EMPLOYMENT PRACTICE / SDG 8.2.7

Tracking Pay Scale for Gender Equity

Annual Gender Pay Gap Measurement and Monitoring | University of Bahrain

Executive Summary

The University of Bahrain tracks gender-related pay outcomes through its approved equality policies, the historical institutional gender-pay series and a 2025 employee-level Basic Salary assessment. The monitoring framework is anchored in the Gender Equality, Diversity and Inclusion Policy (UOB-GDAS-PO-006, Section 6.1.3) and the Policy to Ensure Justice and Equality in the Workplace and Combat Forced Labor (UOB-GDAS-PO-005, Section 4, First, 3). For 2025, employee records were mapped to the applicable salary schedules using Grade + Step, with allowances excluded. Average Basic Salary was BHD 1,437.54 for women and BHD 1,594.00 for men, producing an overall Basic Salary gender pay gap of 9.82%.

Key results

- **Continuous monitoring: the University retains a historical gender-pay series for 2019-2024 and supplements it with a 2025 employee-level Basic Salary calculation based on Grade + Step.**
- **2025 result: the employee-level Basic Salary analysis used the applicable salary schedules and Grade + Step records. Average Basic Salary was BHD 1,437.54 for women and BHD 1,594.00 for men, giving an overall Basic Salary gender pay gap of 9.82%.**
- **2025 workforce profile: the current extract contains 1,198 direct University employees, comprising 680 academic and 518 administrative staff; 561 employees are women (46.8%) and 637 are men.**
- **Pay-scale consistency: employee records were matched to the applicable salary schedule using the recorded Grade + Step. Within each applicable schedule, a single Basic Salary point is assigned to a given grade and step. Eligibility-based allowances, overtime and other additional payments are excluded from this analysis.**
- **Gender representation and pay structure: women account for 325 of 680 academic employees (47.8%) and 236 of 518 administrative employees (45.6%). The 2025 academic basic-salary gap is 16.09%, while the administrative comparison is −1.84%, meaning women's average administrative basic salary is slightly higher than men's. In the 2024/2025 gender-balance dataset, women also received 3 of 5 reported promotions (60.0%).**
- **Evidence base: the 2025 employee-level workforce data are sourced from University of Bahrain Human Resources and mapped against the applicable salary schedules. University policies, statutory salary schedules, the public 8.2.7 webpage and the University Sustainability Report provide publicly accessible evidence of the institution's established gender-pay monitoring practice. Employee-level records are retained as institutional supporting evidence subject to privacy controls.**

1. Policy Basis for Measurement

Gender pay gap measurement at the University is a formal policy obligation, not a one-off exercise. The table below sets out the clauses that require it.

Policy	Clause	Commitment	Public link
Gender Equality, Diversity and Inclusion Policy (UOB-GDAS-PO-006)	Section 6.1.3 - Pay Equity	HR conducts an annual analysis of the gender pay gap, broken down by rank and specialisation; where a disparity warrants review, a corrective action plan is developed; a summary of the findings is included in the University's annual sustainability report.	Governance portal (PDF)
Gender Equality, Diversity and Inclusion Policy (UOB-GDAS-PO-006)	Section 5.2.2	HR submits periodic reports on equality principles and gender pay equity.	Governance portal (PDF)
Policy to Ensure Justice and Equality in the Workplace and Combat Forced Labor (UOB-GDAS-PO-005)	Section 4, First, 3 - Pay equity	The University measures gender pay gaps periodically and takes corrective action to eliminate identified gaps; HR reports periodically to the President on pay structure and hiring transparency.	Governance portal (PDF)

Table 8.2.7-1. Policy clauses requiring gender pay-gap measurement. UOB-GDAS-PO-006 was approved on 13 November 2024 and revised on 6 November 2025 under University Council Decision 603/5/2025. UOB-GDAS-PO-005 was approved on 6 November 2025 under University Council Decision 603/4/2025.

2. Measurement Scope and Method

Element	Definition used
Responsible unit	University of Bahrain Human Resources; results are reviewed through the University's equality-governance arrangements and reported through the appropriate institutional channels.
Frequency	Annual, as required by UOB-GDAS-PO-006, Section 6.1.3.
Reference date	2025 reporting-period employee-level workforce extract used for the institutional analysis.
Population covered	1,198 direct University employees: 680 academic and 518 administrative staff; 561 women and 637 men. The 2025 pay analysis uses employee-level Grade + Step mapping to the applicable salary schedules.
Pay measured	Historical 2019-2024 series: source-labelled average wage in BHD. 2025 assessment: Basic Salary only, assigned from each employee's Grade + Step. Allowances, overtime and other eligibility-based payments are excluded.
Data source	University of Bahrain Human Resources employee-level workforce data (2025); applicable official and institutional salary schedules used to assign Basic Salary by Grade + Step; historical UOB gender-pay monitoring series for 2019-2024.
Measures	(1) Historical gender-pay monitoring; (2) 2025 Basic Salary gap; (3) academic rank comparisons; (4) administrative salary-group comparisons; (5) workforce coverage.
Formula	Gender pay gap (%) = (average pay of men − average pay of women) ÷ average pay of men × 100

Table 8.2.7-2. Measurement method.

The overall Basic Salary gender pay gap compares the average basic salary of women with that of men in the 2025 employee-level analysis. It can reflect differences in rank, grade, step, seniority and workforce composition and should not be interpreted on its own as evidence of unequal pay for the same work. Within-rank or within-schedule comparisons provide a more focused view of pay-scale outcomes. In the tables below, a negative gap means the average basic salary for women is higher than the average for men in that group.

3. Overall Gender Pay Gap, 2019-2025

Year	Average pay - women (BHD)	Average pay - men (BHD)	Gender pay gap	Women employees
2019	814.84	1,011.86	19.47%	41.39%
2020	883.45	1,136.41	22.32%	42.52%
2021	1,353.44	1,564.49	13.47%	44.07%
2022	1,365.73	1,636.67	16.54%	44.57%
2023	1,397.60	1,660.67	15.87%	44.67%
2024	1,381.96	1,627.18	15.07%	44.62%
2025	1,437.54	1,594.00	9.82% (Basic Salary)	46.8% (561 of 1,198)

Table 8.2.7-3. Institutional gender-pay indicators. The 2019-2024 rows reproduce the historical source-labelled average-wage series. The 2025 row is calculated from Basic Salary using employee-level Grade + Step mapping to the applicable salary schedules. Source for 2025 employee data: University of Bahrain Human Resources.

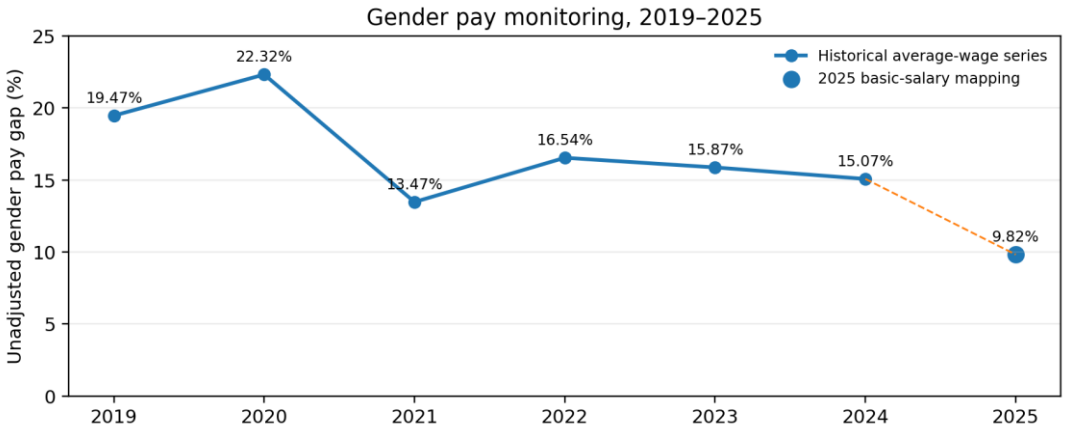


Figure 8.2.7-1. Historical gender-pay series (2019-2024) and 2025 employee-level Basic Salary mapping result.

The historical series records the gender pay gap at 19.47% in 2019, peaking at 22.32% in 2020 and declining to 15.07% in 2024. The 2025 employee-level Grade + Step analysis produces an overall Basic Salary gender pay gap of 9.82%. Because the 2025 measure is explicitly Basic Salary while the historical series uses the source term 'average wage', the two are presented transparently as related monitoring measures rather than as identical pay components.

4. Workforce Gender Profile and Pay-Scale Analysis, 2025

The 2025 employee-level extract supports direct Basic Salary analysis by academic rank and administrative salary group, providing an institution-wide view of gender-related Basic Salary outcomes alongside the University's full 1,198-person workforce profile.

4.1 Academic staff

Academic rank	Women	Men	% women	Avg pay - women (BHD)	Avg pay - men (BHD)	Gap within rank
All academic staff	325	355	47.8%	1,769.47	2,108.85	16.09%
Professor	5	44	10.2%	2,567.50	2,807.44	8.55%
Associate Professor	43	87	33.1%	2,634.86	2,446.11	−7.72%
Assistant Professor	134	159	45.7%	2,025.69	2,093.79	3.25%
Lecturer 2	12	9	57.1%	1,845.50	1,915.78	3.67%
Lecturer 1	42	21	66.7%	1,596.62	1,540.48	−3.64%
Teacher	21	4	84.0%	1,142.29	1,154.00	1.02%
Teaching Assistant 2	48	17	73.8%	1,049.27	1,029.41	−1.93%
Teaching Assistant 1	20	13	60.6%	736.95	741.85	0.66%

Table 8.2.7-4. Academic workforce and Basic Salary analysis, 2025. Headcounts cover all 680 academic employees. Pay averages are derived from employee-level Grade + Step mapping to the applicable salary schedules. Source: University of Bahrain Human Resources.

4.2 Administrative staff

Grade group	Women	Men	% women	Avg pay - women (BHD)	Avg pay - men (BHD)	Gap within grade
All administrative staff	236	282	45.6%	981.83	964.13	−1.84%
General (G)	108	120	47.4%	716.18	688.19	−4.07%
Professional (P)	16	20	44.4%	1,093.69	1,086.20	−0.69%
Executive (E)	21	31	40.4%	1,564.71	1,781.06	12.15%
UoB Salary Schedules	91	111	45.0%	1,142.93	1,012.31	−12.90%

Table 8.2.7-5. Administrative Basic Salary analysis, 2025. All 518 administrative employees are matched to an applicable salary point. Negative gaps indicate that women's average Basic Salary is higher than men's within that salary group. Source: University of Bahrain Human Resources.

4.3 What the validated data show

Women represent 46.8% of the University's 1,198-person direct workforce in the current 2025 extract. Representation is close to parity in both major employee groups: 47.8% among academic employees and 45.6% among administrative employees.

- Supplementary 2024/2025 gender-balance data show women holding 52 of 104 positions across three reported management levels (50.0%), including 15 of 30 Director-grade posts (50.0%) and 18 of 33 Supervisor / Unit Head posts (54.5%).

- Women received 3 of the 5 reported promotions (60.0%) and 53.3% of reported training expenditure (BHD 5,566 of BHD 10,451). These measures provide context on progression and development but are not substitutes for the Grade + Step pay analysis.

The 2025 results indicate that the overall Basic Salary gender pay gap of 9.82% is driven principally by workforce composition across academic ranks rather than by a uniform within-grade difference. Among academic employees in the pay analysis, the Basic Salary gender pay gap is 16.09%; among administrative employees, women's average Basic Salary is 1.84% higher than men's. Within-rank and within-schedule comparisons generally show smaller gaps than the overall academic comparison, reinforcing the importance of rank and workforce composition in interpreting the institution-wide result.

5. Pay-Setting Framework

Pay for University employees is governed by applicable salary schedules rather than individual gender-based negotiation. For the 2025 analysis, University of Bahrain Human Resources employee records were mapped to the salary schedule corresponding to each employee's recorded Grade + Step. Within each applicable schedule, one Basic Salary point applies to a given grade and step. Allowances, overtime and assignment-related payments are excluded and governed separately.

Official source	Role in pay setting
Civil Service Law, Legislative Decree No. 48 of 2010	Public-sector employment framework
Civil Service Executive Regulations, Decision No. 51 of 2012	Implementation of civil service rules
Salary and Employment Benefits Regulations, Decision No. 77 of 2013, as amended	Grade-based salary scales and allowance eligibility
Higher Education Salary Schedule, Decision No. 26 of 2013	Salary grades for academic positions

Table 8.2.7-6. Statutory pay framework.

6. Governance, Reporting and Action

6.1 Role of the Equal Opportunities Committee

The Equal Opportunities Committee provides institutional oversight for gender equality and equal-opportunity matters. Its published objectives include strengthening policies that promote equal opportunities between women and men, identifying gender-related needs, contributing to University planning, and reinforcing equal opportunities among employees. Under the University's Gender Equality, Diversity and Inclusion Policy, the Committee monitors implementation, supports awareness activities and reports to the University President. For gender-pay monitoring, the Committee reviews the indicators annually and oversees corrective follow-up where an unjustified disparity warrants action.

6.2 Annual monitoring cycle

#	Step	Responsible
1	Extract payroll and staff data as at the reference date	Human Resources Directorate
2	Calculate the overall gap and the gap within each rank and grade	Human Resources Directorate
3	Review results; where a disparity warrants review, prepare a corrective action plan	Equal Opportunities Committee
4	Report monitoring outcomes and required follow-up through the University's institutional channels	Equal Opportunities Committee and Human Resources Directorate
5	Publish approved aggregate indicators through the University's sustainability reporting channels	University sustainability reporting process

Table 8.2.7-7. Annual gender pay monitoring cycle under UOB-GDAS-PO-006 and UOB-GDAS-PO-005.

6.3 Actions to close the gap

The University's documented actions focus on monitoring, institutional planning, workforce development and corrective review where a disparity warrants attention:

- **The Equal Opportunities Committee linked gender-balance indicators to the University's 2025-2026 operational planning and followed up implementation across University units.**
- **A University-wide survey of female staff was circulated to identify the needs of working women; the Committee's October 2025 report.**

- **Gender representation and progression are monitored through workforce composition, management representation, promotions and development indicators; under UOB-GDAS-PO-006, a corrective action plan is required where a pay disparity warrants review.**

Progress can therefore be reviewed through the annual gender-pay indicator alongside workforce representation, promotions and development measures. The 2025 Grade + Step analysis provides a reproducible Basic Salary calculation and strengthens the evidence base for continued annual monitoring and corrective review where required.

7. Evidence and Public Access

The University already provides public evidence of an established gender-pay monitoring practice through its dedicated 8.2.7 webpage and Sustainability Report 2024, which publish the 2019-2024 gender-pay series and describe annual review by the Equal Opportunities Committee. The 2025 Basic Salary assessment extends this monitoring framework using current employee-level data from University of Bahrain Human Resources.

Evidence	What it shows	Public access
Public UOB 8.2.7 webpage and Sustainability Report 2024 + 2025 Basic Salary analysis	Published annual gender-pay monitoring for 2019-2024, supplemented by the 2025 employee-level Basic Salary result (9.82%) and current Grade + Step analysis.	Public: UOB 8.2.7 webpage and Sustainability Report 2024.
2025 employee-level workforce data + applicable salary schedules	Workforce composition, Grade + Step mapping, academic-rank analysis and administrative salary-group analysis.	Employee data: University of Bahrain Human Resources; statutory salary schedules and regulations are publicly accessible.
UOB-GDAS-PO-006, Section 6.1.3	Policy requirement for annual measurement	Governance portal
UOB-GDAS-PO-005, Section 4, First, 3	Policy commitment to measure and eliminate gaps	Governance portal
Equal Opportunities Committee public website and UOB equality policy	Institutional oversight of gender equality, equal-opportunity policies, annual indicator review and corrective follow-up.	Public: University of Bahrain Equal Opportunities Committee website and Governance portal.

Table 8.2.7-8. Supporting evidence.