SDG
08
DECENT WORK AND ECONOMIC GROWTH

EVIDENCE DOCUMENT | INDICATOR 8.2.9

Employment practice labour rights

METRIC 8.2 Employment practice

REFERENCE YEAR	COVERAGE	DATE PREPARED
In place by 2025	Employees and contracted service workers	5 November 2026

ISSUING OFFICE	EVIDENCE ID
Directorate of Quality Assurance, Head Office	E-08-8.2.9

THE SIR 2027 REQUIREMENT

Does your university as a body recognize labour rights (freedom of association & collective bargaining) for all, including women & international staff?

01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes, Bahria University recognises and protects the right of all faculty members, officers and staff, including women and international employees, to raise workplace concerns individually and collectively through its Town Hall Meeting Policy. Para 1.8 expressly includes women and men, Pakistani and international employees, and provides a formal channel for joint proposals concerning pay, conditions of service and treatment at work. DHR must consider these proposals, provide a written response within 30 days, record outcomes and refer pay-scale proposals through the Rector to the Board of Governors. Employees are expressly protected against penalty or disadvantage for exercising these rights.

The University also explicitly recognises freedom of association and collective bargaining within its procurement and contracted-service standards. These rights appear in para 5.3.1 of the Sustainable Procurement and Purchasing Policy, effective 15 November 2025, and in Cafeteria Policy para 5(w), recorded as added on 2 November 2025, which requires covered vendors to provide these rights to each worker.

Together, these provisions demonstrate inclusive employee consultation, protected collective issue raising and explicit association and bargaining standards for covered suppliers and vendors' workers. The scope must remain clear: Town Hall para 1.8.2 expressly states that it establishes no employee association or collective-bargaining arrangement. Consequently, these provisions alone cannot substantiate the question's full requirement for both rights for every direct University employee.

02 Evidence and Activity Record

Dated facts and records that substantiate the statement

The following institutional policies and records set out Bahria University's employee consultation arrangements, protections for women and international staff, and freedom of association and collective bargaining requirements for covered suppliers and vendors' workers. Policy approval dates, amendment histories and the scope of each provision are presented alongside the relevant extracts.

TABLE 1 Labour rights and coverage established by the records

Requirement	Supporting record	Coverage and conclusion
Inclusive workplace voice	Town Hall paras 1.8.1 to 1.8.3; PDF page 9.	Explicitly includes women and international faculty, officers and staff; individual and joint concerns and non-retaliation.
Freedom of association and collective bargaining	Procurement para 5.3.1; Cafeteria para 5(w).	Express wording for supplier labour standards and vendors' workers. The provisions do not establish these rights for every direct employee.
Date in place by 2025	Procurement cover: 15 Nov 2025. Cafeteria register: 2 Nov 2025. Town Hall register: 3 Aug 2025.	Town Hall current certificate separately promulgates the policy from 5 May 2026. Current wording and recorded amendment history are distinguished.
Practice and implementation	DHR consultation record and Fall 2025 photograph.	Employee consultation entries and a photographed Town Hall. These records do not document a collective agreement or negotiation by employee representatives.

1. Inclusive employee consultation

The Town Hall Policy applies to all campuses, departments, academic units and administrative offices and covers students, faculty, staff and officers (para 1.3.1). Faculty and staff have designated Town Hall forums under paras 1.4.3 and 1.4.4. DHR is the Head Office focal office for faculty and staff, reviews minutes and follows up action points. Questions may be submitted in advance; actions must have responsible offices and timelines, with unresolved matters escalated and progress reviewed at subsequent meetings (paras 1.5.6 and 1.6).

Para 1.8.1 explicitly recognises labour rights and joint workplace concerns for women and men, Pakistani and international employees. Para 1.8.2 requires a written DHR response within 30 days and a route for pay-scale proposals through the Rector to the Board of Governors. Para 1.8.3 protects employees from penalty or disadvantage for speaking or raising joint concerns. The same page expressly states that no standing employee body, association, elected office or collective-bargaining arrangement is established. Freedom of expression and joint issue raising are therefore presented as consultation rights, without treating them as recognition of both rights in indicator 8.2.9.

The Town Hall Policy amendment register records insertion of para 1.8 on 3 August 2025 under DHR. The promulgation certificate records approval at the 50th Academic Council on 5 May 2026 and an effective date of 5 May 2026. The register identifies the second edition dated 20 May 2026. Registrar letter BU-HO/Reg/2026/L/1644 circulated the 2026 policy on 2 July 2026. These dates distinguish the recorded 2025 amendment history from approval and circulation of the 2026 edition.



Figure 1: BU Town Hall Meeting Policy 2026, cover.

1.1 Approval and promulgation



BAHRIA UNIVERSITY
Discovering knowledge
Head Office

CERTIFICATE OF PROMULGATION

1. It is certified that this document titled "BU Town Hall Meeting Policy 2026" contains 1 to 7 pages including Annexes A to C. The Policy was approved by the Academic Council in its 50th Meeting held on 5 May 2026 as Agenda Item 5055 (Para 547). Master copy of this document is held with Academics Directorate.

2. Upon approval of Minutes of 50th Academic Council Meeting, BU Town Hall Meeting Policy 2026 contained in this document stands promulgated w.e.f 05 May 2026.

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

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Figure 2: BU Town Hall Meeting Policy 2026, Certificate of Promulgation: Academic Council approval and effective date of 5 May 2026 (PDF page 2).

1.2 Amendment register

Copy No._____

RECORD OF AMENDMENTS

Amendment No	Dated	Authority	Clauses Amended	Status
1st Edition	03 August 2025	DHR	**Para 1.8 (new) inserted after para 1.7.1**	Incorporated
2nd Edition	20 May 2026	50th ACM	-	New Print

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Figure 3: BU Town Hall Meeting Policy 2026, Record of Amendments: insertion of para 1.8 on 3 August 2025 and second edition dated 20 May 2026 (PDF page 3).

1.3 Table of contents

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

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Figure 4: BU Town Hall Meeting Policy 2026, complete table of contents and annexes (PDF page 4).

1.4 Purpose scope and application

1.1 Preamble

1.1.1 Bahria University (BU), being a multi-campus institution comprising multiple schools, departments, and administrative units, recognizes that effective communication and structured stakeholder engagement are essential for ensuring academic quality, institutional cohesion, and responsive governance. At present, feedback and issues raised by students, faculty, and staff are often addressed in an ad-hoc manner, resulting in delayed resolution, duplication across forums, and limited institutional learning.

1.1.2 In order to strengthen participatory governance, improve internal communication, and align issue resolution with defined institutional hierarchies, a structured multi-tier Town Hall Meeting mechanism is hereby established to institutionalize dialog accountability, and systematic follow-up across all levels of the University.

1.2 Purpose

1.2.1 The purpose of this policy is to establish a formal mechanism for stakeholder engagement that ensures timely resolution of issues at the lowest appropriate level, promotes transparency and accountability, minimizes unnecessary escalation of routine matters, and facilitates institutional learning through proper documentation and follow-up of decisions.

1.3 Scope

1.3.1 This policy is applicable to all campuses, departments, academic units, and administrative offices of Bahria University. It governs the conduct of Town Hall Meetings for key stakeholder groups, namely students, faculty, staff and officers. The provisions outlined herein shall be implemented in alignment with existing BU rules, regulations, and governance frameworks.

1.4 Policy Framework: Multi -Tier Town Hall Mechanism

1.4.1 The Town Hall Meeting Mechanism shall operate at multiple tiers to ensure that issues are addressed at the most appropriate level and are not escalated to higher forums unnecessarily.

1.4.2 Town Hall Meetings for Students

1.4.2.1 Department-Level Town Hall Meetings shall be held once per semester under the chairmanship of the Principal, with participation from the Head of Department (HoD), concerned faculty coordinators, and enrolled students. These meetings shall deliberate on course delivery and assessment practices, teaching-learning challenges, student feedback, academic concerns, and immediate operational issues within the department. Matters not resolved at this level may be escalated to the Campus-Level Town Hall.

1

Figure 5: BU Town Hall Meeting Policy 2026, paras 1.1 to 1.4: purpose, scope and application (printed page 1).

1.5 Faculty and staff Town Hall forums

1.4.2.2 Campus-Level Town Hall Meetings shall be held once per annum under the chairmanship of the Director General (DG) Campus/ Head of Constituent Unit (HCU). The Rector may chair these meetings at his/her discretion. Participants shall include Principals, HoDs, students, and campus administration. The meetings shall address campus-wide academic and administrative matters, infrastructure and facilities, student services, policy implementation, and other relevant concerns.

1.4.3 Town Hall Meetings for Faculty

1.4.3.1 Campus-Level Town Hall Meetings for faculty shall be held once per annum under the chairmanship of the DG Campus/ HCU. The Rector may chair these meetings at his/her discretion. Participants shall include Principals, HODs, faculty members, and relevant campus administration.

1.4.3.2 These meetings shall deliberate on academic and administrative matters, policy implementation, faculty development, infrastructure and facilities, and other relevant concerns raised by faculty.

1.4.4 Town Hall Meetings for Staff

1.4.4.1 Campus-Level Town Hall Meetings for staff shall be held once per annum under the chairmanship of the Director Administration/Campus The Rector may chair these meetings at his/her discretion.

1.4.4.2 These meetings shall focus on administrative and operational matters, workplace environment, infrastructure maintenance, policy implementation, and other relevant staff-related issues.

1.4.5 Special Town Hall Meetings

1.4.5.1 In addition to the Town Hall Meetings prescribed under this Policy, the Campus may organize Special Town Hall Meetings, as and when required, with students, faculty, staff, and external stakeholders.

1.4.5.2 Such meetings may be chaired by the Rector or any other competent authority and may include government officials, industry leaders, CEOs, alumni, regulatory bodies, development partners, or other distinguished guests.

1.4.5.3 The objectives, composition, agenda, and frequency of such meetings shall be determined by the organizing authority based on the purpose of the event.

1.5 Roles and Responsibilities

1.5.1 Campus administration shall be responsible for facilitating the conduct of Town Hall Meetings by ensuring scheduling, logistical arrangements, stakeholder participation, and administrative support.

1.5.2 HODs shall be responsible for conducting biannual Department-Level Town Hall Meetings for students. They shall ensure identification and prioritization of agenda items,

2

Figure 6: BU Town Hall Meeting Policy 2026, paras 1.4.3 to 1.4.5: faculty, staff and special Town Hall forums (printed page 2).

1.6 Responsibilities and action tracking

encourage stakeholder participation, issue Minutes of Meetings, and monitor the implementation of decisions arising from such meetings.

1.5.3 Director Academics (Campus) shall be responsible for conducting annual Campus-Level Town Hall Meetings for students and faculty. The Director Academics (Campus) shall ensure identification and prioritization of agenda items, encourage stakeholder participation, issue Minutes of Meetings, and monitor the implementation of decisions arising from such meetings.

1.5.4 Deputy Director Administration (Campus) shall be responsible for conducting Campus-Level Town Hall Meetings for staff members. The Deputy Director Administration (Campus) shall ensure identification and prioritization of agenda items, encourage stakeholder participation, issue Minutes of Meetings, and monitor the implementation of decisions arising from such meetings.

1.5.5 The Director Student Affairs (DSA) at BU Head Office (BUHO) shall serve as the focal person for institutional oversight of Campus-Level Town Hall Meetings for students. The DSA shall ensure that such meetings are conducted annually across all campuses in accordance with approved policies, obtain and review Minutes of Meetings submitted by campuses, and monitor follow-up on action points for timely resolution. Where required, the DSA shall facilitate reporting, processing, and escalation of matters at BUHO for appropriate action.

1.5.6 The Director Human Resource (DHR) at BUHO shall serve as the focal person for institutional oversight of Campus-Level Town Hall Meetings for faculty and staff. The DHR shall ensure that such meetings are conducted annually across all campuses in accordance with approved policies, obtain and review Minutes of Meetings submitted by campuses, and monitor follow-up on action points for timely resolution. Where required, the DHR shall facilitate reporting, processing, and escalation of matters at BUHO for appropriate action.

1.5.7 BUHO shall provide overall policy oversight and ensure standardization of Town Hall processes across all campuses.

1.6 Procedures and Implementation Guidelines

1.6.1 All Town Hall Meetings shall be conducted in a structured manner. Stakeholders shall be provided with an opportunity to submit questions or issues in advance to facilitate meaningful engagement, enable informed responses, and ensure efficient and productive discussions.

1.6.2 The meetings shall be conducted in an organized manner, ensuring orderly proceedings while allowing inclusive participation. Proceedings of each meeting shall be formally recorded, and Minutes of Meeting (MoM) shall be prepared and circulated within a reasonable timeframe.

1.6.3 Action points arising from each meeting shall clearly identify the responsible office(s) or individual(s) along with defined timelines for implementation. Matters that remain unresolved at a particular tier shall be formally documented and escalated to the next appropriate level with

3

Figure 7: BU Town Hall Meeting Policy 2026, paras 1.5 and 1.6: responsibilities, minutes, action owners and timelines (printed page 3).

1.7 Labour rights and joint proposals

justification. Progress on action points of previous meetings shall be presented in the subsequent meeting.

1.7 Code of Conduct

1.7.1 Respectful and professional conduct is required at all times, with no discriminatory or offensive remarks, along with strict adherence to confidentiality where applicable and full compliance with university policies.

1.8 Labor Rights and Workplace Concerns

1.8.1 The University recognizes the labor rights of every faculty member, officer and staff member, women and men, Pakistani and international, including freedom of expression and the right to raise any matter of pay, conditions of service or treatment at work, individually or jointly with colleagues, in accordance with the Bahria University Ordinance 2000 (Ordinance No. V of 2000) and the Statutes, Rules and Regulations of the University.

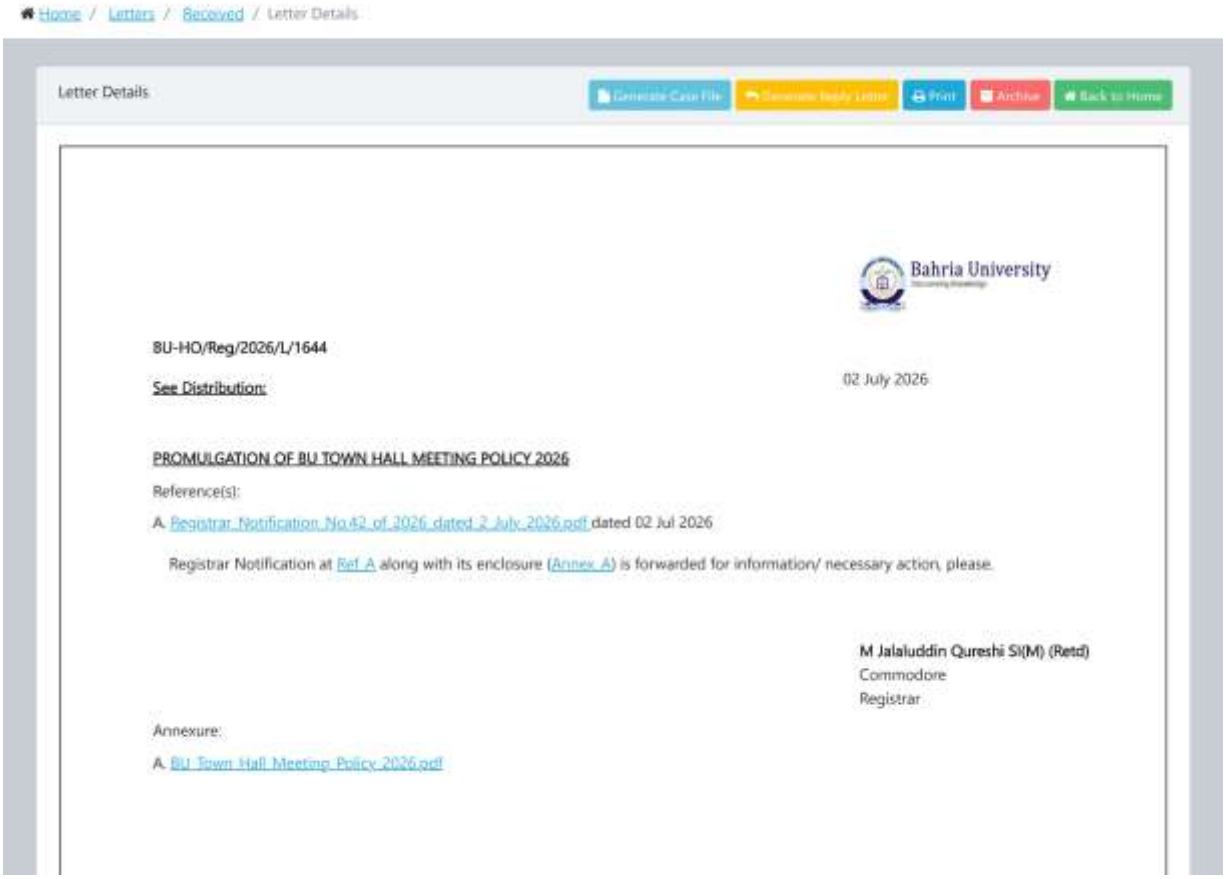
1.8.2 Faculty and staff may, individually or jointly, place concerns and proposals, including on pay and conditions of service, on the agenda of the Town Hall Meetings for faculty and for staff under paras 1.4.3 and 1.4.4. DHR shall consider each such proposal, give a written response to those who raised it within 30 days, record the outcome in the Minutes of Meeting and refer any proposal on pay scales to the Rector for the Board of Governors under para 1.25.1 of the HR Policy Manual. This para does not establish any standing body, association or elected office of employees, or any arrangement for collective bargaining.

1.8.3 No employee shall be penalized or disadvantaged for raising a matter, speaking at a Town Hall Meeting or raising a matter jointly with colleagues under this para.

4

Figure 8: BU Town Hall Meeting Policy 2026, paras 1.8.1 to 1.8.3: inclusive labour rights, joint proposals, non-retaliation and the scope of the Town Hall mechanism (printed page 4).

1.8 Registrar circulation record


Home / Letters / Received / Letter Details

Letter Details

Bahria University

BU-HO/Reg/2026/L/1644

02 July 2026

See Distribution:

PROMULGATION OF BU TOWN HALL MEETING POLICY 2026

Reference(s):

A. Registrar Notification No 42 of 2026 dated 2 July 2026.pdf dated 02 Jul 2026

Registrar Notification at Ref A along with its enclosure (Annex A) is forwarded for information/ necessary action, please.

M Jalaluddin Qureshi SI(M) (Retd)
Commodore
Registrar

Annexure:

A. BU Town Hall Meeting Policy 2026.pdf

Figure 9: Registrar letter BU-HO/Reg/2026/L/1644, dated 2 July 2026, circulating Notification 42 of 2026 and the Town Hall Meeting Policy.

The circulation record references an enclosed notification and Annex A. It documents circulation of the 2026 edition; it does not change the effective date recorded in the policy certificate.

2. Consultation records and photographs

The Directorate of Human Resources' Fall 2025 Town Hall record includes a planning schedule and employee consultation entries. Table 2 presents the entries concerning international faculty and staff, local employees and joint Town Hall meetings. The entries record consultation dates and proposed discussion themes; they do not constitute approved minutes, attendance registers or completed action reports.

Table 2: Directorate of Human Resources employee consultation record

No.	Date and constituency	Recorded status and limits
1	17 Mar 2025; international faculty and staff of all genders.	Consultation reported. Count not documented; facilities, pay and service conditions are proposed themes requiring minutes verification.
2	24 Mar 2025; local academic, administrative, support and contract employees, women and men.	Consultation reported. Count not documented; pay review, meals, work timings and welfare are proposed themes.
3	Mar 2025; joint Town Hall with local and international students, faculty and staff.	Joint Town Hall recorded for March 2025; the exact day, attendance, discussions and decisions are not specified in the record.
4	27 Jul 2026; joint Town Hall.	Reported conducted; outside the 2025 reference year. Attendance and decisions not attached.

Bahria University reports staff welfare measures including subsidised meals, salary increases and regular working hours of 8:30 am to 4:30 pm. These measures are presented as institutional welfare arrangements. The consultation record does not establish them as negotiated collective agreements or completed Town Hall resolutions.

2.1 Town Hall Meeting Fall 2025



Figure 10: Town Hall Meeting BBS-IC Fall 2025. The displayed agenda includes course delivery, assessment, teaching and learning challenges, academic concerns, operational issues and student feedback.

The photograph supports the operation of a Town Hall platform. Its visible agenda concerns academic and student matters, so it is not used as proof of negotiation of employment conditions or recognition of an employee representative body.

2.2 Additional Town Hall photograph

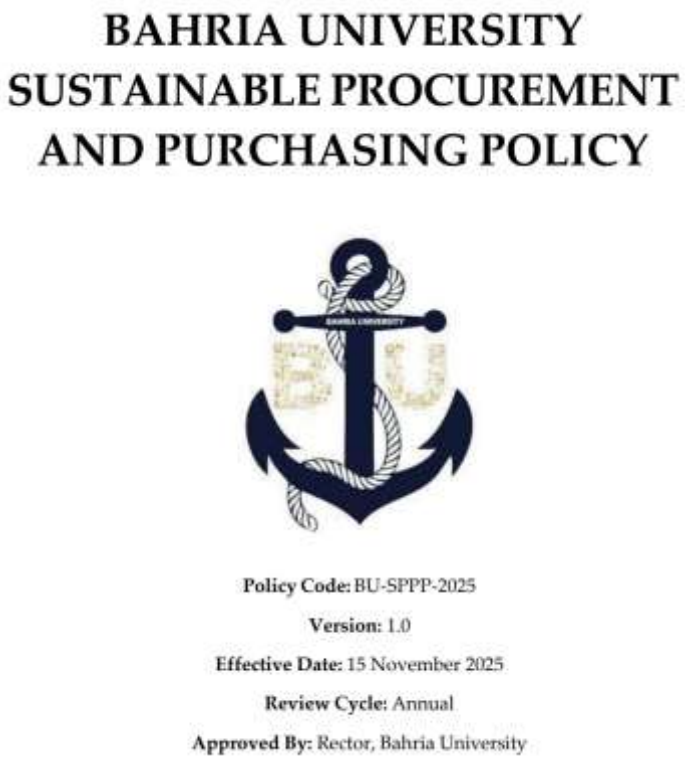


Figure 11: Bahria University Business School Town Hall meeting. The image provides supplementary visual evidence of the consultation platform; no event date is visible.

3. Explicit rights in procurement standards

The Sustainable Procurement and Purchasing Policy, BU-SPPP-2025, version 1.0, states an effective date of 15 November 2025 and approval by the Rector. Para 5.3.1 expressly includes freedom of association and collective bargaining alongside ILO core conventions, fair wages, reasonable working hours and safe working conditions. Para 5.1.2 requires suppliers to demonstrate compliance with Pakistani labour law and non-discrimination policies.

Para 2.2 applies to University procurement of goods, services and works across all campuses and constituent units. It lists exclusions for emergency procurement and purchases below PKR 50,000. Para 3.1.3 concerns human rights throughout supply chains. Accordingly, para 5.3.1 is evidence of an institutional procurement standard; its scope is not extended here to all direct University employees. Para 9.3 provides audits, corrective actions, contract suspension and supplier debarment as policy mechanisms, rather than evidence that a particular audit or remedy occurred.



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, BU-SPPP-2025, version 1.0: effective date of 15 November 2025 and Rector approval stated on the cover.

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Figure 14: Sustainable Procurement and Purchasing Policy, complete table of contents, part two (page 3).

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Figure 15: Sustainable Procurement and Purchasing Policy, complete table of contents, part three (page 4).

3.4 Procurement scope and exclusions

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 16: Sustainable Procurement and Purchasing Policy, para 2.2 and section 3: procurement scope, exclusions and supply-chain social responsibility (page 7).

3.5 Supplier requirements

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 17: Sustainable Procurement and Purchasing Policy, para 5.1.2: supplier compliance with labour law and non-discrimination requirements (page 10).

3.6 Freedom of association and collective bargaining

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)

BU-SPPP-2025 | Page 11

Figure 18: Sustainable Procurement and Purchasing Policy, para 5.3.1: freedom of association and collective bargaining within supplier labour standards (page 11).

3.7 Reporting audits and enforcement

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 19: Sustainable Procurement and Purchasing Policy, paras 9.2 and 9.3: reporting, audits and enforcement (page 20).

4. Rights of vendors workers

The Cafeteria Policy applies to cafeterias, kiosks, hostels, pantries and messes at Head Office, campuses and constituent units (para 3). Its amendment register records para 5(w), Rights of Vendors' Workers, as added on 2 November 2025 by Director Admin. The clause requires every covered vendor to give each worker freedom of association and collective bargaining within the law, alongside pay, hours, rest, leave and safety protections. This is explicit coverage of vendors' workers, without a gender or nationality carve-out in the clause. It does not establish the same recognition for every directly employed member of University staff.

Para 5(w) requires each covered vendor to provide monthly payment proof to the Food Inspector. A breach is a ground for penalty and exclusion under items (j) and (n). These provisions establish vendor obligations and an institutional route for enforcement.



Figure 20: BU Cafeteria Policy 2022, cover.

4.1 Amendment register

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 21: BU Cafeteria Policy 2022, Record of Amendments: addition of Rights of Vendors' Workers on 2 November 2025 (PDF page 2).

4.2 Policy scope

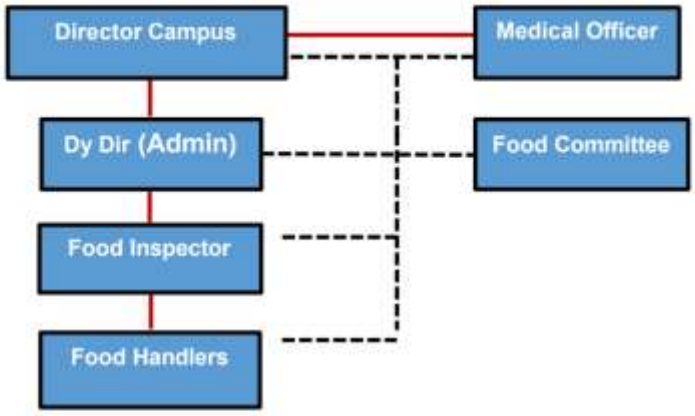
BAHRIA UNIVERSITY CAFETARIA POLICY

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 22: BU Cafeteria Policy 2022, para 3: application across University food-service facilities (printed page 1).

4.3 Rights of vendors workers

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 23: BU Cafeteria Policy 2022, para 5(w): freedom of association, collective bargaining and duties towards vendors' workers (printed page 5).

5. Equality and inclusion in employment

The Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy, titled 2024, records a DHR amendment dated 20 October 2025. Para 3 applies to employment practices and employees, including non-discrimination against women, and covers vendors and contractors. Para 4 includes gender, national origin and immigration status among its protected grounds; para 5 prohibits retaliation for discrimination complaints or opposition to discrimination. These provisions support inclusive access and treatment. They do not independently establish freedom of association or collective-bargaining rights.



Figure 24: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy 2024, cover.

5.1 Amendment register

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).

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Figure 25: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy, Record of Amendments dated 20 October 2025 (page 2).

5.2 Employment scope and national origin

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

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Figure 26: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy, paras 3 and 4: employment scope and national origin (page 3).

5.3 Protected grounds and non retaliation

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

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Figure 27: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy, paras 4 and 5: protected grounds and non-retaliation (page 4).

6. Relevant policy boundaries

HR Policy Manual para 6.2.1(e) identifies involvement in defamation of the University, its management, faculty, students or staff through means including strikes, agitation or processions as a ground for penalty. Chapter 6 applies to University employees except serving military personnel, who are governed by their own service rules. This is a defamation-related disciplinary provision. Town Hall para 1.8.3 separately protects employees against penalty or disadvantage for raising workplace concerns individually or jointly. These provisions do not expressly establish employee association or collective-bargaining rights.

CHAPTER 6

EMPLOYEES EFFICIENCY AND DISCIPLINE

6.1 Applicability

6.1.1 In pursuance of clause 9.1 of the BU Statutes 2022, all employees of the University except serving military personnel (who shall be subject to their own service rules) shall be governed by the Efficiency and Discipline Rules contained in this Chapter.

6.2 Grounds for Penalty

6.2.1 An employee shall be penalized when in the opinion of the Competent Authority, the said employee is:

a. Professionally incompetent or Inefficient or has ceased to be efficient; or

b. Guilty of Indiscipline, Misconduct, Low Moral Character or Violation of Rules; or

c. Morally, ethically, monetarily, intellectually or academically corrupt; or

d. Engaged in subversive activities or found guilty of intrigues, rumor-mongering and activities detrimental to the interests of the BU; or

e. Involved in any act of defamation of the University, its management, faculty, students and staff, through any means (electronic, print, cyber, strikes, agitation, procession, etc).

f. Guilty of disclosing official secrets to an unauthorized person.

6.3 Penalties

6.3.1 Following penalties can be incorporated for the above stated grounds:

a. **Minor Penalties**

i. Censure/ Warning.

ii. Withholding promotion or increment, for a specific period.

iii. Recovery from pay of the whole or any part of any pecuniary loss caused to the University by negligence or breach of orders.

b. **Major Penalties**

i. Reversion to a lower post or reduction in time-scale or to a lower stage in a timescale.

ii. Termination of employment contract with or without notice, with or without benefits, as the case may be.

iii. Withholding of benefits, or any other penalty as deemed appropriate by the Competent Authority.

iv. Removal from Service (clause 8.18 of BU Statutes being relevant).

v. Dismissal from Service (clause 8.18 of BU Statutes being relevant).

49

Figure 28: HR Policy Manual, Chapter 6: applicability and disciplinary provisions, including para 6.2.1(e) (printed page 49).

7. Summary of institutional provisions

Bahria University provides an inclusive Town Hall mechanism through which women and men, Pakistani and international faculty, officers and staff can raise workplace concerns individually or jointly. The policy requires DHR responses within 30 days, recorded outcomes, referral of pay-scale proposals through the Rector to the Board of Governors, and protection against disadvantage for raising concerns.

The University expressly requires freedom of association and collective bargaining in Sustainable Procurement and Purchasing Policy para 5.3.1 and Cafeteria Policy para 5(w). The procurement policy states an effective date of 15 November 2025; the Cafeteria Policy register records the addition of vendor-worker rights on 2 November 2025. These provisions concern covered suppliers and vendors' workers, with enforcement responsibilities assigned through procurement and campus administration arrangements.

The institutional provisions therefore demonstrate inclusive joint workplace consultation and explicit labour standards in covered contracted services. Their respective scopes remain distinct: Town Hall para 1.8.2 expressly establishes no standing employee body, association, elected office or collective-bargaining arrangement. The policies reproduced in this evidence do not fully establish recognition of both freedom of association and collective bargaining for every direct University employee by 2025.