SDG
08
DECENT WORK AND ECONOMIC GROWTH

EVIDENCE DOCUMENT | INDICATOR 8.2.7

Measuring and tracking pay scale gender equity

METRIC 8.2 Employment practice

REFERENCE YEAR	COVERAGE	DATE PREPARED
2025	All faculty, officers and staff, all campuses	5 November 2026

ISSUING OFFICE	EVIDENCE ID
Directorate of Quality Assurance, Head Office	E-08-8.2.7

THE SIR 2027 REQUIREMENT

Does your university as a body measure/track pay scale gender equity?

01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes. Bahria University as a body measures and tracks pay scale gender equity. Clause 1.25.2 of the Human Resource Policy Manual, Pay Equity and Gender Pay Gaps, in force since Amendment 01 of 23 October 2025, requires the Human Resource Directorate and the Treasurer, each year, to compare the pay of women and men in comparable roles and grades, for faculty, officers and staff at every campus, and to report the results, including the gender pay gap, to the Rector. Any gap not explained by a documented, lawful factor must be closed within 12 months by raising pay, without reducing any employee's pay, and any employee may raise a pay-equity concern with the Human Resource Directorate. The comparison is made against a single pay structure: pay scales for every category of employee are promulgated by the Treasurer and revised by the Board of Governors (clause 1.25.1), and the Revised Pay Scales 2025, approved by the Board on 7 July 2025 and applied from 1 July 2025, fix one scale for each pay group and faculty grade, for women and men alike. Every employee is allotted a computer number and the essential points of the service record are held in an electronic database (clause 1.19.1), and under the Equality and Non-Discrimination Policy the Human Resource Directorate monitors compliance with the University's commitment to ending discrimination in pay.

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: the electronic employee record in clause 1.19 and the measurement of pay scale gender equity in clause 1.25.2. Section 2 presents the pay structure against which the measurement is made, the Revised Pay Scales 2025, through the minutes of the Board of Governors, the Treasurer letter that implemented them and the scales themselves. Section 3 presents the Equality and Non-Discrimination Policy in full. Section 4 sets out the measurement and tracking cycle step by step, and Section 5 summarises the evidence against each element of the requirement.

TABLE 1 Measuring and tracking pay scale gender equity, 2025

No.	Element	Record	Coverage	Date	Evidence
1	Annual measurement	Comparison of the pay of women and men in comparable roles and grades, for faculty, officers and staff, by the Human Resource Directorate and the Treasurer	Every campus	2023; Amendment 01 of 23 Oct 2025	HR Policy Manual, clause 1.25.2; Section 1
2	Reporting and follow-up	Results, including the gender pay gap, reported to the Rector each year; any unexplained gap closed within 12 months by raising pay; pay-equity concerns raised with the Human Resource Directorate	All employees	2023; Amendment 01 of 23 Oct 2025	HR Policy Manual, clause 1.25.2; Section 1
3	Data for tracking	Each employee allotted a computer number; essential points of the record held in an electronic database; personal files and service records kept by the campuses and the Human Resource Directorate	All employees	2023	HR Policy Manual, clauses 1.19.1 and 1.19.3; Section 1
4	Pay structure tracked	Pay scales promulgated by the Treasurer and revised by the Board of Governors; Revised Pay Scales 2025 with one scale for each pay group and faculty grade	All faculty, officers and staff	Approved 7 Jul 2025; from 1 Jul 2025	HR Policy Manual, clause 1.25.1; Board minutes; Treasurer letter of 21 Aug 2025; Section 2
5	Monitoring of non-discrimination	Human Resource Directorate monitors compliance with the policy, which commits the University to ending discrimination in pay	All employees	2024; amended 20 Oct 2025	Equality and Non-Discrimination Policy, paras 3 and 4; Section 3

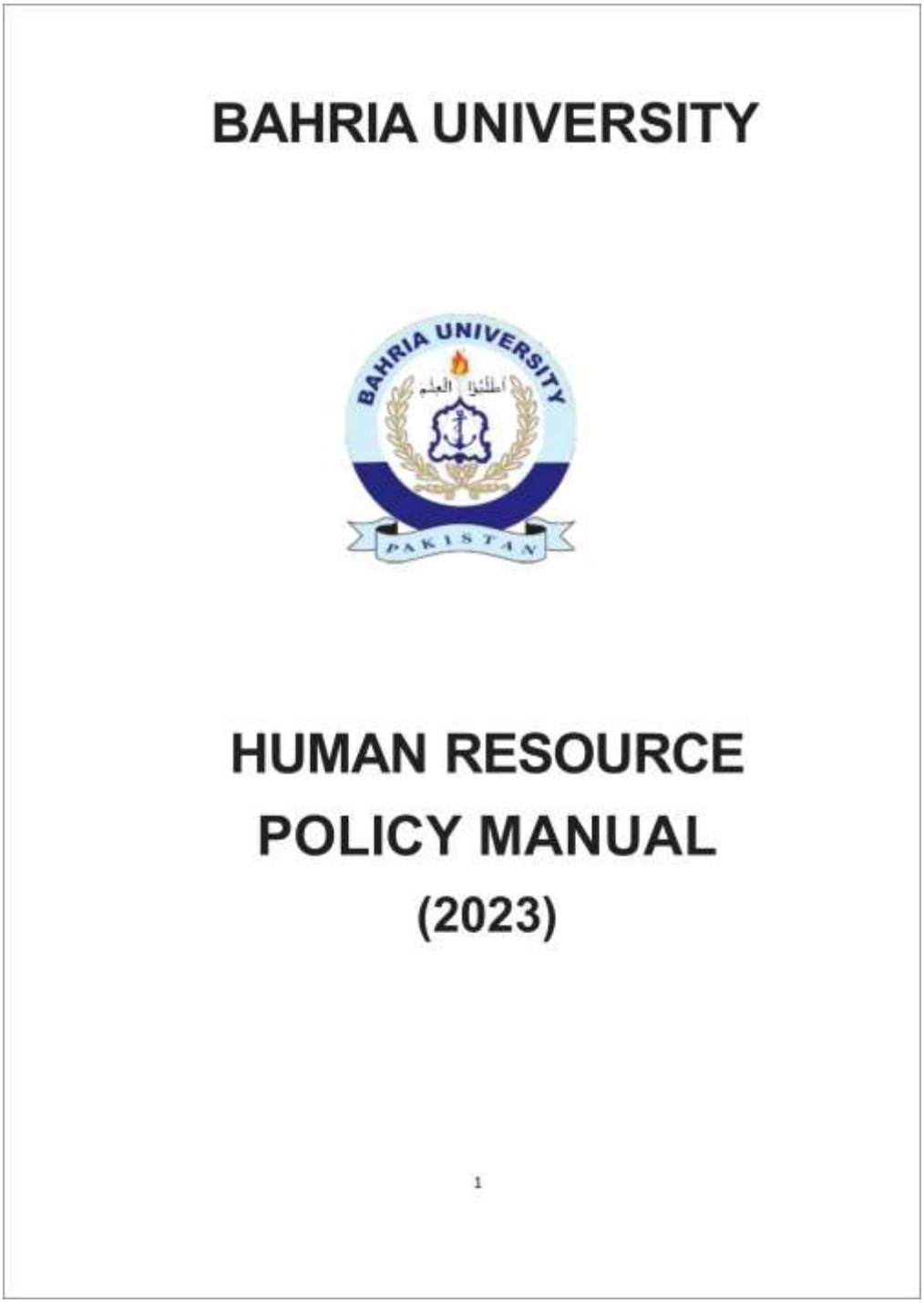
1. Human Resource Policy Manual (2023): measurement of pay scale gender equity

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. Its Record of Amendments shows Amendment 01 of 23 October 2025, under the authority of the Director Human Resource, adding clause 1.25.2 (Figures 2 and 3).

Clause 1.25.2, Pay Equity and Gender Pay Gaps, establishes the measure. Pay scales apply to all employees without distinction of gender, and women and men doing work of equal value receive equal pay. Each year the Human Resource Directorate and the Treasurer shall compare the pay of women and men in comparable roles and grades, for faculty, officers and staff at every campus, and report the results, including the gender pay gap, to the Rector. Any gap not explained by a documented, lawful factor shall be closed within 12 months by raising pay, without reducing any employee's pay, and an employee may raise a pay-equity concern with the Human Resource Directorate. The pay scales against which the comparison is made are promulgated by the Treasurer and revised by the Board of Governors on the recommendation of the Rector (clause 1.25.1; Figure 12).

The data for the comparison are held in the employee record. Each employee is allotted a computer number, and all essential points are held in an electronic database, backed up separately, in addition to the personal file of each employee (clause 1.19.1); the campuses keep the service records of their staff and the Human Resource Directorate keeps those of the Head Office (clause 1.19.3; Figures 10 and 11).

1. Human Resource Policy Manual (continued)



BAHRIA UNIVERSITY

HUMAN RESOURCE

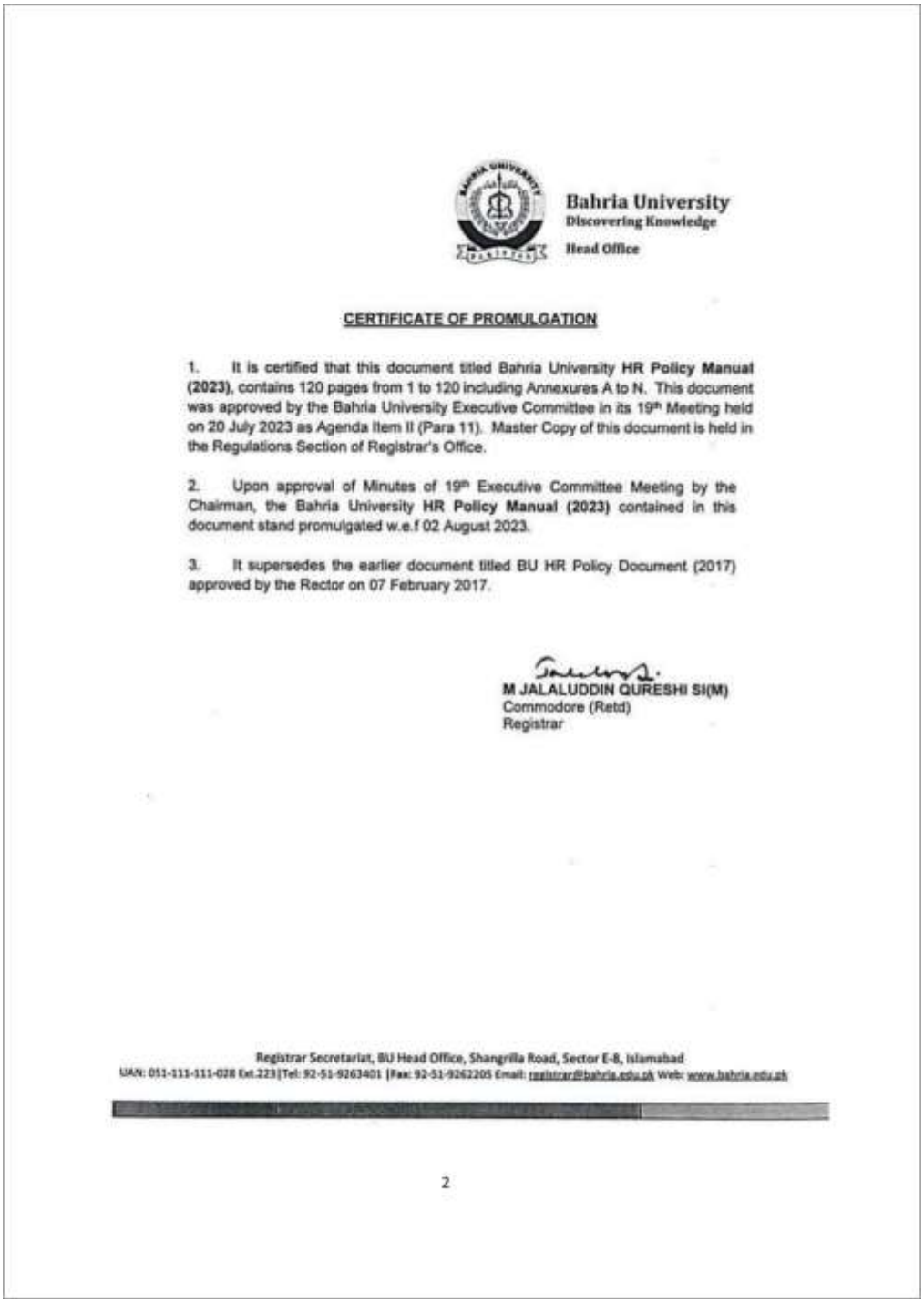
POLICY MANUAL

(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.

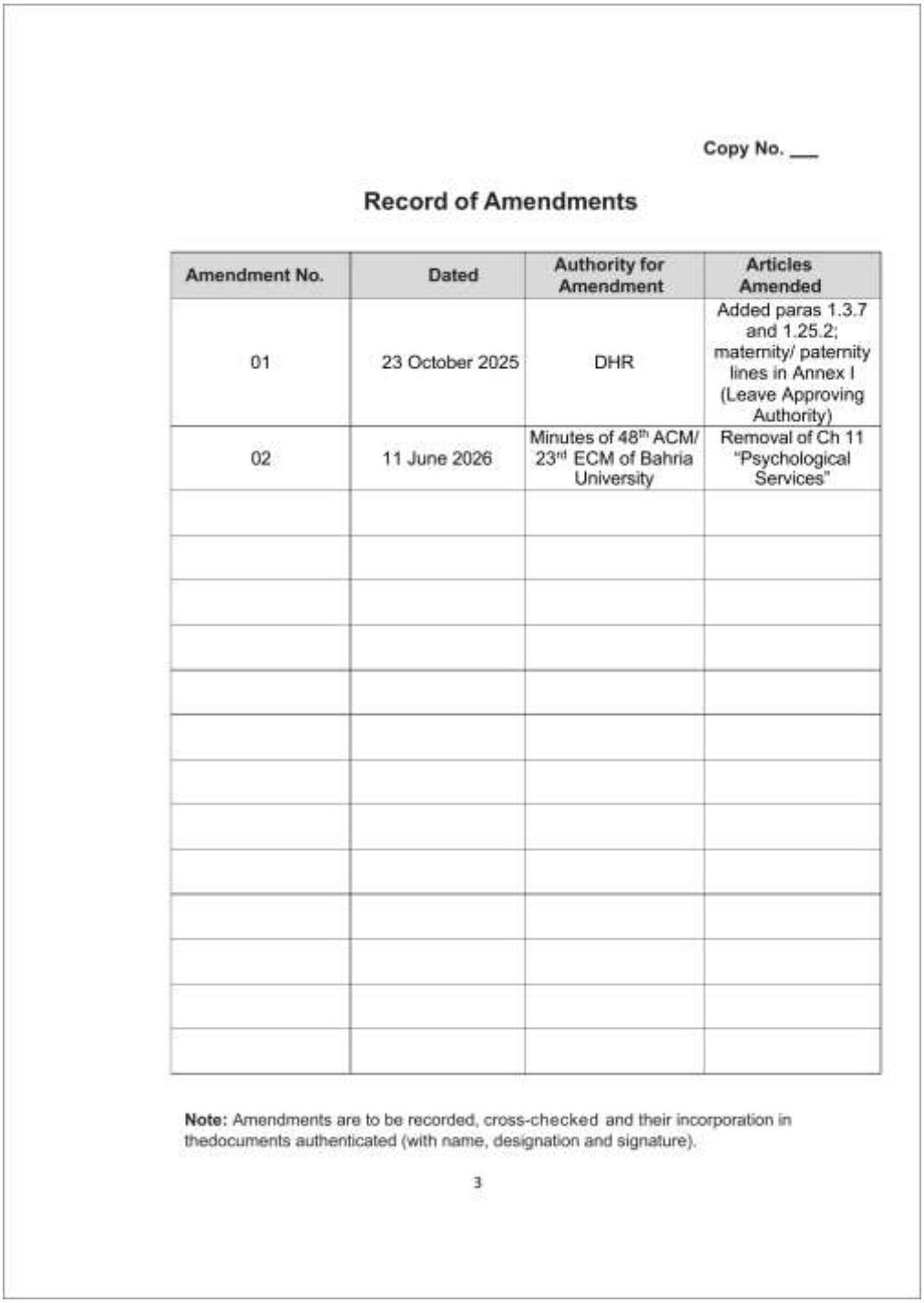
M JALALUDDIN QURESHI SI(M)
Commodore (Retd)
Registrar

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

2

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

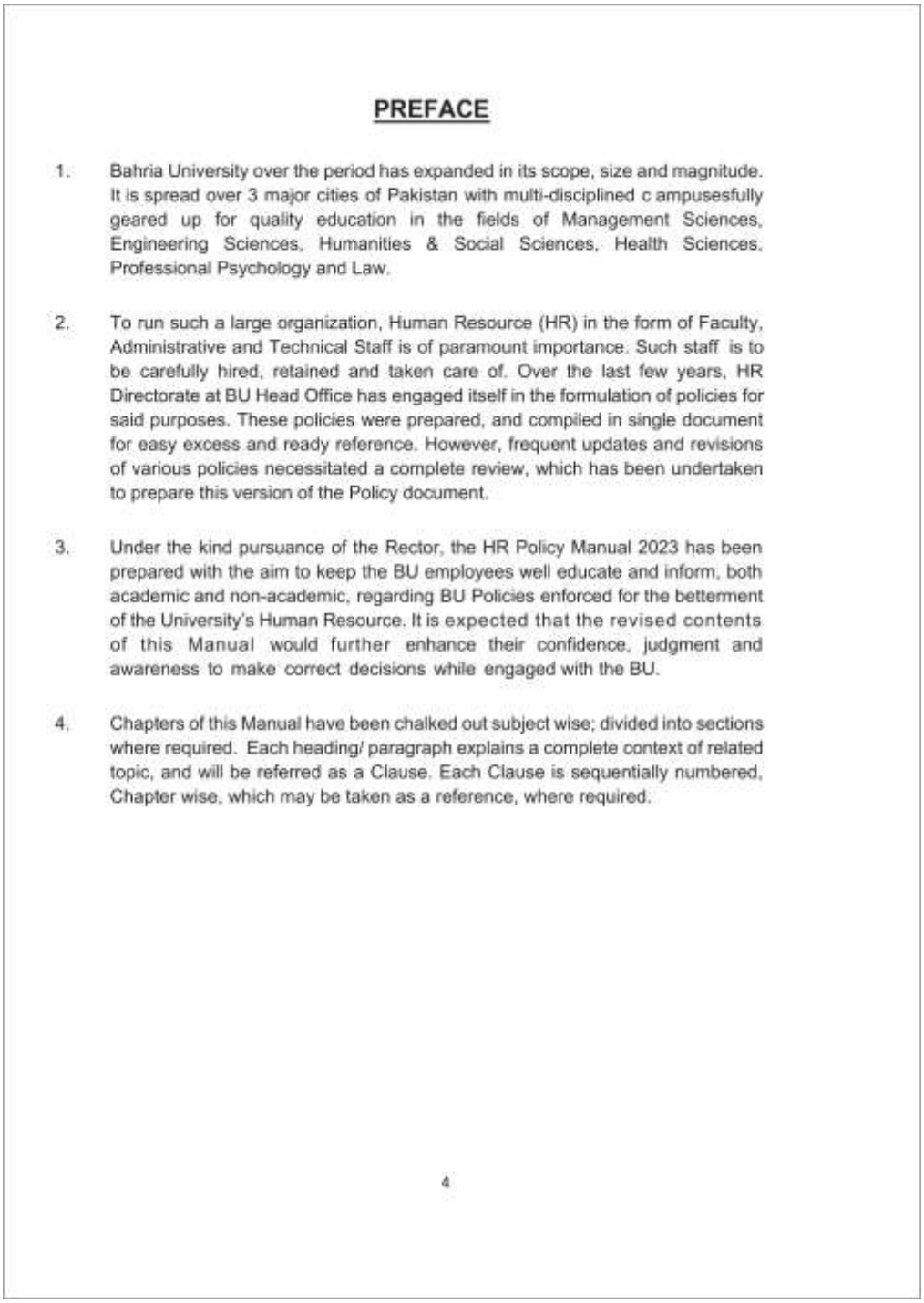
Amendment No.	Dated	Authority for Amendment	Articles Amended
01	23 October 2025	DHR	Added paras 1.3.7 and 1.25.2; maternity/ paternity lines in Annex I (Leave Approving Authority)
02	11 June 2026	Minutes of 48th ACM/ 23rd ECM of Bahria University	Removal of Ch 11 "Psychological Services"

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)

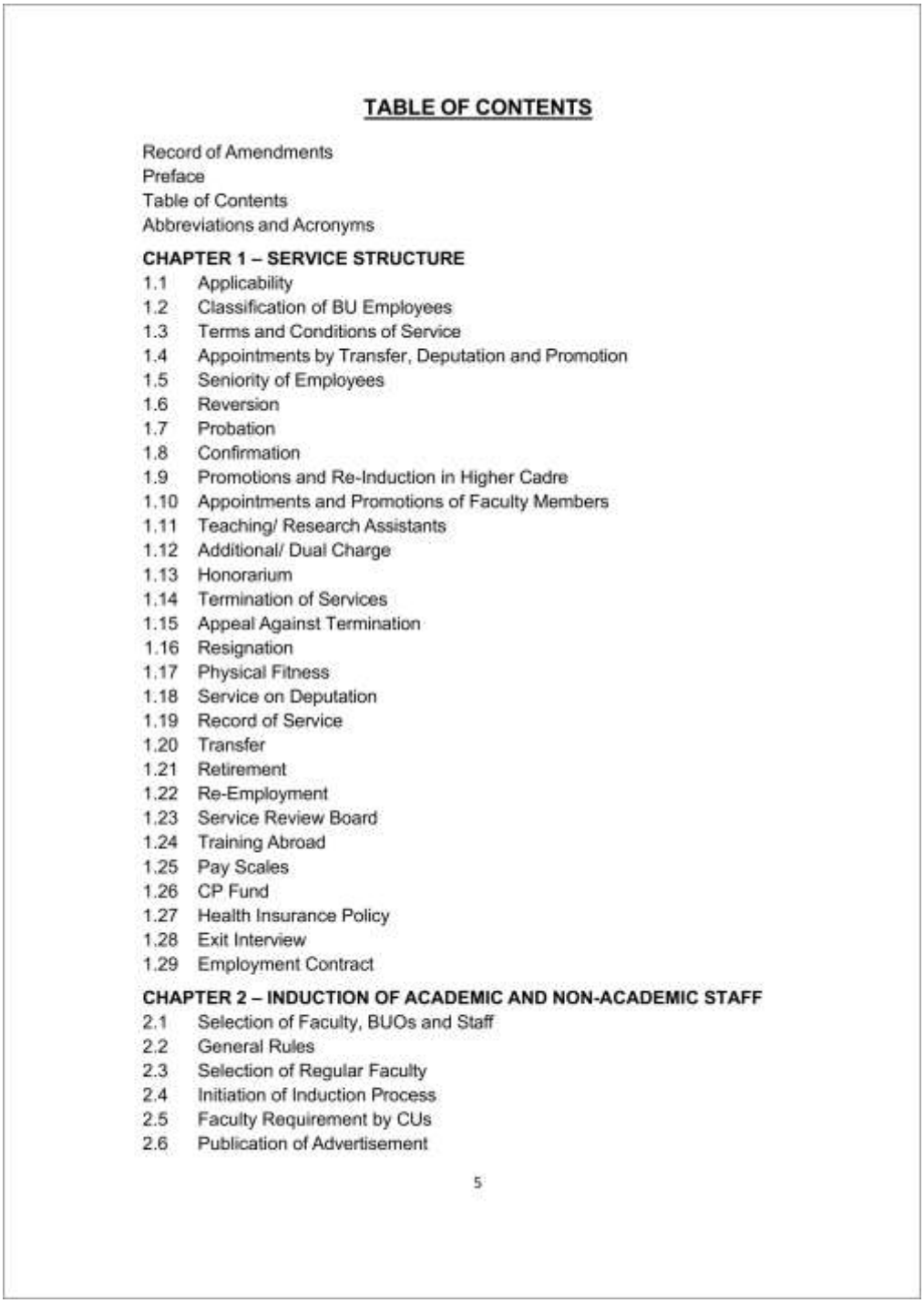


TABLE OF CONTENTS

Record of Amendments
Preface
Table of Contents
Abbreviations and Acronyms

CHAPTER 1 – SERVICE STRUCTURE

1.1 Applicability
1.2 Classification of BU Employees
1.3 Terms and Conditions of Service
1.4 Appointments by Transfer, Deputation and Promotion
1.5 Seniority of Employees
1.6 Reversion
1.7 Probation
1.8 Confirmation
1.9 Promotions and Re-Induction in Higher Cadre
1.10 Appointments and Promotions of Faculty Members
1.11 Teaching/ Research Assistants
1.12 Additional/ Dual Charge
1.13 Honorarium
1.14 Termination of Services
1.15 Appeal Against Termination
1.16 Resignation
1.17 Physical Fitness
1.18 Service on Deputation
1.19 Record of Service
1.20 Transfer
1.21 Retirement
1.22 Re-Employment
1.23 Service Review Board
1.24 Training Abroad
1.25 Pay Scales
1.26 CP Fund
1.27 Health Insurance Policy
1.28 Exit Interview
1.29 Employment Contract

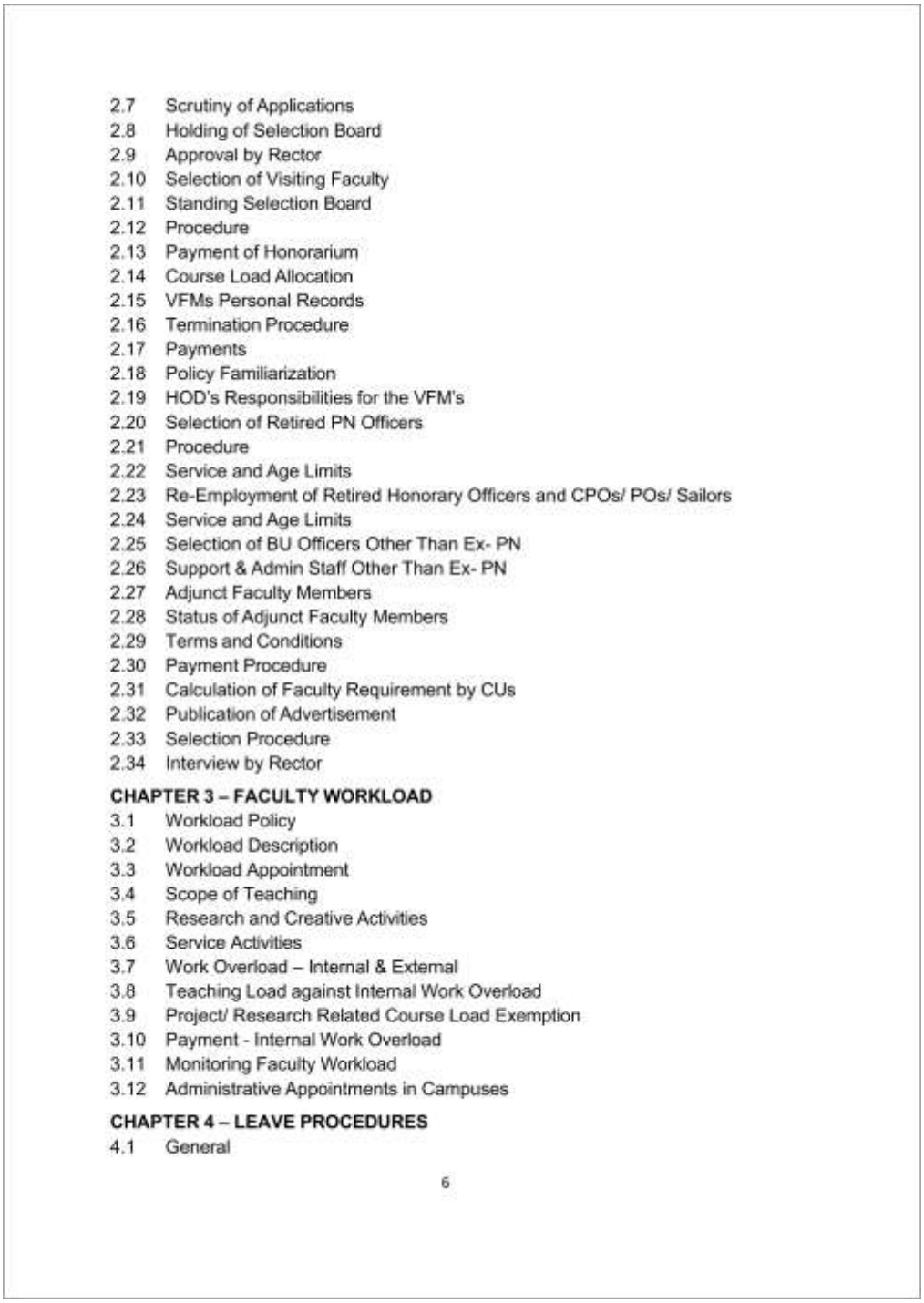
CHAPTER 2 – INDUCTION OF ACADEMIC AND NON-ACADEMIC STAFF

2.1 Selection of Faculty, BUOs and Staff
2.2 General Rules
2.3 Selection of Regular Faculty
2.4 Initiation of Induction Process
2.5 Faculty Requirement by CUs
2.6 Publication of Advertisement

5

Figure 5: Human Resource Policy Manual (2023), PDF page 5: Table of Contents, Chapter 1, Service Structure, including clause 1.19, Record of Service, and clause 1.25, Pay Scales.

1. Human Resource Policy Manual (continued)



2.7 Scrutiny of Applications
2.8 Holding of Selection Board
2.9 Approval by Rector
2.10 Selection of Visiting Faculty
2.11 Standing Selection Board
2.12 Procedure
2.13 Payment of Honorarium
2.14 Course Load Allocation
2.15 VFMs Personal Records
2.16 Termination Procedure
2.17 Payments
2.18 Policy Familiarization
2.19 HOD's Responsibilities for the VFM's
2.20 Selection of Retired PN Officers
2.21 Procedure
2.22 Service and Age Limits
2.23 Re-Employment of Retired Honorary Officers and CPOs/ POs/ Sailors
2.24 Service and Age Limits
2.25 Selection of BU Officers Other Than Ex- PN
2.26 Support & Admin Staff Other Than Ex- PN
2.27 Adjunct Faculty Members
2.28 Status of Adjunct Faculty Members
2.29 Terms and Conditions
2.30 Payment Procedure
2.31 Calculation of Faculty Requirement by CUs
2.32 Publication of Advertisement
2.33 Selection Procedure
2.34 Interview by Rector

CHAPTER 3 – FACULTY WORKLOAD

3.1 Workload Policy
3.2 Workload Description
3.3 Workload Appointment
3.4 Scope of Teaching
3.5 Research and Creative Activities
3.6 Service Activities
3.7 Work Overload – Internal & External
3.8 Teaching Load against Internal Work Overload
3.9 Project/ Research Related Course Load Exemption
3.10 Payment - Internal Work Overload
3.11 Monitoring Faculty Workload
3.12 Administrative Appointments in Campuses

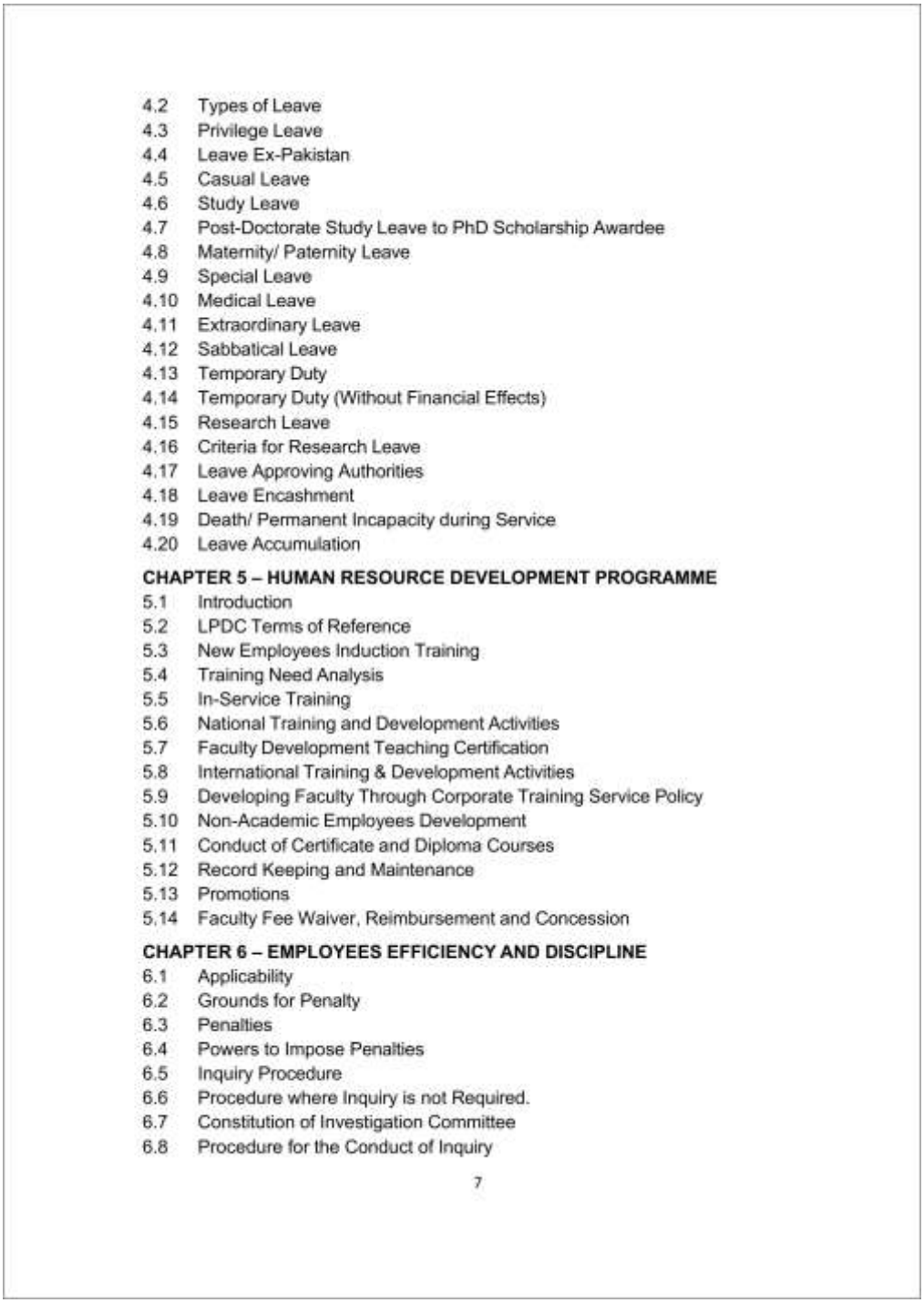
CHAPTER 4 – LEAVE PROCEDURES

4.1 General

6

Figure 6: Human Resource Policy Manual (2023), PDF page 6: Table of Contents (continued), Chapters 2 and 3 and Chapter 4, Leave Procedures.

1. Human Resource Policy Manual (continued)



4.2 Types of Leave
4.3 Privilege Leave
4.4 Leave Ex-Pakistan
4.5 Casual Leave
4.6 Study Leave
4.7 Post-Doctorate Study Leave to PhD Scholarship Awardee
4.8 Maternity/ Paternity Leave
4.9 Special Leave
4.10 Medical Leave
4.11 Extraordinary Leave
4.12 Sabbatical Leave
4.13 Temporary Duty
4.14 Temporary Duty (Without Financial Effects)
4.15 Research Leave
4.16 Criteria for Research Leave
4.17 Leave Approving Authorities
4.18 Leave Encashment
4.19 Death/ Permanent Incapacity during Service
4.20 Leave Accumulation

CHAPTER 5 – HUMAN RESOURCE DEVELOPMENT PROGRAMME

5.1 Introduction
5.2 LPDC Terms of Reference
5.3 New Employees Induction Training
5.4 Training Need Analysis
5.5 In-Service Training
5.6 National Training and Development Activities
5.7 Faculty Development Teaching Certification
5.8 International Training & Development Activities
5.9 Developing Faculty Through Corporate Training Service Policy
5.10 Non-Academic Employees Development
5.11 Conduct of Certificate and Diploma Courses
5.12 Record Keeping and Maintenance
5.13 Promotions
5.14 Faculty Fee Waiver, Reimbursement and Concession

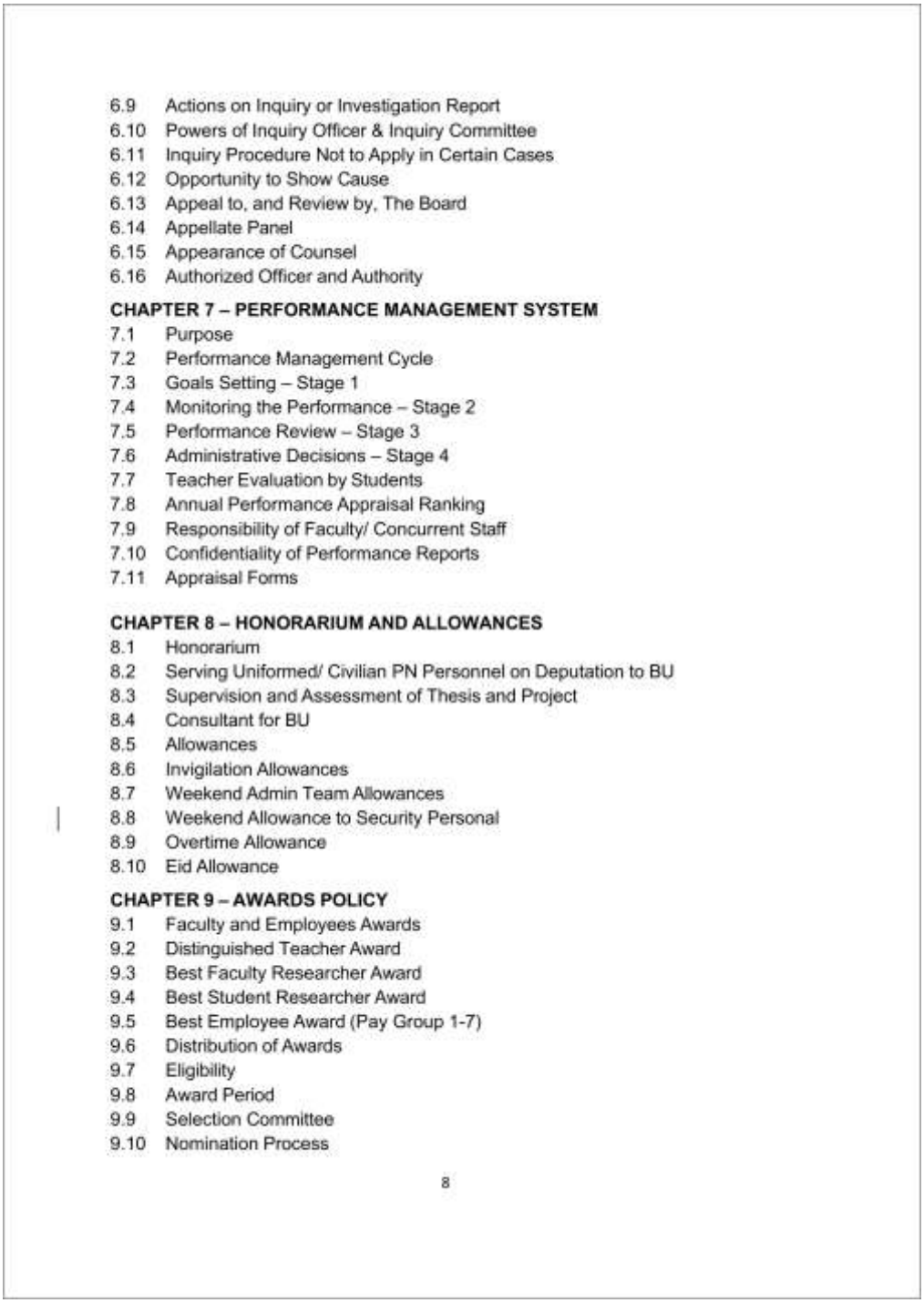
CHAPTER 6 – EMPLOYEES EFFICIENCY AND DISCIPLINE

6.1 Applicability
6.2 Grounds for Penalty
6.3 Penalties
6.4 Powers to Impose Penalties
6.5 Inquiry Procedure
6.6 Procedure where Inquiry is not Required.
6.7 Constitution of Investigation Committee
6.8 Procedure for the Conduct of Inquiry

7

Figure 7: Human Resource Policy Manual (2023), PDF page 7: Table of Contents (continued), Chapter 4, types of leave, and Chapters 5 and 6.

1. Human Resource Policy Manual (continued)



6.9 Actions on Inquiry or Investigation Report
6.10 Powers of Inquiry Officer & Inquiry Committee
6.11 Inquiry Procedure Not to Apply in Certain Cases
6.12 Opportunity to Show Cause
6.13 Appeal to, and Review by, The Board
6.14 Appellate Panel
6.15 Appearance of Counsel
6.16 Authorized Officer and Authority

CHAPTER 7 – PERFORMANCE MANAGEMENT SYSTEM

7.1 Purpose
7.2 Performance Management Cycle
7.3 Goals Setting – Stage 1
7.4 Monitoring the Performance – Stage 2
7.5 Performance Review – Stage 3
7.6 Administrative Decisions – Stage 4
7.7 Teacher Evaluation by Students
7.8 Annual Performance Appraisal Ranking
7.9 Responsibility of Faculty/ Concurrent Staff
7.10 Confidentiality of Performance Reports
7.11 Appraisal Forms

CHAPTER 8 – HONORARIUM AND ALLOWANCES

8.1 Honorarium
8.2 Serving Uniformed/ Civilian PN Personnel on Deputation to BU
8.3 Supervision and Assessment of Thesis and Project
8.4 Consultant for BU
8.5 Allowances
8.6 Invigilation Allowances
8.7 Weekend Admin Team Allowances
8.8 Weekend Allowance to Security Personal
8.9 Overtime Allowance
8.10 Eid Allowance

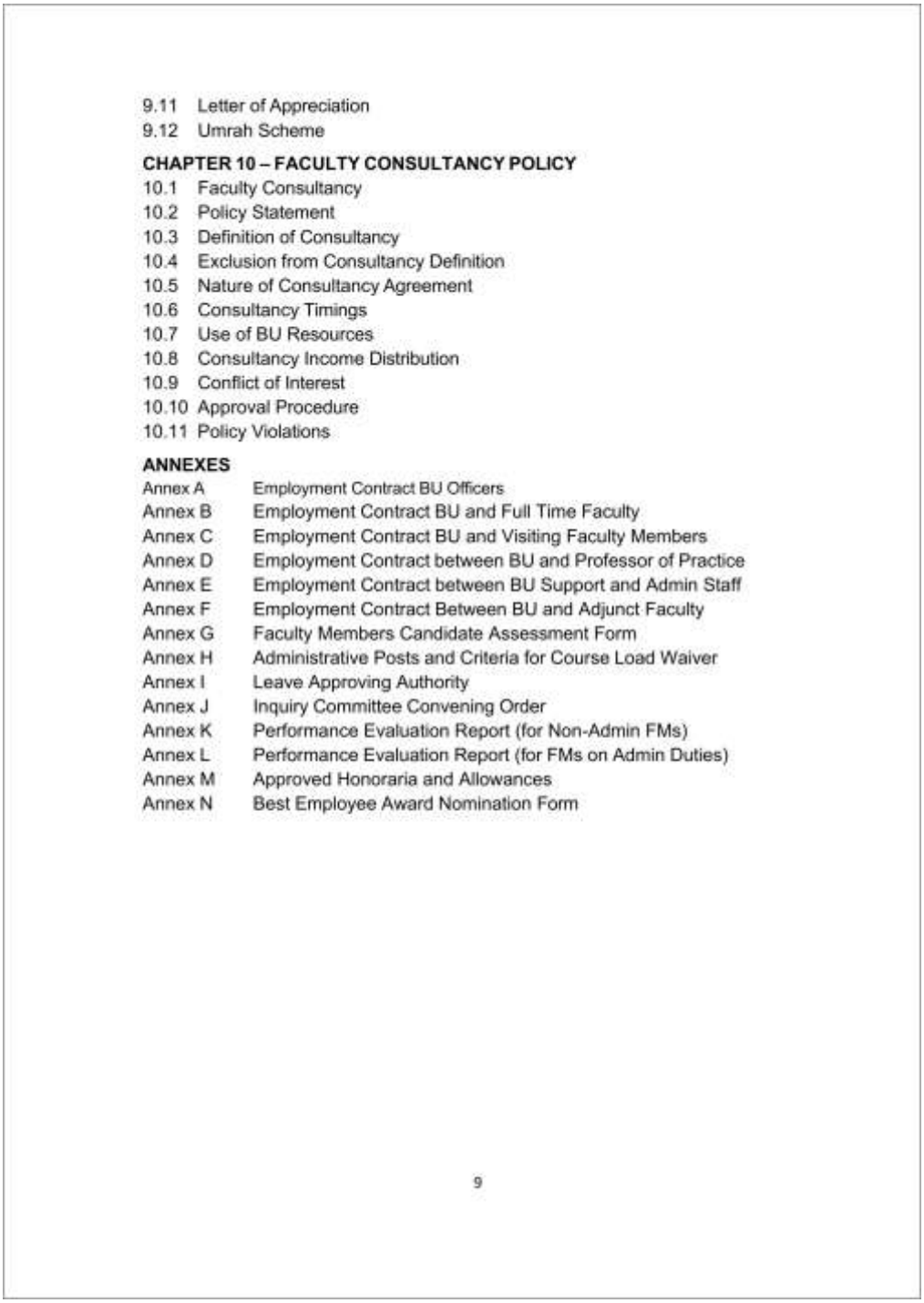
CHAPTER 9 – AWARDS POLICY

9.1 Faculty and Employees Awards
9.2 Distinguished Teacher Award
9.3 Best Faculty Researcher Award
9.4 Best Student Researcher Award
9.5 Best Employee Award (Pay Group 1-7)
9.6 Distribution of Awards
9.7 Eligibility
9.8 Award Period
9.9 Selection Committee
9.10 Nomination Process

8

Figure 8: Human Resource Policy Manual (2023), PDF page 8: Table of Contents (continued), Chapters 7 to 9, including Chapter 8, Honorarium and Allowances.

1. Human Resource Policy Manual (continued)



9.11 Letter of Appreciation
9.12 Umrah Scheme

CHAPTER 10 – FACULTY CONSULTANCY POLICY

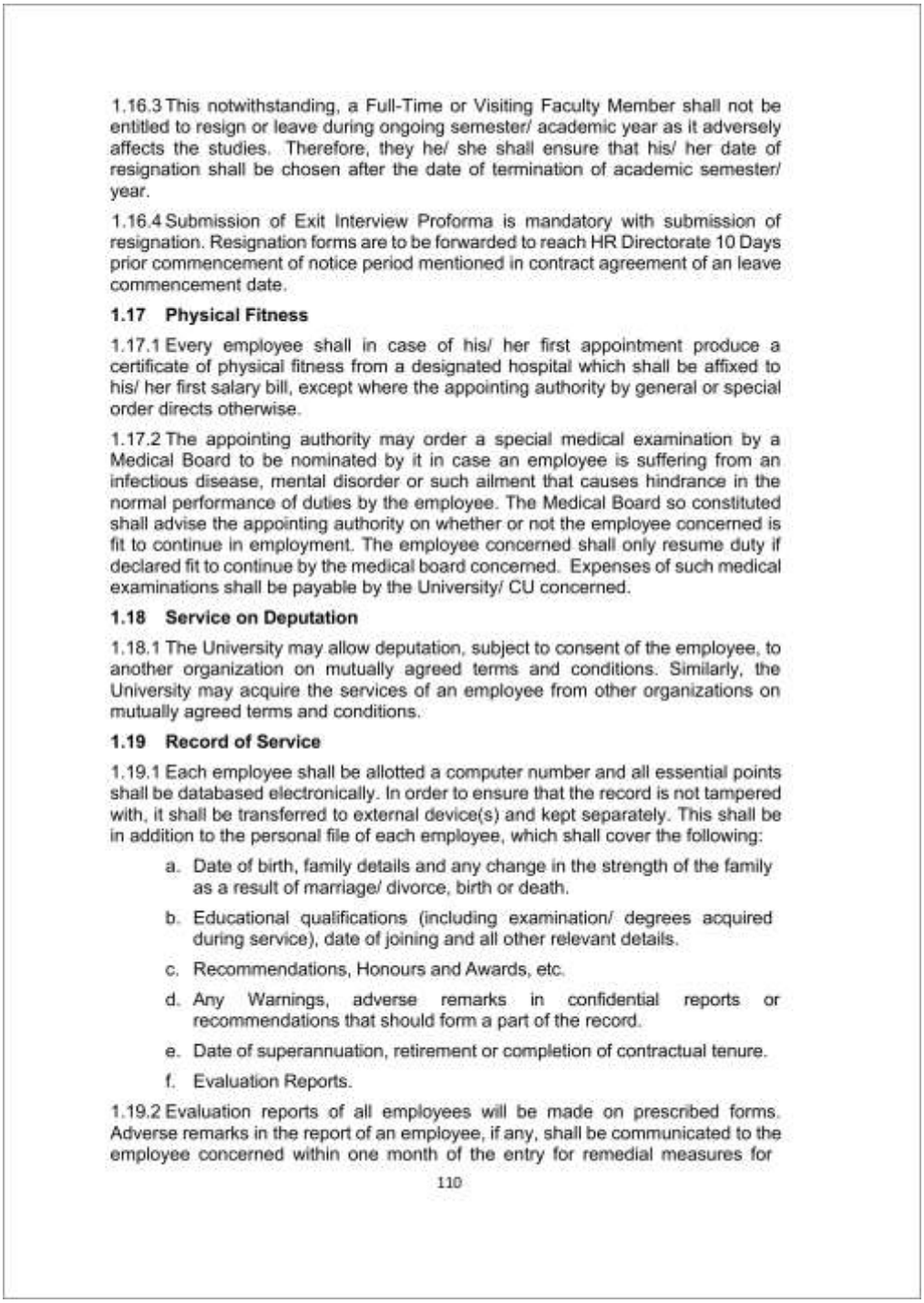
10.1 Faculty Consultancy
10.2 Policy Statement
10.3 Definition of Consultancy
10.4 Exclusion from Consultancy Definition
10.5 Nature of Consultancy Agreement
10.6 Consultancy Timings
10.7 Use of BU Resources
10.8 Consultancy Income Distribution
10.9 Conflict of Interest
10.10 Approval Procedure
10.11 Policy Violations

ANNEXES

Annex A Employment Contract BU Officers
Annex B Employment Contract BU and Full Time Faculty
Annex C Employment Contract BU and Visiting Faculty Members
Annex D Employment Contract between BU and Professor of Practice
Annex E Employment Contract between BU Support and Admin Staff
Annex F Employment Contract Between BU and Adjunct Faculty
Annex G Faculty Members Candidate Assessment Form
Annex H Administrative Posts and Criteria for Course Load Waiver
Annex I Leave Approving Authority
Annex J Inquiry Committee Convening Order
Annex K Performance Evaluation Report (for Non-Admin FMs)
Annex L Performance Evaluation Report (for FMs on Admin Duties)
Annex M Approved Honoraria and Allowances
Annex N Best Employee Award Nomination Form

Figure 9: Human Resource Policy Manual (2023), PDF page 9: Table of Contents (continued), Chapter 10 and Annexes A to N.

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



1.16.3 This notwithstanding, a Full-Time or Visiting Faculty Member shall not be entitled to resign or leave during ongoing semester/ academic year as it adversely affects the studies. Therefore, they he/ she shall ensure that his/ her date of resignation shall be chosen after the date of termination of academic semester/ year.

1.16.4 Submission of Exit Interview Proforma is mandatory with submission of resignation. Resignation forms are to be forwarded to reach HR Directorate 10 Days prior commencement of notice period mentioned in contract agreement of an leave commencement date.

1.17 Physical Fitness

1.17.1 Every employee shall in case of his/ her first appointment produce a certificate of physical fitness from a designated hospital which shall be affixed to his/ her first salary bill, except where the appointing authority by general or special order directs otherwise.

1.17.2 The appointing authority may order a special medical examination by a Medical Board to be nominated by it in case an employee is suffering from an infectious disease, mental disorder or such ailment that causes hindrance in the normal performance of duties by the employee. The Medical Board so constituted shall advise the appointing authority on whether or not the employee concerned is fit to continue in employment. The employee concerned shall only resume duty if declared fit to continue by the medical board concerned. Expenses of such medical examinations shall be payable by the University/ CU concerned.

1.18 Service on Deputation

1.18.1 The University may allow deputation, subject to consent of the employee, to another organization on mutually agreed terms and conditions. Similarly, the University may acquire the services of an employee from other organizations on mutually agreed terms and conditions.

1.19 Record of Service

1.19.1 Each employee shall be allotted a computer number and all essential points shall be databased electronically. In order to ensure that the record is not tampered with, it shall be transferred to external device(s) and kept separately. This shall be in addition to the personal file of each employee, which shall cover the following:

a. Date of birth, family details and any change in the strength of the family as a result of marriage/ divorce, birth or death.

b. Educational qualifications (including examination/ degrees acquired during service), date of joining and all other relevant details.

c. Recommendations, Honours and Awards, etc.

d. Any Warnings, adverse remarks in confidential reports or recommendations that should form a part of the record.

e. Date of superannuation, retirement or completion of contractual tenure.

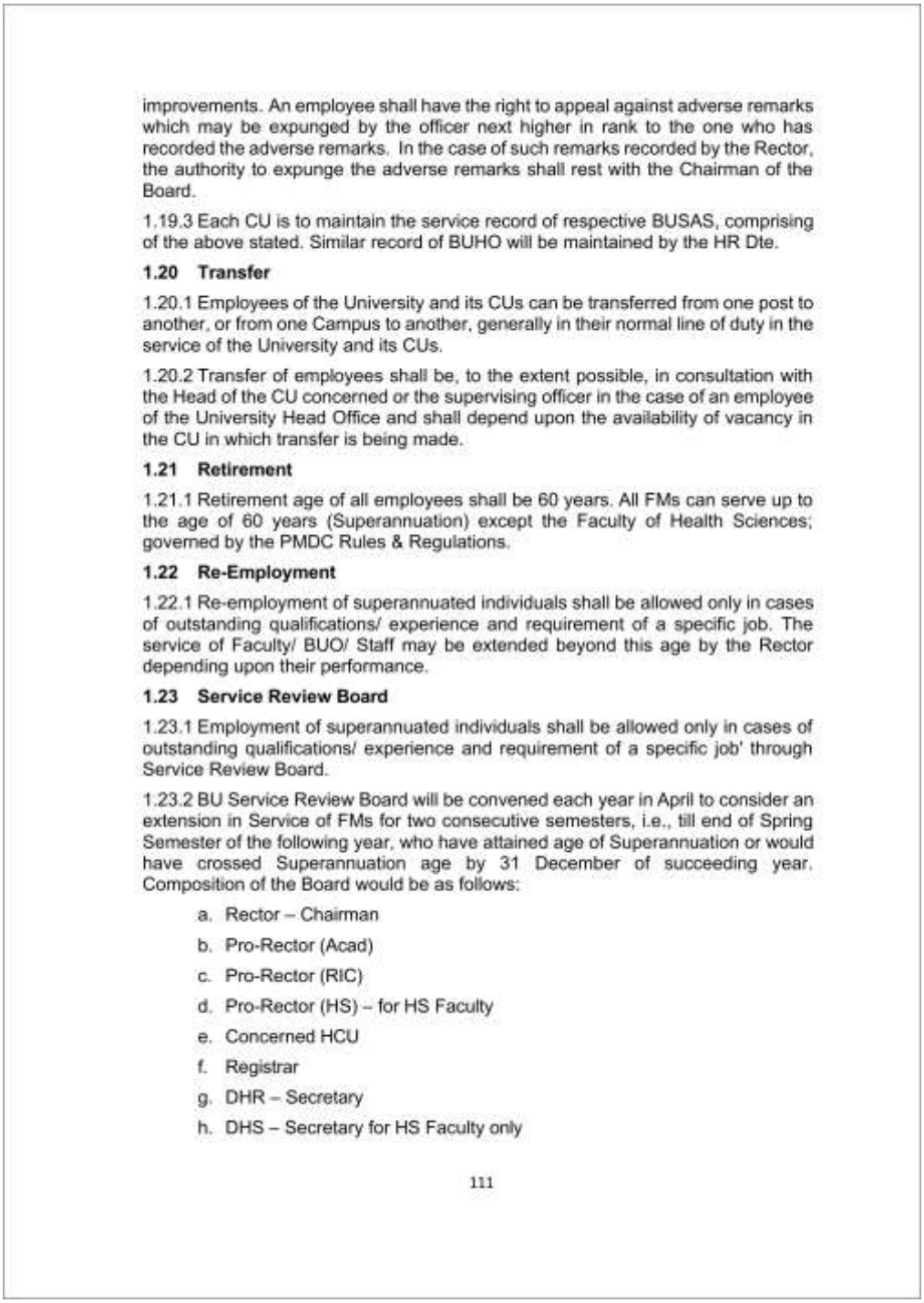
f. Evaluation Reports.

1.19.2 Evaluation reports of all employees will be made on prescribed forms. Adverse remarks in the report of an employee, if any, shall be communicated to the employee concerned within one month of the entry for remedial measures for

110

Figure 10: Human Resource Policy Manual (2023), PDF page 20: clause 1.19, Record of Service: each employee allotted a computer number, essential points held in an electronic database and backed up separately, in addition to the personal file of each employee (clause 1.19.1).

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



improvements. An employee shall have the right to appeal against adverse remarks which may be expunged by the officer next higher in rank to the one who has recorded the adverse remarks. In the case of such remarks recorded by the Rector, the authority to expunge the adverse remarks shall rest with the Chairman of the Board.

1.19.3 Each CU is to maintain the service record of respective BUSAS, comprising of the above stated. Similar record of BUHO will be maintained by the HR Dte.

1.20 Transfer

1.20.1 Employees of the University and its CUs can be transferred from one post to another, or from one Campus to another, generally in their normal line of duty in the service of the University and its CUs.

1.20.2 Transfer of employees shall be, to the extent possible, in consultation with the Head of the CU concerned or the supervising officer in the case of an employee of the University Head Office and shall depend upon the availability of vacancy in the CU in which transfer is being made.

1.21 Retirement

1.21.1 Retirement age of all employees shall be 60 years. All FMs can serve up to the age of 60 years (Superannuation) except the Faculty of Health Sciences; governed by the PMDC Rules & Regulations.

1.22 Re-Employment

1.22.1 Re-employment of superannuated individuals shall be allowed only in cases of outstanding qualifications/ experience and requirement of a specific job. The service of Faculty/ BUO/ Staff may be extended beyond this age by the Rector depending upon their performance.

1.23 Service Review Board

1.23.1 Employment of superannuated individuals shall be allowed only in cases of outstanding qualifications/ experience and requirement of a specific job' through Service Review Board.

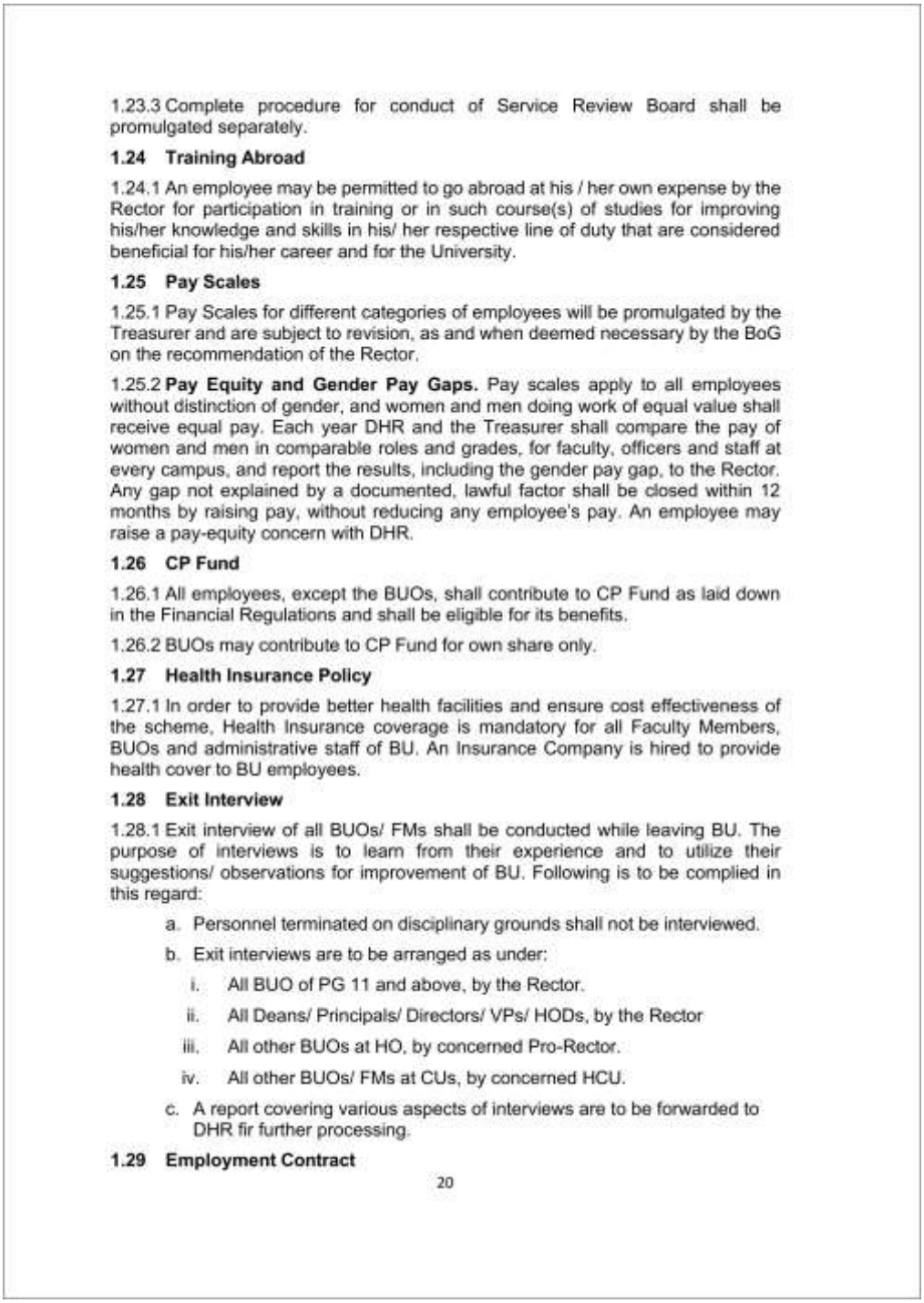
1.23.2 BU Service Review Board will be convened each year in April to consider an extension in Service of FMs for two consecutive semesters, i.e., till end of Spring Semester of the following year, who have attained age of Superannuation or would have crossed Superannuation age by 31 December of succeeding year. Composition of the Board would be as follows:

a. Rector – Chairman
b. Pro-Rector (Acad)
c. Pro-Rector (RIC)
d. Pro-Rector (HS) – for HS Faculty
e. Concerned HCU
f. Registrar
g. DHR – Secretary
h. DHS – Secretary for HS Faculty only

111

Figure 11: Human Resource Policy Manual (2023), PDF page 21: service records of staff kept by each campus and those of the Head Office by the Human Resource Directorate (clause 1.19.3).

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



1.23.3 Complete procedure for conduct of Service Review Board shall be promulgated separately.

1.24 Training Abroad

1.24.1 An employee may be permitted to go abroad at his / her own expense by the Rector for participation in training or in such course(s) of studies for improving his/her knowledge and skills in his/ her respective line of duty that are considered beneficial for his/her career and for the University.

1.25 Pay Scales

1.25.1 Pay Scales for different categories of employees will be promulgated by the Treasurer and are subject to revision, as and when deemed necessary by the BoG on the recommendation of the Rector.

1.25.2 **Pay Equity and Gender Pay Gaps.** Pay scales apply to all employees without distinction of gender, and women and men doing work of equal value shall receive equal pay. Each year DHR and the Treasurer shall compare the pay of women and men in comparable roles and grades, for faculty, officers and staff at every campus, and report the results, including the gender pay gap, to the Rector. Any gap not explained by a documented, lawful factor shall be closed within 12 months by raising pay, without reducing any employee's pay. An employee may raise a pay-equity concern with DHR.

1.26 CP Fund

1.26.1 All employees, except the BUOs, shall contribute to CP Fund as laid down in the Financial Regulations and shall be eligible for its benefits.

1.26.2 BUOs may contribute to CP Fund for own share only.

1.27 Health Insurance Policy

1.27.1 In order to provide better health facilities and ensure cost effectiveness of the scheme, Health Insurance coverage is mandatory for all Faculty Members, BUOs and administrative staff of BU. An Insurance Company is hired to provide health cover to BU employees.

1.28 Exit Interview

1.28.1 Exit interview of all BUOs/ FMs shall be conducted while leaving BU. The purpose of interviews is to learn from their experience and to utilize their suggestions/ observations for improvement of BU. Following is to be complied in this regard:

a. Personnel terminated on disciplinary grounds shall not be interviewed.

b. Exit interviews are to be arranged as under:

i. All BUO of PG 11 and above, by the Rector.

ii. All Deans/ Principals/ Directors/ VPs/ HODs, by the Rector

iii. All other BUOs at HO, by concerned Pro-Rector.

iv. All other BUOs/ FMs at CUs, by concerned HCU.

c. A report covering various aspects of interviews are to be forwarded to DHR fir further processing.

1.29 Employment Contract

20

Figure 12: Human Resource Policy Manual (2023), PDF page 22: clause 1.25.1, pay scales promulgated by the Treasurer and revised by the Board of Governors on the recommendation of the Rector; clause 1.25.2, Pay Equity and Gender Pay Gaps: annual comparison of the pay of women and men in comparable roles and grades, for faculty, officers and staff at every campus, reported to the Rector with the gender pay gap; any unexplained gap closed within 12 months by raising pay; pay-equity concerns raised with the Human Resource Directorate.

2. The pay structure tracked: Revised Pay Scales 2025

Pay scale gender equity is measured against a single pay structure. At its 53rd meeting on 7 July 2025, chaired by the Pro-Chancellor, the Board of Governors considered the effect of price escalation, inflation and income tax on the salaried class and, on the recommendation of a Pay Revision Committee to merge all ad hoc allowances into basic pay, approved the Revised Pay Scales 2025 with effect from 1 July 2025, at a total financial effect of Rs 848.96 million (paras 102 to 107; Figures 13 to 16). The minutes are published on the University website.

By letter BU-HO/Fin/2025/L/1668 of 21 August 2025, the Treasurer notified every campus and institute that the Revised Pay Scales 2025 apply to faculty members, officers and staff from 1 July 2025 (Figures 17 and 18). The scales enclosed as Annex A (Figures 19 and 20) fix one scale for each pay group and each faculty grade, with the same basic pay, increment and allowance rates for every employee in that group or grade (Table 2). Because pay is set by the post, the annual comparison under clause 1.25.2 measures pay scale gender equity directly: it compares where women and men are placed on these scales, in comparable roles and grades, and the pay they receive.

Minutes of the 53rd Board of Governors meeting, University website: https://www.bahria.edu.pk/content/Downloads/8cf50e43-d850-488e-9220-efc1c6e66b58.pdf

Table 2: Initial monthly pay under the Revised Pay Scales 2025, one scale for each pay group and faculty grade (Annex A to letter BU-HO/Fin/2025/L/1668)

Pay group or grade	Initial basic pay (Rs)	Total pay under the scale (Rs)
Pay Group 1	17,745	29,280
Pay Group 2	18,919	31,217
Pay Group 3	19,945	32,910
Pay Group 4	21,695	35,798
Pay Group 5	23,518	38,805
Pay Group 6	25,483	42,046
Pay Group 7	29,731	49,056
Pay Groups 8 to 13	36,855 to 110,565	60,812 to 182,432
Faculty, Lecturer to Senior Professor	66,012 to 179,361	108,919 to 313,881

2. Revised Pay Scales 2025 (continued): minutes of the 53rd Board of Governors meeting

RBU/MoM/53rd BoG/487

Bahria University
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Head Office

See Distribution 22 August 2025

MINUTES OF FIFTY THIRD (53RD) MEETING OF BOARD OF GOVERNORS HELD ON 07 JULY 2025

References:

A. NHQ letter PN/NE Dte/ Meetings/2855870 dated 05 June 2025 (NOTAL).
B. BUHO letter RBU/53rd BoG/2025/393 dated 30 June 2025.

1. Fifty Third (53rd) Board of Governors meeting of Bahria University was held at 1000 hrs on Monday, 07 July 2025 at Video Link Conference Room of Bahria University Head Office, Islamabad. The meeting was attended by the following:

Present:

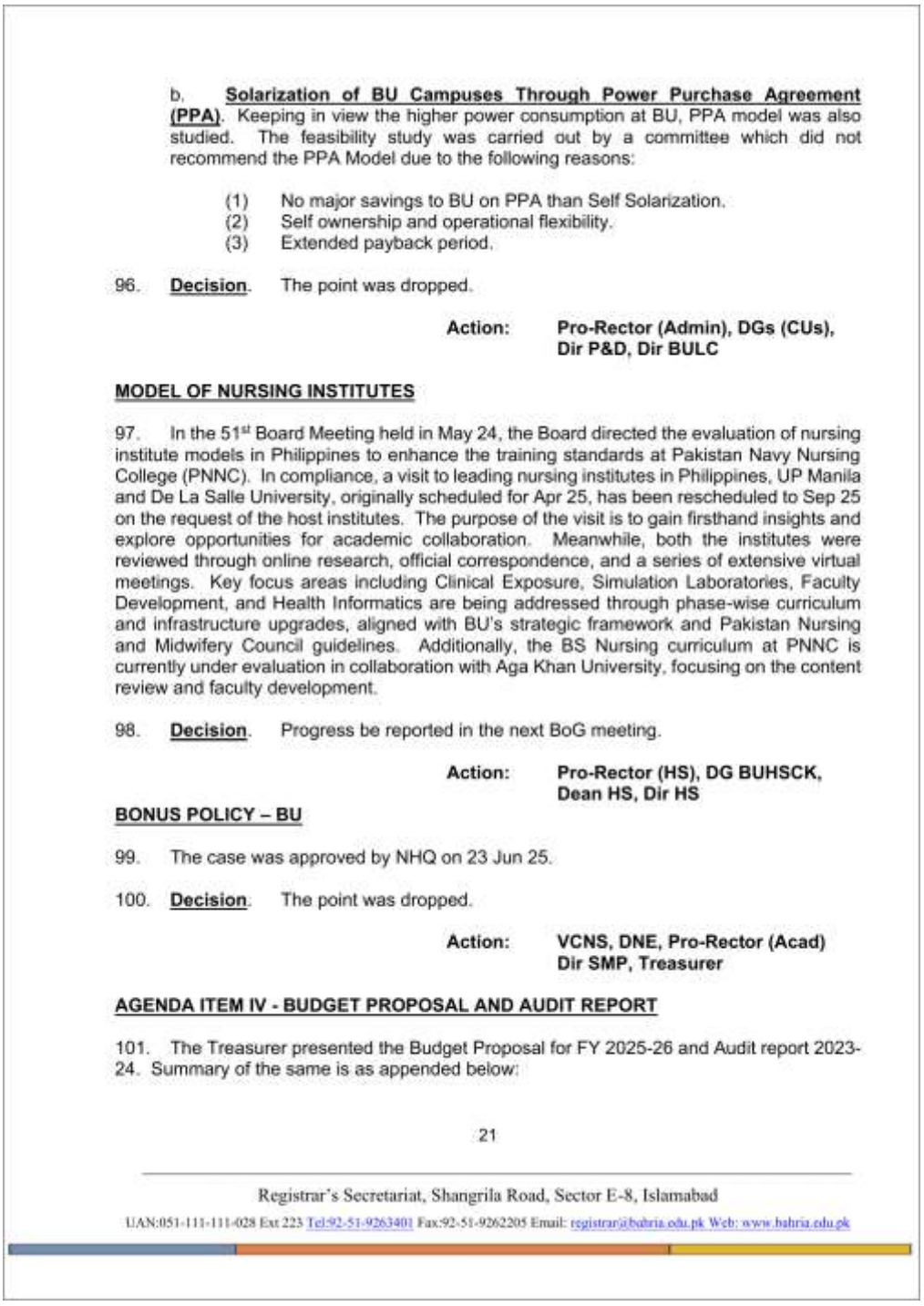
Naval Headquarters		
a.	Admiral Naveed Ashraf NI NI(M) T Bt Chief of the Naval Staff	Chairman BoG/ Pro-Chancellor (In Chair)
b.	Vice Admiral Ovais Ahmed Bilgrami HI(M) Vice Chief of the Naval Staff	Member
c.	Vice Admiral Abid Hameed HI(M) Deputy Chief of Naval Staff (Material)	Member
d.	Vice Admiral Muhammad Saleem HI(M) Deputy Chief of Naval Staff (Training & Personnel)	Member
e.	Surg Rear Admiral Ijaz Ahmad HI(M) Director General Medical Services (Navy) and Pro-Rector Health Sciences	Member
f.	Rear Admiral Shahzad Hamid HI(M) S Bt T Bt Director General Naval Intelligence	Member
g.	Captain Abdul Ghaffar PN Director Naval Education	Member
h.	Commander Saadat Hussain PN Director Pakistan Navy Benevolent Association (PNBA)	In Attendance (For Agenda Item III, BUHSCI only)
Admin Authorities		
j.	Vice Admiral Muhammad Faisal Abbasi HI(M) Commander Karachi (Through Video Link)	Member
k.	Cdre Saqib Ilyas SI(M) Commander North	Member

1

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Figure 13: Minutes of the 53rd meeting of the Board of Governors held on 7 July 2025 (RBU/MoM/53rd BoG/487, 22 August 2025), page 1: heading, references and members present.

2. Revised Pay Scales 2025 (continued): minutes of the 53rd Board of Governors meeting



b. **Solarization of BU Campuses Through Power Purchase Agreement (PPA).** Keeping in view the higher power consumption at BU, PPA model was also studied. The feasibility study was carried out by a committee which did not recommend the PPA Model due to the following reasons:

(1) No major savings to BU on PPA than Self Solarization.
(2) Self ownership and operational flexibility.
(3) Extended payback period.

96. **Decision**. The point was dropped.

Action: Pro-Rector (Admin), DGs (CUs), Dir P&D, Dir BULC

MODEL OF NURSING INSTITUTES

97. In the 51st Board Meeting held in May 24, the Board directed the evaluation of nursing institute models in Philippines to enhance the training standards at Pakistan Navy Nursing College (PNNC). In compliance, a visit to leading nursing institutes in Philippines, UP Manila and De La Salle University, originally scheduled for Apr 25, has been rescheduled to Sep 25 on the request of the host institutes. The purpose of the visit is to gain firsthand insights and explore opportunities for academic collaboration. Meanwhile, both the institutes were reviewed through online research, official correspondence, and a series of extensive virtual meetings. Key focus areas including Clinical Exposure, Simulation Laboratories, Faculty Development, and Health Informatics are being addressed through phase-wise curriculum and infrastructure upgrades, aligned with BU's strategic framework and Pakistan Nursing and Midwifery Council guidelines. Additionally, the BS Nursing curriculum at PNNC is currently under evaluation in collaboration with Aga Khan University, focusing on the content review and faculty development.

98. **Decision**. Progress be reported in the next BoG meeting.

Action: Pro-Rector (HS), DG BUHSCK, Dean HS, Dir HS

BONUS POLICY – BU

99. The case was approved by NHQ on 23 Jun 25.

100. **Decision**. The point was dropped.

Action: VCNS, DNE, Pro-Rector (Acad) Dir SMP, Treasurer

AGENDA ITEM IV - BUDGET PROPOSAL AND AUDIT REPORT

101. The Treasurer presented the Budget Proposal for FY 2025-26 and Audit report 2023-24. Summary of the same is as appended below:

21

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Figure 14: Minutes of the 53rd meeting of the Board of Governors held on 7 July 2025 (RBU/MoM/53rd BoG/487, 22 August 2025), page 21: para 99, Bonus Policy approved; Agenda Item IV, Budget Proposal and Audit Report, para 101.

2. Revised Pay Scales 2025 (continued): minutes of the 53rd Board of Governors meeting

a. **BU Budget Estimate FY 2025-26**:

S No.	Revenue Estimates	(Rs in Million)
(1)	BU Own Sources	7,910.19
(2)	HEC Rec Grant	132.61
(3)	B/F (LFY)	139.91
	Total Revenue	8,182.71
	Expenditures Estimates	
(1)	Operating Exp	7,222.02
(2)	Up-Grad/ Rep of Assets	371.14
(3)	Dev Projects	470.00
(4)	BUCMI Ops Budget (BU Share)	119.40
	Total Expenditure	8,182.56
	Surplus	0.15

b. **BUHSCI Budget Estimate FY 2025-26**:

S No.	Revenue Estimates	(Rs in Million)
(1)	Revenue	403.60
	Total Revenue	**403.60**
	Expenditures Estimates	
(1)	Operating Expenditures	626.50
(2)	One Time Expenditures	118.24
	Total (Operating + One Time Exp)	**744.70**
(1)	**Funds Req (Exp - Revenue)**	**341.14**
(2)	PNBA Share (65%)	221.74
(3)	BU Share (35%)	119.40
	Total BU & PNBA Share	**341.14**

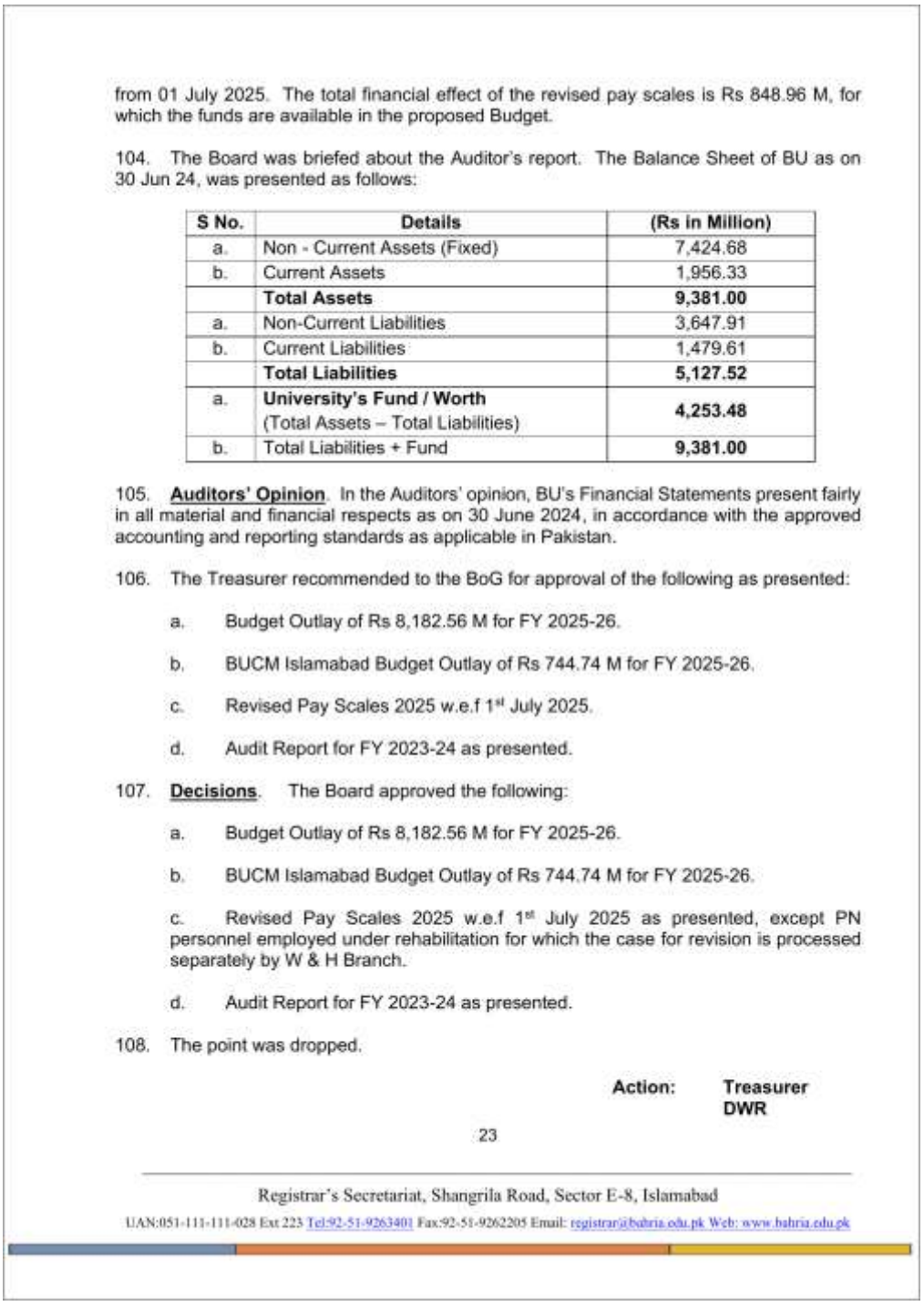
102. The forum was informed that price escalation, inflation, and income tax burdens have significantly impacted the salaried class, particularly over the past year. As per BU Statutes, pay scales are required to be revised every two years or as and when deemed necessary, through the merging of adhoc allowances into basic pay. The last revision was carried out in 2021. BU is currently facing challenges in attracting and retaining quality faculty members and staff. A comparative analysis of salary structures with peer universities revealed that BU's salary packages for faculty members, officers, and staff are less competitive than those offered by other institutions.

103. Foregoing in view, a Pay Revision Committee was constituted to review and recommend updated pay scales. The Committee has recommended the merging of all existing adhoc allowances into basic pay and proposed the Revised Pay Scales, effective

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Figure 15: Minutes of the 53rd meeting of the Board of Governors held on 7 July 2025 (RBU/MoM/53rd BoG/487, 22 August 2025), page 22: budget estimates for FY 2025-26; paras 102 and 103: revision of pay scales under the BU Statutes and the Pay Revision Committee's recommendation to merge all ad hoc allowances into basic pay with effect from 1 July 2025.

2. Revised Pay Scales 2025 (continued): minutes of the 53rd Board of Governors meeting



from 01 July 2025. The total financial effect of the revised pay scales is Rs 848.96 M, for which the funds are available in the proposed Budget.

104. The Board was briefed about the Auditor's report. The Balance Sheet of BU as on 30 Jun 24, was presented as follows:

S No.	Details	(Rs in Million)
a.	Non - Current Assets (Fixed)	7,424.68
b.	Current Assets	1,956.33
	Total Assets	**9,381.00**
a.	Non-Current Liabilities	3,647.91
b.	Current Liabilities	1,479.61
	Total Liabilities	**5,127.52**
a.	**University's Fund / Worth** (Total Assets – Total Liabilities)	**4,253.48**
b.	Total Liabilities + Fund	**9,381.00**

105. **Auditors' Opinion**. In the Auditors' opinion, BU's Financial Statements present fairly in all material and financial respects as on 30 June 2024, in accordance with the approved accounting and reporting standards as applicable in Pakistan.

106. The Treasurer recommended to the BoG for approval of the following as presented:

a. Budget Outlay of Rs 8,182.56 M for FY 2025-26.

b. BUCM Islamabad Budget Outlay of Rs 744.74 M for FY 2025-26.

c. Revised Pay Scales 2025 w.e.f 1st July 2025.

d. Audit Report for FY 2023-24 as presented.

107. **Decisions**. The Board approved the following:

a. Budget Outlay of Rs 8,182.56 M for FY 2025-26.

b. BUCM Islamabad Budget Outlay of Rs 744.74 M for FY 2025-26.

c. Revised Pay Scales 2025 w.e.f 1st July 2025 as presented, except PN personnel employed under rehabilitation for which the case for revision is processed separately by W & H Branch.

d. Audit Report for FY 2023-24 as presented.

108. The point was dropped.

Action: **Treasurer**
DWR

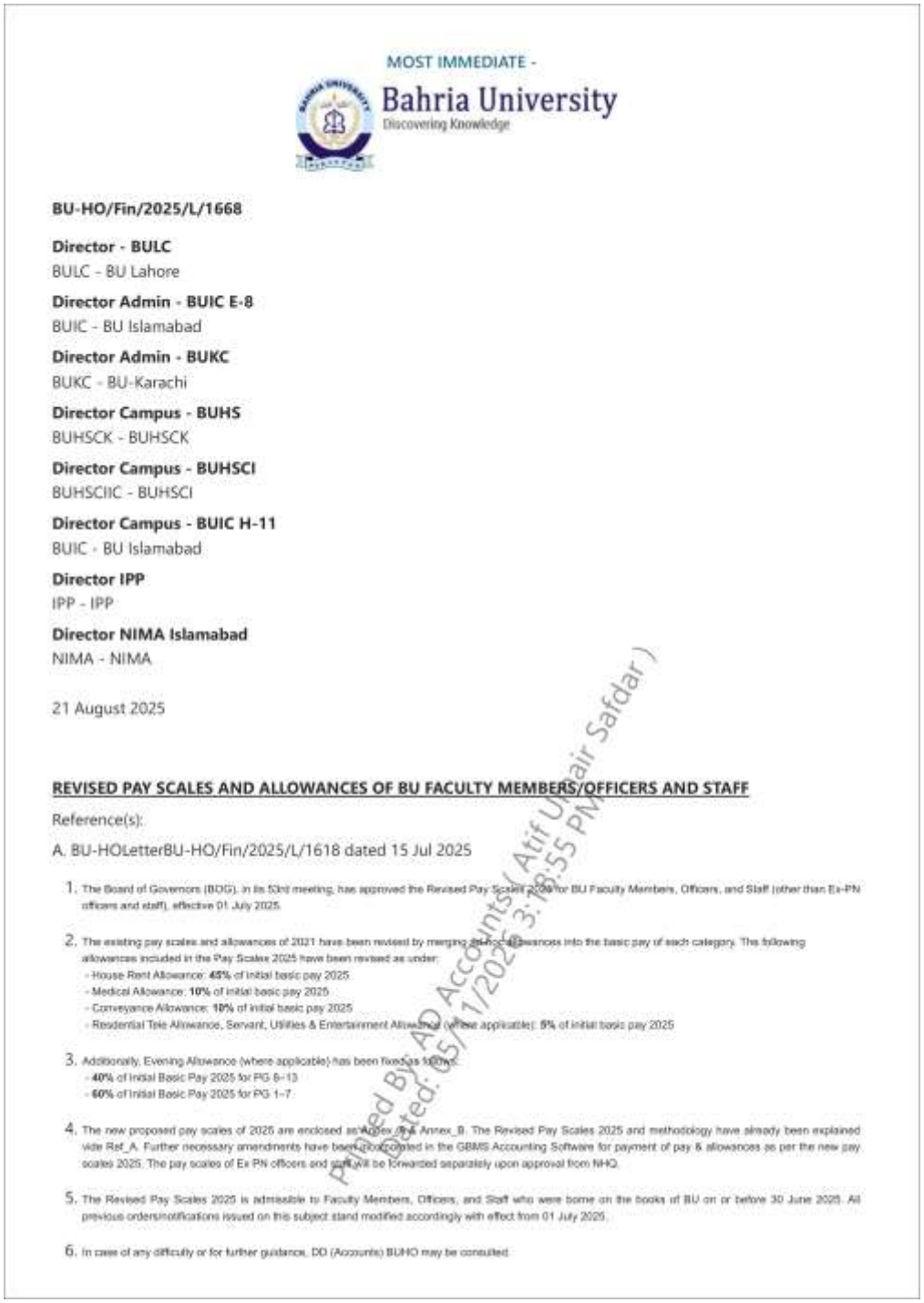
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Figure 16: Minutes of the 53rd meeting of the Board of Governors held on 7 July 2025 (RBU/MoM/53rd BoG/487, 22 August 2025), page 23: financial effect of Rs 848.96 million; paras 106 and 107: the Board approved the Revised Pay Scales 2025 with effect from 1 July 2025.

2. Revised Pay Scales 2025 (continued): Treasurer letter of 21 August 2025



MOST IMMEDIATE -

Bahria University
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BU-HO/Fin/2025/L/1668

Director - BULC
BULC - BU Lahore

Director Admin - BUIC E-8
BUIC - BU Islamabad

Director Admin - BUKC
BUKC - BU-Karachi

Director Campus - BUHS
BUHSCK - BUHSCK

Director Campus - BUHSCI
BUHSCIIC - BUHSCI

Director Campus - BUIC H-11
BUIC - BU Islamabad

Director IPP
IPP - IPP

Director NIMA Islamabad
NIMA - NIMA

21 August 2025

REVISED PAY SCALES AND ALLOWANCES OF BU FACULTY MEMBERS/OFFICERS AND STAFF

Reference(s):

A. BU-HOLetterBU-HO/Fin/2025/L/1618 dated 15 Jul 2025

1. The Board of Governors (BOG), in its 53rd meeting, has approved the Revised Pay Scales 2025 for BU Faculty Members, Officers, and Staff (other than Ex-PN officers and staff), effective 01 July 2025.

2. The existing pay scales and allowances of 2021 have been revised by merging ad-hoc allowances into the basic pay of each category. The following allowances included in the Pay Scales 2025 have been revised as under:
   - House Rent Allowance: **45%** of initial basic pay 2025
   - Medical Allowance: **10%** of initial basic pay 2025
   - Conveyance Allowance: **10%** of initial basic pay 2025
   - Residential Tele Allowance, Servant, Utilities & Entertainment Allowance (where applicable): **5%** of initial basic pay 2025

3. Additionally, Evening Allowance (where applicable) has been fixed as follows:
   - **40%** of Initial Basic Pay 2025 for PG 8-13
   - **60%** of Initial Basic Pay 2025 for PG 1-7

4. The new proposed pay scales of 2025 are enclosed as Annex A & Annex B. The Revised Pay Scales 2025 and methodology have already been explained vide Ref_A. Further necessary amendments have been incorporated in the GBMS Accounting Software for payment of pay & allowances as per the new pay scales 2025. The pay scales of Ex PN officers and staff will be forwarded separately upon approval from NHQ.

5. The Revised Pay Scales 2025 is admissible to Faculty Members, Officers, and Staff who were borne on the books of BU on or before 30 June 2025. All previous orders/notifications issued on this subject stand modified accordingly with effect from 01 July 2025.

6. In case of any difficulty or for further guidance, DD (Accounts) BUHO may be consulted.

Figure 17: Treasurer letter BU-HO/Fin/2025/L/1668 of 21 August 2025, Revised Pay Scales and Allowances of BU Faculty Members, Officers and Staff, page 1 of 2: addressed to the campuses and institutes; Revised Pay Scales 2025 approved by the Board of Governors at its 53rd meeting, effective 1 July 2025; ad hoc allowances merged into basic pay; House Rent, Medical, Conveyance and other allowances as percentages of initial basic pay; revised scales enclosed as Annex A and Annex B.

2. Revised Pay Scales 2025 (continued): Treasurer letter of 21 August 2025

Muhammad Siddique SI(M) (Retd)
Cdre
Treasurer

Annexure:

A. Revised_Pay_Scales_2025.xlsx

B. BU_PRPOESED_PAY_SCALES_2025.xlsx

Copy To:
Internal:
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DD Coord - BU-HO
Director Human Resource - BU-HO
All Pro-Rectors - BU-HO
Rector - BU-HO

External:
All DGs of CUs - BUIC

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Figure 18: Treasurer letter BU-HO/Fin/2025/L/1668, page 2 of 2: signature of the Treasurer; annexures, Revised Pay Scales 2025 (Annex A) and proposed pay scales 2025 (Annex B); copies to the Rector, all Pro-Rectors, the Director Human Resource, accounts offices and the Directors General of the campuses.

2. Revised Pay Scales 2025 (continued): Annex A, admin staff

Admin Staff - Existing Pay Scales 2021 and Revised Pay Scales 2025

Pay Group	Status	Basic Pay	Annual Incr	Total Limit	Basic Pay	House Rent	Conv Allow	Medical Allow	Res T/Allow	Servant Allow	Total Pay	Eve * Allow	Total Pay W/Eve	Stages
1	Existing	10,140	500	25,140	10,140	4,563	1,144	598	-	-	16,445	3,600	20,045	30
	Revised	17,745	1,000	47,745	17,745	7,985	1,775	1,775	-	-	29,280	10,647	39,927	30
2	Existing	10,811	750	33,311	10,811	4,865	1,144	598	-	-	17,418	3,960	21,378	30
	Revised	18,919	1,500	63,919	18,919	8,514	1,892	1,892	-	-	31,217	11,351	42,568	30
3	Existing	11,397	1,000	41,397	11,397	5,129	1,144	598	-	-	18,267	4,320	22,587	30
	Revised	19,945	2,000	79,945	19,945	8,975	1,995	1,995	-	-	32,910	11,967	44,877	30
4	Existing	12,397	1,250	40,097	12,397	5,578	1,144	598	-	-	19,717	4,680	24,397	30
	Revised	21,695	2,500	96,695	21,695	9,763	2,170	2,170	-	-	35,798	13,017	48,815	30
5	Existing	13,647	1,500	58,647	13,647	6,141	1,859	1,047	-	-	22,693	5,400	28,093	30
	Revised	23,518	3,000	113,518	23,518	10,583	2,352	2,352	-	-	38,805	14,111	52,916	30
6	Existing	15,444	1,750	67,944	15,444	6,950	1,859	1,047	-	-	25,299	6,480	31,779	30
	Revised	25,483	3,500	130,483	25,483	11,467	2,548	2,548	-	-	42,046	15,290	57,336	30
7	Existing	18,018	2,000	78,018	18,018	8,108	1,859	1,047	-	-	29,032	7,920	36,952	30
	Revised	29,731	4,000	149,731	29,731	13,379	2,973	2,973	-	-	49,056	17,839	66,895	30
8	Existing	24,570	2,500	99,570	24,570	11,057	5,005	2,145	-	-	42,777	7,200	49,977	30
	Revised	36,855	5,000	186,855	36,855	16,585	3,686	3,686	-	-	60,812	14,742	75,554	30
9	Existing	32,760	3,000	122,760	32,760	14,742	5,005	2,145	-	-	54,652	9,600	64,252	30
	Revised	49,140	6,000	229,140	49,140	22,113	4,914	4,914	-	-	81,081	19,656	100,737	30
10	Existing	40,950	3,500	145,950	40,950	18,428	5,005	2,145	-	-	66,528	12,000	78,528	30
	Revised	61,425	7,000	271,425	61,425	27,641	6,143	6,143	-	-	101,352	24,570	125,922	30
11	Existing	48,140	4,000	160,140	48,140	22,113	10,010	4,290	-	-	85,553	14,400	99,953	30
	Revised	73,710	8,000	313,710	73,710	33,170	7,371	7,371	-	-	121,622	29,484	151,106	30
12	Existing	57,330	5,000	207,330	57,330	25,799	12,155	5,720	2,145	2,860	106,009	16,800	122,809	30
	Revised	85,995	10,000	385,995	85,995	38,698	8,600	8,600	4,300	4,300	150,493	34,398	184,891	30
13	Existing	73,710	6,000	253,710	73,710	49,386	Staff Car 1300cc + 325 ltr fuel	5,720	2,145	2,860	133,821	21,600	155,421	30
	Revised	110,565	12,000	470,565	110,565	49,754		11,057	5,528	5,528	182,432	44,226	226,658	30

* Evening Allowance is applicable only to Admin Staff if deputed for the evening session in the BUHO & CUs.

Figure 19: Annex A to letter BU-HO/Fin/2025/L/1668, Revised Pay Scales 2025, Admin Staff: existing pay scales 2021 and revised pay scales 2025 for Pay Groups 1 to 13, one scale for each pay group, with basic pay, annual increment, allowances, total pay and number of stages.

2. Revised Pay Scales 2025 (continued): Annex A, faculty members

Faculty Members - Existing Pay Scales 2021 and Revised Pay Scales 2025

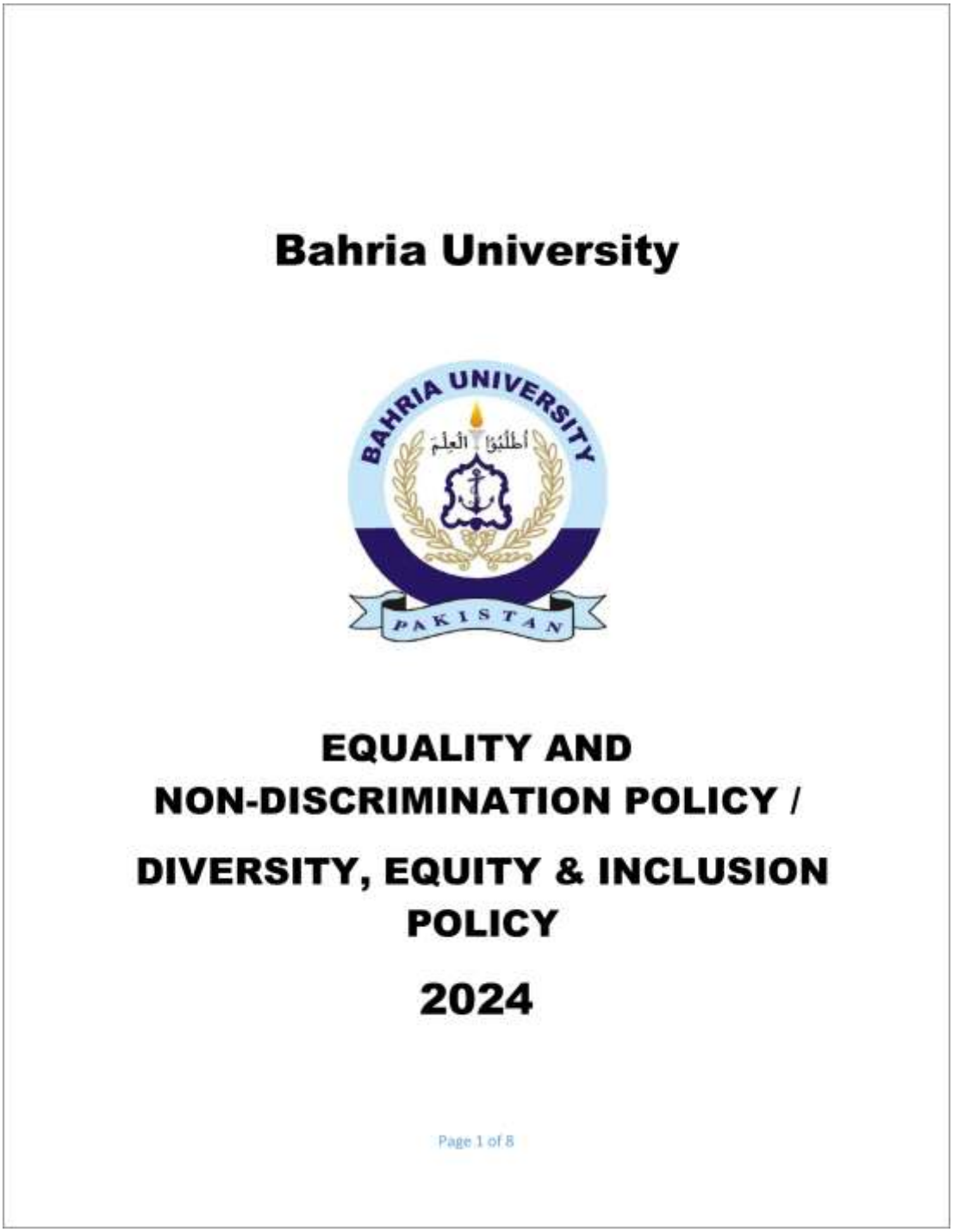
Designation	Status	Basic Pay	Annual Incr	Total Limit	Basic Pay	House Rent	Conv Allow	Medical Allow	Utilities Allow	Ent. Allow.	Total	Stages
Lecturer	Existing 2021	42,588	2,400	126,588	42,588	19,165	1,375	2,750	-	-	65,878	35
	Revised 2025	66,012	3,600	192,012	66,012	29,705	6,601	6,601	-	-	108,919	35
Senior Lecturer	Existing 2021	51,597	3,000	156,597	51,597	23,219	1,719	3,438			79,973	35
	Revised 2024	79,975	4,500	237,475	79,975	35,989	7,998	7,998	-	-	131,960	35
Assistant Professor	Existing 2021	56,511	3,600	182,511	56,511	25,430	1,719	4,125	-	-	87,785	35
	Revised 2024	84,766	5,400	273,766	84,766	38,145	8,477	8,477	-	-	139,865	35
Senior Assistant Professor	Existing 2021	64,701	4,800	232,701	64,701	29,115	2,406	4,813	-	-	101,035	35
	Revised 2024	97,051	7,200	349,051	97,051	43,673	9,705	9,705	-	-	160,134	35
Associate Professor	Existing 2021	71,253	7,200	323,253	71,253	32,064	2,750	5,500	-	-	111,567	35
	Revised 2024	106,880	10,800	484,880	106,880	48,096	10,688	10,688	-	-	176,352	35
Senior Associate Professor	Existing 2021	78,624	8,400	372,624	78,624	35,381	3,094	6,188	-	-	123,286	35
	Revised 2024	117,936	12,600	558,936	117,936	53,071	11,794	11,794	-	-	194,595	35
Professor	Existing 2021	85,176	9,600	421,176	85,176	38,329	3,438	6,875	-	-	133,818	35
	Revised 2024	127,764	14,400	631,764	127,764	57,494	12,776	12,776	-	-	210,810	35
Senior Professor	Existing 2021	119,574	12,000	539,574	119,574	53,808	4,813	9,625	4,125	6,875	198,820	35
	Revised 2024	179,361	18,000	809,361	179,361	80,712	17,936	17,936	8,968	8,968	313,881	35

Figure 20: Annex A to letter BU-HO/Fin/2025/L/1668, Revised Pay Scales 2025, Faculty Members: existing pay scales 2021 and revised pay scales for Lecturer to Senior Professor, one scale for each grade, with basic pay, annual increment, allowances and total pay.

3. Equality and Non-Discrimination Policy: monitoring

The Bahria University Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy was created in 2024, and its Record of Amendments shows Amendment 01 of 20 October 2025, under the authority of the Director Human Resource (Figures 21 and 22). It applies to the induction of faculty members, officers and staff, including non-discrimination against women, and to all employment practices, and it provides that the Human Resource Directorate shall monitor compliance, with complaints following paras 19 to 21 (para 3). Para 4 commits the University to ending discrimination in the workplace on every protected ground, including gender, in recruitment, appointment, pay, training, promotion, discipline and termination, and provides that no person shall be discriminated against on the basis of gender in employment. Retaliation against anyone who complains of unequal treatment on the basis of gender is prohibited (para 5). The policy has no table of contents, so all eight pages follow in full.

3. Equality and Non-Discrimination Policy (continued)



Bahria University

EQUALITY AND NON-DISCRIMINATION POLICY / DIVERSITY, EQUITY & INCLUSION POLICY

2024

Page 1 of 8

Figure 21: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 1 of 8: cover.

3. Equality and Non-Discrimination Policy (continued)

Copy No. ____

Record of Amendments

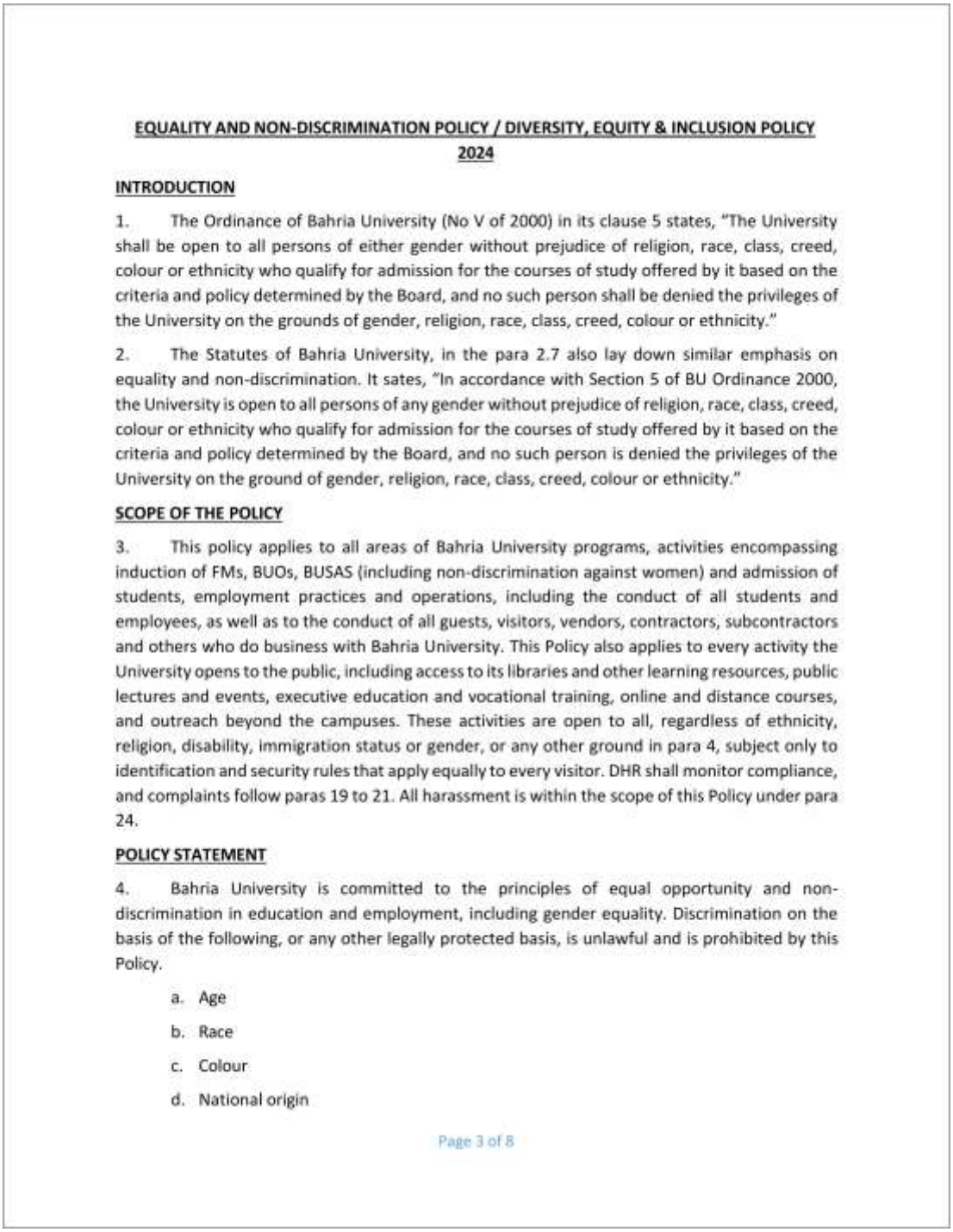
Amendment No.	Dated	Authority for Amendment	Articles Amended
01	20/10/2025	DHR	Paras 3, 4 (k–n), 14; new para 24

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

Page 2 of 8

Figure 22: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 2 of 8: Record of Amendments, Amendment 01 of 20 October 2025 under the authority of the Director Human Resource: paras 3, 4(k) to 4(n) and 14, and new para 24.

3. Equality and Non-Discrimination Policy (continued)



EQUALITY AND NON-DISCRIMINATION POLICY / DIVERSITY, EQUITY & INCLUSION POLICY 2024

INTRODUCTION

1. The Ordinance of Bahria University (No V of 2000) in its clause 5 states, "The University shall be open to all persons of either gender without prejudice of religion, race, class, creed, colour or ethnicity who qualify for admission for the courses of study offered by it based on the criteria and policy determined by the Board, and no such person shall be denied the privileges of the University on the grounds of gender, religion, race, class, creed, colour or ethnicity."

2. The Statutes of Bahria University, in the para 2.7 also lay down similar emphasis on equality and non-discrimination. It sates, "In accordance with Section 5 of BU Ordinance 2000, the University is open to all persons of any gender without prejudice of religion, race, class, creed, colour or ethnicity who qualify for admission for the courses of study offered by it based on the criteria and policy determined by the Board, and no such person is denied the privileges of the University on the ground of gender, religion, race, class, creed, colour or ethnicity."

SCOPE OF THE POLICY

3. This policy applies to all areas of Bahria University programs, activities encompassing induction of FMs, BUOs, BUSAS (including non-discrimination against women) and admission of students, employment practices and operations, including the conduct of all students and employees, as well as to the conduct of all guests, visitors, vendors, contractors, subcontractors and others who do business with Bahria University. This Policy also applies to every activity the University opens to the public, including access to its libraries and other learning resources, public lectures and events, executive education and vocational training, online and distance courses, and outreach beyond the campuses. These activities are open to all, regardless of ethnicity, religion, disability, immigration status or gender, or any other ground in para 4, subject only to identification and security rules that apply equally to every visitor. DHR shall monitor compliance, and complaints follow paras 19 to 21. All harassment is within the scope of this Policy under para 24.

POLICY STATEMENT

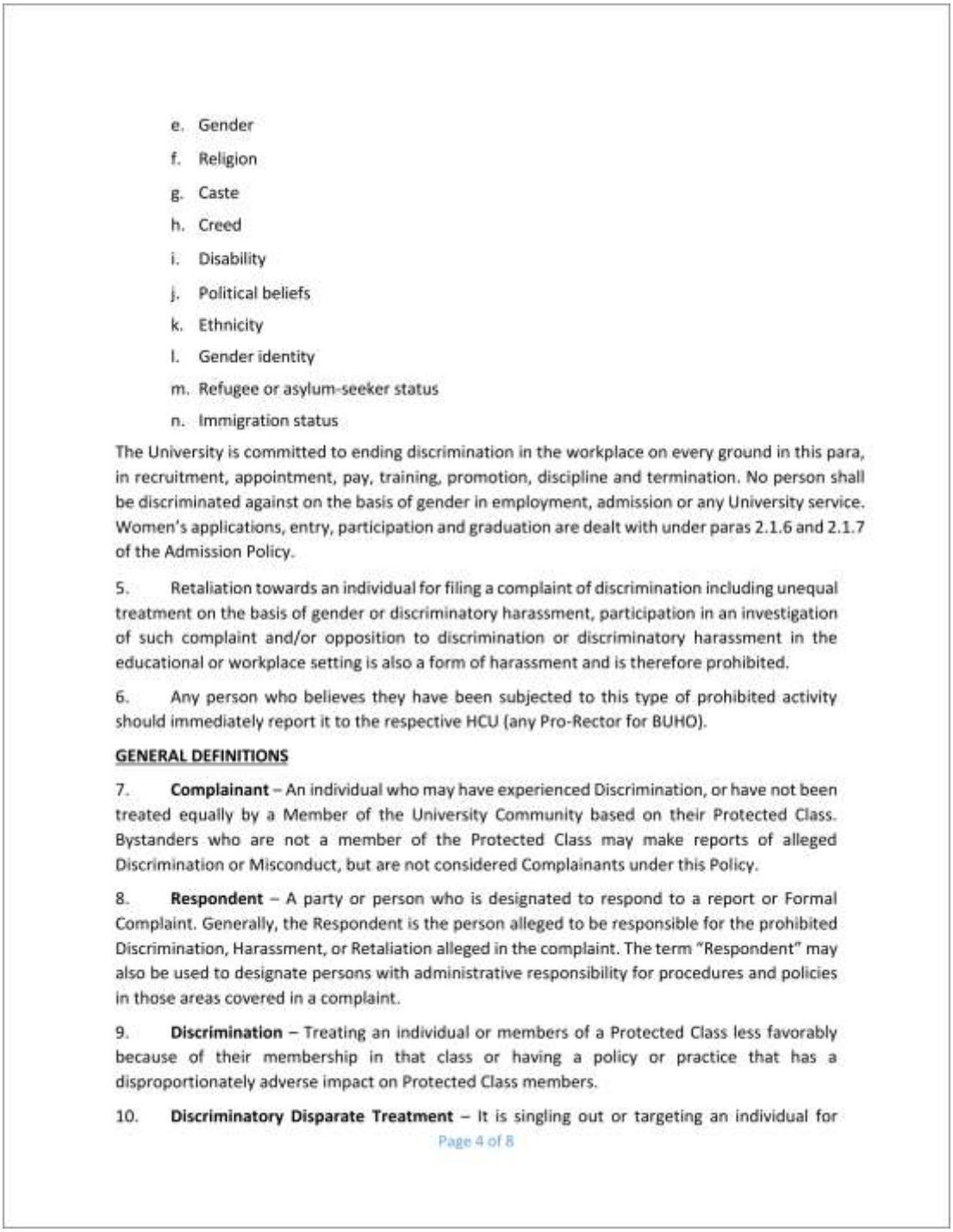
4. Bahria University is committed to the principles of equal opportunity and non-discrimination in education and employment, including gender equality. Discrimination on the basis of the following, or any other legally protected basis, is unlawful and is prohibited by this Policy.

a. Age
b. Race
c. Colour
d. National origin

Page 3 of 8

Figure 23: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 3 of 8: introduction, the BU Ordinance 2000 and Statutes (paras 1 and 2), scope covering the induction of faculty, officers and staff, including non-discrimination against women, and employment practices, with compliance monitored by the Human Resource Directorate (para 3), and policy statement (para 4).

3. Equality and Non-Discrimination Policy (continued)



e. Gender
f. Religion
g. Caste
h. Creed
i. Disability
j. Political beliefs
k. Ethnicity
l. Gender identity
m. Refugee or asylum-seeker status
n. Immigration status

The University is committed to ending discrimination in the workplace on every ground in this para, in recruitment, appointment, pay, training, promotion, discipline and termination. No person shall be discriminated against on the basis of gender in employment, admission or any University service. Women's applications, entry, participation and graduation are dealt with under paras 2.1.6 and 2.1.7 of the Admission Policy.

5. Retaliation towards an individual for filing a complaint of discrimination including unequal treatment on the basis of gender or discriminatory harassment, participation in an investigation of such complaint and/or opposition to discrimination or discriminatory harassment in the educational or workplace setting is also a form of harassment and is therefore prohibited.

6. Any person who believes they have been subjected to this type of prohibited activity should immediately report it to the respective HCU (any Pro-Rector for BUHO).

GENERAL DEFINITIONS

7. **Complainant** – An individual who may have experienced Discrimination, or have not been treated equally by a Member of the University Community based on their Protected Class. Bystanders who are not a member of the Protected Class may make reports of alleged Discrimination or Misconduct, but are not considered Complainants under this Policy.

8. **Respondent** – A party or person who is designated to respond to a report or Formal Complaint. Generally, the Respondent is the person alleged to be responsible for the prohibited Discrimination, Harassment, or Retaliation alleged in the complaint. The term "Respondent" may also be used to designate persons with administrative responsibility for procedures and policies in those areas covered in a complaint.

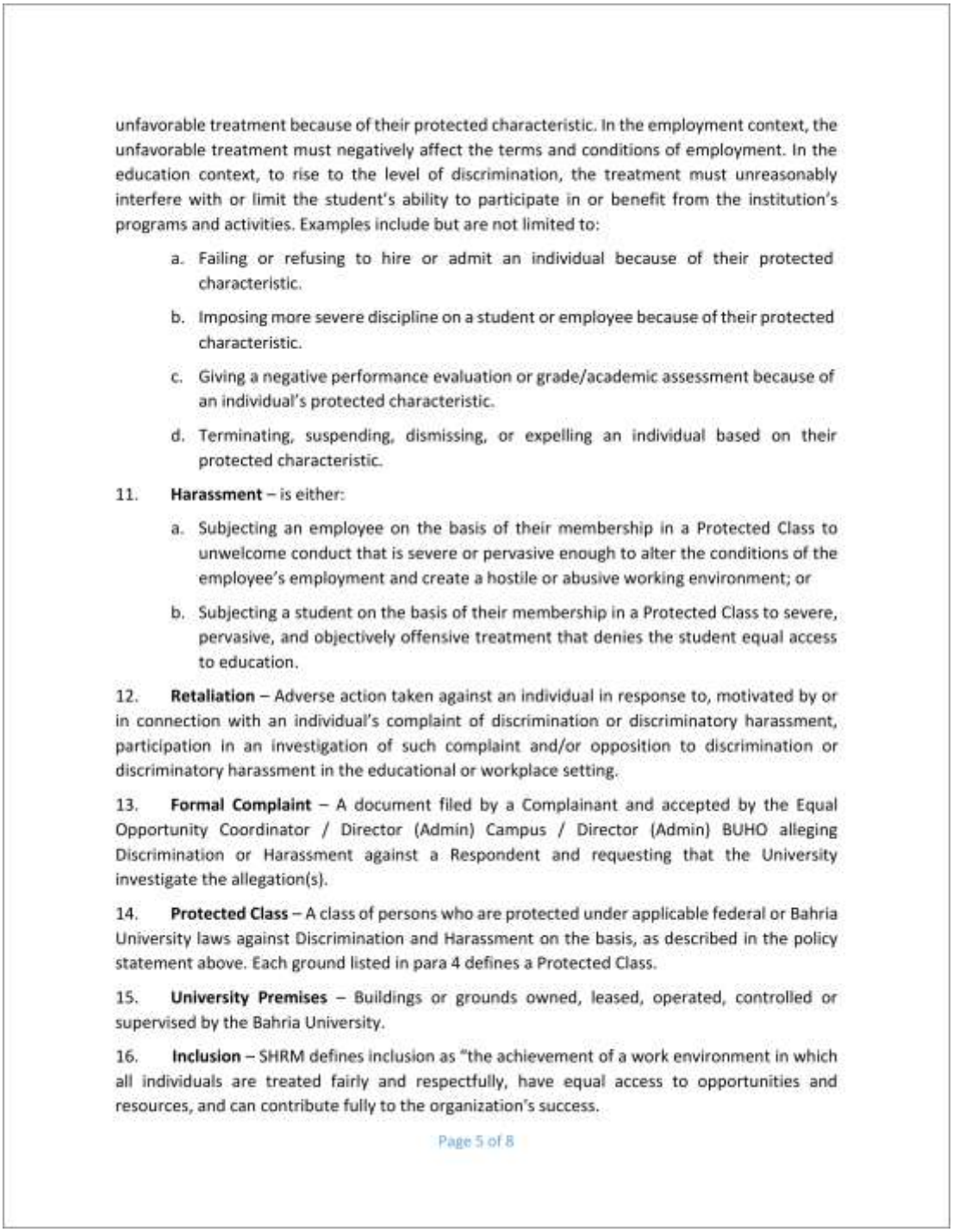
9. **Discrimination** – Treating an individual or members of a Protected Class less favorably because of their membership in that class or having a policy or practice that has a disproportionately adverse impact on Protected Class members.

10. **Discriminatory Disparate Treatment** – It is singling out or targeting an individual for

Page 4 of 8

Figure 24: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 4 of 8: protected grounds, including gender (para 4(e)); commitment to ending discrimination in the workplace in recruitment, appointment, pay, training, promotion, discipline and termination; no discrimination on the basis of gender in employment; prohibition of retaliation (para 5); reporting (para 6).

3. Equality and Non-Discrimination Policy (continued)



unfavorable treatment because of their protected characteristic. In the employment context, the unfavorable treatment must negatively affect the terms and conditions of employment. In the education context, to rise to the level of discrimination, the treatment must unreasonably interfere with or limit the student's ability to participate in or benefit from the institution's programs and activities. Examples include but are not limited to:

a. Failing or refusing to hire or admit an individual because of their protected characteristic.

b. Imposing more severe discipline on a student or employee because of their protected characteristic.

c. Giving a negative performance evaluation or grade/academic assessment because of an individual's protected characteristic.

d. Terminating, suspending, dismissing, or expelling an individual based on their protected characteristic.

11. **Harassment** – is either:

a. Subjecting an employee on the basis of their membership in a Protected Class to unwelcome conduct that is severe or pervasive enough to alter the conditions of the employee's employment and create a hostile or abusive working environment; or

b. Subjecting a student on the basis of their membership in a Protected Class to severe, pervasive, and objectively offensive treatment that denies the student equal access to education.

12. **Retaliation** – Adverse action taken against an individual in response to, motivated by or in connection with an individual's complaint of discrimination or discriminatory harassment, participation in an investigation of such complaint and/or opposition to discrimination or discriminatory harassment in the educational or workplace setting.

13. **Formal Complaint** – A document filed by a Complainant and accepted by the Equal Opportunity Coordinator / Director (Admin) Campus / Director (Admin) BUHO alleging Discrimination or Harassment against a Respondent and requesting that the University investigate the allegation(s).

14. **Protected Class** – A class of persons who are protected under applicable federal or Bahria University laws against Discrimination and Harassment on the basis, as described in the policy statement above. Each ground listed in para 4 defines a Protected Class.

15. **University Premises** – Buildings or grounds owned, leased, operated, controlled or supervised by the Bahria University.

16. **Inclusion** – SHRM defines inclusion as "the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success.

Page 5 of 8

Figure 25: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 5 of 8: definitions, including discriminatory disparate treatment in employment (para 10) and Protected Class (para 14).

3. Equality and Non-Discrimination Policy (continued)

17. **Diversity** – Includes age, gender, disability, and vulnerable groups in addition to the country of origin, culture, history, religion, and traditions that a person brings from their natives.

18. **Equity** – Equity means fairness and without bias.

PROCEDURES

19. Any member of the university community who has been either a target of or a witness to discrimination, including unequal treatment on the basis of gender or harassment can file a complaint through proper channel. When someone raises a concern about discrimination or harassment, the university official, to whom the matter was reported, will try and resolve the issue through informal negotiations between the two parties. If this fails to achieve an amicable resolution of the reported issue, the matter be reported to the next higher officer for taking it up formally with the concerned parties.

20. **Informal Resolution**

a. Informal resolution has the goal of ending offensive behavior and resolving the concern rather than assessing blame and exacting a penalty. If a concern can't be resolved informally, or if the behavior is so serious or persistent as to warrant disciplinary action, it should be handled through formal procedures.

21. **Formal Procedures**

a. The purpose of formal action is to determine if the BU policy on discrimination, harassment and retaliation has been violated and, if so, to enact disciplinary actions and/or prescribe a course of action that will resolve the situation. Disciplinary actions may include but are not limited to a written reprimand, probation, suspension, dismissal or expulsion (BU Statutes Chapter 9 and BU Academic Rules Chapters 13, 14 & 15 refer).

b. Formal procedures are set in motion when a signed written complaint is filed. The complaint must contain the name and signature of the complainant, details of the situation precipitating the complaint, and a statement of desired outcome.

c. The process for filing a complaint, investigating and hearing complaints and grievances against individuals depends upon the status of the accused (faculty, academic staff, university staff, or student). The BU Statutes Chapter 9 and BU Academic Rules Chapters 13, 14 & 15 guide these processes.

RESPONSIBILITIES

22. Pro-Rectors, DGs, DHR, Directors CUs, CU Head of HR Department, DSA, Deans, Principals of Schools & Concerned HoDs have the responsibility to maintain and consistently manage the implementation of this policy.

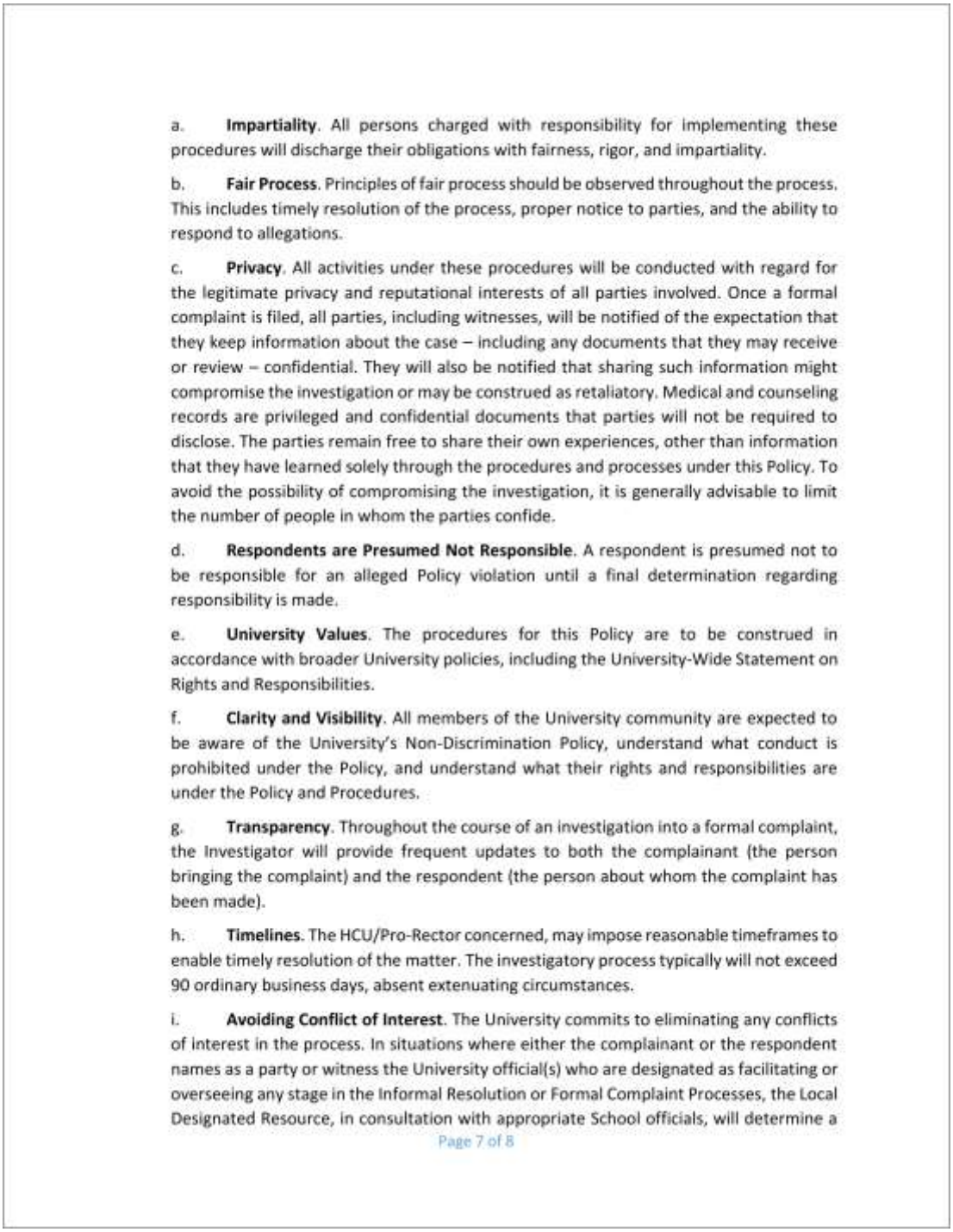
GOVERNING PRINCIPLES

23. In the interest of providing a fair process, preserving privacy, and preventing retaliation, the following principles will be observed:

Page 6 of 8

Figure 26: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 6 of 8: inclusion, diversity and equity; complaint procedures (paras 19 to 21); responsibilities (para 22); governing principles (para 23).

3. Equality and Non-Discrimination Policy (continued)



a. **Impartiality**. All persons charged with responsibility for implementing these procedures will discharge their obligations with fairness, rigor, and impartiality.

b. **Fair Process**. Principles of fair process should be observed throughout the process. This includes timely resolution of the process, proper notice to parties, and the ability to respond to allegations.

c. **Privacy**. All activities under these procedures will be conducted with regard for the legitimate privacy and reputational interests of all parties involved. Once a formal complaint is filed, all parties, including witnesses, will be notified of the expectation that they keep information about the case – including any documents that they may receive or review – confidential. They will also be notified that sharing such information might compromise the investigation or may be construed as retaliatory. Medical and counseling records are privileged and confidential documents that parties will not be required to disclose. The parties remain free to share their own experiences, other than information that they have learned solely through the procedures and processes under this Policy. To avoid the possibility of compromising the investigation, it is generally advisable to limit the number of people in whom the parties confide.

d. **Respondents are Presumed Not Responsible**. A respondent is presumed not to be responsible for an alleged Policy violation until a final determination regarding responsibility is made.

e. **University Values**. The procedures for this Policy are to be construed in accordance with broader University policies, including the University-Wide Statement on Rights and Responsibilities.

f. **Clarity and Visibility**. All members of the University community are expected to be aware of the University's Non-Discrimination Policy, understand what conduct is prohibited under the Policy, and understand what their rights and responsibilities are under the Policy and Procedures.

g. **Transparency**. Throughout the course of an investigation into a formal complaint, the Investigator will provide frequent updates to both the complainant (the person bringing the complaint) and the respondent (the person about whom the complaint has been made).

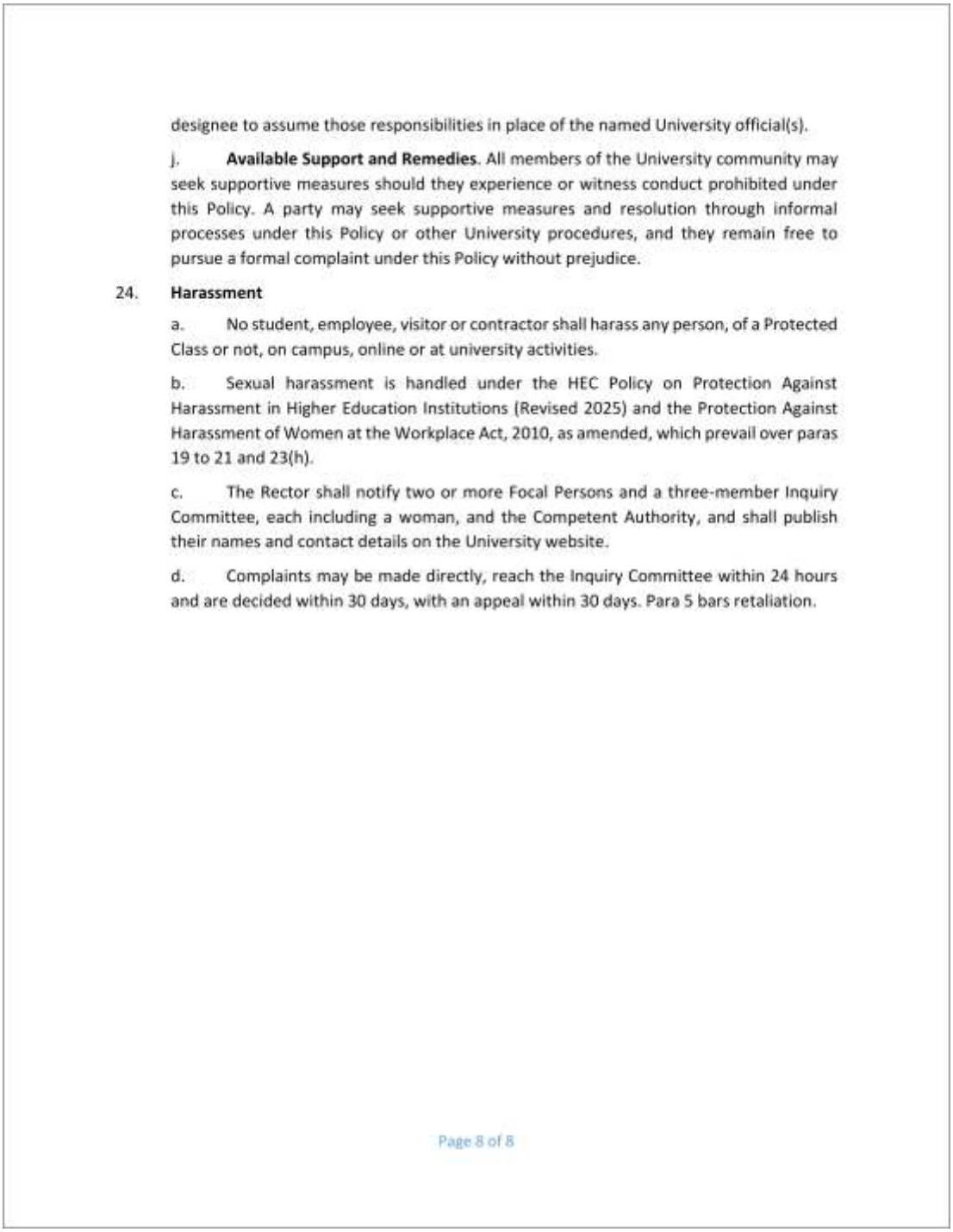
h. **Timelines**. The HCU/Pro-Rector concerned, may impose reasonable timeframes to enable timely resolution of the matter. The investigatory process typically will not exceed 90 ordinary business days, absent extenuating circumstances.

i. **Avoiding Conflict of Interest**. The University commits to eliminating any conflicts of interest in the process. In situations where either the complainant or the respondent names as a party or witness the University official(s) who are designated as facilitating or overseeing any stage in the Informal Resolution or Formal Complaint Processes, the Local Designated Resource, in consultation with appropriate School officials, will determine a

Page 7 of 8

Figure 27: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 7 of 8: governing principles, para 23(a) to 23(i), including impartiality, fair process and timelines.

3. Equality and Non-Discrimination Policy (continued)



designee to assume those responsibilities in place of the named University official(s).

j. **Available Support and Remedies**. All members of the University community may seek supportive measures should they experience or witness conduct prohibited under this Policy. A party may seek supportive measures and resolution through informal processes under this Policy or other University procedures, and they remain free to pursue a formal complaint under this Policy without prejudice.

24. **Harassment**

a. No student, employee, visitor or contractor shall harass any person, of a Protected Class or not, on campus, online or at university activities.

b. Sexual harassment is handled under the HEC Policy on Protection Against Harassment in Higher Education Institutions (Revised 2025) and the Protection Against Harassment of Women at the Workplace Act, 2010, as amended, which prevail over paras 19 to 21 and 23(h).

c. The Rector shall notify two or more Focal Persons and a three-member Inquiry Committee, each including a woman, and the Competent Authority, and shall publish their names and contact details on the University website.

d. Complaints may be made directly, reach the Inquiry Committee within 24 hours and are decided within 30 days, with an appeal within 30 days. Para 5 bars retaliation.

Page 8 of 8

Figure 28: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 8 of 8: support and remedies (para 23(j)) and harassment (para 24).

4. The measurement and tracking cycle

Table 3 sets out each step of the measurement and tracking of pay scale gender equity required by the University's policies. In the table, HR Manual refers to the Human Resource Policy Manual and EDI to the Equality and Non-Discrimination Policy.

Table 3: Measurement and tracking of pay scale gender equity

Step	Requirement	Source
Responsible offices	The Human Resource Directorate and the Treasurer	HR Manual 1.25.2
Frequency	Each year	HR Manual 1.25.2
Population	Faculty, officers and staff at every campus	HR Manual 1.25.2
Comparison	The pay of women and men in comparable roles and grades	HR Manual 1.25.2
Benchmark	One pay scale for each pay group and faculty grade under the Revised Pay Scales 2025, applied to women and men alike	HR Manual 1.25.1, 1.25.2; Treasurer letter of 21 August 2025, Annex A
Data source	Electronic employee database under a computer number for each employee; personal files and service records	HR Manual 1.19.1, 1.19.3
Output	A report to the Rector each year, including the gender pay gap	HR Manual 1.25.2
Action	Any gap not explained by a documented, lawful factor closed within 12 months by raising pay, without reducing any employee's pay	HR Manual 1.25.2
Employee input	Pay-equity concerns raised with the Human Resource Directorate; complaints of unequal treatment on the basis of gender under the EDI procedures, with retaliation prohibited	HR Manual 1.25.2; EDI 5, 6, 19 to 21
Oversight	The Human Resource Directorate monitors compliance with the commitment to ending discrimination in pay	EDI 3, 4

5. Summary of evidence

Element	Evidence	Figures
Existence of measures	HR Policy Manual, clause 1.25.2: annual comparison of the pay of women and men in comparable roles and grades, for faculty, officers and staff at every campus, by the Human Resource Directorate and the Treasurer, reported to the Rector with the gender pay gap	1 to 12
Follow-up of the results	Unexplained gaps closed within 12 months by raising pay; pay-equity concerns raised with the Human Resource Directorate	12
Data and pay structure	Electronic employee database and service records; Revised Pay Scales 2025, approved by the Board of Governors on 7 July 2025 and applied from 1 July 2025, with one scale for each pay group and faculty grade	10 to 11; 13 to 20; Table 2
Monitoring	Human Resource Directorate monitors compliance with the commitment to ending discrimination in pay	21 to 28
In place by 2025	Clause 1.25.2 added by Amendment 01 of 23 October 2025; Revised Pay Scales 2025 applied from 1 July 2025; EDI Policy amended on 20 October 2025	3; 13; 22
Public evidence	Minutes of the 53rd Board of Governors meeting, approving the Revised Pay Scales 2025, published on the University website	Section 2

Taken together, the records show that Bahria University as a body measures and tracks pay scale gender equity. Clause 1.25.2 of the Human Resource Policy Manual, in force since October 2025, requires the Human Resource Directorate and the Treasurer to compare the pay of women and men in comparable roles and grades at every campus each year, to report the gender pay gap to the Rector and to close any unexplained gap within 12 months; the comparison is made against the single pay structure of the Revised Pay Scales 2025, using the University's electronic employee records, and the Human Resource Directorate monitors compliance with the University's commitment to ending discrimination in pay.