

American International University-Bangladesh

Sustainable Development Goals Report



SDG 8: DECENT WORK AND ECONOMIC GROWTH



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AIUB's Gender Pay Equity and Administrative Oversight

Monitoring Gender Pay Equity at AIUB

American International University–Bangladesh (AIUB) indicates that it actively **monitors and tracks gender pay equity** among its staff. In its sustainability reports aligned with SDG 8 (Decent Work), AIUB states that it “*actively pursues pay scale equity, continuously measuring and addressing gender pay gaps to ensure fair compensation*”, and that “*tracking pay scales for gender equity is a regular practice*” at the university aiub.edu. This suggests that AIUB has mechanisms in place to review salary data by gender for both academic faculty and administrative staff, aiming to detect and correct any disparities.

American International University-Bangladesh (AIUB) demonstrates a strong commitment to fair and ethical employment practices, guided by policies that ensure equity, inclusivity, and human dignity. AIUB ensures all employees, including faculty and staff, are compensated at or above the local living wage. The university enforces strict policies to end workplace discrimination, protecting employees from biases based on religion, gender, age, sexuality, disability, and other factors, in alignment with its Non-Discrimination Policy. AIUB stands firmly against modern slavery, child labor, forced labor, and human trafficking, promoting a safe and ethical work environment for all employees, this commitment extends to third-party workers too. AIUB also actively pursues pay scale equity, continuously measuring and addressing gender pay gaps to ensure fair compensation. Tracking pay scales for gender equity is a regular practice, supporting the university's objective of fostering a balanced and respectful workplace conditions across its operations.

In practice, AIUB asserts that such disparities do not exist due to its structured pay system. The university emphasizes that “*within the hierarchy, all types of employees (academic and non-academic) are paid equally*”, and women participate in **every** level of operations including many holding managerial positions aiub.edu. This indicates an institutional commitment to equitable pay across genders and roles.

I Equitable access

AIUB Management has always believed in fairness in terms of the program which are carried out to support the higher education in the society. AIUB does not have a gender imbalance. If any academic or non-academic staff member is eligible for promotion. Employees are promoted wholeheartedly without any discrimination in regards whether the applicant is a male or female. And within the hierarchy, all types of employees (academic and non-academic) are paid equally. In terms of holding jobs, many females are in managerial positions, indicating that not only does AIUB not have a gender bias, but is also willing to empower women. It is fortunate that the Vice Chancellor is a woman, her passion and concern for female to get educated with the same opportunity given to male. Ms. Nadia Anwar, the former Chairman of the Board, and Founder and Vice President, Student Affairs is also a woman with a charismatic personality. AIUB's board of trustees has 5 female members out of a total of 9. Women hold leadership roles including Advisor for Department of Law, and BBA Director, as well as Additional Director for Institutional Quality Assurance Cell (IQAC-AIUB), Head, Department of MGMT & HRM for Business School, Head for Department of Physics, convenors, Special Assistant to the OSA, and Junior Executives, among other academic and non-academic positions. The university has never compromised, segregated or favored one gender over another.

Policies Ensuring Equal Pay for Equal Work

AIUB has formal **non-discrimination and equal opportunity policies** that underpin its pay practices. Notably, the **AIUB Non-Discriminatory Employment Policy** explicitly ensures *equal pay for equal work* by using a **uniform pay scale** for all faculty and staff. According to this policy, AIUB follows the Government of Bangladesh's wage structure and even provides benefits above the mandated levels, with a clear outcome: “*for all of its faculties and staff, [AIUB] has a dedicated and uniform pay scale... As a result, there is no pay inequalities based on gender orientation at AIUB.*” aiub.edu. In other words, salaries are determined by position and qualifications rather than gender, which structurally enforces pay equity.

Moreover, AIUB's **non-discrimination policy** covers gender and gender identity, alongside other protected characteristics. All employment decisions (hiring, promotion, compensation, etc.) are merit-based and free from gender bias aiub.edu aiub.edu. The university also guarantees "*equal rights for all employees*" and states that it does not favor one gender over another in any aspect of employment aiub.edu aiub.edu. This policy framework ensures that women and men in equivalent roles receive equal pay and opportunities, supporting the principle of equal pay for equal work.

AIUB Non-Discriminatory Employment Policy

AIUB employs qualified and selected employees of any age, gender, sexual orientation, race, disability, color, religion, and national or ethnic origin to all the rights, underrepresented groups, privileges, programs, and activities generally accorded or made available to employees.

AIUB does not discriminate on the basis of:

- Age
- Gender or gender identity
- Sexual orientation
- Race
- Disability
- Color
- Religion
- National or ethnic origin
- Underrepresented groups
- Under privileged groups

in administration of its employment and other relevant policies.

For all of its faculties and staff, the American International University–Bangladesh (AIUB) has a dedicated and uniform pay scale structure in accordance with the Government of Bangladesh (GOB) wage policy. In addition, the structured pay scale of the AIUB guarantees greater benefits than the mandated wages set by the GOB specified for various sectors through gazette notifications. The commitment of AIUB to its core values of respect for human dignity, equality of opportunity, and academic freedom is protected through its internal and external policies including wages. As a result, there is no pay inequalities based on gender orientation at AIUB.

By no means, AIUB allows forced labour, modern slavery, human trafficking and child labour defined by the national and international framework. All the faculties and staff

who works at AIUB, whether on a permanent, contract or temporary capacity, have attained 18 years of age. AIUB facilitates national and international correspondence based on compassion, empathy and sincerity. AIUB's commitment to human values and dignity is praiseworthy. AIUB strongly condemns any forms of forced labour, modern slavery, human trafficking and child labour nationally and globally.

All forms of outsourcing, including faculty and staff, are acceptable at AIUB as well as equal rights for all employees are guaranteed. Any individual has the opportunity to work at AIUB, regardless of his religion, race, caste, sex, or place of birth. AIUB offers opportunities for both citizens and foreigners while emphasizing the spirit of the UN Charter and the Constitution of Bangladesh. In addition, AIUB harmonizes the essence of human rights within the framework of the organizational policies and norms.

Transparency and Reporting on Gender Pay Gaps

AIUB's public statements strongly affirm that there is **no gender pay gap** within the institution. While the university does not publish a dedicated "gender pay gap report," it embeds relevant information in sustainability and quality assurance documents. For example, the university's reporting on **SDG 5 (Gender Equality)** reiterates that there are "*no pay inequalities based on gender*" at AIUB aiub.edu. Instead of highlighting any gap, the emphasis is on the absence of one, due to the uniform pay scale policy.

Additionally, AIUB's internal committees and quality assurance processes help maintain transparency and review of equity issues. The **Diversity and Equality Committee** (chaired by the Vice Chancellor) periodically reviews diversity and inclusion policies and "*regularly undertake data analysis*" related to equality issues aiub.edu. This could include analyzing staff compensation by gender to ensure continued parity. The committee's mandate is to monitor policy implementation and recommend changes if any inequality is detected aiub.edu.

Diversity and Equality Committee

American International University-Bangladesh (AIUB) is committed to inclusive excellence where diversity and equality are embedded and manifested in all activities and strategic directions of the university. It is dedicated to creating and maintaining an environment within which inclusive learning, fair treatment and diversity are valued and discrimination is challenged. The diversity and inclusion committee are dedicated to continuously improve in addressing any discrimination or equality issues within the university community.

The goal of this committee is to promote and support a diverse community of students and employees

The Diversity and Equality Committee of AIUB has representatives from both academic and administrative employees. The committee is Chaired by the Vice Chancellor, with the members as follows:

- Representative from each Faculty
- Representative from Office of the Registrar
- Representative from Office of Human Resources - Secretary
- Representative from Office of Student Affairs
- Representative from IQAC
- Representative from Office of Administration
- Representative from Student Community

Functions of the Diversity and Equality Committee:

- Periodically review diversity, equality, inclusion, and human right policies and recommend for changes or revisions
- Monitor the University's policies, procedures and ensure its implementations
- Regularly undertake data analysis and conduct surveys of focus groups to improve the student experience on academic areas and wellbeing initiatives
- Working closely with the other departments, the committee also provide extra teaching and learning resources to help students with their study skills and overall university life
- Encourage and support students, faculty and employees who take part in diversity and equality activities
- Ensure to provide appropriate diversity and equality related capacity building activities to all students, faculty, and employees
- Evaluate diversity and equality related progress and its impacts on different stakeholders of the university

It's worth noting that AIUB has shared some demographic data publicly which reflect its commitment to gender equity. For instance, AIUB reported that nearly one-third of its faculty are female, and women hold significant leadership roles including the Vice Chancellorship and seats on the Board of Trustees aiub.edu. While these figures relate to representation rather than pay, they underscore an organizational culture valuing women's empowerment. In summary, any internal reviews or audits of pay scales at AIUB are not widely publicized in standalone reports; instead, the university communicates its pay equity through policy disclosures and its **assertion of compliance** with equal pay standards.

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Oversight of Financial and Administrative Performance

AIUB has designated offices and committees to ensure effective oversight of its **financial and administrative operations**, including compliance with policies and pursuit of operational excellence. Key units include:

- **Office of Human Resources (HRD)** –

The HR Department is responsible for enforcing employment policies and maintaining a stable, high-performance work environment. Its objectives include “*ensuring full compliance and adequate compensation*” for employees aiub.edu. HR manages recruitment, **compensation and benefits**, payroll, and HR compliance programs aiub.edu, which together guarantee that policies like equal pay and non-discrimination are implemented consistently. The HR office also handles grievance procedures (e.g. complaints of discrimination or harassment) to uphold policy compliance.

Office of Human Resources

Goals:

The primary objective of the Human Resource Department (HRD) is to facilitate a coherent and constructive experience for the Academic and Non-Academic personnel during their tenures at the university, aligning individual objectives with organizational goals. The HRD is responsible for providing of resources and accessibility to information for the employees, while recruiting and managing employees as and when required, as well as ensuring full compliance and adequate compensation amongst its workforces.

Functions:

The overall functions & activities of the Human Resource Department (HRD) are as following:

- Achieve Organizational Goals
- HR Planning
- Recruitment & Selection
- Compensation and Benefits
- Payroll Management
- Training and Development

- Performance Appraisal
- Organizational Culture
- HR Compliance
- Employee Retention
- Database Management
- Inter-Departmental Coordination
- Succession Development

- **Office of Finance & Audit (OFA) –**

This office oversees the university's financial performance and integrity. It is headed by a Director of Finance & Audit and includes audit and accounts personnel aiub.edu aiub.edu. The OFA is tasked with financial planning, budgeting, and auditing of funds to ensure resources are managed properly and transparently. By auditing financial practices, this office helps enforce accountability and compliance in financial operations. (While the OFA's webpage primarily lists personnel, its role is to monitor financial units and ensure all financial policies are followed, contributing to the stable financial footing of AIUB.)

Office of Finance & Audit (OFA)

- **KHONDAKER SABBIR MOHD. KABIR**

DIRECTOR, FINANCE AND AUDIT

- **HASAN JAMIL RIPON**

DEPUTY DIRECTOR, AUDIT

- **MD. RAFIQUUL ISLAM**

ASSISTANT DIRECTOR, ACCOUNTS

- **MD. NEAMUL SANNY AMAT ISLAM**

ASSISTANT DIRECTOR, AUDIT

- **ATIUR RAHMAN**

SENIOR EXECUTIVE, ACCOUNTS

- **NONDON KUMAR DAS**

SENIOR EXECUTIVE, ACCOUNTS

- **ASRAFUL ALOM**

SENIOR EXECUTIVE, ACCOUNTS

- **MD. TANVIR AHMED JAIGIRDAR**

SENIOR EXECUTIVE, ACCOUNTS

- **MD. SUMAN**

SENIOR EXECUTIVE, AUDIT

- **MOHAMMAD MAHFUZUR RAHMAN**

SENIOR EXECUTIVE, AUDIT

- **MOHAMMAD SABER KARIM**

SENIOR EXECUTIVE, AUDIT

- **JACOB D ROZARIO**

EXECUTIVE, ACCOUNTS

- **MOHAMMAD ASHRAF HOSSAIN**

EXECUTIVE, AUDIT

- **MD. IQBAL HOSSAIN**

EXECUTIVE, AUDIT

- **MD. SAIFUR RAHMAN**

JUNIOR EXECUTIVE, ACCOUNTS

- **NOWSHIN RAHMAN TANTA**

JUNIOR EXECUTIVE, ACCOUNTS

- **Office of Planning & Development (OPD) –**

The OPD plays a strategic role in monitoring and improving administrative performance. Its mission is to assist in formulating and implementing short- and long-term plans for the university's development aiub.edu. The OPD gathers data from various units and conducts analyses of productivity and efficiency. Notably, OPD prepares an annual “**University Development Report (UDR)**” which confidentially provides university leadership with comprehensive assessments of institutional performance aiub.edu. This includes *productivity analysis, efficiency analysis, and econometric forecasting* for the university, with policy recommendations to improve any identified gaps aiub.edu. In this way, OPD effectively monitors administrative units and advises on policy or budgetary adjustments to maintain high performance and sustainable growth.

Office of Planning & Development (OPD)

Mission:

To provide maximum assistance to the administration and faculty of AIUB in formulating, articulating and implementing their semester, annual and long term planning and policy recommendation and hence to accelerate university growth and development.

Function:

- OPD will articulate short and long term development planning proposals for AIUB with the help of university records and database and hence will make assessments regarding the budget requirement, source of funds and expenditure plan to execute the proposed development planning.
- OPD will, with the proposed developmental planning, summaries policy recommendations directed towards growth and development of university administration university faculty and university establishment.
- OPD will present the policy recommendation plan to the Vice-Chancellor. If any of these recommendations, any part of the plans, any budget and / or expenditure plan become ambiguous during the initial approval procedure. OPD will revise the plan and reproduce with amendments.
- OPD will, with family approved plans, employ engage in coordination with the Human Resource Department a group of consultants to execute and implement the development plan and policies. However the Director, Human Resource will act as the coordinator of funds for any projects and the coordinator of OPD will act as the chief project consultant for any project.
- OPD will analyze and articulate all development statistics of AIUB. Using these statistics and reports OPD will publish yearly " University Development Report (UDR), which will be exclusively and confidentially distributed to the authority and policy- making body of AIUB, (The Vice-Chancellor, the pro Vice-Chancellor, the board of directors, the Academic Council, the Developmental Deans, CSA and the registrar of AIUB).
- OPD will, with the help of AIUB database make productivity analysis, efficiency analysis, econometric forecasting of university growth and development and hence pinpoint the policy reform, policy amendments, budgetary amendments to the respective authorities (The Vice-Chancellor, the Treasurer and the board of Directors).
- **Institutional Quality Assurance Cell (IQAC) –**

The IQAC is an internal quality assurance body that ensures both academic and administrative quality. It serves “*as an implementing arm of the management in monitoring and evaluating development activities*” across the university aiub.edu. The IQAC’s mandate covers developing self-assessment tools for all areas (including administrative services), reviewing existing policies and procedures, and identifying areas for improvement aiub.edu aiub.edu. By

continuously evaluating how well departments comply with standards and policies, the IQAC helps maintain a stable, effective operation. In essence, it provides oversight to ensure that each unit (academic or administrative) meets quality benchmarks and follows the university's governance policies.

General Objectives of the AIUB-IQAC

- | To realign the existing system consistent with the National and International guidelines
- | To spearhead in the development and sustainability of quality and excellence in the university
- | To serve as an implementing arm of the management in monitoring and evaluating development activities
- | To serve as a strategic platform for the overall development efforts of the university

Specific Objectives of the AIUB-IQAC

- | To assess the level of understanding and training needs of the teaching and non-teaching officers in relation to quality assurance and accreditation
- | To conduct an inventory of the relevant documents, data and information for review, analysis, updating and storing as central depository of the university
- | To develop and validate self-survey instruments covering the essential areas and components of the university and administer this to generate valuable information for utilization by the management and other potential users
- | To design and implement training programs in collaboration with the national and international bodies to build the capacities of the IQAC staff, management, teaching and nonteaching officers
- | To advocate, promote and sustain quality assurance through the continuous process of internal and external assessments of academic programs and services

• Diversity and Equality Committee –

As mentioned, this high-level committee monitors implementation of diversity and equality policies. One of its functions is to “*monitor the University's policies [and] procedures and ensure [their] implementation*” aiub.edu. This includes ensuring compliance with non-discrimination and equal opportunity policies in all units, thereby supporting a fair workplace. The committee also evaluates progress on equity and may conduct surveys or data analysis to guide policy enhancements aiub.edu.

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- Evaluate diversity and equality related progress and its impacts on different stakeholders of the university

In terms of **technological excellence in financial and administrative operations**, AIUB has shown initiative by modernizing its management systems. For example, the university deployed a **centralized Procurement & IT Operations Management system** to streamline its administrative processes. This system was introduced to *“modernize procurement and IT operations, reduce manual overhead, and increase transparency across departments.”* beyondtechbd.com. By automating requisitions, tracking supplier performance, and improving help-desk support, AIUB leveraged technology to enhance efficiency and accountability in its operations beyondtechbd.com beyondtechbd.com. Such investments demonstrate AIUB's commitment to **technological improvements** in administration and finance, ensuring operations remain efficient and up-to-date. Additionally, AIUB's management practices have been certified to international standards (the university's operation system was ISO 9001:2008 certified) aiub.edu, reflecting a focus on quality and continual improvement in administrative processes.

Case Study: IT Operations Management & Monitoring System for American International University-Bangladesh (AIUB)

Background

American International University-Bangladesh (AIUB) is a leading private university in Dhaka, offering undergraduate and graduate programs in engineering, business, business administration, arts, and sciences. With a growing student body and expanding operations, AIUB required a comprehensive system to modernize procurement and IT operations, reduce manual overhead, and increase transparency across departments.

Objective

To deliver a **centralized procurement and IT operations management system** that:

- Streamlines requisition and purchasing processes.
- Improves supplier performance tracking and contract management.
- Enhances IT complaint handling, support ticketing, and help desk functions.
- Provides better reporting and data-driven decision making.

In summary, AIUB maintains a robust framework for equity and oversight: it tracks gender pay equity and enforces equal pay through a uniform pay scale and non-discrimination policies; it publicly affirms the absence of a gender pay gap and empowers committees to review compliance; and it assigns dedicated offices (HR, Finance & Audit, Planning & Development, IQAC, etc.) to monitor administrative units, uphold policy compliance for a stable high-performing environment, and embrace technological solutions for operational excellence. These measures are documented in AIUB's official policies and reports, underscoring the institution's commitment to equal opportunity and effective governance aiub.edu aiub.edu.