifiable information shall not be published and shall be securely disposed of at the end of the approved retention period, subject to litigation hold, audit, or legal requirements.

12. Internal Audit Management Review and Continual Improvement

Implementation shall be included in the risk-based internal audit program. Management Review shall consider audit completion, data quality, gaps and trends, complaints, causes, action status, resource needs, changes in law or THE methodology, and opportunities to improve job evaluation and workforce representation. Nonconformities shall be corrected and their causes addressed in accordance with the EOMS corrective-action process. This policy shall be reviewed annually for operational adequacy and formally reapproved at least every three years, or sooner after a legal, organizational, payroll-system, or methodology change.

13. Comparable University Practices Considered

The policy reflects common higher-education practices found in university equal-pay audits and gender pay-gap reporting: annual or periodic analysis; separate mean and median measures; review by grade, occupational group, and seniority; attention to starting pay, promotion, and additional compensation; action plans; governance oversight; and publication of anonymized results. These practices were adapted to Philippine law and Misamis University's EOMS rather than copied as foreign legal requirements.

14. Related Documents

- Human Resource Manual and approved compensation, classification, promotion, workload, and benefits policies
- Gender and Development policy, plan, and budget
- Grievance, complaints, anti-discrimination, anti-harassment, and non-retaliation procedures
- Data Privacy Manual and records-retention schedule
- EOMS risk management, internal audit, management review, nonconformity, and corrective-action procedures
- Annual workforce profile, payroll register, salary schedule, plantilla or staffing pattern, and job descriptions

15. Suggested Annual Report Approval

Prepared By	Reviewed By	Privacy Clearance	Approved By
HRMDO Head / Pay Equity Analyst	GAD Focal Point and QA / Internal Audit	Data Protection Officer	University President or authorized body

References

Republic Act No. 6725:
https://lawphil.net/statutes/repacts/ra1989/ra_6725_1989.html
Republic Act No. 9710 Magna Carta of Women:
https://lawphil.net/statutes/repacts/ra2009/ra_9710_2009.html
Republic Act No. 10173 Data Privacy Act of 2012:
https://lawphil.net/statutes/repacts/ra2012/ra_10173_2012.html
United Nations Sustainable Development Goals:
https://sdgs.un.org/goals
ISO 21001 Educational organizations management systems:
https://www.iso.org/standard/66266.html
Times Higher Education Impact Rankings methodology:
https://www.timeshighereducation.com/impact-rankings
University of Oxford Gender Pay Gap reporting:
https://hr.admin.ox.ac.uk/gender-pay-gap-reporting

University of Cambridge Equal Pay Review: https://www.hr.admin.cam.ac.uk/policies-procedures/equality-diversity-and-inclusion/equal-pay-review

Implementation Note

Before approval, the University should insert its official policy number, exact approving body, effectivity date, grievance timelines, retention schedule, existing office titles, and current webpage location. Baseline figures should be inserted only after HRMDO and Payroll validate the underlying workforce and compensation data. This draft establishes the required process but does not assert that a completed audit or a particular pay-gap result already exists.

APPROVED BY:

Sgd. KAREN BELINA F. DE LEON, M.D., Ed.D.
University President