SDG
03
GOOD HEALTH AND WELL-BEING

EVIDENCE DOCUMENT | INDICATOR 3.3.7

Mental health support for staff

METRIC 3.3 Collaborations and health services

REFERENCE YEAR	COVERAGE	DATE PREPARED
2025	Staff and faculty across University campuses	31 October 2026

ISSUING OFFICE	EVIDENCE ID
Directorate of Quality Assurance, Head Office	E-03-3.3.7

THE SIR 2027 REQUIREMENT

Does your university as a body provide staff with access to mental health support?

01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes. Bahria University provides staff and faculty with access to professional mental health support through its Psychological Services Centres, Umeed-e-Nau clinics and Well-Being Centres. The University's approved policy expressly includes employees and their families, addresses work-life stressors, and enables employees to contact centres directly or self-refer for counselling. The policy was effective from Fall 2024 and provided the institutional framework during 2025. The College of Medicine reports assistance to faculty and staff with mental health concerns in its 2025 service account. Free psychological support and assessment were also offered during the October 2025 campaign, including the H-11 campus camp for students, faculty and staff. Approved internal fees and an authorised fee-waiver mechanism support continued access, while staff development on stress, emotional wellbeing and work-life balance promotes good mental health.

02 Evidence and Activity Record

Dated facts and records that substantiate the statement

Bahria University combines employee access to professional psychological services with preventive education and documented delivery. The following record addresses staff eligibility, routes into care, financial access and implementation during 2025.

TABLE 1 Staff mental health provision and access

No	Provision	Institutional arrangement	Staff access or delivery	Evidence
1	Professional mental health support	Psychological assessment, counselling and psychotherapy for employees and their families.	Direct contact and self-referral; support for work-life stressors and other mental health concerns.	Policy 1.1, 3.1(a), 9.6 and 10.4.
2	Active promotion of good mental health	Staff and faculty training on stress, emotional intelligence and work-life balance.	Dated 2025 programmes at Islamabad, Karachi and Lahore; mixed faculty and student activity in November.	LPDC activity records and public accounts.
3	Free mental health support	Free psychological support and assessment during the October campaign.	H-11 on-campus assistance to students, faculty and staff on 8 October 2025.	Official Mental Health Campaign 2025 account.
4	Financial access for ongoing services	Internal-client fees approved by BU Head Office; free treatment on financial grounds with approval.	Staff included in internal-client category; justified fee waiver available to clients unable to afford care.	Policy 14.1 and 14.4; Annex C.
5	Clinical implementation during 2025	College of Medicine Psychological Well-Being Centre.	Published 2025 account expressly records assistance to faculty and staff with mental health concerns.	Official BU service-delivery account.

The staff response is supported by employee-specific policy provisions and actual staff service delivery. The University's 2025 campaigns and development activities complement the standing professional service arrangements. Public links are placed beside the relevant descriptions and original visual evidence.

1 Approved institutional policy for psychological services

The BU Policy for Psychological Services Centres establishes institutional mental health provision for employees. It was approved by the Academic Council at its 47th meeting on 7 October 2024, as Agenda Item 4616, paragraph 109. The Certificate of Promulgation is dated 20 December 2024 and makes the policy effective from Fall 2024. It supersedes Chapter 11 on Psychological Services of the Human Resource Policy Manual 2023. These dates establish an approved staff support framework in place for 2025.

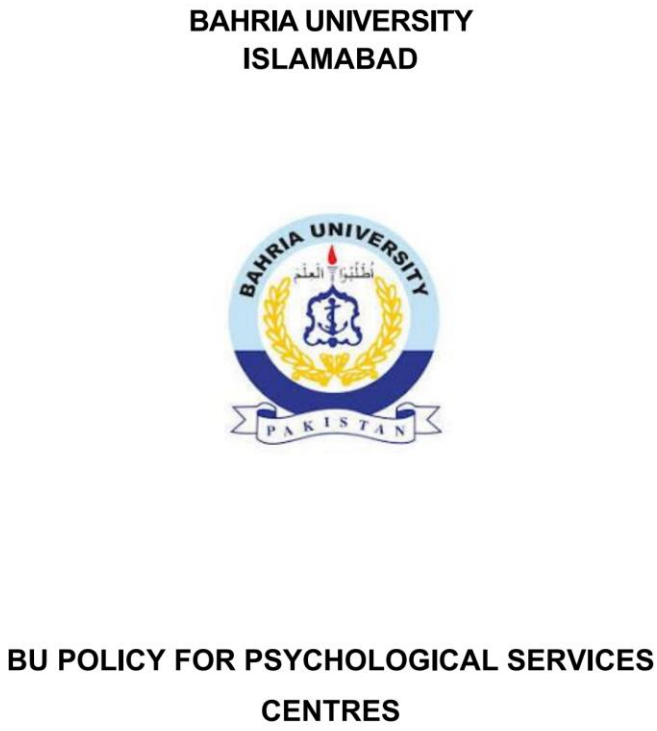


Figure 1: Complete original policy cover identifying Bahria University and Psychological Services Centres. Official BU publication containing the policy and its promulgation certificate

1.1 Certificate of promulgation

BAHRIA UNIVERSITY
Discovering knowledge
Head Office

CERTIFICATE OF PROMULGATION

1. It is certified that this document titled "BU Policy for Psychological Services Centres" contains 1 to 18 pages including Annexes A to C. The Policy was approved by the Academic Council in its 47th Meeting held on 7 October 2024 as Agenda Item 4616 (Para 109). Master copy of this document is held with Regulations Section of Registrar's Office.

2. Upon approval of Minutes of 47th Academic Council Meeting by the Chairman, BU Policy for Psychological Services Centres contained in this document stands promulgated with effect from Fall 2024 Semester.

3. This Policy supersedes the Chapter 11 titled "Psychological Services" of Human Resource Policy Manual (2023) approved on 20 July 2023 by Bahria University Executive Committee in its 19th Meeting. However, BU Ordinance 2000 and BU Statutes 2022 shall take precedence over this Policy.

M JALALUDDIN QURESHI SI(M)
Commodore (Retd)
Registrar

Dated:20 December 2024

Figure 2: Complete original Certificate of Promulgation confirming Academic Council approval on 7 October 2024 and effect fro m Fall 2024.

1.2 Record of amendments

RECORD OF AMENDMENTS

Amendment No	Dated	Authority	Clauses Amended	Status

Note: Amendments are to be recorded, cross-checked and their incorporation in the documents authenticated (with name designation, and signatures).

Figure 3: Complete original Record of Amendments, reproduced without alteration.

1.3 Original policy table of contents

The complete contents page locates the policy provisions on eligibility, consultation, referral, confidentiality and financial access. The following extracts show the clauses relevant to staff support.

CONTENTS

Title	Page No
Preamble	5
Services to be provided by psychological Services Centres	5
Objectives of PSCs	5
Organization	6
Selection Criteria and Duties/Responsibilities of PSC Administration	6
Operation of PSC	9
Consultation Schedule	10
Internship	10
Referral System for Psychological Services	10
Conditions for Referral	11
Reporting and Monitoring Process for Behavioural Counselling	11
Ethical Standards	12
Psychological Services Ethical Committee (PSEC)	12
Financial Aspects	13
Remuneration to Consultant	14
Annexure-A	15
Annexure-B	17
Annexure-C	18

Figure 4: Complete original policy contents page and annexes.
Official BU psychological services policy and annexes

1.4 Employee eligibility and services provided

Clause 1.1 expressly identifies BU employees and their families as users of the Psychological Services Centres, also known as Umeed-e-Nau and Well-Being Centres. Clause 2.1 provides for psychological assessment, psychotherapeutic intervention and self-management training. Clause 3.1(a) specifically directs the centres to provide employees with assessment, counselling and psychotherapy addressing work-life stressors and other mental health challenges.

These provisions connect staff wellbeing to an established professional service. Employees may seek help with emotional and psychological difficulties that affect personal wellbeing or functioning at work, within the expertise and service arrangements of the relevant centre.

1. Preamble

1.1 The Psychological Services Centres (also named *Umeed e Nau* and *Well-Being Centre*) are units of Bahria University that provide essential mental health services to BU students, employees, their families and the general public for community well-being. Each Centre aims to address educational, social, emotional and psychological issues that may hinder the personal or professional development and growth of those seeking its support.

2. Services to be Provided by Psychological Services Centres

2.1 Bahria University is committed to providing high-quality, problem-focused, ethical professional psychological services at all its CUs offering degree programmes in Clinical Psychology. Accordingly, an integrated and cohesive approach will be adopted at the Psychological Services Centre (PSC) of each CU to provide professional support for different emotional and psychological issues that may hinder the normal functioning and performance of an individual. Services that will be provided by the PSC include:

a. Psychological assessment for all types of developmental/ psychological issues and problem conditions by using the latest psychological tests with a complete written report (where required).

b. Psychotherapeutic intervention and psychological services by applying traditional and latest psychotherapies for different emotional and other issues, like academic difficulties or career choices, etc.

c. Training programmes for self-management and self-improvement.

3. Objectives of PSCs

3.1 In order to provide the aforementioned services, the following objectives have been set for PSC:

a. To provide standardised psychological assessments, counselling and psychotherapy to BU students, addressing their psychosocial, emotional, behavioural, educational and career issues; and to BU employees, addressing their work-life stressors and other mental health-related challenges.

Figure 5: Original clauses 1.1, 2.1 and 3.1(a), explicitly including employees, their families and work-life stressors. Official BU policy defining employee eligibility and professional services

1.5 Direct access and self referral for staff

Staff do not depend on the student referral process to request help. Clause 9.6 encourages faculty members, staff, other employees and their families to contact a Psychological Services Centre directly when professional psychological attention is required. Clause 10.4 also encourages faculty members and other BU employees to self-refer for counselling.

> 9.6 Faculty members, staff, other employees, and their families are encouraged to directly contact the PSC for any psychological problems requiring professional help and attention.

Figure 6: Original clause 9.6 authorising direct contact by faculty, staff, other employees and their families.

> 10.4 **Self-Referrals.** Students, faculty members and other BU employees as well as external clients are encouraged to make self-referrals for counselling; fostering a holistic approach to psychological services for comprehensive support.

Figure 7: Original clause 10.4 encouraging employees to make self-referrals for counselling.

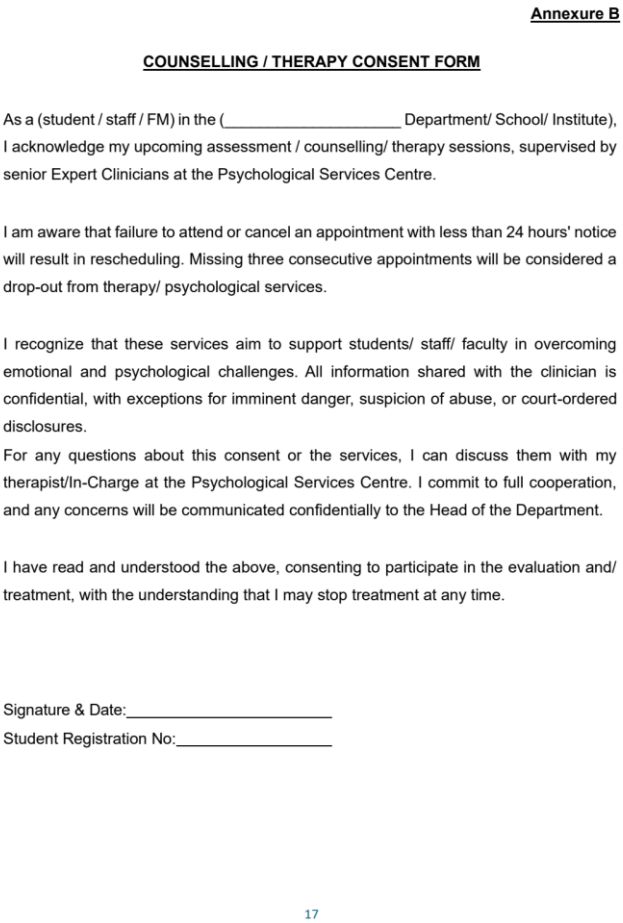
The centres operate through scheduled consultations, with provision for emergency clients. Clause 6.1 requires confidential session logs, retention of case records for two years after closure and regular announcement of timings for internal and external clients. The consultation schedule includes working-hour and after-hours arrangements, as approved for the relevant centre. These operational requirements provide a defined route from initial contact to professional support.

> **6. Operation of PSC**
>
> 6.1 Instructions for the operation of PSC are to be issued by the respective Head of PSC with the approval of the concerned HCU through the respective Director/ Principal/ HOD (in case of BULC only). Following guidelines are to be adhered to in this regard:
>
> a. All sessions are to be properly scheduled and approved by the Head of PSC/ Clinical In-charge, except for emergency clients.
> b. Session logs are to be maintained and kept confidential.
> c. Records of psychological services provided are to be retained for 2 years after the closure of the case.
> d. Timings for internal/ external clients are to be regularly announced on weekly/ monthly basis or as and when required.
> e. Day-to-day coordination and other operational aspects are to be handled by the concerned In-charge/ Training Coordinator as per the Policy.

Figure 8: Original operating requirements for scheduled sessions, confidentiality, records and publication of access timings.
Official BU policy covering direct access and centre operations

1.6 Confidentiality and informed consent

The institutional consent form expressly applies to staff and faculty receiving assessment, counselling or therapy under senior clinical supervision. It explains confidentiality, specified safeguarding and legal exceptions, and the individual's right to stop treatment. Clause 12 also requires professional boundaries, a complaints mechanism and oversight through a Psychological Services Ethics Committee. These safeguards support staff confidence in seeking help for sensitive concerns.



Annexure B

COUNSELLING / THERAPY CONSENT FORM

As a (student / staff / FM) in the (_____ Department/ School/ Institute), I acknowledge my upcoming assessment / counselling/ therapy sessions, supervised by senior Expert Clinicians at the Psychological Services Centre.

I am aware that failure to attend or cancel an appointment with less than 24 hours' notice will result in rescheduling. Missing three consecutive appointments will be considered a drop-out from therapy/ psychological services.

I recognize that these services aim to support students/ staff/ faculty in overcoming emotional and psychological challenges. All information shared with the clinician is confidential, with exceptions for imminent danger, suspicion of abuse, or court-ordered disclosures.
For any questions about this consent or the services, I can discuss them with my therapist/In-Charge at the Psychological Services Centre. I commit to full cooperation, and any concerns will be communicated confidentially to the Head of the Department.

I have read and understood the above, consenting to participate in the evaluation and/ treatment, with the understanding that I may stop treatment at any time.

Signature & Date:_____
Student Registration No:_____

17

Figure 9: Original Counselling and Therapy Consent Form, Annexure B, expressly including staff and faculty. Official BU consent and ethical safeguards for psychological services

1.7 Free support and affordable ongoing care

Bahria University provides both free support in defined settings and ongoing care under approved fee arrangements. Clause 14.1 expressly includes faculty and staff within the internal-client fee structure approved by BU Head Office. Clause 14.4 permits free treatment where a client cannot afford the psychological service fee, subject to strong reasons or justification and approval by the concerned Head of Constituent Unit. The approval must be retained in the centre's record.

14. Financial Aspects

14.1 Fee structure for all psychological services for internal clients (BU students, faculty, staff) will be as approved by the BUHO.

Figure 10: Original clause 14.1 identifying faculty and staff within the approved internal-client fee arrangements.

14.4 In case a client is unable to afford the psychological service fee, he/ she may be treated free of cost on the basis of strong reasons/ justification, subject to approval by the concerned HCU. Such an approval is to be properly maintained in PSC record.

Figure 11: Original clause 14.4 permitting approved free treatment for a client unable to afford psychological service fees.

Annexure C provides a Patient Fee Discount Form with the client's reason, a recommendation by the Clinical In-Charge and approval by the Principal or Head of Department. This gives eligible staff a documented mechanism to request financial consideration. The fee-waiver route complements the free support delivered during the October 2025 campaign described below.

1.8 Staff access to the fee discount application

Annexure C

Patient Fee Discount Form
Umeed-e-Nau/Well Being

Patient/ Client Name: _____
S/O, D/O, W/O: _____
Contact No: _____
Therapist Name: _____
Fees: _____
Reason (IF ANY): _____

For Office Use Only

Remarks: _____

Recommended / Not Recommended

Clinical Incharge
Umeed-e-Nau / Well-Being

Approved / Not Approved

Principal / HOD

Signature & Date: _____

Student/Client Registration No: _____

18

Figure 12: Original fee-discount form documenting the recommendation and approval route for financial access. Official BU policy financial provisions and fee-discount form

2 Staff access through Islamabad support centres

The Psychological Support Centre at Bahria University Islamabad explicitly serves faculty and staff as well as students and the community. It offers counselling and therapy for psychological, emotional, social and behavioural concerns. Its Trauma Therapy Unit provides specialist guidance for personal and collective trauma, complementing psychological assessment and psychotherapeutic intervention.

Official BU Psychological Support Centre and staff eligibility

Umeed-e-Nau at Islamabad E-8 also expressly provides services to staff and faculty. The centre publishes individual, couple and group sessions, together with consultation and preventive education to support professional and personal functioning. Its service principles include privacy, confidentiality, respect and individual needs. Staff can request an initial appointment through the published contacts below.

Service point	Published access route	Hours or appointment arrangement
Umeed-e-Nau Islamabad E-8	+92-51-9264057; +92-307-5121831. Umeed-e-Nau.buic@bahria.edu.pk; wbc.buic@bahria.edu.pk.	Monday–Friday, 9:00 am–4:00 pm; initial appointment arranged after contact.
IPP Umeed-e-Nau Karachi	National Stadium Road: 021-9924013-14, extensions 102 or 105. clinicalincharge.ipp@bahria.edu.pk.	Walk-in hours Monday–Friday, 9:00 am–5:00 pm.
Umeed-e-Nau Health Sciences Campus Karachi	021-99332889-5, extension 105; 0335-1226632. clinicalincharge.ipp@bahria.edu.pk.	Second outpatient location within BU Health Sciences Campus, DHA.

Official BU Islamabad Umeed-e-Nau services and appointment contacts
Official BU Karachi clinic locations and contacts

These published channels make staff access visible and actionable. The public service descriptions and contact details identify the standing arrangements; the dated delivery evidence that follows establishes implementation during 2025.

3 Clinical assistance to faculty and staff during 2025

Bahria University College of Medicine operates a Psychological Well-Being Centre through its Department of Psychiatry and Behavioural Sciences. Its published Service Delivery and Outreach account for 2025 expressly records that the Centre provided assistance to faculty and staff with mental health concerns. This confirms delivery to University employees alongside the Centre's student-facing work.

The published clinical governance identifies Brigadier (Retired) Farrukh Hayat Khan, Consultant Psychiatrist, as departmental head and clinical lead. The Counselling Cell is supported by consultant psychiatrist Dr. Rabbiya Mushtaq and clinical psychologist Ms. Anzah Babar. Its service description includes confidential assessment and counselling and referral to psychiatry when clinically indicated. Awareness lectures and workshops addressed stress, anxiety, healthy coping and stigma reduction.

Official BU College of Medicine Mental Health Support for Both Staff and Students and 2025 service account

3.1 Lahore psychological services

Bahria University Lahore Campus maintains an Umeed-e-Nau Psychological Service Centre offering assessment, counselling and psychotherapy for psychosocial, emotional and behavioural difficulties. The campus describes in-house and outpatient facilities. Employee access is established by the University policy's explicit inclusion of staff and faculty and its direct-contact and self-referral provisions, while the campus page identifies the local service facility.

Official BU Lahore Umeed-e-Nau Psychological Service Centre and facilities

Together, the policy, published centre information and the College of Medicine's staff service account establish institutional provision, practical access and delivery. The University's services address personal and workplace mental health concerns through professional support and preventive education.

4 Karachi clinical facilities supporting employee access

Umeed-e-Nau operates through the Institute of Professional Psychology at National Stadium Road and within Health Sciences Campus Karachi, DHA. The clinic provides assessment, counselling and psychotherapy addressing anxiety, depression, trauma and stress, including workplace concerns. Its published services also include workplace stress assessment and organisational psychological support. Dedicated counselling, psychotherapy, group and family rooms provide a professional setting for care. Minimal charges are publicly identified for faculty; staff are included in the University policy's approved internal-client arrangements.



Figure 13: Original BU clinic montage showing the Umeed-e-Nau entrance and consultation and counselling spaces.



Figure 14: Original BU photographs showing access to clinic consultation rooms and the waiting area.
Official BU Karachi clinic services and original facility photographs

5 Free on campus psychological support in October 2025

The Bahria Psychology Society, under the Department of Professional Psychology, delivered the Mental Health Campaign from 6 to 15 October 2025. The official account describes free psychological support and assessment camps on 6–8 October. The final camp, at Bahria University H-11 on 8 October, provided on-campus psychological assistance to students, faculty and staff. This is a dated example of employees having access to free mental health support at the University.

The campaign also included awareness booths, on-site counselling and psychological assessment at the 9 October World Mental Health Day celebration. These visible activities encouraged help-seeking and reduced barriers to discussion. A closing ceremony on 15 October recognised participants and volunteers and included awareness material on drug abuse and domestic violence.



Figure 15: Original photographs published with the multi-venue campaign account, showing individual interaction and assessment or counselling materials.



Figure 16: Original campaign group photograph with the mental health awareness backdrop, published with the October 2025 acco unt. Official BU Mental Health Campaign 2025 including free support and the H-11 faculty and staff camp

6 Staff and faculty wellbeing development during 2025

The Leadership and Professional Development Centre delivered preventive mental health education for faculty, staff and officers during 2025. The programmes below address stress, emotional awareness and the relationship between work demands and personal wellbeing. Their audiences are identified in the institutional training record. The 17 January session appears in both faculty and staff development records and is listed once here.

Date in 2025	Activity and facilitator	Campus and audience	Hours	Attendance
17 January	Stress Management — Mr. Habib Ullah	Islamabad H-11; faculty, staff and officer development records	2	13
26 February	Emotional Intelligence in the Workplace — Ms. Rabia Muzaffar	Karachi; staff and officer development	1.5	25
25 March	Positive Workplace — Dr. Usman Rasheed	Lahore; faculty development	3	7
25 April	Introduction to Horticulture Therapy — Dr. Kiran Bashir Ahmad	Karachi; faculty development	2	14
22 July	Work-Life Balance — Dr. Kanwal Kaisser	Islamabad E-8; faculty development	2	12
25 July	Work-Life Balance — Dr. Kanwal Kaisser	Islamabad E-8; staff and officer development	2	7
21 August	Stress Management — Dr. Shazia Yusuf	Islamabad E-8; faculty development	2	9
23 October	Better Work Life Balance — Dr. Shazia Yusuf	Islamabad E-8; faculty development	2	11

Attendance is reported for individual sessions and is not a count of unique staff. Emotional intelligence and positive-workplace training support coping and interpersonal relationships; the work-life sessions address pressures on personal and professional wellbeing. These preventive activities complement access to counselling and therapy.

Official LPDC faculty Stress Management activity
Official LPDC Better Work Life Balance activity

6.1 Stress management and work life balance in practice

On 17 January 2025, Mr. Habib Ullah delivered faculty development on Stress Management at Islamabad H-11. The session introduced practical stress-management techniques, resilience and approaches to maintaining a balanced working environment. The original published photograph shows a facilitated discussion with participating colleagues.



Figure 17: Original LPDC photograph accompanying the 17 January 2025 Stress Management activity.
Official LPDC Stress Management account and photograph

On 23 October 2025, Dr. Shazia Yusuf delivered Better Work Life Balance at Islamabad E-8. The faculty session addressed stress, time management, boundaries, prioritisation and emotional wellbeing in demanding working environments. Interactive discussion and practical strategies encouraged healthier routines and management of work pressures.



Figure 18: Original LPDC photograph showing the Better Work Life Balance presentation and participating colleagues, 23 Octobe r 2025.
Official LPDC Better Work Life Balance account and photograph

6.2 Emotional wellbeing and psychological support skills

On 19 November 2025, Dr. Usman Rasheed delivered Anger Management and Emotional Well-being at Lahore Campus as a Faculty Development and Student Grooming Activity. The mixed-audience session addressed anger, emotional regulation, stress and interpersonal relationships through discussion and practical exercises. The institutional record reports 95 participants across the combined audience. The programme extended mental health promotion to faculty while supporting a healthier academic and professional environment.



Figure 19: Original LPDC photograph accompanying the mixed faculty and student emotional-wellbeing activity at Lahore, 19 November 2025.
Official LPDC Anger Management and Emotional Well-being activity

Faculty development also included Psychological First Aid on 27 June 2025, delivered by Dr. Fareeha Kanwal over two hours. This strengthened the mental health support skills available within the University community. Its role is preventive and supportive, complementing the professional assessment and treatment provided by the Psychological Services Centres.

6.3 A supportive workplace culture

The academic-year 2024–2025 institutional account also documents Build a Positive Work Culture, delivered by Ms. Irum Shabeer of the Institute of Professional Psychology in collaboration with LPDC. Interactive activities addressed communication, teamwork, motivation and collaboration within the workplace. The programme supported a more connected working environment and complements the specific stress-management and counselling provision described above. It is presented within the academic reporting period without assigning an unrecorded event date.



Figure 20: Facilitator and participants engaged in the positive-work-culture workshop.



Figure 21: Interactive discussion during the workplace communication and teamwork activity.



Figure 22: Original institutional photograph showing the wider workshop group and facilitated workplace discussion.

6.4 Faculty stress management and healthy routines

On 20 January 2025, the Department of Community Medicine and Public Health organised a Lifestyle Medicine awareness session for basic and clinical sciences faculty at Health Sciences Campus Islamabad. Dr. Shagufta Feroz discussed stress management and sleep alongside other foundations of healthy living, followed by questions on practical application. The session added preventive education on habits relevant to mental wellbeing and professional functioning.



Figure 23: Original photograph accompanying the faculty Lifestyle Medicine awareness activity.



Figure 24: Original institutional image accompanying the 20 January 2025 faculty session.

This activity complements, rather than substitutes for, the University's employee counselling and psychotherapy services. It places stress and sleep awareness within a faculty programme and reinforces the broader institutional approach to staff wellbeing.

7 Continuity within academic year 2024 to 2025

The Institute of Professional Psychology's Mental Health Week 2024 formed part of the academic-year 2024–2025 record. The programme combined seminars, psychoeducation on matters including work-life balance, positivity stalls and brief interventions. It culminated in a mental health camp providing psychological assessments to staff, faculty and administrative personnel as well as students. This earlier activity demonstrates employee inclusion and continuity into the 2025 support framework.

Mental Health Week 2024

Mental Health Week 2024 was celebrated as a comprehensive awareness initiative, with BS Psychology students from each semester actively contributing through diverse roles and activities. Students participated in and organized psychology seminars, while others developed and shared psychoeducative content focused on topics such as work–life balance to promote informed and healthy practices. Positivity stalls were set up throughout the week, where a different mental health theme was highlighted each day through engaging psychological games and brief interventions designed to foster self-reflection and emotional well-being. The week culminated in a Mental Health Camp, during which psychological assessments were conducted for students, staff, faculty, and administrative personnel, providing valuable insight into mental well-being while promoting awareness, early identification, and destigmatization of mental health concerns across the campus community.

Figure 25: Original institutional account identifying psychological assessments for staff, faculty and administrative personnel during Mental Health Week 2024.



Figure 26: Original photographs accompanying the Mental Health Week account in the academic-year 2024–2025 collection.

The activity retains its stated 2024 date. The separately dated College of Medicine delivery, October staff camp and LPDC programmes establish the 2025 implementation record.

7.1 Continuity in workplace wellbeing education

The academic-year 2024–2025 record also documents a Work-Life Balance training session at Islamabad E-8 in July 2024, delivered by Dr. Habib-ur-Rehman Asim, Chairman Iqbal Chair. Participants explored the balance between professional responsibilities and personal wellbeing, with practical approaches to time management, priorities, workplace stress and sustainable working habits. This earlier programme shows continuity in the University's attention to employee wellbeing ahead of the separately dated 2025 tra ining activities.



Figure 27: Original institutional photograph accompanying the July 2024 Work-Life Balance session.



Figure 28: Facilitated workplace-wellbeing training documented within the academic-year 2024–2025 record.

The July 2024 date is retained as recorded. Its inclusion provides academic-year context for the continuing work-life balance and stress-management programmes delivered during 2025.