MINGACHEVIR STATE UNIVERSITY

GENDER PAY GAP REPORT

2026

Workforce Representation and Gender Equality Assessment



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ABOUT THIS REPORT

The Gender Pay Gap Report 2025–2026 presents Mingachevir State University's commitment to fostering an equitable, inclusive and transparent working environment. The report provides an overview of workforce composition, gender representation, institutional policies and equal pay practices across the University.

In accordance with the University's commitment to equality and non-discrimination, remuneration is determined based on prasition, qualifications, responsibilities and experience rather than gender. Employees performing the same role under equivalent conditions receive equal pay.

The report also outlines the University's ongoing efforts to strengthen gender equality through institutional policies, ethical governance, equal employment opportunities and continuous monitoring of workplace practices.

SCOPE OF THIS REPORT

- Academic staff
- Administrative staff
- Technical staff
- Leadership and management positions
- Gender equality policies and practices
- Equal pay assessment
- Future commitments

REPORT AT A GLANCE

REPORTING PERIOD
2025–2026

TOTAL EMPLOYEES
796

FEMALE EMPLOYEES
517 (65.0%)

MALE EMPLOYEES
279 (35.1%)

EQUAL PAY PRINCIPLE ✓
Implemented

GENDER EQUALITY POLICY ✓
Available

ANTI-DISCRIMINATION POLICY ✓
Available

CODE OF ETHICS ✓
Available

INSTITUTIONAL COMMITMENT

Ensuring equal pay for equal work.
We are committed to ensuring that women and men receive equal pay for equal work, based on role, responsibilities and qualifications.

Promoting equal opportunities.
We promote equal employment and career development opportunities regardless of gender.

Maintaining a respectful and safe workplace.
We provide a workplace free from discrimination, harassment and any form of unfair treatment.

Supporting diversity and inclusion.
We value diversity, inclusion and mutual respect across all academic and administrative units.

Monitoring and continuous improvement.
We monitor gender equality indicators as part of institutional governance and continuously strive for improvement.

INSTITUTIONAL COMMITMENT TO GENDER EQUALITY

INSTITUTIONAL COMMITMENT

Mingachevir State University is committed to fostering an equitable, inclusive, and respectful academic and working environment where every individual is treated with dignity, fairness, and equal opportunity regardless of gender.

The University integrates gender equality principles into its governance, employment practices, education, research, and institutional decision-making. Through approved institutional policies, MSU promotes equal participation, prevents discrimination, and supports a workplace culture based on integrity, transparency, and mutual respect.

Gender equality is recognized as an essential component of sustainable institutional development and contributes to strengthening the University's academic excellence, organizational effectiveness, and social responsibility.

CORE PRINCIPLES

EQUAL RIGHTS AND EQUAL OPPORTUNITIES

All members of the University community have equal rights and access to education, employment, leadership opportunities, and professional development.

ZERO TOLERANCE FOR DISCRIMINATION

Any form of discrimination, harassment, or unequal treatment is prohibited and addressed through institutional procedures.

RESPECT, DIVERSITY AND INCLUSION

MSU promotes a respectful, inclusive, and supportive environment where diversity is recognized as an institutional strength.

MERIT-BASED EMPLOYMENT

Recruitment, promotion, performance evaluation, and career development are based on qualifications, competence, and professional merit.

AWARENESS AND ACCOUNTABILITY

The University strengthens gender equality through awareness activities, institutional responsibility, and continuous monitoring of policy implementation.

SUPPORTING INSTITUTIONAL POLICIES

GENDER EQUALITY POLICY	ANTI-DISCRIMINATION POLICY	CODE OF ETHICS
APPROVED	APPROVED	IMPLEMENTED

UNIVERSITY COMMITMENTS

- Promote equal opportunities across all academic and administrative activities.
- Foster a safe, respectful, and inclusive working environment.
- Ensure fairness, transparency, and integrity in institutional practices.
- Prevent discrimination through effective institutional policies and procedures.
- Continuously strengthen gender equality through monitoring, awareness, and good governance.

GENDER EQUALITY IN ACTION

Building an Inclusive University Community

Mingachevir State University promotes gender equality through awareness activities, leadership development initiatives, and educational programmes. These efforts strengthen equal opportunities, encourage active participation, and support an inclusive academic culture aligned with Sustainable Development Goal 5 (Gender Equality).







KEY INITIATIVES

01 Stereotype-Free Frame Video Contest

Students participated in a creative competition encouraging equal opportunities, challenging gender stereotypes, and promoting social inclusion through digital storytelling.

Learn more:
https://sustainable.mdu.edu.az/2026/02/28/mingachevir-state-university-organized-the-stereotype-free-frame-video-contest/

02 Women's Leadership and Empowerment

The University organized activities highlighting women's leadership, participation, and contribution to academic and social development.

Learn more:
https://sustainable.mdu.edu.az/2026/03/02/our_strength_02-03-26/
https://sustainable.mdu.edu.az/2025/11/05/gender_04-11-25-2/
https://sustainable.mdu.edu.az/2025/10/21/leadership-21-10-25/
https://sustainable.mdu.edu.az/2025/10/17/gender-based-social-problem-17-10-25/

03 Human Rights and Gender Equality Seminar

The seminar raised awareness of human rights, gender equality, equal opportunities, and inclusive education among students and academic staff.

Learn more:
https://sustainable.mdu.edu.az/2026/02/25/scientific-practical-seminar-on-the-protection-of-human-rights-and-freedoms-held-at-mingachevir-state-university/

OUR JOURNEY TOWARDS GENDER EQUALITY

2025	2026
Gender Equality Awareness Activities	Stereotype-Free Frame Competition
Leadership Development Programmes	Human Rights Seminar
Gender-Based Social Issues Seminar	Women Empowerment Programme

INSTITUTIONAL IMPACT

- Increased awareness of gender equality
- Encouraged women's leadership and participation
- Supported equal opportunities across the University
- Strengthened inclusive participation and mutual respect
- Advanced SDG 5 (Gender Equality) implementation

5 GENDER EQUALITY

EQUAL PAY FRAMEWORK

Our University applies the principle of equal pay for equal work. Remuneration is determined fairly and transparently based on position, qualifications, responsibilities, professional competence and institutional salary scales.

Gender is not considered in salary determination, ensuring fairness and equal treatment for all employees.

Our equal pay framework is designed to promote merit, transparency and accountability across all levels of the University.

EQUAL PAY STATEMENT

We are committed to providing equal pay for work of equal value and ensuring a workplace where every individual is valued, respected and empowered to succeed.

OUR EQUAL PAY FRAMEWORK

1. EQUAL PAY FOR EQUAL WORK

Employees performing the same or equivalent work receive equal pay, regardless of gender.

2. MERIT-BASED SALARY

Remuneration is based on qualifications, experience, performance and contribution to the University.

3. TRANSPARENT RECRUITMENT

Recruitment and selection processes are fair, open and based on objective criteria.

4. EQUAL CAREER OPPORTUNITIES

All employees have equal access to training, promotion and career development opportunities.

5. NON-DISCRIMINATION

Discrimination or unequal treatment on the basis of gender is strictly prohibited.

GENDER EQUALITY IN SALARY SCALES

Mingachevir State University applies the principle of equal pay for equal work. Salary levels are determined by position, qualifications, responsibilities and other relevant employment criteria, regardless of gender. Female and male employees in the same position under equivalent employment conditions are subject to the same salary scale. No separate salary rates are established solely on the basis of gender.

EQUAL PAY MONITORING FRAMEWORK

Assessment criterion	University practice
Salary determination	Position and applicable salary scale
Gender-based differentiation	No separate rates based solely on gender
Equal pay	Same salary scale under equivalent conditions
Non-discrimination	Gender-neutral remuneration principles

Gender is not a criterion for determining remuneration.

CREATING AN INCLUSIVE WORKPLACE

INCLUSIVE WORKPLACE CULTURE

We are committed to maintaining an inclusive, respectful and supportive working environment where all employees are treated fairly and have equal opportunities to contribute and succeed.

We promote equal participation, professional development, collaboration and a workplace culture based on dignity, diversity and mutual respect.

An inclusive workplace strengthens employee well-being, drives innovation and supports the University's mission of academic excellence and social responsibility.

EVERY EMPLOYEE. EVERY VOICE. EQUAL VALUE.

We value diversity and ensure that every individual is respected, empowered and given the opportunity to reach their full potential.

OUR WORKPLACE PRINCIPLES

1. RESPECT AND DIGNITY

We treat everyone with respect and dignity and value diverse perspectives and backgrounds.

2. EQUAL PARTICIPATION

We ensure equal participation in all activities, meetings and decision-making processes across the University.

3. PROFESSIONAL DEVELOPMENT

We provide equal access to training, mentorship and career development opportunities for all employees.

4. WORK–LIFE BALANCE

We support flexible working arrangements and initiatives that promote well-being and a healthy work-life balance.

5. SAFE WORKING ENVIRONMENT

We are committed to providing a safe, healthy and supportive environment free from harassment and discrimination.

WORKPLACE PRACTICES

EQUAL ACCESS TO TRAINING

All employees have equal access to training and capacity building programs.

EQUAL PARTICIPATION IN COMMITTEES

We encourage equal representation in committees, councils and working groups.

INCLUSIVE DECISION-MAKING

We value all voices and include diverse perspectives in decision-making.

EMPLOYEE WELL-BEING

We promote physical, mental and emotional well-being for all employees.

ZERO TOLERANCE FOR DISCRIMINATION

We have zero tolerance for discrimination, harassment or any form of unfair treatment.

WOMEN IN LEADERSHIP & EMPOWERMENT

We believe that empowering women strengthens our university, drives innovation and builds a more equitable and inclusive future.

01
2025
LEADERSHIP PROGRAMME
Future Women Leaders programme supports the development of leadership skills and prepares women for decision-making roles.

02
2025
WOMEN EMPOWERMENT
We empower women to reach their full potential through mentorship, networking and support initiatives.

03
2025
GENDER EQUALITY TRAINING
Regular training sessions promote gender equality, awareness and inclusive behavior across the University community.

04
2026
VIDEO COMPETITION
A video competition raises awareness on gender equality and encourages creative expression of ideas.

05
2026
HUMAN RIGHTS SEMINAR
Seminars on human rights and gender equality foster dialogue and build a culture of respect and inclusion.

OUR FOCUS AREAS



EQUAL REPRESENTATION
We promote equal participation of women in leadership, governance and decision-making positions.



LEADERSHIP DEVELOPMENT
We invest in leadership programs that build confidence, skills and career advancement opportunities for women.



CAPACITY BUILDING
We provide training and resources that enhance professional growth and support continuous learning for all women employees.



SUPPORTIVE ENVIRONMENT
We create a supportive and inclusive environment where women feel valued, respected and empowered.



AWARENESS & ADVOCACY
We raise awareness on gender equality and promote a culture of respect, fairness and inclusion across the University.

MONITORING & CONTINUOUS IMPROVEMENT

We are committed to regularly monitoring our progress on gender equality and ensuring transparency, accountability and continuous improvement across all areas.

OUR IMPROVEMENT CYCLE



KEY MONITORING PRACTICES

DATA-DRIVEN DECISIONS

We use accurate data to inform policies and measure progress towards gender equality.

REGULAR REVIEW

Policies and initiatives are reviewed regularly to ensure relevance and effectiveness.

STAKEHOLDER FEEDBACK

We engage with employees to understand experiences and identify areas for improvement.

TRANSPARENCY

We communicate our progress openly and maintain transparency in reporting.

ACCOUNTABILITY

Responsibilities are clearly defined to ensure accountability at all levels.

OUR PROGRESS INDICATORS

REPRESENTATION

Increase women's representation in leadership and academic positions.

PAY EQUITY

Maintain equal pay for equal work across all staff categories.

DEVELOPMENT

Expand training and leadership opportunities for women.

WORKPLACE CULTURE

Strengthen inclusive practices and promote work–life balance.

FUTURE COMMITMENTS

Mingachevir State University remains dedicated to advancing gender equality and building a fair, inclusive and empowering environment for all.

Our future commitments reflect our long-term vision for meaningful progress and sustainable impact.

EQUAL TODAY
STRONGER TOMORROW
TOGETHER WE PROGRESS

OUR VISION

To be a leading university where gender equality is embedded in our culture, our policies and our future.

OUR COMMITMENTS

ADVANCE REPRESENTATION

Increase the representation of women in leadership, decision-making and STEM fields.

STRENGTHEN DEVELOPMENT

Provide equal access to training, mentorship and career development opportunities for all employees.

ENSURE FAIRNESS

Continue to uphold equal pay for work of equal value and eliminate any gaps.

PROMOTE INCLUSIVE CULTURE

Foster a respectful, inclusive and supportive environment where everyone can thrive.

DRIVE CONTINUOUS IMPROVEMENT

Set measurable goals, monitor progress and implement actions to achieve lasting change.

COLLABORATE FOR IMPACT

Work with partners and communities to promote gender equality and create broader societal impact.

MOVING FORWARD TOGETHER

CONCLUSION

Gender equality is fundamental to our mission of education, research and community engagement. At Mingachevir State University, we are committed to ensuring equal pay for equal work and creating a fair, inclusive and respectful environment for all.

This report highlights our ongoing progress, challenges and achievements in closing the gender pay gap and advancing equity across our university.

We will continue to strengthen our policies, promote transparency and accountability, and work together with our community to build a more equal, diverse and prosperous future for everyone.



Equal pay for equal work is not only our policy – it is our promise.

An inclusive university is a stronger university.

KEY TAKEAWAYS



EQUAL PAY FOR EQUAL WORK

We are committed to ensuring equal pay for work of equal value across all roles and levels.



EQUAL OPPORTUNITIES

We promote fair access to opportunities for recruitment, promotion and professional growth.



INCLUSIVE WORKPLACE

We foster a respectful, diverse and inclusive environment where every individual belongs and thrives.



MERIT-BASED EMPLOYMENT

We base decisions on merit, skills and performance, ensuring fairness and transparency.



CONTINUOUS IMPROVEMENT

We regularly monitor, evaluate and enhance our policies and initiatives to close the gender pay gap.



GENDER EQUALITY POLICY

Our policies and actions reflect a strong commitment to gender equality and social sustainability.



This report reflects Mingachevir State University's commitment to fostering an equitable, inclusive and respectful working environment in line with **Sustainable Development Goal 5 – Gender Equality.**