

**Performance And Reward Management**  
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**Indian Institute of Technology, Kharagpur**

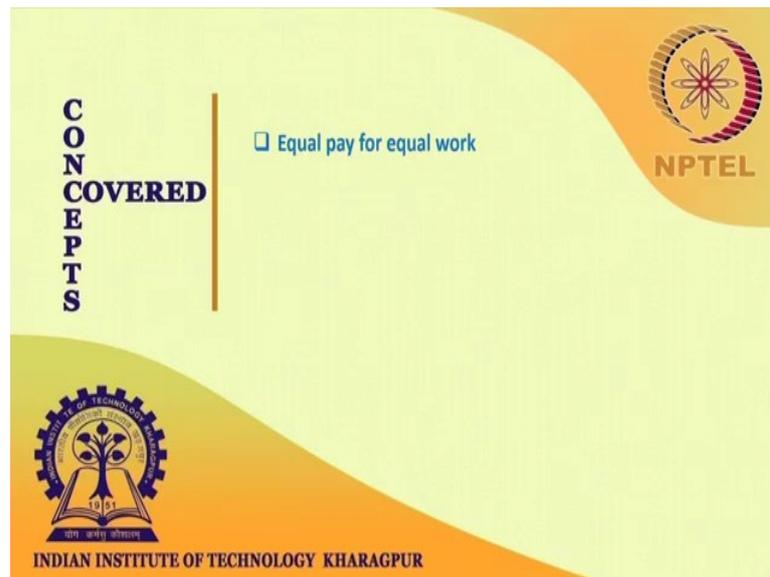
**Lecture - 41**

**Valuing and grading jobs, understanding pay level, job evaluation schemes, equal pay, market rate analysis, designing of grade and pay structure (Contd.)**

Welcome to the concluding session of the topic on valuing and grading jobs, understanding pay levels, job evaluation schemes, equal pay, market rate analysis, designing of grade and pay structure. So, throughout this topic in the concepts that we covered we discussed extensively about the theories guiding base structure, then how to do our job analysis through different methods, how to go for and calculate the market rate analysis, and what are the sources of collecting data, what are the pros and cons of each of the sources from which data is collected. We have also told about how to group jobs based on the like grade and base structure, and what are the different natures based on which it is a grouping is done.

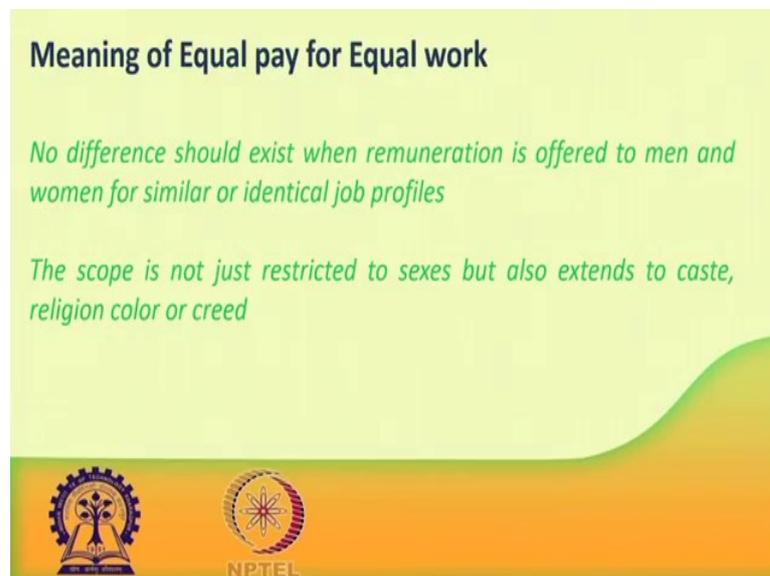
Today, we are going to focus on a very sensitive issue that is that of equal pay, equal pay structures. So, that is a concern for the employees with respect to discriminations in the workplace based on like whether like irrespective of whether the job evaluation is done or the whether the market rate analysis has been done, or whether the proper job description has been written or not, is there any bias which is working in the while taking a decision, and which leads to certain discrimination between the maybe genders or ethnic groups, and that is how like we focus here on the discussion of the equal pay.

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So, the topic that will be covered today the concept is equal pay for equal work.

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So, generally, in this discussion we are focusing will on the gender discrimination, because we find there is a lot of women not able to reach in many cases the top. And if it is do, if they are doing, they are have to struggle through their path or even they have reached the top, the there are different in the pay structures that they or the remunerations that they get, but we have to understand like this whole discussion of equal pay for equal work is not restricted only to genders, but it also extends to caste,

religion, color or creed. When we talk of that equal pay, we understand like there is no difference which should exist when remuneration is offered to men and women for similar identical job profiles.

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*It commands the application of principle of non-discrimination as regards the compensation for the services is offered by any organization to men and women*

The slide features a light green background with a yellow and orange gradient at the bottom. On the left, there are two logos: the Indian Institute of Technology (IIT) logo and the NPTEL logo. On the right, there is a small inset image of a woman with glasses, wearing a pink and white patterned top, who appears to be the speaker.

But we can extend this discussion also to caste, religion, color or creed in terms like there is no discrimination made in terms of like gender or ethnic groups or skin colors in terms of in when remuneration is offered for similar or identical job profiles. So, it commands the application of principle of non-discrimination as regards to the compensation for the services offered by any organization to men, women or to like caste and creed and ethnicity, and to respecting the diversity in the organization.

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**It has been a universal problem since decades..**

Denise Kingsmill wrote in her 2001 Review of Women's Employment and Pay:

I am convinced that the scale and persistence of the gender pay gap in Britain reflects a failure in human capital management that is neither good for the economy nor in the interests of the majority of employers or employees.



Here we are focusing in this particular discussion we are focusing mainly on the gender differences because again like it has been a problem which has been standing from decades. So, Denise Kingsmill in wrote in her 2001 Review of Women's Employment and Pay; like, I am convinced that the scale and persistence of the gender pay gap in Britain reflects a failure in human capital management that is neither good for economy nor in the interest of the majority of the employers or the employees.

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The need to address issues of women's employment and pay is not just a matter of creating a society in which men and women have equal opportunities and are equally valued for the contribution they make, important though these are. It is also a matter of making the best use of the full range of human capital to promote economic growth.



So, the issue of addressing of women's issues of addressing women employment in pay is not just a matter of creating of society in which men and women have equal opportunities and are equally valued for the contribution they make but it is also important though these are. It is also a matter of making the best use of the full range of human capital to promote economic growth.

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**As far as India is concerned**

Depressingly, women don't have it much better in the formal labour force in India. According to the Monster Salary Index on gender for 2016, the gender pay gap ranged from a relatively low 14.7% in the education and research sector to 21.5% in the banking, financial services and insurance sector and 25.8% in the information technology sector.

Source: <https://www.livemint.com/Opinion/aJlQdgyQJ9N8Kp6QLr5YOM/Addressing-the-gender-pay-gap-in-India.html>

The slide features a light green background with a yellow-to-green gradient at the bottom. On the left, there are two circular logos: the IIT Bombay logo and the NPTEL logo. On the right, there is a small inset photograph of a woman with glasses, wearing a pink and white patterned top, speaking.

So, as far as the situation in India is concerned, so women do not have it much better in the formal labor force in India. According to the Monster Salary Index on gender for 2016, the gender pay gap ranged from a relatively low of 14.7 percent in the education and research sector to 21.5 percent in the banking, financial services and insurance sector and 25.8 percent in the information technology sector.

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**Reasons for unequal pay**

Rubery (1992) identified three factors that lead to undervaluation of women's effort at work:

1. The scholar suggested that there exists a huge discrimination in which the jobs are graded and paid

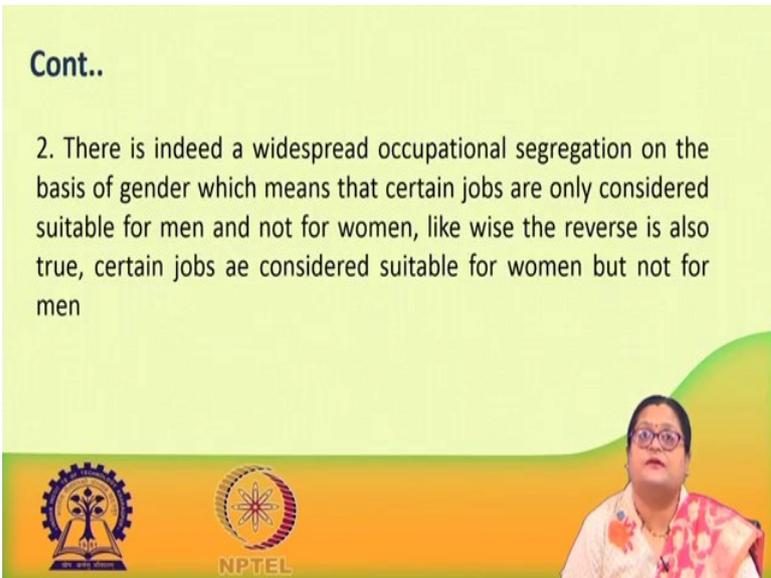


Now, what are the reasons for this unequal pay? Rubery in 1992 identified three factors that lead to undervaluation of women's effort at work. The scholar suggested that there exists a huge discrimination in which with the jobs are graded and paid.

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2. There is indeed a widespread occupational segregation on the basis of gender which means that certain jobs are only considered suitable for men and not for women, likewise the reverse is also true, certain jobs are considered suitable for women but not for men

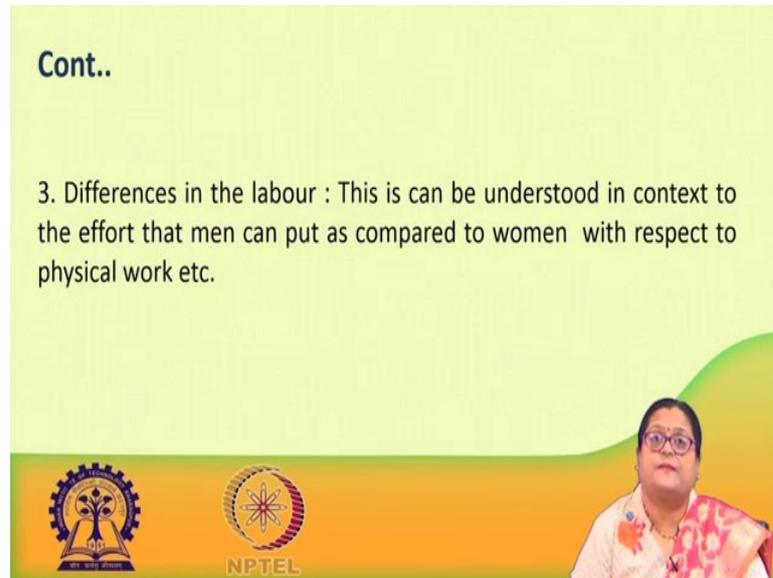


There is indeed a widespread occupational segregation on the basis of gender which means that certain jobs are only considered suitable for men and not for women, likewise the reverse is also true, certain jobs which are considered like suitable for women but not for men.

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3. Differences in the labour : This is can be understood in context to the effort that men can put as compared to women with respect to physical work etc.

The slide features a light green background with a decorative wavy line at the bottom. On the left, there are two logos: the IIT Bombay logo (a gear with a tree) and the NPTEL logo (a star-like symbol). On the right, a woman with glasses and a pink patterned top is speaking. The text is centered in the upper half of the slide.

Differences in the labor. So, this is understood in context of the effort men can put as compared to women with respect to physical work etcetera.

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**Research by National Institute of Economic and Social Research (NIESR) (UK)**

Five major reasons have been identified by National Institute of Economic and Social Research for explaining the pay disparities between men and women which have been discussed one by one in each slide.

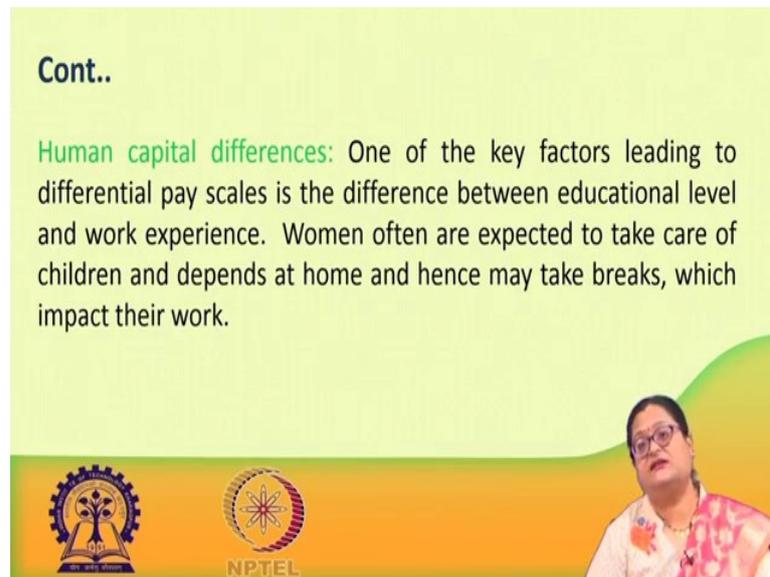
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Research by National Institute of Economic and Social Research, UK tells the five major reasons that have been identified by the National Institute of Economic and Social Research for explaining the pay diversities between woman and men have been discussed like we will be discussing it in the next few slides.

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**Human capital differences:** One of the key factors leading to differential pay scales is the difference between educational level and work experience. Women often are expected to take care of children and dependents at home and hence may take breaks, which impact their work.

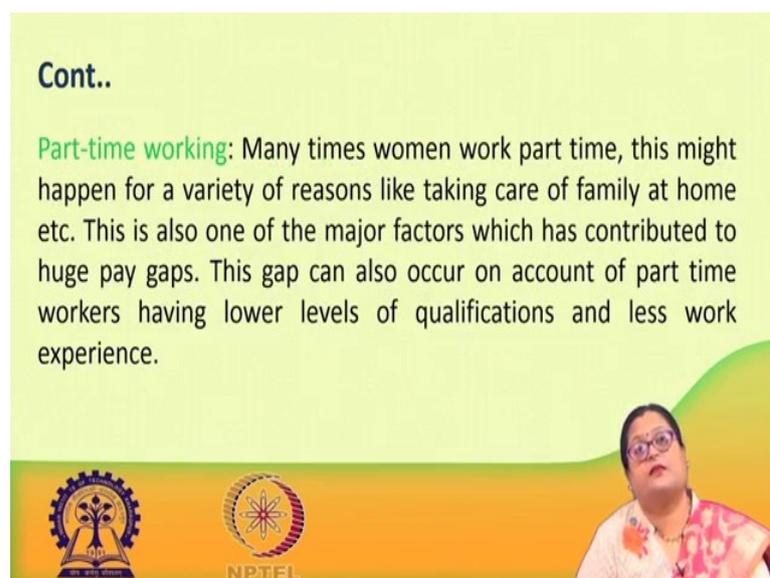


First is the human capital differences. So, one features the key factor leading to this differential pay is due to the difference between educational level and work experiences. So, woman as per the traditional belief the stereotype and maybe the how the society is what the society expects from woman is or often expected to take care of the children and dependents at home and hence they take breaks, which impact their work.

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**Part-time working:** Many times women work part time, this might happen for a variety of reasons like taking care of family at home etc. This is also one of the major factors which has contributed to huge pay gaps. This gap can also occur on account of part time workers having lower levels of qualifications and less work experience.



Next is part-time working, many women tend to work part time, this may happen for variety of reasons like taking care of family at home or again not able to provide time to

a regular career. So, this is also one of the major reasons which is contributed to huge pay gaps. So, this can also occur as part time workers have lower levels of qualifications and less work experience.

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**Travel patterns:** As per the report by NIESR, on an average a women spends less time commuting than men. This might majorly happen as they are supposed to balance work and caring responsibilities. This impacts women in two ways:

*Smaller range of jobs to choose from*

*Lots of women wanting work in the same location*



Travel patterns, as per the report by NIESR, on an average woman spends less time commuting than men. This might majorly happen as they are supposed to balance work and caring responsibilities. So, this affects women in two ways, smaller range of jobs to choose from, lots of women wanting to work in the same location.

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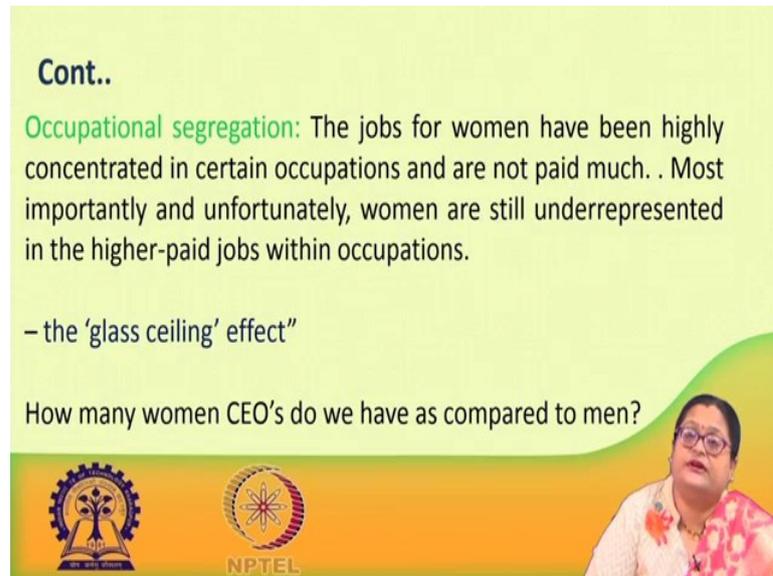
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**Workplace segregation:** High concentrations of female employees has been associated with relatively low rates of pay. The gap is further widened when it comes to part time jobs.



Workplace segregation, high concentration of female employees has been associated with relatively low rates of pay. The gap is further widened when it comes to part time jobs.

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**Occupational segregation:** The jobs for women have been highly concentrated in certain occupations and are not paid much. . Most importantly and unfortunately, women are still underrepresented in the higher-paid jobs within occupations.

– the ‘glass ceiling’ effect”

How many women CEO’s do we have as compared to men?

The slide features a light green background with a yellow-to-orange gradient at the bottom. On the left, there are two circular logos: the first is the Indian Institute of Technology (IIT) logo, and the second is the NPTEL logo. On the right side, there is a small inset video of a woman with glasses and a pink floral top, who appears to be the speaker.

Another is the occupational segregation. The jobs for women have been highly concentrated in certain occupations and that are not paid much because the supply is more as compared to the demand. So, most importantly like the women are still underrepresented in higher-paid jobs which taken to be their glass ceiling effect. So, that is why we find though that trend is changing now to some extent less of women CEOs as compared to men CEOs.

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**Breaking the glass ceiling: A few of India's first women achievers**

**Lets watch and celebrate these achievers:**

<https://www.youtube.com/watch?v=MtTOWqYAdv8>

(Source: Hindustan Times official YouTube Channel)

The slide features a light green background with a yellow-to-orange gradient at the bottom. On the left, there are two circular logos: the first is the Indian Institute of Technology (IIT) logo, and the second is the NPTEL logo. On the right, there is a small inset image of a woman with glasses, wearing a pink and white patterned sari, speaking into a microphone.

So, this is a must seen to be video like the a few of the first woman achievers who have reached the top, and they have broken the glass ceiling. Please enjoy this video and find out like how what is the path that they have tread through in order to reach the top.

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**A must watch:**

Indra Nooyi and Priyanka Chopra talking about breaking barriers and emerging as achievers

<https://www.youtube.com/watch?v=dQzvkvMI9tE>

(Source: Forbes Live)

The slide features a light green background with a yellow-to-orange gradient at the bottom. On the left, there are two circular logos: the first is the Indian Institute of Technology (IIT) logo, and the second is the NPTEL logo. On the right, there is a small inset image of a woman with glasses, wearing a pink and white patterned sari, speaking into a microphone.

This is also another video that we need to watch about like in which like there is a discussion about how what needs to be present in order to break the barriers and emerging as achievers.

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**Equal Remuneration Acts and Rules, 1976**

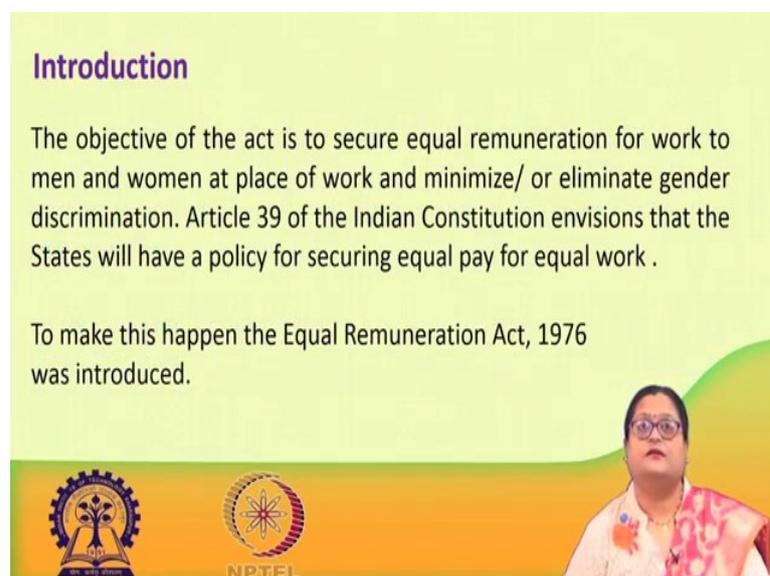
In further slides, excerpts have been taken “as it is” from the official document published by the Government of India on **Equal Remuneration Acts and Rules, 1976** to get an understanding of what the act is all about.

For complete details, please refer:  
<https://labour.gov.in/womenlabour/equal-remuneration-acts-and-rules-1976>

The slide features a green and yellow background with a woman in a pink and white patterned sari in the bottom right corner. Logos for the Ministry of Labour and NPTEL are visible at the bottom.

Now, we will discuss on a very important aspect of like the legal safeguard which is there to ensure like the there is an equal remuneration paid to men and women, and there is no discrimination based on the payment done to the men and woman in similar kind of jobs. So, we will discuss now about the Equal Remuneration Acts and Rules, 1976, and in further slides like we will discuss some of the excerpts from the as it is as given in the acts and rules in Equal Remuneration Act, 1976, then we will see how we have got a legal protection in order to ensure like if there is no discrimination done to men and women based on the genders for work of similar nature.

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**Introduction**

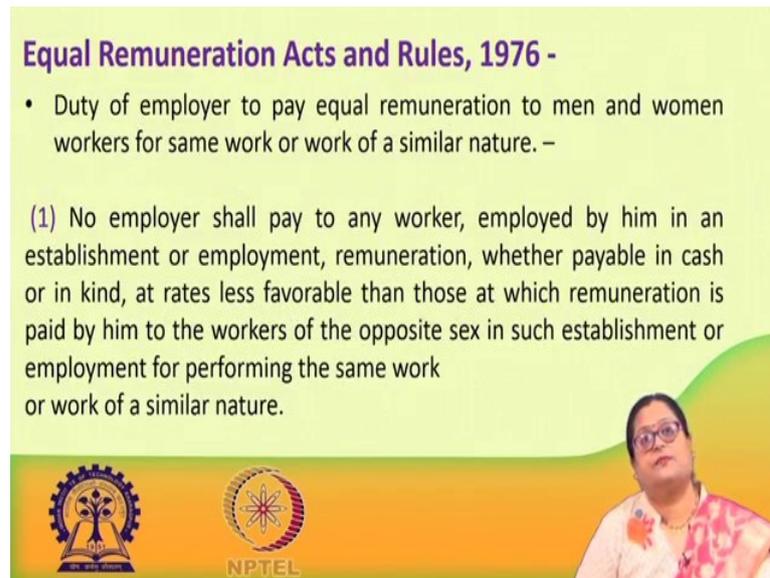
The objective of the act is to secure equal remuneration for work to men and women at place of work and minimize/ or eliminate gender discrimination. Article 39 of the Indian Constitution envisions that the States will have a policy for securing equal pay for equal work .

To make this happen the Equal Remuneration Act, 1976 was introduced.

The slide features a green and yellow background with a woman in a pink and white patterned sari in the bottom right corner. Logos for the Ministry of Labour and NPTEL are visible at the bottom.

The objective of this act is to secure equal remuneration for work to men and woman at a place of work and minimize or eliminate gender discrimination. Article 39 of Indian Constitution envisions that the State will have a policy for securing equal pay for equal work. To make this happen the Equal Remuneration Act, 1976 was introduced.

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**Equal Remuneration Acts and Rules, 1976 -**

- Duty of employer to pay equal remuneration to men and women workers for same work or work of a similar nature. –

(1) No employer shall pay to any worker, employed by him in an establishment or employment, remuneration, whether payable in cash or in kind, at rates less favorable than those at which remuneration is paid by him to the workers of the opposite sex in such establishment or employment for performing the same work or work of a similar nature.

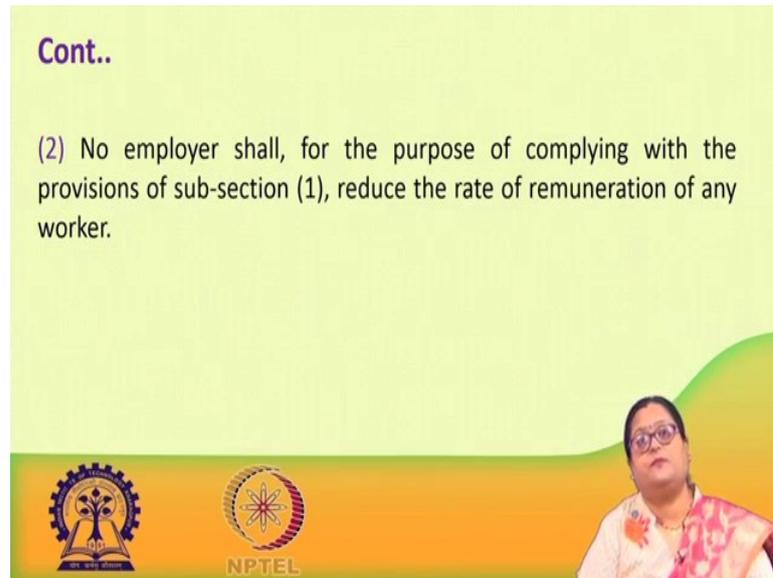
The slide features a green and yellow background. At the bottom, there are three logos: the Indian National Emblem on the left, the NPTEL logo in the center, and a portrait of a woman on the right.

Now, we will discuss some of the salient points of the Equal Remuneration Acts and Rules of 1976, the details however, can be seen from the link which is given in the reference section to study the details of the rules and acts and rules. The first important point salient point over here is to see that the act ensures like it is the duty of the employer to pay equal remuneration to men and women workers for same work or work of similar nature.

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(2) No employer shall, for the purpose of complying with the provisions of sub-section (1), reduce the rate of remuneration of any worker.

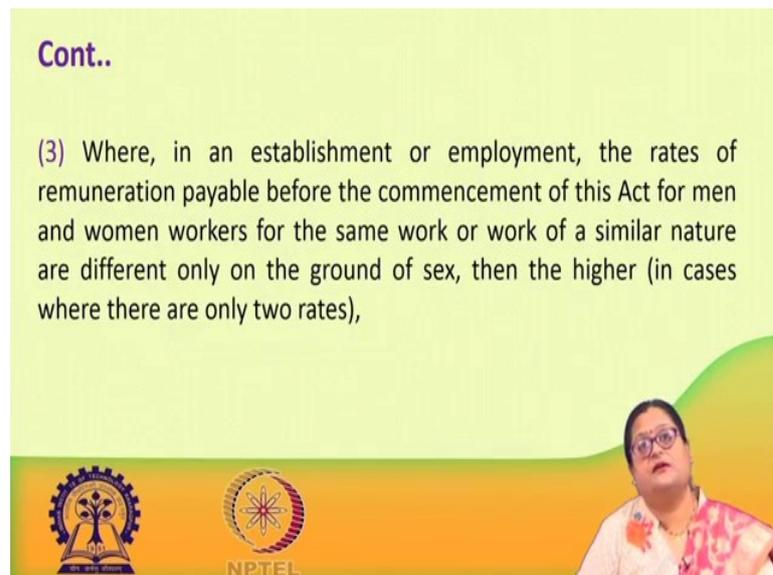


And it ensures like no employer shall pay to any worker, employed by him in an establishment or employment, remuneration, whether payable in cash or kind, at rates which is less favorable than those at which remuneration is paid by him to the workers of the opposite sex in such establishment or employment for performing the same work or work of similar nature. No employer shall for the purpose of complying with the provisions of sub-section 1, reduce the rate of remuneration for any worker.

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(3) Where, in an establishment or employment, the rates of remuneration payable before the commencement of this Act for men and women workers for the same work or work of a similar nature are different only on the ground of sex, then the higher (in cases where there are only two rates),



Where, in the establishment or in employment, the rates of remuneration payable before commencement of this Act for men and women workers for the same work or work of similar nature are different only on the ground of sex, gender, then the higher in where there, there are only two rates.

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or, as the case may be, the highest (in cases where there are only two rates), of such rates shall be the rate at which remuneration shall be payable, on and from such commencement, to such men and women workers: Provided that nothing in this sub-section shall be deemed to entitle a worker to the revision of the rate of remuneration payable to him or her with reference to the service rendered by him or her before the commencement of this Act.

The image shows a presentation slide with a light green background. At the bottom, there is a dark green banner containing the logos of the Indian Institute of Technology (IIT) and NPTEL (National Programme on Technology Enhanced Learning). To the right of the logos, a woman with glasses and a pink patterned sari is visible, appearing to be speaking or presenting.

Then the higher or the highest in cases where there are more than two rates of such rates shall be the rate at which remunerations shall be payable, on and from such date of commencement, to such men and women workers. Provided that nothing in the sub-sections shall be deemed to entitle a worker to the revision of the rate of the remuneration payable to him or her with reference to the service rendered by him on or her or her before the commencement of the Act.

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(3) Where, in an establishment or employment, the rates of remuneration payable before the commencement of this Act for men and women workers for the same work or work of a similar nature are different only on the ground of sex, then the higher (in cases where there are only two rates),



So, also here we see a point through we discuss in brief like the highest of if the rates needs to be selected as the remuneration to be paid.

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- No discrimination to be made while recruiting men and women workers. –

On and from the commencement of this Act, no employer shall, while making recruitment for the same work or work of a similar nature, 2 [or in any condition of service subsequent to recruitment such as promotions, training or transfer],..

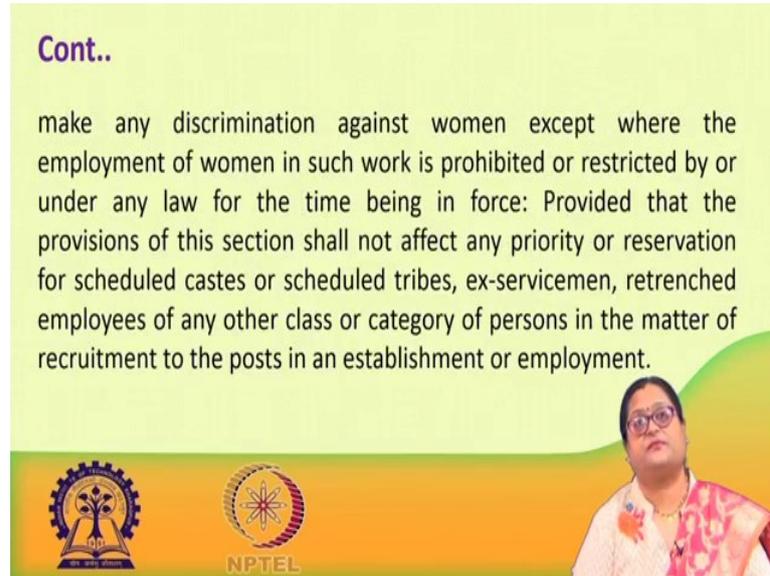


Next important point which talks of like no discrimination is made while recruiting men and women workers. On and from the commencement of the Act, no employer shall, while making recruitment for the same work to work for similar nature or like in any conditions of service subsequent to recruitment training.

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make any discrimination against women except where the employment of women in such work is prohibited or restricted by or under any law for the time being in force: Provided that the provisions of this section shall not affect any priority or reservation for scheduled castes or scheduled tribes, ex-servicemen, retrenched employees of any other class or category of persons in the matter of recruitment to the posts in an establishment or employment.



Or transfer are going to make any discrimination against women except where the employment of women is in such work is prohibited or restricted by or under any law for the time being in force. So, if it is by law that the employment is restricted maybe the woman will not be taken in. But if it is not guided by any law about the restriction, then the while recruitment training promotion so the employer cannot make any discrimination.

And provided also that the provisions of this section shall not affect any priority or reservation for scheduled castes scheduled tribes, ex-servicemen, retrenched employees of any other class or category of persons in the matter of recruitment to the post of an establishment or employment.

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- Advisory Committee. -- (1) For the purpose of providing increasing employment opportunities for women, the appropriate Government shall constitute one or more Advisory Committees to advise it with regard to the extent to which women may be employed in such establishments or employments as the Central Government may, by notification, specify in this behalf.



It is also seen like when the organization can take help of a advisory committee. In advisory committee so, generally when the in order to provide opportunities for women employment opportunities for women, the appropriate Government shall constitute one or more Advisory Committees to advise it with regard to the extent to which women may be employed on in such establishments or employments as the central Government may, by notification specify in this behalf.

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(2) Every Advisory Committee shall consist of not less than ten persons, to be nominated by the appropriate Government, of which one-half shall be women



So, every Advisory Committee shall consist of not less than ten persons to be nominated by the appropriate Government of which one-half shall be woman.

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(3) In tendering its advice, the Advisory Committee shall have regard to the number of women employed in the concerned establishment or employment, the nature of work, hours of work, suitability of women for employment, as the case may be, the need for providing increasing employment opportunities for women, including part-time employment, and such other relevant factors as the Committee may think fit.



In tendering its advice, the Advisory Committee shall have regard to the number of women employed in the concerned establishment or employment, the nature of work, hours of work, suitability of women for employment, as the case may be, the need for providing increased employment opportunities to women, including part-time employment, and such are the relevant factors as the Committee may think fit.

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(4) The Advisory Committee shall regulate its own procedure.

(5) The appropriate Government may, after considering the advice tendered to it by the Advisory Committee and after giving to the persons concerned in the establishment or employment an opportunity to make representations, issue such directions in respect of employment of women workers, as the appropriate Government may think fit.



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- Power of appropriate Government to appoint authorities for hearing and deciding claims and complaints.

(1) The appropriate Government may, by notification, appoint such officers, not below the rank of a Labour Officer, as it thinks fit to be the authorities for the purpose of hearing and deciding:



The power of appropriate Government to appoint authorities for hearing and deciding claims and complaints. The appropriate authority of the Government may by notification appoint such officers, not below the rank of a Labour Officer, as it thinks fit to be the authorities for the purpose of hearing and deciding.

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- (a) complaints with regard to the contravention of any provision of this Act;
- (b) claims arising out of non-payment of wages at equal rates to men and women workers for the same work or work of a similar nature, and may, by the same or subsequent notification, define the local limits within which each, such authority shall exercise its jurisdiction.



A the complaints with regards to the contravention of any provision of this Act; claims arising out of non-payment of wages at equal rates to men and women workers for the same work or work of similar nature, and may, by the same or subsequent notification, define the local limits within which each, such authority is going to exercise its jurisdiction.

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- (2) Every complaint or claim referred to in sub-section (1) shall be made in such manner as may be prescribed.
- (3) If any question arises as to whether two or more works are of the same nature or of a similar nature, it shall be decided by the authority appointed under sub-section (1).



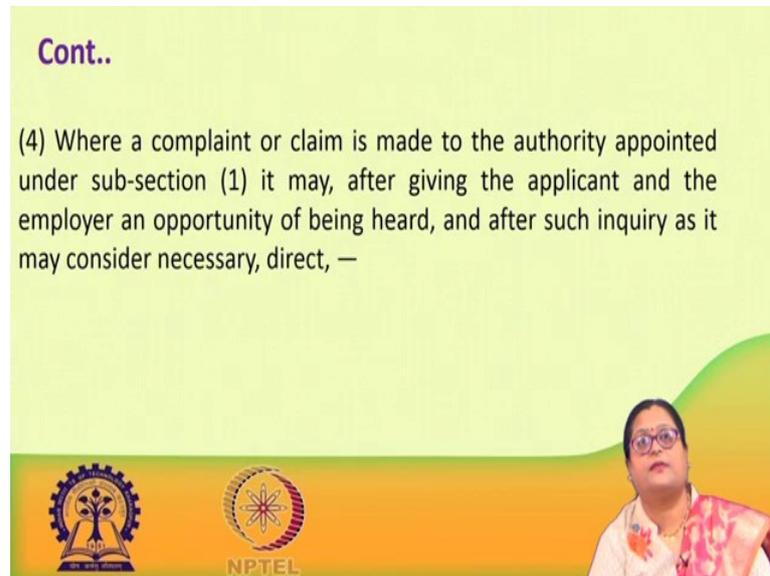
Every complaints or claim referred to in sub-section 1 shall be made in such a manner as may be prescribed. If any question arises as to whether two or more works are of same

nature or of similar nature, it shall be decided by the authority appointed under sub-section 1.

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(4) Where a complaint or claim is made to the authority appointed under sub-section (1) it may, after giving the applicant and the employer an opportunity of being heard, and after such inquiry as it may consider necessary, direct, —

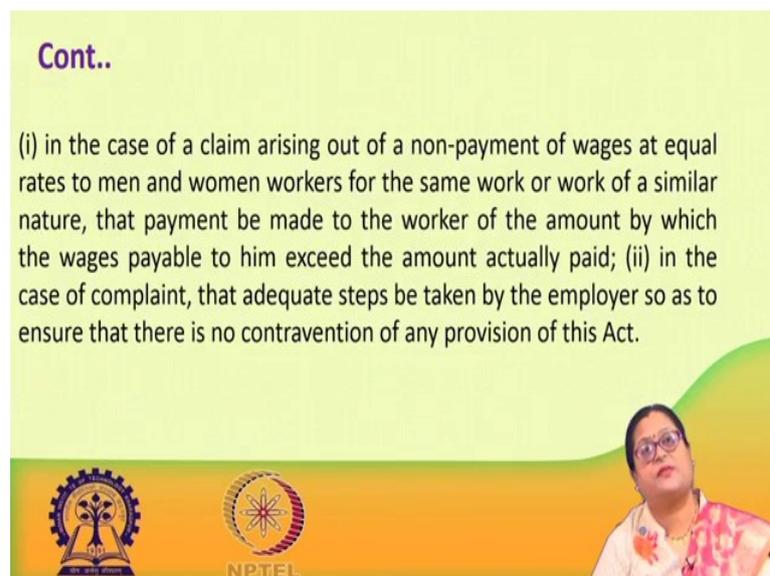
The slide features a light green background with a decorative wavy line at the bottom. On the right side, there is a video inset of a woman with glasses wearing a pink and white patterned sari. At the bottom left, there are two logos: the first is the logo of the Ministry of Labour and Employment, Government of India, and the second is the NPTEL logo.

Where the claim or the complaint is to be made to the authority appointed under sub-section 1, it may, after giving the applicant and the employer an opportunity of being heard, and after such inquiry as it is may consider necessary direct.

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(i) in the case of a claim arising out of a non-payment of wages at equal rates to men and women workers for the same work or work of a similar nature, that payment be made to the worker of the amount by which the wages payable to him exceed the amount actually paid; (ii) in the case of complaint, that adequate steps be taken by the employer so as to ensure that there is no contravention of any provision of this Act.

The slide features a light green background with a decorative wavy line at the bottom. On the right side, there is a video inset of a woman with glasses wearing a pink and white patterned sari. At the bottom left, there are two logos: the first is the logo of the Ministry of Labour and Employment, Government of India, and the second is the NPTEL logo.

So, point 1, in the case of claim arising out of non-payment of wages at equal rates to and woman workers for the same work or work of similar nature, that payment be made

to the worker of the amount by which the wages payable to him exceed the amount actually paid; and in the case of complain, that adequate steps be needed to be taken by the employer so as to ensure that there is no contravention of any provision of this Act.

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(5) Every authority appointed under sub-section (1) shall have all the powers of a Civil Court under the Code of Civil Procedure, 1908 (5 of 1908), for the purpose of taking evidence and of enforcing the attendance of witnesses and compelling the production of documents, and every such authority shall be deemed to be a Civil Court for all the purposes of Section 195 and Chapter XXVI of the Code of Criminal Procedure, 1973 (2 of 1974).



Every authority appointed under sub-section 1 shall have all the powers of a Civil Court under the Code of Civil Procedures, 1908, 5 of 1908 for the purpose of taking evidence and of enforcing the attendance of witnesses and compelling the production of documents, and every such authority shall be deemed to be a Civil Court for all the purposes of Section 195, and chapter 26 of the code of criminal procedures 1973.

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(6) Any employer or worker aggrieved by any order made by an authority appointed under sub-section (1), on a complaint or claim may, within thirty days from the date of the order, prefer an appeal to such authority as the appropriate Government may, by notification, specify in this behalf, and that authority may, after hearing the appeal, confirm, modify or reverse the order appealed against and no further appeal shall lie against the order made by such authority.



Any employer or worker aggrieved by any order made by an authority appointed under sub-section 1, on a complaint or claim may, within thirty days from the date of the order, prefer an appeal to such authority as the appropriate Government may, by notification, specify in this behalf, and that authority may, after hearing the appeal, confirm, modify or reverse the order appealed against and no further appeal shall lie against the order made by such authority.

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(7) The authority referred to in sub-section (6) may, if it is satisfied that the appellant was prevented by sufficient cause from preferring the appeal within the period specified in sub-section (6), allow the appeal to be preferred within a further period of thirty days but not thereafter. (8) The provisions of sub-section (1) of Section 33-C of the Industrial Disputes Act, 1947 (14 of 1947), shall apply for the recovery of monies due from an employer arising out of decision of an authority appointed under this section.



The authority has referred in sub-section 6 may, if it is satisfied that the appellant was prevented by sufficient cause from preferring the appeal within the period specified in sub-section 6, allow the appeal to be preferred within a further period of thirty days but not thereafter. The provisions of sub-section 1 of section 33-C of the Industrial Disputes Act, 1947, shall apply for the recovery of monies due from the employer arising out of decision of an authority appointed under this section.

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The slide features a light green background with a yellow-to-green gradient at the bottom. On the left, there are two circular logos: the first is the Indian Institute of Technology (IIT) logo, and the second is the NPTEL logo. On the right, there is a small inset image of a woman with glasses, wearing a pink and white patterned top, who appears to be speaking or presenting.

These are the references that we have drawn for discussion on this section.

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**References:**

<https://www.livemint.com/Opinion/aJIQdgyQJ9N8Kg6QLr5YOM/Addressing-the-gender-pay-gap-in-India.html>

The slide features a light green background with a yellow-to-green gradient at the bottom. On the left, there are two circular logos: the first is the Indian Institute of Technology (IIT) logo, and the second is the NPTEL logo. On the right, there is a small inset image of the same woman from the previous slide, wearing the same pink and white patterned top, who appears to be speaking or presenting.

We have to remember over here like we have discussed on Equal Remuneration Act, and we have discussed on the issues which have covered about the men and woman, and the provision of the Act which safeguards of men and women, specifically the woman working in Central Government and State Government authorities but employment bodies are beyond this also and what happens then in the private sectors and it depends again on the goodwill of the person goodwill of the organization good nature of the organization to give equal pay for equal work, but we have to understand like this as a philosophy respect that we have for not only the genders.

But how we respect the workforce diversity, how we understand respect the human capital which is there, which will remain untapped, if we are not giving them equal opportunity to work if we are not giving them remunerations at equal rates which are for a similar kind of work where similar kind of effort is put by both and for similar same nature of work and if we can respect this diversity in like the genders and the diversity in the workforce present, and there will be able to tap on a huge human capital which is there and we I am not discriminating not only on the genders and like caste, creed, color, religion, now you are talking also of getting back the old employees back so.

So, do you have provisions for like taking into consideration, like the designing jobs for people who are able but aged can we have some part-time jobs can we have some job positions to make these people return to work and contribute positively to the work situations. So, these are certain things that we need to understand and we have to see like if the it becomes an equal opportunity organization for people who actually are similar in terms of the competencies that they possess and they can make similar contributions.

So, these needs to be if we become more in terms of this equal opportunity organization, you become a better employer where people will be interested to join you and on the other hand, you also get a get to tap a great human resource capital to tap on which will help you to reach your objectives.

Thank you.