



SDG 8: Decent Work and Economic Growth

8 DECENT WORK AND
ECONOMIC GROWTH





The University of Tabuk is committed to advancing Sustainable Development Goal 8 (Decent Work and Economic Growth) by fostering a supportive and equitable work environment that safeguards employee rights and promotes professional growth. Adhering to the labor regulations and guidelines of the Ministry of Human Resources and Social Development, the university has established mechanisms to ensure compliance and employee welfare. Its employment practices prioritize fair wages, non-discrimination, gender pay equity, protection against forced labor, and recognition of labor rights, while also guaranteeing equivalent rights for outsourced workers and providing transparent appeal processes. Through these measures, the University of Tabuk affirms its dedication to decent work, equal opportunity, and sustainable economic development.

8.1 Research on economic growth and employment

The University of Tabuk actively contributes to advancing SDG 8: Decent Work and Economic Growth through impactful research. This commitment is reflected in several recent publications by its faculty members, including:

- *Financing the Transformation to Net Zero Goals: IREDA Investment for Sustainable Initiatives* (Nayak et al., 2024), published in *Approaches to Global Sustainability, Markets, and Governance*.
- *Fintech Service Quality of Saudi Banks: Digital Transformation and Awareness in Satisfaction, Re-Use Intentions, and the Sustainable Performance of Firms* (Aldaarmi, 2024), published in *Sustainability (Switzerland)*.
- *The Impact of Tax Legislative Disruptions on the Increase of Informal Economic Activities in Egypt* (Badran & Abdelhady, 2024), published in *Paper Asia*.

Through such scholarly contributions, the University of Tabuk reinforces its role in shaping knowledge and policies that foster inclusive, sustainable, and resilient economic development in alignment with SDG 8.

8.2 Employment practice

8.2.1 Employment practice living wage

The University of Tabuk is committed to full compliance with all regulations governing employment and salary payments for its academic, administrative, and technical staff, in line with the guidelines of the Ministry of Human Resources and Social

Development. For further details, please refer to the:

[Policy on Pay Scale Equity and Living Wage](#) (page 15). as well as the following key regulatory documents:

[Regulations Governing University Staff Affairs, Including Faculty Members and Their Equivalents](#) page 331

[New Employee Orientation Guide](#) page 35

[Regulations for Employees Appointed under the Wage Scale in Government Entities](#)

[Regulations for Employees Appointed under the General Staff Scale](#)

[Civil Service System Regulations](#)

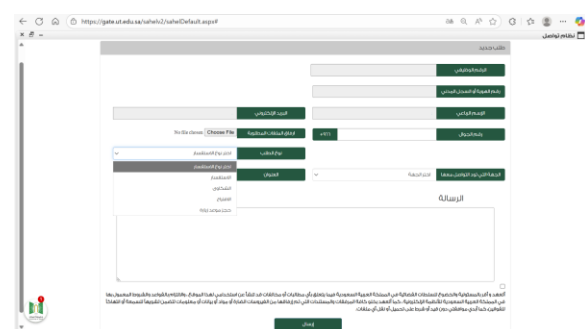
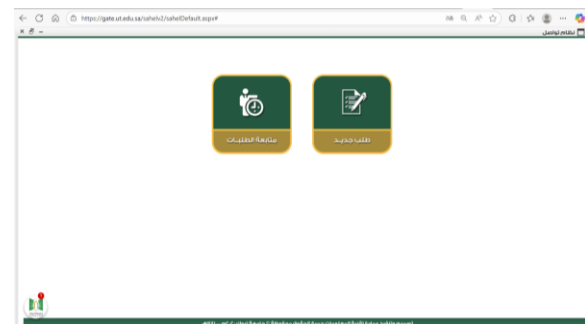
[Higher Education Council and Universities System and Its Regulations](#)

These policies and regulations ensure that the University of Tabuk upholds fairness, transparency, and compliance in all employment practices across its workforce.

8.2.2 Employment practice unions

The University of Tabuk fully recognizes the labor rights of its faculty members, administrative staff, and international employees of all genders, in accordance with the regulations issued by the Ministry of Human Resources and Social Development. The university actively supports freedom of association and collective bargaining, and provides accessible channels for all employees to communicate with relevant

authorities. Through the **Tawasul** service, employees can submit suggestions, complaints, and inquiries, and monitor their status electronically via the **Sahel** system, ensuring transparency and responsiveness.





This commitment is supported by the following key policies and regulations, all of which are published on the University of Tabuk website:

[Executive Regulations for Human Resources](#)

[Work System](#)

[Higher Education Council System](#)

[Regulations Governing University Staff Affairs, Including Faculty Members and Their Equivalents](#)

Together, these frameworks promote collective dialogue, protect employee interests, and foster a fair and inclusive work environment at the University of Tabuk.

On the University of Tabuk website, there is a dedicated **“Contact Us”** section that provides multiple ways for individuals to communicate with the university and report concerns:

1. **Contact the University** – A page where students, staff, and the public can reach out to the university for general inquiries:

<https://www.ut.edu.sa/contact-us/contact-university>

2. **Report Corruption** – A dedicated page for reporting any cases of corruption or unethical behavior within the university: <https://www.ut.edu.sa/contact-us/report-corruption>

3. **Unified Contact Center** – A page providing the university's centralized contact point for inquiries and support, ensuring a streamlined communication process: <https://www.ut.edu.sa/contact-us/call-center>

These pages are part of the university's commitment to transparency, accountability, and

8.2.3 Employment policy on discrimination

The University of Tabuk has a comprehensive policy on ending discrimination in the workplace, covering all forms of discrimination, including those based on religion, sexual orientation, gender, age, or refugee status. For detailed information see page 17 [Non-Discrimination and Equality Policy at the University of Tabuk](#)

8.2.4 Employment policy modern slavery

The University of Tabuk is committed to addressing all forms of forced labour, modern slavery, human trafficking, and child labour, ensuring compliance with national and international standards across all its

operations and supply chains. For more details see page 18

[Policy Against Forced Labour, Modern Slavery, Human Trafficking, and Child Labour](#)

8.2.5 Employment practice equivalent rights outsourcing

The University of Tabuk reaffirms its commitment to upholding the highest standards of fairness and transparency in workers' rights, covering all employees, whether directly employed or engaged through outsourcing and third-party service providers. This policy ensures that all workers enjoy equivalent rights and protections, in compliance with national regulations and international standards. For detailed information see page 19

[Policy on Equivalent Rights for Outsourced Workers](#)

8.2.6 Employment policy pay scale equity

The University of Tabuk is committed to ensuring pay scale equity across all its academic, administrative, and technical staff. The university maintains a clear policy to regularly measure, monitor, and eliminate gender pay gaps, promoting fairness and transparency in compensation. For detailed information see page 15

[Policy on Pay Scale Equity and Living Wage](#)

8.2.7 Tracking pay scale for gender equity

The University of Tabuk fully applies the unified salary pay scales set by the Government of Saudi Arabia without any

differentiation regarding the gender of faculty or staff. According to the Saudi Labor Law, there is no distinction between different categories of employees, and the law explicitly forbids gender-based pay gaps while guaranteeing equal pay for males and females performing the same job.

The "Ministry of Civil Service" clearly defines all criteria related to the pay scales, including academic field, degree, salary levels, incentives, bonuses, raises, and allowances, as outlined in the "List of Financial Rights & Benefits."

List of Financial Rights & Benefits.

Accordingly, the University of Tabuk adheres to the following official pay scales:

- [Salary Scale of Health Practitioners](#)
- [Salary Scale for Employees on Wages Contracts](#)
- [Salary Scale of University Faculty Members, Lecturers, and Teaching Assistants](#)
- [Salary Scale of General Civil Service Employees](#)
- [Salary Scale of Educational Positions](#)

Based on these government-defined frameworks, the University of Tabuk's pay system is equitable and does not differentiate between genders. Consequently, the university does not need to track gender equity in salary, as the system is inherently gender-neutral and aligned with national regulations.

Policies

[illegible]

سليم واثاب الوظائف التعليمية
المعتمد بالأمير الكريم رقم (٩٧/٤٠٦ هـ) وتاريخ ١٤٣٢/٢/٢٥هـ اعتباراً من
١٤٣٢/٢/٢٥هـ

الدرجة	المستوى	الأول	الثاني	الثالث	الرابع	الخامس	السادس
١	١	١٤٤٥	٢٥٥٠	٦٢٩٠	١٧٥٧	٨٠٦٠	٩٦٦٠
٢	٢	١٧٤٥	٢٢١٥	٥٨٥٥	١٨٠٠	٨٥٧٠	٩٤٥٥
٣	٣	٢٥٤٥	٣٠٨٥	٩٦٦٠	٢٥٩٠	٩٠٨٥	١٠٤٥٠
٤	٤	٣٢٤٥	٤٤٤٥	١٢٦٦٠	٣٤٤٠	١٢٤٥٠	١٤٤٥٠
٥	٥	٤٥٤٥	٥٨٤٥	١٦٦٦٠	٤٤٤٠	١٦٤٥٠	١٦٦٦٠
٦	٦	٥٨٤٥	٧٢٤٥	٢٠٦٦٠	٥٨٤٠	٢٠٦٦٠	٢٠٦٦٠
٧	٧	٧٢٤٥	٨٦٤٥	٢٤٦٦٠	٧٢٤٠	٢٤٦٦٠	٢٤٦٦٠
٨	٨	٨٦٤٥	١٠٠٤٥	٢٨٦٦٠	٨٦٤٠	٢٨٦٦٠	٢٨٦٦٠
٩	٩	١٠٠٤٥	١١٤٤٥	٣٢٦٦٠	١٠٠٤٠	٣٢٦٦٠	٣٢٦٦٠
١٠	١٠	١١٤٤٥	١٢٨٤٥	٣٦٦٦٠	١١٤٤٠	٣٦٦٦٠	٣٦٦٦٠
١١	١١	١٢٨٤٥	١٤٢٤٥	٤٠٦٦٠	١٢٨٤٠	٤٠٦٦٠	٤٠٦٦٠
١٢	١٢	١٤٢٤٥	١٥٦٤٥	٤٤٦٦٠	١٤٢٤٠	٤٤٦٦٠	٤٤٦٦٠
١٣	١٣	١٥٦٤٥	١٧٠٤٥	٤٨٦٦٠	١٥٦٤٠	٤٨٦٦٠	٤٨٦٦٠
١٤	١٤	١٧٠٤٥	١٨٤٤٥	٥٢٦٦٠	١٧٠٤٠	٥٢٦٦٠	٥٢٦٦٠
١٥	١٥	١٨٤٤٥	١٩٨٤٥	٥٦٦٦٠	١٨٤٤٠	٥٦٦٦٠	٥٦٦٦٠
١٦	١٦	١٩٨٤٥	٢١٢٤٥	٦٠٦٦٠	١٩٨٤٠	٦٠٦٦٠	٦٠٦٦٠
١٧	١٧	٢١٢٤٥	٢٢٦٤٥	٦٤٦٦٠	٢١٢٤٠	٦٤٦٦٠	٦٤٦٦٠
١٨	١٨	٢٢٦٤٥	٢٤٠٤٥	٦٨٦٦٠	٢٢٦٤٠	٦٨٦٦٠	٦٨٦٦٠
١٩	١٩	٢٤٠٤٥	٢٥٤٤٥	٧٢٦٦٠	٢٤٠٤٠	٧٢٦٦٠	٧٢٦٦٠
٢٠	٢٠	٢٥٤٤٥	٢٦٨٤٥	٧٦٦٦٠	٢٥٤٤٠	٧٦٦٦٠	٧٦٦٦٠
٢١	٢١	٢٦٨٤٥	٢٨٢٤٥	٨٠٦٦٠	٢٦٨٤٠	٨٠٦٦٠	٨٠٦٦٠
٢٢	٢٢	٢٨٢٤٥	٢٩٦٤٥	٨٤٦٦٠	٢٨٢٤٠	٨٤٦٦٠	٨٤٦٦٠
٢٣	٢٣	٢٩٦٤٥	٣١٠٤٥	٨٨٦٦٠	٢٩٦٤٠	٨٨٦٦٠	٨٨٦٦٠
٢٤	٢٤	٣١٠٤٥	٣٢٤٤٥	٩٢٦٦٠	٣١٠٤٠	٩٢٦٦٠	٩٢٦٦٠
٢٥	٢٥	٣٢٤٤٥	٣٣٨٤٥	٩٦٦٦٠	٣٢٤٤٠	٩٦٦٦٠	٩٦٦٦٠

ملاحظة: المستوية



8 DECENT WORK AND ECONOMIC GROWTH



The university employs several mechanisms to handle complaints and grievances:

- A Grievance and Complaints Committee for faculty members, following the Executive Rules for Faculty Appeals.

Executive Rules for Faculty Appeals

- A **Permanent Committee for Job Performance Evaluation Grievances**, which examines appeals related to unsatisfactory performance reports for staff and faculty.

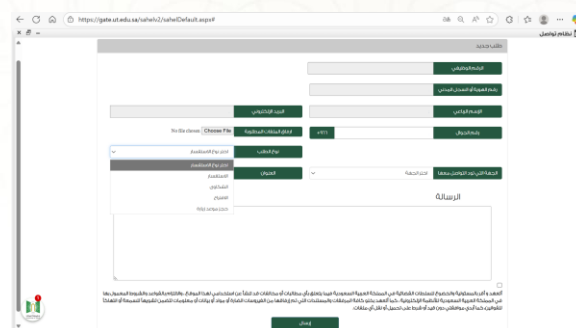
A Grievance and Complaints Committee for faculty members

- Oversight by the General Administration of Legal Affairs, reporting directly to the University President, ensuring justice, equality, and respect for human rights without discrimination.

The university utilizes two integrated systems for filing and tracking grievances:

1. **MASAR Platform** (<https://masar.sa/>): A national platform provided by MHRSD that allows employees to submit and monitor grievances online. MASAR covers issues such as academic matters, financial concerns, performance evaluations, discrimination, harassment, and other workplace-related issues.

2. **Tawasul System on the Sahl Platform**: A secure, internal platform for University of Tabuk employees to submit complaints, track their status, and receive updates in real-time. Grievances submitted are automatically assigned to the relevant department for investigation, with an option to appeal to the next administrative level if the employee is not satisfied.



Additionally, any employee (faculty or staff) who receives an “unsatisfactory” performance evaluation report has the right to appeal to the higher authority within 10 days of receiving the report.

By combining the Executive Rules for Faculty Appeals, the Permanent Committee for Performance Grievances, MASAR, and Tawasul/Sahl, the University of Tabuk ensures a transparent, fair, and accountable appeal process, fully aligned with national labor regulations and international best practices.

8.2.9 Employment practice labour rights

The University of Tabuk fully upholds the labor rights of all employees, including

women and international staff, in line with the Labor Law of the Kingdom of Saudi Arabia and national regulations from the Ministry of Human Resources and Social Development (HRSD).

Employees are legally protected by written employment contracts—particularly required for non-GCC nationals—and the university supports the formation of employee councils and labor committees to oversee welfare, fairness, and workplace concerns.

Recent reforms (2015, 2019) introduced vital protections, including banning delayed salary payments, passport confiscation, and unfair contract terms, as well as ensuring adequate leave and compensation for work-related injuries.

Evidence: ILO coverage of Saudi reforms (e.g., “Boost for workers’ rights in Saudi Arabia”) demonstrates these advances.

2. Employment Contracts via Qiwa

The university uses the Ministry-issued template via the [Qiwa](#) portal, providing written contracts that include employer/employee details, job scope, work location, compensation, duration, conduct guidelines, and more. Two copies are kept one by the employee, and one by the institution ensuring transparency and legal compliance.

3. Probationary Periods

Under Article 53 of the Saudi Labor Law, the University applies probation periods up to 90

days (or up to 180 days with written extension). These terms are clearly stated in contracts, and either party may terminate the agreement during this period. Probation cannot be repeated for the same role unless eligibility conditions are met.

Labor Law

https://www.hrsd.gov.sa/sites/default/files/2023-02/Labor.pdf?utm_source=chatgpt.com

4. Wage Protection: Ensuring Timely Payment

The University follows the HRSD-mandated Wage Protection System (WPS), ensuring all salaries for Saudi and expatriate employees are transferred electronically through regulated banking channels, protecting against delayed or partial payments. WPS details as provided by HRSD:

[Wage protection | Ministry of Human Resources and Social Development](#)

5. Workplace Policies and Regulations

The university maintains internal work regulations in Arabic (per HRSD templates), clearly displayed on campus. These cover health and safety, disciplinary and grievance procedures, with flexibility to add permissible university-specific provisions subject to Ministry approval in up to 60 days via licensed attorneys.

6. Third-Party Approval & Compliance

No external approvals beyond HRSD are required for employment contracts or internal policies. This ensures that University of Tabuk's employment framework remains compliant, consistent, and legally valid under national labor law.

Implementation at the University of Tabuk

To ensure transparency, fairness, and staff engagement, the University of Tabuk has developed comprehensive internal policies and mechanisms:

University Procedural Guide: Defines responsibilities and administrative authorities of councils, deanships, committees, and academic/administrative leadership.

Faculty Performance Evaluation Guide: Establishes transparent and fair criteria for academic staff performance reviews.

Faculty Grievance Regulations: Provide a formal mechanism for faculty members to appeal decisions affecting their rights.

Standing Committee for Reviewing Performance Grievances: Ensures impartial handling of performance-related appeals.

Tawasul System for Complaints and Inquiries: An electronic platform for staff and faculty to raise complaints, suggestions, or inquiries with full tracking of responses.

Orientation Program for New Faculty Members: Introduces new staff to their rights, responsibilities, and university

policies, reinforcing awareness of labour rights.

Code of Conduct and Public Service Ethics:

Establishes ethical standards, integrity, and accountability in the workplace, ensuring all employees adhere to professional values and labour ethics.

Evidence / Supporting Documents

- [University of Tabuk Procedural Guide](#)
- [Faculty Performance Evaluation Guide](#)
- [Faculty Grievance Regulations](#)
- [Standing Committee for Reviewing Performance Grievances](#)
- <https://www.ut.edu.sa/contact-us>
- [Code of Conduct and Public Service Ethics.](#)
- New Faculty Orientation Program: https://x.com/u_tabuk/status/1834971342124327048?s=48
- See page 15-16 [Policies](#)

On the University of Tabuk website, there is a dedicated **“Contact Us”** section that provides multiple ways for individuals to communicate with the university and report concerns:

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These pages are part of the university's commitment to transparency, accountability, and accessible communication with all stakeholders.