SDG
08
DECENT WORK AND ECONOMIC GROWTH

EVIDENCE DOCUMENT | INDICATOR 8.2.5

# Equivalent rights of workers when outsourcing activities to third parties

METRIC 8.2 Employment practice

| REFERENCE YEAR | COVERAGE | DATE PREPARED |
|---|---|---|
| 2025 | Outsourced services, vendors and suppliers, all campuses | 5 November 2026 |

| ISSUING OFFICE | EVIDENCE ID |
|---|---|
| Directorate of Quality Assurance, Head Office | E-08-8.2.5 |

THE SIR 2027 REQUIREMENT

*Does your university as a body have a policy on guaranteeing equivalent rights of workers when outsourcing activities to third parties?*

## 01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes. Bahria University as a body has a policy guaranteeing equivalent rights to workers when it outsources activities to third parties. Item 5(w) of the Cafeteria Policy, Rights of Vendors' Workers, added by Amendment 1 of 2 November 2025, requires every vendor running a cafeteria, kiosk, hostel mess or pantry to pay its workers no less than comparable University staff or the legal minimum wage, whichever is higher, on time; to give hours, rest days and leave no less favourable than those of comparable staff or the legal minimum, whichever is higher; to provide safe working conditions under the University's Health, Safety and Environment Policy; and to respect freedom of association and collective bargaining, with monthly proof of payment and penalty or exclusion for any breach. For all other outsourced services and supplies, the Sustainable Procurement and Purchasing Policy, effective from 15 November 2025, requires every supplier to comply with Pakistani labour laws and the ILO core conventions and to provide fair wages under a living wage commitment, reasonable working hours, freedom of association, safe working conditions and non-discrimination, enforced through audits, contract penalties and debarment. Clause 1.3.7 of the Human Resource Policy Manual applies the University's bar on forced and child labour to every outsourced contract, and the Equality and Non-Discrimination Policy binds contractors and subcontractors.

## 02 Evidence and Activity Record

Dated facts and records that substantiate the statement

Section 1 presents the Cafeteria Policy, which has no table of contents, from its cover and Record of Amendments through the provisions cited, including item 5(w). Section 2 presents the Sustainable Procurement and Purchasing Policy from its cover through its complete table of contents, followed by the pages cited, and Section 3 presents the Human Resource Policy Manual in the same way, with the Treasurer letter of 10 March 2025 that sets the University pay floor against which the pay of vendors' workers is measured. Section 4 presents the Equality and Non-Discrimination Policy in full, and Section 5 the Health, Safety and Environment Policy, from its cover through its table of contents, followed by the provisions that cover contractors. Section 6 sets out the rights guaranteed to outsourced workers and their equivalence with those of University staff, and Section 7 summarises the evidence against each element of the requirement.

**TABLE 1** Equivalent rights of workers when outsourcing activities to third parties, 2025

| No. | Element | Record | Coverage | Date | Evidence |
|---|---|---|---|---|---|
| 1 | Equivalent rights of vendors' workers | Pay no less than comparable University staff or the legal minimum wage, whichever is higher, on time; hours, rest days and leave no less favourable than comparable staff or the legal minimum; safe working conditions; freedom of association and collective bargaining; monthly proof of payment; penalty and exclusion for breach | All cafeterias, kiosks, hostel messes and pantries, all campuses | 2022; Amendment 1 of 2 Nov 2025 | Cafeteria Policy, items 5(j), 5(n) and 5(w); Section 1 |
| 2 | Labour standards for all outsourced services and supplies | Compliance with Pakistani labour laws and the ILO core conventions; fair wages under a living wage commitment; reasonable working hours; freedom of association and collective bargaining; safe working conditions; non-discrimination; inclusive employment by service providers | All procurement of goods, services and works, all campuses | Effective 15 Nov 2025 | Sustainable Procurement and Purchasing Policy, paras 5.1.2, 5.3.1 and 5.3.3; Section 2 |
| 3 | Verification and enforcement | Supplier questionnaire and classification; social compliance audits; right to audit supply chain practices; penalties, contract suspension and debarment | All suppliers and contractors | Effective 15 Nov 2025 | Sustainable Procurement and Purchasing Policy, paras 7.1, 7.2, 8.3.1 and 9.3; Section 2 |
| 4 | Forced and child labour; reporting | Prohibition in every outsourced service and supply contract, as in own employment; any person may report a concern to the Human Resource Directorate, with protection for good-faith reports | All outsourced contracts | 2023; Amendment 01 of 23 Oct 2025 | Human Resource Policy Manual, clause 1.3.7; Section 3 |

| No. | Element | Record | Coverage | Date | Evidence |
|---|---|---|---|---|---|
| 5 | Pay benchmark | Minimum gross salary of Rs 37,000 a month for every BU employee, the floor for the pay of comparable University staff | All employees | From 1 Mar 2025 | Treasurer letter of 10 Mar 2025; Section 3 |
| 6 | Equality and safety | Non-discrimination policy binding vendors, contractors and subcontractors; harassment of any person prohibited; HSE Policy binding contractors, with work permits and safety provision | All campuses | EDI amended 20 Oct 2025; HSE 22 Nov 2025 | EDI Policy, paras 3, 4 and 24; HSE Policy, paras 1.1 and 2.12; Sections 4 and 5 |

# 1. Cafeteria Policy: rights of vendors' workers

Catering on the University's campuses is provided by vendors who run its cafeterias, kiosks, hostel messes and pantries under contracts of up to two years that may not be sublet (para 5, items b and c). The BU Cafeteria Policy (2022) applies to all cafeterias, kiosks, hostels, pantries and messes at the Head Office, campuses and constituent units (para 3). Its Record of Amendments shows Amendment 1 of 2 November 2025, under the authority of the Director Administration, adding item (w), Rights of Vendors' Workers, to para 5 (Figures 1 and 2).

Item 5(w) guarantees vendors' workers rights equivalent to those of University staff. Every vendor must pay each of its workers no less than comparable University staff or the legal minimum wage, whichever is higher, and pay on time; give hours, rest days and leave no less favourable than those of comparable staff or the legal minimum, whichever is higher; provide safe working conditions under the Health, Safety and Environment Policy; and respect freedom of association and collective bargaining within the law. No child below the minimum age set by law may be employed. The vendor must give the Food Inspector monthly proof of payment, and a breach is a ground for penalty under item (j) and for exclusion from future contracts under item (n) (Figure 7). The Food Inspector reports major violations and imposes penalties (Annex A). The policy has no table of contents, so its pages are presented in full from the cover through the provisions cited.

# 1. Cafeteria Policy (continued)




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

# 1. Cafeteria Policy (continued)

Copy No. _____

## Record of Amendments

| Amendment No. | Dated | Authority for Amendment | Articles Amended |
|---|---|---|---|
| 1 | 02 Nov 2025 | Director Admin | Para 5 (General Instructions): new items (u) Ethical and Sustainable Sourcing, (v) Plastic and Disposable Items and (w) Rights of Vendors' Workers added after item (t) |
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**Note:** Amendments are to be recorded, cross-checked and their incorporation in thedocuments authenticated (with name, designation and signature).

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

# 1. Cafeteria Policy (continued)

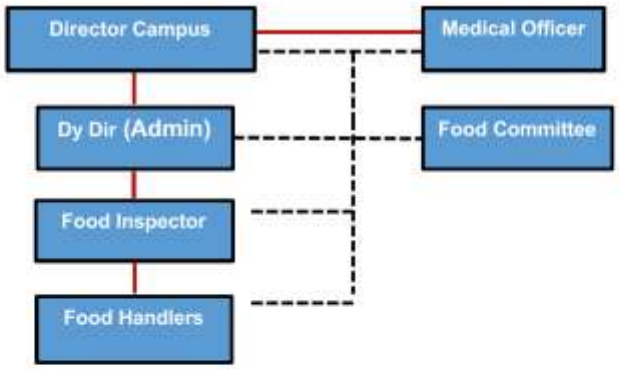
**BAHRIA UNIVERSITY CAFETARIA POLICY**

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

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

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

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




**Legend**

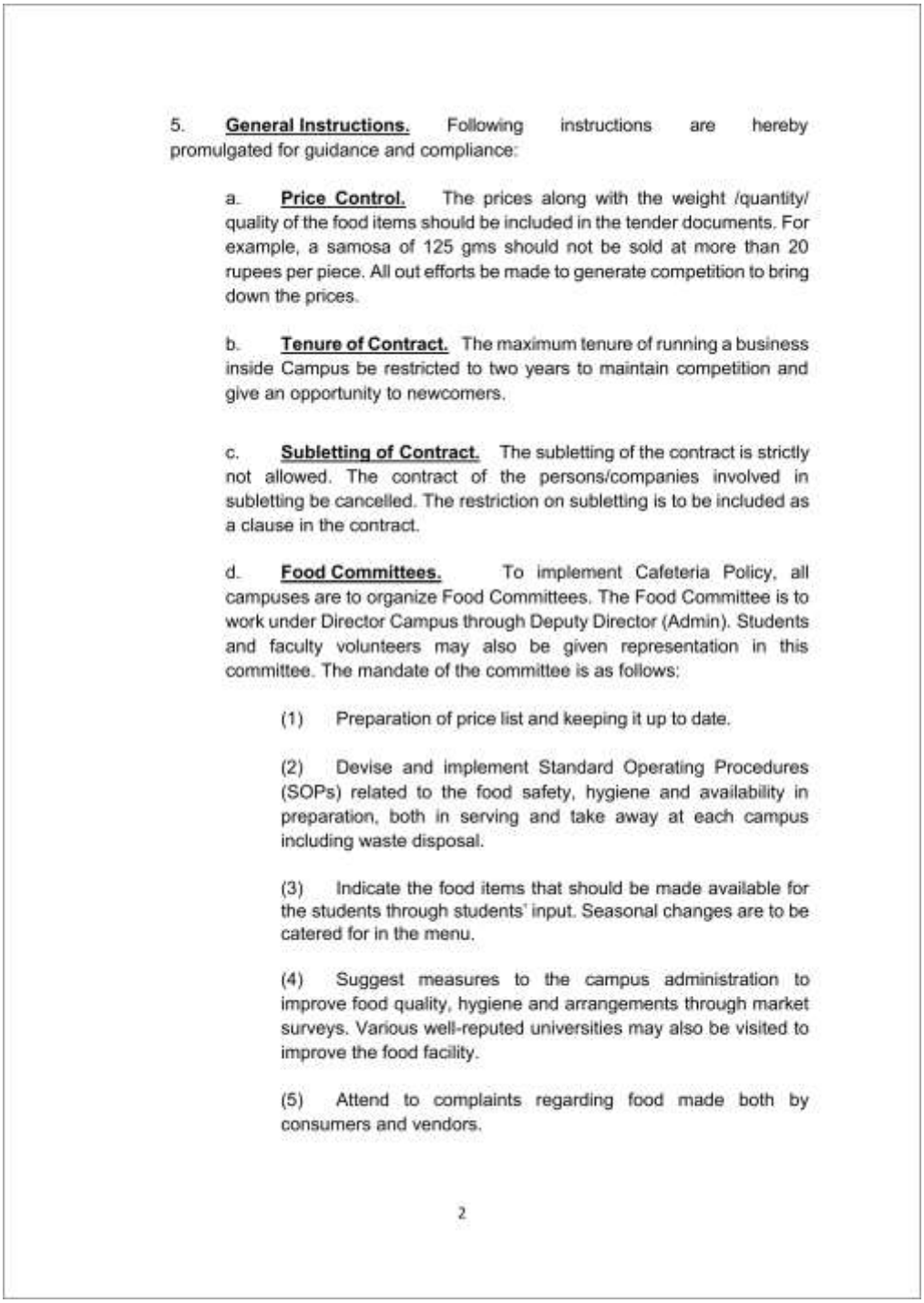
Administrative Linkage ——

Function - - - - -

1

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

# 1. Cafeteria Policy (continued)



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

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

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

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

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

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

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

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

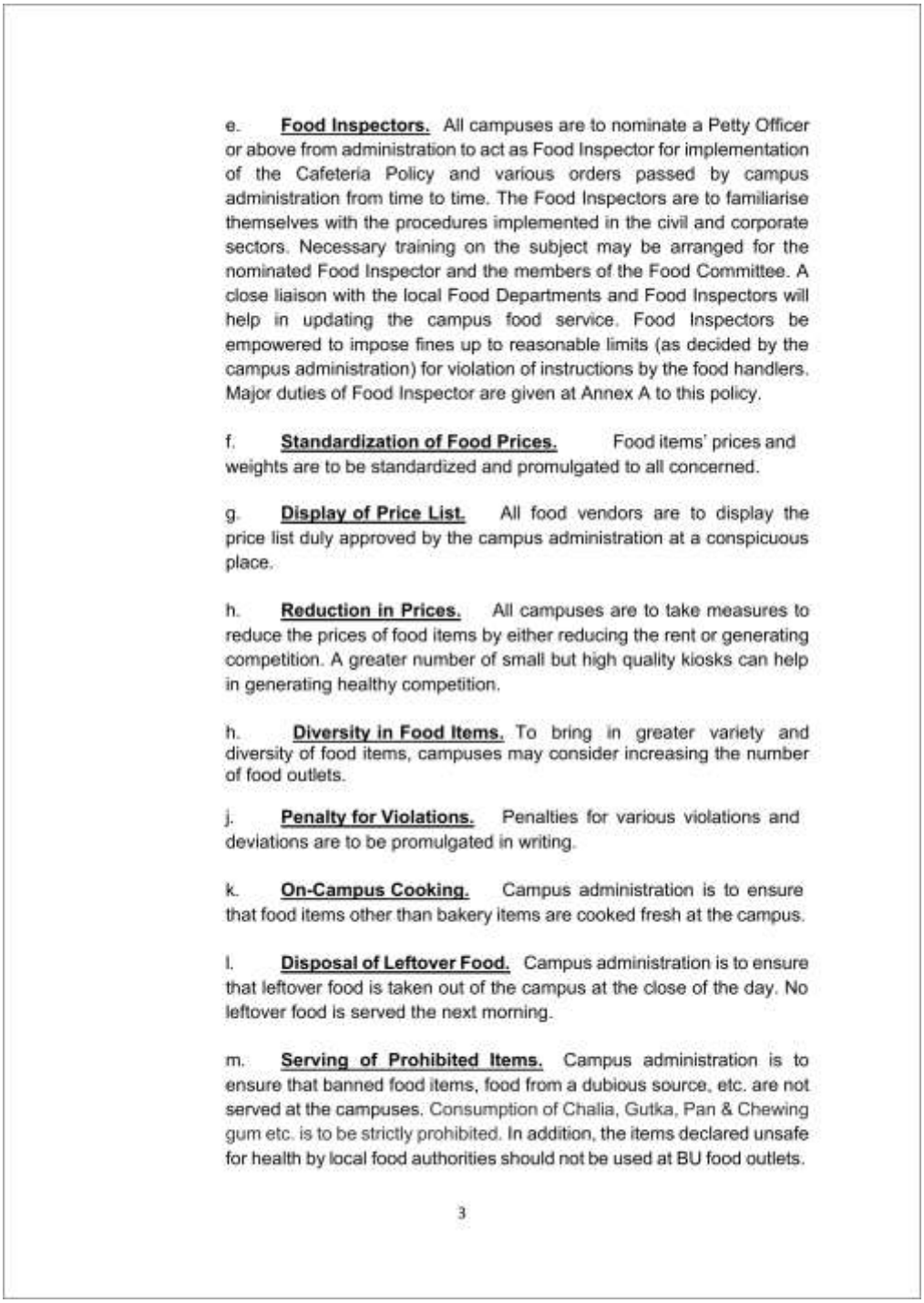
(4) Suggest measures to the campus administration to improve food quality, hygiene and arrangements through market surveys. Various well-reputed universities may also be visited to improve the food facility.

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

2

Figure 4: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 4: General Instructions, items (a) to (d) of para 5, including the restriction on subletting of contracts (item c) and the Food Committees (item d).

# 1. Cafeteria Policy (continued)



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

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

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

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

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

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

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

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

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

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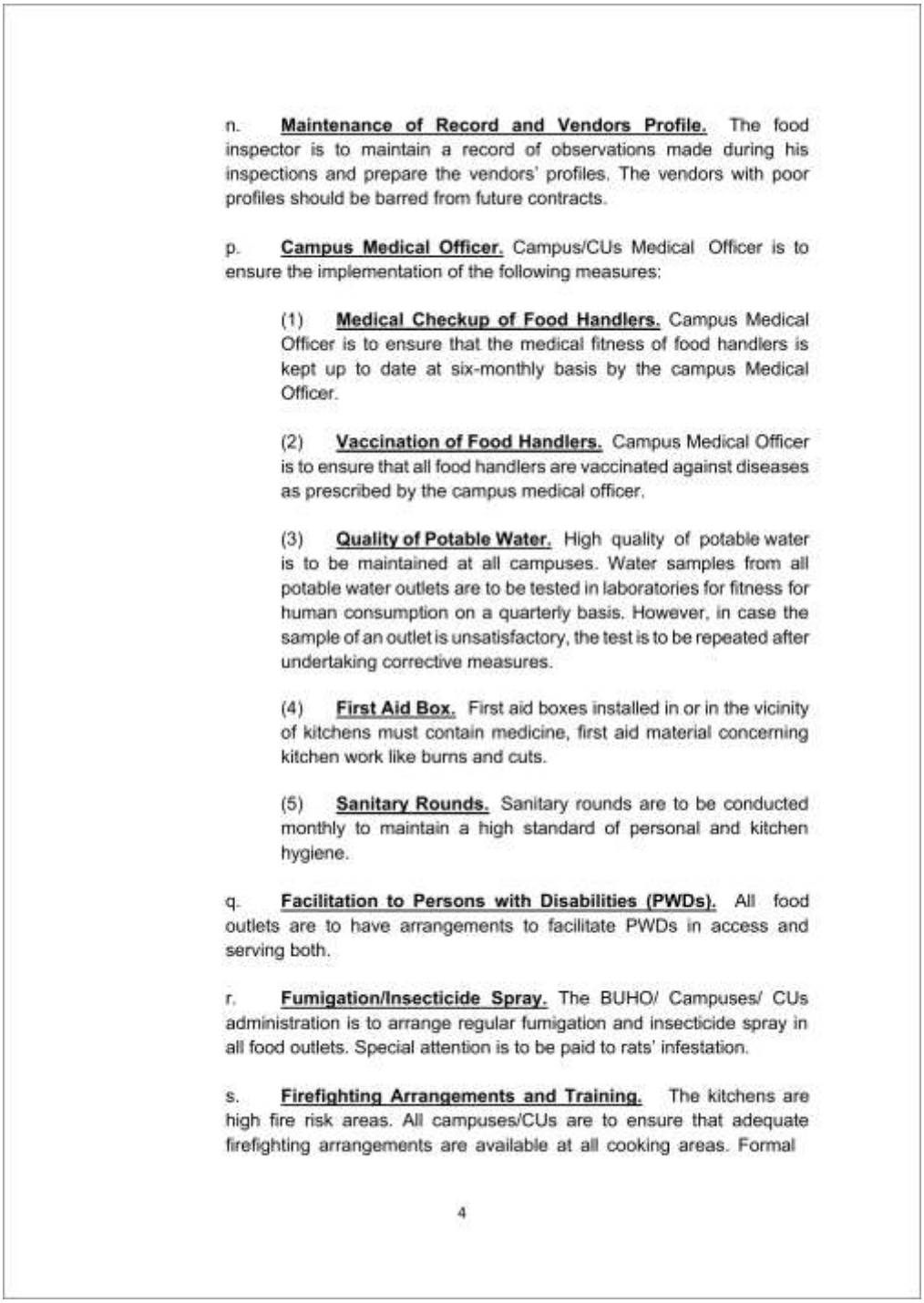
Figure 5: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 5: items (e) to (m) of para 5, including the Food Inspector, empowered to impose fines (item e), and Penalty for Violations (item j).

# 1. Cafeteria Policy (continued)



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

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

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

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

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

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

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

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

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

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

4

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

# 1. Cafeteria Policy (continued)

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

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

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

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

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

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

5

Figure 7: BU Cafeteria Policy (2022, amended 2 November 2025), PDF page 7: item (w), Rights of Vendors' Workers: pay no less than comparable University staff or the legal minimum wage, whichever is higher, on time; hours, rest days and leave no less favourable than comparable staff or the legal minimum; safe working conditions; freedom of association and collective bargaining; monthly proof of payment; penalty and exclusion for breach.

# 1. Cafeteria Policy (continued)

**Annex A to**
**Cafeteria Policy**

**DUTIES OF FOOD INSPECTOR**

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

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

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

   b. Reporting major violations from instructions to campus administration.

   c. Impose penalties for violations from instructions.

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

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

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

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

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

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

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

   a. Complaints regarding food quality, quantity and availability.

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

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

1

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

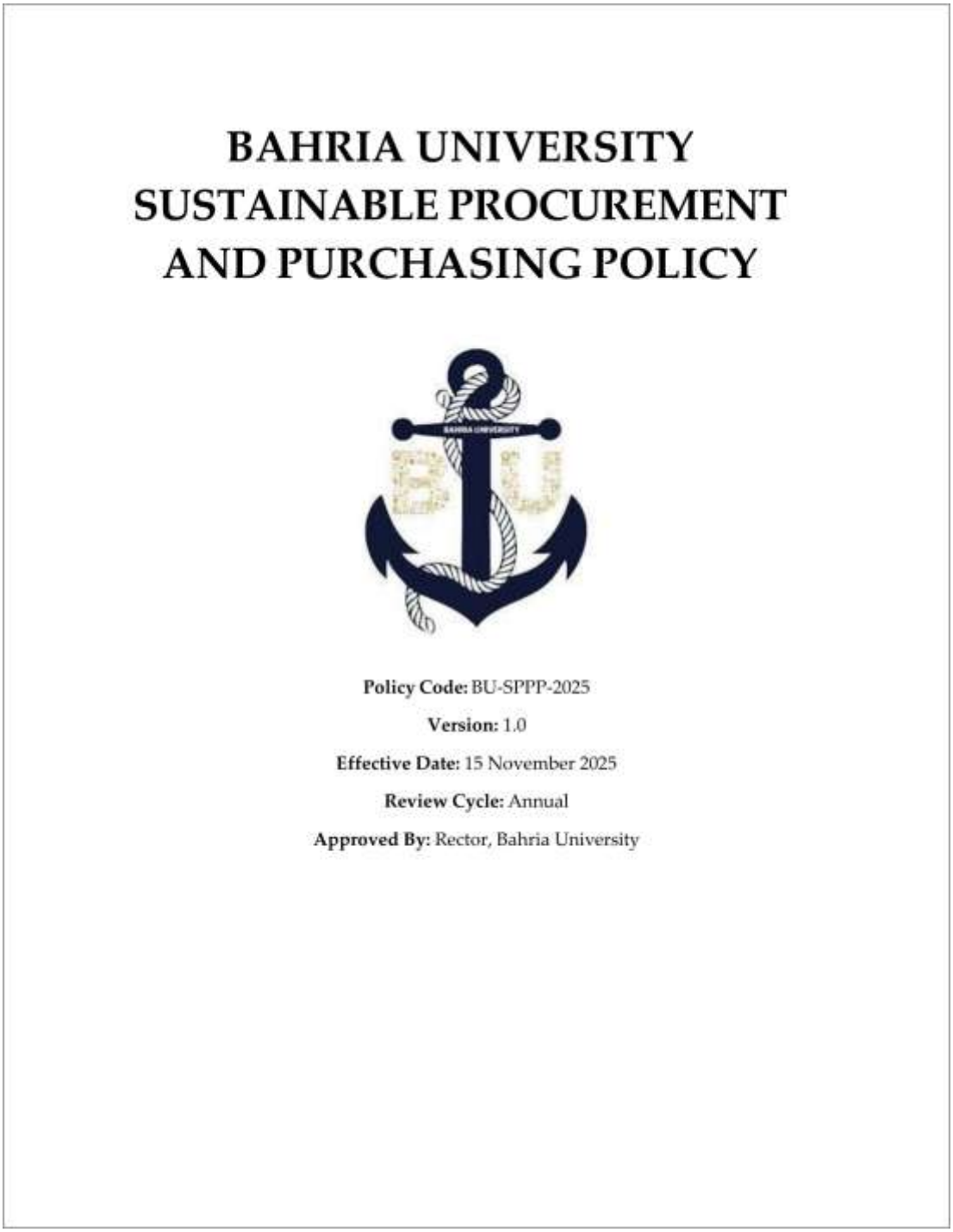
## 2. Sustainable Procurement and Purchasing Policy (2025)

The Bahria University Sustainable Procurement and Purchasing Policy (Policy Code BU-SPPP-2025, version 1.0) was approved by the Rector and took effect on 15 November 2025, with an annual review cycle (Figure 9). It applies to all procurement of goods, services and works by the University, at all campuses and constituent units, by every procurement method and from every budget source (para 2.2), and so reaches every service that the University outsources to a third party.

The policy defines social procurement as purchasing that generates positive social outcomes, including fair labour (para 2.1, item 5), and its principle of social responsibility requires fair labour practices, safe working conditions and respect for human rights throughout supply chains (para 3.1.3), with the target of 100% compliance with labour standards in supply chains (para 3.2, Objective 3). Every supplier must demonstrate compliance with Pakistani labour laws, no use of forced or child labour, safe working conditions and non-discrimination policies (para 5.1.2). The labour standards applied in procurement are compliance with the ILO core conventions, fair wages under a living wage commitment, reasonable working hours, freedom of association and collective bargaining, and safe working conditions to OHSAS 18001 or an equivalent standard (para 5.3.1), and service providers are expected to follow inclusive employment practices (para 5.3.3).

These rights are verified and enforced. Suppliers answer a sustainability questionnaire on social responsibility policies (SA8000 or equivalent) and on modern slavery and human rights due diligence and are classified into three tiers (para 7.1); bidders describe their labour practices and social compliance, which count towards a 25% weight for sustainability performance (para 8.2); contracts carry the right to audit supply chain practices and penalties for non-compliance, with third-party audits of high-risk suppliers (para 8.3.1); social compliance audit results are a supplier performance indicator, reviewed annually for all suppliers and quarterly for high-impact suppliers (para 7.2); and serious or repeated violations lead to contract suspension, supplier debarment or legal action (para 9.3).

## 2. Sustainable Procurement and Purchasing Policy (continued)



BAHRIA UNIVERSITY
SUSTAINABLE PROCUREMENT
AND PURCHASING POLICY

**Policy Code:** BU-SPPP-2025

**Version:** 1.0

**Effective Date:** 15 November 2025

**Review Cycle:** Annual

**Approved By:** Rector, Bahria University

Figure 9: Sustainable Procurement and Purchasing Policy (2025), page 1: cover; Policy Code BU-SPPP-2025, version 1.0, effective 15 November 2025, annual review cycle, approved by the Rector.

# 2. Sustainable Procurement and Purchasing Policy (continued)

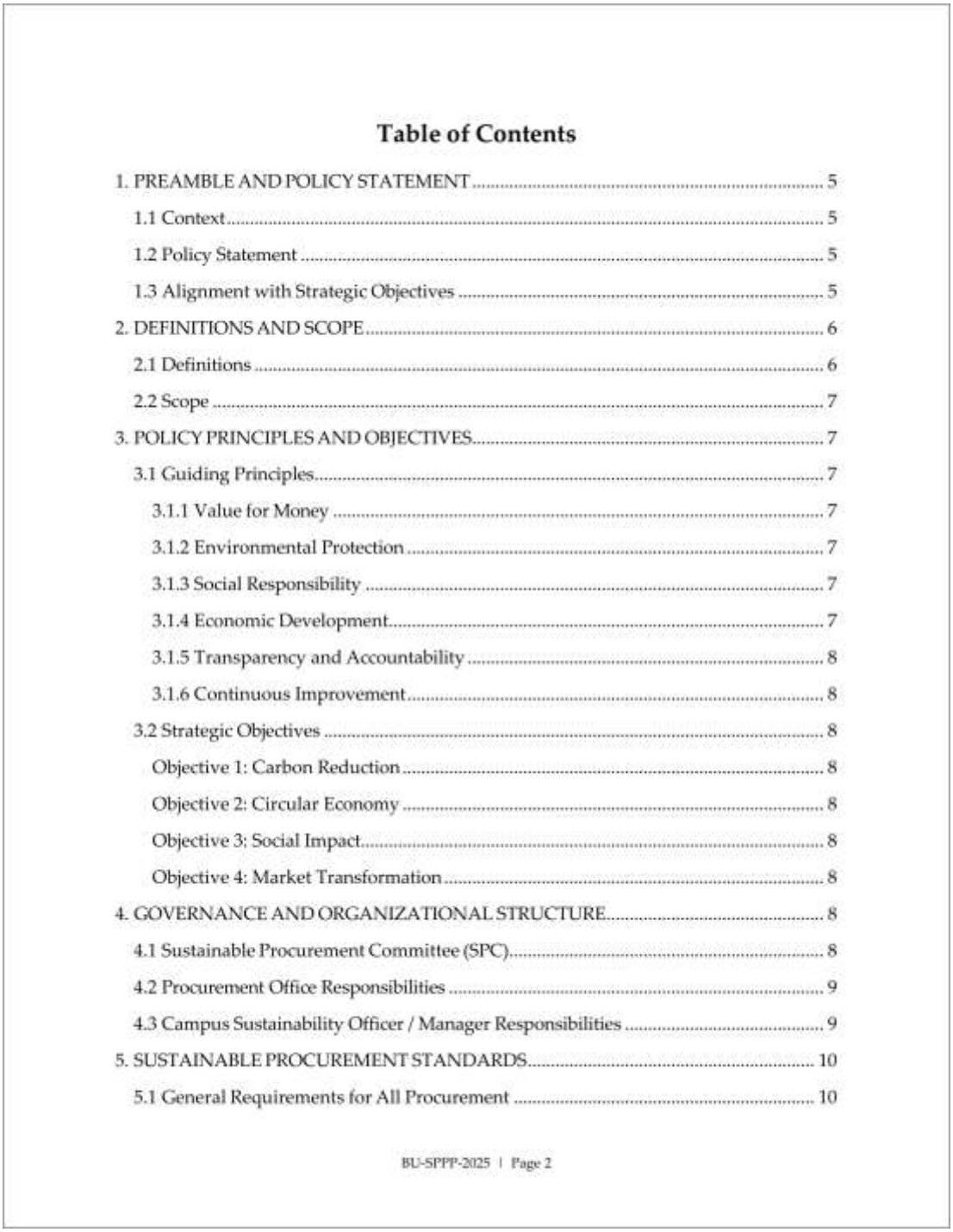


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Figure 10: Sustainable Procurement and Purchasing Policy (2025), page 2: Table of Contents, sections 1 to 5.1.

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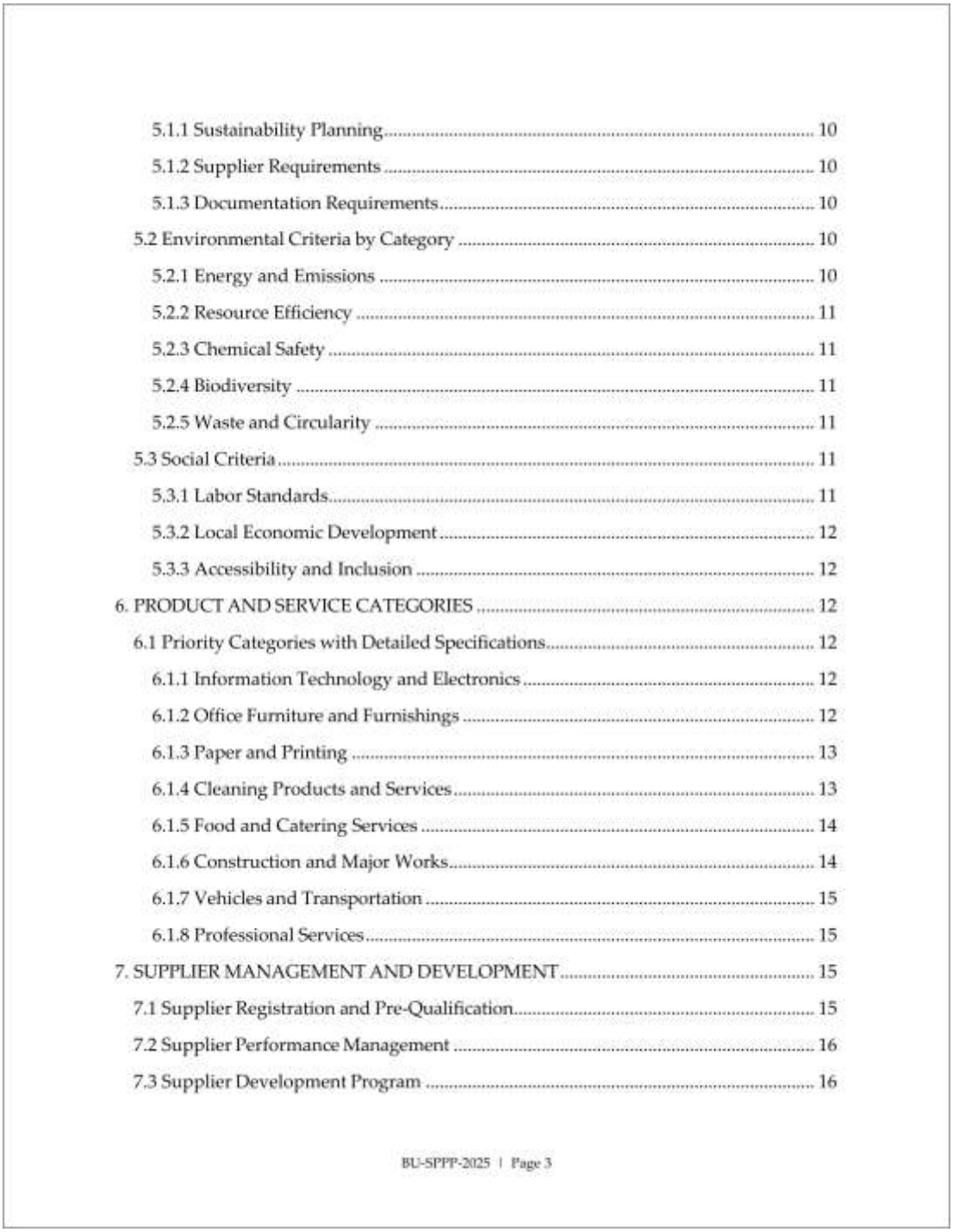

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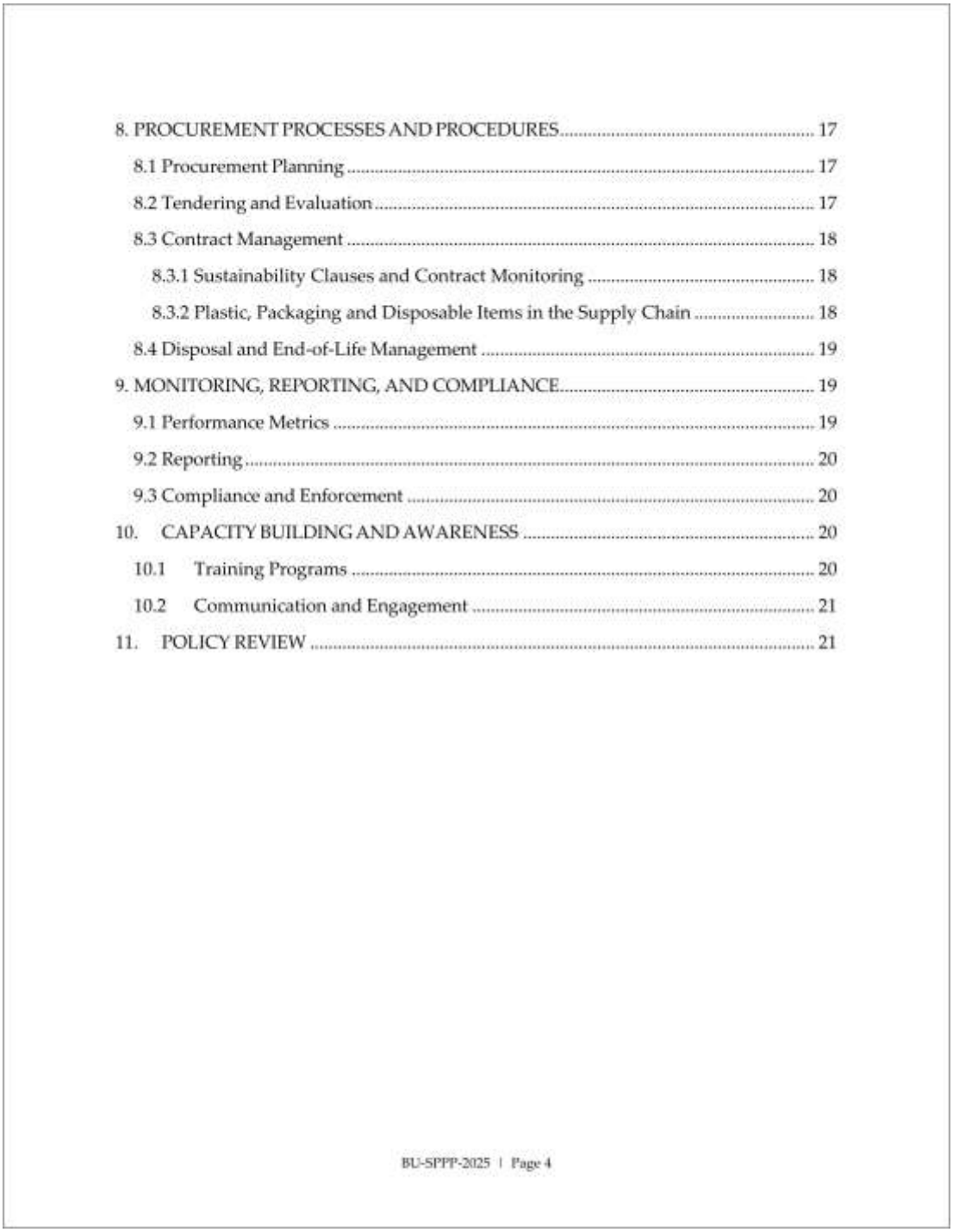
Figure 11: Sustainable Procurement and Purchasing Policy (2025), page 3: Table of Contents (continued), sections 5.1.1 to 7.3, including 5.1.2, Supplier Requirements, 5.3.1, Labor Standards, and 5.3.3, Accessibility and Inclusion.

# 2. Sustainable Procurement and Purchasing Policy (continued)



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

## 2. DEFINITIONS AND SCOPE

### 2.1 Definitions

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

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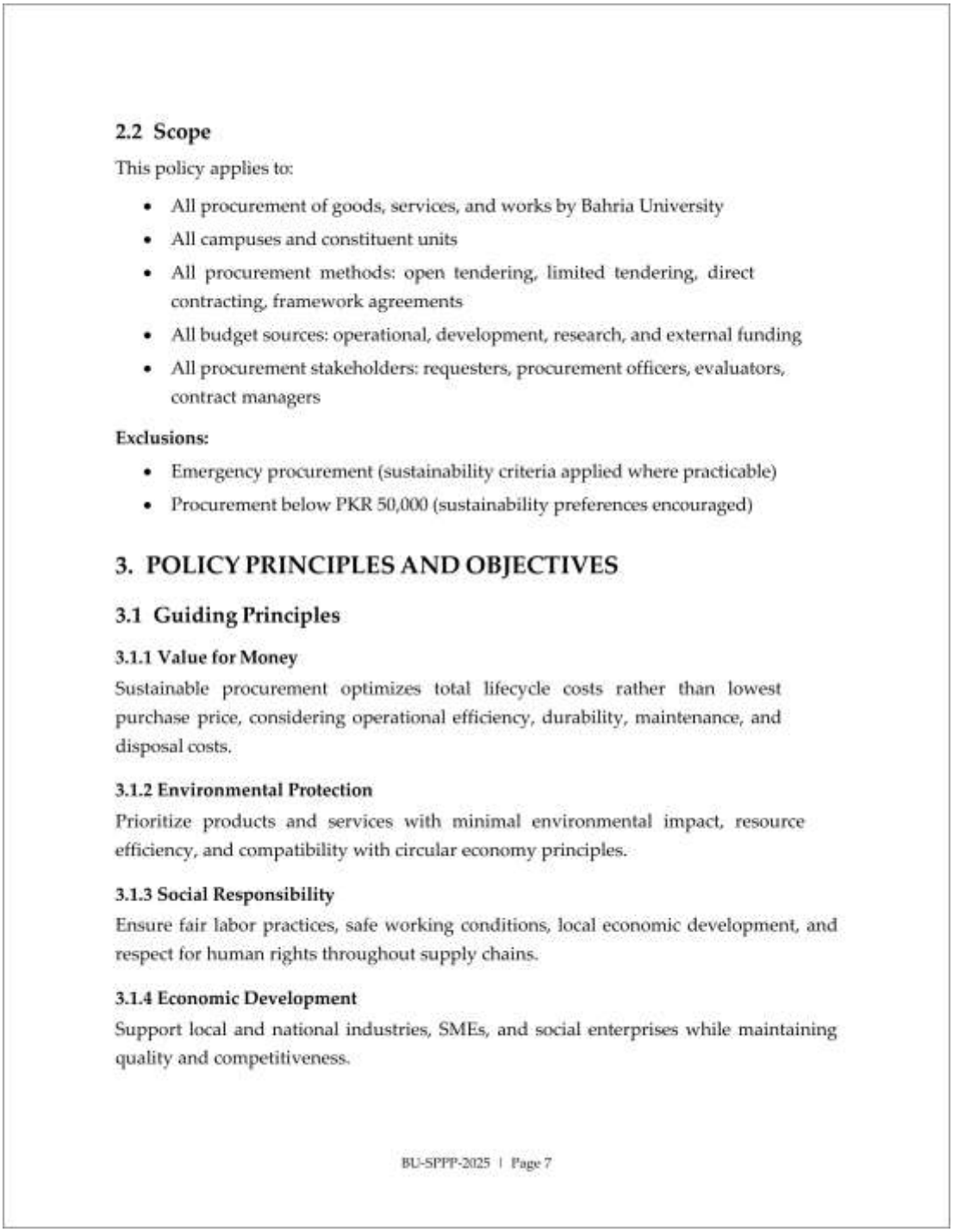
Figure 13: Sustainable Procurement and Purchasing Policy (2025), page 6: alignment with SDG 8, Decent Work and Economic Growth (para 1.3); definitions (para 2.1), including Social Procurement, with fair labour among its outcomes (item 5), and Sustainable Supplier (item 6).

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



### 2.2 Scope

This policy applies to:

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

**Exclusions:**

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

## 3. POLICY PRINCIPLES AND OBJECTIVES

### 3.1 Guiding Principles

**3.1.1 Value for Money**

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

**3.1.2 Environmental Protection**

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

**3.1.3 Social Responsibility**

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

**3.1.4 Economic Development**

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

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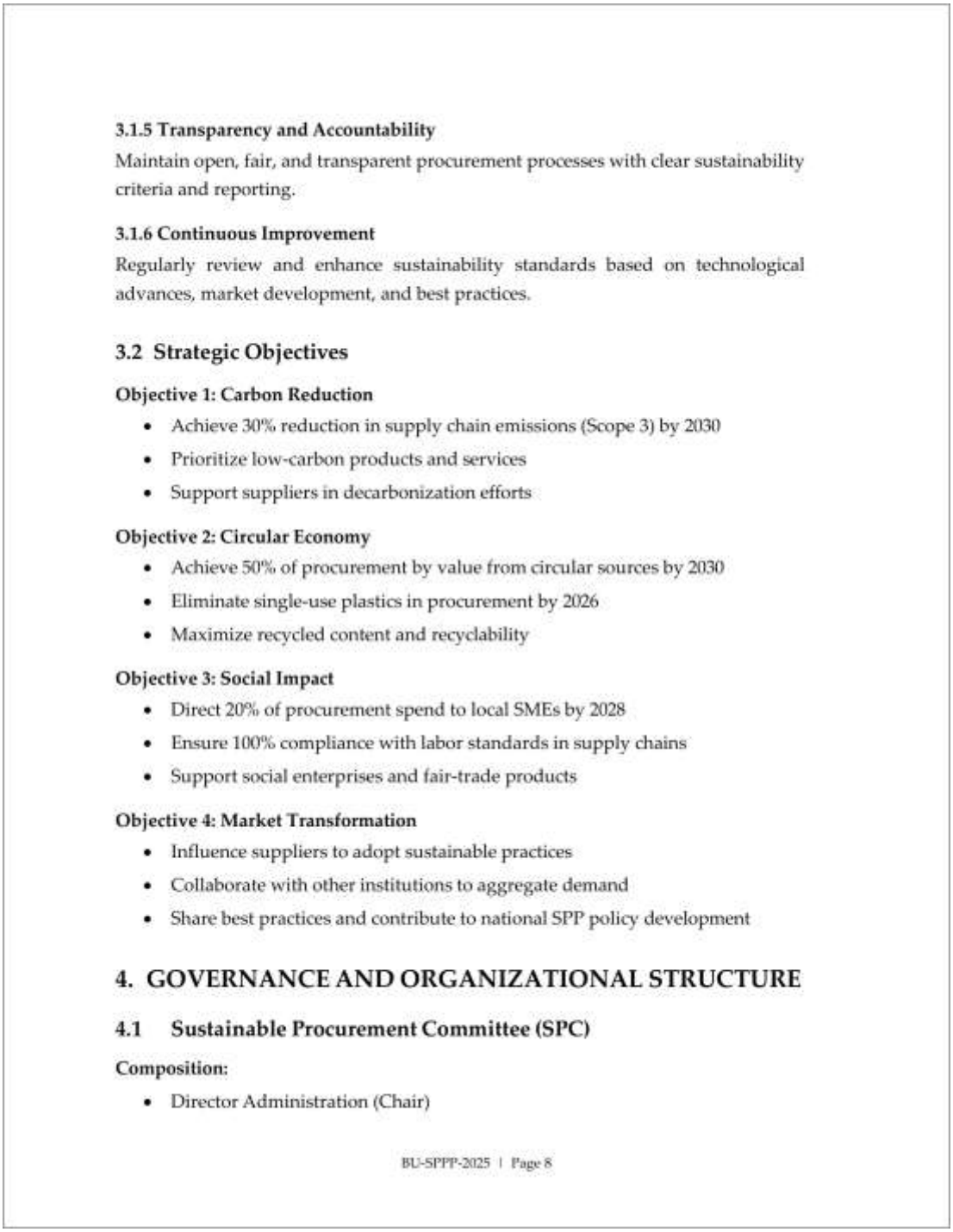
Figure 14: Sustainable Procurement and Purchasing Policy (2025), page 7: scope, all procurement of goods, services and works at all campuses and constituent units (para 2.2); principle of social responsibility, fair labour practices, safe working conditions and respect for human rights throughout supply chains (para 3.1.3).

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



**3.1.5 Transparency and Accountability**

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

**3.1.6 Continuous Improvement**

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

### 3.2 Strategic Objectives

**Objective 1: Carbon Reduction**

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

**Objective 2: Circular Economy**

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

**Objective 3: Social Impact**

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

**Objective 4: Market Transformation**

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

## 4. GOVERNANCE AND ORGANIZATIONAL STRUCTURE

### 4.1 Sustainable Procurement Committee (SPC)

**Composition:**

- Director Administration (Chair)

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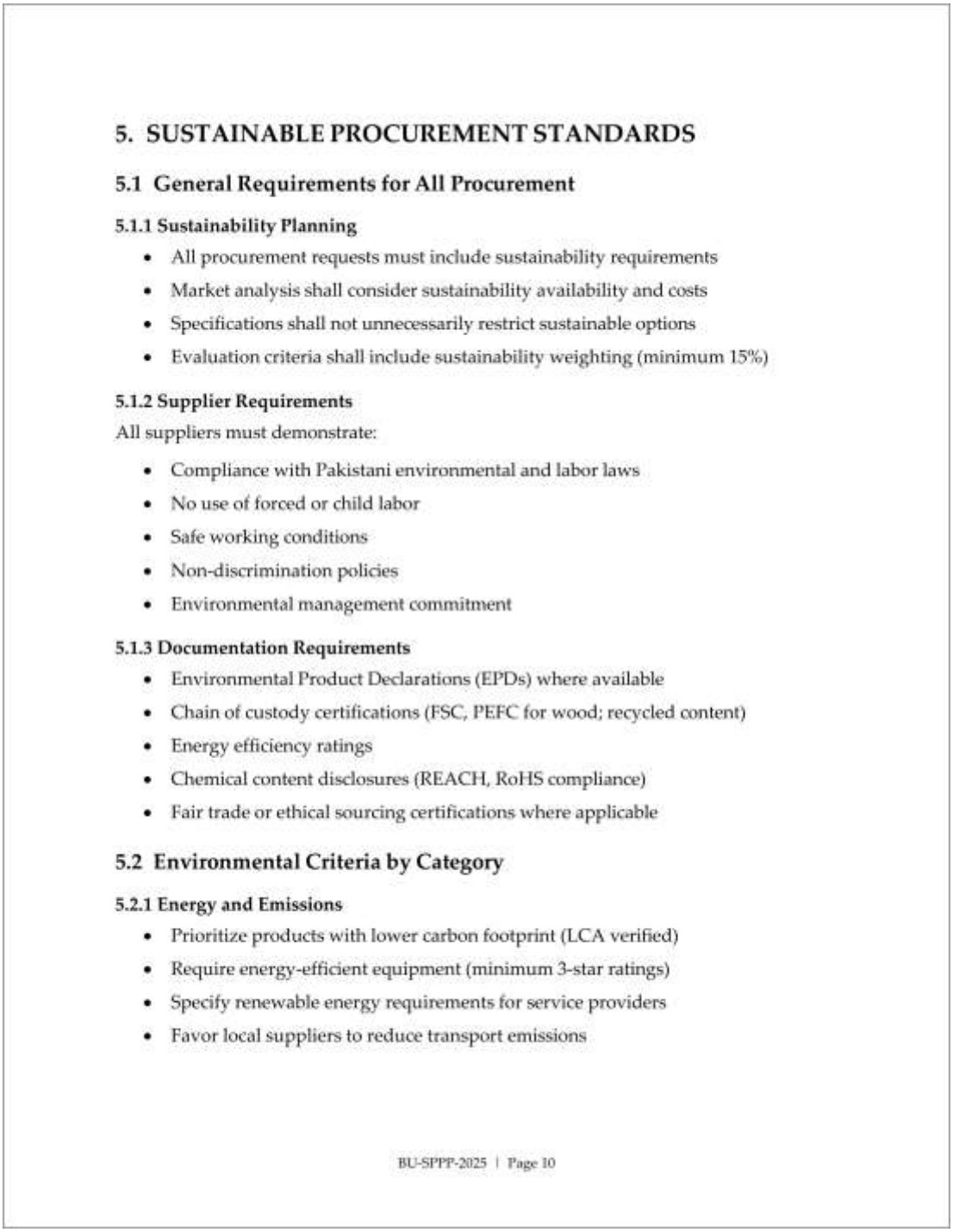
Figure 15: Sustainable Procurement and Purchasing Policy (2025), page 8: Objective 3, Social Impact, 100% compliance with labour standards in supply chains (para 3.2); Sustainable Procurement Committee (para 4.1).

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



## 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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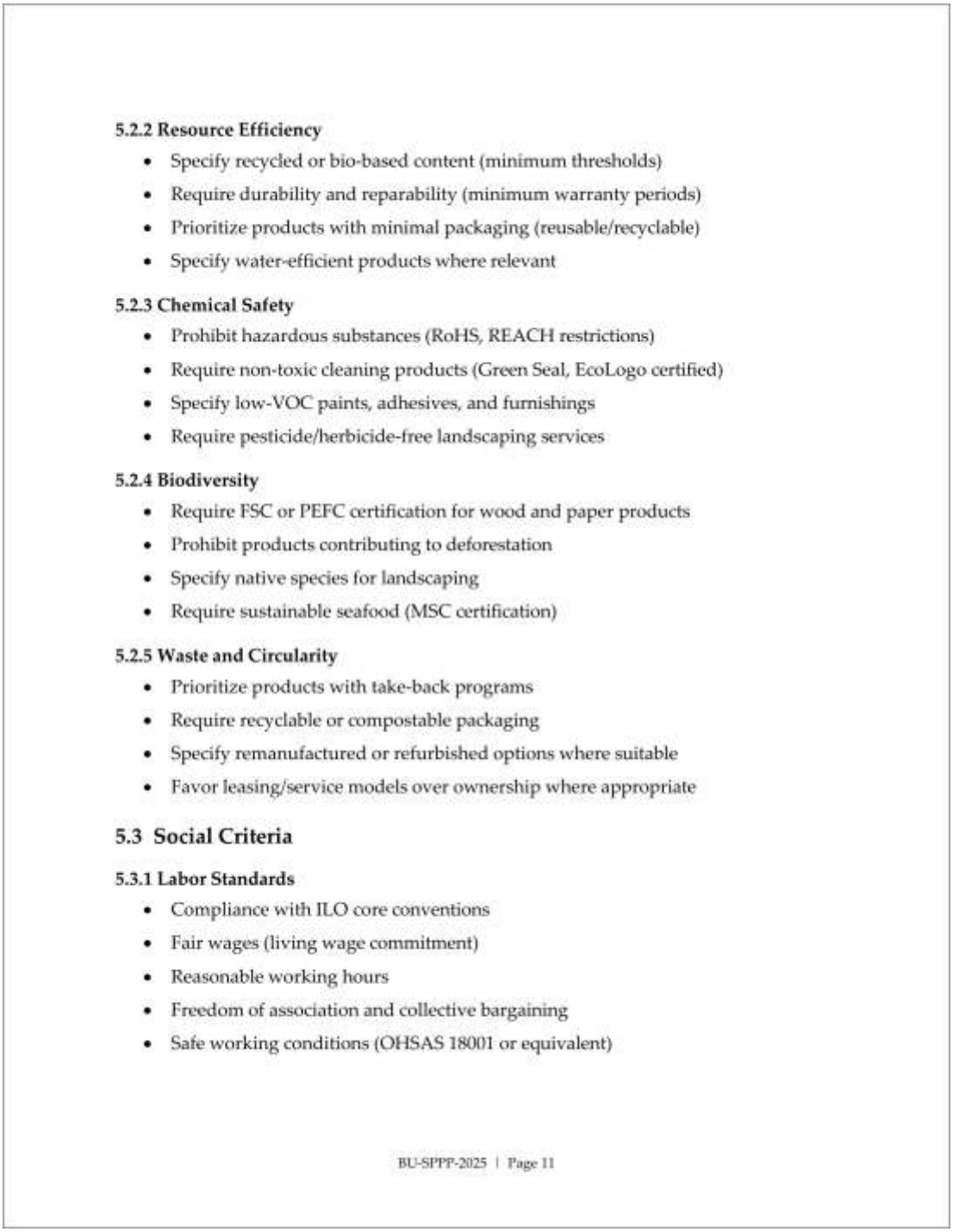
Figure 16: Sustainable Procurement and Purchasing Policy (2025), page 10: Supplier Requirements, compliance with Pakistani labour laws, no use of forced or child labour, safe working conditions and non-discrimination policies (para 5.1.2).

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



**5.2.2 Resource Efficiency**

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

**5.2.3 Chemical Safety**

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

**5.2.4 Biodiversity**

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

**5.2.5 Waste and Circularity**

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

**5.3 Social Criteria**

**5.3.1 Labor Standards**

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

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Figure 17: Sustainable Procurement and Purchasing Policy (2025), page 11: Labor Standards, compliance with the ILO core conventions, fair wages (living wage commitment), reasonable working hours, freedom of association and collective bargaining, and safe working conditions (para 5.3.1).

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

**5.3.2 Local Economic Development**

- Preference for local suppliers (within 100km radius)
- Support for SMEs and women/youth-owned businesses
- Skills development and training requirements for large contracts
- Community benefit clauses in major construction projects

**5.3.3 Accessibility and Inclusion**

- Universal design principles for built environment
- Accessibility features in IT procurement
- Inclusive employment practices by service providers

## 6. PRODUCT AND SERVICE CATEGORIES

### 6.1 Priority Categories with Detailed Specifications

**6.1.1 Information Technology and Electronics**

**Mandatory Requirements:**

- Energy Star or equivalent certification for all equipment
- EPEAT registration (Gold or Silver) for computers and displays
- TCO Certified for displays and notebooks
- RoHS compliance certification
- Minimum 5-year warranty and availability of spare parts
- Take-back program for end-of-life equipment

**Preferred Requirements:**

- EPEAT Gold certification
- Recycled plastic content >30%
- Repairability index score >7/10
- Carbon footprint disclosure

**6.1.2 Office Furniture and Furnishings**

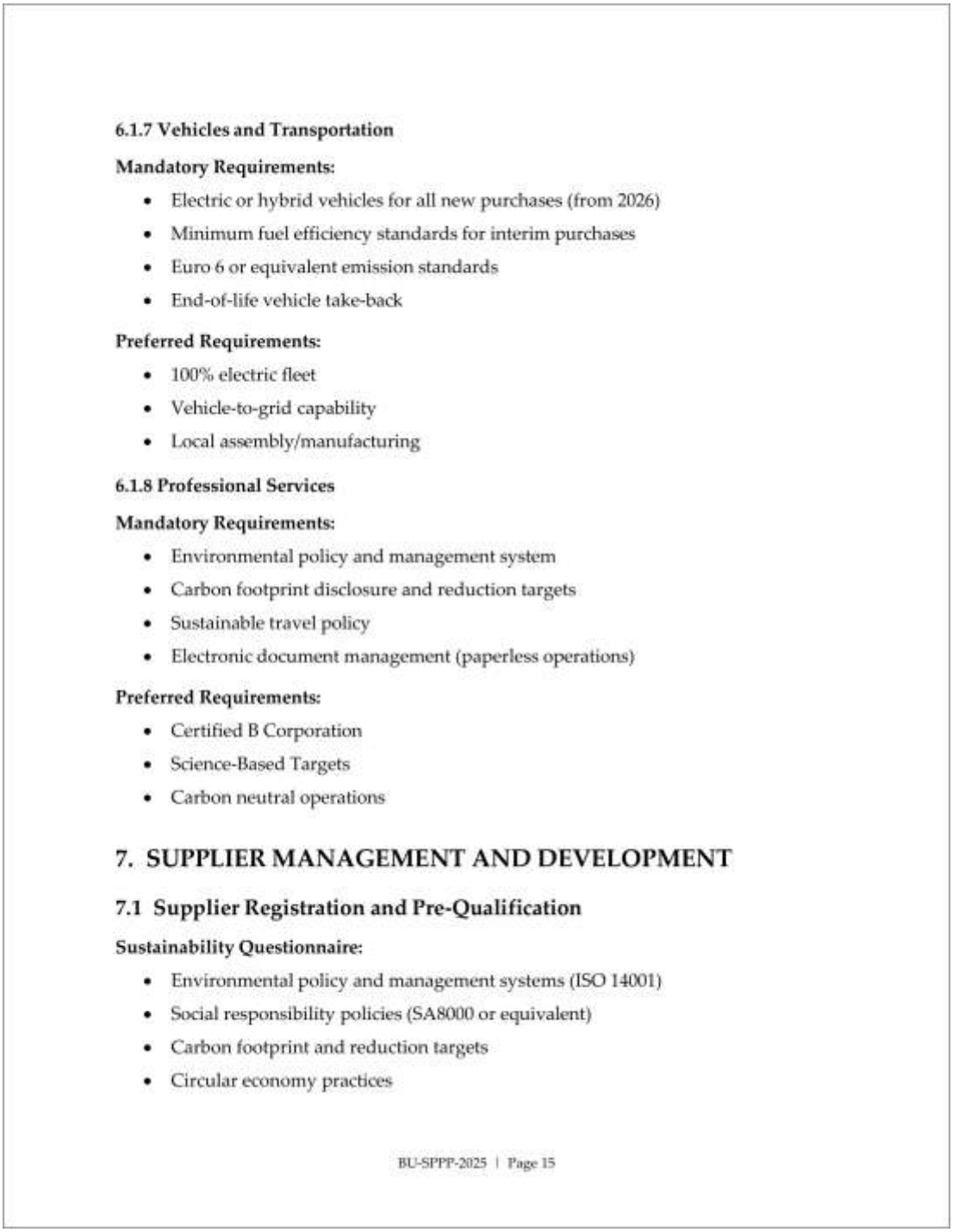
**Mandatory Requirements:**

- FSC or PEFC certified wood products



Figure 18: Sustainable Procurement and Purchasing Policy (2025), page 12: Accessibility and Inclusion, inclusive employment practices by service providers (para 5.3.3).

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



**6.1.7 Vehicles and Transportation**

**Mandatory Requirements:**

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

**Preferred Requirements:**

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

**6.1.8 Professional Services**

**Mandatory Requirements:**

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

**Preferred Requirements:**

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

## 7. SUPPLIER MANAGEMENT AND DEVELOPMENT

### 7.1 Supplier Registration and Pre-Qualification

**Sustainability Questionnaire:**

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

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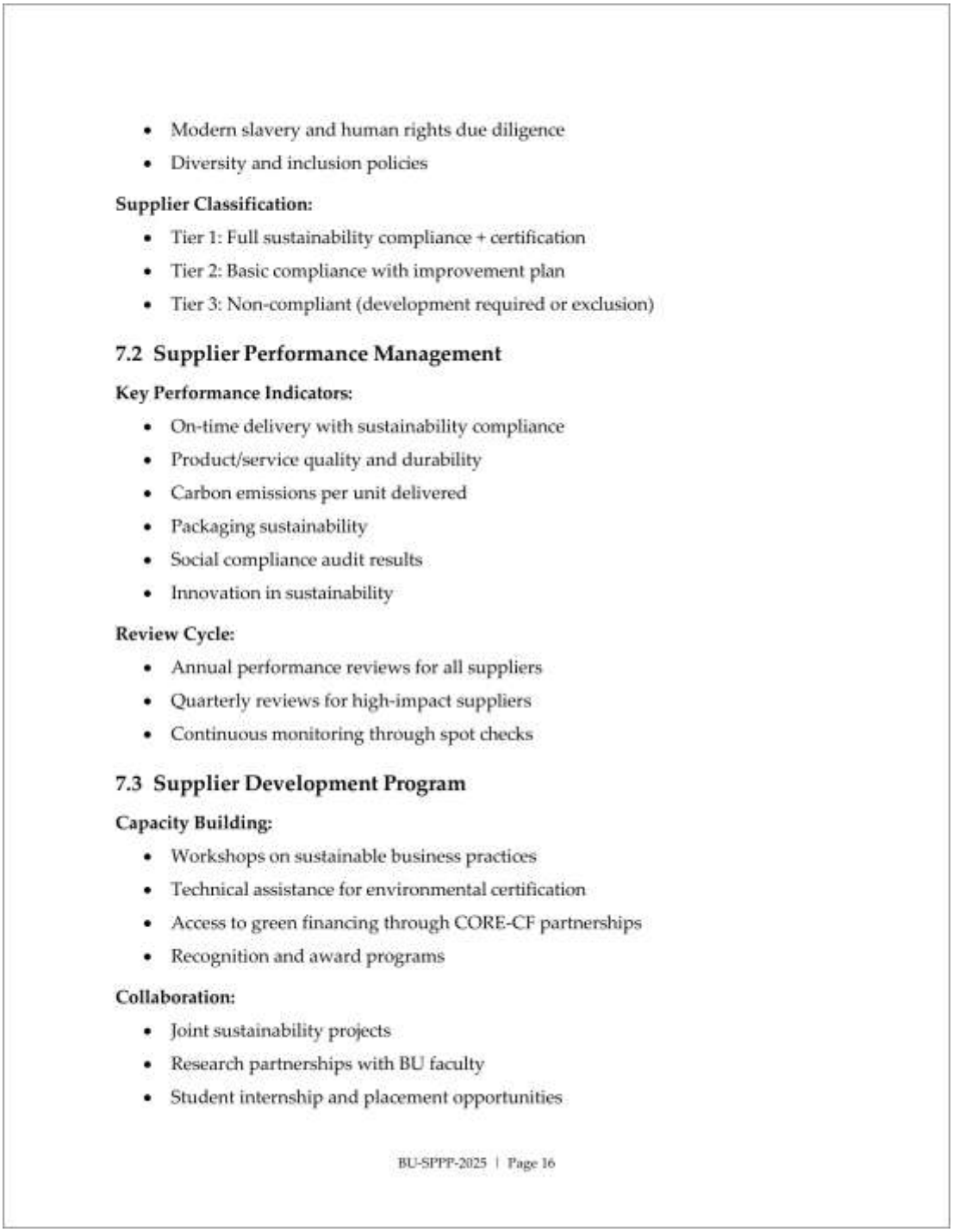
Figure 19: Sustainable Procurement and Purchasing Policy (2025), page 15: Supplier Registration and Pre-Qualification, sustainability questionnaire, including social responsibility policies (SA8000 or equivalent) (para 7.1).

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



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

**Supplier Classification:**

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

### 7.2 Supplier Performance Management

**Key Performance Indicators:**

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

**Review Cycle:**

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

### 7.3 Supplier Development Program

**Capacity Building:**

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

**Collaboration:**

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

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Figure 20: Sustainable Procurement and Purchasing Policy (2025), page 16: questionnaire item on modern slavery and human rights due diligence; supplier classification (para 7.1); social compliance audit results among supplier performance indicators, with annual and quarterly reviews and spot checks (para 7.2).

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

- Pilot programs for innovative sustainable products

## 8. PROCUREMENT PROCESSES AND PROCEDURES

### 8.1 Procurement Planning

**Sustainability Assessment:**

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

**Specification Development:**

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

### 8.2 Tendering and Evaluation

**Evaluation Criteria Template:**

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

**Sustainability Evaluation Questions:**

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

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Figure 21: Sustainable Procurement and Purchasing Policy (2025), page 17: Tendering and Evaluation, sustainability performance covering environmental and social criteria weighted at 25% (para 8.2).

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

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

### 8.3 Contract Management

#### 8.3.1 Sustainability Clauses and Contract Monitoring

**Sustainability Clauses:**

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

**Contract Monitoring:**

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

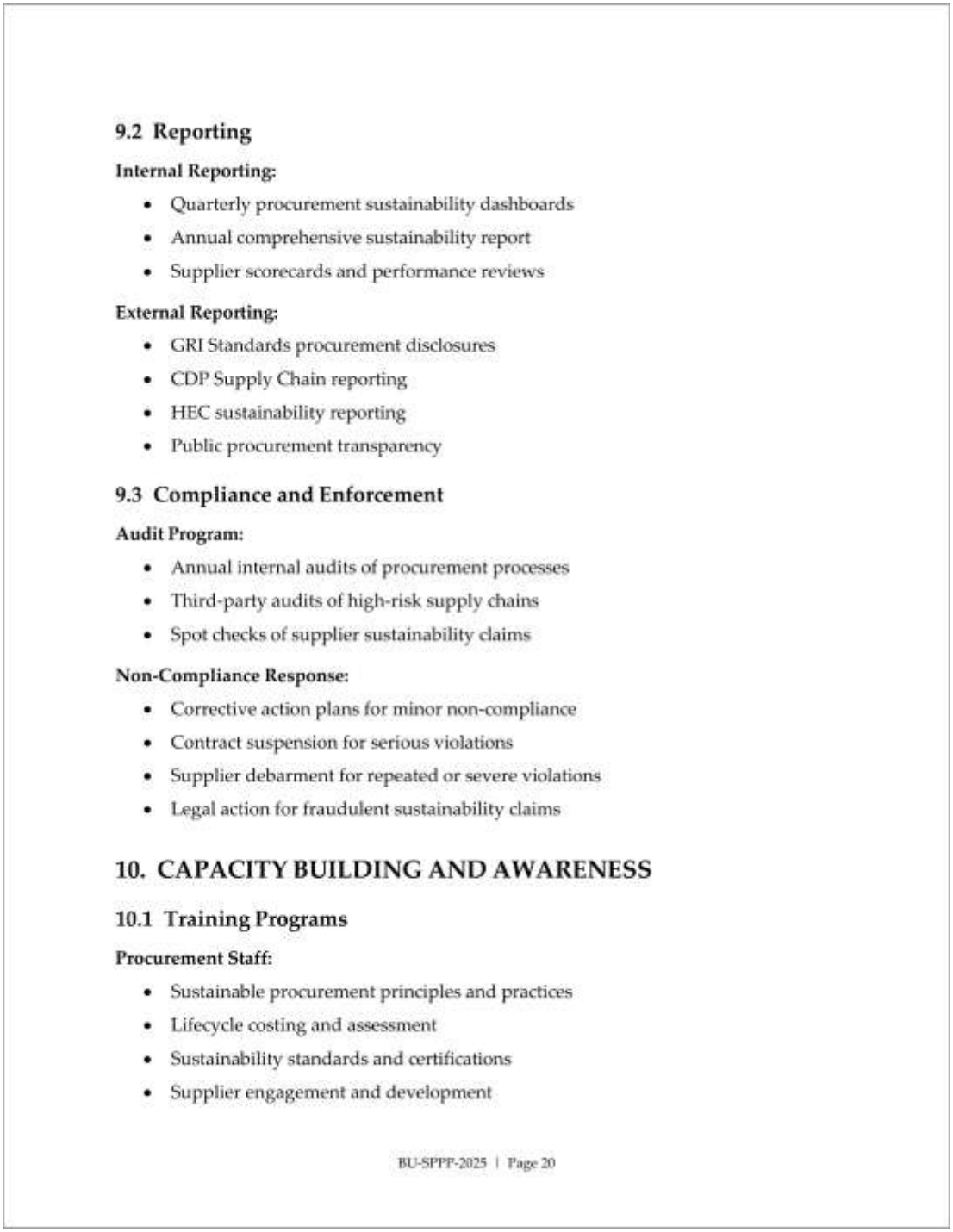
#### 8.3.2 Plastic, Packaging and Disposable Items in the Supply Chain

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



Figure 22: Sustainable Procurement and Purchasing Policy (2025), page 18: evaluation question on labour practices and social compliance (para 8.2); contract clauses, right to audit supply chain practices and penalties for non-compliance; third-party audits for high-risk suppliers (para 8.3.1).

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



### 9.2 Reporting

**Internal Reporting:**

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

**External Reporting:**

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

### 9.3 Compliance and Enforcement

**Audit Program:**

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

**Non-Compliance Response:**

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

## 10. CAPACITY BUILDING AND AWARENESS

### 10.1 Training Programs

**Procurement Staff:**

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

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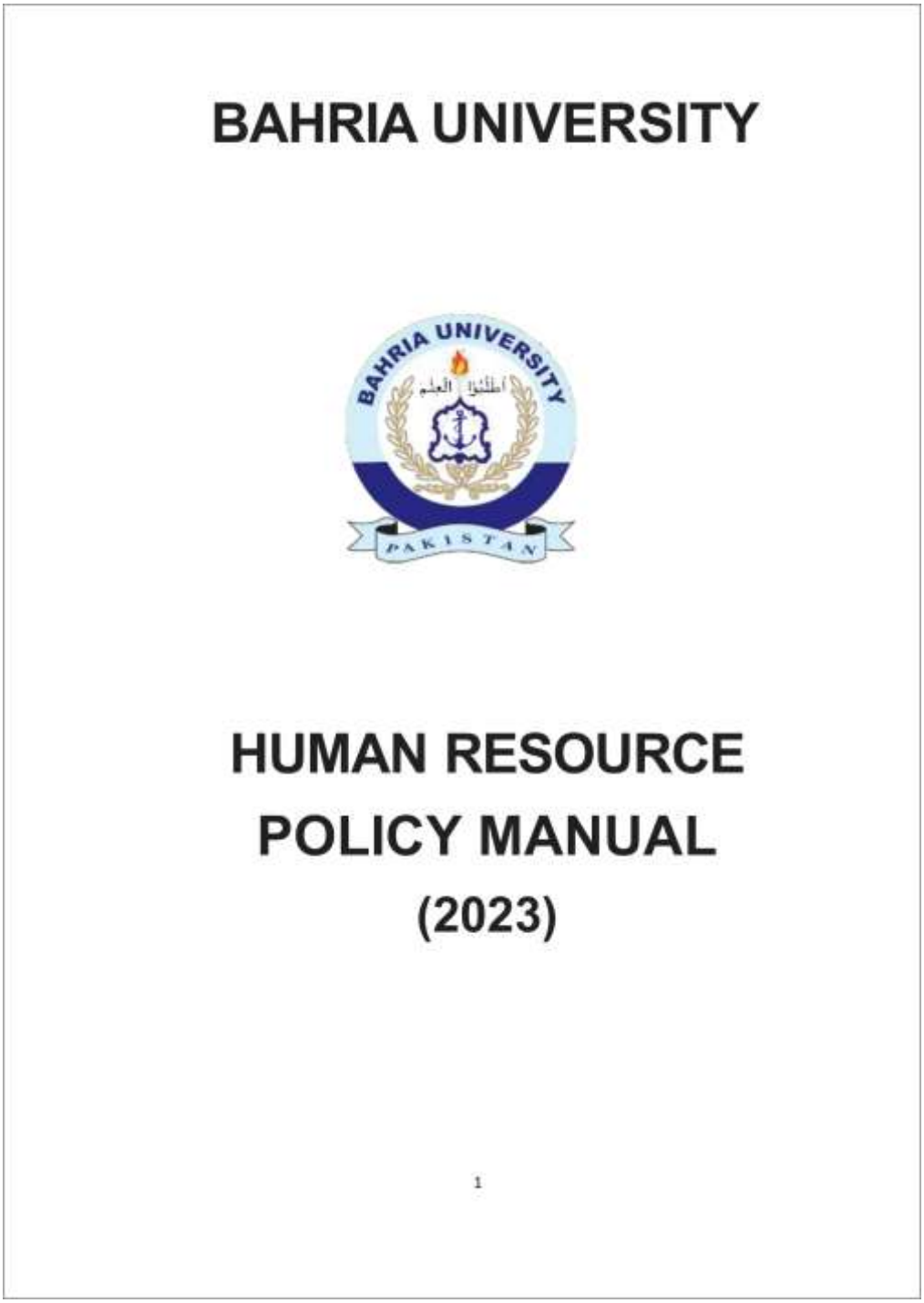
Figure 23: Sustainable Procurement and Purchasing Policy (2025), page 20: Compliance and Enforcement, audits of high-risk supply chains, contract suspension for serious violations and supplier debarment for repeated or severe violations (para 9.3).

## 3. Human Resource Policy Manual and the University pay floor

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. Its Record of Amendments shows Amendment 01 of 23 October 2025, under the authority of the Director Human Resource, adding clause 1.3.7 (Figures 25 to 26). Clause 1.3.7 applies the University's prohibition of forced labour, modern slavery, human trafficking and child labour to every outsourced service and supply contract on the same terms as to its own employment, bars engagement under threat, debt bondage or the retention of identity documents, and allows any person, including the staff of a contractor, to report a concern to the Human Resource Directorate, which shall investigate it, with no one to suffer for a report made in good faith (Figure 33). The leave rules for University staff, against which item 5(w) of the Cafeteria Policy measures the leave of vendors' workers, are set out in Chapter 4, Leave Procedures (Figures 29 and 30).

The pay of comparable University staff, the benchmark in item 5(w), rests on a University pay floor. By letter BU-HO/Fin/2025/L/1474 of 10 March 2025, issued by the Treasurer to every campus and institute of the University, the Rector approved a minimum gross salary of Rs 37,000 per month with effect from 1 March 2025, in compliance with government regulations. The Special Allowance Head covers the difference between an employee's gross salary and Rs 37,000, so that no BU employee earns less than Rs 37,000 a month, and the pay of newly inducted staff follows the Government notification of minimum wages (Figures 34 and 35).

## 3. Human Resource Policy Manual (continued)



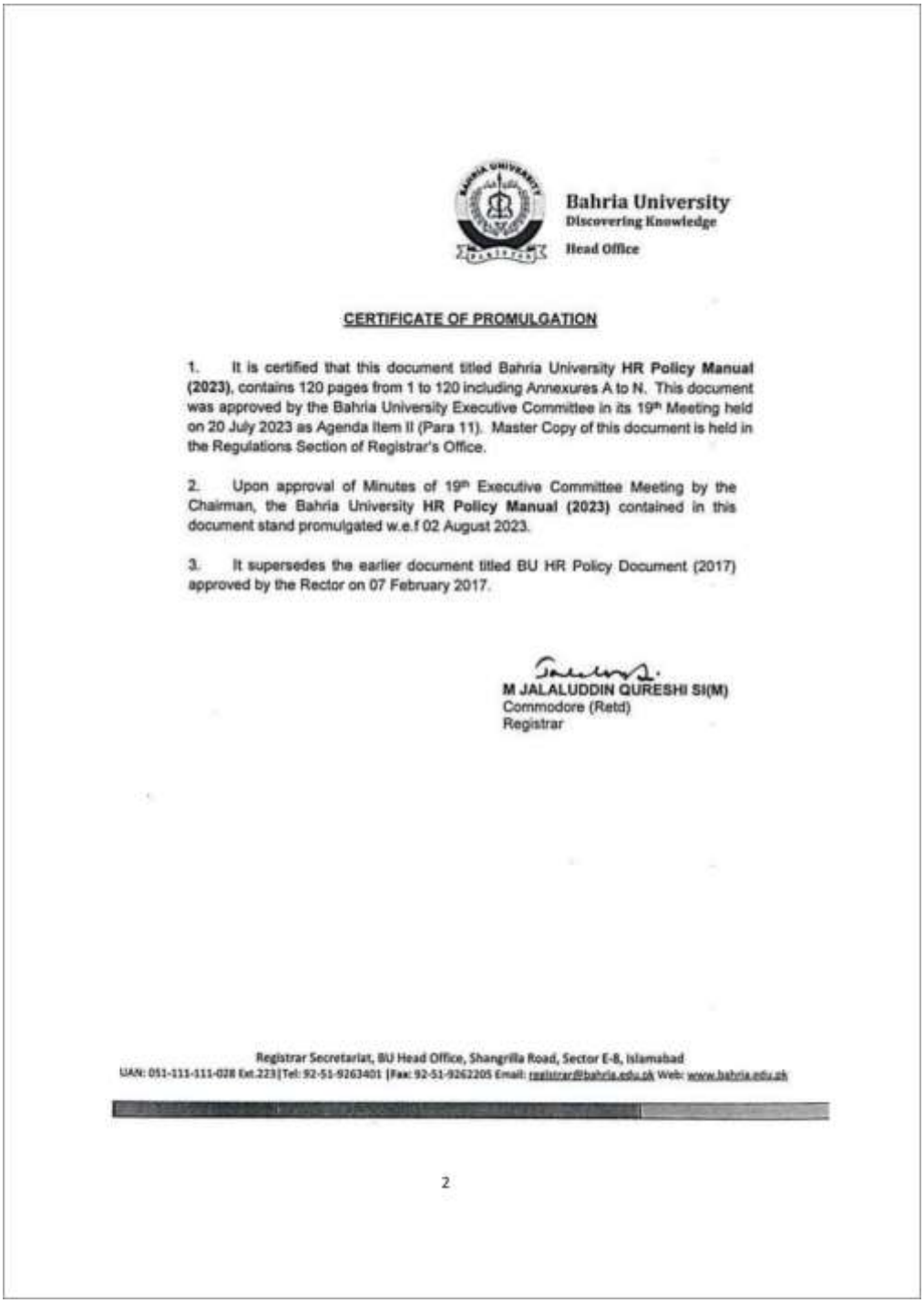
BAHRIA UNIVERSITY

HUMAN RESOURCE
POLICY MANUAL
(2023)

1

Figure 24: Human Resource Policy Manual (2023), PDF page 1: cover.

# 3. 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.

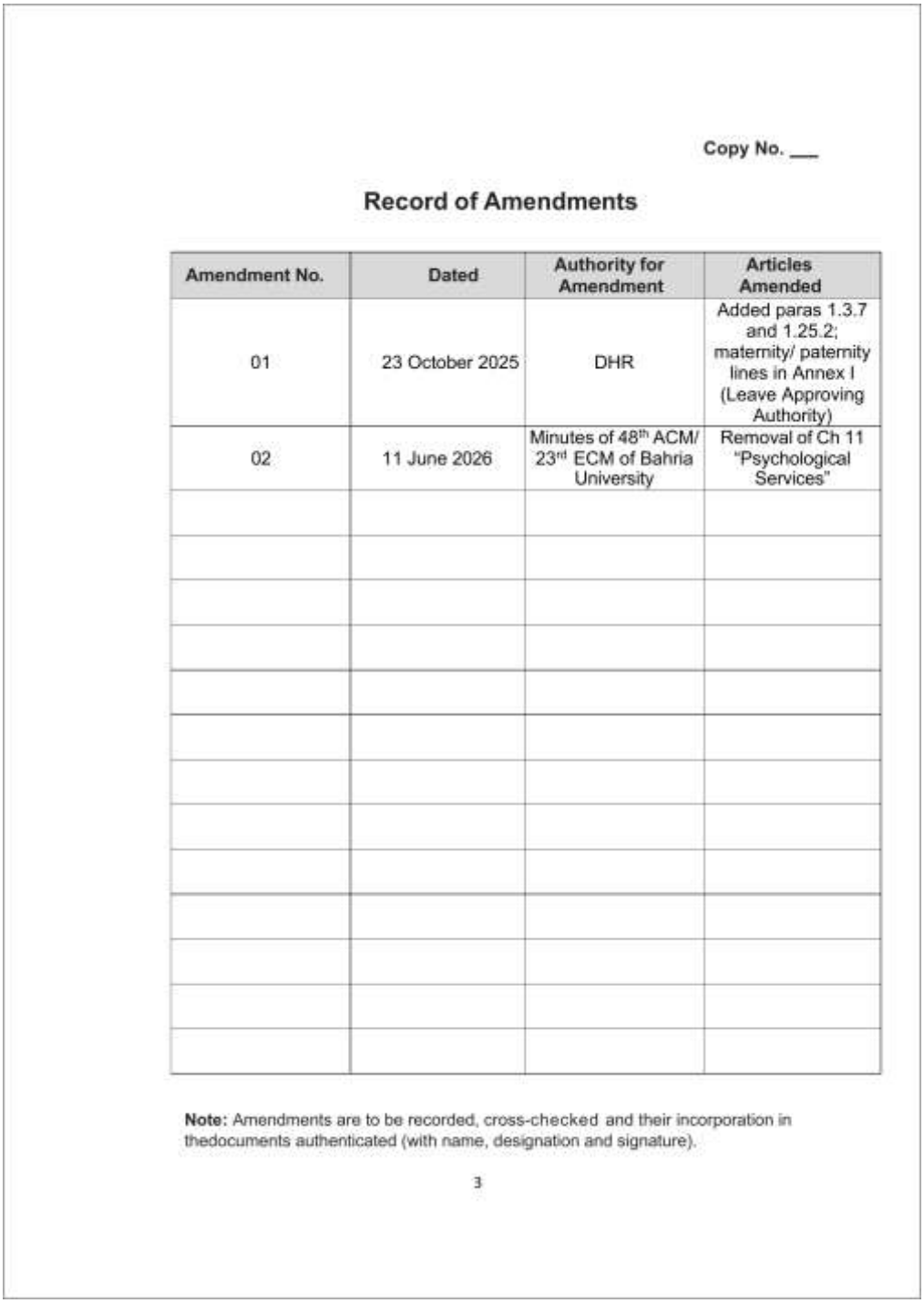
**M JALALUDDIN QURESHI SI(M)**
Commodore (Retd)
Registrar

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 25: 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.

# 3. Human Resource Policy Manual (continued)



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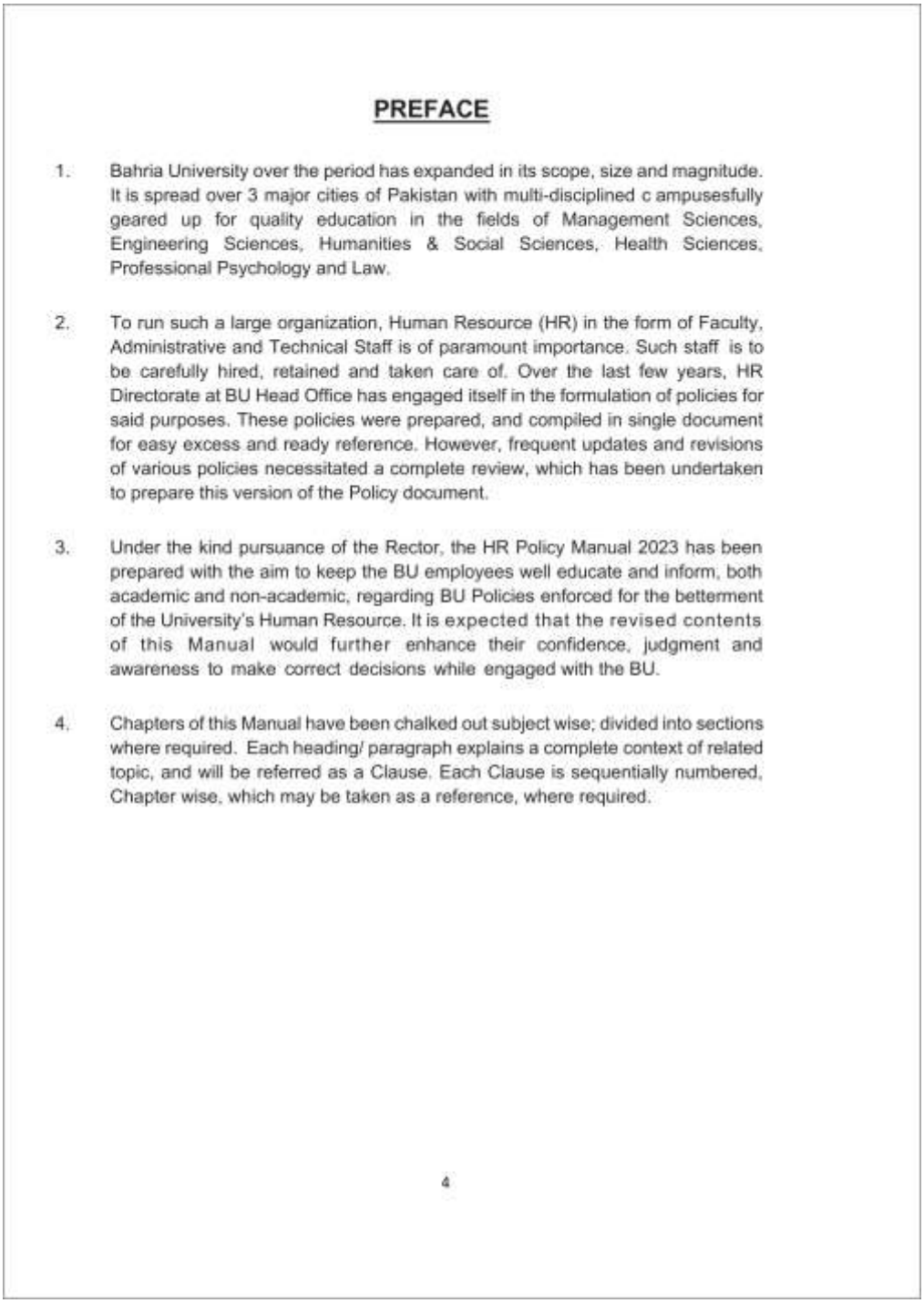
**Note:** Amendments are to be recorded, cross-checked and their incorporation in thedocuments authenticated (with name, designation and signature).

3

Figure 26: 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.

# 3. 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.

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Figure 27: Human Resource Policy Manual (2023), PDF page 4: Preface.

# 3. Human Resource Policy Manual (continued)

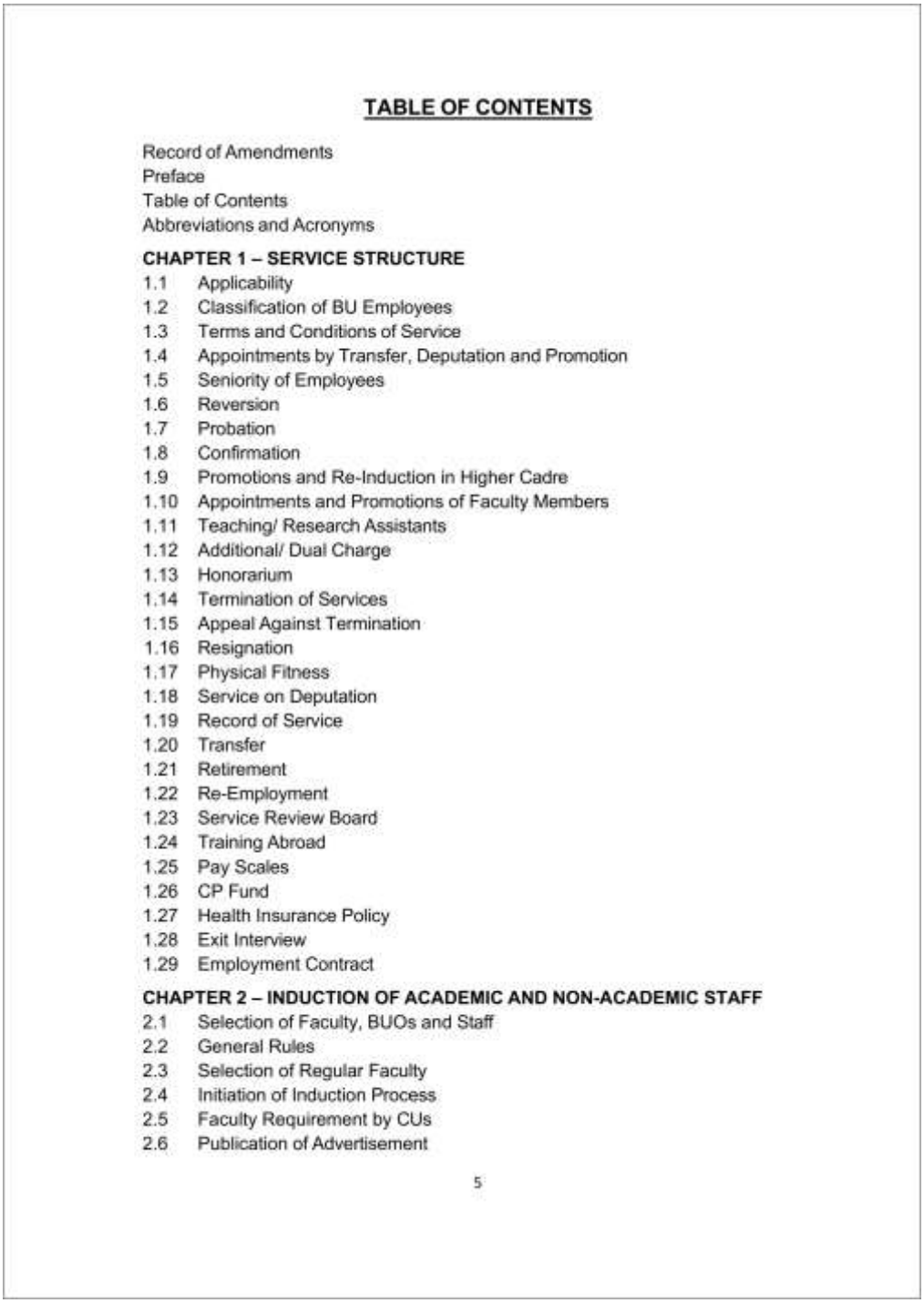

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Figure 28: Human Resource Policy Manual (2023), PDF page 5: Table of Contents, Chapter 1, Service Structure, including clause 1.3, Terms and Conditions of Service.

# 3. Human Resource Policy Manual (continued)

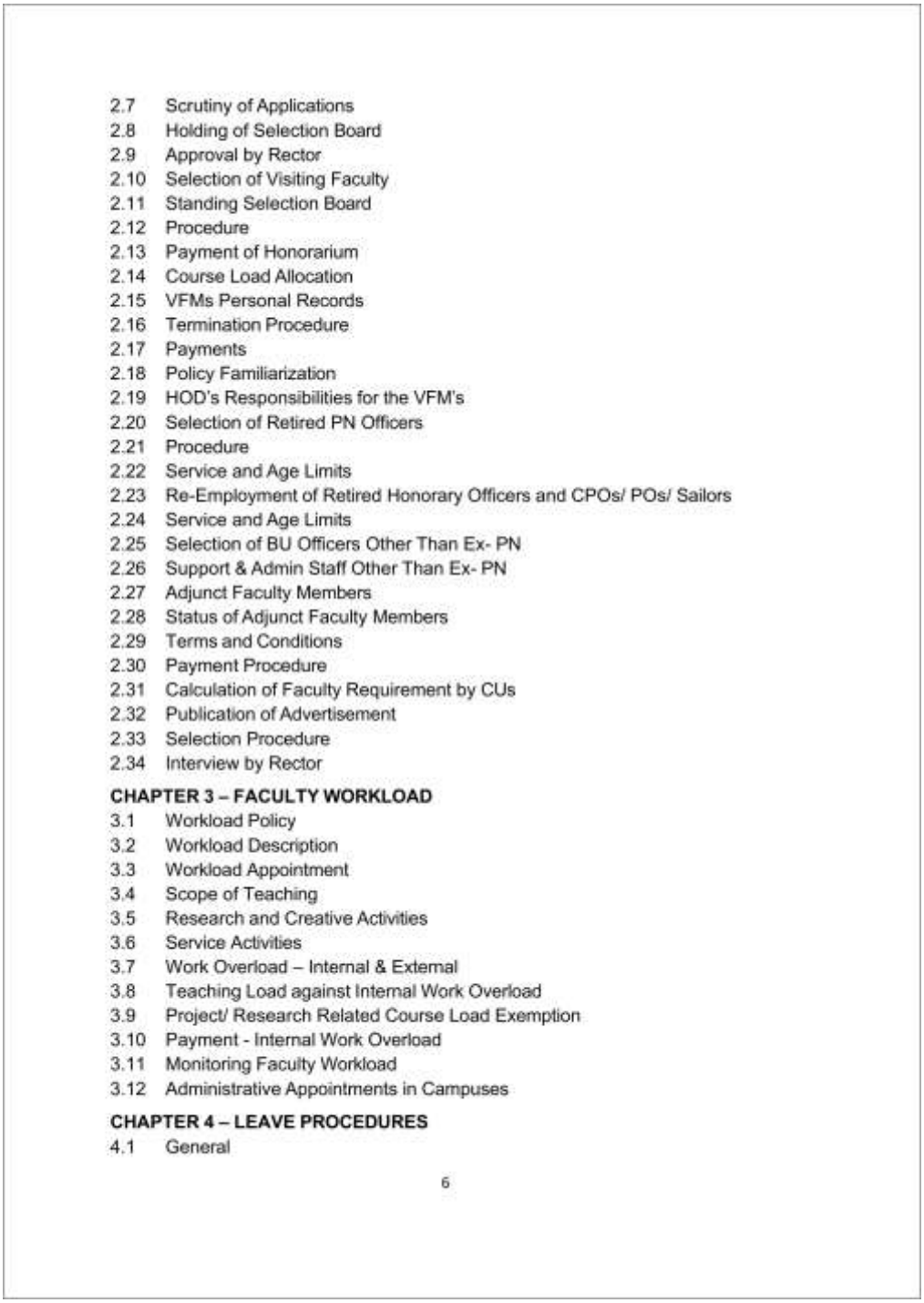

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Figure 29: Human Resource Policy Manual (2023), PDF page 6: Table of Contents (continued), Chapters 2 and 3 and Chapter 4, Leave Procedures.

# 3. Human Resource Policy Manual (continued)

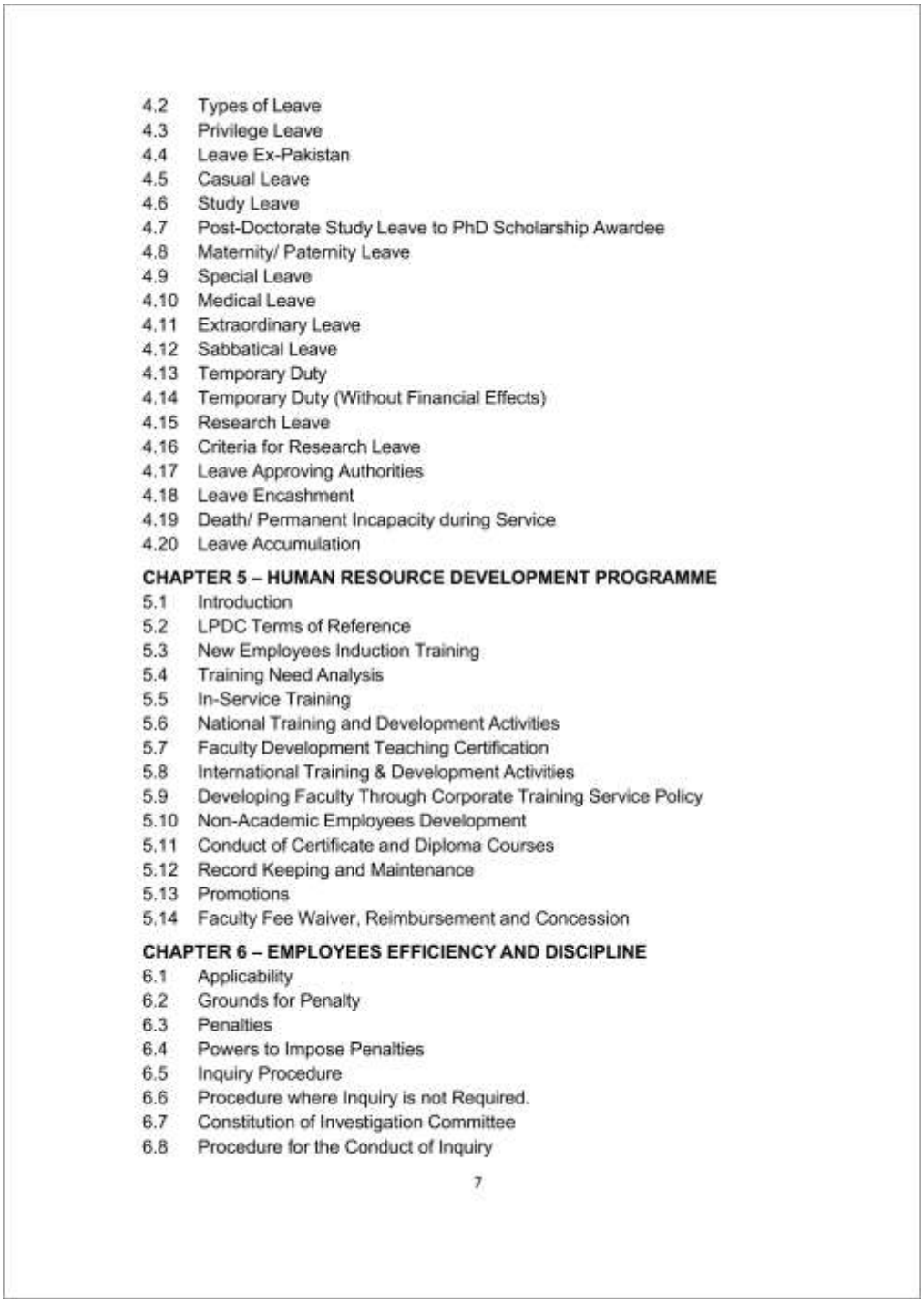

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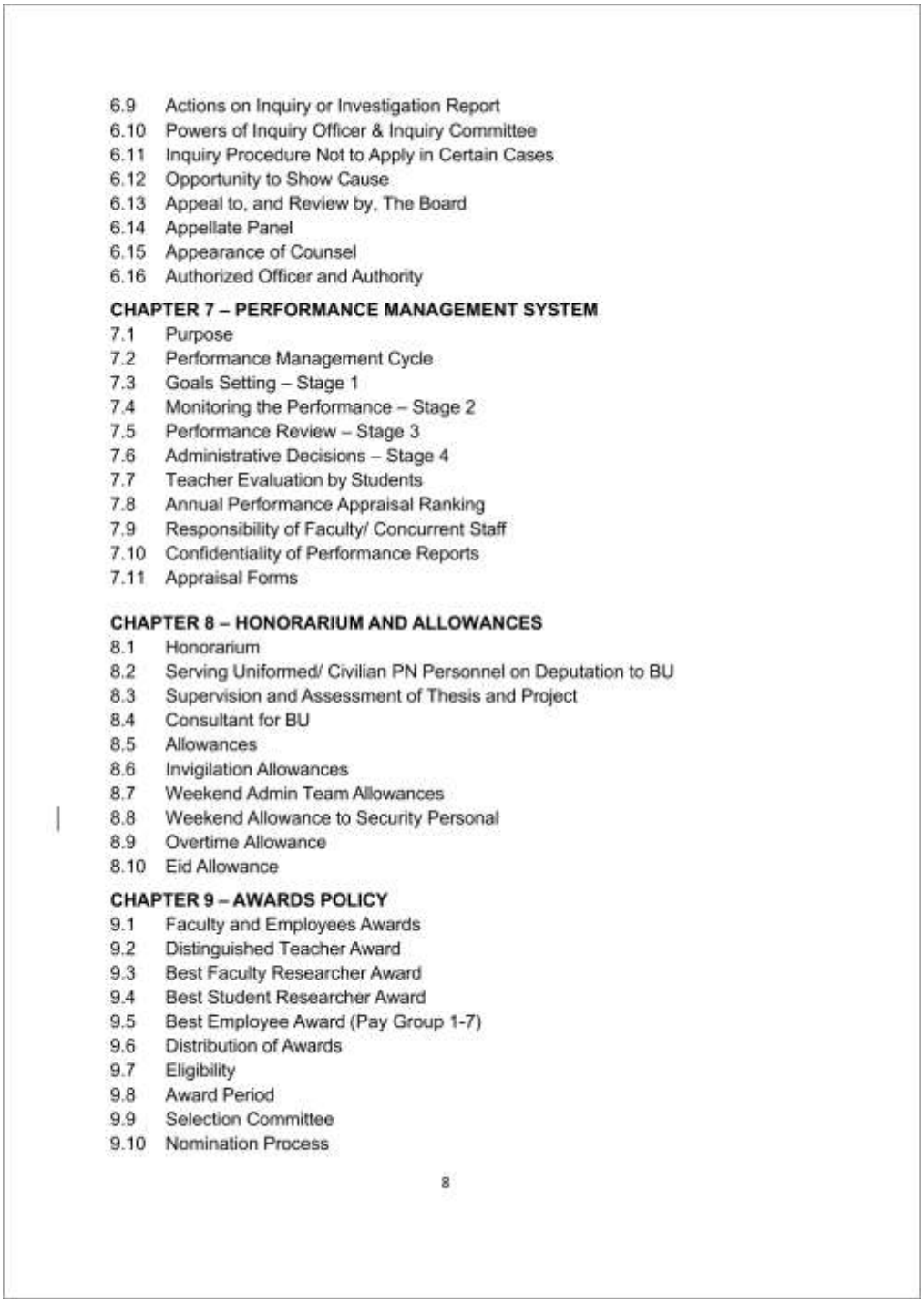
Figure 30: Human Resource Policy Manual (2023), PDF page 7: Table of Contents (continued), Chapter 4, types of leave, including privilege, casual, maternity and paternity, and medical leave, and Chapters 5 and 6.

# 3. Human Resource Policy Manual (continued)



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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
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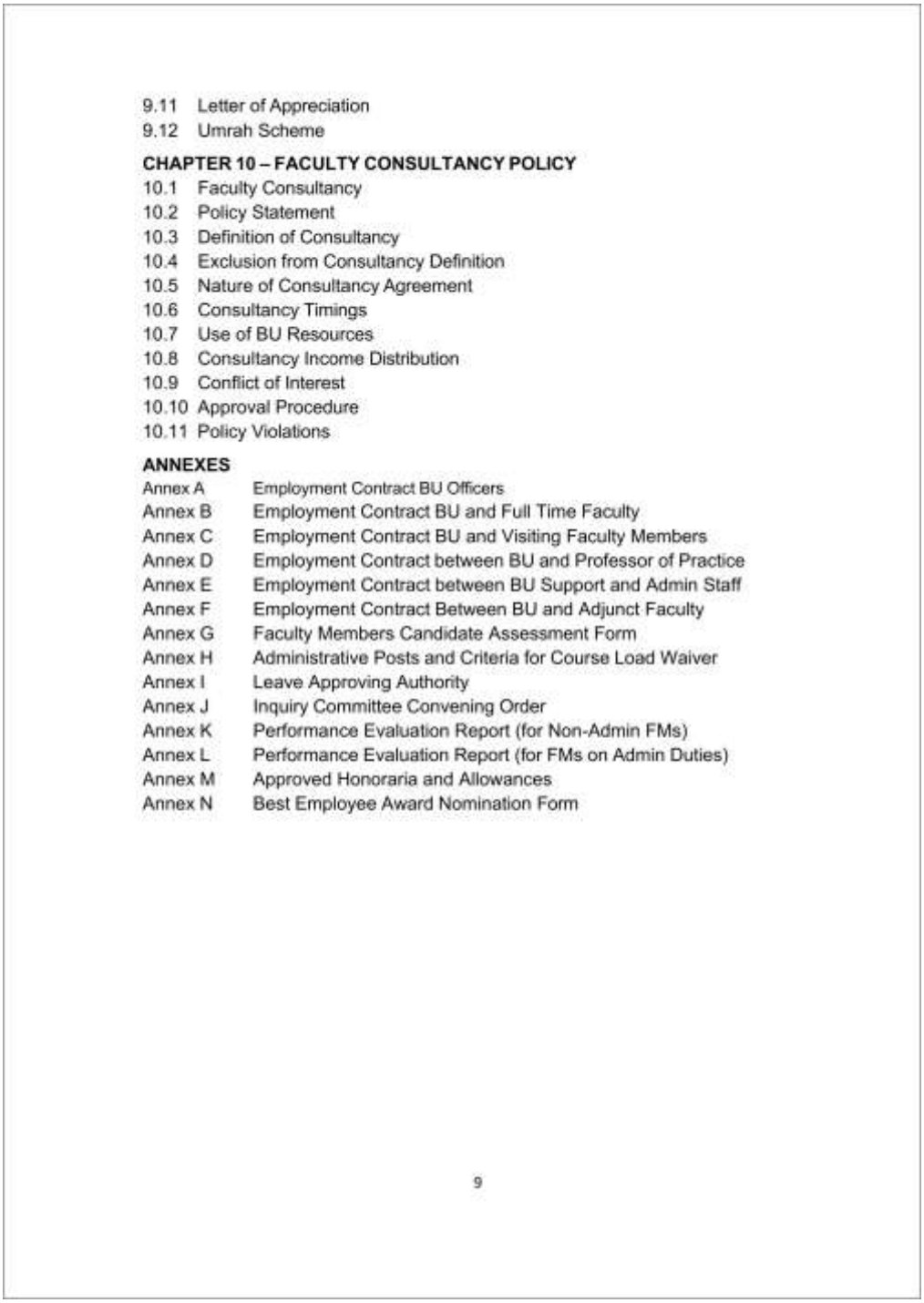
Figure 31: Human Resource Policy Manual (2023), PDF page 8: Table of Contents (continued), Chapters 7 to 9.

# 3. Human Resource Policy Manual (continued)



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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
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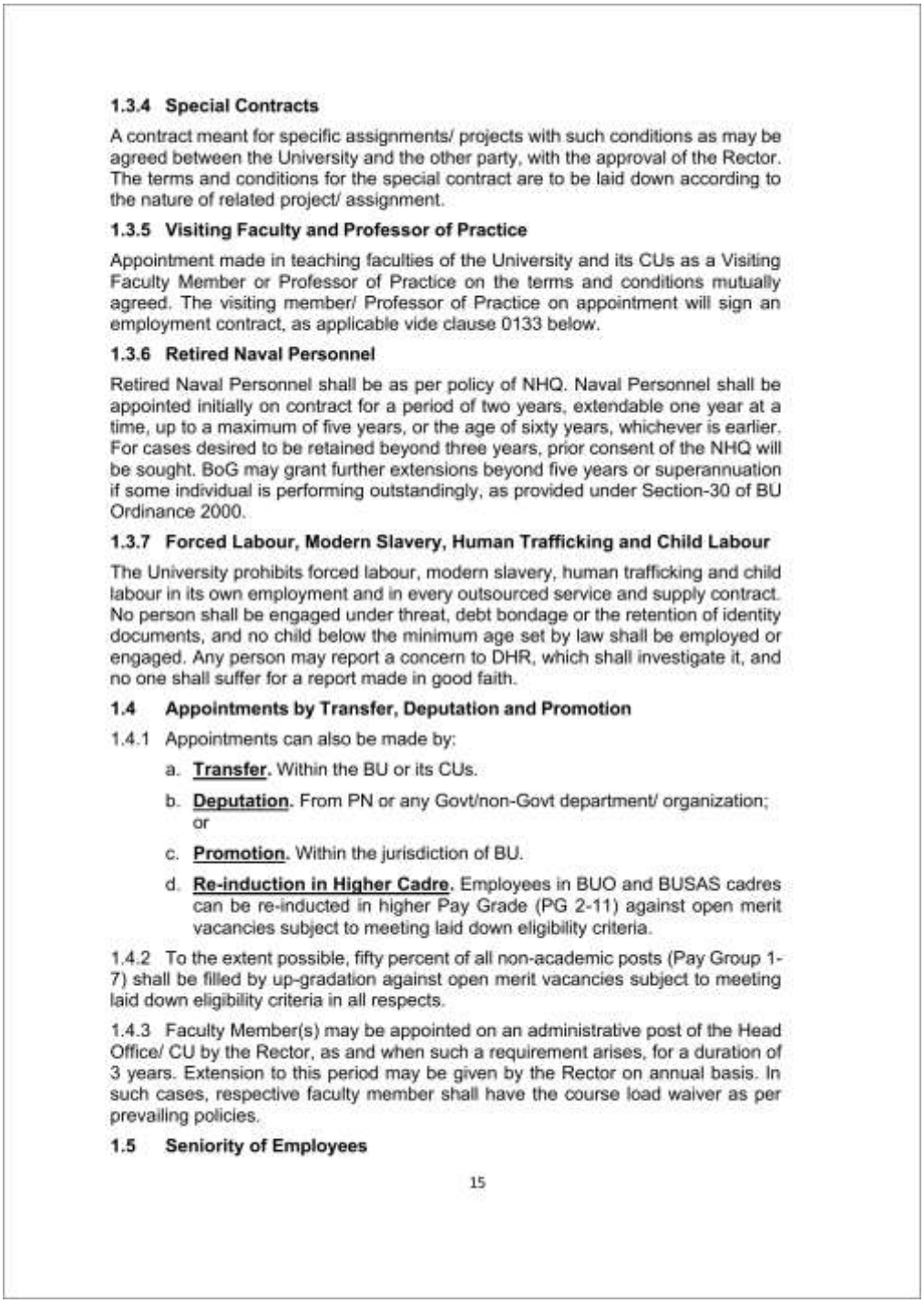
Annex N Best Employee Award Nomination Form



Figure 32: Human Resource Policy Manual (2023), PDF page 9: Table of Contents (continued), Chapter 10 and Annexes A to N.

# 3. Human Resource Policy Manual (continued): page cited



**1.3.4 Special Contracts**

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

**1.3.5 Visiting Faculty and Professor of Practice**

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

**1.3.6 Retired Naval Personnel**

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

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

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

**1.4 Appointments by Transfer, Deputation and Promotion**

1.4.1 Appointments can also be made by:

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

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

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

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

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

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

**1.5 Seniority of Employees**

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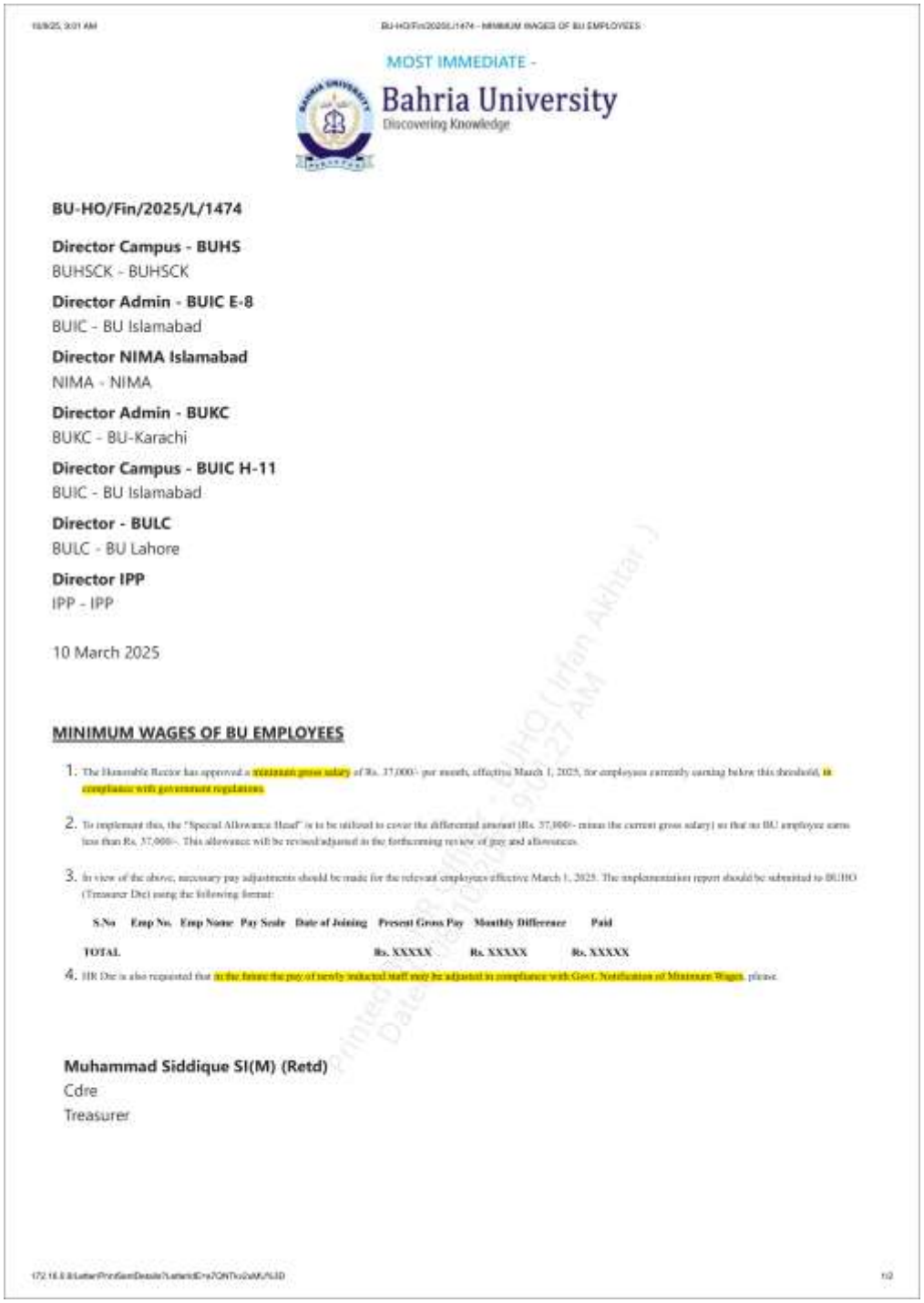
Figure 33: Human Resource Policy Manual (2023), PDF page 15: clause 1.3.7, Forced Labour, Modern Slavery, Human Trafficking and Child Labour: prohibition in the University's own employment and in every outsourced service and supply contract; no engagement under threat, debt bondage or the retention of identity documents; no child below the minimum age set by law; reporting to the Human Resource Directorate and protection for good-faith reports.

# 3. University pay floor: Treasurer letter of 10 March 2025



MOST IMMEDIATE -

Bahria University
Discovering Knowledge

**BU-HO/Fin/2025/L/1474**

**Director Campus - BUHS**
BUHSCK - BUHSCK

**Director Admin - BUIC E-8**
BUIC - BU Islamabad

**Director NIMA Islamabad**
NIMA - NIMA

**Director Admin - BUKC**
BUKC - BU-Karachi

**Director Campus - BUIC H-11**
BUIC - BU Islamabad

**Director - BULC**
BULC - BU Lahore

**Director IPP**
IPP - IPP

10 March 2025

**MINIMUM WAGES OF BU EMPLOYEES**

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

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

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

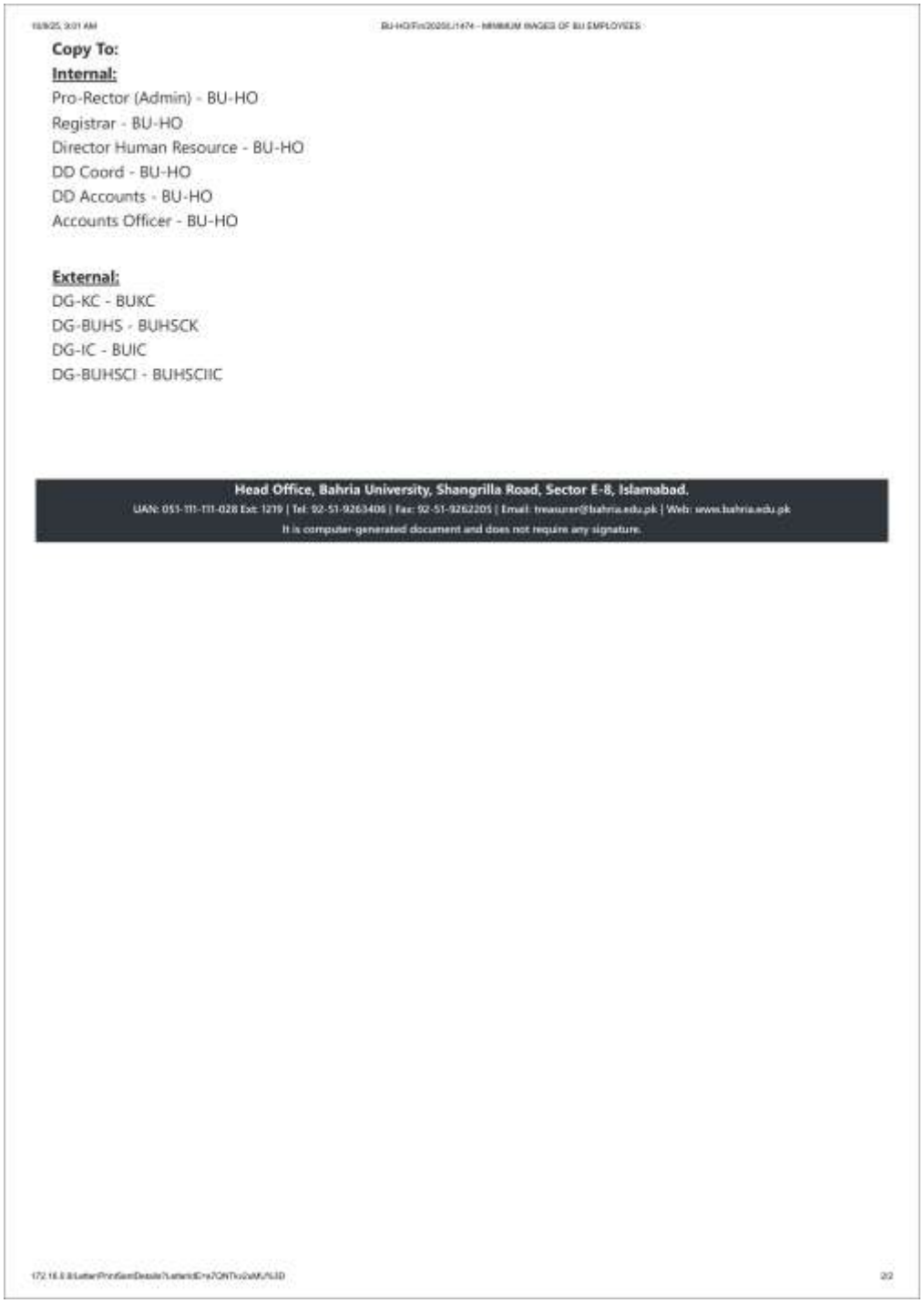
| S.No | Emp No. | Emp Name | Pay Scale | Date of Joining | Present Gross Pay | Monthly Difference | Paid |
|---|---|---|---|---|---|---|---|
| TOTAL | | | | | Rs. XXXXX | Rs. XXXXX | Rs. XXXXX |

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

**Muhammad Siddique SI(M) (Retd)**
Cdre
Treasurer

Figure 34: Treasurer letter BU-HO/Fin/2025/L/1474 of 10 March 2025, Minimum Wages of BU Employees, page 1 of 2: addressed to the campuses and institutes at Islamabad, Karachi and Lahore; minimum gross salary of Rs 37,000 per month approved by the Rector with effect from 1 March 2025, in compliance with government regulations; the difference paid from the Special Allowance Head so that no BU employee earns less than Rs 37,000; implementation report; pay of newly inducted staff to follow the Government notification of minimum wages.

# 3. University pay floor (continued): Treasurer letter of 10 March 2025



**Copy To:**

**Internal:**

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

**External:**

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

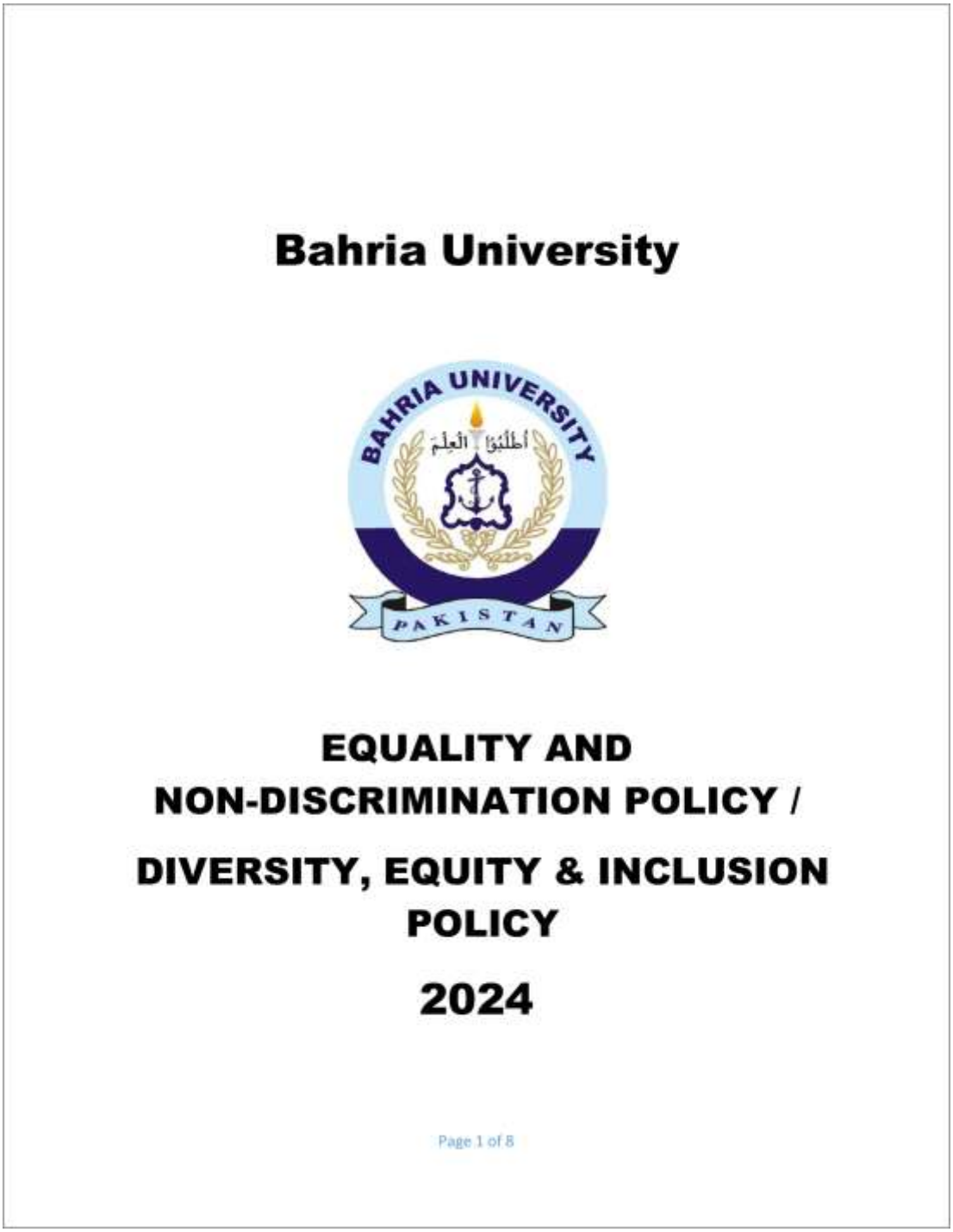
**Head Office, Bahria University, Shangrilla Road, Sector E-8, Islamabad.**
UAN: 051-111-111-028 Ext: 1219 | Tel: 92-51-9263406 | Fax: 92-51-9262205 | Email: treasurer@bahria.edu.pk | Web: www.bahria.edu.pk
It is computer-generated document and does not require any signature.

Figure 35: Treasurer letter BU-HO/Fin/2025/L/1474, page 2 of 2: copies to the Pro-Rector (Admin), Registrar, Director Human Resource and accounts offices at the Head Office, and to the Directors General of the campuses.

## 4. Equality and Non-Discrimination Policy

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, revising para 3 among others (Figures 36 and 37). Para 3 applies the policy to the University's employment practices and operations and to the conduct of all guests, visitors, vendors, contractors, subcontractors and others who do business with the University, so that the duty not to discriminate on any of the fourteen grounds in para 4 binds the third parties to which work is outsourced. Para 24 provides that no student, employee, visitor or contractor shall harass any person, which protects the workers of contractors on campus in the same way as University staff, and complaints follow the procedures in paras 19 to 21. The policy has no table of contents, so all eight pages follow in full.

## 4. Equality and Non-Discrimination Policy (continued)



Bahria University

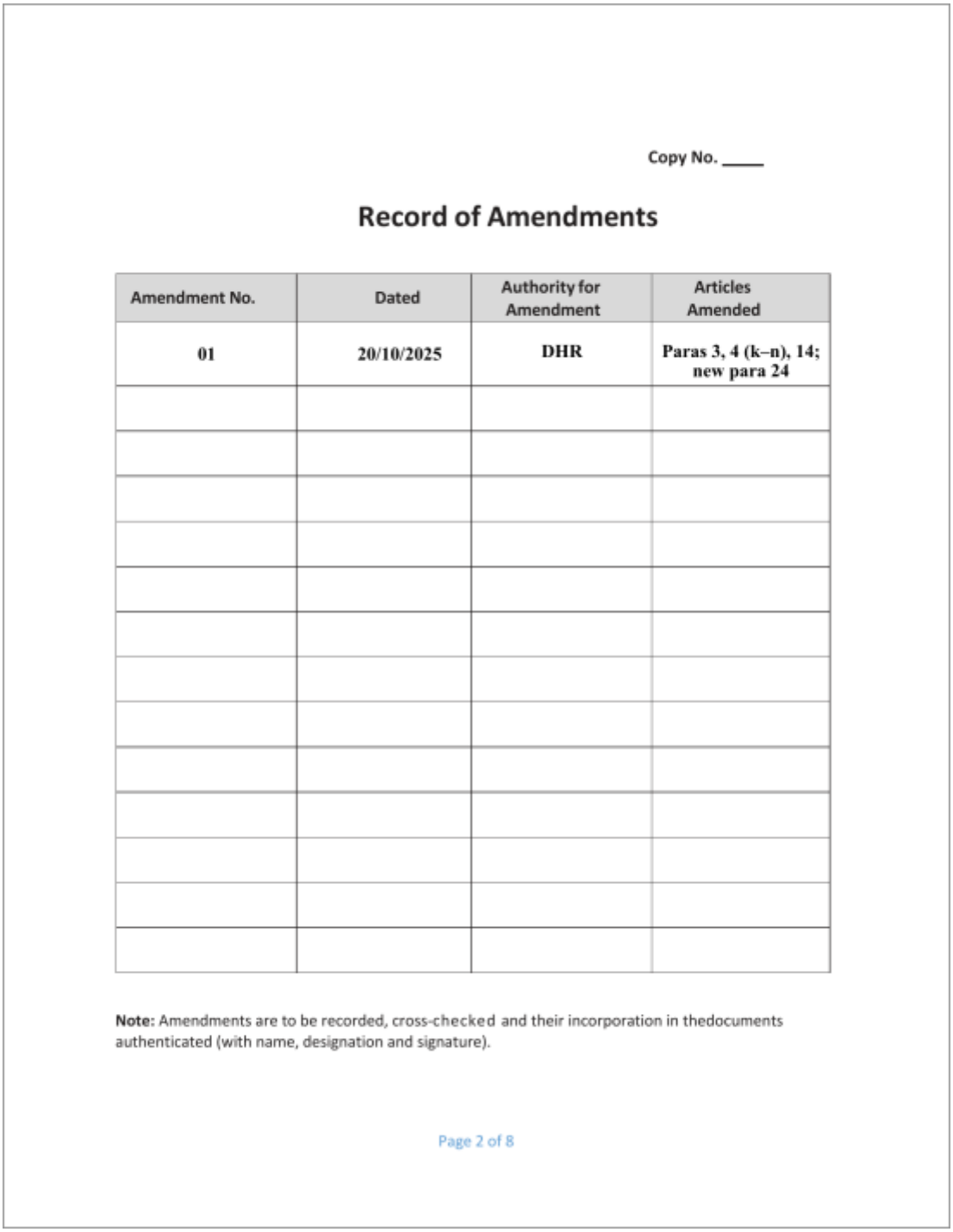
EQUALITY AND NON-DISCRIMINATION POLICY / DIVERSITY, EQUITY & INCLUSION POLICY

2024

Page 1 of 8

Figure 36: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 1 of 8: cover.

# 4. 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 |
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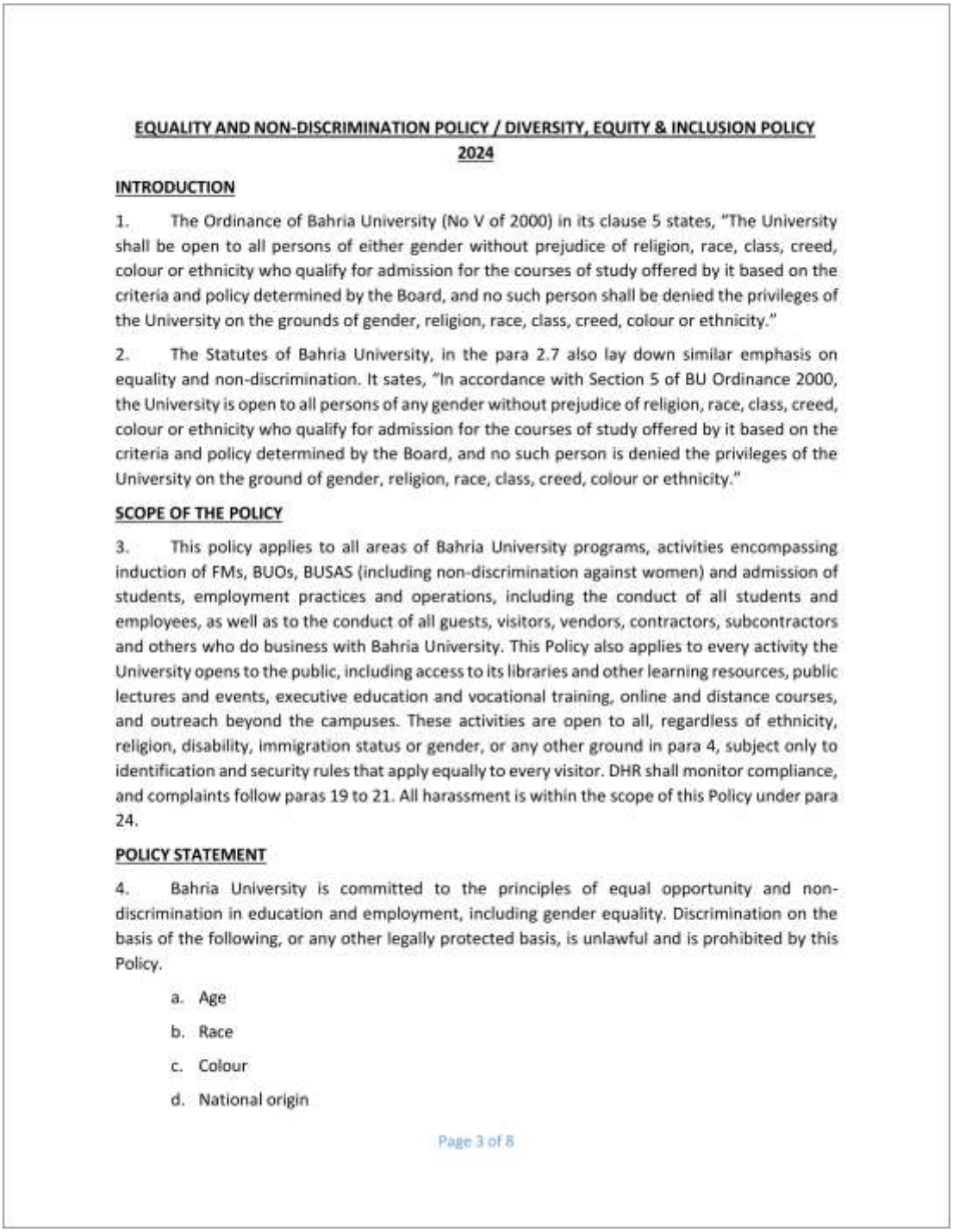
**Note:** Amendments are to be recorded, cross-checked and their incorporation in thedocuments authenticated (with name, designation and signature).

Page 2 of 8

Figure 37: 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.

# 4. 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**

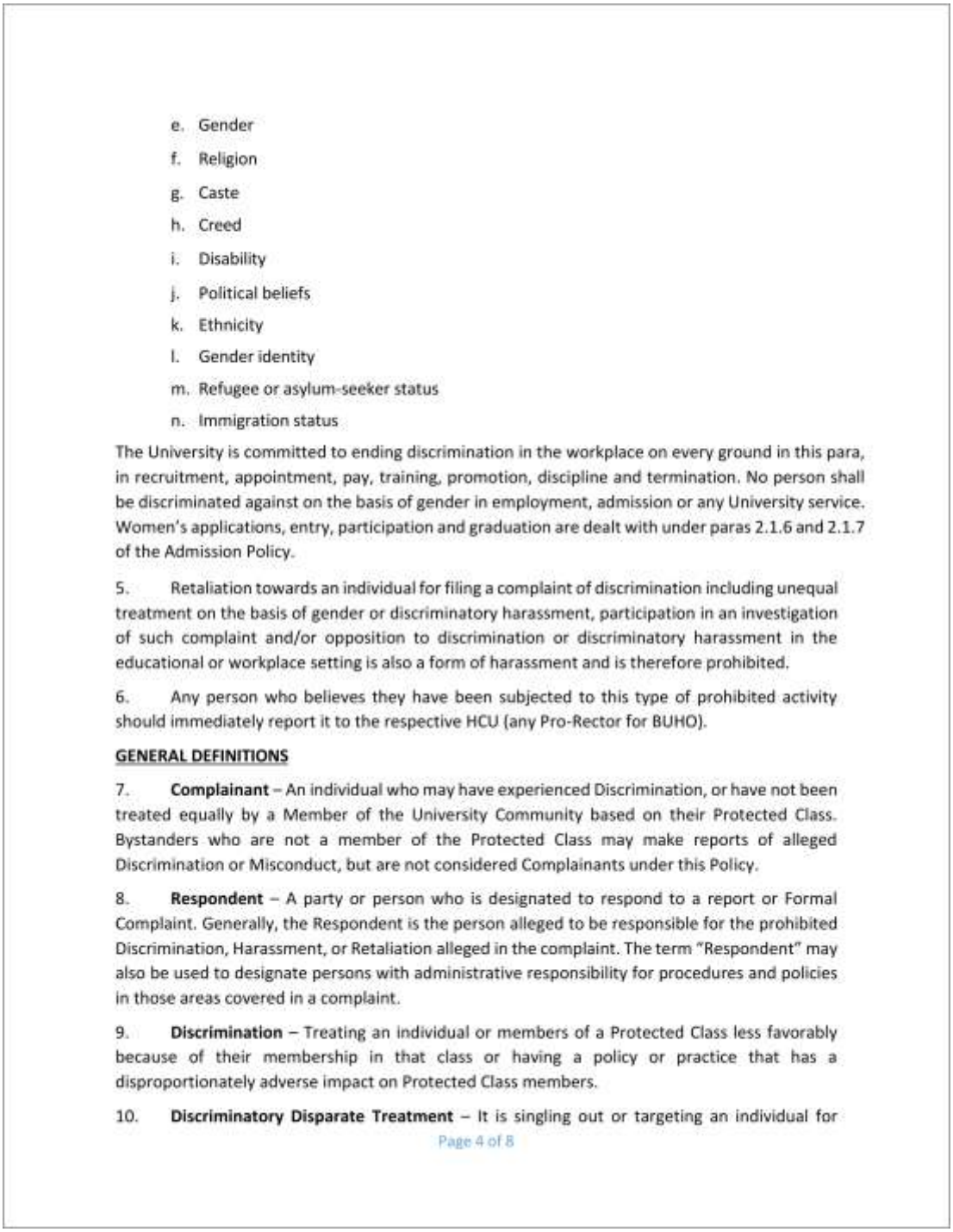
4. Bahria University is committed to the principles of equal opportunity and non-discrimination in education and employment, including gender equality. Discrimination on the basis of the following, or any other legally protected basis, is unlawful and is prohibited by this Policy.

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

Page 3 of 8

Figure 38: 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 employment practices and the conduct of vendors, contractors and subcontractors (para 3), and policy statement (para 4).

# 4. 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.

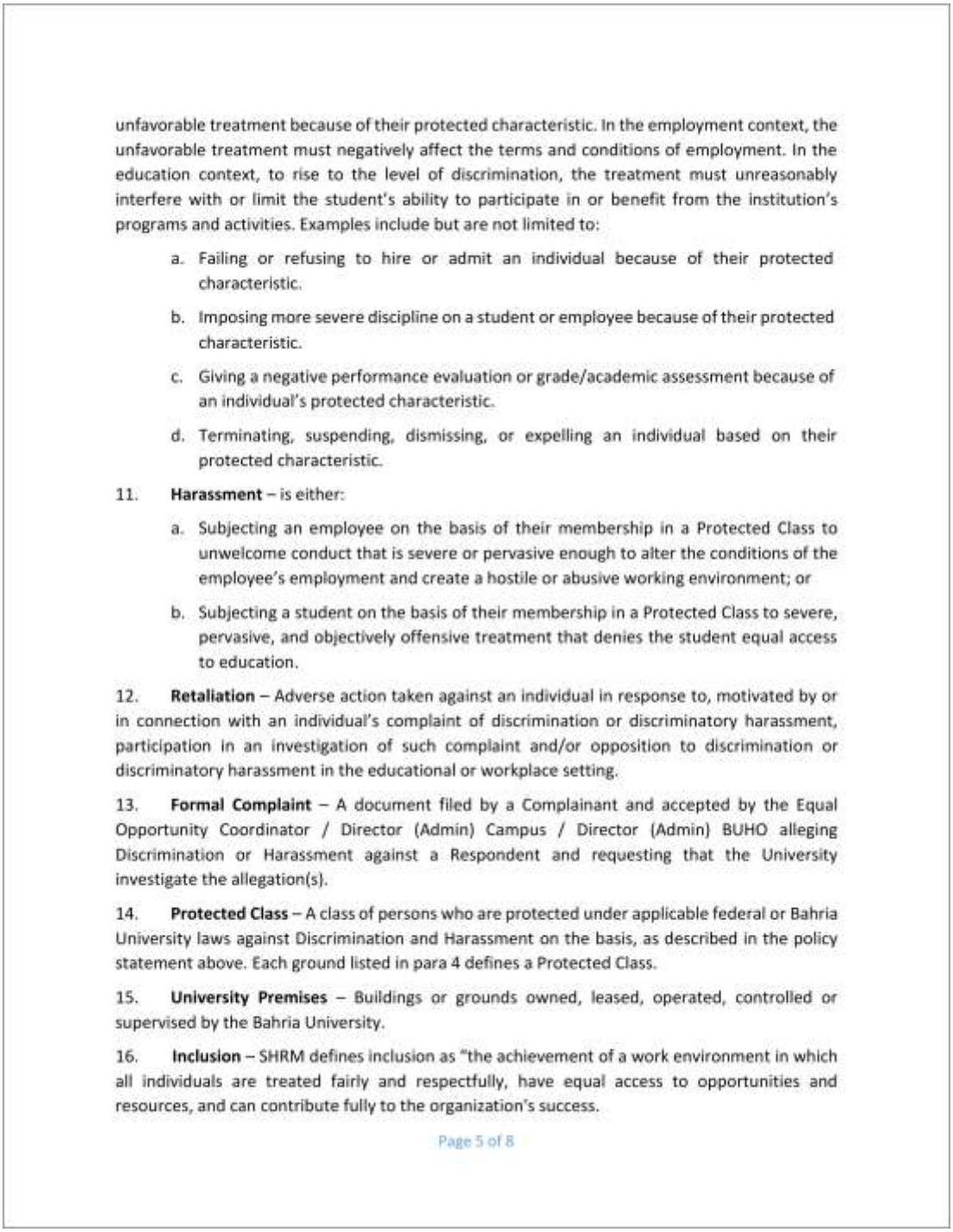
9. **Discrimination** – Treating an individual or members of a Protected Class less favorably because of their membership in that class or having a policy or practice that has a disproportionately adverse impact on Protected Class members.

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

Page 4 of 8

Figure 39: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 4 of 8: protected grounds (para 4(e) to 4(n)), commitment to ending discrimination in the workplace, prohibition of retaliation (para 5), reporting (para 6) and definitions.

# 4. 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 40: 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), harassment, retaliation and Protected Class (para 14).

# 4. 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.

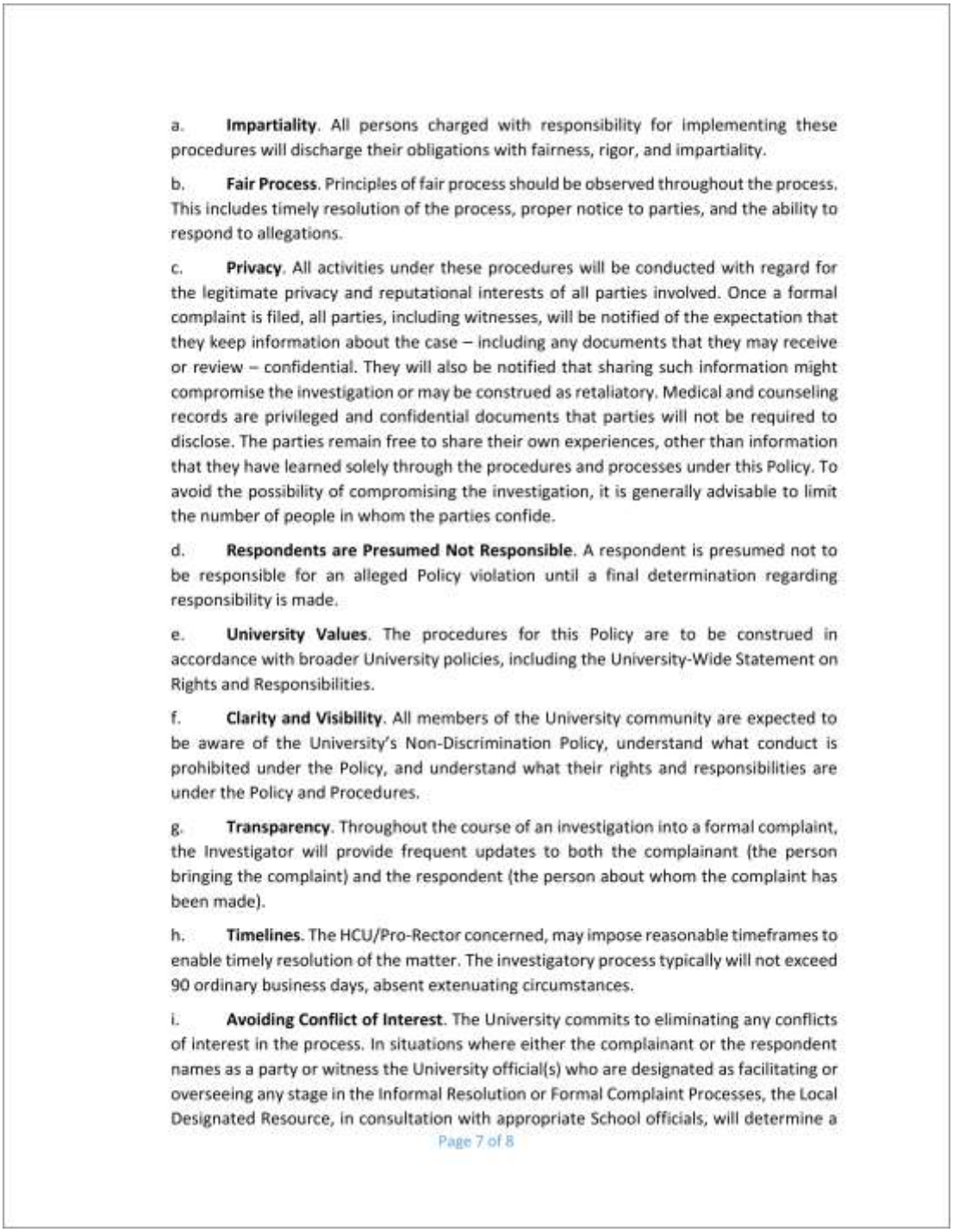
**GOVERNING PRINCIPLES**

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 41: 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).

# 4. 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

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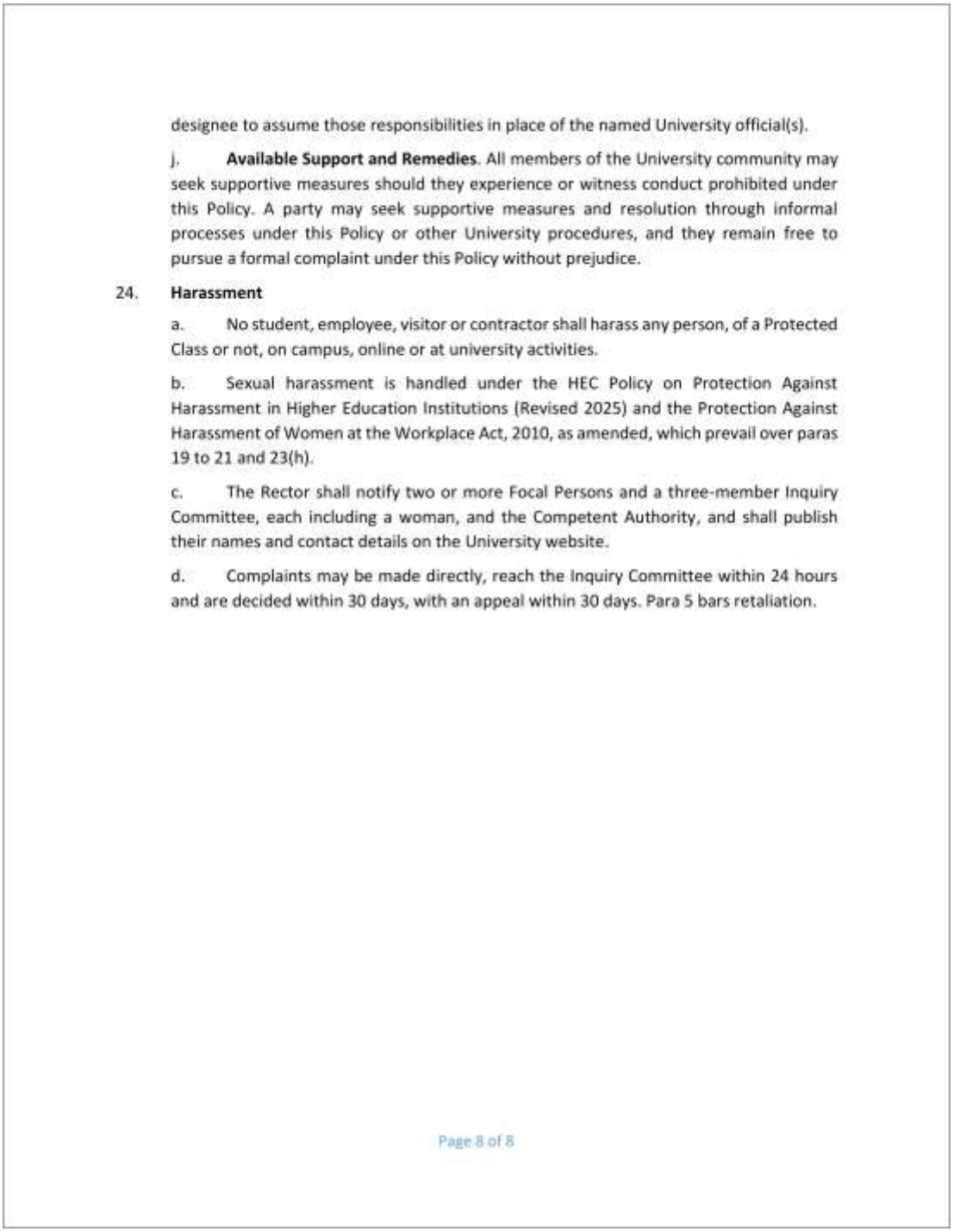
Figure 42: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 7 of 8: governing principles, para 23(a) to 23(i).

# 4. 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.

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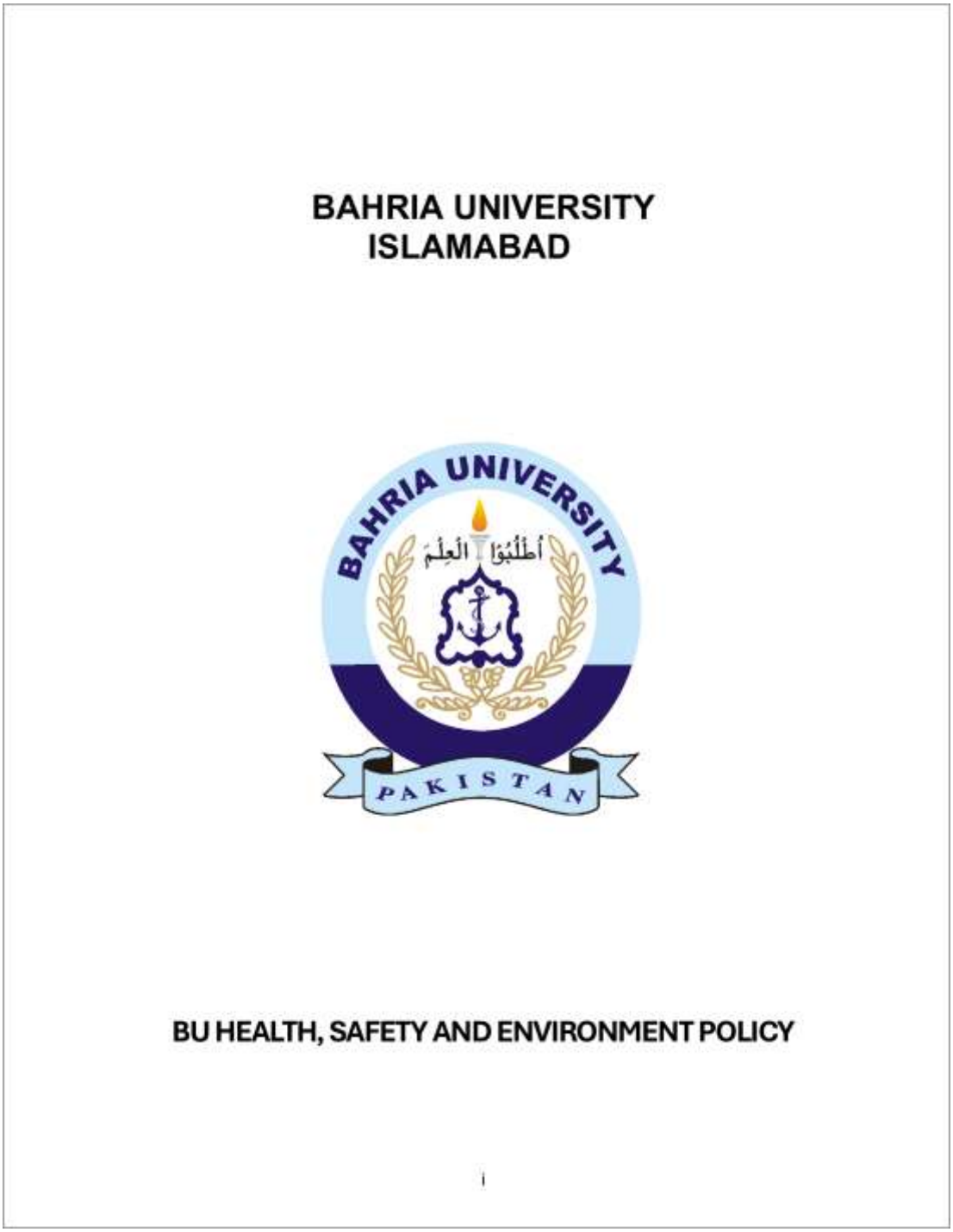
Figure 43: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 8 of 8: support and remedies (para 23(j)); harassment (para 24), under which no student, employee, visitor or contractor shall harass any person.

## 5. Health, Safety and Environment Policy: contractors

The BU Health, Safety and Environment Policy was first issued on 15 November 2021, and its Record of Amendments shows the 2nd Edition of 22 November 2025, issued by the Director Administration, in force in 2025 and reprinted as the 3rd Edition of 22 July 2026 (Figures 44 and 45). Its safety regime applies to the workers of contractors as it does to University employees: all employees, students and contractors must adhere to safe working practices and comply with the controls in the policy (para 1.1), the policy aims to ensure the safety of all individuals at the University (para 1.4), and any work by contractors involving safety or fire risk must be supervised, covered by a work permit from the campus Fire Officer and carried out with an appropriate level of safety provision, with contractors briefed on the firefighting facilities near the work site (para 2.12). Item 5(w) of the Cafeteria Policy requires vendors to give their workers safe working conditions under this policy.

## 5. Health, Safety and Environment Policy (continued)


BAHRIA UNIVERSITY
ISLAMABAD

BAHRIA UNIVERSITY
أطلبوا العلم
PAKISTAN

BU HEALTH, SAFETY AND ENVIRONMENT POLICY

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Figure 44: BU Health, Safety and Environment Policy, PDF page 1: cover.

# 5. Health, Safety and Environment Policy (continued)

**RECORD OF AMENDMENTS**

| Amendment No | Dated | Authority | Clause (s) Amended | Status |
|---|---|---|---|---|
| 1st Edition | 15 Nov 2021 | Admin/Safety/2021/3224 | - | superseded |
| 2nd Edition | 22 Nov 2025 | Director Admin | Para 6.17 (second sentence added); Para 6.17.3 (new); Para 6.20.1 (new) | New Print |
| 3rd Edition | 22 July 2026 | BU-HO/Admin/2026/827 | Para 6.17 (second | New Print |
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**Note**: Amendments are to be recorded, cross-checked and their incorporation in the document authenticated (with name, designation, and signatures).

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Figure 45: BU Health, Safety and Environment Policy, PDF page 2: Record of Amendments, 1st Edition of 15 November 2021, 2nd Edition of 22 November 2025 issued by the Director Administration, and 3rd Edition of 22 July 2026.

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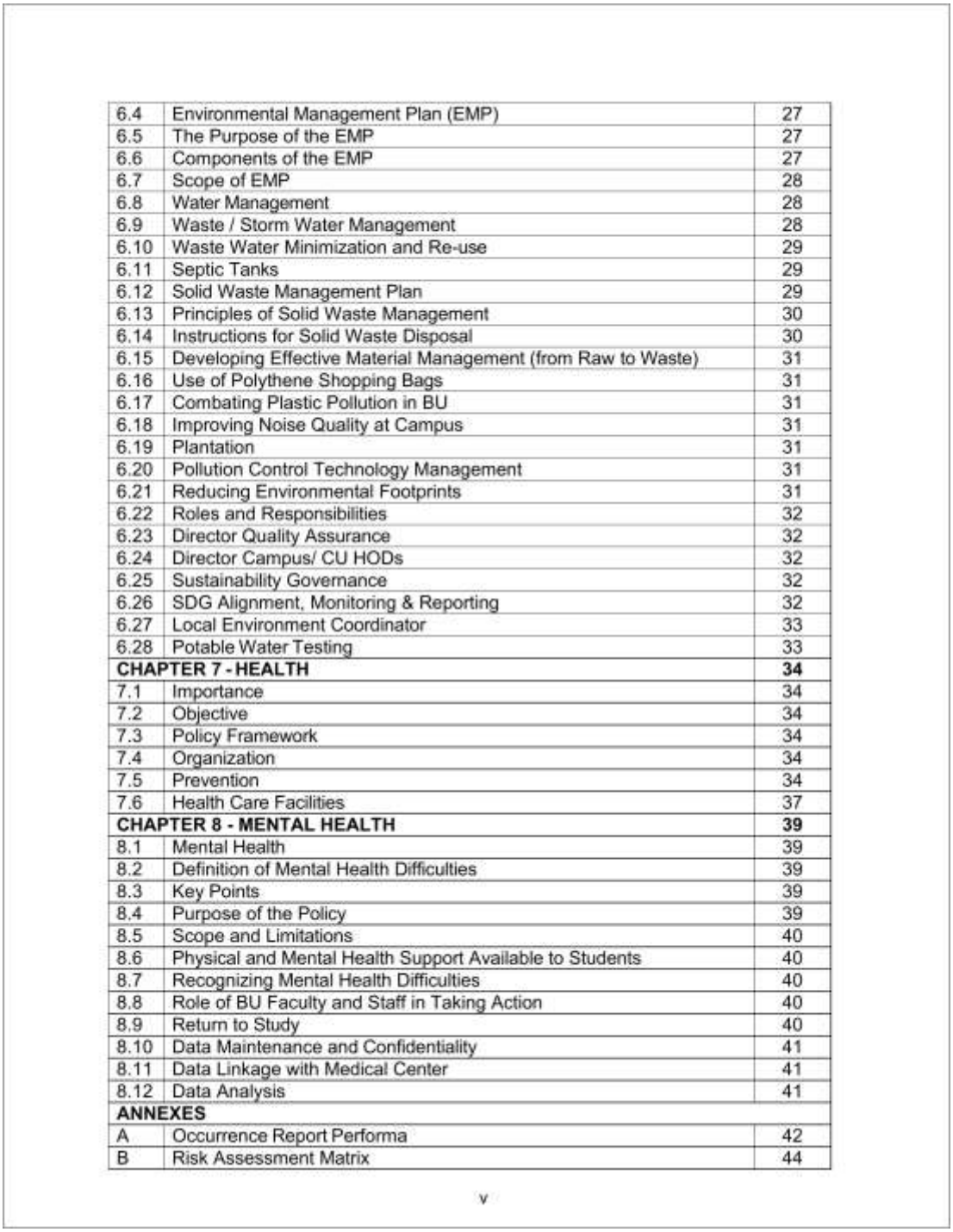


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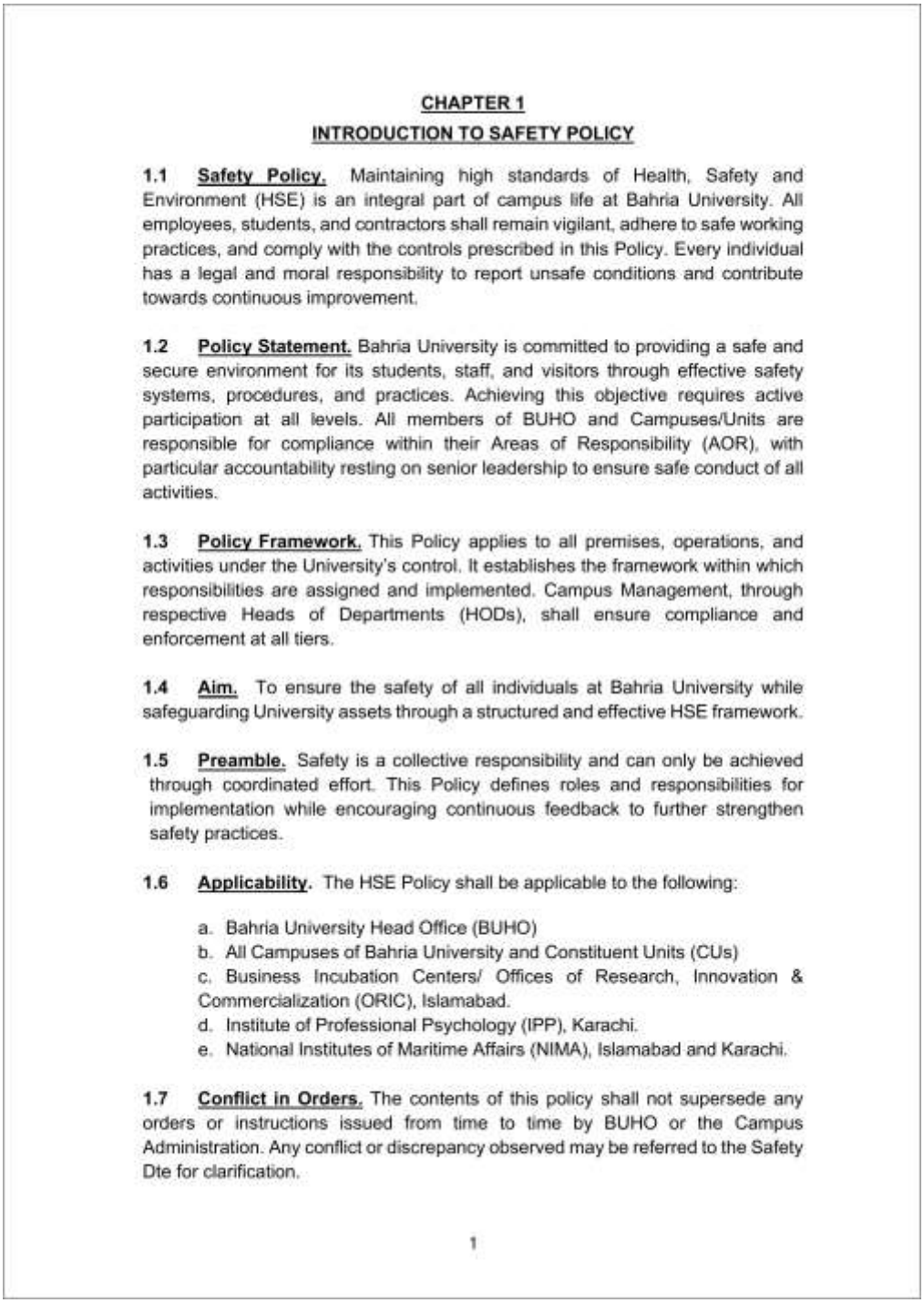

**CHAPTER 1**

**INTRODUCTION TO SAFETY POLICY**

**1.1 Safety Policy.** Maintaining high standards of Health, Safety and Environment (HSE) is an integral part of campus life at Bahria University. All employees, students, and contractors shall remain vigilant, adhere to safe working practices, and comply with the controls prescribed in this Policy. Every individual has a legal and moral responsibility to report unsafe conditions and contribute towards continuous improvement.

**1.2 Policy Statement.** Bahria University is committed to providing a safe and secure environment for its students, staff, and visitors through effective safety systems, procedures, and practices. Achieving this objective requires active participation at all levels. All members of BUHO and Campuses/Units are responsible for compliance within their Areas of Responsibility (AOR), with particular accountability resting on senior leadership to ensure safe conduct of all activities.

**1.3 Policy Framework.** This Policy applies to all premises, operations, and activities under the University's control. It establishes the framework within which responsibilities are assigned and implemented. Campus Management, through respective Heads of Departments (HODs), shall ensure compliance and enforcement at all tiers.

**1.4 Aim.** To ensure the safety of all individuals at Bahria University while safeguarding University assets through a structured and effective HSE framework.

**1.5 Preamble.** Safety is a collective responsibility and can only be achieved through coordinated effort. This Policy defines roles and responsibilities for implementation while encouraging continuous feedback to further strengthen safety practices.

**1.6 Applicability.** The HSE Policy shall be applicable to the following:

a. Bahria University Head Office (BUHO)
b. All Campuses of Bahria University and Constituent Units (CUs)
c. Business Incubation Centers/ Offices of Research, Innovation & Commercialization (ORIC), Islamabad.
d. Institute of Professional Psychology (IPP), Karachi.
e. National Institutes of Maritime Affairs (NIMA), Islamabad and Karachi.

**1.7 Conflict in Orders.** The contents of this policy shall not supersede any orders or instructions issued from time to time by BUHO or the Campus Administration. Any conflict or discrepancy observed may be referred to the Safety Dte for clarification.

1

Figure 50: BU Health, Safety and Environment Policy, PDF page 7: Safety Policy, all employees, students and contractors to adhere to safe working practices and comply with the controls of the policy (para 1.1); aim, the safety of all individuals at the University (para 1.4); applicability to the Head Office, all campuses and constituent units (para 1.6).

# 5. Health, Safety and Environment Policy (continued): pages cited

a. Observing all instructions, information and training intended to secure high standard of HSE at the campus. They are to co-operate with the University staff on all matters relevant to HSE.

b. Reporting any obvious defects or short-comings in the University HSE provisions, arrangements or procedures.

2.11 **HSE Audit.** The respective Standing HSE Committee is to conduct HSE audit of various buildings and department on regular basis and forward report to Director Campus.

2.12 **Work Permit and Conduct of Contractors.** Any work involving safety and fire risk must be supervised by relevant staff. The concerned department is to obtain a work permit from the campus/ CU Fire Officer before starting the work. The contractors are to ensure that an appropriate level of safety provision is observed. Contractors will also be required to be made aware of the firefighting facilities close to the work site.

2.13 **HSE Awareness through Community Support Programme.** BU shall develop structured community engagement programmes. This includes:

a. Public access to selected university resources.

b. Training programs for local communities.

c. Collaboration on waste management, biodiversity conservation, climate resilience) with NGOs, universities, and government bodies with operational framework.

2.14 **Promoting HSE at Campus.** All out efforts be made to promote HSE culture at campuses. Some traditional ways are suggested here, however, innovative ideas can be adopted to achieve the aim:

a. Posters
b. Seminars
c. Workshops
d. Reviews
e. Short Courses/ Training

**2.14.1** Students may also be actively involved in organized awareness campaigns covering all aspects of HSE. This may include presentations, arranging awareness stalls, distribution of pamphlets, and participation in discussion desks.

**2.14.2** Awareness regarding hand washing, hygiene practices, cleanliness of washrooms, and risk management can be enhanced through display of short informational videos at prominent locations on campus, as moving visuals tend to attract more attention compared to static printed banners.

**2.14.3 Safety Bulletins**. BUHO shall be responsible for obtaining Safety Bulletins from NHQ and ensuring their timely dissemination to all Campuses and Constituent Units (CUs) for general awareness/ information. (**Authority**: **BU-HO/Admin/2026/L/1356 dated 23 July 26)**

2.15 **Administration of Persons with Disabilities (PWDs).** BUHO and campuses/ CUs are to maintain list of PWDs and plan to facilitate them in studying

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Figure 51: BU Health, Safety and Environment Policy, PDF page 16: Work Permit and Conduct of Contractors, supervision, work permits from the campus Fire Officer, appropriate safety provision and briefing of contractors on firefighting facilities (para 2.12).

## 6. Rights guaranteed to outsourced workers

Table 2 sets out each right that the University guarantees to the workers of the third parties to which it outsources activities, and the clauses that establish it. In the tables, HR Manual refers to the Human Resource Policy Manual, SPPP to the Sustainable Procurement and Purchasing Policy, EDI to the Equality and Non-Discrimination Policy and HSE to the Health, Safety and Environment Policy.

Table 2: Rights guaranteed to outsourced workers

| Right | Guarantee for outsourced workers | Policy and clause |
|---|---|---|
| Pay | Vendors' workers paid no less than comparable University staff or the legal minimum wage, whichever is higher, and on time; suppliers to pay fair wages under a living wage commitment and comply with Pakistani labour laws | Cafeteria Policy 5(w); SPPP 5.1.2, 5.3.1 |
| Hours, rest days and leave | No less favourable than those of comparable University staff or the legal minimum, whichever is higher; reasonable working hours for the workers of suppliers | Cafeteria Policy 5(w); SPPP 5.3.1 |
| Health and safety | Safe working conditions under the HSE Policy, which binds employees and contractors alike; work permits and safety provision for contractors; safe working conditions to OHSAS 18001 or equivalent for suppliers | Cafeteria Policy 5(w); HSE 1.1, 1.4, 2.12; SPPP 5.1.2, 5.3.1 |
| Freedom of association and collective bargaining | Respected for vendors' workers within the law; required of every supplier | Cafeteria Policy 5(w); SPPP 5.3.1 |
| Freedom from forced and child labour | Prohibited in every outsourced service and supply contract, on the same terms as in the University's own employment | HR Manual 1.3.7; SPPP 5.1.2; Cafeteria Policy 5(w) |
| Equality and dignity | Vendors, contractors and subcontractors bound by the non-discrimination policy; suppliers to hold non-discrimination policies and follow inclusive employment practices; no employee or contractor may harass any person | EDI 3, 4, 24; SPPP 5.1.2, 5.3.3 |
| Voice and protection | Any person may report a concern to the Human Resource Directorate, which investigates it; no one suffers for a good-faith report | HR Manual 1.3.7 |
| Verification and enforcement | Monthly proof of payment of vendors' workers to the Food Inspector; supplier questionnaires, social compliance audits and right to audit; penalties, exclusion, contract suspension and debarment | Cafeteria Policy 5(j), 5(n), 5(w), Annex A; SPPP 7.1, 7.2, 8.3.1, 9.3 |

## 6. Rights guaranteed (continued): equivalence with University staff

Table 3 shows how the rights of outsourced workers are tied to the standards that apply to the University's own staff. Pay, hours and leave are measured directly against comparable University staff, and safety, non-discrimination and the prohibition of forced and child labour are governed by the same policies that apply to University employees.

Table 3: Equivalence between University staff and outsourced workers

| Element | Standard for University staff | Standard for outsourced workers | Evidence |
|---|---|---|---|
| Minimum pay | Minimum gross salary of Rs 37,000 a month for every BU employee from 1 March 2025 | No less than comparable University staff or the legal minimum wage, whichever is higher (vendors); fair wages under a living wage commitment (suppliers) | Treasurer letter of 10 March 2025; Cafeteria Policy 5(w); SPPP 5.3.1 |
| Hours, rest and leave | Leave Procedures of the HR Manual, Chapter 4 | No less favourable than comparable staff or the legal minimum (vendors); reasonable working hours (suppliers) | HR Manual, Chapter 4; Cafeteria Policy 5(w); SPPP 5.3.1 |
| Health and safety | HSE Policy, for all employees | The same HSE Policy, for contractors and vendors' workers | HSE 1.1, 2.12; Cafeteria Policy 5(w) |
| Forced and child labour | Clause 1.3.7, own employment | The same clause, every outsourced contract | HR Manual 1.3.7 |
| Non-discrimination | EDI Policy, all employees | The same policy, binding vendors, contractors and subcontractors | EDI 3, 4, 24 |
| Raising concerns | Reporting to the Human Resource Directorate | The same route, open to any person | HR Manual 1.3.7 |

## 7. Summary of evidence

| Element | Evidence | Figures |
|---|---|---|
| Existence of the policy | Cafeteria Policy item 5(w), guaranteeing vendors' workers pay, hours, rest days and leave no less favourable than comparable University staff, with safety and freedom of association; Sustainable Procurement and Purchasing Policy, labour standards for all outsourced services and supplies | 1 to 8; 9 to 23 |
| Equivalent rights | Pay, hours and leave benchmarked to comparable University staff; the same safety, non-discrimination and forced and child labour rules as for University employees | Tables 2 and 3 |
| Created or reviewed in 2022 to 2026 | Cafeteria Policy 2022, Amendment 1 of 2 November 2025; procurement policy effective 15 November 2025 with annual review; HR Manual Amendment 01 of 23 October 2025; EDI Policy Amendment 01 of 20 October 2025; HSE Policy 2nd Edition of 22 November 2025 | 2; 9; 26; 37; 45 |
| Pay benchmark | Minimum gross salary of Rs 37,000 a month for every BU employee from 1 March 2025 | 34 to 35 |
| Verification and enforcement | Monthly proof of payment; supplier questionnaires and social compliance audits; penalties, exclusion, contract suspension and debarment | 5 to 8; 19 to 23 |
| Voice and protection | Any person may report a concern to the Human Resource Directorate; harassment of any person by an employee or contractor prohibited | 33; 43 |
| In place in 2025 | All instruments in force in 2025 | 2; 9; 26; 37; 45 |

Taken together, the records show that Bahria University as a body has a policy guaranteeing equivalent rights to workers when it outsources activities to third parties. The Cafeteria Policy ties the pay, hours, rest days and leave of vendors' workers to those of comparable University staff and guarantees their safety and freedom of association; the Sustainable Procurement and Purchasing Policy applies labour standards, fair wages, reasonable hours, freedom of association, safe working conditions and non-discrimination to every outsourced service and supply; and the University's policies on forced and child labour, equality and safety apply to contractors as they do to its own staff, with verification, a reporting route and sanctions for any breach.