SDG
08
DECENT WORK AND ECONOMIC GROWTH

EVIDENCE DOCUMENT | INDICATOR 8.2.4

Policy commitment against forced labour, modern slavery, human trafficking and child labour

METRIC 8.2 Employment practice

REFERENCE YEAR	COVERAGE	DATE PREPARED
2025	All employees, outsourced contracts and suppliers, all campuses	5 November 2026

ISSUING OFFICE	EVIDENCE ID
Directorate of Quality Assurance, Head Office	E-08-8.2.4

THE SIR 2027 REQUIREMENT

Does your university as a body have a policy commitment against forced labour, modern slavery, human trafficking, and child labour?

01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes. Bahria University as a body has a policy commitment against forced labour, modern slavery, human trafficking and child labour. Clause 1.3.7 of the Human Resource Policy Manual, promulgated in 2023 and reviewed by Amendment 01 of 23 October 2025, prohibits all four in the University's own employment and in every outsourced service and supply contract, bars engagement under threat, debt bondage or the retention of identity documents, bars the employment of any child below the minimum age set by law, and allows any person to report a concern to the Human Resource Directorate, with protection for reports made in good faith. The Sustainable Procurement and Purchasing Policy, effective from 15 November 2025, requires every supplier to demonstrate that it uses no forced or child labour and complies with the ILO core conventions, screens suppliers for modern slavery and human rights due diligence, and provides for audits, contract suspension and debarment. The Cafeteria Policy, amended on 2 November 2025, bars every on-campus food vendor from employing any child below the minimum age set by law and protects the pay, hours and freedom of association of vendors' workers. In practice, every University employment contract records the employee's CNIC, which NADRA issues to citizens aged 18 or above, every employee is free to resign on notice, and from 1 March 2025 no employee was paid less than Rs 37,000 a month.

02 Evidence and Activity Record

Dated facts and records that substantiate the statement

Section 1 presents the Human Resource Policy Manual from its cover through its complete table of contents, followed by the pages cited, including clause 1.3.7. Section 2 presents the Sustainable Procurement and Purchasing Policy in the same way. Section 3 presents the Cafeteria Policy, which has no table of contents, from its cover and Record of Amendments through the provisions cited. Section 4 presents the employment records through which the commitment was applied in 2025: verification of age at appointment, freedom to resign, the handling of identity documents and the University wage floor. Section 5 maps each of the four practices, and each safeguard, to the clauses that address it, and Section 6 summarises the evidence against each element of the requirement.

TABLE 1 Policy commitment against forced labour, modern slavery, human trafficking and child labour, 2025

No.	Element	Record	Coverage	Date	Evidence
1	University policy commitment	Prohibition of forced labour, modern slavery, human trafficking and child labour in the University's own employment and in every outsourced service and supply contract; no engagement under threat, debt bondage or retention of identity documents; no child below the minimum age set by law; reporting to the Human Resource Directorate with protection for good-faith reports	All employees; all outsourced service and supply contracts	2023; Amendment 01 of 23 Oct 2025	Human Resource Policy Manual, clause 1.3.7; Section 1
2	Supply chain commitment	Modern slavery defined to include forced labour and human trafficking; every supplier to demonstrate no use of forced or child labour; ILO core conventions; 100% compliance with labour standards in supply chains	All procurement of goods, services and works; all campuses	Effective 15 Nov 2025	Sustainable Procurement and Purchasing Policy, paras 2.1, 3.1.3, 3.2, 5.1.2 and 5.3.1; Section 2
3	Supplier due diligence and enforcement	Pre-qualification on modern slavery and human rights due diligence; tender evaluation of labour practices; right to audit; social compliance audits; contract suspension and supplier debarment	All suppliers and contractors	Effective 15 Nov 2025	Sustainable Procurement and Purchasing Policy, paras 7.1, 7.2, 8.2, 8.3.1 and 9.3; Section 2
4	On-campus vendors	No child below the minimum age set by law employed by any vendor; pay, hours, leave, safety and freedom of association of vendors' workers; monthly proof of payment; penalty and exclusion for breach	All cafeterias, kiosks, hostel messes and pantries	2022; Amendment 1 of 2 Nov 2025	Cafeteria Policy, items 5(j), 5(n) and 5(w); Section 3

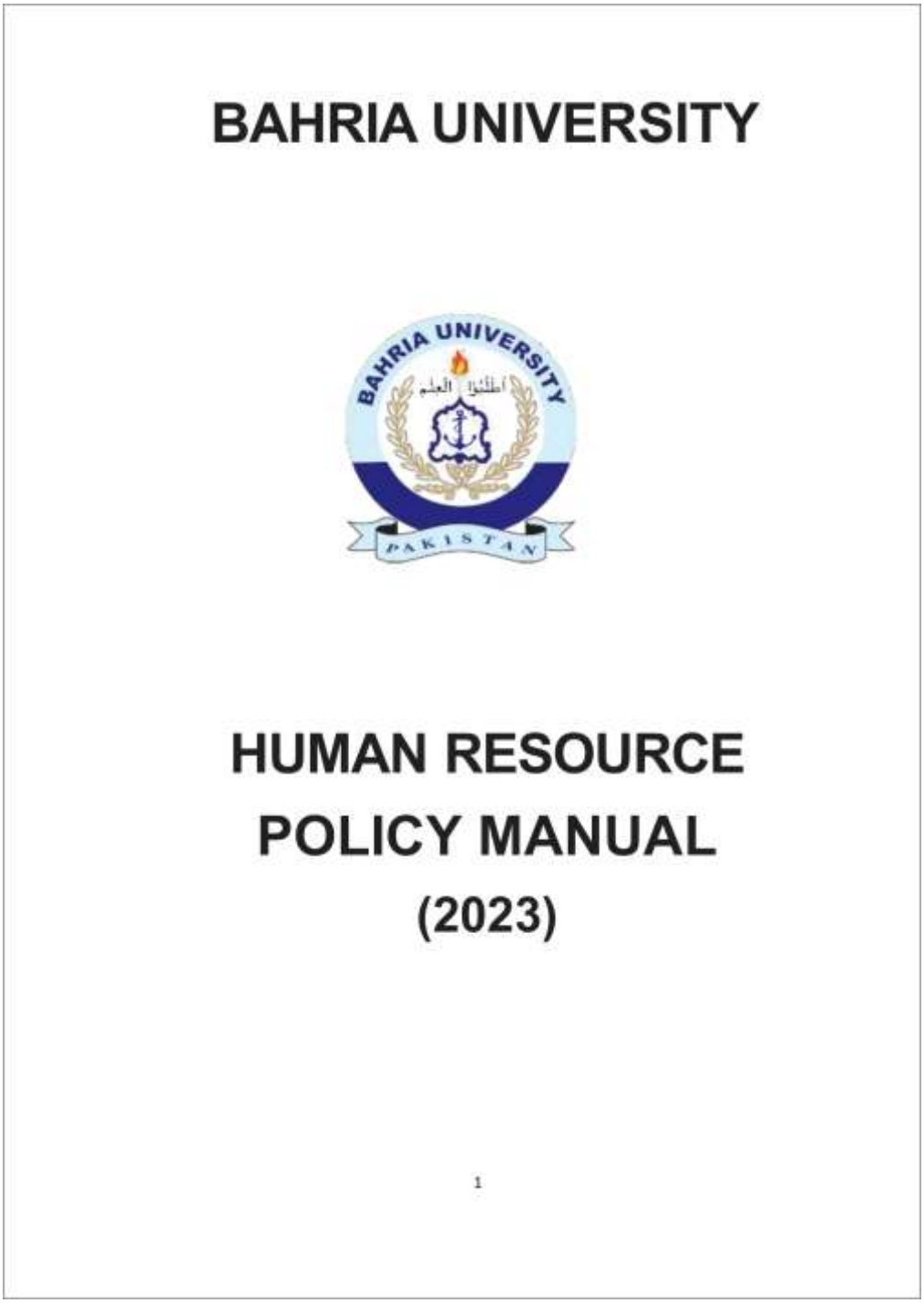
No.	Element	Record	Coverage	Date	Evidence
5	Implementation in employment	CNIC of every employee recorded in each employment contract, so that only adults are appointed; freedom to resign on notice; photocopies only of identity documents kept on file; minimum gross salary of Rs 37,000 a month for every employee	All employees, all campuses	In force in 2025; wage floor from 1 Mar 2025	HR Policy Manual, clauses 1.16 and 2.15.1 and Annexes A to F; Treasurer letter of 10 Mar 2025; Section 4
6	Coverage and safeguards	Each of the four practices, and each safeguard from screening to enforcement, mapped to the clauses that address it	University-wide	2025	Tables 3 and 4; Section 5

1. Human Resource Policy Manual (2023): clause 1.3.7

The Human Resource Policy Manual (2023) was approved by the Executive Committee at its 19th meeting on 20 July 2023 and promulgated with effect from 2 August 2023, and it applies to all employees of the University and its constituent units (clause 1.1.1). Its Record of Amendments shows Amendment 01 of 23 October 2025, under the authority of the Director Human Resource, adding clause 1.3.7 (Figures 2 to 3).

Clause 1.3.7, Forced Labour, Modern Slavery, Human Trafficking and Child Labour, states that the University prohibits forced labour, modern slavery, human trafficking and child labour in its own employment and in every outsourced service and supply contract. It provides that no person shall be engaged under threat, debt bondage or the retention of identity documents, and that no child below the minimum age set by law shall be employed or engaged. Any person may report a concern to the Human Resource Directorate, which shall investigate it, and no one shall suffer for a report made in good faith. The clause therefore binds the University as an employer and as a buyer of services and supplies, and it gives workers, contractors' staff and members of the public a route to raise a concern without reprisal.

1. Human Resource Policy Manual (continued)



BAHRIA UNIVERSITY

HUMAN RESOURCE

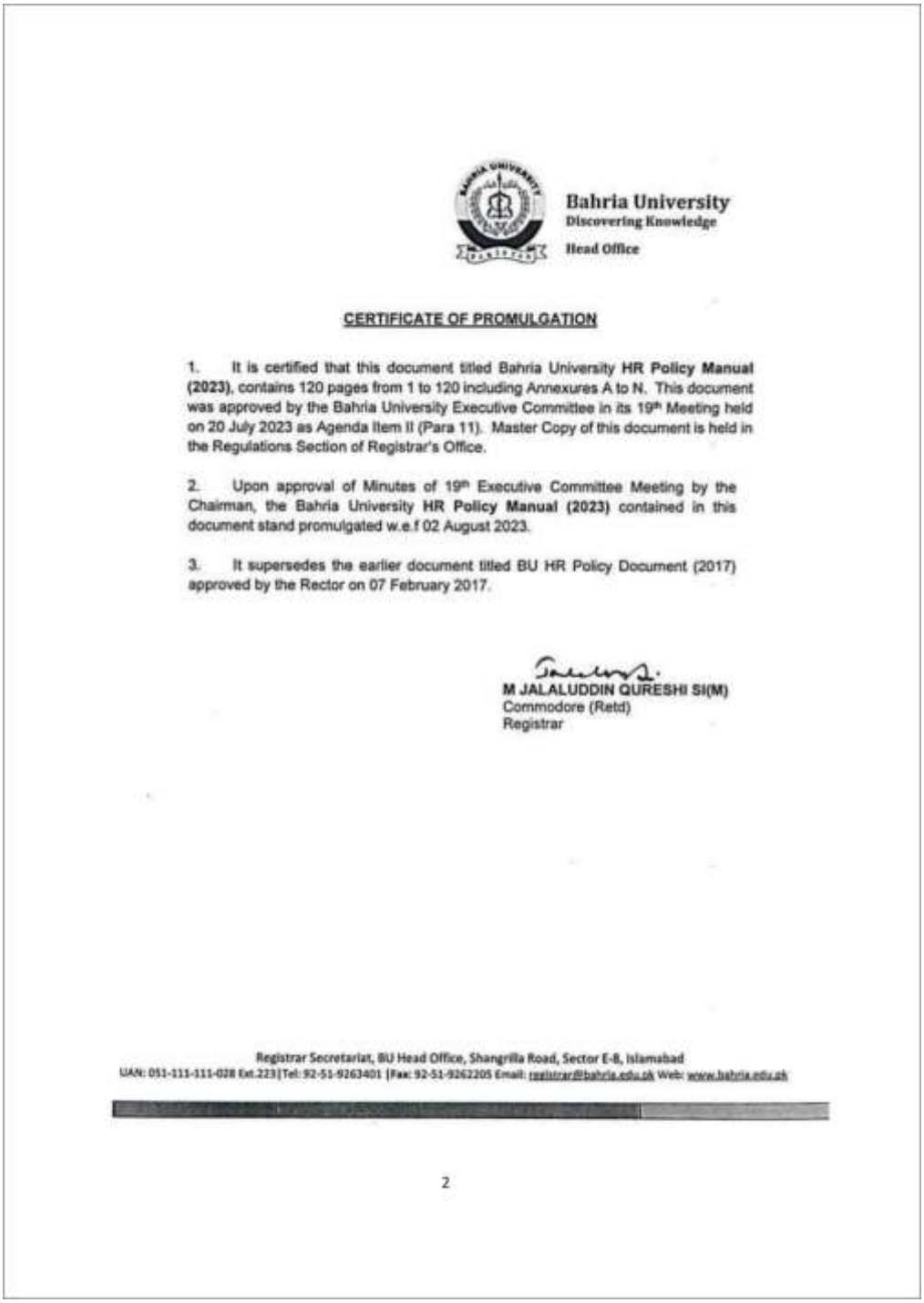
POLICY MANUAL

(2023)

1

Figure 1: Human Resource Policy Manual (2023), PDF page 1: cover.

1. Human Resource Policy Manual (continued)



Bahria University
Discovering Knowledge
Head Office

CERTIFICATE OF PROMULGATION

1. It is certified that this document titled Bahria University **HR Policy Manual (2023)**, contains 120 pages from 1 to 120 including Annexures A to N. This document was approved by the Bahria University Executive Committee in its 19th Meeting held on 20 July 2023 as Agenda Item II (Para 11). Master Copy of this document is held in the Regulations Section of Registrar's Office.

2. Upon approval of Minutes of 19th Executive Committee Meeting by the Chairman, the Bahria University **HR Policy Manual (2023)** contained in this document stand promulgated w.e.f 02 August 2023.

3. It supersedes the earlier document titled BU HR Policy Document (2017) approved by the Rector on 07 February 2017.

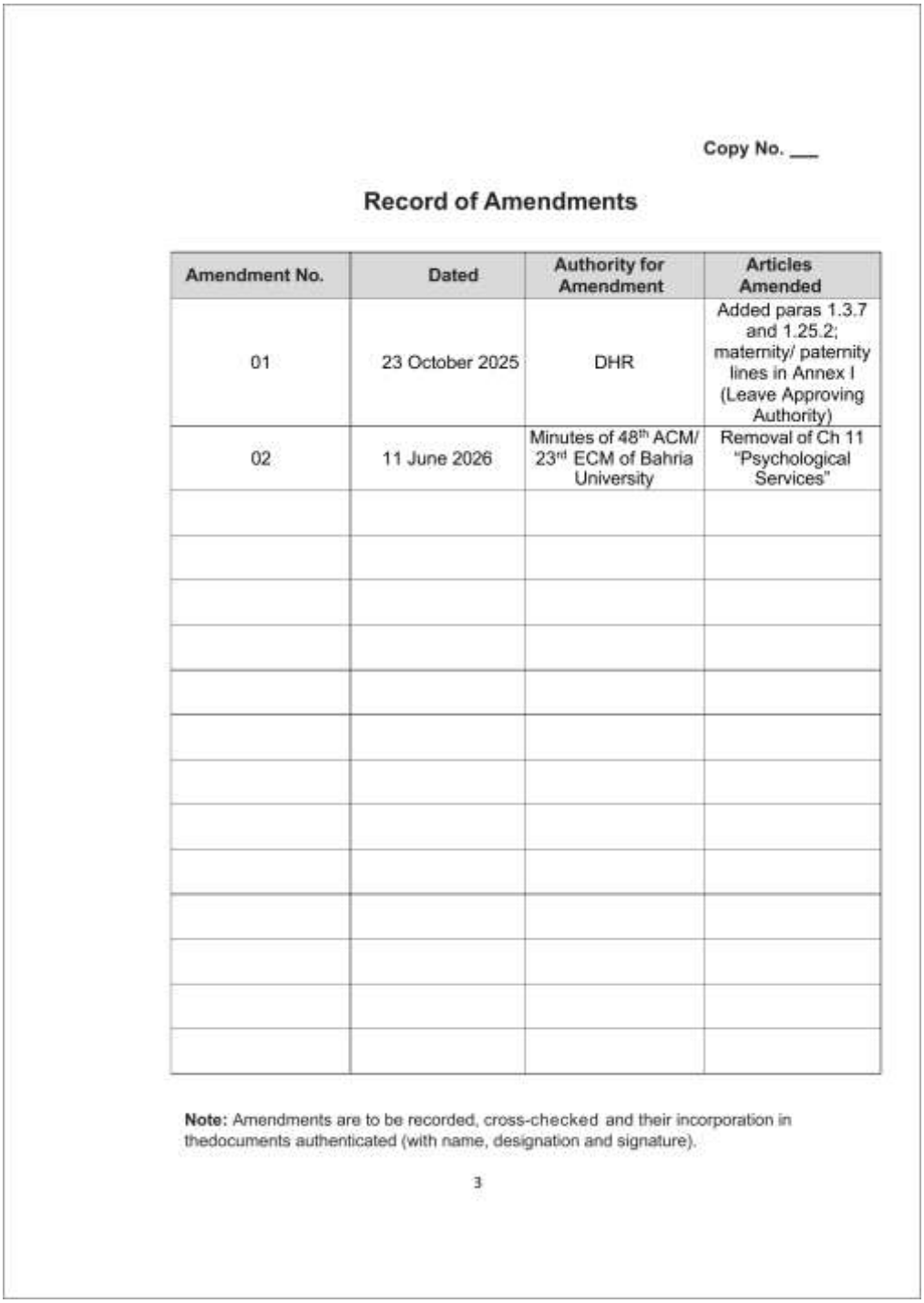
M JALALUDDIN QURESHI SI(M)
Commodore (Retd)
Registrar

Registrar Secretariat, BU Head Office, Shangrilla Road, Sector E-8, Islamabad
UAN: 051-111-111-028 Ext.223|Tel: 92-51-9263401 |Fax: 92-51-9262205 Email: registrar@bahria.edu.pk Web: www.bahria.edu.pk

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Figure 2: Human Resource Policy Manual (2023), PDF page 2: Certificate of Promulgation; the Manual approved by the Executive Committee at its 19th meeting on 20 July 2023 and promulgated with effect from 2 August 2023.

1. Human Resource Policy Manual (continued)



Copy No. ___

Record of Amendments

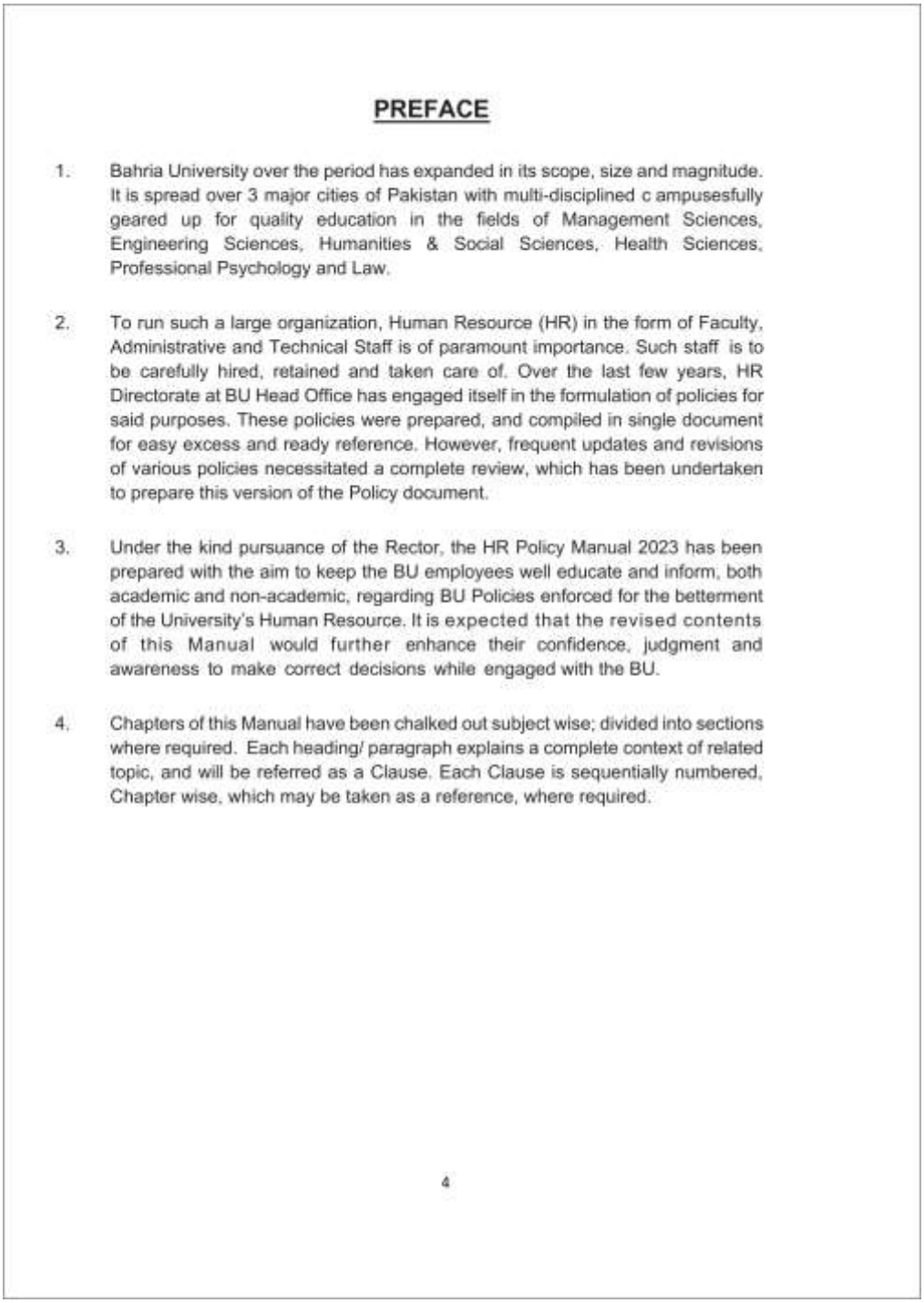
Amendment No.	Dated	Authority for Amendment	Articles Amended
01	23 October 2025	DHR	Added paras 1.3.7 and 1.25.2; maternity/ paternity lines in Annex I (Leave Approving Authority)
02	11 June 2026	Minutes of 48th ACM/ 23rd ECM of Bahria University	Removal of Ch 11 "Psychological Services"

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

3

Figure 3: Human Resource Policy Manual (2023), PDF page 3: Record of Amendments, Amendment 01 of 23 October 2025 under the authority of the Director Human Resource, adding clauses 1.3.7 and 1.25.2.

1. Human Resource Policy Manual (continued)



PREFACE

1. Bahria University over the period has expanded in its scope, size and magnitude. It is spread over 3 major cities of Pakistan with multi-disciplined c ampusesfully geared up for quality education in the fields of Management Sciences, Engineering Sciences, Humanities & Social Sciences, Health Sciences, Professional Psychology and Law.

2. To run such a large organization, Human Resource (HR) in the form of Faculty, Administrative and Technical Staff is of paramount importance. Such staff is to be carefully hired, retained and taken care of. Over the last few years, HR Directorate at BU Head Office has engaged itself in the formulation of policies for said purposes. These policies were prepared, and compiled in single document for easy excess and ready reference. However, frequent updates and revisions of various policies necessitated a complete review, which has been undertaken to prepare this version of the Policy document.

3. Under the kind pursuance of the Rector, the HR Policy Manual 2023 has been prepared with the aim to keep the BU employees well educate and inform, both academic and non-academic, regarding BU Policies enforced for the betterment of the University's Human Resource. It is expected that the revised contents of this Manual would further enhance their confidence, judgment and awareness to make correct decisions while engaged with the BU.

4. Chapters of this Manual have been chalked out subject wise; divided into sections where required. Each heading/ paragraph explains a complete context of related topic, and will be referred as a Clause. Each Clause is sequentially numbered, Chapter wise, which may be taken as a reference, where required.

4

Figure 4: Human Resource Policy Manual (2023), PDF page 4: Preface.

1. Human Resource Policy Manual (continued)

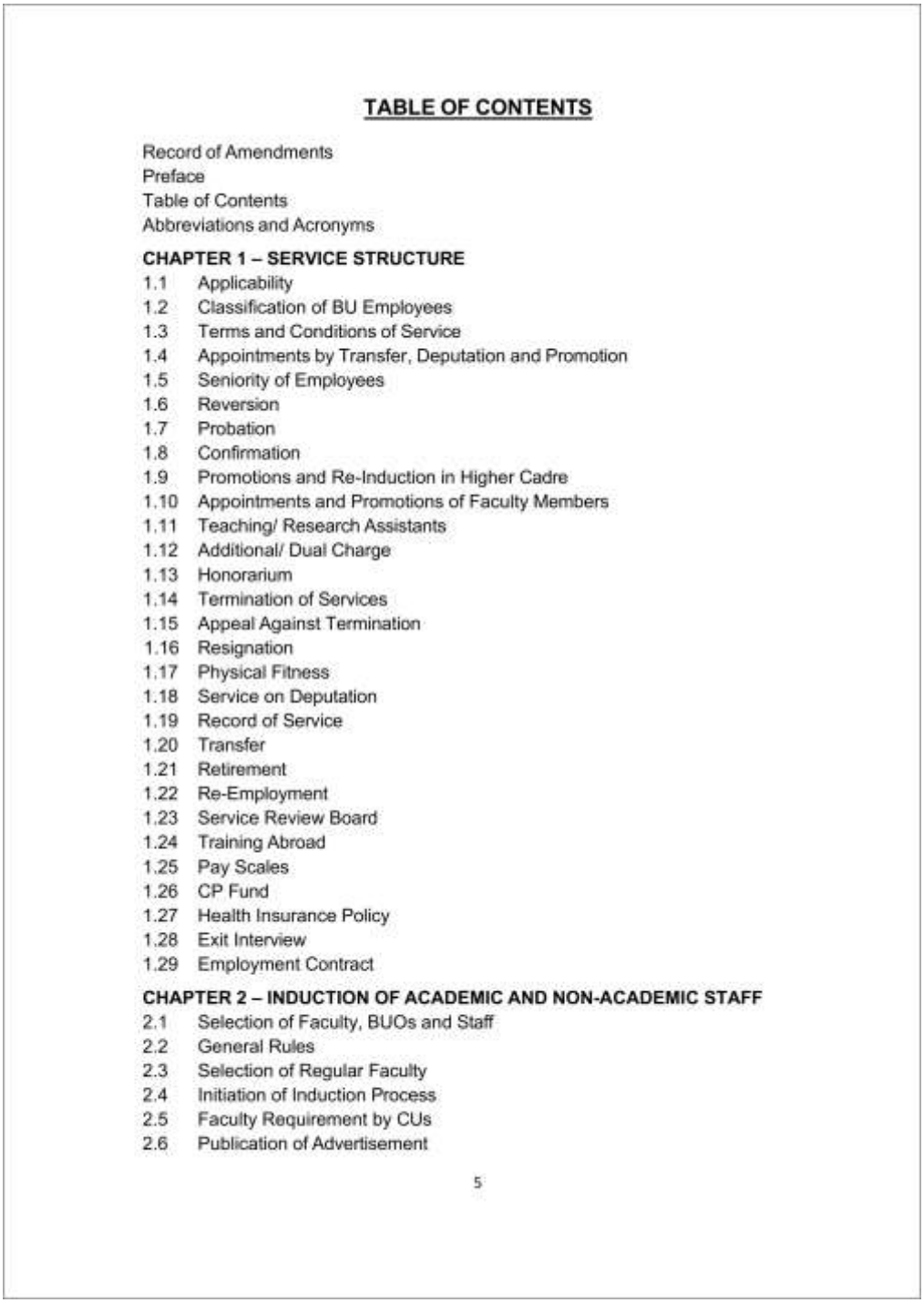


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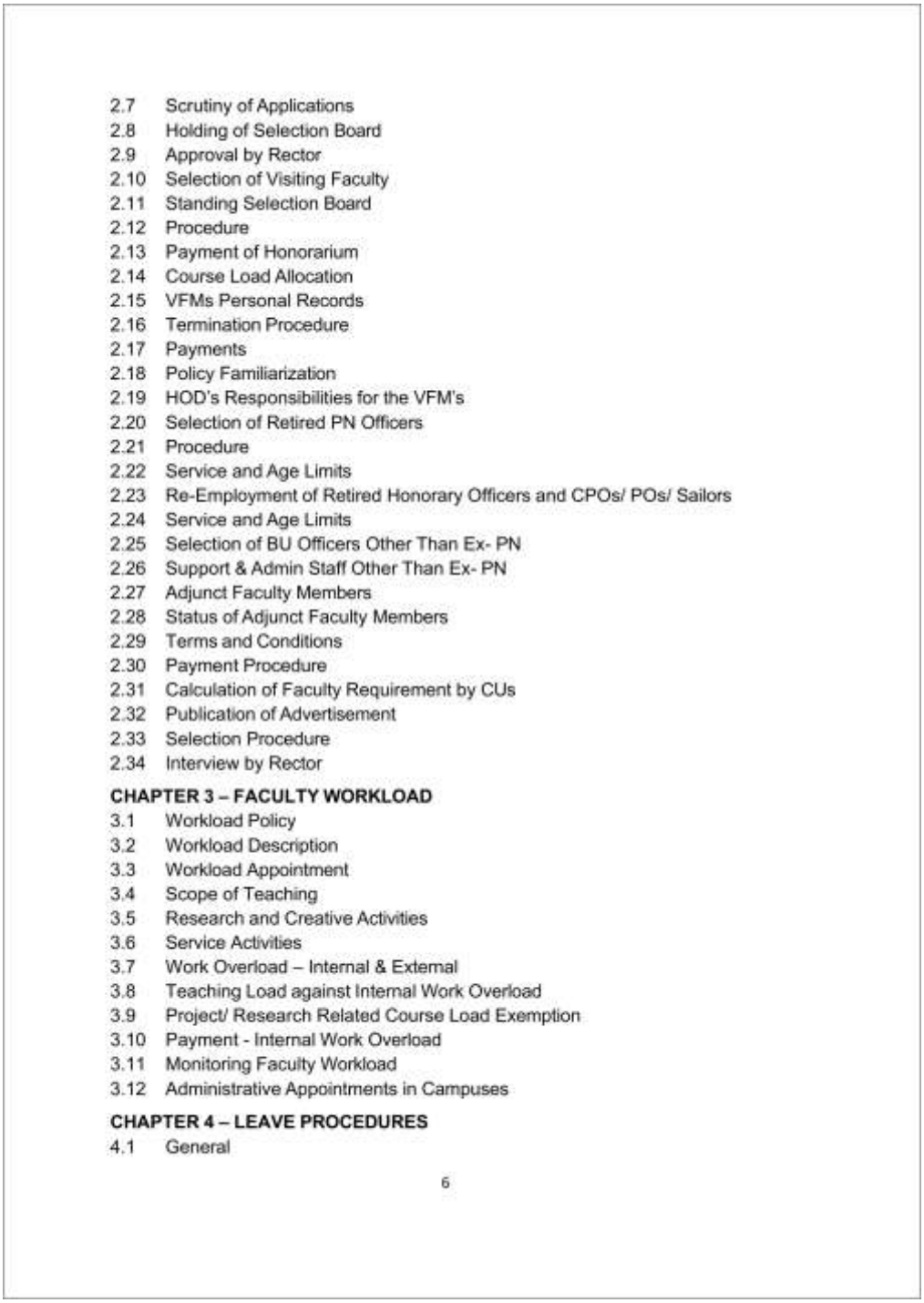
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Figure 5: Human Resource Policy Manual (2023), PDF page 5: Table of Contents, Chapter 1, Service Structure, including clause 1.3, Terms and Conditions of Service.

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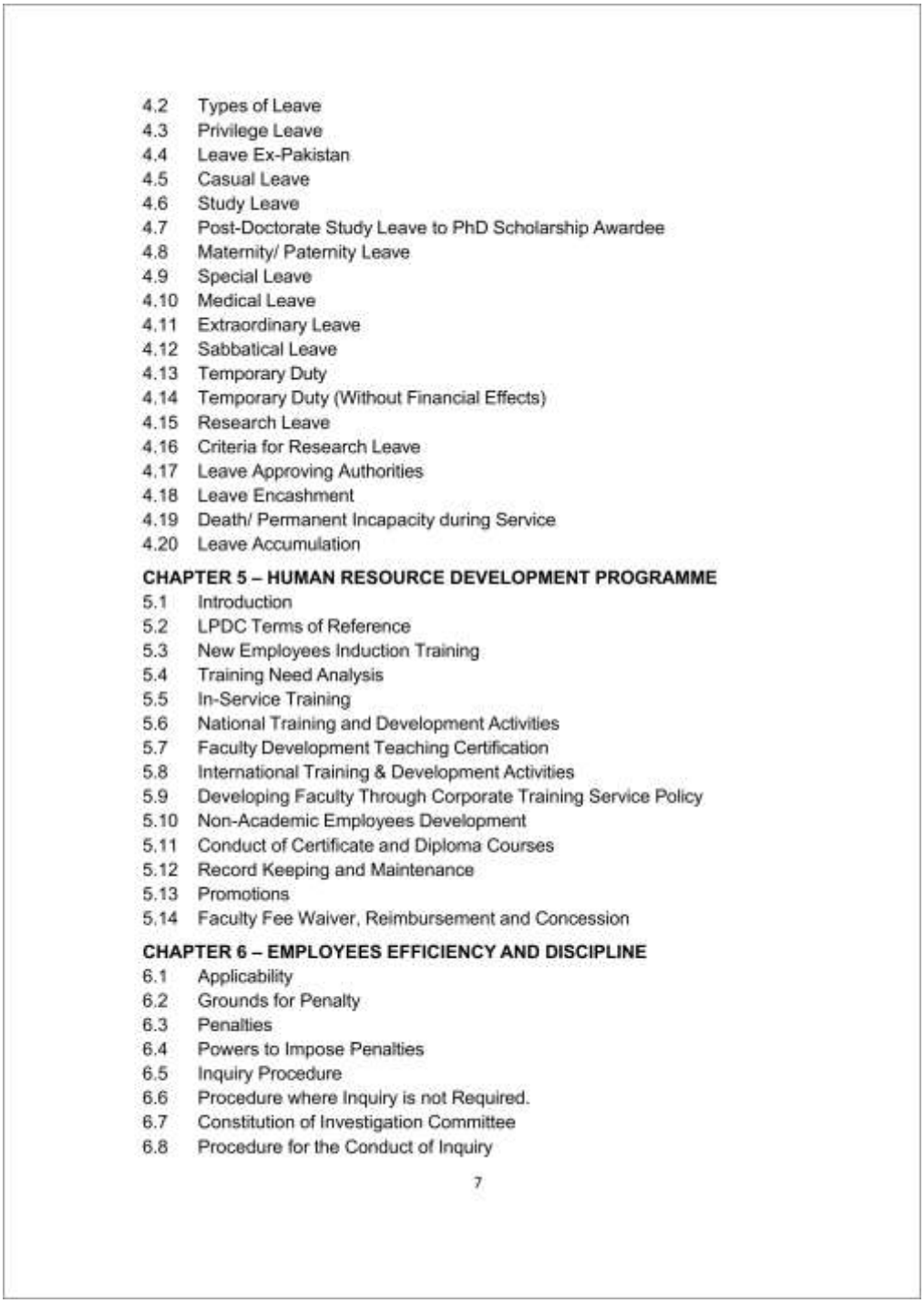
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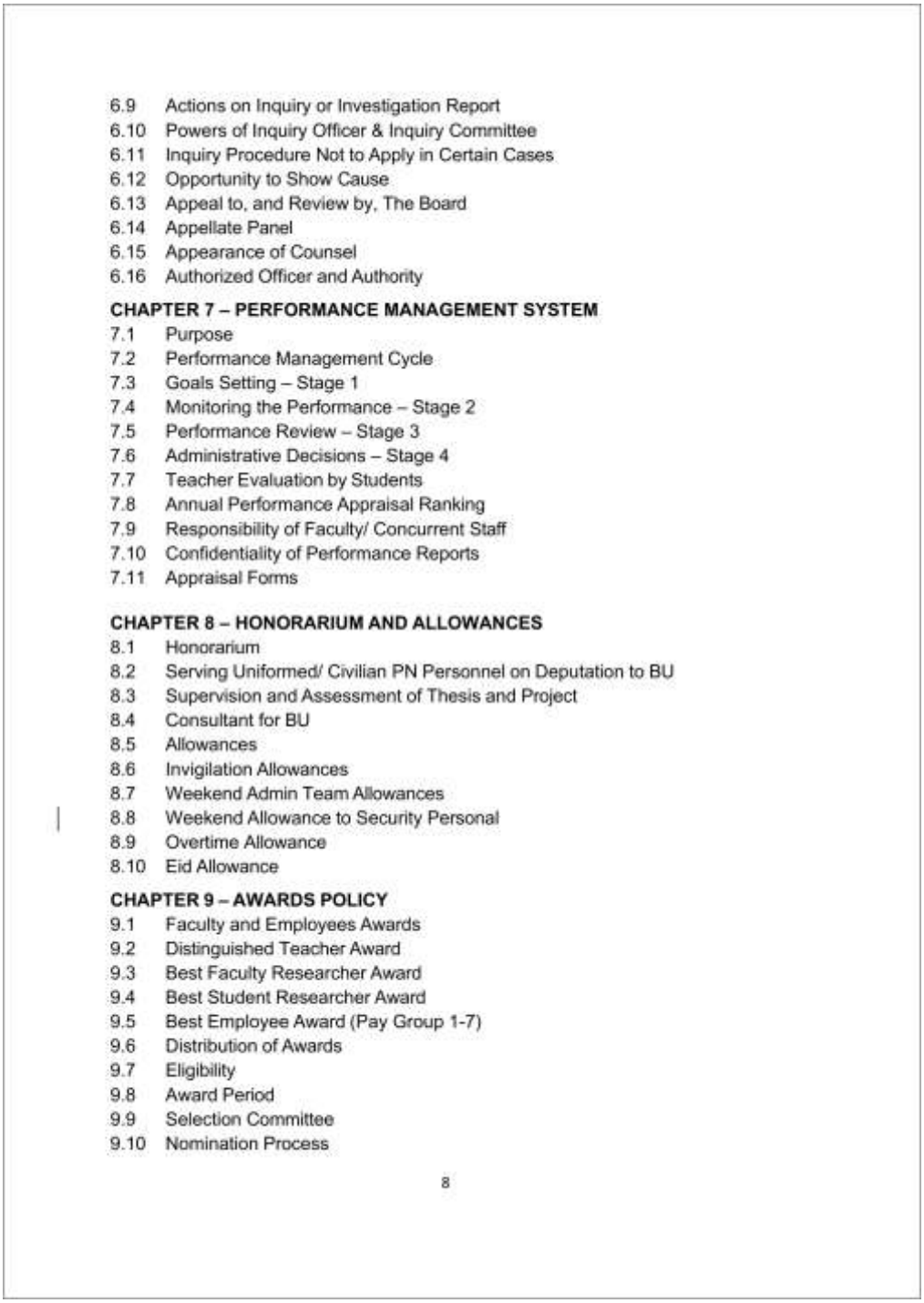
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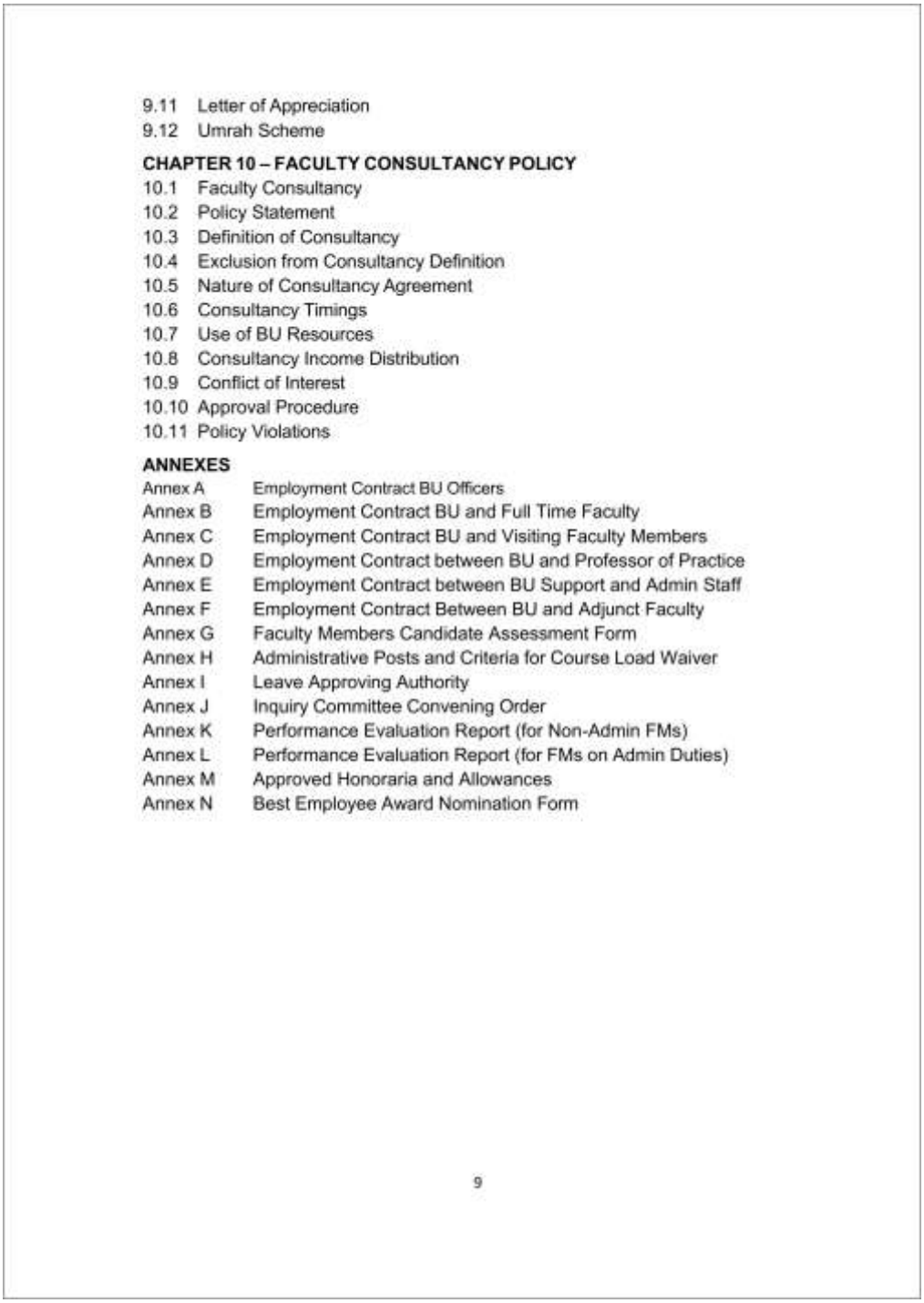
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Figure 8: Human Resource Policy Manual (2023), PDF page 8: Table of Contents (continued), Chapters 6 to 9.

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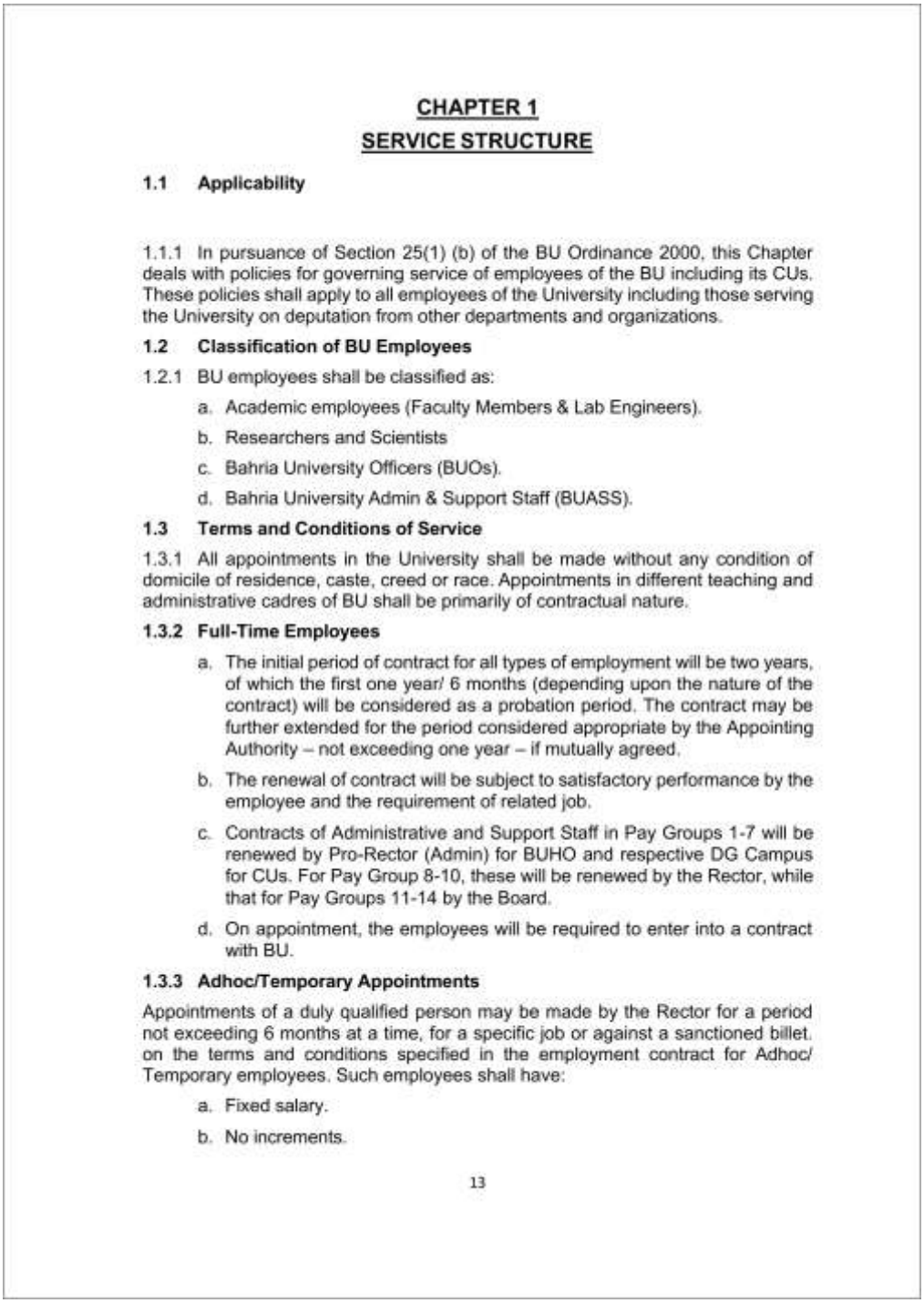
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1. Human Resource Policy Manual (continued): pages cited



CHAPTER 1
SERVICE STRUCTURE

1.1 Applicability

1.1.1 In pursuance of Section 25(1) (b) of the BU Ordinance 2000, this Chapter deals with policies for governing service of employees of the BU including its CUs. These policies shall apply to all employees of the University including those serving the University on deputation from other departments and organizations.

1.2 Classification of BU Employees

1.2.1 BU employees shall be classified as:

a. Academic employees (Faculty Members & Lab Engineers).
b. Researchers and Scientists
c. Bahria University Officers (BUOs).
d. Bahria University Admin & Support Staff (BUASS).

1.3 Terms and Conditions of Service

1.3.1 All appointments in the University shall be made without any condition of domicile of residence, caste, creed or race. Appointments in different teaching and administrative cadres of BU shall be primarily of contractual nature.

1.3.2 Full-Time Employees

a. The initial period of contract for all types of employment will be two years, of which the first one year/ 6 months (depending upon the nature of the contract) will be considered as a probation period. The contract may be further extended for the period considered appropriate by the Appointing Authority – not exceeding one year – if mutually agreed.
b. The renewal of contract will be subject to satisfactory performance by the employee and the requirement of related job.
c. Contracts of Administrative and Support Staff in Pay Groups 1-7 will be renewed by Pro-Rector (Admin) for BUHO and respective DG Campus for CUs. For Pay Group 8-10, these will be renewed by the Rector, while that for Pay Groups 11-14 by the Board.
d. On appointment, the employees will be required to enter into a contract with BU.

1.3.3 Adhoc/Temporary Appointments

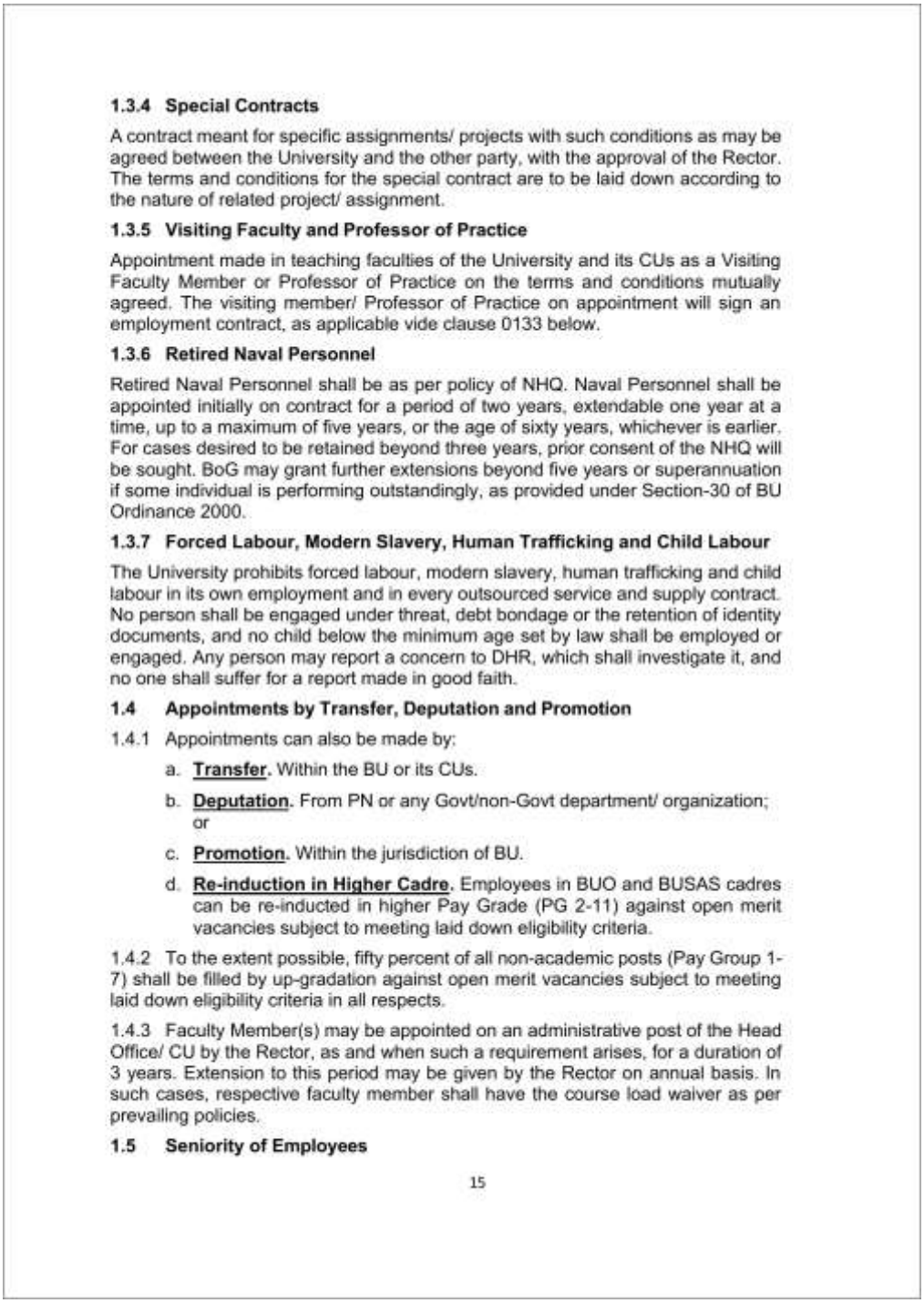
Appointments of a duly qualified person may be made by the Rector for a period not exceeding 6 months at a time, for a specific job or against a sanctioned billet. on the terms and conditions specified in the employment contract for Adhoc/ Temporary employees. Such employees shall have:

a. Fixed salary.
b. No increments.

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Figure 10: Human Resource Policy Manual (2023), PDF page 13: clause 1.1, Applicability, to all employees of the University and its constituent units; clause 1.3, Terms and Conditions of Service.

1. Human Resource Policy Manual (continued): pages cited



1.3.4 Special Contracts

A contract meant for specific assignments/ projects with such conditions as may be agreed between the University and the other party, with the approval of the Rector. The terms and conditions for the special contract are to be laid down according to the nature of related project/ assignment.

1.3.5 Visiting Faculty and Professor of Practice

Appointment made in teaching faculties of the University and its CUs as a Visiting Faculty Member or Professor of Practice on the terms and conditions mutually agreed. The visiting member/ Professor of Practice on appointment will sign an employment contract, as applicable vide clause 0133 below.

1.3.6 Retired Naval Personnel

Retired Naval Personnel shall be as per policy of NHQ. Naval Personnel shall be appointed initially on contract for a period of two years, extendable one year at a time, up to a maximum of five years, or the age of sixty years, whichever is earlier. For cases desired to be retained beyond three years, prior consent of the NHQ will be sought. BoG may grant further extensions beyond five years or superannuation if some individual is performing outstandingly, as provided under Section-30 of BU Ordinance 2000.

1.3.7 Forced Labour, Modern Slavery, Human Trafficking and Child Labour

The University prohibits forced labour, modern slavery, human trafficking and child labour in its own employment and in every outsourced service and supply contract. No person shall be engaged under threat, debt bondage or the retention of identity documents, and no child below the minimum age set by law shall be employed or engaged. Any person may report a concern to DHR, which shall investigate it, and no one shall suffer for a report made in good faith.

1.4 Appointments by Transfer, Deputation and Promotion

1.4.1 Appointments can also be made by:

a. **Transfer.** Within the BU or its CUs.

b. **Deputation.** From PN or any Govt/non-Govt department/ organization; or

c. **Promotion.** Within the jurisdiction of BU.

d. **Re-induction in Higher Cadre.** Employees in BUO and BUSAS cadres can be re-inducted in higher Pay Grade (PG 2-11) against open merit vacancies subject to meeting laid down eligibility criteria.

1.4.2 To the extent possible, fifty percent of all non-academic posts (Pay Group 1-7) shall be filled by up-gradation against open merit vacancies subject to meeting laid down eligibility criteria in all respects.

1.4.3 Faculty Member(s) may be appointed on an administrative post of the Head Office/ CU by the Rector, as and when such a requirement arises, for a duration of 3 years. Extension to this period may be given by the Rector on annual basis. In such cases, respective faculty member shall have the course load waiver as per prevailing policies.

1.5 Seniority of Employees

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Figure 11: Human Resource Policy Manual (2023), PDF page 15: clause 1.3.7, Forced Labour, Modern Slavery, Human Trafficking and Child Labour: prohibition in the University's own employment and in every outsourced service and supply contract; no engagement under threat, debt bondage or the retention of identity documents; no child below the minimum age set by law; reporting to the Human Resource Directorate and protection for good-faith reports.

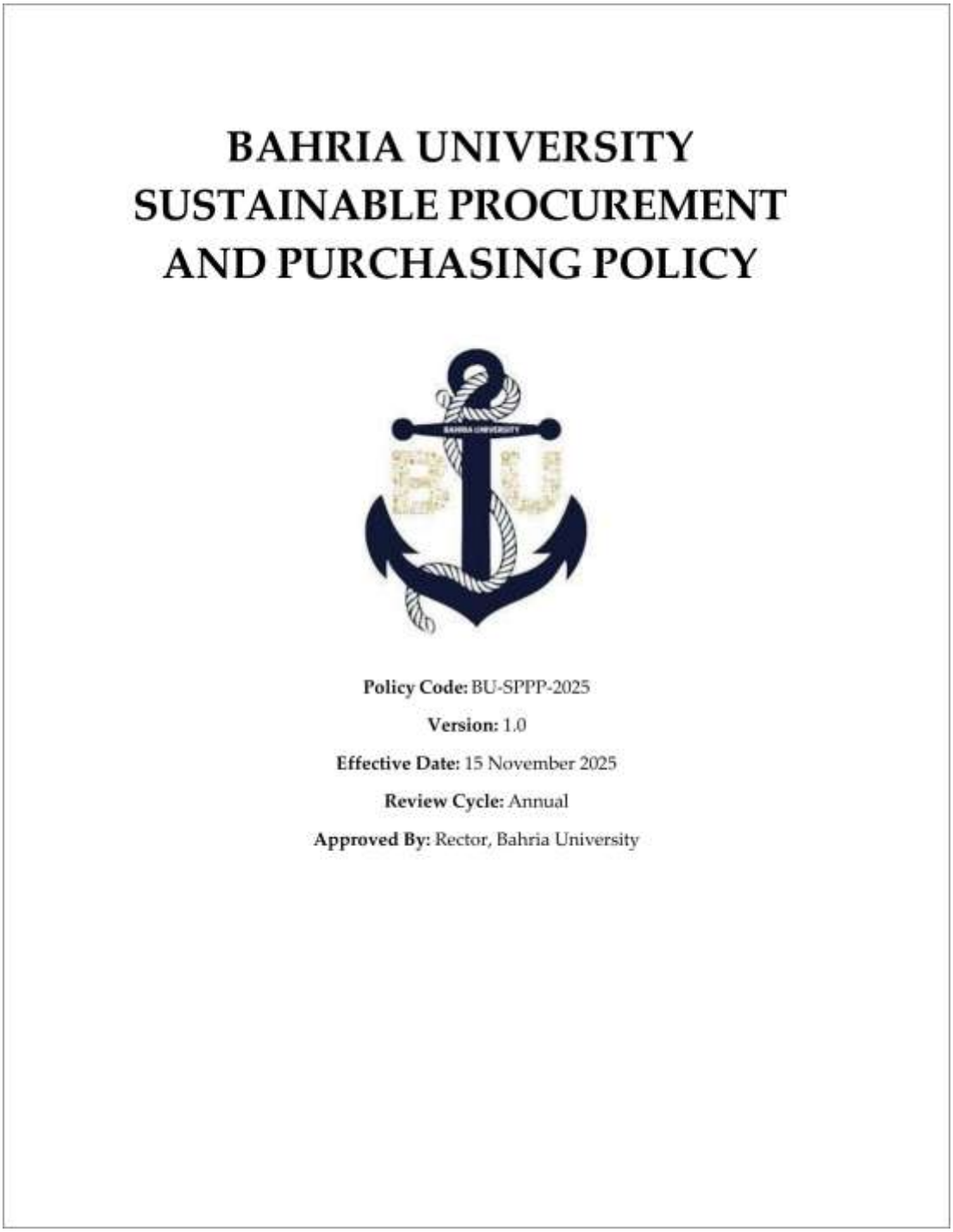
2. Sustainable Procurement and Purchasing Policy (2025)

The Bahria University Sustainable Procurement and Purchasing Policy (Policy Code BU-SPPP-2025, version 1.0) was approved by the Rector and took effect on 15 November 2025, with an annual review cycle (Figure 12). It applies to all procurement of goods, services and works by the University, at all campuses and constituent units, by every procurement method and from every budget source (para 2.2), and it names SDG 8, Decent Work and Economic Growth, among the goals it supports (para 1.3).

The policy defines modern slavery as forced labour, human trafficking and exploitative labour practices (para 2.1, item 10). Its principle of social responsibility requires fair labour practices, safe working conditions and respect for human rights throughout supply chains (para 3.1.3), and Objective 3 sets the target of 100% compliance with labour standards in supply chains (para 3.2). Every supplier must demonstrate compliance with Pakistani labour laws and no use of forced or child labour (para 5.1.2), and the labour standards applied in procurement include compliance with the ILO core conventions (para 5.3.1).

The commitment is applied at every stage of the supplier cycle. At registration, suppliers answer a sustainability questionnaire on social responsibility policies and on modern slavery and human rights due diligence, and they are classified into three tiers, with non-compliant suppliers developed or excluded (para 7.1). Tenders are scored on sustainability performance, covering environmental and social criteria, at a weight of 25%, and bidders describe their labour practices and social compliance (para 8.2). Contracts carry the right to audit supply chain practices and penalties for non-compliance, and high-risk suppliers face third-party audits (para 8.3.1). Social compliance audit results are a supplier performance indicator, reviewed annually for all suppliers and quarterly for high-impact suppliers (para 7.2), and serious or repeated violations lead to contract suspension, supplier debarment or legal action (para 9.3). The Sustainable Procurement Committee, chaired by the Director Administration, monitors compliance (para 4.1).

2. Sustainable Procurement and Purchasing Policy (continued)



BAHRIA UNIVERSITY
SUSTAINABLE PROCUREMENT
AND PURCHASING POLICY

Policy Code: BU-SPPP-2025

Version: 1.0

Effective Date: 15 November 2025

Review Cycle: Annual

Approved By: Rector, Bahria University

Figure 12: Sustainable Procurement and Purchasing Policy (2025), page 1: cover; Policy Code BU-SPPP-2025, version 1.0, effective 15 November 2025, annual review cycle, approved by the Rector.

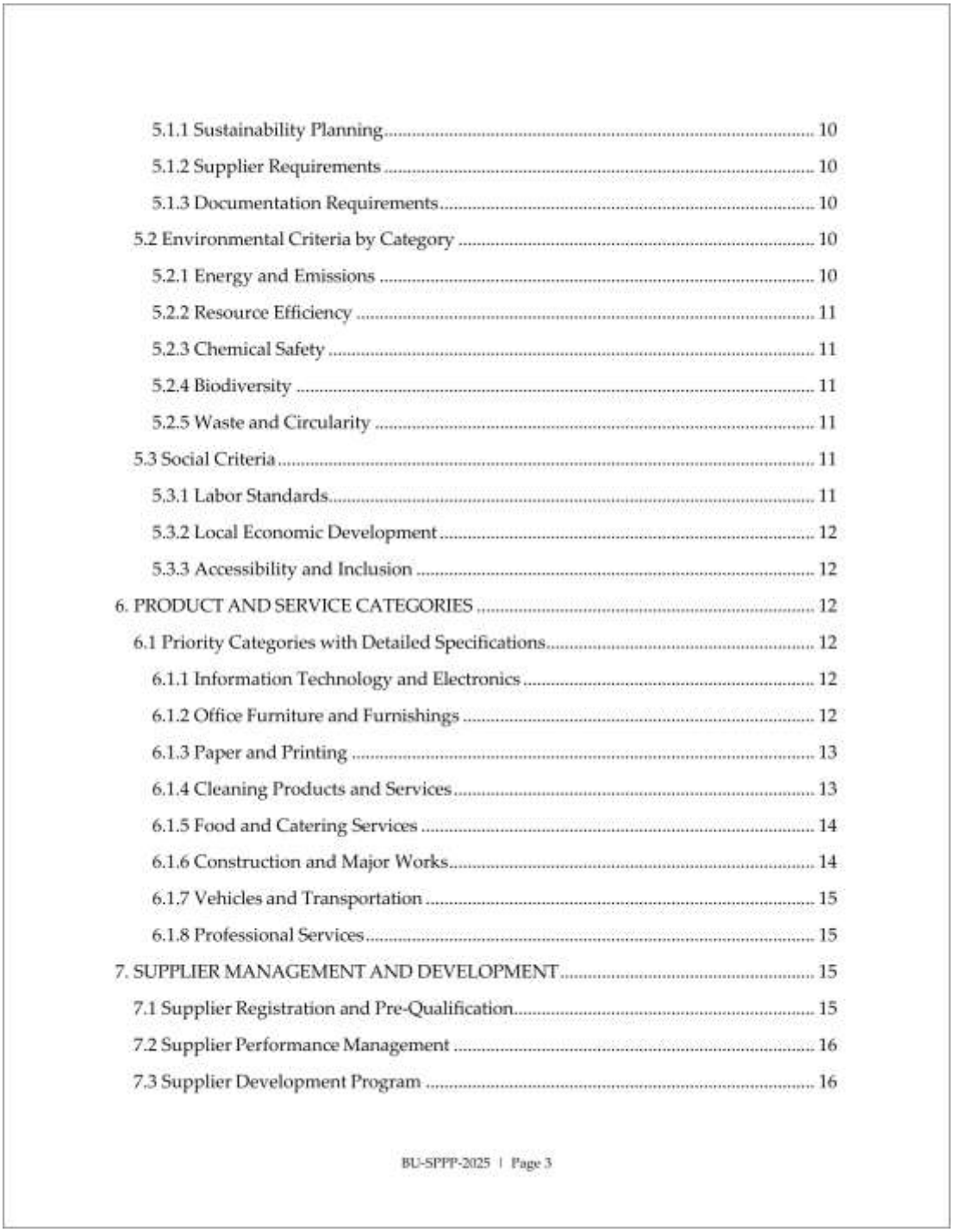
2. Sustainable Procurement and Purchasing Policy (continued)

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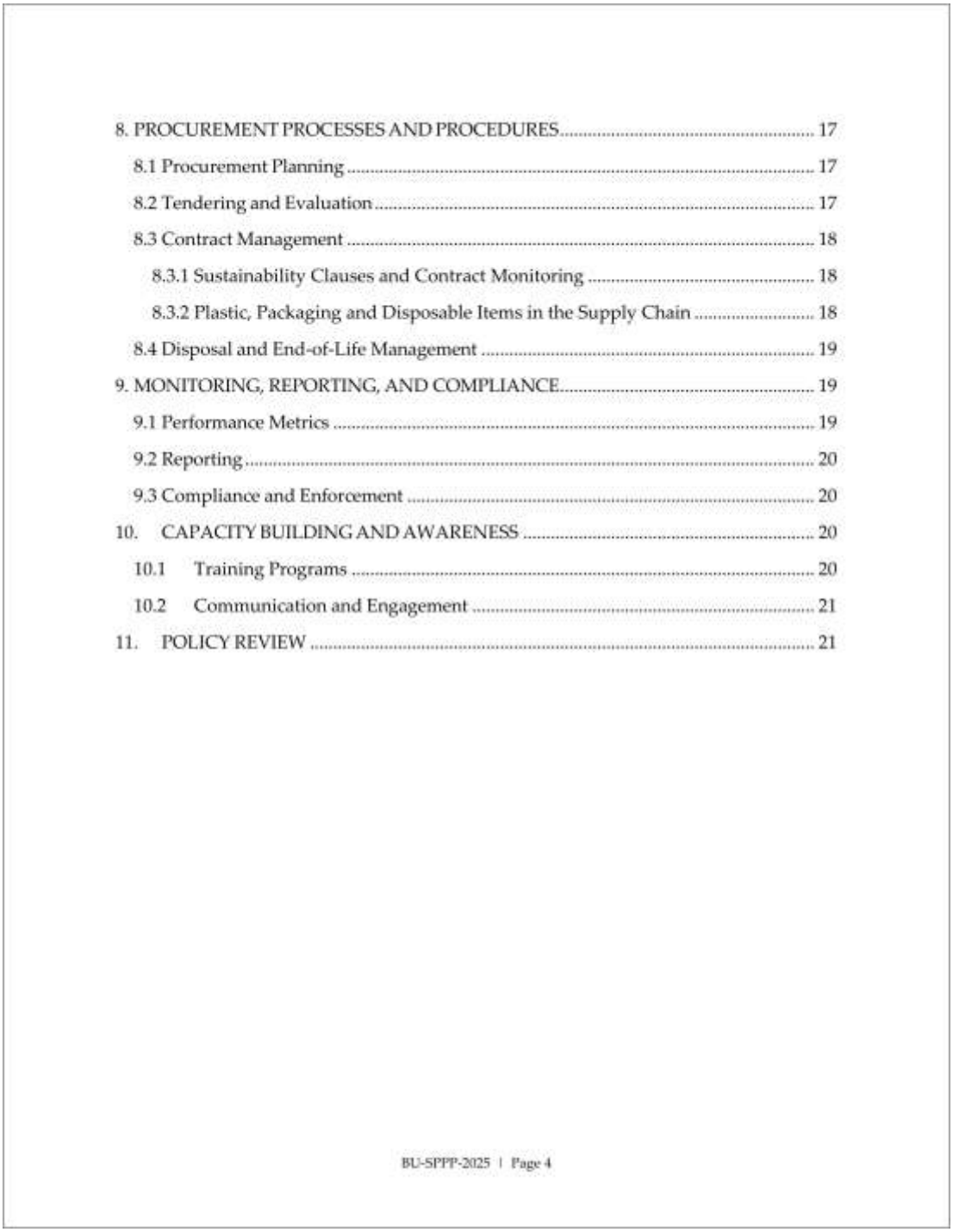


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Figure 14: Sustainable Procurement and Purchasing Policy (2025), page 3: Table of Contents (continued), sections 5.1.1 to 7.3, including 5.1.2, Supplier Requirements, and 5.3.1, Labor Standards.

2. Sustainable Procurement and Purchasing Policy (continued)



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Figure 15: Sustainable Procurement and Purchasing Policy (2025), page 4: Table of Contents (continued), sections 8 to 11.

2. Sustainable Procurement and Purchasing Policy (continued): pages cited

- SDG 12: Responsible Consumption and Production
- SDG 8: Decent Work and Economic Growth

2. DEFINITIONS AND SCOPE

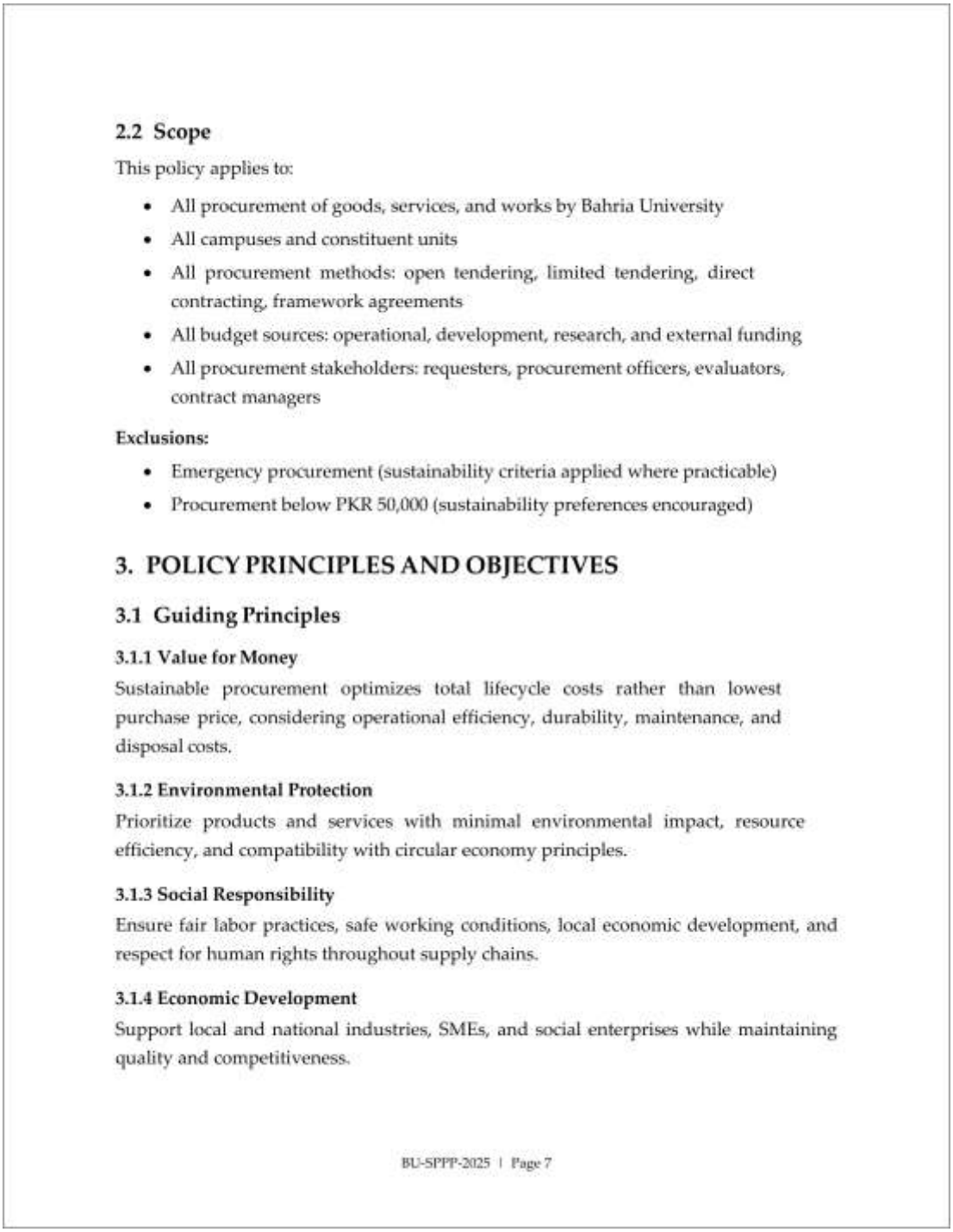
2.1 Definitions

S. No	Term	Definition
1	Life Cycle Costing (LCC)	Total cost of ownership including acquisition, operation, maintenance, and disposal costs
2	Life Cycle Assessment (LCA)	Analysis of environmental impacts throughout a product's lifecycle
3	Green Procurement	Purchasing goods and services with reduced environmental impact
4	Circular Procurement	Procurement that supports circular economy principles (reduce, reuse, repair, remanufacture, recycle)
5	Social Procurement	Purchasing that generates positive social outcomes (local employment, fair labor, community benefit)
6	Sustainable Supplier	Supplier meeting defined environmental, social, and governance criteria
7	EPD	Environmental Product Declaration – verified document reporting environmental impact
8	Ecolabel	Third-party certification of environmental performance (e.g., Energy Star, Blue Angel, Pakistan Green Label)
9	Conflict Minerals	Minerals sourced from regions where mining finances armed conflict
10	Modern Slavery	Forced labor, human trafficking, and exploitative labor practices

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Figure 16: Sustainable Procurement and Purchasing Policy (2025), page 6: alignment with SDG 8, Decent Work and Economic Growth (para 1.3); definitions (para 2.1), item 10, Modern Slavery: forced labour, human trafficking and exploitative labour practices.

2. Sustainable Procurement and Purchasing Policy (continued): pages cited



2.2 Scope

This policy applies to:

- All procurement of goods, services, and works by Bahria University
- All campuses and constituent units
- All procurement methods: open tendering, limited tendering, direct contracting, framework agreements
- All budget sources: operational, development, research, and external funding
- All procurement stakeholders: requesters, procurement officers, evaluators, contract managers

Exclusions:

- Emergency procurement (sustainability criteria applied where practicable)
- Procurement below PKR 50,000 (sustainability preferences encouraged)

3. POLICY PRINCIPLES AND OBJECTIVES

3.1 Guiding Principles

3.1.1 Value for Money

Sustainable procurement optimizes total lifecycle costs rather than lowest purchase price, considering operational efficiency, durability, maintenance, and disposal costs.

3.1.2 Environmental Protection

Prioritize products and services with minimal environmental impact, resource efficiency, and compatibility with circular economy principles.

3.1.3 Social Responsibility

Ensure fair labor practices, safe working conditions, local economic development, and respect for human rights throughout supply chains.

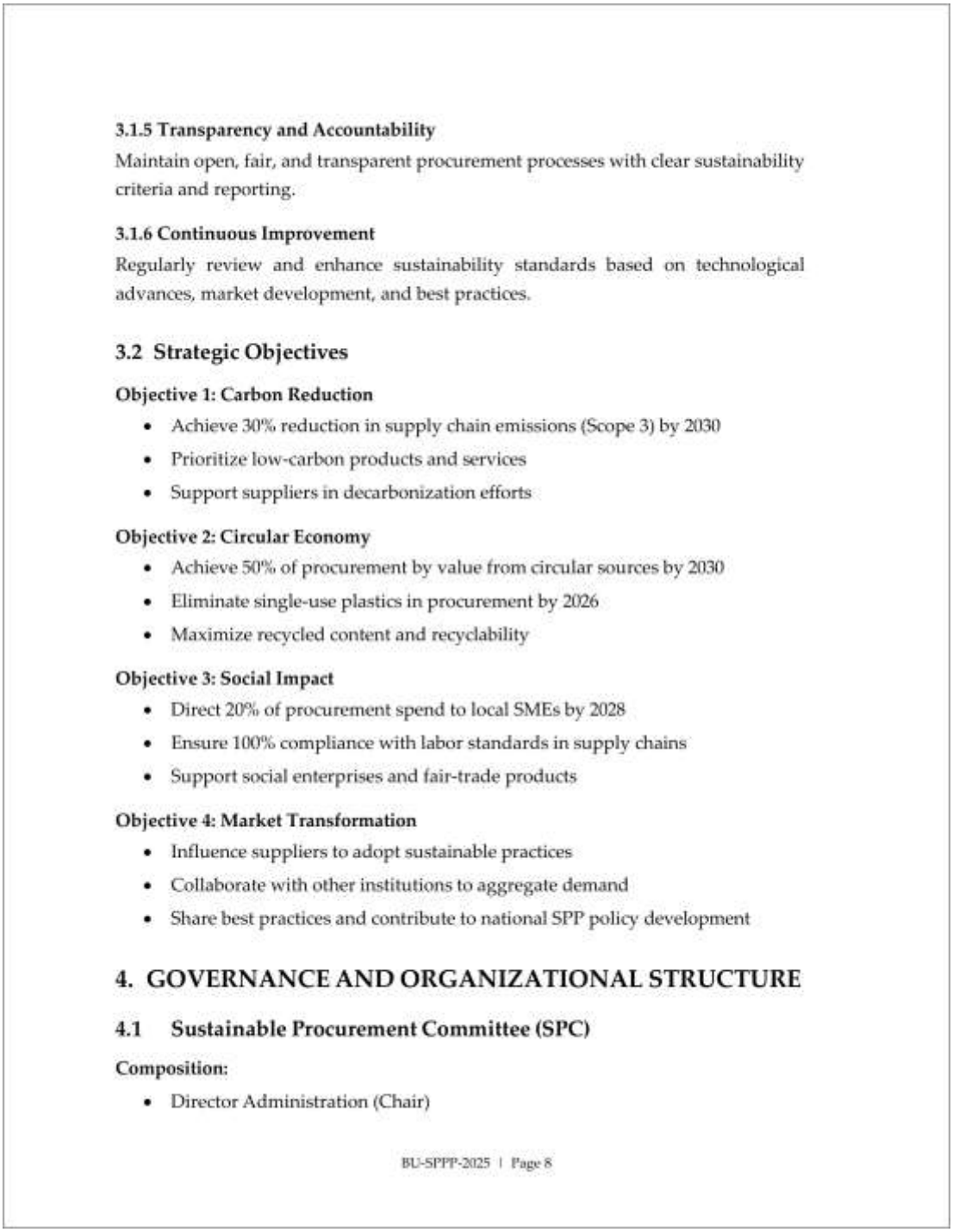
3.1.4 Economic Development

Support local and national industries, SMEs, and social enterprises while maintaining quality and competitiveness.

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Figure 17: Sustainable Procurement and Purchasing Policy (2025), page 7: scope, all procurement of goods, services and works at all campuses and constituent units (para 2.2); principle of social responsibility, fair labour practices and respect for human rights throughout supply chains (para 3.1.3).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited



3.1.5 Transparency and Accountability

Maintain open, fair, and transparent procurement processes with clear sustainability criteria and reporting.

3.1.6 Continuous Improvement

Regularly review and enhance sustainability standards based on technological advances, market development, and best practices.

3.2 Strategic Objectives

Objective 1: Carbon Reduction

- Achieve 30% reduction in supply chain emissions (Scope 3) by 2030
- Prioritize low-carbon products and services
- Support suppliers in decarbonization efforts

Objective 2: Circular Economy

- Achieve 50% of procurement by value from circular sources by 2030
- Eliminate single-use plastics in procurement by 2026
- Maximize recycled content and recyclability

Objective 3: Social Impact

- Direct 20% of procurement spend to local SMEs by 2028
- Ensure 100% compliance with labor standards in supply chains
- Support social enterprises and fair-trade products

Objective 4: Market Transformation

- Influence suppliers to adopt sustainable practices
- Collaborate with other institutions to aggregate demand
- Share best practices and contribute to national SPP policy development

4. GOVERNANCE AND ORGANIZATIONAL STRUCTURE

4.1 Sustainable Procurement Committee (SPC)

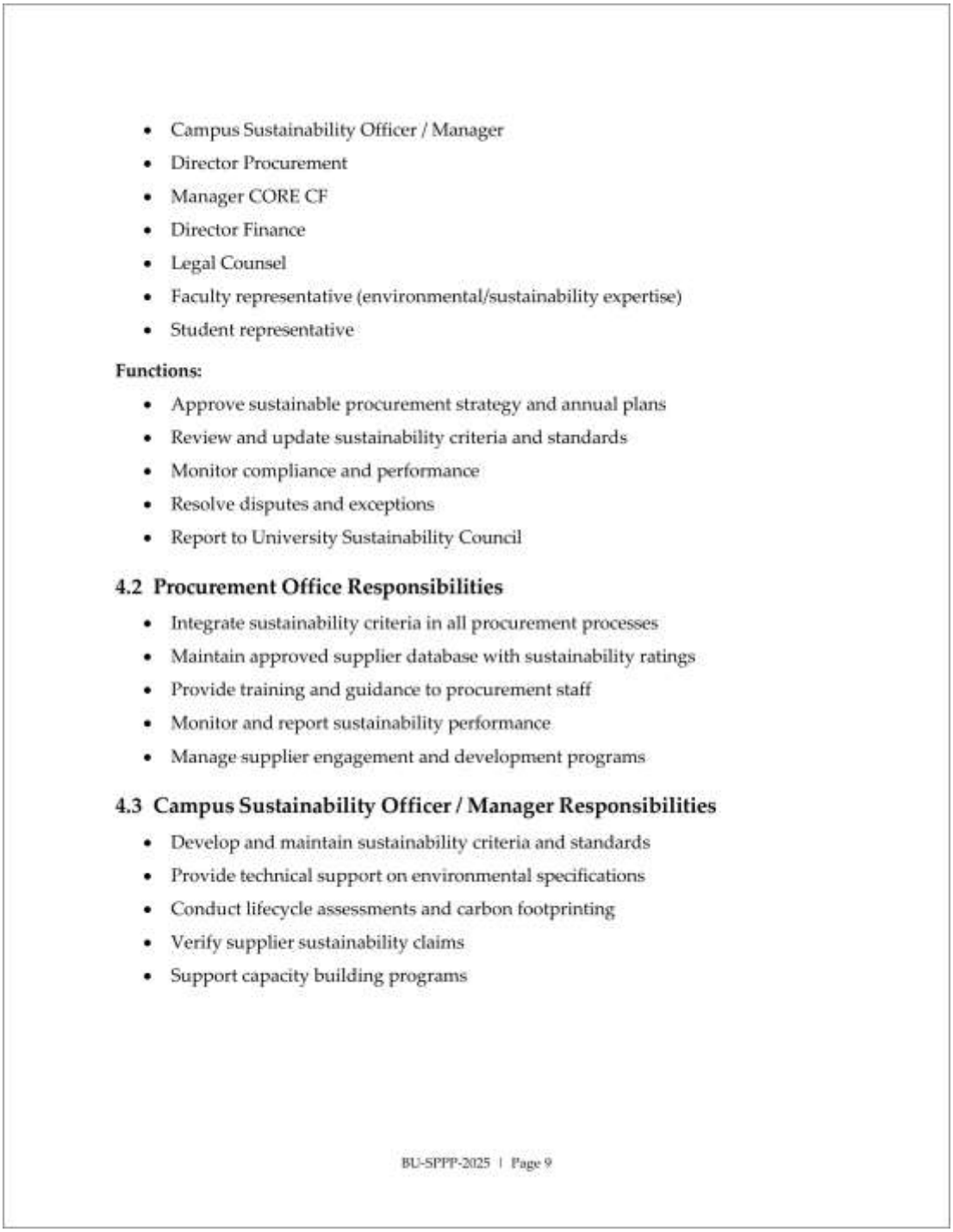
Composition:

- Director Administration (Chair)

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Figure 18: Sustainable Procurement and Purchasing Policy (2025), page 8: Objective 3, Social Impact, 100% compliance with labour standards in supply chains (para 3.2); Sustainable Procurement Committee (para 4.1).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited



- Campus Sustainability Officer / Manager
- Director Procurement
- Manager CORE CF
- Director Finance
- Legal Counsel
- Faculty representative (environmental/sustainability expertise)
- Student representative

Functions:

- Approve sustainable procurement strategy and annual plans
- Review and update sustainability criteria and standards
- Monitor compliance and performance
- Resolve disputes and exceptions
- Report to University Sustainability Council

4.2 Procurement Office Responsibilities

- Integrate sustainability criteria in all procurement processes
- Maintain approved supplier database with sustainability ratings
- Provide training and guidance to procurement staff
- Monitor and report sustainability performance
- Manage supplier engagement and development programs

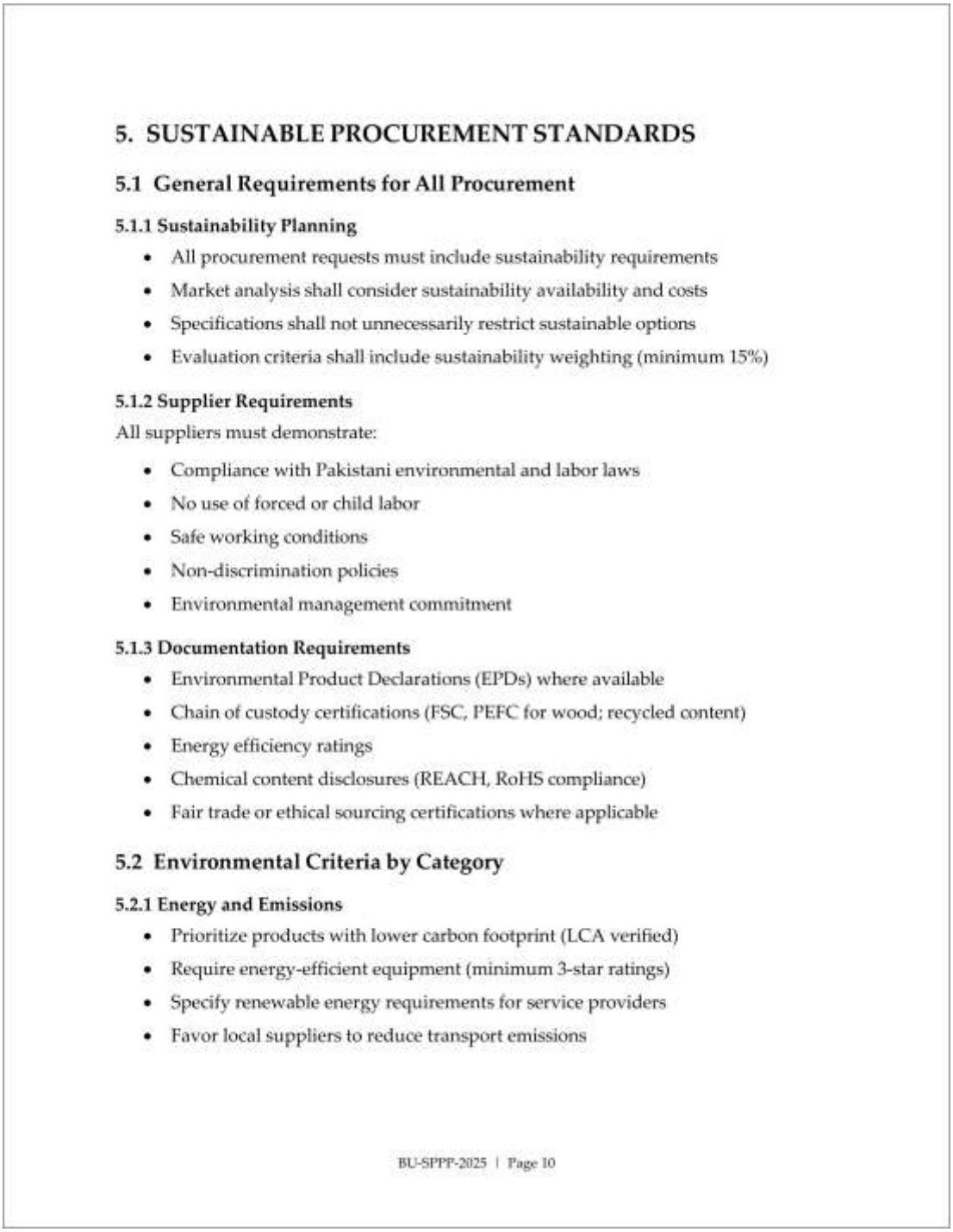
4.3 Campus Sustainability Officer / Manager Responsibilities

- Develop and maintain sustainability criteria and standards
- Provide technical support on environmental specifications
- Conduct lifecycle assessments and carbon footprinting
- Verify supplier sustainability claims
- Support capacity building programs

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Figure 19: Sustainable Procurement and Purchasing Policy (2025), page 9: functions of the Sustainable Procurement Committee, including monitoring compliance; responsibilities of the Procurement Office and the Campus Sustainability Officer, including verifying supplier claims (paras 4.1 to 4.3).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited



5. SUSTAINABLE PROCUREMENT STANDARDS

5.1 General Requirements for All Procurement

5.1.1 Sustainability Planning

- All procurement requests must include sustainability requirements
- Market analysis shall consider sustainability availability and costs
- Specifications shall not unnecessarily restrict sustainable options
- Evaluation criteria shall include sustainability weighting (minimum 15%)

5.1.2 Supplier Requirements

All suppliers must demonstrate:

- Compliance with Pakistani environmental and labor laws
- No use of forced or child labor
- Safe working conditions
- Non-discrimination policies
- Environmental management commitment

5.1.3 Documentation Requirements

- Environmental Product Declarations (EPDs) where available
- Chain of custody certifications (FSC, PEFC for wood; recycled content)
- Energy efficiency ratings
- Chemical content disclosures (REACH, RoHS compliance)
- Fair trade or ethical sourcing certifications where applicable

5.2 Environmental Criteria by Category

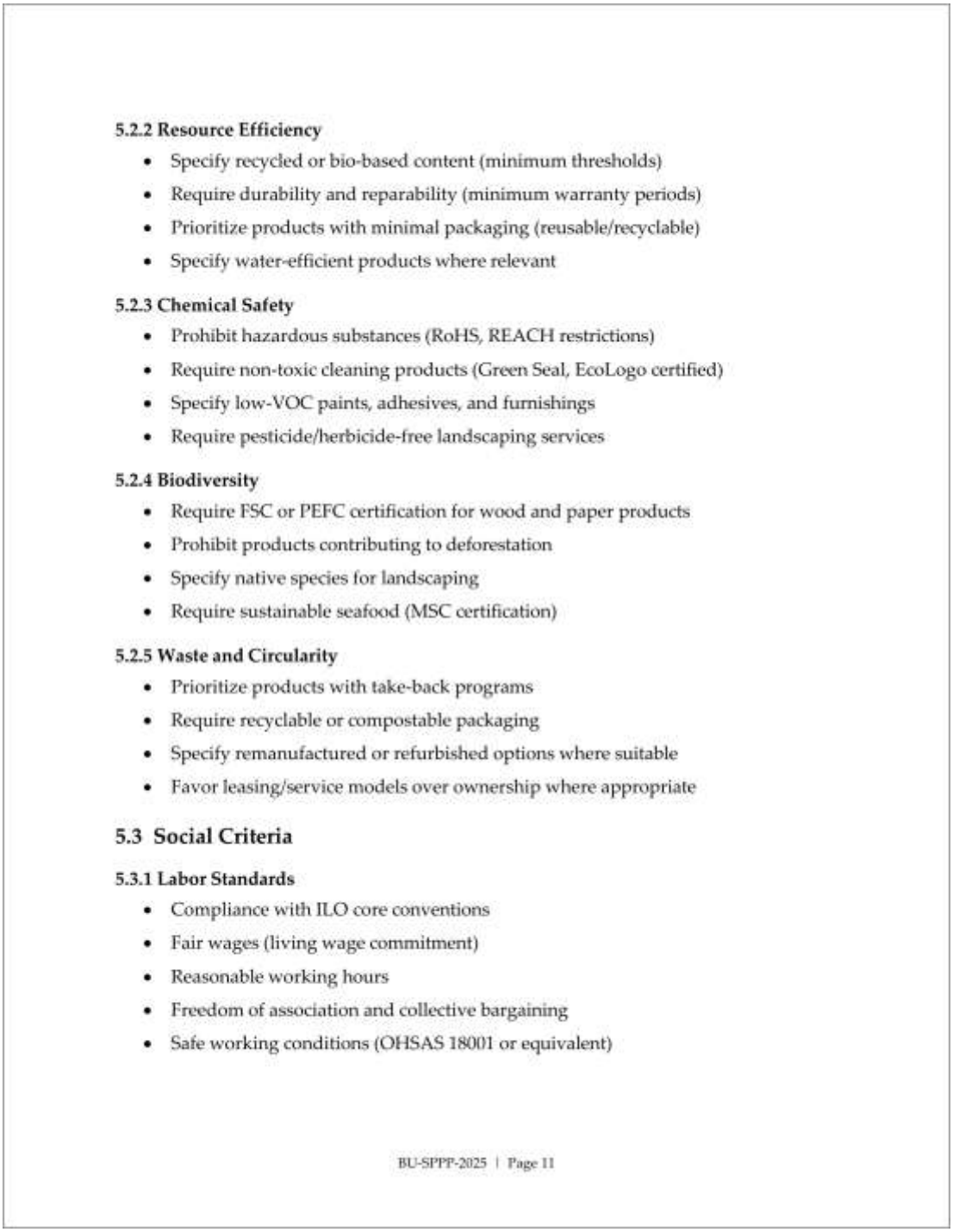
5.2.1 Energy and Emissions

- Prioritize products with lower carbon footprint (LCA verified)
- Require energy-efficient equipment (minimum 3-star ratings)
- Specify renewable energy requirements for service providers
- Favor local suppliers to reduce transport emissions

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Figure 20: Sustainable Procurement and Purchasing Policy (2025), page 10: Supplier Requirements, compliance with Pakistani labour laws and no use of forced or child labour (para 5.1.2).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited



5.2.2 Resource Efficiency

- Specify recycled or bio-based content (minimum thresholds)
- Require durability and reparability (minimum warranty periods)
- Prioritize products with minimal packaging (reusable/recyclable)
- Specify water-efficient products where relevant

5.2.3 Chemical Safety

- Prohibit hazardous substances (RoHS, REACH restrictions)
- Require non-toxic cleaning products (Green Seal, EcoLogo certified)
- Specify low-VOC paints, adhesives, and furnishings
- Require pesticide/herbicide-free landscaping services

5.2.4 Biodiversity

- Require FSC or PEFC certification for wood and paper products
- Prohibit products contributing to deforestation
- Specify native species for landscaping
- Require sustainable seafood (MSC certification)

5.2.5 Waste and Circularity

- Prioritize products with take-back programs
- Require recyclable or compostable packaging
- Specify remanufactured or refurbished options where suitable
- Favor leasing/service models over ownership where appropriate

5.3 Social Criteria

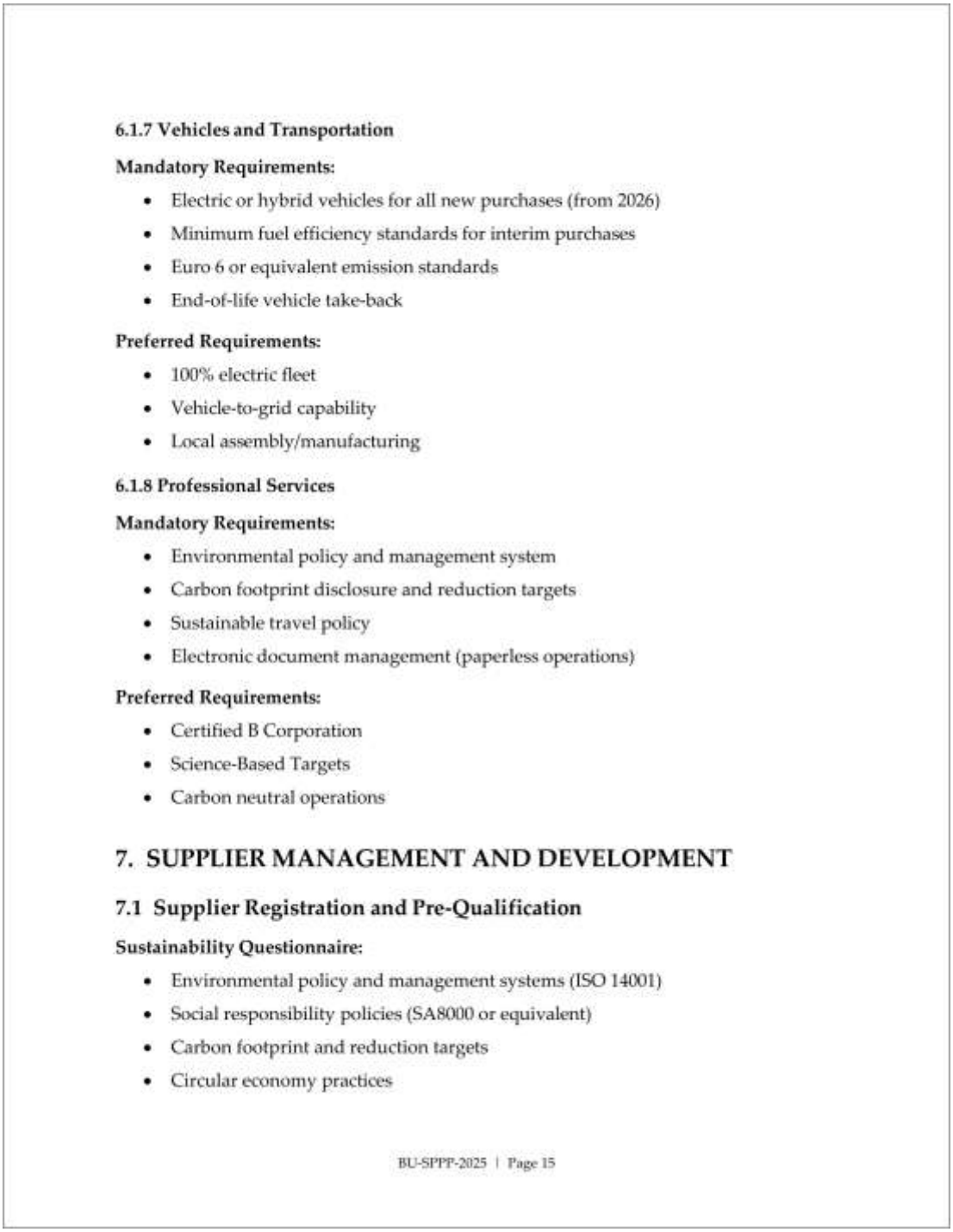
5.3.1 Labor Standards

- Compliance with ILO core conventions
- Fair wages (living wage commitment)
- Reasonable working hours
- Freedom of association and collective bargaining
- Safe working conditions (OHSAS 18001 or equivalent)

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Figure 21: Sustainable Procurement and Purchasing Policy (2025), page 11: Labor Standards, compliance with the ILO core conventions, fair wages, reasonable working hours, freedom of association and safe working conditions (para 5.3.1).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited



6.1.7 Vehicles and Transportation

Mandatory Requirements:

- Electric or hybrid vehicles for all new purchases (from 2026)
- Minimum fuel efficiency standards for interim purchases
- Euro 6 or equivalent emission standards
- End-of-life vehicle take-back

Preferred Requirements:

- 100% electric fleet
- Vehicle-to-grid capability
- Local assembly/manufacturing

6.1.8 Professional Services

Mandatory Requirements:

- Environmental policy and management system
- Carbon footprint disclosure and reduction targets
- Sustainable travel policy
- Electronic document management (paperless operations)

Preferred Requirements:

- Certified B Corporation
- Science-Based Targets
- Carbon neutral operations

7. SUPPLIER MANAGEMENT AND DEVELOPMENT

7.1 Supplier Registration and Pre-Qualification

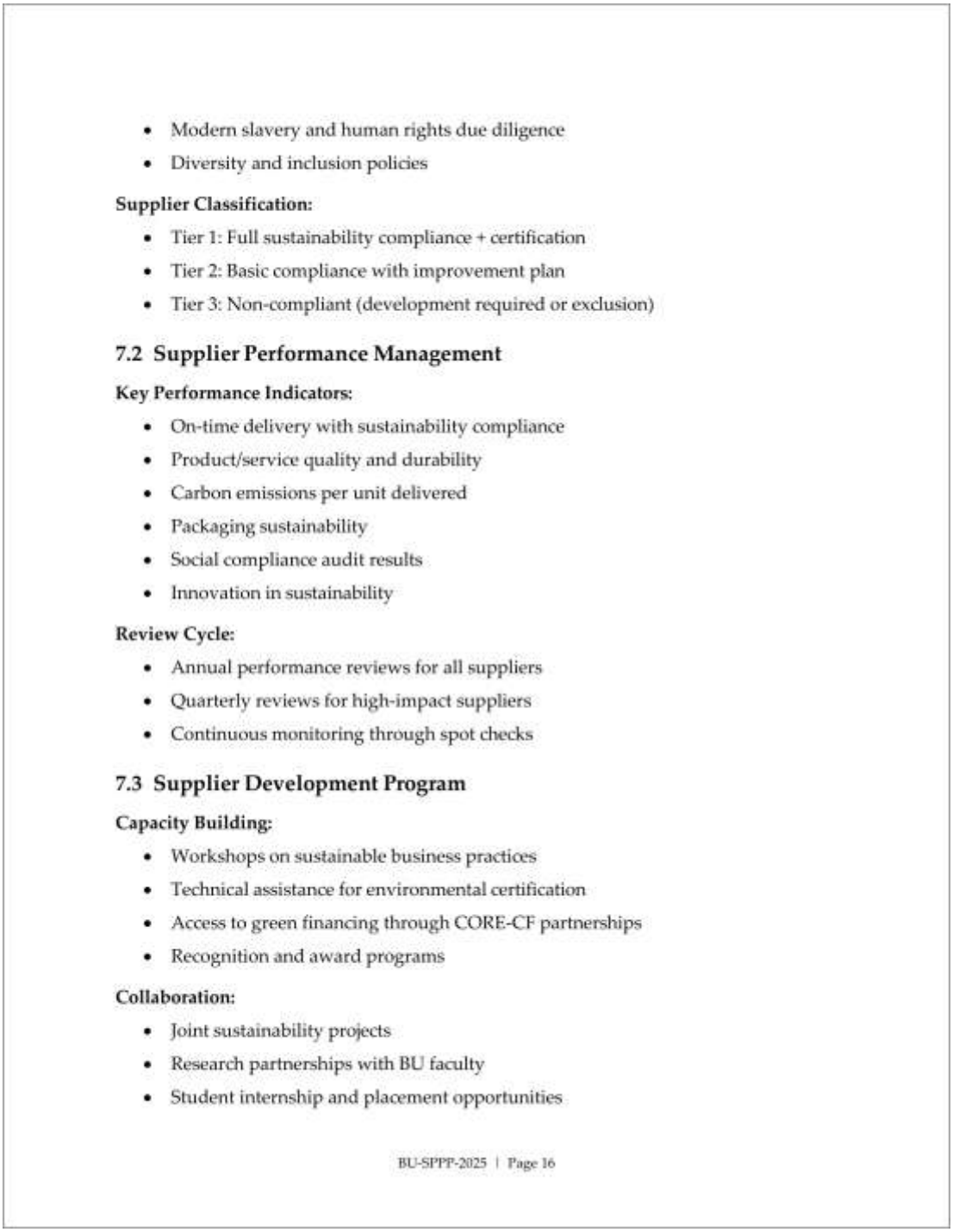
Sustainability Questionnaire:

- Environmental policy and management systems (ISO 14001)
- Social responsibility policies (SA8000 or equivalent)
- Carbon footprint and reduction targets
- Circular economy practices

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Figure 22: Sustainable Procurement and Purchasing Policy (2025), page 15: Supplier Registration and Pre-Qualification, sustainability questionnaire, including social responsibility policies (para 7.1).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited



- Modern slavery and human rights due diligence
- Diversity and inclusion policies

Supplier Classification:

- Tier 1: Full sustainability compliance + certification
- Tier 2: Basic compliance with improvement plan
- Tier 3: Non-compliant (development required or exclusion)

7.2 Supplier Performance Management

Key Performance Indicators:

- On-time delivery with sustainability compliance
- Product/service quality and durability
- Carbon emissions per unit delivered
- Packaging sustainability
- Social compliance audit results
- Innovation in sustainability

Review Cycle:

- Annual performance reviews for all suppliers
- Quarterly reviews for high-impact suppliers
- Continuous monitoring through spot checks

7.3 Supplier Development Program

Capacity Building:

- Workshops on sustainable business practices
- Technical assistance for environmental certification
- Access to green financing through CORE-CF partnerships
- Recognition and award programs

Collaboration:

- Joint sustainability projects
- Research partnerships with BU faculty
- Student internship and placement opportunities

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Figure 23: Sustainable Procurement and Purchasing Policy (2025), page 16: questionnaire item on modern slavery and human rights due diligence; supplier classification (para 7.1); social compliance audit results among supplier performance indicators, with annual and quarterly reviews and spot checks (para 7.2).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited

- Pilot programs for innovative sustainable products

8. PROCUREMENT PROCESSES AND PROCEDURES

8.1 Procurement Planning

Sustainability Assessment:

- Determine sustainability priorities for each procurement
- Conduct market analysis for sustainable alternatives
- Assess lifecycle costs including environmental externalities
- Identify potential social impact opportunities

Specification Development:

- Use performance-based specifications (outcome-focused)
- Include sustainability as weighted evaluation criteria (15-30%)
- Avoid over-specification that limits sustainable options
- Reference recognized standards and certifications

8.2 Tendering and Evaluation

Evaluation Criteria Template:

S. No	Criterion	Weight	Description
1	Technical Compliance	30%	Meeting functional requirements
2	Sustainability Performance	25%	Environmental and social criteria
3	Lifecycle Cost	25%	Total cost of ownership
4	Supplier Capability	15%	Track record and capacity
5	Innovation	5%	Novel approaches to sustainability

Sustainability Evaluation Questions:

- Describe your environmental management system and certifications
- What is the carbon footprint of your product/service?

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Figure 24: Sustainable Procurement and Purchasing Policy (2025), page 17: Tendering and Evaluation, sustainability performance covering environmental and social criteria weighted at 25% (para 8.2).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited

- What percentage of recycled/renewable content is included?
- Describe your labor practices and social compliance
- What take-back or end-of-life services do you provide?
- How do you ensure supply chain transparency?

8.3 Contract Management

8.3.1 Sustainability Clauses and Contract Monitoring

Sustainability Clauses:

- Compliance with sustainability specifications
- Reporting on sustainability metrics
- Right to audit supply chain practices
- Continuous improvement requirements
- Penalties for non-compliance
- Incentives for exceeding sustainability targets

Contract Monitoring:

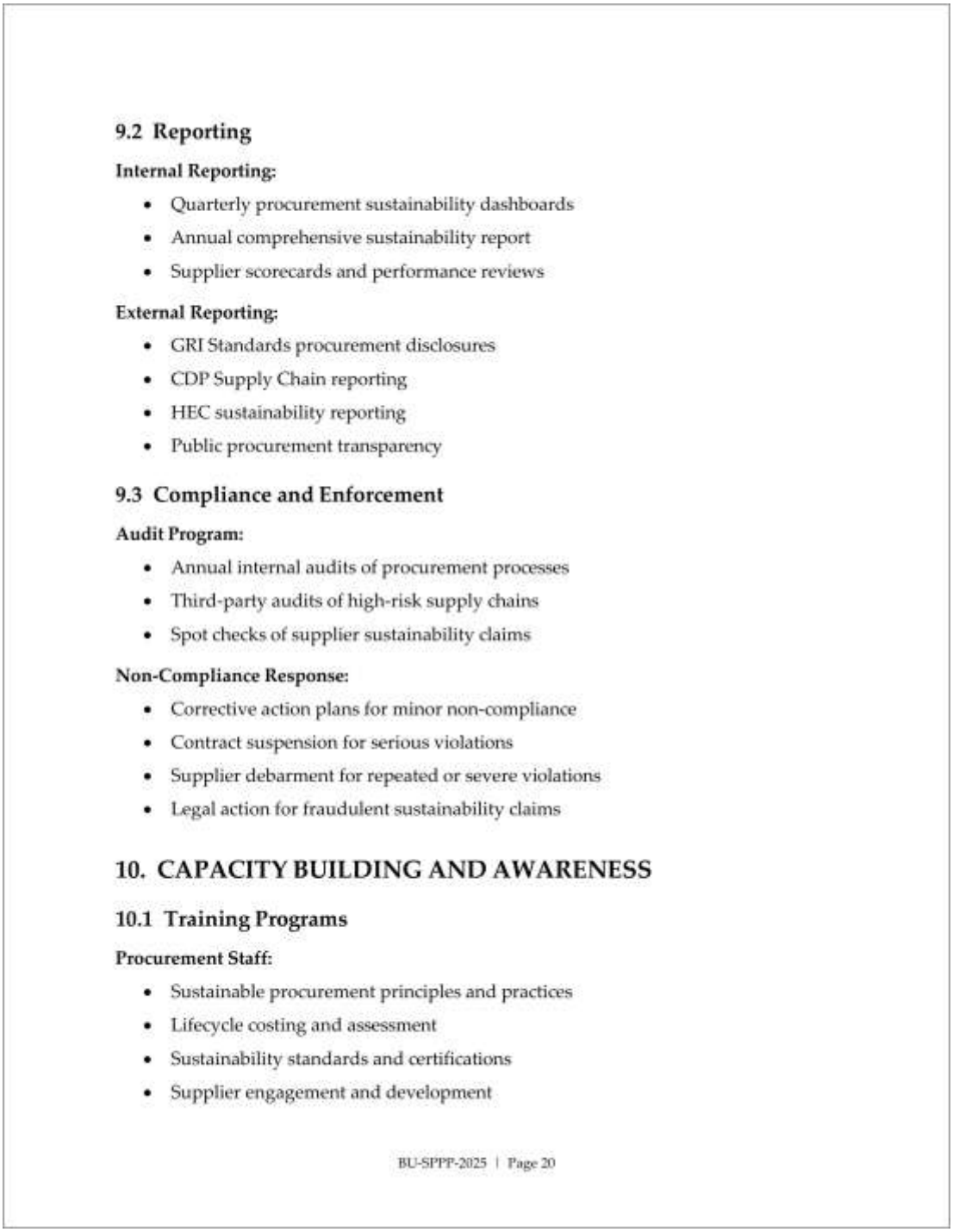
- Regular sustainability performance reports
- Site visits and inspections
- Third-party audits for high-risk suppliers
- Review meetings with sustainability focus

8.3.2 Plastic, Packaging and Disposable Items in the Supply Chain

Every contract for the supply of equipment, stationery, building works or other goods shall require the supplier to: (a) comply with the bans on single-use plastic and disposable items in HSE Policy para 6.17 and the Directive on Combating Plastic Pollution, and with the packaging requirements of paras 5.2.2 and 5.2.5 of this Policy; (b) deliver goods in minimal, reusable, recyclable or compostable packaging, without polythene bags, expanded polystyrene or other single-use plastic wrapping, and take back packaging where practicable; (c) include the same requirements in every contract with its own suppliers and sub-contractors; and (d) keep records of compliance and open them, and its supply chain, to audit by the University under para 8.3.1. A breach shall be dealt with under para 9.3.

Figure 25: Sustainable Procurement and Purchasing Policy (2025), page 18: evaluation question on labour practices and social compliance (para 8.2); contract clauses, right to audit supply chain practices and penalties for non-compliance; third-party audits for high-risk suppliers (para 8.3.1).

2. Sustainable Procurement and Purchasing Policy (continued): pages cited



9.2 Reporting

Internal Reporting:

- Quarterly procurement sustainability dashboards
- Annual comprehensive sustainability report
- Supplier scorecards and performance reviews

External Reporting:

- GRI Standards procurement disclosures
- CDP Supply Chain reporting
- HEC sustainability reporting
- Public procurement transparency

9.3 Compliance and Enforcement

Audit Program:

- Annual internal audits of procurement processes
- Third-party audits of high-risk supply chains
- Spot checks of supplier sustainability claims

Non-Compliance Response:

- Corrective action plans for minor non-compliance
- Contract suspension for serious violations
- Supplier debarment for repeated or severe violations
- Legal action for fraudulent sustainability claims

10. CAPACITY BUILDING AND AWARENESS

10.1 Training Programs

Procurement Staff:

- Sustainable procurement principles and practices
- Lifecycle costing and assessment
- Sustainability standards and certifications
- Supplier engagement and development

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Figure 26: Sustainable Procurement and Purchasing Policy (2025), page 20: Compliance and Enforcement, audits of high-risk supply chains, contract suspension for serious violations and supplier debarment for repeated or severe violations (para 9.3).

3. Cafeteria Policy: rights of vendors' workers

The BU Cafeteria Policy (2022) applies to all cafeterias, kiosks, hostels, pantries and messes at the Head Office, campuses and constituent units (para 3). Its Record of Amendments shows Amendment 1 of 2 November 2025, under the authority of the Director Administration, adding item (w), Rights of Vendors' Workers, to para 5 (Figures 27 and 28).

Item 5(w) requires every vendor running a cafeteria, kiosk, hostel mess or pantry to pay each of its workers no less than comparable University staff or the legal minimum wage, whichever is higher, on time; to give hours, rest days and leave no less favourable than those of comparable staff or the legal minimum; to provide safe working conditions under the Health, Safety and Environment Policy; and to respect freedom of association and collective bargaining within the law. It states that no child below the minimum age set by law shall be employed. The vendor must give the Food Inspector monthly proof of payment, and a breach is a ground for penalty under item (j) and for exclusion from future contracts under item (n). The Food Inspector reports violations and imposes penalties (Annex A). The policy has no table of contents, so its pages are presented in full from the cover through the provisions cited.

3. Cafeteria Policy (continued)



Figure 27: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 1: cover.

3. Cafeteria Policy (continued)

Copy No. _____

Record of Amendments

Amendment No.	Dated	Authority for Amendment	Articles Amended
1	02 Nov 2025	Director Admin	Para 5 (General Instructions): new items (u) Ethical and Sustainable Sourcing, (v) Plastic and Disposable Items and (w) Rights of Vendors' Workers added after item (t)

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

Figure 28: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 2: Record of Amendments, Amendment 1 of 2 November 2025 under the authority of the Director Administration, adding items (u), (v) and (w), Rights of Vendors' Workers, to para 5.

3. Cafeteria Policy (continued)

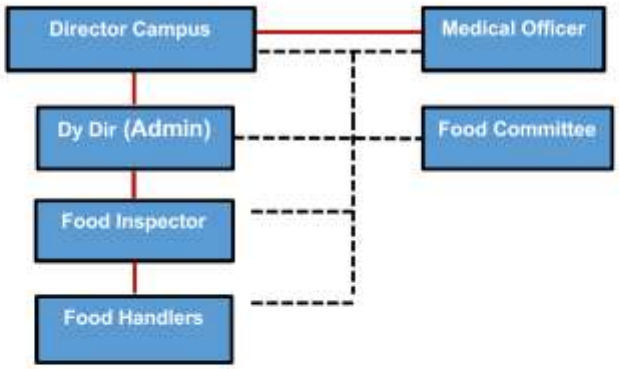
BAHRIA UNIVERSITY CAFETARIA POLICY

1. **Introduction.** Bahria University campuses have quite a large number of food consumers. Although the food service is well looked after by the campuses, still there is a need to standardise and formalise this important area of campus life to improve quality, hygiene and prices. An effort has been made through this policy to improve food management all across Bahria University campuses and Head Office. Active participation in improving food standards by all is solicited.

2. **Aim.** To postulate guidelines for food service at Bahria University in order to provide fresh, healthy and hygienic at affordable prices.

3. **Applicability.** The Cafeteria Policy shall be applying to all cafeterias, kiosks, hostels, pantries messes within Bahria University Head Office, campuses and Constituent Units.

4. **Food Management Hierarchy.** The food management organisation at campuses shall work under Director Campus/CU. The Food Inspector shall work directly under Deputy Director (Admin). The Medical Officer and Food Committee shall have linkages with Administration as shown in the following table.



Legend

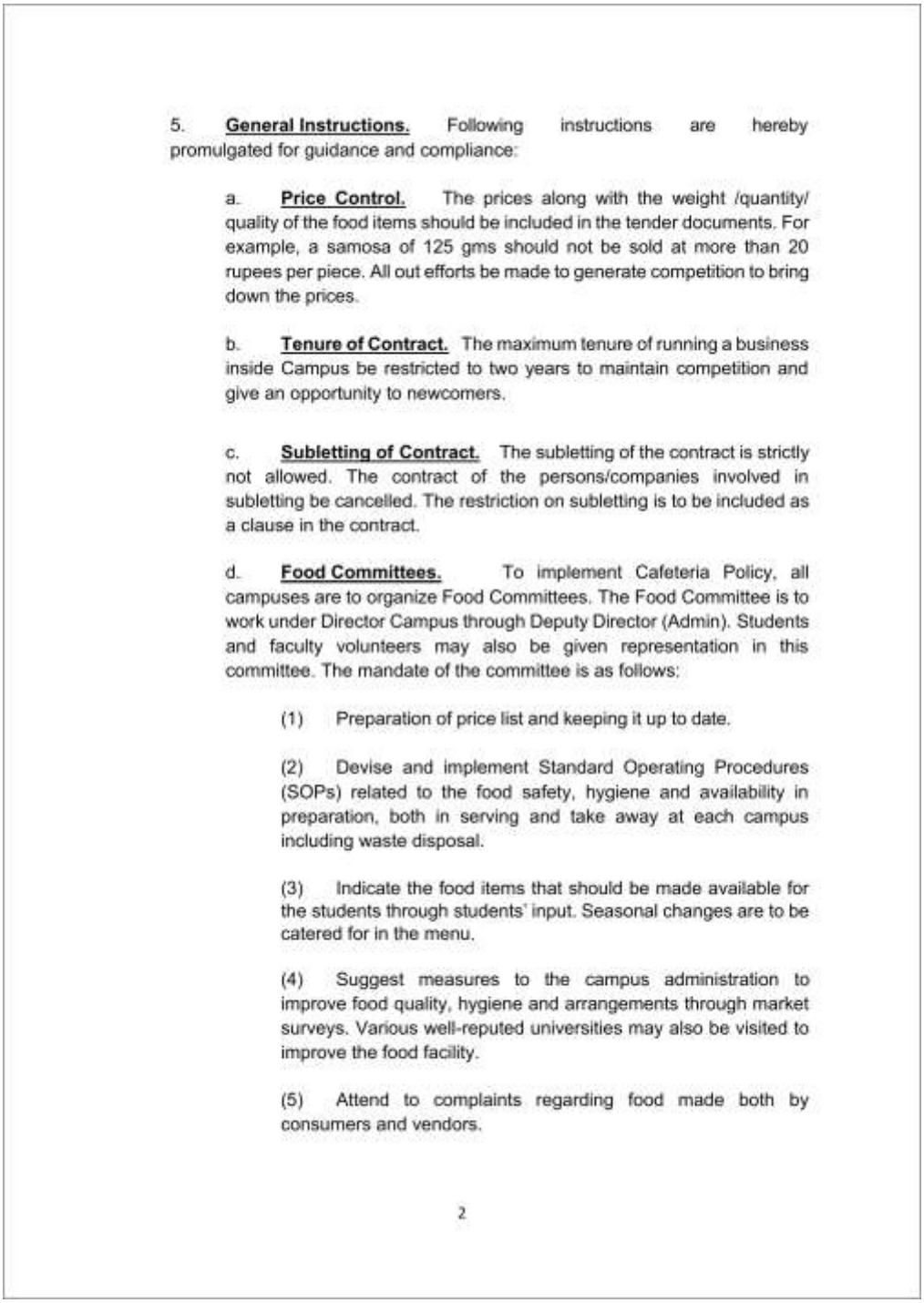
Administrative Linkage ——

Function - - - - -

1

Figure 29: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 3: introduction, aim and applicability to all cafeterias, kiosks, hostels, pantries and messes at the Head Office, campuses and constituent units (paras 1 to 4).

3. Cafeteria Policy (continued)



5. **General Instructions.** Following instructions are hereby promulgated for guidance and compliance:

a. **Price Control.** The prices along with the weight /quantity/ quality of the food items should be included in the tender documents. For example, a samosa of 125 gms should not be sold at more than 20 rupees per piece. All out efforts be made to generate competition to bring down the prices.

b. **Tenure of Contract.** The maximum tenure of running a business inside Campus be restricted to two years to maintain competition and give an opportunity to newcomers.

c. **Subletting of Contract.** The subletting of the contract is strictly not allowed. The contract of the persons/companies involved in subletting be cancelled. The restriction on subletting is to be included as a clause in the contract.

d. **Food Committees.** To implement Cafeteria Policy, all campuses are to organize Food Committees. The Food Committee is to work under Director Campus through Deputy Director (Admin). Students and faculty volunteers may also be given representation in this committee. The mandate of the committee is as follows:

(1) Preparation of price list and keeping it up to date.

(2) Devise and implement Standard Operating Procedures (SOPs) related to the food safety, hygiene and availability in preparation, both in serving and take away at each campus including waste disposal.

(3) Indicate the food items that should be made available for the students through students' input. Seasonal changes are to be catered for in the menu.

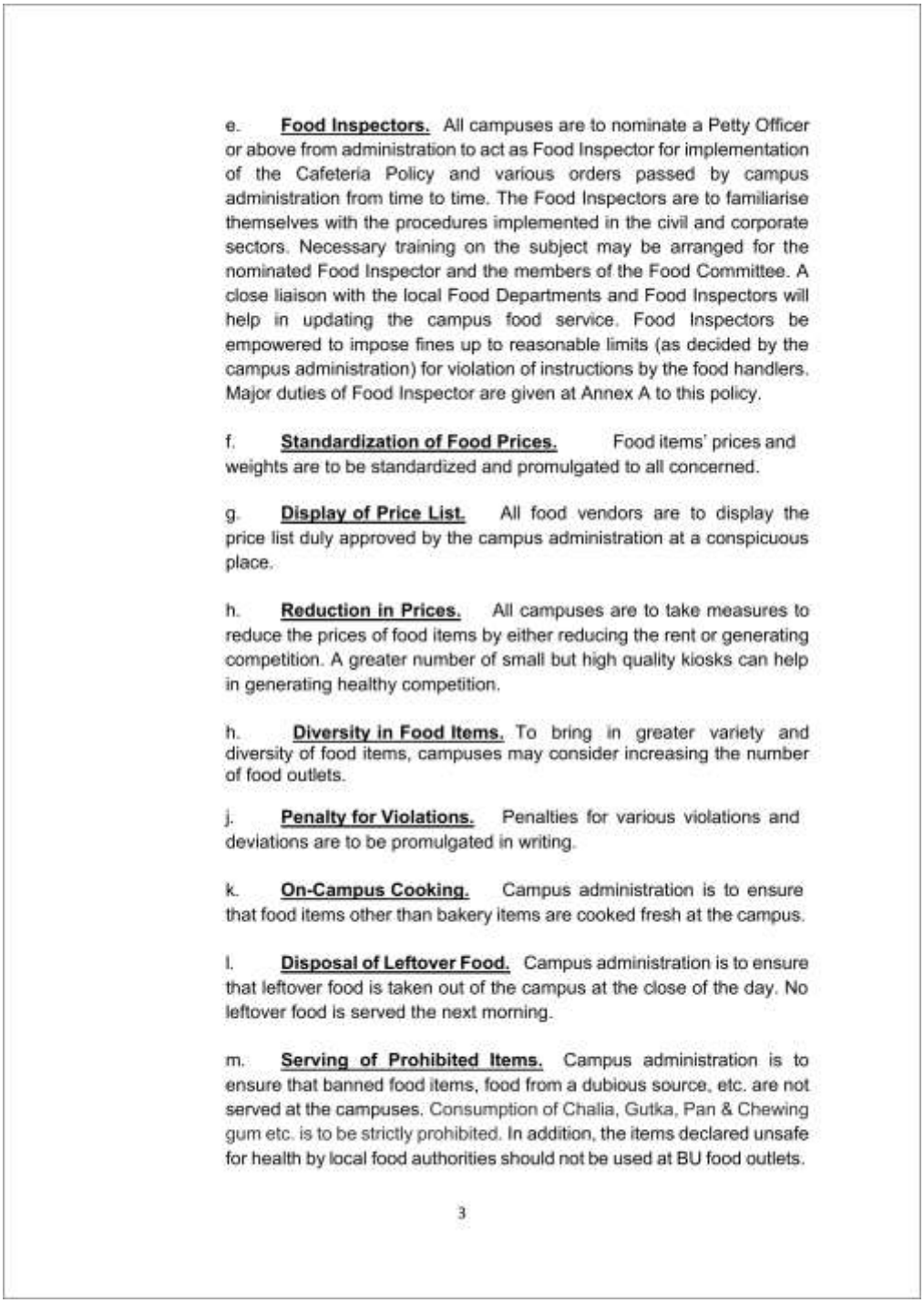
(4) Suggest measures to the campus administration to improve food quality, hygiene and arrangements through market surveys. Various well-reputed universities may also be visited to improve the food facility.

(5) Attend to complaints regarding food made both by consumers and vendors.

2

Figure 30: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 4: General Instructions, items (a) to (d) of para 5.

3. Cafeteria Policy (continued)



e. **Food Inspectors.** All campuses are to nominate a Petty Officer or above from administration to act as Food Inspector for implementation of the Cafeteria Policy and various orders passed by campus administration from time to time. The Food Inspectors are to familiarise themselves with the procedures implemented in the civil and corporate sectors. Necessary training on the subject may be arranged for the nominated Food Inspector and the members of the Food Committee. A close liaison with the local Food Departments and Food Inspectors will help in updating the campus food service. Food Inspectors be empowered to impose fines up to reasonable limits (as decided by the campus administration) for violation of instructions by the food handlers. Major duties of Food Inspector are given at Annex A to this policy.

f. **Standardization of Food Prices.** Food items' prices and weights are to be standardized and promulgated to all concerned.

g. **Display of Price List.** All food vendors are to display the price list duly approved by the campus administration at a conspicuous place.

h. **Reduction in Prices.** All campuses are to take measures to reduce the prices of food items by either reducing the rent or generating competition. A greater number of small but high quality kiosks can help in generating healthy competition.

h. **Diversity in Food Items.** To bring in greater variety and diversity of food items, campuses may consider increasing the number of food outlets.

j. **Penalty for Violations.** Penalties for various violations and deviations are to be promulgated in writing.

k. **On-Campus Cooking.** Campus administration is to ensure that food items other than bakery items are cooked fresh at the campus.

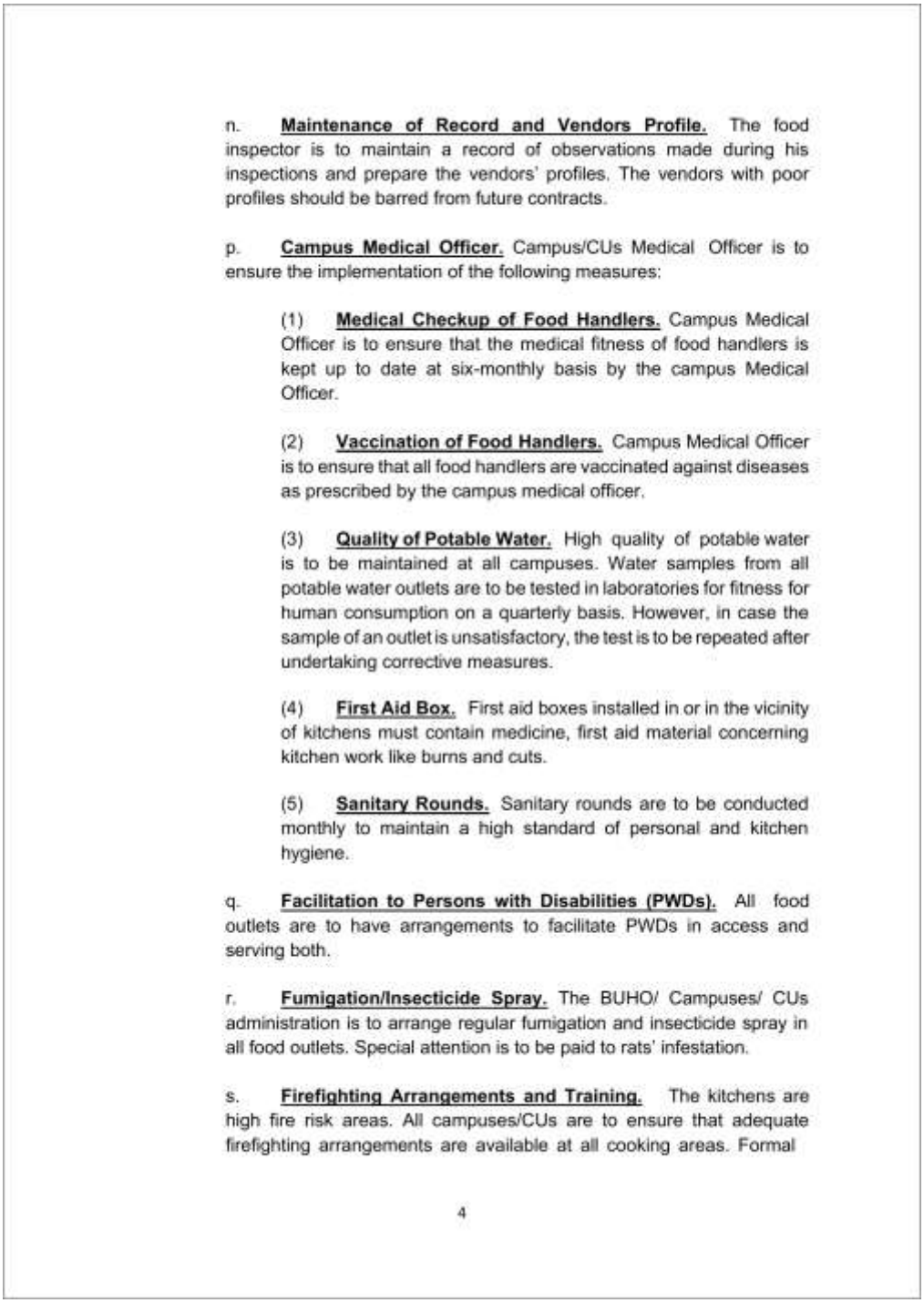
l. **Disposal of Leftover Food.** Campus administration is to ensure that leftover food is taken out of the campus at the close of the day. No leftover food is served the next morning.

m. **Serving of Prohibited Items.** Campus administration is to ensure that banned food items, food from a dubious source, etc. are not served at the campuses. Consumption of Chalia, Gutka, Pan & Chewing gum etc. is to be strictly prohibited. In addition, the items declared unsafe for health by local food authorities should not be used at BU food outlets.

3

Figure 31: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 5: items (e) to (m) of para 5, including the Food Inspector, empowered to impose fines (item e), and Penalty for Violations (item j).

3. Cafeteria Policy (continued)



n. **Maintenance of Record and Vendors Profile.** The food inspector is to maintain a record of observations made during his inspections and prepare the vendors' profiles. The vendors with poor profiles should be barred from future contracts.

p. **Campus Medical Officer.** Campus/CUs Medical Officer is to ensure the implementation of the following measures:

(1) **Medical Checkup of Food Handlers.** Campus Medical Officer is to ensure that the medical fitness of food handlers is kept up to date at six-monthly basis by the campus Medical Officer.

(2) **Vaccination of Food Handlers.** Campus Medical Officer is to ensure that all food handlers are vaccinated against diseases as prescribed by the campus medical officer.

(3) **Quality of Potable Water.** High quality of potable water is to be maintained at all campuses. Water samples from all potable water outlets are to be tested in laboratories for fitness for human consumption on a quarterly basis. However, in case the sample of an outlet is unsatisfactory, the test is to be repeated after undertaking corrective measures.

(4) **First Aid Box.** First aid boxes installed in or in the vicinity of kitchens must contain medicine, first aid material concerning kitchen work like burns and cuts.

(5) **Sanitary Rounds.** Sanitary rounds are to be conducted monthly to maintain a high standard of personal and kitchen hygiene.

q. **Facilitation to Persons with Disabilities (PWDs).** All food outlets are to have arrangements to facilitate PWDs in access and serving both.

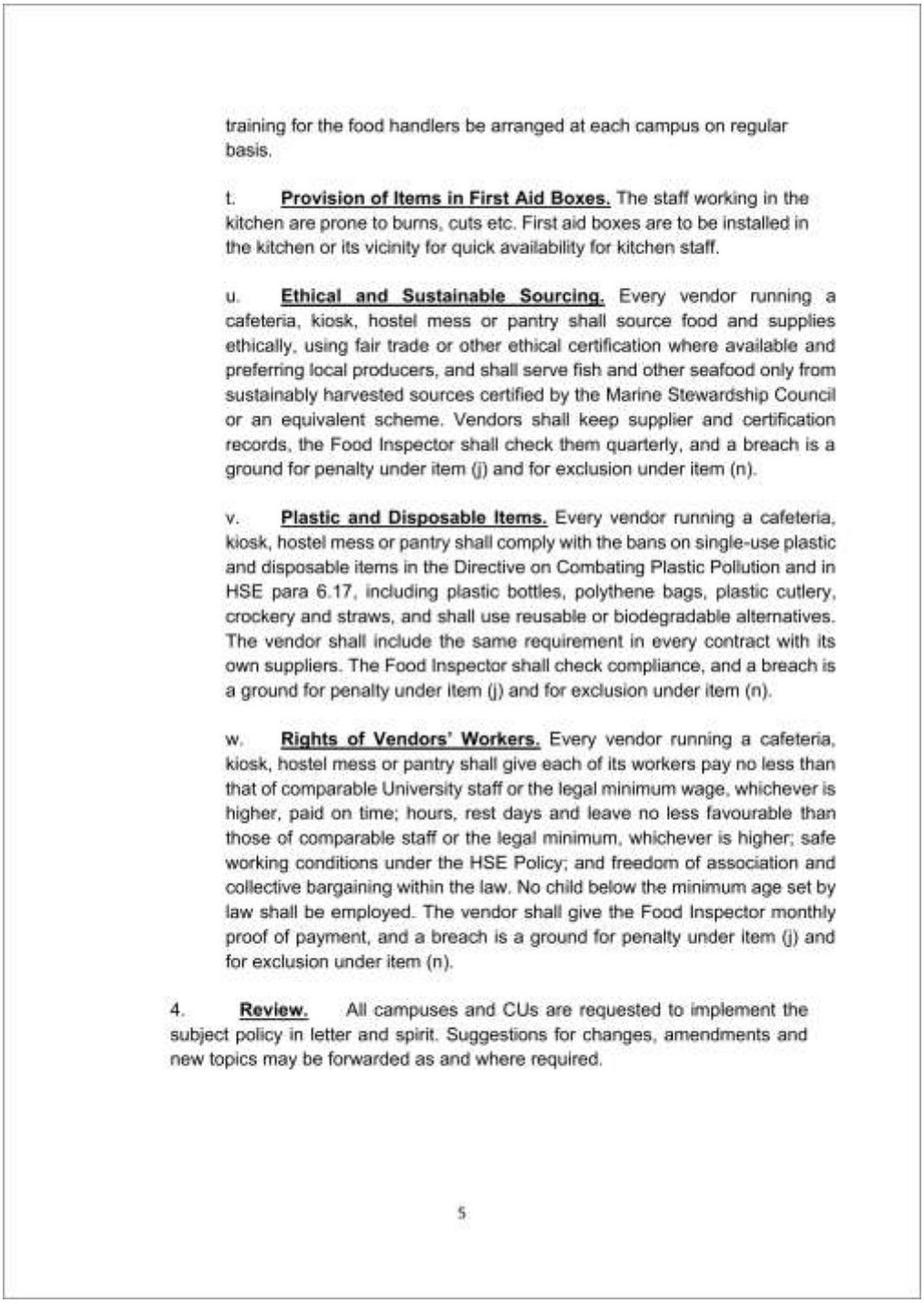
r. **Fumigation/Insecticide Spray.** The BUHO/ Campuses/ CUs administration is to arrange regular fumigation and insecticide spray in all food outlets. Special attention is to be paid to rats' infestation.

s. **Firefighting Arrangements and Training.** The kitchens are high fire risk areas. All campuses/CUs are to ensure that adequate firefighting arrangements are available at all cooking areas. Formal

4

Figure 32: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 6: items (n) to (s) of para 5, including Maintenance of Record and Vendors Profile, under which vendors with poor profiles are barred from future contracts (item n).

3. Cafeteria Policy (continued)



training for the food handlers be arranged at each campus on regular basis.

t. **Provision of Items in First Aid Boxes.** The staff working in the kitchen are prone to burns, cuts etc. First aid boxes are to be installed in the kitchen or its vicinity for quick availability for kitchen staff.

u. **Ethical and Sustainable Sourcing.** Every vendor running a cafeteria, kiosk, hostel mess or pantry shall source food and supplies ethically, using fair trade or other ethical certification where available and preferring local producers, and shall serve fish and other seafood only from sustainably harvested sources certified by the Marine Stewardship Council or an equivalent scheme. Vendors shall keep supplier and certification records, the Food Inspector shall check them quarterly, and a breach is a ground for penalty under item (j) and for exclusion under item (n).

v. **Plastic and Disposable Items.** Every vendor running a cafeteria, kiosk, hostel mess or pantry shall comply with the bans on single-use plastic and disposable items in the Directive on Combating Plastic Pollution and in HSE para 6.17, including plastic bottles, polythene bags, plastic cutlery, crockery and straws, and shall use reusable or biodegradable alternatives. The vendor shall include the same requirement in every contract with its own suppliers. The Food Inspector shall check compliance, and a breach is a ground for penalty under item (j) and for exclusion under item (n).

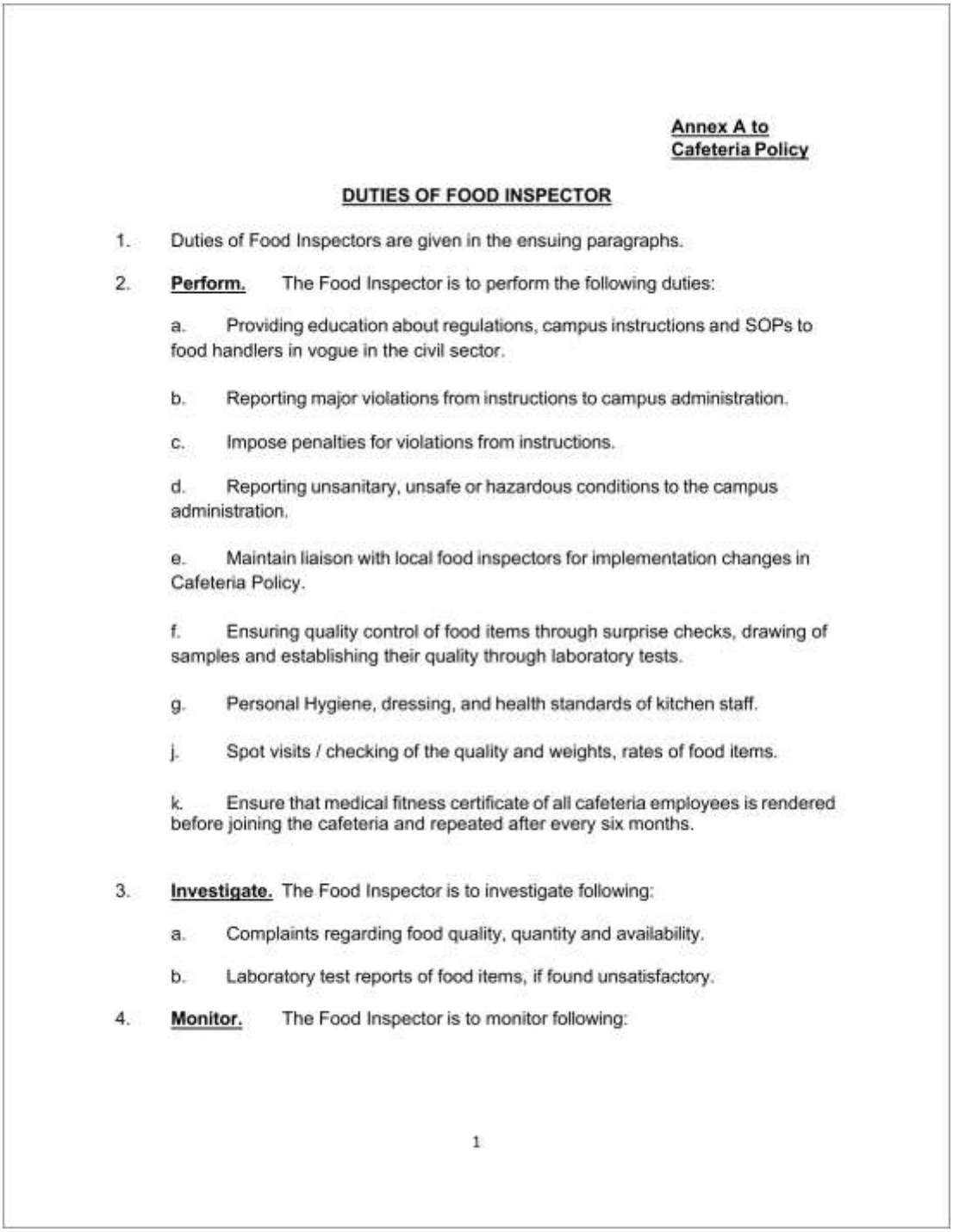
w. **Rights of Vendors' Workers.** Every vendor running a cafeteria, kiosk, hostel mess or pantry shall give each of its workers pay no less than that of comparable University staff or the legal minimum wage, whichever is higher, paid on time; hours, rest days and leave no less favourable than those of comparable staff or the legal minimum, whichever is higher; safe working conditions under the HSE Policy; and freedom of association and collective bargaining within the law. No child below the minimum age set by law shall be employed. The vendor shall give the Food Inspector monthly proof of payment, and a breach is a ground for penalty under item (j) and for exclusion under item (n).

4. **Review.** All campuses and CUs are requested to implement the subject policy in letter and spirit. Suggestions for changes, amendments and new topics may be forwarded as and where required.

5

Figure 33: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 7: item (w), Rights of Vendors' Workers: pay, hours, rest days and leave, safe working conditions, freedom of association, no child below the minimum age set by law employed, monthly proof of payment, and penalty and exclusion for breach.

3. Cafeteria Policy (continued)



Annex A to
Cafeteria Policy

DUTIES OF FOOD INSPECTOR

1. Duties of Food Inspectors are given in the ensuing paragraphs.

2. **Perform.** The Food Inspector is to perform the following duties:

   a. Providing education about regulations, campus instructions and SOPs to food handlers in vogue in the civil sector.

   b. Reporting major violations from instructions to campus administration.

   c. Impose penalties for violations from instructions.

   d. Reporting unsanitary, unsafe or hazardous conditions to the campus administration.

   e. Maintain liaison with local food inspectors for implementation changes in Cafeteria Policy.

   f. Ensuring quality control of food items through surprise checks, drawing of samples and establishing their quality through laboratory tests.

   g. Personal Hygiene, dressing, and health standards of kitchen staff.

   j. Spot visits / checking of the quality and weights, rates of food items.

   k. Ensure that medical fitness certificate of all cafeteria employees is rendered before joining the cafeteria and repeated after every six months.

3. **Investigate.** The Food Inspector is to investigate following:

   a. Complaints regarding food quality, quantity and availability.

   b. Laboratory test reports of food items, if found unsatisfactory.

4. **Monitor.** The Food Inspector is to monitor following:

1

Figure 34: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 8: Annex A, Duties of Food Inspector, including reporting major violations and imposing penalties.

4. Implementation in employment practice, 2025

Clause 1.3.7 is applied through the recruitment, contract and pay rules of the Human Resource Policy Manual, which were in force throughout 2025, and through the University wage floor set in March 2025 (Table 2).

Minimum age at appointment. Each of the six employment contracts annexed to the Manual, for officers, full-time faculty, visiting faculty, professors of practice, support and administrative staff, and adjunct faculty (Annexes A to F), records the employee's Computerised National Identity Card (CNIC) number, and the personal file of a visiting faculty member holds a photocopy of the CNIC (clause 2.15.1). The National Database and Registration Authority (NADRA) issues the CNIC to citizens who have attained the age of 18 years, while children are registered through the Child Registration Certificate or the Juvenile Card. Appointment on any of these contracts therefore rests on an identity document held only by adults, so that every Pakistani employee engaged under them is at least 18 years old, which satisfies the minimum age set by law under clause 1.3.7 (Figures 36 to 42).

Freedom to leave employment. Clause 1.16 allows a full-time, ad hoc or temporary employee, or an employee on probation, to resign by giving the notice set in the employment agreement or by paying basic pay for an equal period, and the contract for support and administrative staff allows either party to end the employment on one month's notice or one month's basic salary in lieu (Annex E, clause 3). Personal files hold photocopies, not originals, of the CNIC and of degrees and transcripts (clause 2.15.1), consistent with the bar in clause 1.3.7 on the retention of identity documents (Figures 35, 36 and 41).

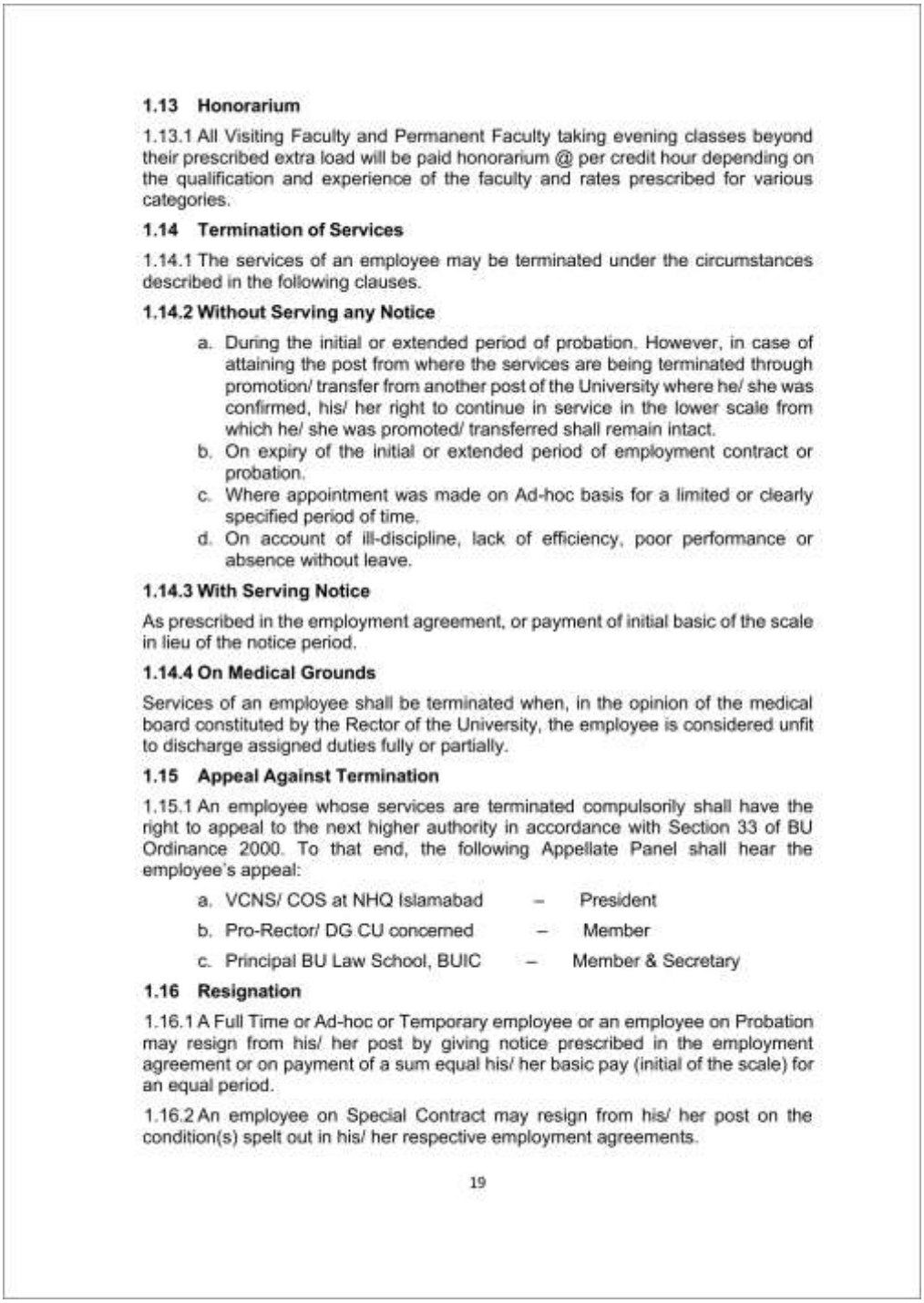
Wage floor. By letter BU-HO/Fin/2025/L/1474 of 10 March 2025, issued by the Treasurer to every campus and institute of the University, the Rector approved a minimum gross salary of Rs 37,000 per month with effect from 1 March 2025, in compliance with government regulations. The Special Allowance Head covers the difference between an employee's gross salary and Rs 37,000, so that no BU employee earns less than Rs 37,000 a month, and the pay of newly inducted staff follows the Government notification of minimum wages (Figures 43 and 44).

NADRA, Computerised National Identity Card, eligibility: https://www.nadra.gov.pk/identityDocument/cnic?tab=nic&action=new

Table 2: Implementation records in the University's own employment, 2025

Safeguard	Record in force in 2025	Source	Figures
Minimum age at appointment	Every employment contract records the employee's CNIC, which NADRA issues to citizens aged 18 or above	HR Manual, Annexes A to F; clause 2.15.1	36 to 42
Freedom to leave	Resignation on notice or on payment in lieu; termination by either party on one month's notice	HR Manual, clause 1.16; Annex E, clause 3	35; 41
No retention of identity documents	Personal files hold photocopies of the CNIC and of degrees and transcripts	HR Manual, clause 2.15.1	36
Wage floor	Minimum gross salary of Rs 37,000 a month for every employee from 1 March 2025	Treasurer letter BU-HO/Fin/2025/L/1474 of 10 March 2025	43 to 44

4. Implementation (continued): freedom to resign and personal records



1.13 Honorarium

1.13.1 All Visiting Faculty and Permanent Faculty taking evening classes beyond their prescribed extra load will be paid honorarium @ per credit hour depending on the qualification and experience of the faculty and rates prescribed for various categories.

1.14 Termination of Services

1.14.1 The services of an employee may be terminated under the circumstances described in the following clauses.

1.14.2 Without Serving any Notice

a. During the initial or extended period of probation. However, in case of attaining the post from where the services are being terminated through promotion/ transfer from another post of the University where he/ she was confirmed, his/ her right to continue in service in the lower scale from which he/ she was promoted/ transferred shall remain intact.
b. On expiry of the initial or extended period of employment contract or probation.
c. Where appointment was made on Ad-hoc basis for a limited or clearly specified period of time.
d. On account of ill-discipline, lack of efficiency, poor performance or absence without leave.

1.14.3 With Serving Notice

As prescribed in the employment agreement, or payment of initial basic of the scale in lieu of the notice period.

1.14.4 On Medical Grounds

Services of an employee shall be terminated when, in the opinion of the medical board constituted by the Rector of the University, the employee is considered unfit to discharge assigned duties fully or partially.

1.15 Appeal Against Termination

1.15.1 An employee whose services are terminated compulsorily shall have the right to appeal to the next higher authority in accordance with Section 33 of BU Ordinance 2000. To that end, the following Appellate Panel shall hear the employee's appeal:

a. VCNS/ COS at NHQ Islamabad – President
b. Pro-Rector/ DG CU concerned – Member
c. Principal BU Law School, BUIC – Member & Secretary

1.16 Resignation

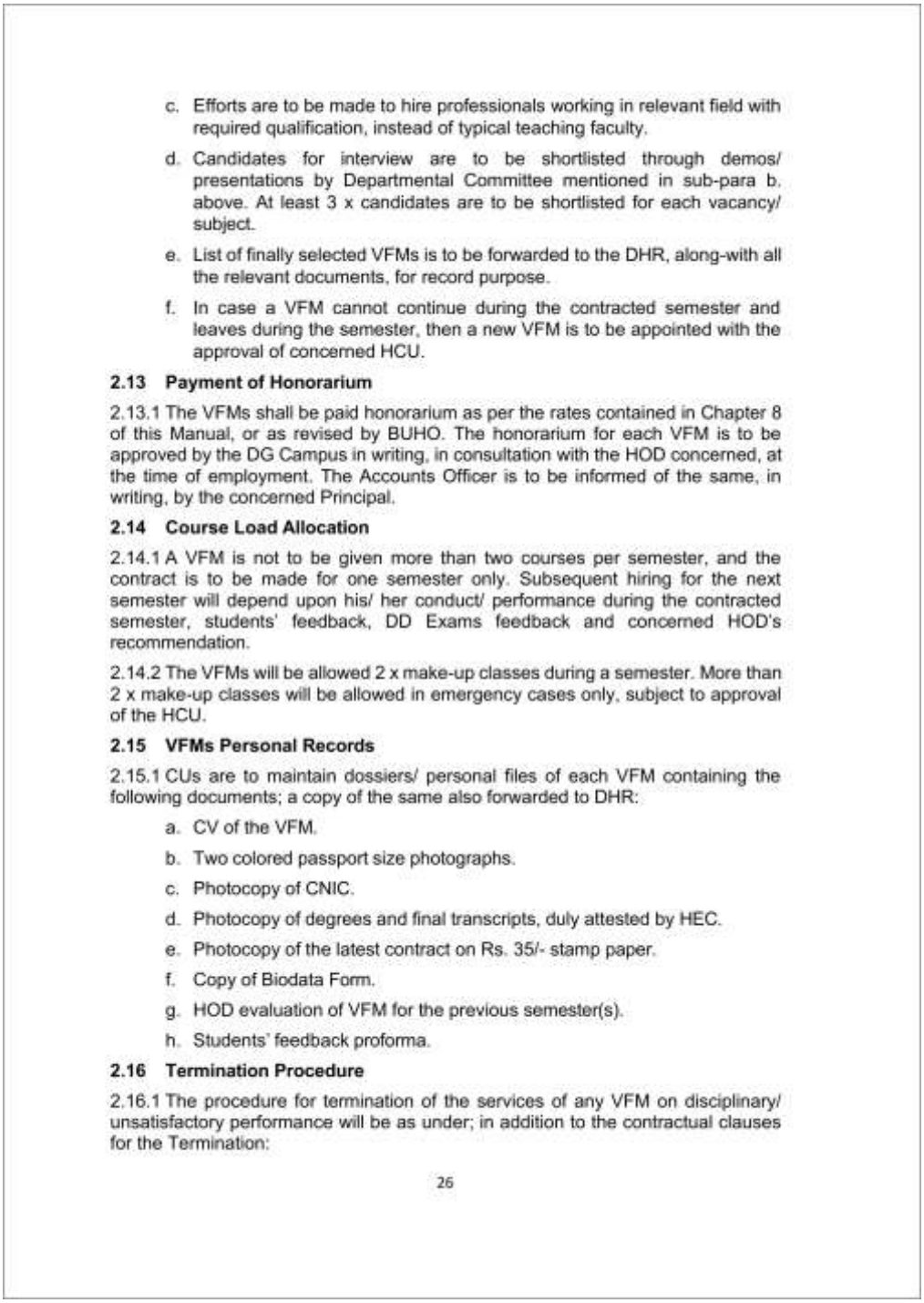
1.16.1 A Full Time or Ad-hoc or Temporary employee or an employee on Probation may resign from his/ her post by giving notice prescribed in the employment agreement or on payment of a sum equal his/ her basic pay (initial of the scale) for an equal period.

1.16.2 An employee on Special Contract may resign from his/ her post on the condition(s) spelt out in his/ her respective employment agreements.

19

Figure 35: Human Resource Policy Manual (2023), PDF page 19: clause 1.15, Appeal Against Termination; clause 1.16, Resignation: an employee may resign by giving the notice prescribed in the employment agreement or on payment of basic pay for an equal period.

4. Implementation (continued): freedom to resign and personal records



c. Efforts are to be made to hire professionals working in relevant field with required qualification, instead of typical teaching faculty.

d. Candidates for interview are to be shortlisted through demos/ presentations by Departmental Committee mentioned in sub-para b. above. At least 3 x candidates are to be shortlisted for each vacancy/ subject.

e. List of finally selected VFMs is to be forwarded to the DHR, along-with all the relevant documents, for record purpose.

f. In case a VFM cannot continue during the contracted semester and leaves during the semester, then a new VFM is to be appointed with the approval of concerned HCU.

2.13 Payment of Honorarium

2.13.1 The VFMs shall be paid honorarium as per the rates contained in Chapter 8 of this Manual, or as revised by BUHO. The honorarium for each VFM is to be approved by the DG Campus in writing, in consultation with the HOD concerned, at the time of employment. The Accounts Officer is to be informed of the same, in writing, by the concerned Principal.

2.14 Course Load Allocation

2.14.1 A VFM is not to be given more than two courses per semester, and the contract is to be made for one semester only. Subsequent hiring for the next semester will depend upon his/ her conduct/ performance during the contracted semester, students' feedback, DD Exams feedback and concerned HOD's recommendation.

2.14.2 The VFMs will be allowed 2 x make-up classes during a semester. More than 2 x make-up classes will be allowed in emergency cases only, subject to approval of the HCU.

2.15 VFMs Personal Records

2.15.1 CUs are to maintain dossiers/ personal files of each VFM containing the following documents; a copy of the same also forwarded to DHR:

a. CV of the VFM.

b. Two colored passport size photographs.

c. Photocopy of CNIC.

d. Photocopy of degrees and final transcripts, duly attested by HEC.

e. Photocopy of the latest contract on Rs. 35/- stamp paper.

f. Copy of Biodata Form.

g. HOD evaluation of VFM for the previous semester(s).

h. Students' feedback proforma.

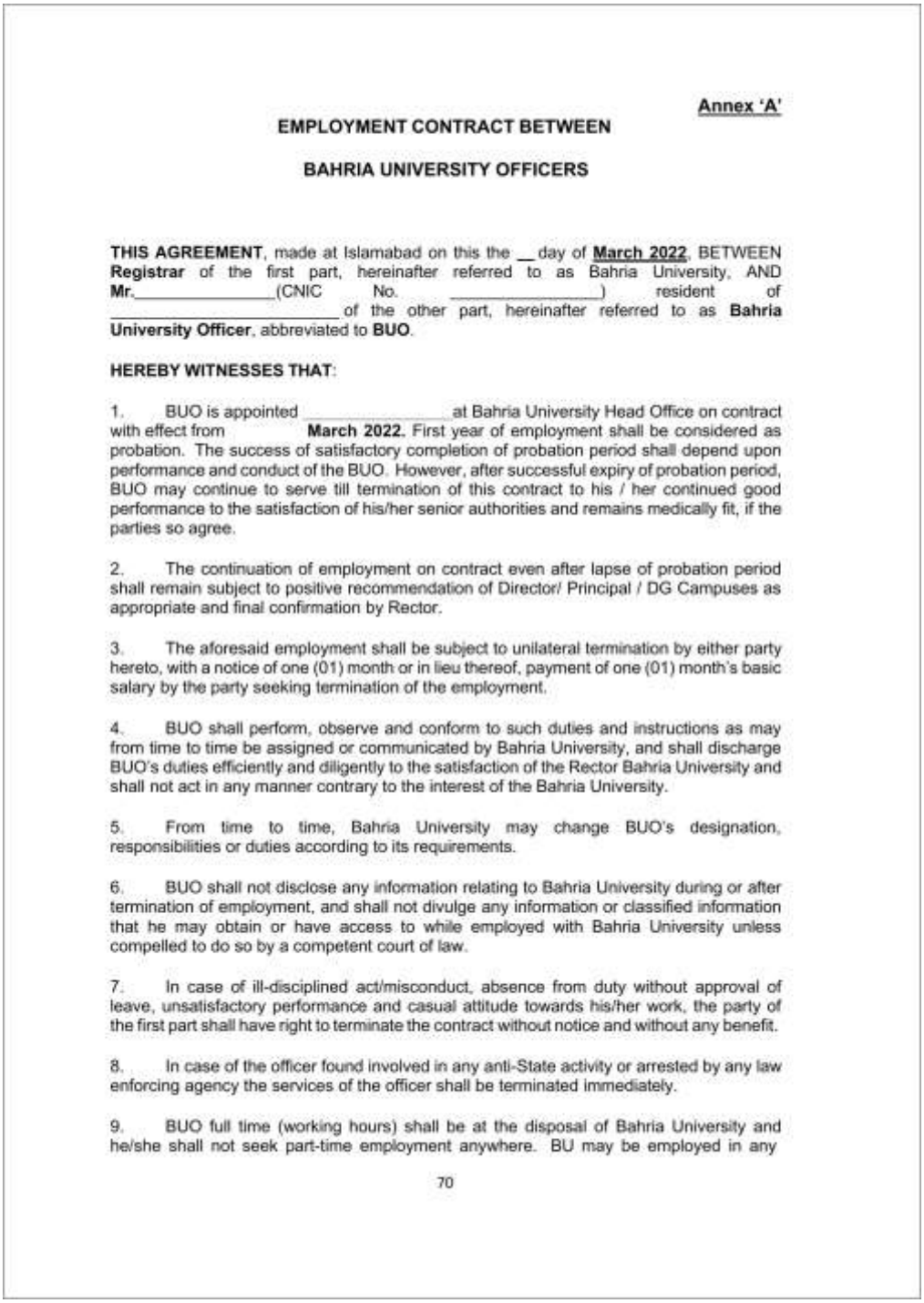
2.16 Termination Procedure

2.16.1 The procedure for termination of the services of any VFM on disciplinary/ unsatisfactory performance will be as under; in addition to the contractual clauses for the Termination:

26

Figure 36: Human Resource Policy Manual (2023), PDF page 30: clause 2.15.1, personal records of visiting faculty members, holding a photocopy of the CNIC and photocopies of degrees and transcripts.

4. Implementation (continued): CNIC in every employment contract



Annex 'A'

EMPLOYMENT CONTRACT BETWEEN

BAHRIA UNIVERSITY OFFICERS

THIS AGREEMENT, made at Islamabad on this the __ day of **March 2022**, BETWEEN **Registrar** of the first part, hereinafter referred to as Bahria University, AND **Mr.**_____(CNIC No. _____) resident of _____ of the other part, hereinafter referred to as **Bahria University Officer**, abbreviated to **BUO**.

HEREBY WITNESSES THAT:

1. BUO is appointed _____ at Bahria University Head Office on contract with effect from **March 2022.** First year of employment shall be considered as probation. The success of satisfactory completion of probation period shall depend upon performance and conduct of the BUO. However, after successful expiry of probation period, BUO may continue to serve till termination of this contract to his / her continued good performance to the satisfaction of his/her senior authorities and remains medically fit, if the parties so agree.

2. The continuation of employment on contract even after lapse of probation period shall remain subject to positive recommendation of Director/ Principal / DG Campuses as appropriate and final confirmation by Rector.

3. The aforesaid employment shall be subject to unilateral termination by either party hereto, with a notice of one (01) month or in lieu thereof, payment of one (01) month's basic salary by the party seeking termination of the employment.

4. BUO shall perform, observe and conform to such duties and instructions as may from time to time be assigned or communicated by Bahria University, and shall discharge BUO's duties efficiently and diligently to the satisfaction of the Rector Bahria University and shall not act in any manner contrary to the interest of the Bahria University.

5. From time to time, Bahria University may change BUO's designation, responsibilities or duties according to its requirements.

6. BUO shall not disclose any information relating to Bahria University during or after termination of employment, and shall not divulge any information or classified information that he may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

7. In case of ill-disciplined act/misconduct, absence from duty without approval of leave, unsatisfactory performance and casual attitude towards his/her work, the party of the first part shall have right to terminate the contract without notice and without any benefit.

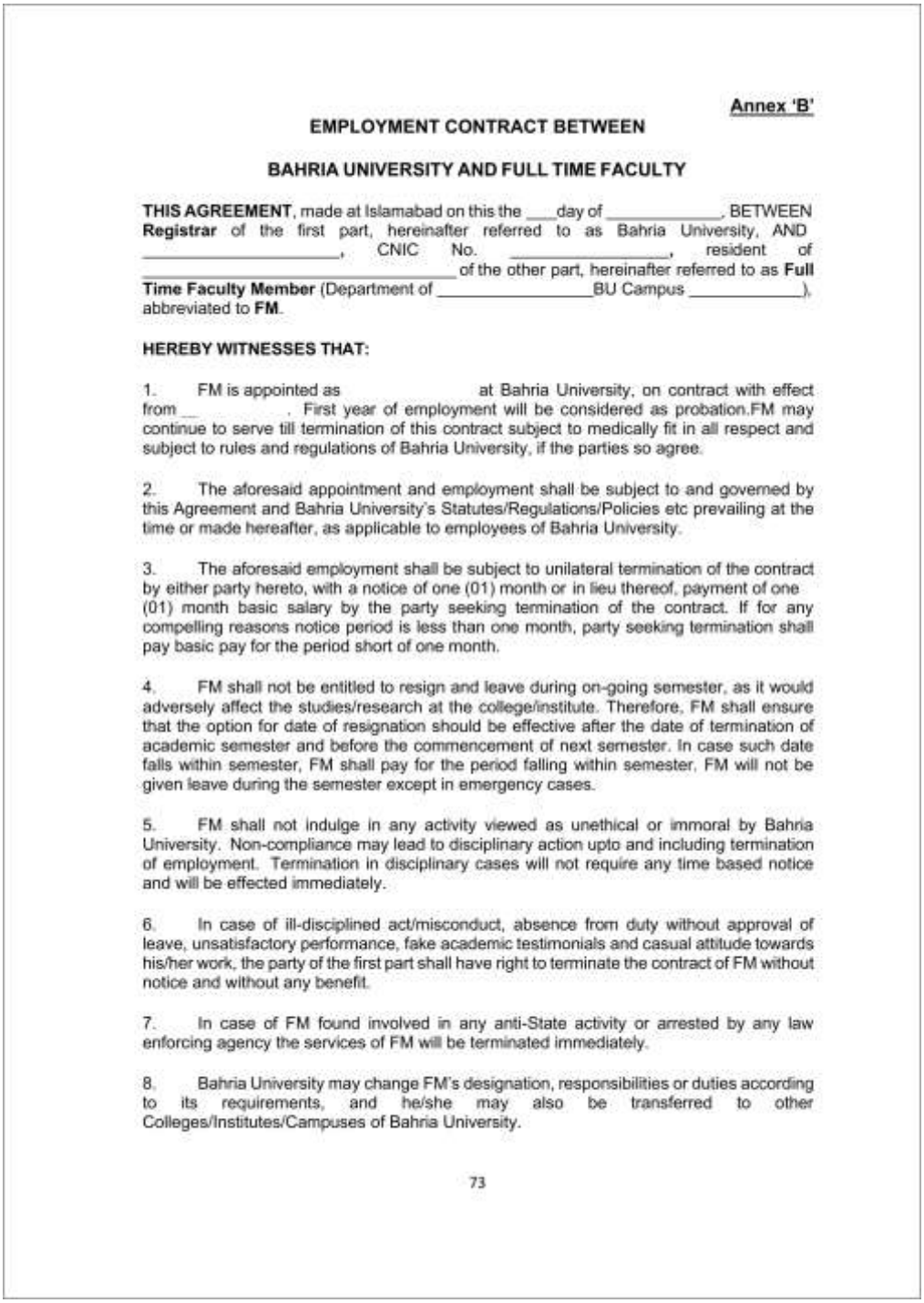
8. In case of the officer found involved in any anti-State activity or arrested by any law enforcing agency the services of the officer shall be terminated immediately.

9. BUO full time (working hours) shall be at the disposal of Bahria University and he/she shall not seek part-time employment anywhere. BU may be employed in any

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Figure 37: Human Resource Policy Manual (2023), PDF page 74: Annex A, Employment Contract for BU Officers, recording the officer's CNIC number.

4. Implementation (continued): CNIC in every employment contract



Annex 'B'

EMPLOYMENT CONTRACT BETWEEN

BAHRIA UNIVERSITY AND FULL TIME FACULTY

THIS AGREEMENT, made at Islamabad on this the ___day of _____, BETWEEN **Registrar** of the first part, hereinafter referred to as Bahria University, AND _____, CNIC No. _____, resident of _____ of the other part, hereinafter referred to as **Full Time Faculty Member** (Department of _____BU Campus _____), abbreviated to **FM**.

HEREBY WITNESSES THAT:

1. FM is appointed as at Bahria University, on contract with effect from __ . First year of employment will be considered as probation.FM may continue to serve till termination of this contract subject to medically fit in all respect and subject to rules and regulations of Bahria University, if the parties so agree.

2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and Bahria University's Statutes/Regulations/Policies etc prevailing at the time or made hereafter, as applicable to employees of Bahria University.

3. The aforesaid employment shall be subject to unilateral termination of the contract by either party hereto, with a notice of one (01) month or in lieu thereof, payment of one (01) month basic salary by the party seeking termination of the contract. If for any compelling reasons notice period is less than one month, party seeking termination shall pay basic pay for the period short of one month.

4. FM shall not be entitled to resign and leave during on-going semester, as it would adversely affect the studies/research at the college/institute. Therefore, FM shall ensure that the option for date of resignation should be effective after the date of termination of academic semester and before the commencement of next semester. In case such date falls within semester, FM shall pay for the period falling within semester. FM will not be given leave during the semester except in emergency cases.

5. FM shall not indulge in any activity viewed as unethical or immoral by Bahria University. Non-compliance may lead to disciplinary action upto and including termination of employment. Termination in disciplinary cases will not require any time based notice and will be effected immediately.

6. In case of ill-disciplined act/misconduct, absence from duty without approval of leave, unsatisfactory performance, fake academic testimonials and casual attitude towards his/her work, the party of the first part shall have right to terminate the contract of FM without notice and without any benefit.

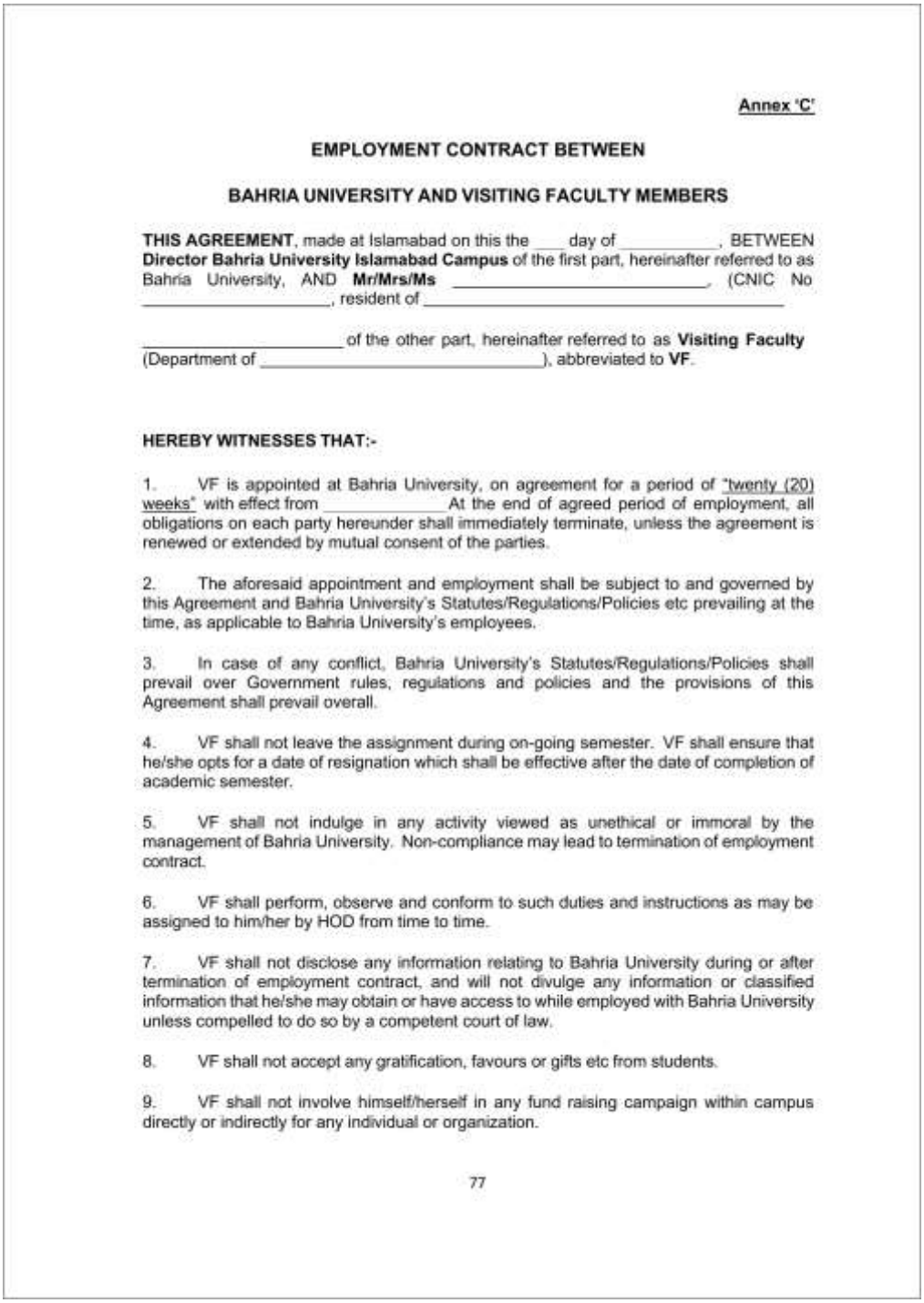
7. In case of FM found involved in any anti-State activity or arrested by any law enforcing agency the services of FM will be terminated immediately.

8. Bahria University may change FM's designation, responsibilities or duties according to its requirements, and he/she may also be transferred to other Colleges/Institutes/Campuses of Bahria University.

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Figure 38: Human Resource Policy Manual (2023), PDF page 77: Annex B, Employment Contract for Full Time Faculty, recording the faculty member's CNIC number.

4. Implementation (continued): CNIC in every employment contract



Annex 'C'

EMPLOYMENT CONTRACT BETWEEN

BAHRIA UNIVERSITY AND VISITING FACULTY MEMBERS

THIS AGREEMENT, made at Islamabad on this the ____ day of _____, BETWEEN **Director Bahria University Islamabad Campus** of the first part, hereinafter referred to as Bahria University, AND **Mr/Mrs/Ms** _____, (CNIC No _____, resident of _____

_____ of the other part, hereinafter referred to as **Visiting Faculty** (Department of _____), abbreviated to **VF**.

HEREBY WITNESSES THAT:-

1. VF is appointed at Bahria University, on agreement for a period of "twenty (20) weeks" with effect from _____ At the end of agreed period of employment, all obligations on each party hereunder shall immediately terminate, unless the agreement is renewed or extended by mutual consent of the parties.

2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and Bahria University's Statutes/Regulations/Policies etc prevailing at the time, as applicable to Bahria University's employees.

3. In case of any conflict, Bahria University's Statutes/Regulations/Policies shall prevail over Government rules, regulations and policies and the provisions of this Agreement shall prevail overall.

4. VF shall not leave the assignment during on-going semester. VF shall ensure that he/she opts for a date of resignation which shall be effective after the date of completion of academic semester.

5. VF shall not indulge in any activity viewed as unethical or immoral by the management of Bahria University. Non-compliance may lead to termination of employment contract.

6. VF shall perform, observe and conform to such duties and instructions as may be assigned to him/her by HOD from time to time.

7. VF shall not disclose any information relating to Bahria University during or after termination of employment contract, and will not divulge any information or classified information that he/she may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

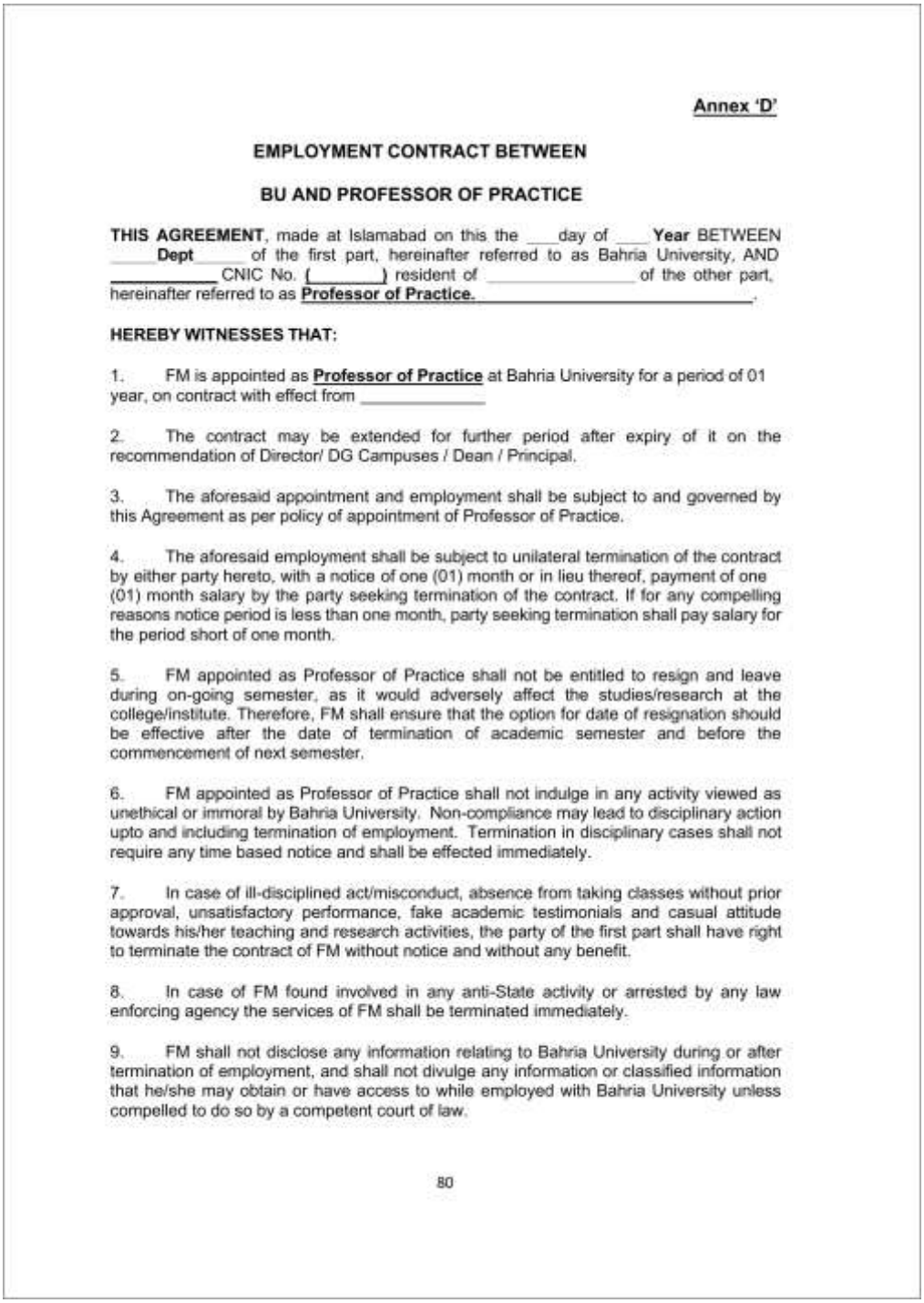
8. VF shall not accept any gratification, favours or gifts etc from students.

9. VF shall not involve himself/herself in any fund raising campaign within campus directly or indirectly for any individual or organization.

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Figure 39: Human Resource Policy Manual (2023), PDF page 81: Annex C, Employment Contract for Visiting Faculty Members, recording the faculty member's CNIC number.

4. Implementation (continued): CNIC in every employment contract



Annex 'D'

EMPLOYMENT CONTRACT BETWEEN

BU AND PROFESSOR OF PRACTICE

THIS AGREEMENT, made at Islamabad on this the ___day of ____ **Year** BETWEEN _____**Dept**_____ of the first part, hereinafter referred to as Bahria University, AND _____ CNIC No. (_____) resident of _____ of the other part, hereinafter referred to as **Professor of Practice.**_____.

HEREBY WITNESSES THAT:

1. FM is appointed as **Professor of Practice** at Bahria University for a period of 01 year, on contract with effect from _____

2. The contract may be extended for further period after expiry of it on the recommendation of Director/ DG Campuses / Dean / Principal.

3. The aforesaid appointment and employment shall be subject to and governed by this Agreement as per policy of appointment of Professor of Practice.

4. The aforesaid employment shall be subject to unilateral termination of the contract by either party hereto, with a notice of one (01) month or in lieu thereof, payment of one (01) month salary by the party seeking termination of the contract. If for any compelling reasons notice period is less than one month, party seeking termination shall pay salary for the period short of one month.

5. FM appointed as Professor of Practice shall not be entitled to resign and leave during on-going semester, as it would adversely affect the studies/research at the college/institute. Therefore, FM shall ensure that the option for date of resignation should be effective after the date of termination of academic semester and before the commencement of next semester.

6. FM appointed as Professor of Practice shall not indulge in any activity viewed as unethical or immoral by Bahria University. Non-compliance may lead to disciplinary action upto and including termination of employment. Termination in disciplinary cases shall not require any time based notice and shall be effected immediately.

7. In case of ill-disciplined act/misconduct, absence from taking classes without prior approval, unsatisfactory performance, fake academic testimonials and casual attitude towards his/her teaching and research activities, the party of the first part shall have right to terminate the contract of FM without notice and without any benefit.

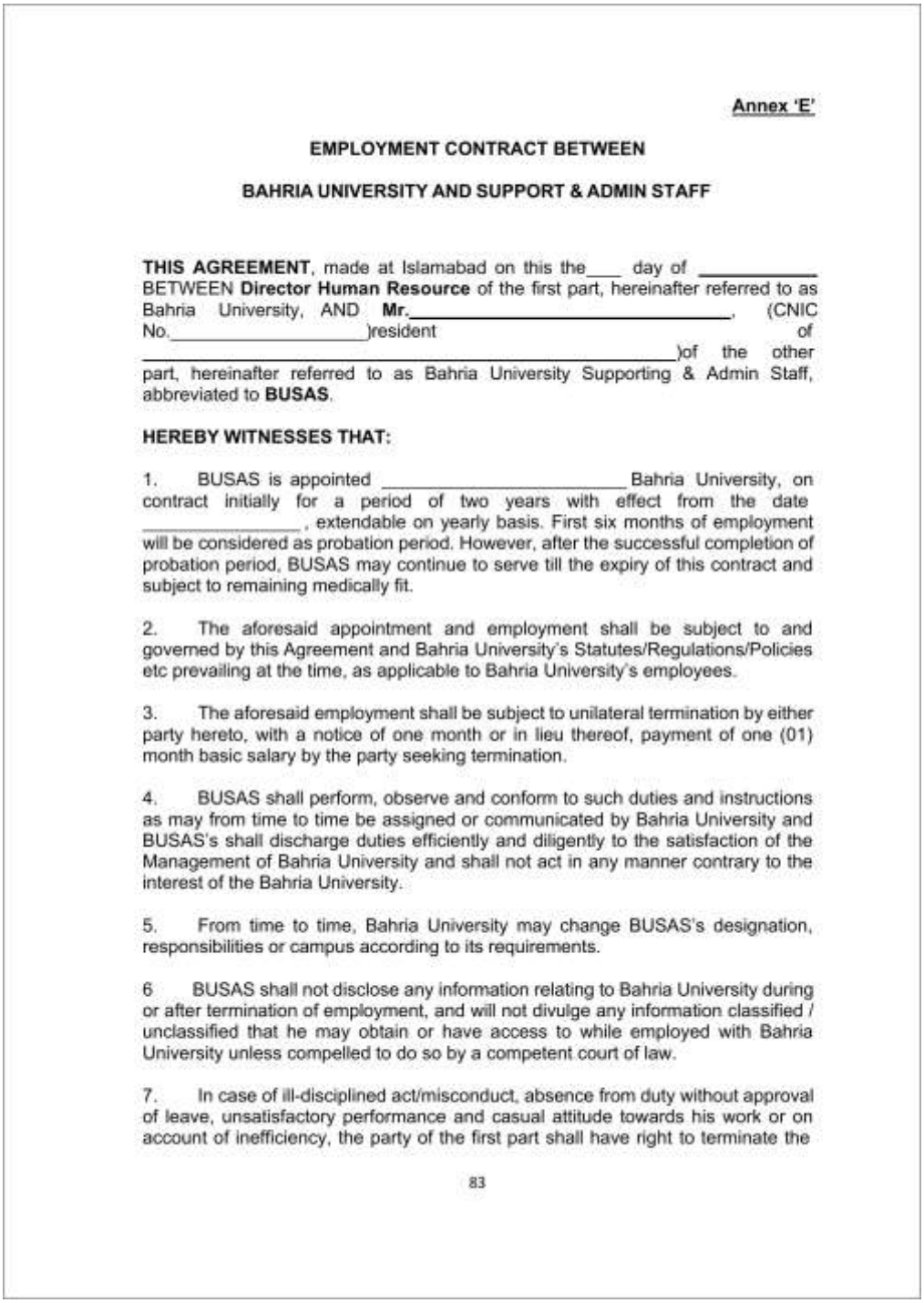
8. In case of FM found involved in any anti-State activity or arrested by any law enforcing agency the services of FM shall be terminated immediately.

9. FM shall not disclose any information relating to Bahria University during or after termination of employment, and shall not divulge any information or classified information that he/she may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

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Figure 40: Human Resource Policy Manual (2023), PDF page 84: Annex D, Employment Contract for Professors of Practice, recording the CNIC number.

4. Implementation (continued): CNIC in every employment contract



Annex 'E'

EMPLOYMENT CONTRACT BETWEEN

BAHRIA UNIVERSITY AND SUPPORT & ADMIN STAFF

THIS AGREEMENT, made at Islamabad on this the____ day of _____ BETWEEN **Director Human Resource** of the first part, hereinafter referred to as Bahria University, AND **Mr.**_____, (CNIC No._____)resident of _____)of the other part, hereinafter referred to as Bahria University Supporting & Admin Staff, abbreviated to **BUSAS**.

HEREBY WITNESSES THAT:

1. BUSAS is appointed _____ Bahria University, on contract initially for a period of two years with effect from the date _____, extendable on yearly basis. First six months of employment will be considered as probation period. However, after the successful completion of probation period, BUSAS may continue to serve till the expiry of this contract and subject to remaining medically fit.

2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and Bahria University's Statutes/Regulations/Policies etc prevailing at the time, as applicable to Bahria University's employees.

3. The aforesaid employment shall be subject to unilateral termination by either party hereto, with a notice of one month or in lieu thereof, payment of one (01) month basic salary by the party seeking termination.

4. BUSAS shall perform, observe and conform to such duties and instructions as may from time to time be assigned or communicated by Bahria University and BUSAS's shall discharge duties efficiently and diligently to the satisfaction of the Management of Bahria University and shall not act in any manner contrary to the interest of the Bahria University.

5. From time to time, Bahria University may change BUSAS's designation, responsibilities or campus according to its requirements.

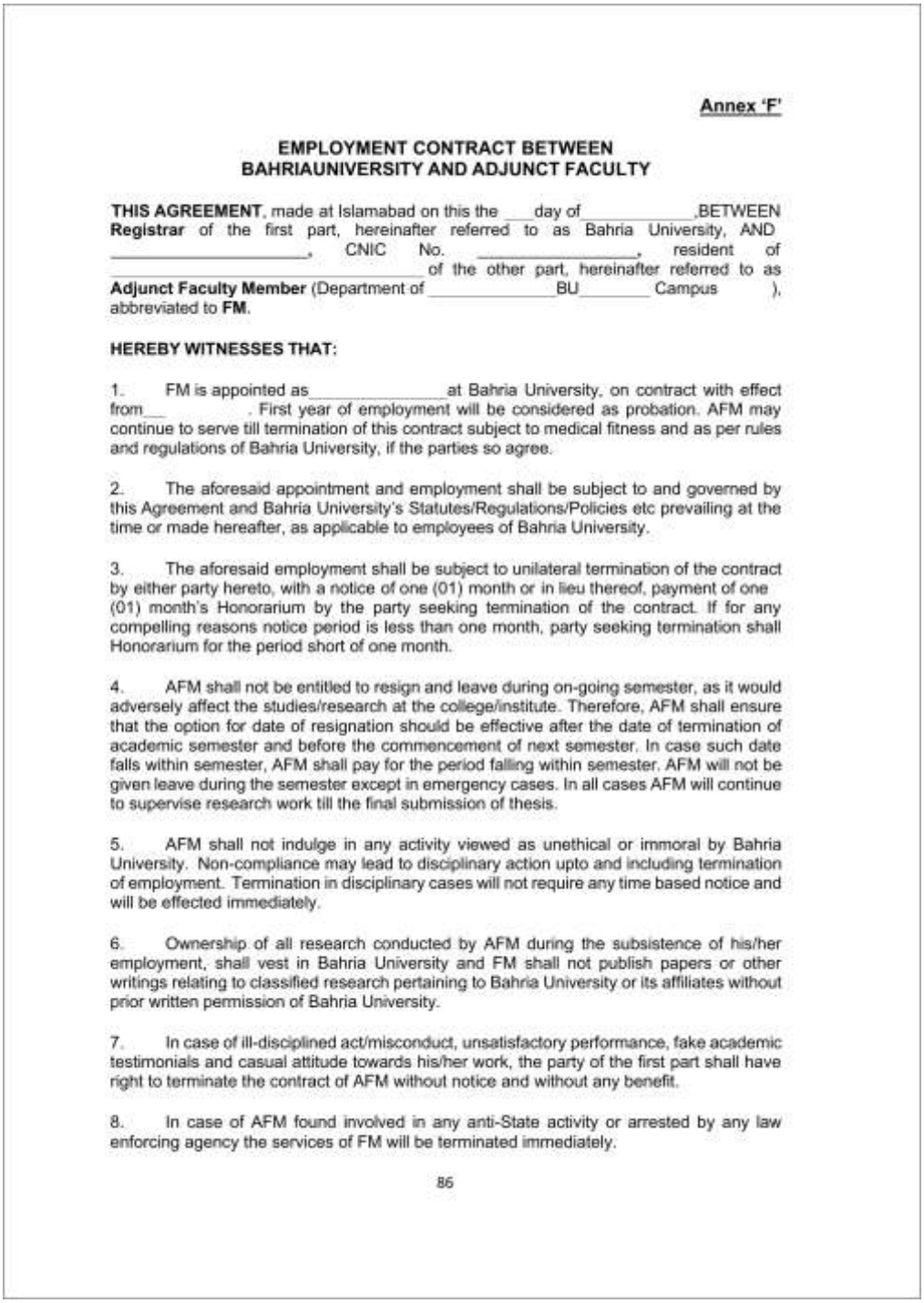
6 BUSAS shall not disclose any information relating to Bahria University during or after termination of employment, and will not divulge any information classified / unclassified that he may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

7. In case of ill-disciplined act/misconduct, absence from duty without approval of leave, unsatisfactory performance and casual attitude towards his work or on account of inefficiency, the party of the first part shall have right to terminate the

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Figure 41: Human Resource Policy Manual (2023), PDF page 87: Annex E, Employment Contract for Support and Admin Staff, recording the employee's CNIC number; clause 3, termination by either party on one month's notice or one month's basic salary in lieu.

4. Implementation (continued): CNIC in every employment contract



Annex 'F'

EMPLOYMENT CONTRACT BETWEEN
BAHRIAUNIVERSITY AND ADJUNCT FACULTY

THIS AGREEMENT, made at Islamabad on this the ___day of_____,BETWEEN **Registrar** of the first part, hereinafter referred to as Bahria University, AND _____, CNIC No. _____, resident of _____ of the other part, hereinafter referred to as **Adjunct Faculty Member** (Department of _____BU_____ Campus), abbreviated to **FM**.

HEREBY WITNESSES THAT:

1. FM is appointed as_____at Bahria University, on contract with effect from___ . First year of employment will be considered as probation. AFM may continue to serve till termination of this contract subject to medical fitness and as per rules and regulations of Bahria University, if the parties so agree.

2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and Bahria University's Statutes/Regulations/Policies etc prevailing at the time or made hereafter, as applicable to employees of Bahria University.

3. The aforesaid employment shall be subject to unilateral termination of the contract by either party hereto, with a notice of one (01) month or in lieu thereof, payment of one (01) month's Honorarium by the party seeking termination of the contract. If for any compelling reasons notice period is less than one month, party seeking termination shall Honorarium for the period short of one month.

4. AFM shall not be entitled to resign and leave during on-going semester, as it would adversely affect the studies/research at the college/institute. Therefore, AFM shall ensure that the option for date of resignation should be effective after the date of termination of academic semester and before the commencement of next semester. In case such date falls within semester, AFM shall pay for the period falling within semester. AFM will not be given leave during the semester except in emergency cases. In all cases AFM will continue to supervise research work till the final submission of thesis.

5. AFM shall not indulge in any activity viewed as unethical or immoral by Bahria University. Non-compliance may lead to disciplinary action upto and including termination of employment. Termination in disciplinary cases will not require any time based notice and will be effected immediately.

6. Ownership of all research conducted by AFM during the subsistence of his/her employment, shall vest in Bahria University and FM shall not publish papers or other writings relating to classified research pertaining to Bahria University or its affiliates without prior written permission of Bahria University.

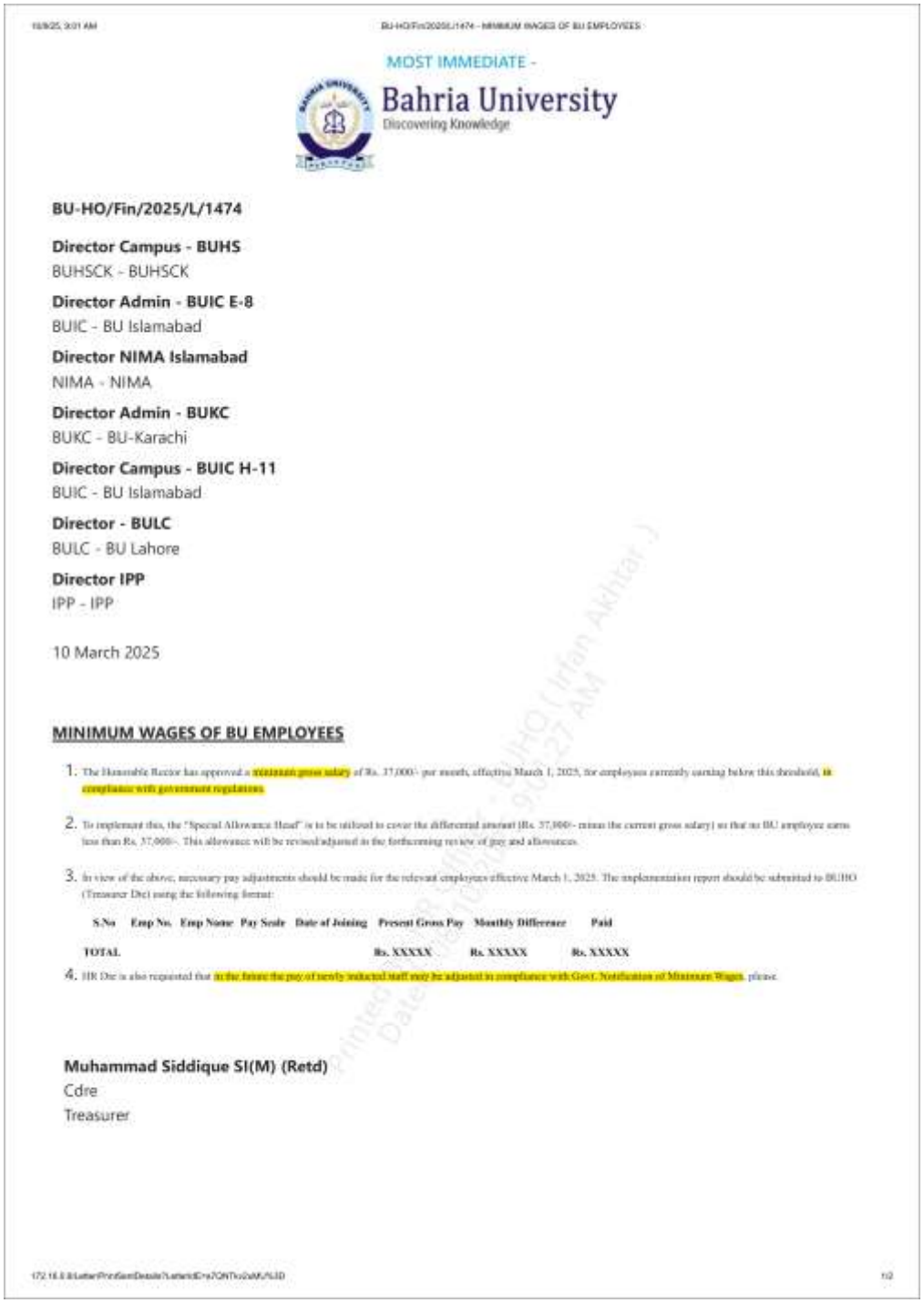
7. In case of ill-disciplined act/misconduct, unsatisfactory performance, fake academic testimonials and casual attitude towards his/her work, the party of the first part shall have right to terminate the contract of AFM without notice and without any benefit.

8. In case of AFM found involved in any anti-State activity or arrested by any law enforcing agency the services of FM will be terminated immediately.

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Figure 42: Human Resource Policy Manual (2023), PDF page 90: Annex F, Employment Contract for Adjunct Faculty, recording the faculty member's CNIC number.

4. Implementation (continued): Treasurer letter of 10 March 2025



MOST IMMEDIATE -

Bahria University
Discovering Knowledge

BU-HO/Fin/2025/L/1474

Director Campus - BUHS
BUHSCK - BUHSCK

Director Admin - BUIC E-8
BUIC - BU Islamabad

Director NIMA Islamabad
NIMA - NIMA

Director Admin - BUKC
BUKC - BU-Karachi

Director Campus - BUIC H-11
BUIC - BU Islamabad

Director - BULC
BULC - BU Lahore

Director IPP
IPP - IPP

10 March 2025

MINIMUM WAGES OF BU EMPLOYEES

1. The Honorable Rector has approved a minimum gross salary of Rs. 37,000/- per month, effective March 1, 2025, for employees currently earning below this threshold, in compliance with government regulations.

2. To implement this, the "Special Allowance Head" is to be utilized to cover the differential amount (Rs. 37,000/- minus the current gross salary) so that no BU employee earns less than Rs. 37,000/-. This allowance will be reviewed/adjusted in the forthcoming review of pay and allowances.

3. In view of the above, necessary pay adjustments should be made for the relevant employees effective March 1, 2025. The implementation report should be submitted to BUHO (Treasurer Dte) using the following format:

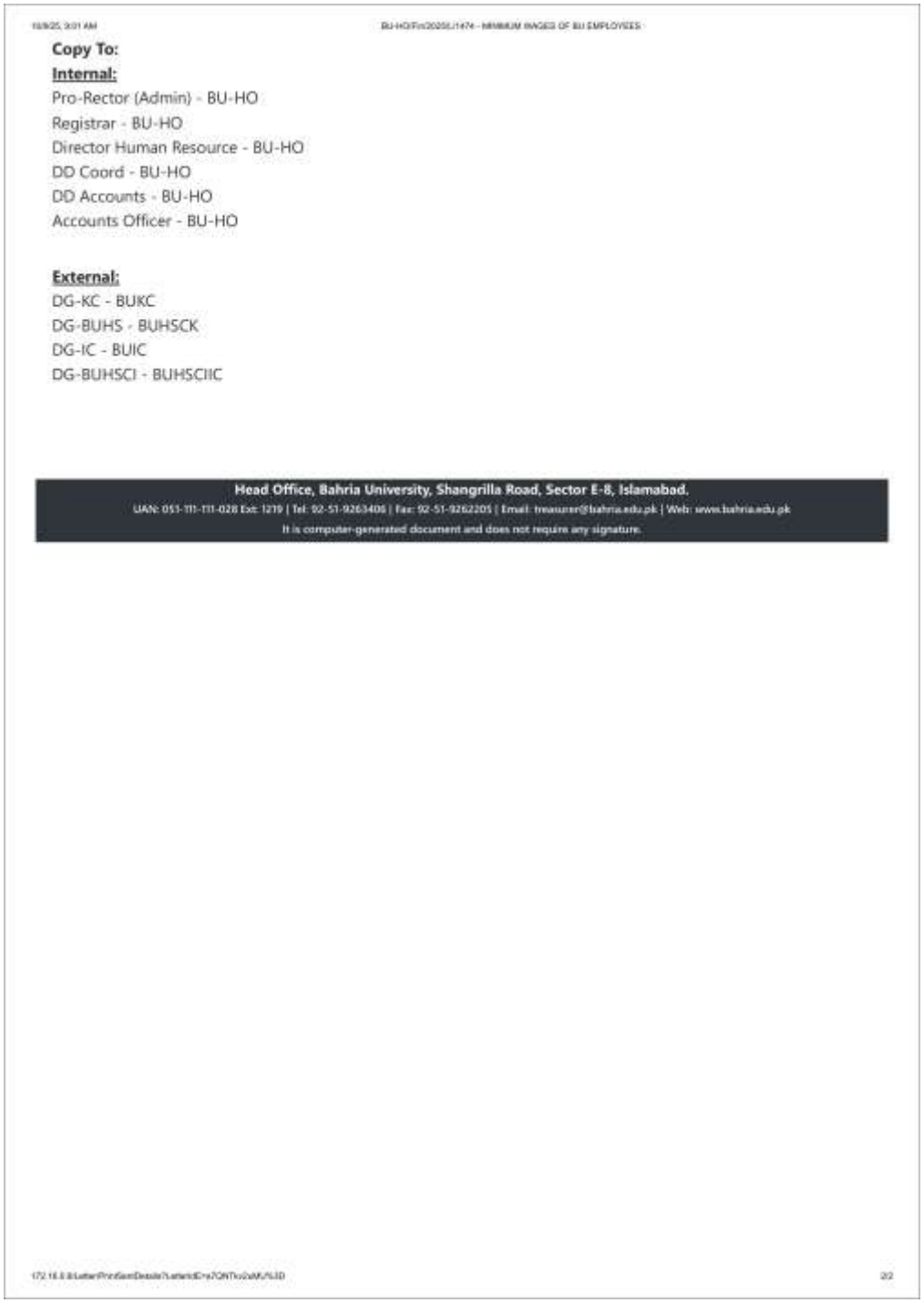
S.No	Emp No.	Emp Name	Pay Scale	Date of Joining	Present Gross Pay	Monthly Difference	Paid
TOTAL					Rs. XXXXX	Rs. XXXXX	Rs. XXXXX

4. HR Dte is also requested that in the future the pay of newly inducted staff may be adjusted in compliance with Govt. Notification of Minimum Wages, please.

Muhammad Siddique SI(M) (Retd)
Cdre
Treasurer

Figure 43: Treasurer letter BU-HO/Fin/2025/L/1474 of 10 March 2025, Minimum Wages of BU Employees, page 1 of 2: addressed to the campuses and institutes at Islamabad, Karachi and Lahore; minimum gross salary of Rs 37,000 per month approved by the Rector with effect from 1 March 2025, in compliance with government regulations; the difference paid from the Special Allowance Head so that no BU employee earns less than Rs 37,000; implementation report; pay of newly inducted staff to follow the Government notification of minimum wages.

4. Implementation (continued): Treasurer letter of 10 March 2025



Copy To:

Internal:

Pro-Rector (Admin) - BU-HO
Registrar - BU-HO
Director Human Resource - BU-HO
DD Coord - BU-HO
DD Accounts - BU-HO
Accounts Officer - BU-HO

External:

DG-KC - BUKC
DG-BUHS - BUHSCK
DG-IC - BUIC
DG-BUHSCI - BUHSCIIC

Head Office, Bahria University, Shangrilla Road, Sector E-8, Islamabad.

It is computer-generated document and does not require any signature.

Figure 44: Treasurer letter BU-HO/Fin/2025/L/1474, page 2 of 2: copies to the Pro-Rector (Admin), Registrar, Director Human Resource and accounts offices at the Head Office, and to the Directors General of the campuses.

5. Coverage of the four practices and the safeguards in place

Table 3 maps each practice named in the requirement to the clauses that address it. Clause 1.3.7 of the Human Resource Policy Manual names all four practices and reaches every outsourced service and supply contract, including the contracts of on-campus vendors; the Sustainable Procurement and Purchasing Policy carries the commitment to every supplier; and the Cafeteria Policy applies it directly to vendors' workers on campus.

Table 3: Practices covered by the University's policies

Practice	Human Resource Policy Manual	Sustainable Procurement and Purchasing Policy	Cafeteria Policy
Forced labour	Clause 1.3.7: prohibited in own employment and every outsourced contract; no engagement under threat, debt bondage or retention of identity documents; clause 1.16, freedom to resign	Para 2.1, item 10, part of modern slavery; para 5.1.2, no use of forced labour; para 5.3.1, ILO core conventions	Item 5(w): pay on time, regulated hours, rest days and leave, freedom of association; clause 1.3.7 of the Manual applies to vendor contracts
Modern slavery	Clause 1.3.7: prohibited in own employment and every outsourced contract	Para 2.1, item 10, definition; para 7.1, modern slavery and human rights due diligence	Clause 1.3.7 of the Manual applies to vendor contracts
Human trafficking	Clause 1.3.7: prohibited in own employment and every outsourced contract	Para 2.1, item 10, part of modern slavery; para 7.1, due diligence	Clause 1.3.7 of the Manual applies to vendor contracts
Child labour	Clause 1.3.7: no child below the minimum age set by law employed or engaged; Annexes A to F, CNIC of every employee recorded	Para 5.1.2, no use of child labour; para 5.3.1, ILO core conventions	Item 5(w): no child below the minimum age set by law employed

5. Coverage (continued): safeguards from prevention to enforcement

Table 4 sets out the safeguards through which the commitment is applied, from the scope of each policy through screening, contract terms, monitoring and reporting to enforcement and review. In the table, HR Manual refers to the Human Resource Policy Manual and SPPP to the Sustainable Procurement and Purchasing Policy.

Table 4: Safeguards from prevention to enforcement

Safeguard	Provision	Policy and clause
Minimum age at appointment	CNIC, issued by NADRA to citizens aged 18 or above, recorded in every employment contract	HR Manual Annexes A to F; 2.15.1
Freedom to leave and fair pay	Resignation on notice; termination by either party on one month's notice; minimum gross salary of Rs 37,000 a month from 1 March 2025	HR Manual 1.16, Annex E; Treasurer letter of 10 March 2025
Scope	Own employment; every outsourced service and supply contract; all procurement of goods, services and works at all campuses; all cafeterias, kiosks, hostel messes and pantries	HR Manual 1.1.1, 1.3.7; SPPP 2.2; Cafeteria Policy 3
Supplier screening	Questionnaire on social responsibility policies and modern slavery and human rights due diligence; three-tier classification, with non-compliant suppliers developed or excluded	SPPP 7.1
Tender evaluation	Sustainability performance, covering social criteria, weighted at 25%; bidders describe their labour practices and social compliance	SPPP 8.2
Contract terms	Compliance with sustainability specifications, right to audit supply chain practices, penalties for non-compliance	SPPP 8.3.1
Monitoring	Social compliance audit results as a supplier indicator; annual and quarterly supplier reviews and spot checks; third-party audits of high-risk suppliers; monthly proof of payment of vendors' workers checked by the Food Inspector	SPPP 7.2, 8.3.1, 9.3; Cafeteria Policy 5(w), Annex A
Reporting and protection	Any person may report a concern to the Human Resource Directorate, which investigates it; no one suffers for a good-faith report	HR Manual 1.3.7
Enforcement	Corrective action, contract suspension, supplier debarment and legal action; penalties and exclusion of vendors from future contracts	SPPP 9.3; Cafeteria Policy 5(j), 5(n), 5(w)
Governance and targets	Sustainable Procurement Committee chaired by the Director Administration monitors compliance; target of 100% compliance with labour standards in supply chains	SPPP 3.2, 4.1 to 4.3
Review	Manual reviewed by Amendment 01 of 23 October 2025; procurement policy reviewed annually; Cafeteria Policy amended on 2 November 2025	HR Manual Record of Amendments; SPPP cover and para 11; Cafeteria Policy Record of Amendments

6. Summary of evidence

Element	Evidence	Figures
Existence of the policy commitment	Human Resource Policy Manual, clause 1.3.7: forced labour, modern slavery, human trafficking and child labour prohibited in the University's own employment and in every outsourced service and supply contract	1 to 11
All four practices covered	Forced labour, modern slavery, human trafficking and child labour each named in clause 1.3.7 and addressed in the procurement and cafeteria policies	Table 3
Created or reviewed in 2022 to 2026	Manual promulgated with effect from 2 August 2023 and reviewed by Amendment 01 of 23 October 2025; procurement policy effective 15 November 2025 with annual review; Cafeteria Policy amended on 2 November 2025	2 to 3; 12; 28
Supply chain	Every supplier to demonstrate no use of forced or child labour; ILO core conventions; modern slavery and human rights due diligence; audits, suspension and debarment	12 to 26
On-campus vendors	No child below the minimum age set by law employed; pay, hours, safety and freedom of association of vendors' workers; monthly proof of payment; penalty and exclusion	27 to 34
Implementation in employment, 2025	CNIC of every employee recorded in each employment contract, so that only adults are appointed; freedom to resign on notice; photocopies only of identity documents on file; minimum gross salary of Rs 37,000 a month from 1 March 2025	35 to 44; Table 2
Reporting and enforcement	Reporting to the Human Resource Directorate with protection for good-faith reports; supplier and vendor sanctions	Table 4
In place in 2025	All three instruments in force in 2025: the Manual approved by the Executive Committee, the procurement policy approved by the Rector, and the Cafeteria Policy amendment authorised by the Director Administration	2; 12; 28

Taken together, the records show that Bahria University as a body has a policy commitment against forced labour, modern slavery, human trafficking and child labour. The commitment is set out in the Human Resource Policy Manual, reviewed in 2025, applies to the University's own employment and to every outsourced service and supply contract, and is carried into the supply chain and to on-campus vendors through the Sustainable Procurement and Purchasing Policy and the Cafeteria Policy, with screening, audit, a reporting route that protects those who raise concerns, and sanctions for any breach. In 2025 it was applied in the University's own employment through age verification at appointment, freedom to resign and a wage floor for every employee.