SDG
08
DECENT WORK AND ECONOMIC GROWTH

EVIDENCE DOCUMENT | INDICATOR 8.2.8

Process for employees to appeal on employee rights and pay

METRIC 8.2 Employment practice

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

ISSUING OFFICE	EVIDENCE ID
Directorate of Quality Assurance, Head Office	E-08-8.2.8

THE SIR 2027 REQUIREMENT

Does your university as a body have a process for employees to appeal on employee rights and/or pay?

01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes. Bahria University as a body has a process for employees to appeal on employee rights and pay. Under Chapter 6 of the Human Resource Policy Manual, which applies to all employees, an employee may appeal against any order that punishes him or her, including the withholding of an increment, recovery from pay or reduction to a lower stage of a pay scale, or that alters or interprets to his or her disadvantage the prescribed terms and conditions of service: an appeal against an order of the Rector lies to the Chairman of the Board of Governors through the Registrar, an order of the Board may be reviewed by the Board, and no appeal is decided without giving the appellant a hearing (clauses 6.3 and 6.13). An employee whose services are terminated may appeal to an Appellate Panel presided over by the Vice Chief of the Naval Staff or Chief of Staff at Naval Headquarters (clauses 1.15 and 6.14); an employee may appeal against adverse remarks in an evaluation report (clause 1.19.2); and pay-equity concerns and concerns about forced or child labour are raised with the Human Resource Directorate (clauses 1.25.2 and 1.3.7). Complaints of discrimination and harassment follow the Equality and Non-Discrimination Policy, with a decision within 30 days and an appeal within 30 days, and in January 2025 the University notified Focal Persons and Inquiry Committees at every campus and published them on its website.

02 Evidence and Activity Record

Dated facts and records that substantiate the statement

Section 1 presents the Human Resource Policy Manual from its cover through its complete table of contents, followed by the pages cited: the appeal against termination, the appeal against adverse remarks, the routes for pay-equity and labour-rights concerns, and the efficiency and discipline rules of Chapter 6, which set out the right to show cause and the appeal to, and review by, the Board of Governors. Section 2 presents the Equality and Non-Discrimination Policy in full, with its complaint and appeal procedures. Section 3 presents the complaint mechanisms notified at every campus in 2025. Section 4 maps each matter on which an employee may appeal to the route and safeguards that apply, and Section 5 summarises the evidence against each element of the requirement.

TABLE 1 Process for employees to appeal on employee rights and pay, 2025

No.	Element	Record	Coverage	Date	Evidence
1	Appeal on pay and conditions of service	Appeal against any penalty, including withholding of increment, recovery from pay or reduction in pay scale, and against any order altering terms and conditions of service to the employee's disadvantage; appeal to the Chairman of the Board of Governors or review by the Board; hearing guaranteed	All employees	2023; in force in 2025	HR Policy Manual, clauses 6.3, 6.12 and 6.13; Section 1
2	Appeal against termination	Appeal to the next higher authority before an Appellate Panel presided over by the Vice Chief of the Naval Staff or Chief of Staff at Naval Headquarters	All employees	2023; in force in 2025	HR Policy Manual, clauses 1.15 and 6.14; Section 1
3	Appeal against adverse remarks	Adverse remarks communicated within one month; appeal to the officer next higher in rank, or to the Chairman of the Board for remarks recorded by the Rector	All employees	2023; in force in 2025	HR Policy Manual, clause 1.19.2; Section 1
4	Pay-equity and labour-rights concerns	Pay-equity concerns, and concerns about forced labour, modern slavery, human trafficking and child labour, raised with the Human Resource Directorate, with protection for good-faith reports	All employees and any person	Amendment 01 of 23 Oct 2025	HR Policy Manual, clauses 1.25.2 and 1.3.7; Section 1
5	Discrimination and harassment complaints	Informal and formal procedures, fair process and timelines; harassment complaints decided within 30 days, with an appeal within 30 days; retaliation prohibited	All employees	2024; amended 20 Oct 2025	Equality and Non-Discrimination Policy, paras 5, 6, 19 to 21, 23 and 24; Section 2
6	Complaint mechanisms in 2025	Focal Persons and Inquiry Committees notified at every campus, with names and contact details published on the University website	All campuses	9 Jan 2025	Registrar Notification No. 01/2025; Section 3

1. Human Resource Policy Manual (2023): appeal routes

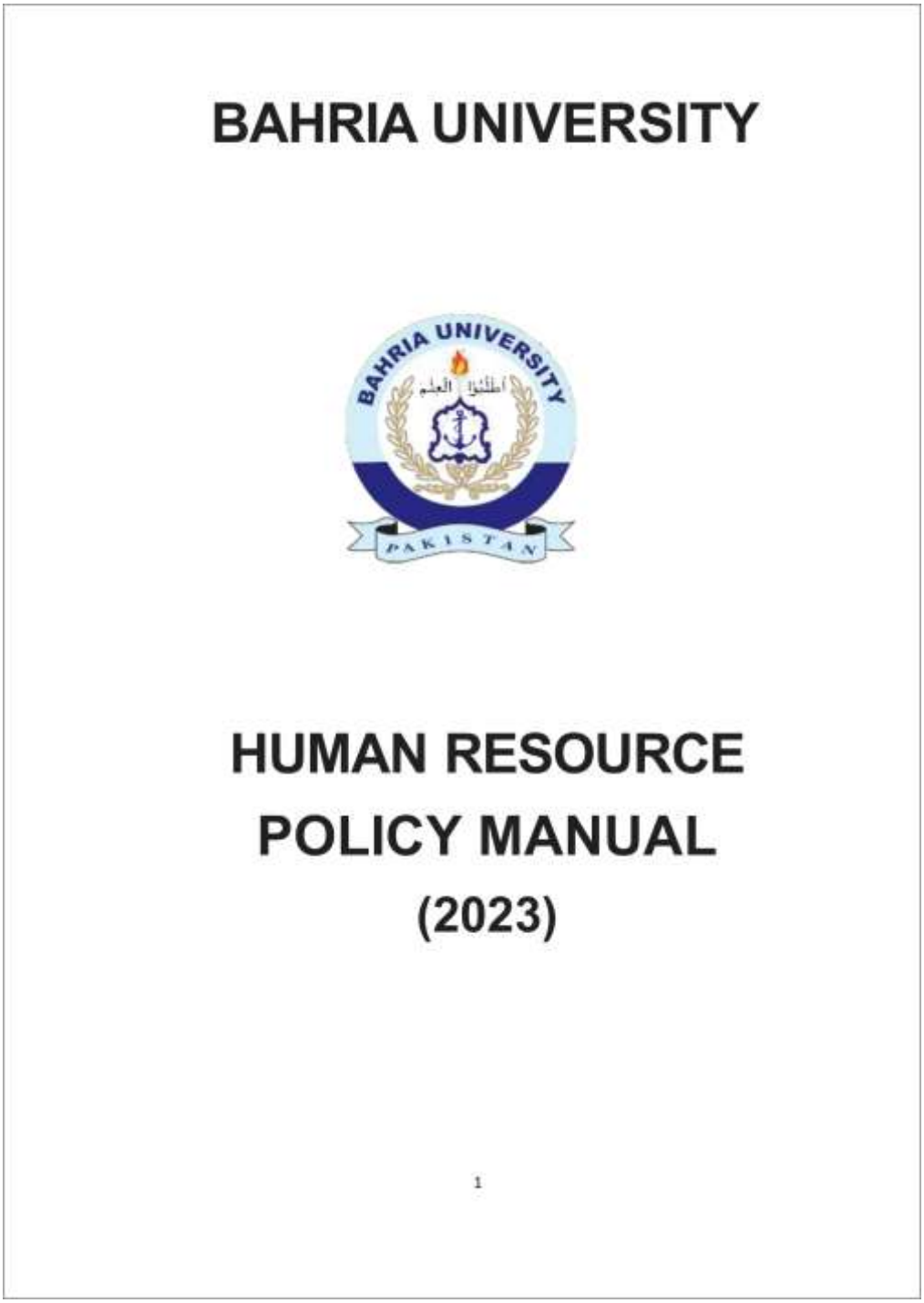
The Human Resource Policy Manual (2023) was approved by the Executive Committee at its 19th meeting on 20 July 2023 and promulgated with effect from 2 August 2023, and it applies to all employees of the University and its constituent units (Figures 2 and 3). It provides the following routes of appeal and redress.

Appeal on pay and conditions of service. Chapter 6, Employees Efficiency and Discipline, applies to all employees except serving military personnel (clause 6.1). The penalties it governs include the withholding of promotion or increment, recovery from pay, and reduction to a lower post or to a lower stage in a time-scale (clause 6.3). An accused employee is told the charge in writing, may put in a written defence within seven to fourteen days, may ask to be heard in person and may cross-examine witnesses (clause 6.8), and no employee holding a permanent post may be reduced in rank, removed or dismissed without a reasonable opportunity to show cause (clause 6.12). Where an order punishes an employee, or alters or interprets to his or her disadvantage the prescribed terms or conditions of service, the employee has the right to appeal to the Chairman of the Board of Governors against an order of the Rector, or to apply to the Board for review of its own order; the appeal is submitted to the Registrar, who places it before the Chairman with the views of the Rector, and no order on an appeal or review is passed without giving the appellant an opportunity to be heard (clause 6.13; Figures 15 to 19).

Appeal against termination and adverse remarks. An employee whose services are terminated has the right to appeal to the next higher authority under Section 33 of the BU Ordinance 2000, before an Appellate Panel of the Vice Chief of the Naval Staff or Chief of Staff at Naval Headquarters as President, the Pro-Rector or Director General of the campus concerned and the Principal of the BU Law School (clauses 1.15 and 6.14). Adverse remarks in an evaluation report must be communicated to the employee within one month, and the employee may appeal against them to the officer next higher in rank, or to the Chairman of the Board where the remarks were recorded by the Rector (clause 1.19.2; Figures 11 to 13).

Pay-equity and labour-rights concerns. Any employee may raise a pay-equity concern with the Human Resource Directorate, which, with the Treasurer, compares the pay of women and men each year and closes any unexplained gap within 12 months (clause 1.25.2), and any person may report a concern about forced labour, modern slavery, human trafficking or child labour to the Human Resource Directorate, which shall investigate it, with no one to suffer for a report made in good faith (clause 1.3.7; Figures 10 and 14). Both clauses were added by Amendment 01 of 23 October 2025.

1. Human Resource Policy Manual (continued)



BAHRIA UNIVERSITY

HUMAN RESOURCE

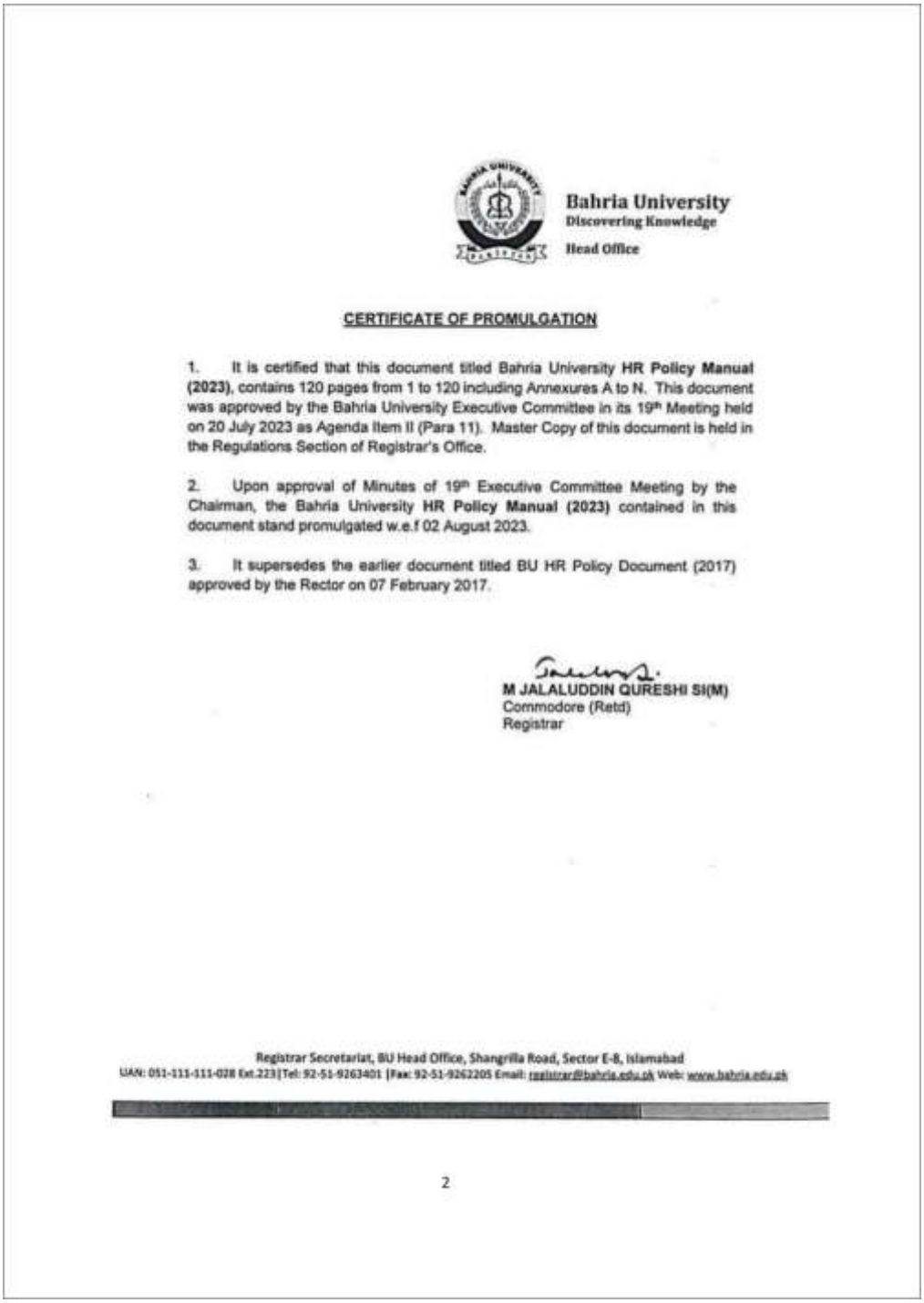
POLICY MANUAL

(2023)

1

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

1. Human Resource Policy Manual (continued)



Bahria University
Discovering Knowledge
Head Office

CERTIFICATE OF PROMULGATION

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

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

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

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

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

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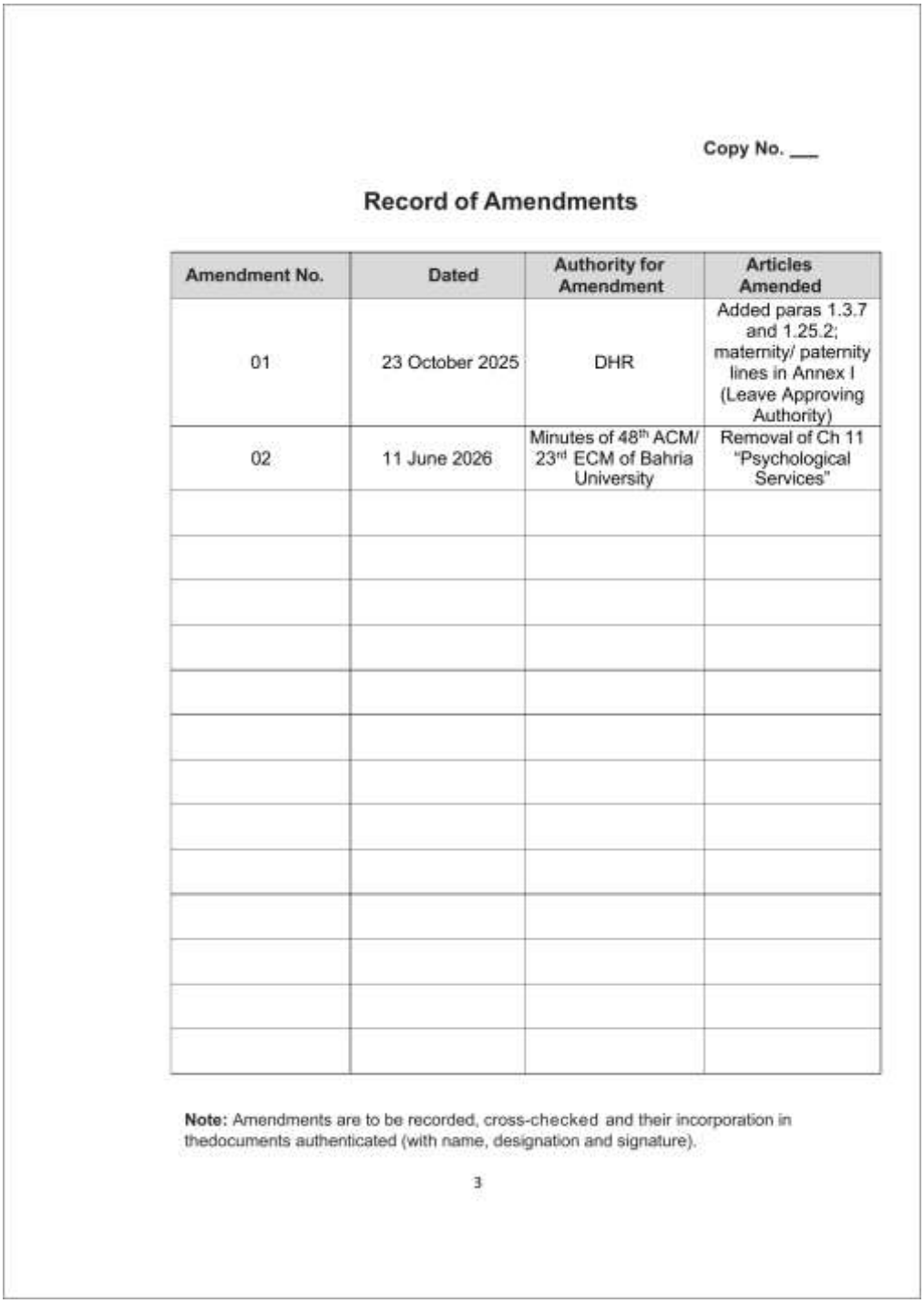
Figure 2: Human Resource Policy Manual (2023), PDF page 2: Certificate of Promulgation; the Manual approved by the Executive Committee at its 19th meeting on 20 July 2023 and promulgated with effect from 2 August 2023.

1. Human Resource Policy Manual (continued)



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Record of Amendments

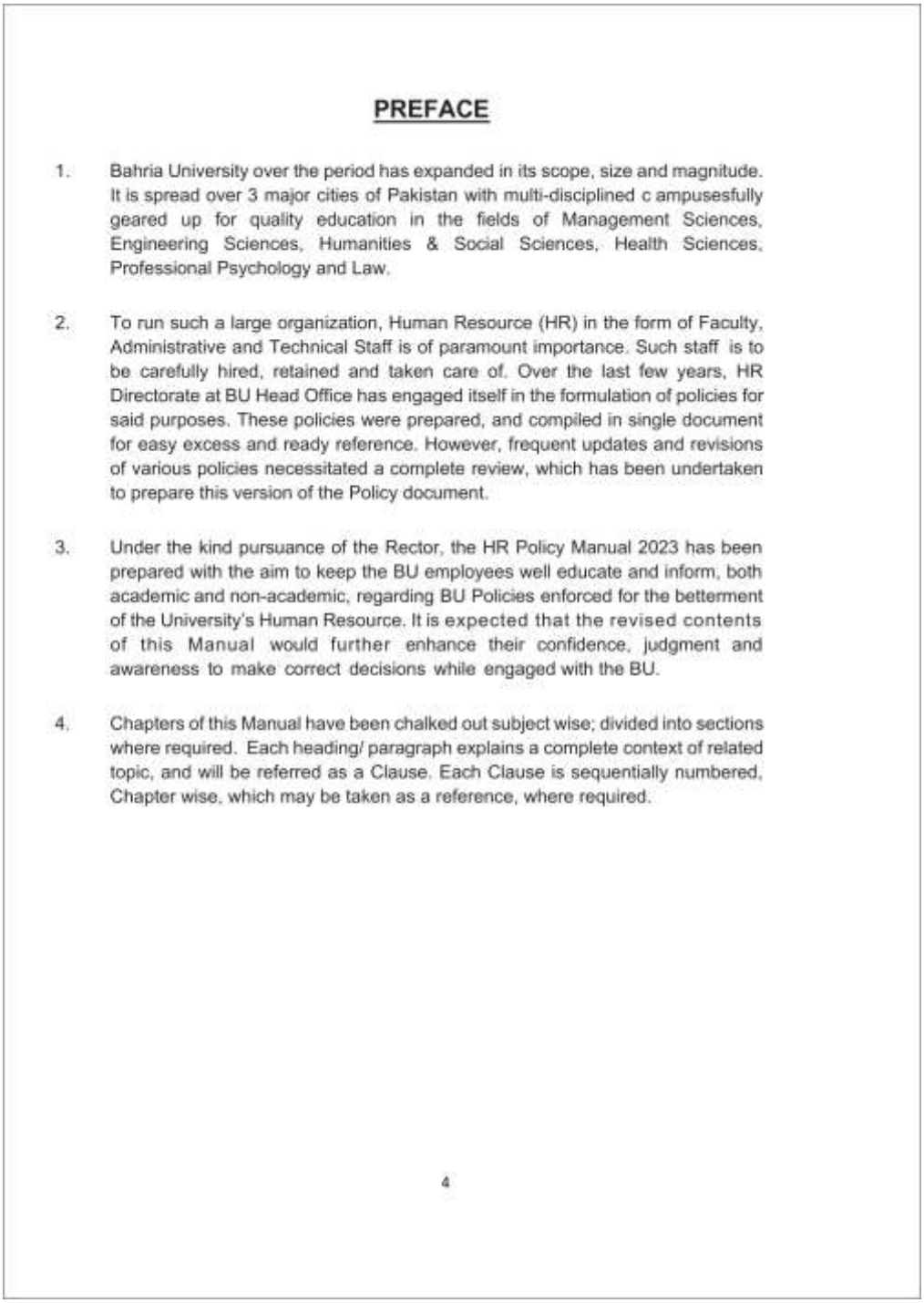
Amendment No.	Dated	Authority for Amendment	Articles Amended
01	23 October 2025	DHR	Added paras 1.3.7 and 1.25.2; maternity/ paternity lines in Annex I (Leave Approving Authority)
02	11 June 2026	Minutes of 48th ACM/ 23rd ECM of Bahria University	Removal of Ch 11 "Psychological Services"

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

3

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

1. Human Resource Policy Manual (continued)



PREFACE

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

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

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

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

4

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

1. Human Resource Policy Manual (continued)

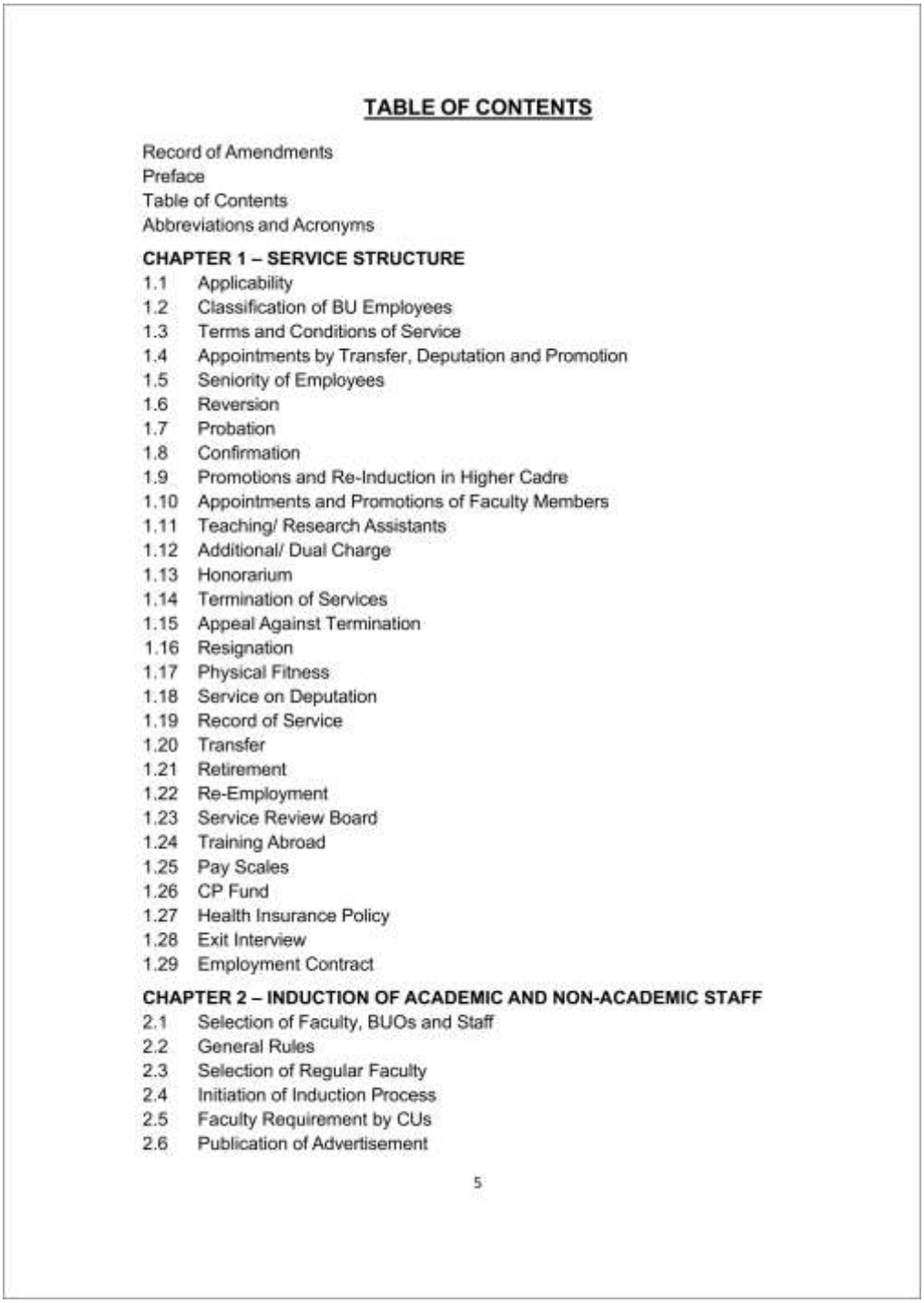


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Figure 5: Human Resource Policy Manual (2023), PDF page 5: Table of Contents, Chapter 1, Service Structure, including clauses 1.15, Appeal Against Termination, 1.19, Record of Service, and 1.25, Pay Scales.

1. Human Resource Policy Manual (continued)

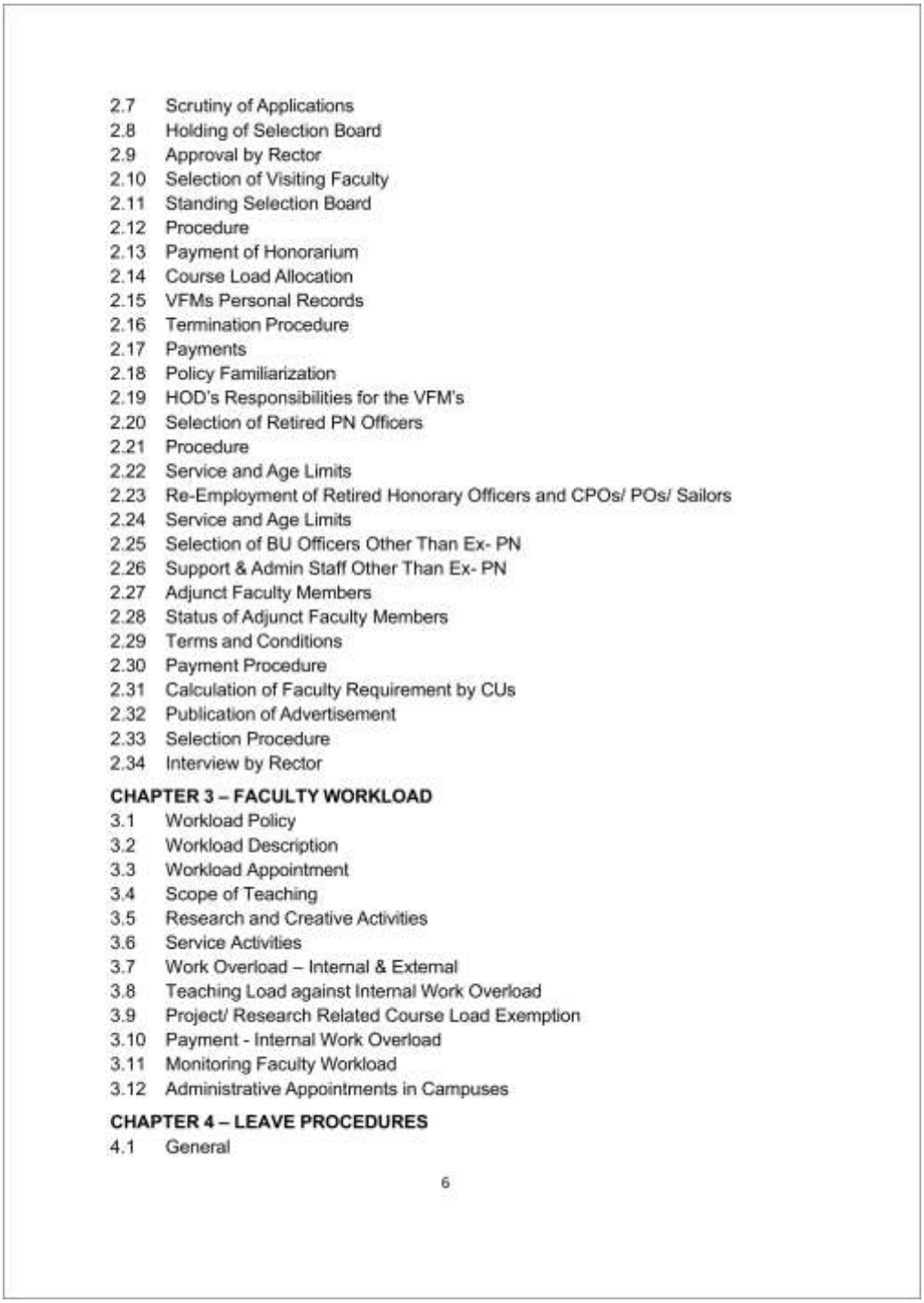

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Figure 6: Human Resource Policy Manual (2023), PDF page 6: Table of Contents (continued), Chapters 2 and 3 and Chapter 4, Leave Procedures.

1. Human Resource Policy Manual (continued)

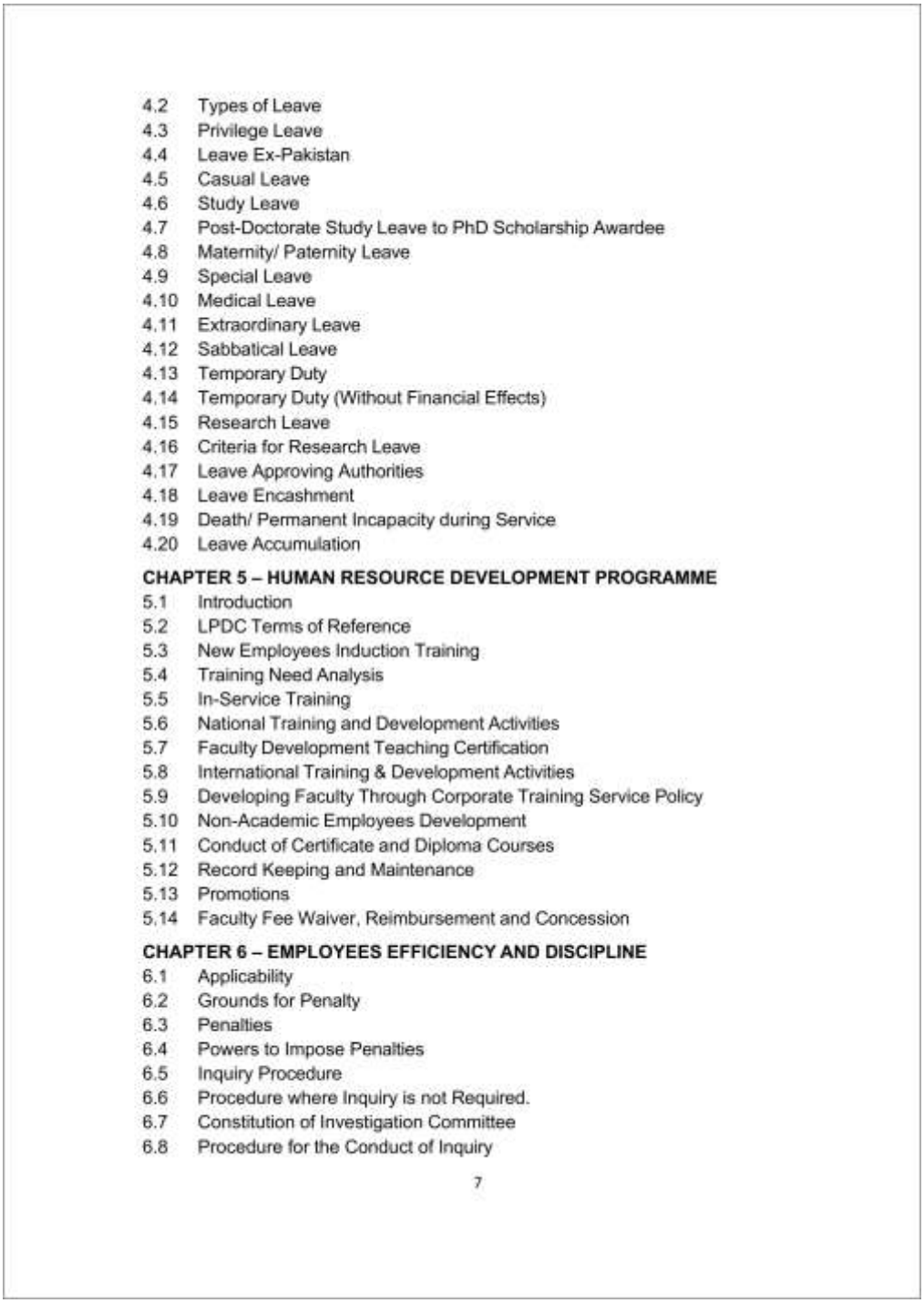

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Figure 7: Human Resource Policy Manual (2023), PDF page 7: Table of Contents (continued), Chapters 4 and 5 and Chapter 6, Employees Efficiency and Discipline.

1. Human Resource Policy Manual (continued)

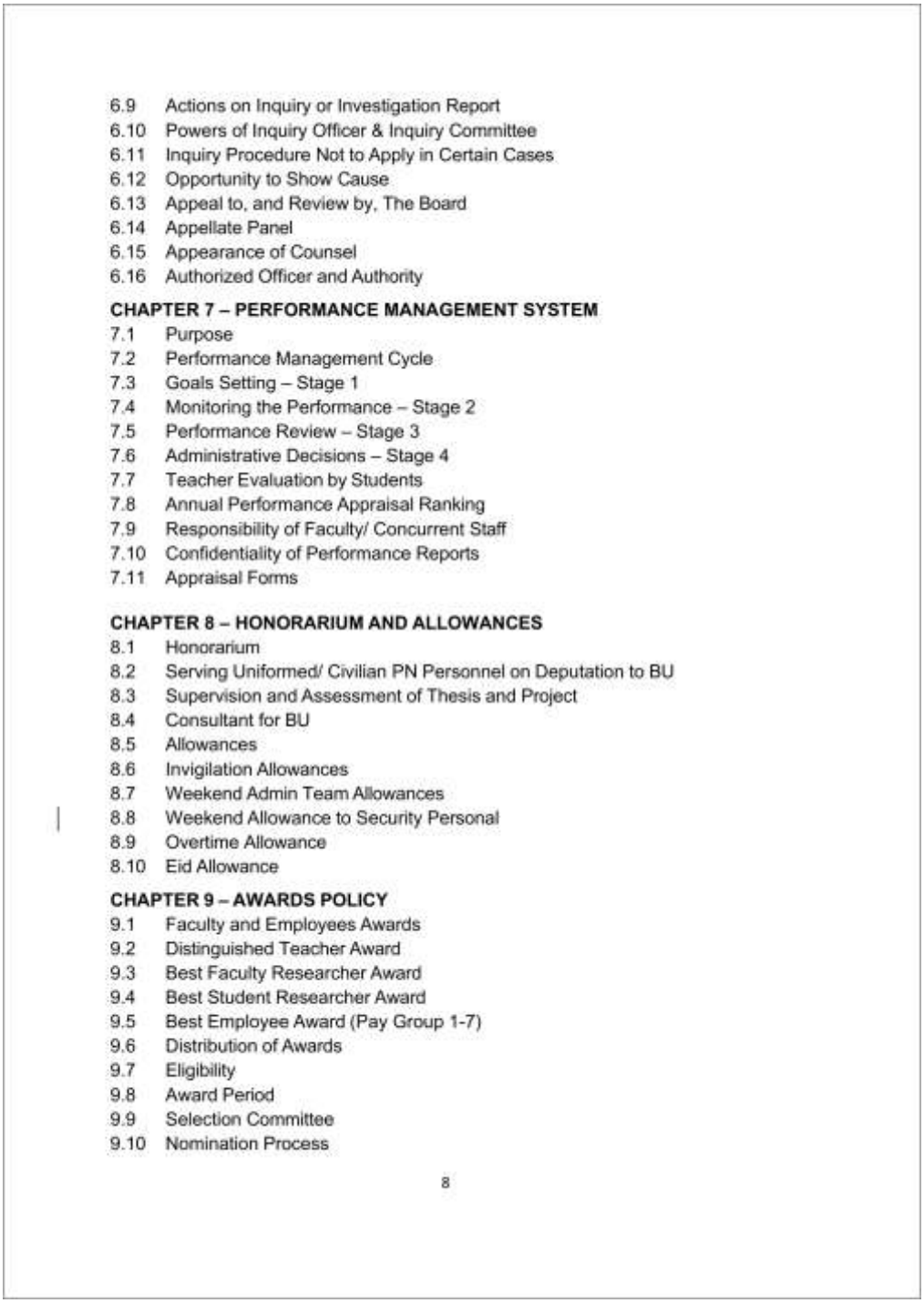

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Figure 8: Human Resource Policy Manual (2023), PDF page 8: Table of Contents (continued), Chapter 6, including clauses 6.12, Opportunity to Show Cause, 6.13, Appeal to, and Review by, The Board, and 6.14, Appellate Panel, and Chapters 7 to 9.

1. Human Resource Policy Manual (continued)

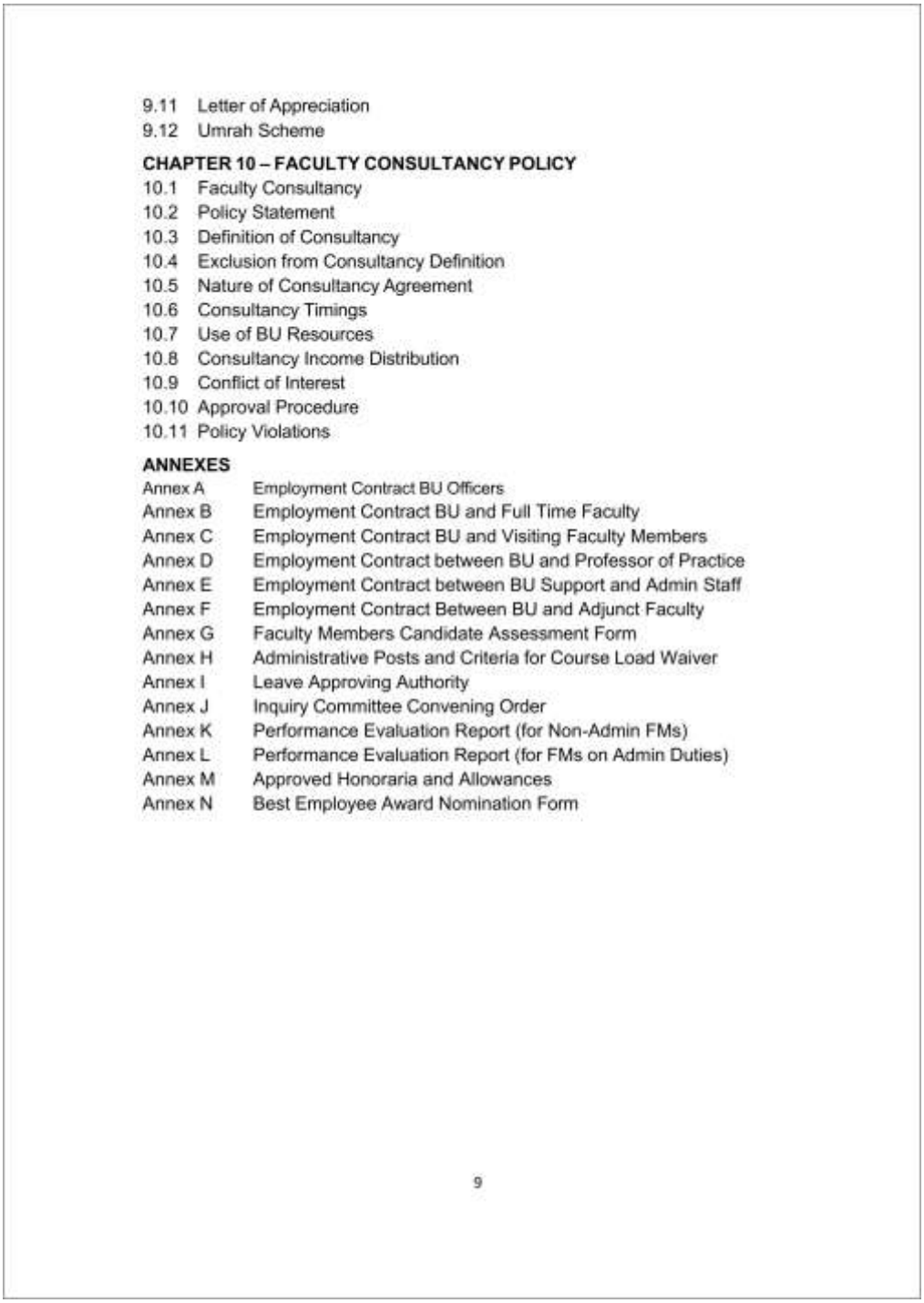

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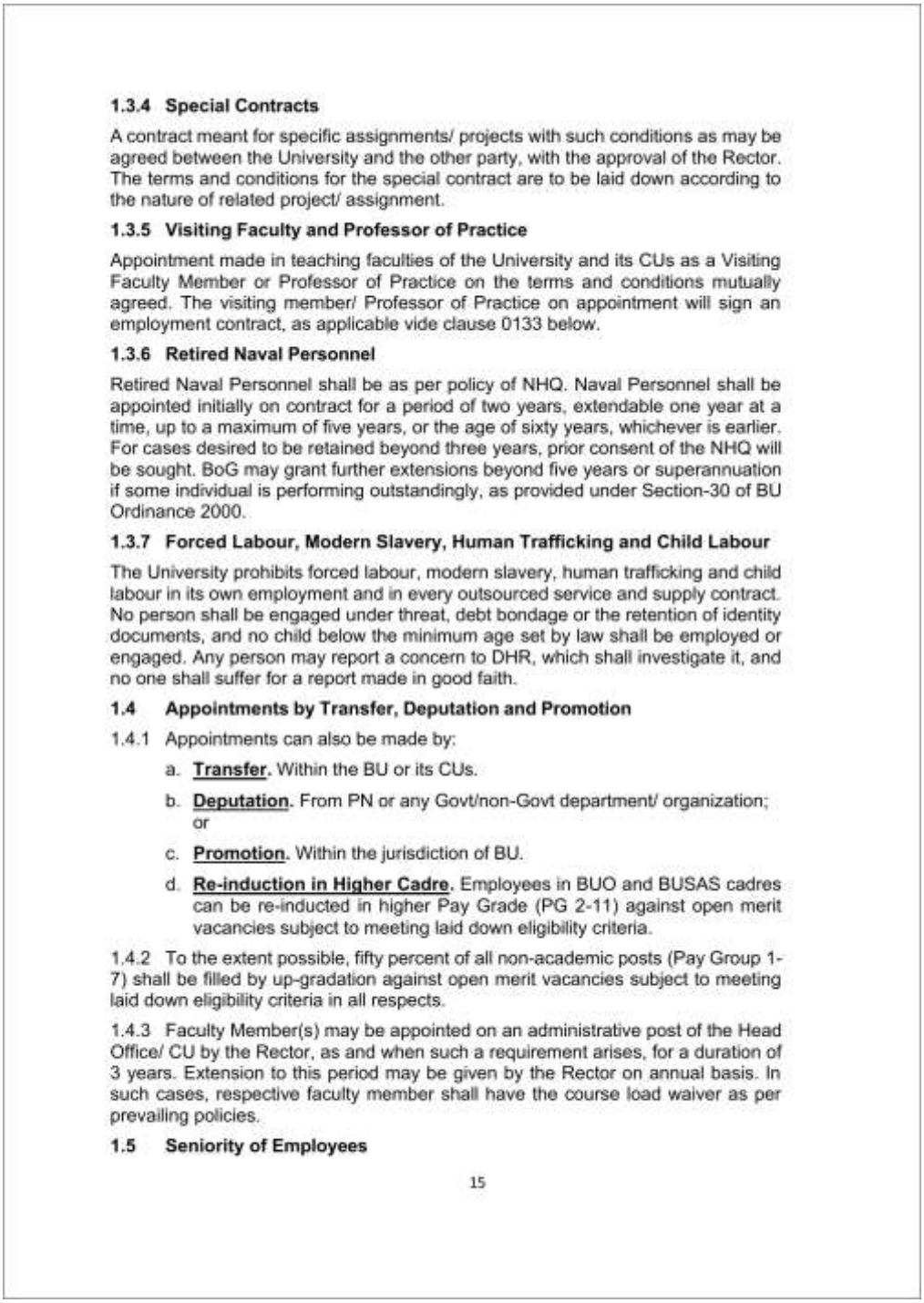
Figure 9: Human Resource Policy Manual (2023), PDF page 9: Table of Contents (continued), Chapter 10 and Annexes A to N.

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



1.3.4 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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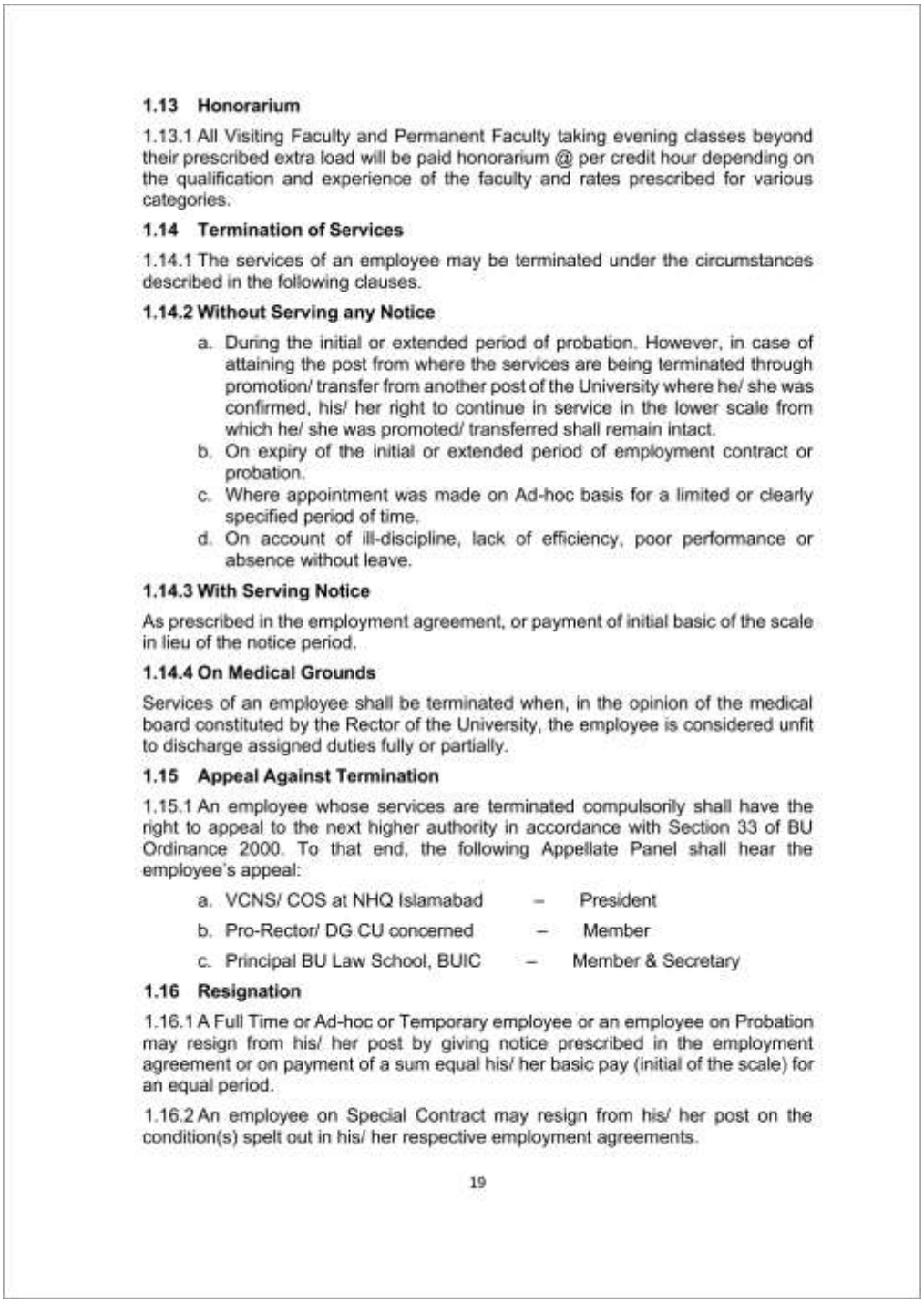
Figure 10: Human Resource Policy Manual (2023), PDF page 15: clause 1.3.7, any person may report a concern about forced labour, modern slavery, human trafficking or child labour to the Human Resource Directorate, which shall investigate it; no one shall suffer for a report made in good faith.

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



1.13 Honorarium

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

1.14 Termination of Services

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

1.14.2 Without Serving any Notice

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

1.14.3 With Serving Notice

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

1.14.4 On Medical Grounds

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

1.15 Appeal Against Termination

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

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

1.16 Resignation

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

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

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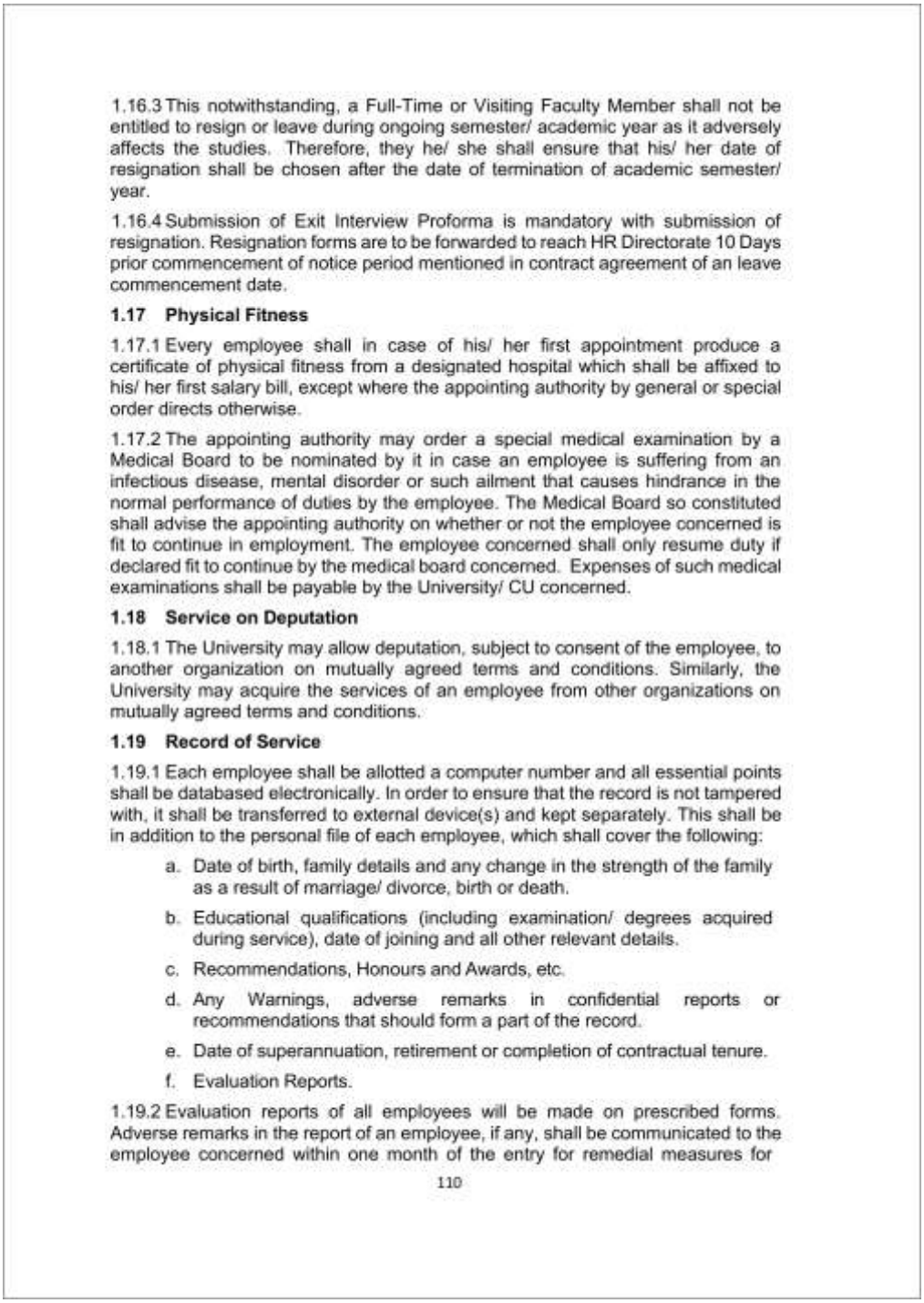
Figure 11: Human Resource Policy Manual (2023), PDF page 19: clause 1.15, Appeal Against Termination: right of appeal to the next higher authority under Section 33 of the BU Ordinance 2000, before an Appellate Panel of the VCNS or COS at Naval Headquarters (President), the Pro-Rector or Director General of the campus concerned and the Principal of the BU Law School; clause 1.16, Resignation.

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



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

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

1.17 Physical Fitness

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

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

1.18 Service on Deputation

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

1.19 Record of Service

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

a. Date of birth, family details and any change in the strength of the family as a result of marriage/ divorce, birth or death.
b. Educational qualifications (including examination/ degrees acquired during service), date of joining and all other relevant details.
c. Recommendations, Honours and Awards, etc.
d. Any Warnings, adverse remarks in confidential reports or recommendations that should form a part of the record.
e. Date of superannuation, retirement or completion of contractual tenure.
f. Evaluation Reports.

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

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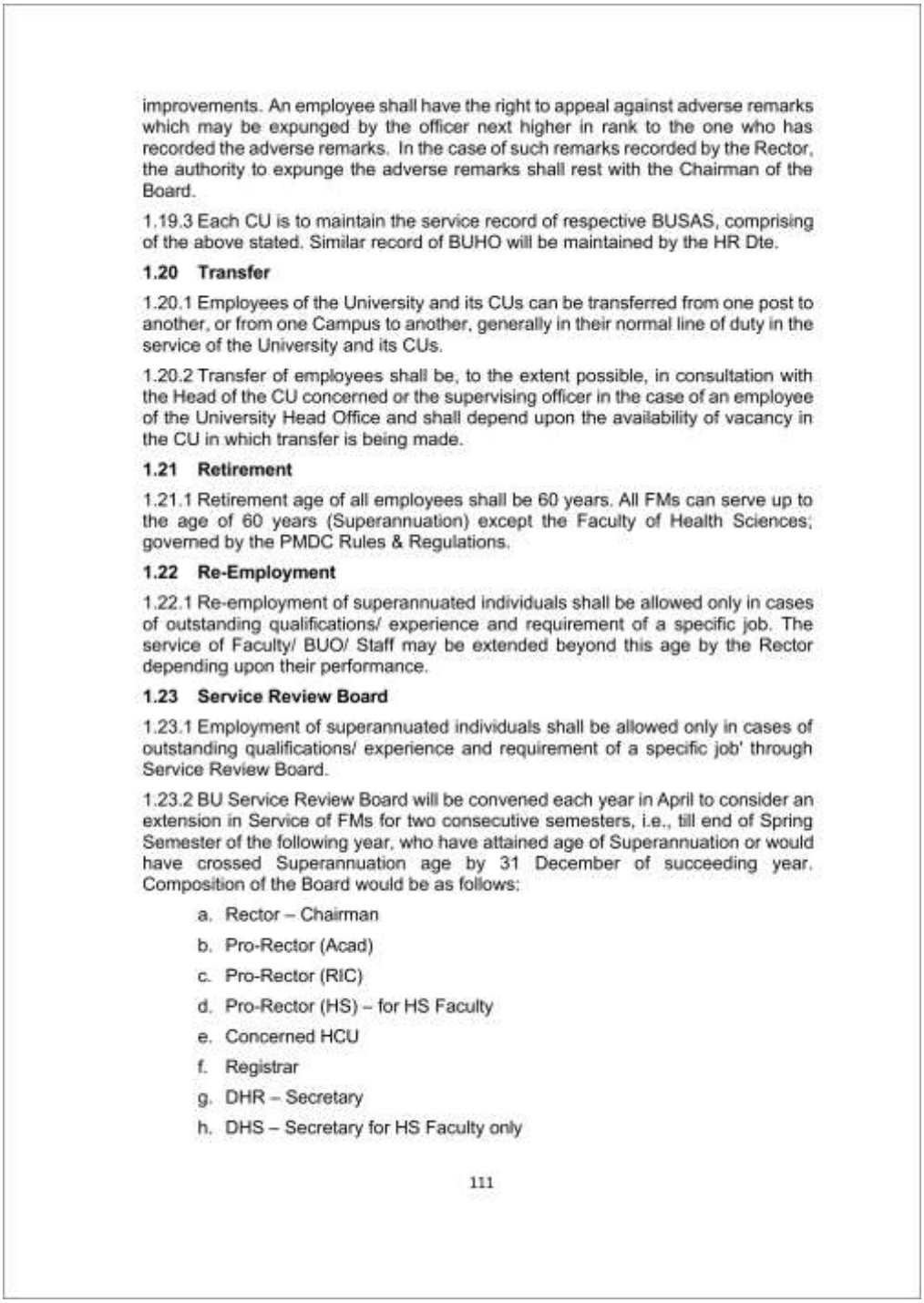
Figure 12: Human Resource Policy Manual (2023), PDF page 20: clause 1.19, Record of Service; clause 1.19.2, adverse remarks in evaluation reports communicated within one month.

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



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

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

1.20 Transfer

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

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

1.21 Retirement

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

1.22 Re-Employment

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

1.23 Service Review Board

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

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

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

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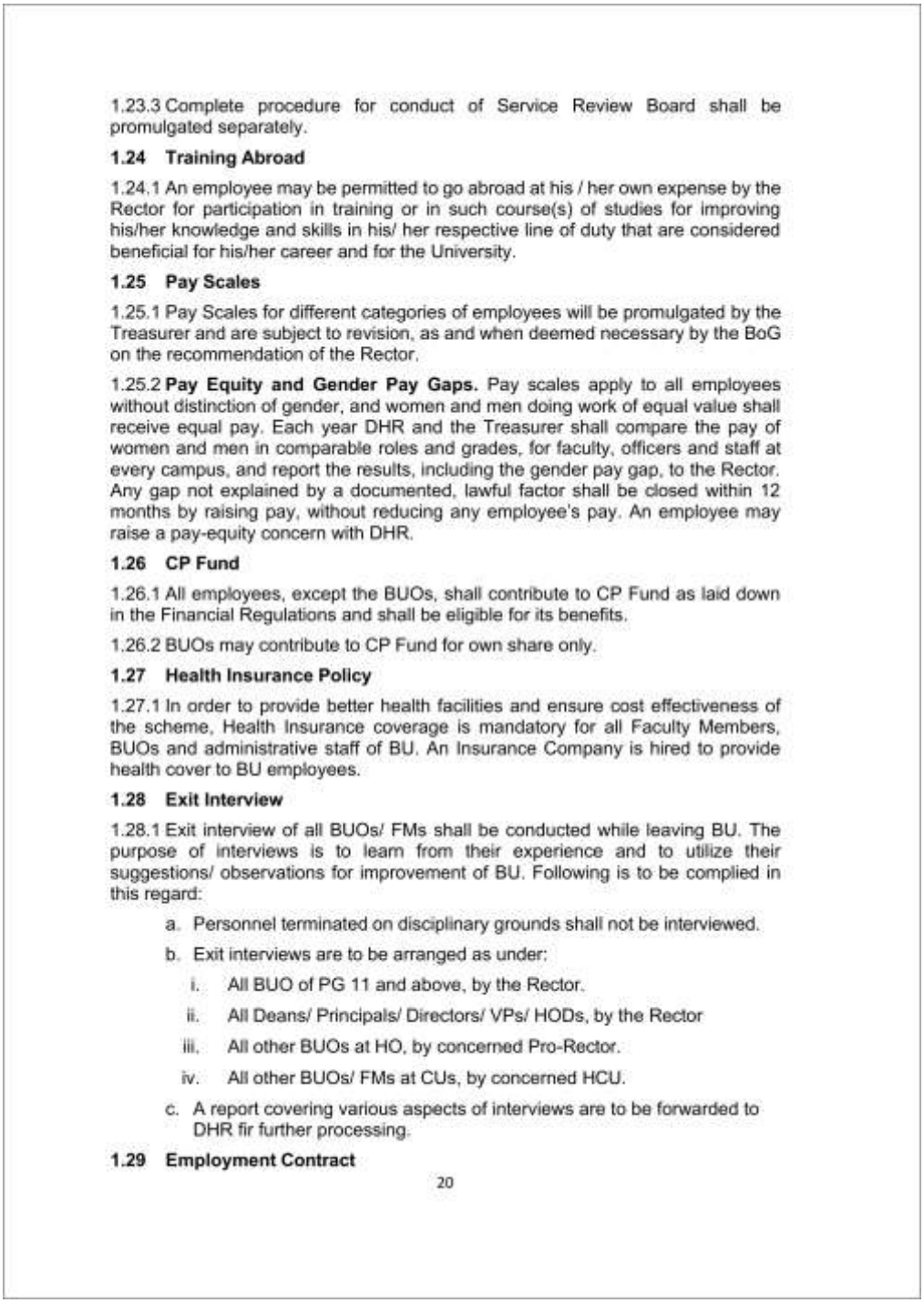
Figure 13: Human Resource Policy Manual (2023), PDF page 21: clause 1.19.2 (continued), right to appeal against adverse remarks to the officer next higher in rank, or to the Chairman of the Board for remarks recorded by the Rector.

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



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

1.24 Training Abroad

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

1.25 Pay Scales

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

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

1.26 CP Fund

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

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

1.27 Health Insurance Policy

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

1.28 Exit Interview

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

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

b. Exit interviews are to be arranged as under:

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

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

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

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

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

1.29 Employment Contract

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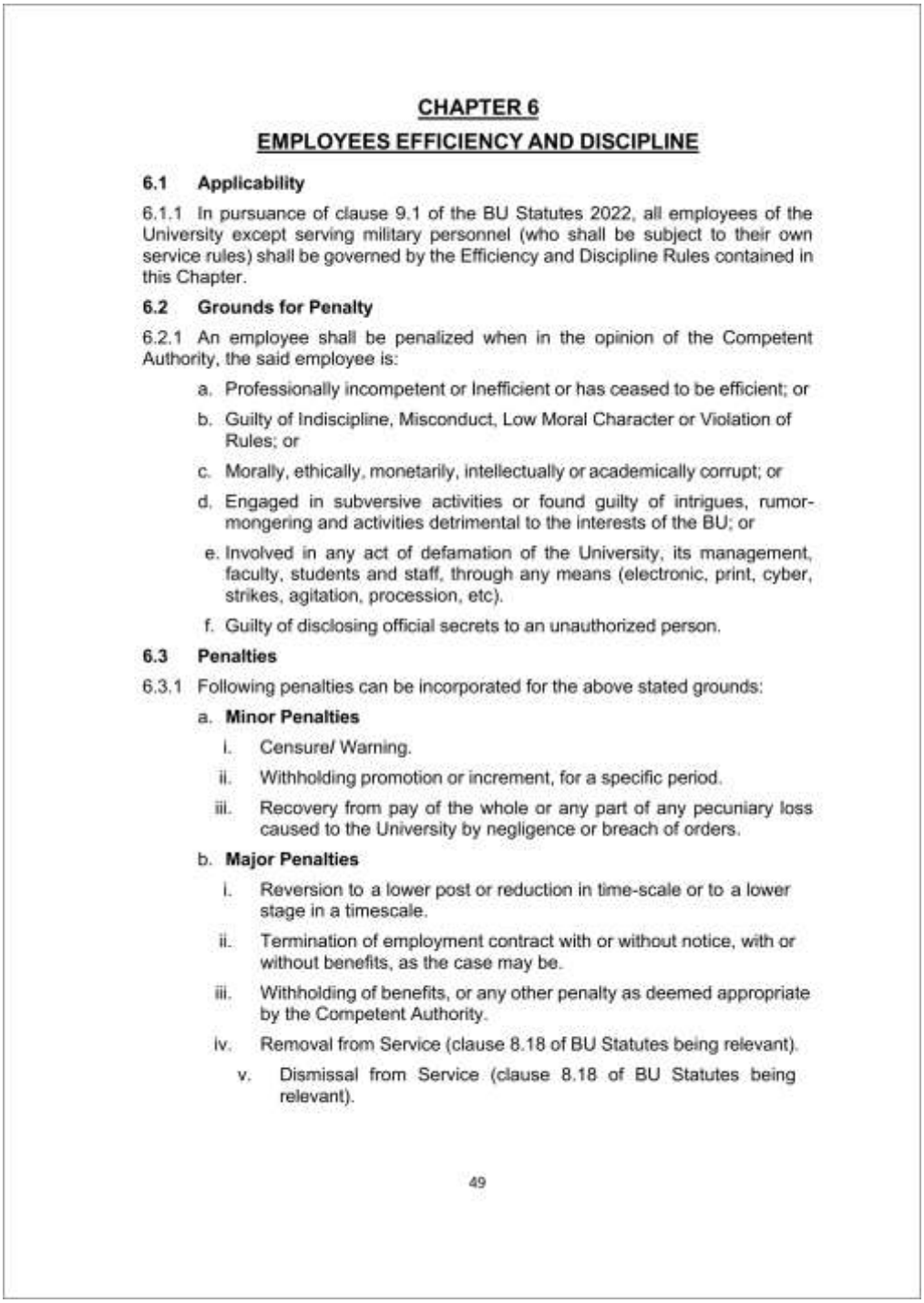
Figure 14: Human Resource Policy Manual (2023), PDF page 22: clause 1.25.2, Pay Equity and Gender Pay Gaps, under which an employee may raise a pay-equity concern with the Human Resource Directorate.

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



CHAPTER 6

EMPLOYEES EFFICIENCY AND DISCIPLINE

6.1 Applicability

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

6.2 Grounds for Penalty

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

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

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

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

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

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

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

6.3 Penalties

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

a. **Minor Penalties**

i. Censure/ Warning.

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

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

b. **Major Penalties**

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

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

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

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

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

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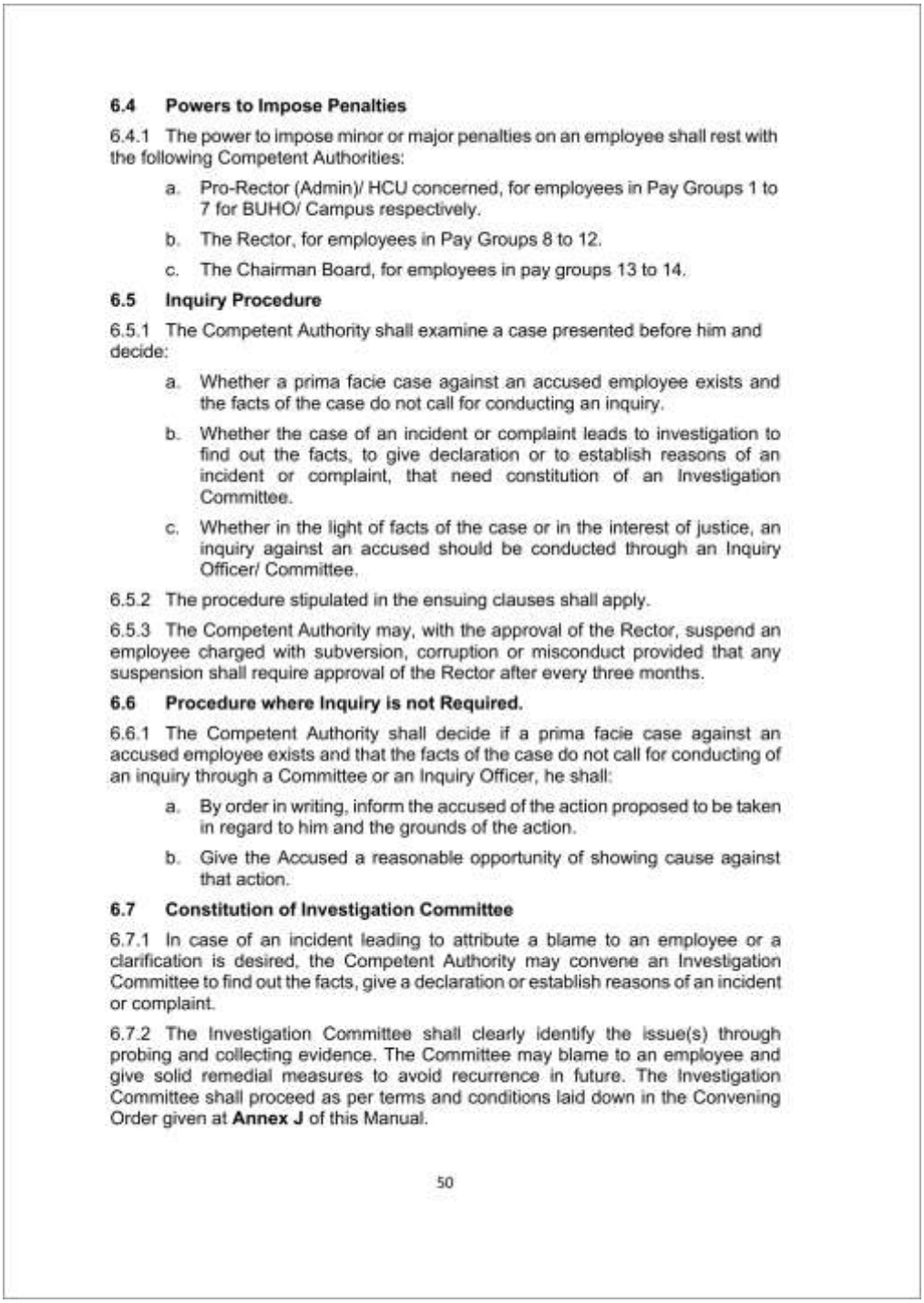
Figure 15: Human Resource Policy Manual (2023), PDF page 53: Chapter 6, Employees Efficiency and Discipline: applicability to all employees (clause 6.1); grounds for penalty (clause 6.2); penalties, including withholding of promotion or increment, recovery from pay and reduction to a lower stage in a time-scale (clause 6.3).

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



6.4 Powers to Impose Penalties

6.4.1 The power to impose minor or major penalties on an employee shall rest with the following Competent Authorities:

a. Pro-Rector (Admin)/ HCU concerned, for employees in Pay Groups 1 to 7 for BUHO/ Campus respectively.

b. The Rector, for employees in Pay Groups 8 to 12.

c. The Chairman Board, for employees in pay groups 13 to 14.

6.5 Inquiry Procedure

6.5.1 The Competent Authority shall examine a case presented before him and decide:

a. Whether a prima facie case against an accused employee exists and the facts of the case do not call for conducting an inquiry.

b. Whether the case of an incident or complaint leads to investigation to find out the facts, to give declaration or to establish reasons of an incident or complaint, that need constitution of an Investigation Committee.

c. Whether in the light of facts of the case or in the interest of justice, an inquiry against an accused should be conducted through an Inquiry Officer/ Committee.

6.5.2 The procedure stipulated in the ensuing clauses shall apply.

6.5.3 The Competent Authority may, with the approval of the Rector, suspend an employee charged with subversion, corruption or misconduct provided that any suspension shall require approval of the Rector after every three months.

6.6 Procedure where Inquiry is not Required.

6.6.1 The Competent Authority shall decide if a prima facie case against an accused employee exists and that the facts of the case do not call for conducting of an inquiry through a Committee or an Inquiry Officer, he shall:

a. By order in writing, inform the accused of the action proposed to be taken in regard to him and the grounds of the action.

b. Give the Accused a reasonable opportunity of showing cause against that action.

6.7 Constitution of Investigation Committee

6.7.1 In case of an incident leading to attribute a blame to an employee or a clarification is desired, the Competent Authority may convene an Investigation Committee to find out the facts, give a declaration or establish reasons of an incident or complaint.

6.7.2 The Investigation Committee shall clearly identify the issue(s) through probing and collecting evidence. The Committee may blame to an employee and give solid remedial measures to avoid recurrence in future. The Investigation Committee shall proceed as per terms and conditions laid down in the Convening Order given at **Annex J** of this Manual.

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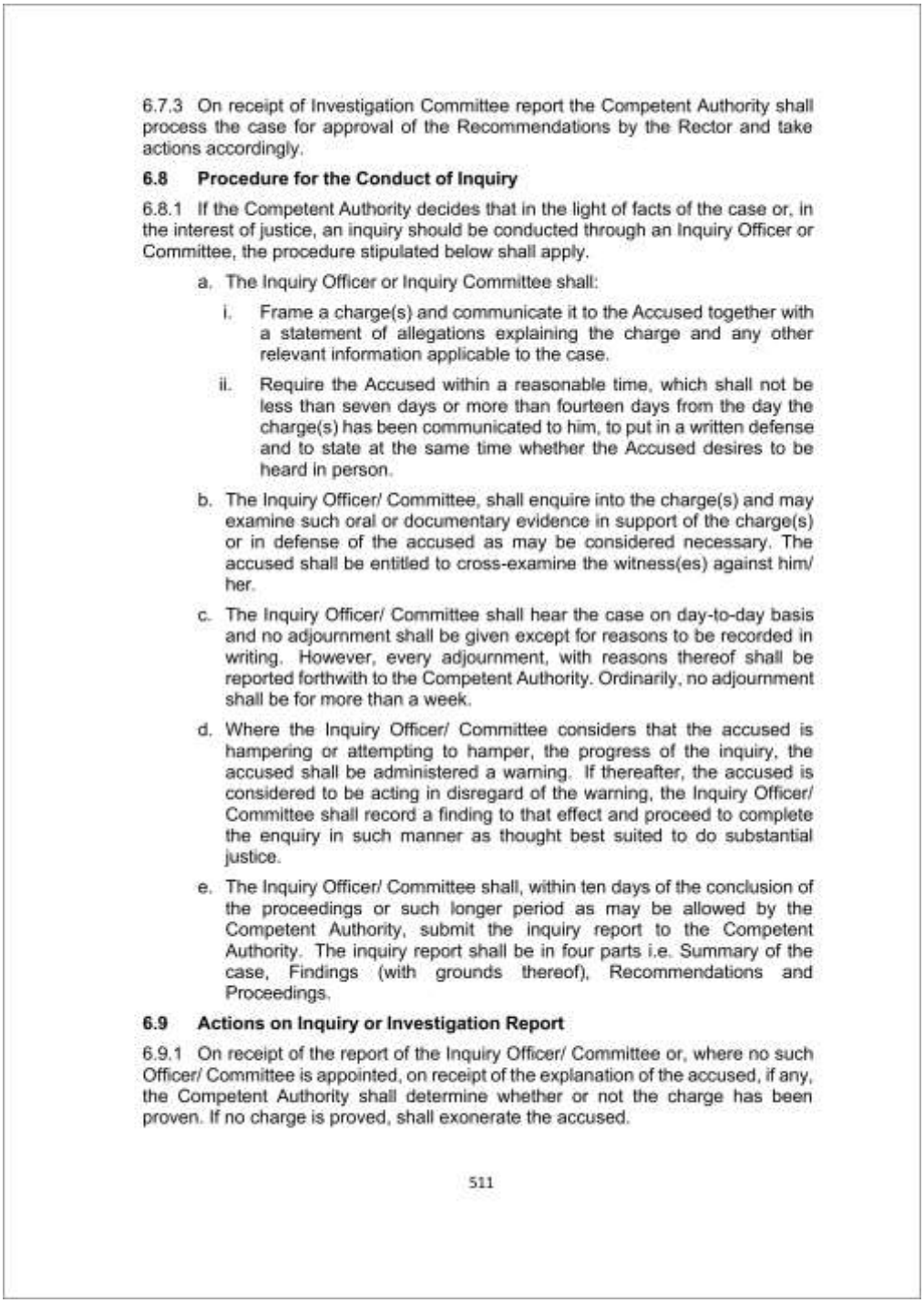
Figure 16: Human Resource Policy Manual (2023), PDF page 54: powers to impose penalties (clause 6.4); inquiry procedure (clause 6.5); procedure where inquiry is not required, with written notice and an opportunity to show cause (clause 6.6); Investigation Committee (clause 6.7).

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



6.7.3 On receipt of Investigation Committee report the Competent Authority shall process the case for approval of the Recommendations by the Rector and take actions accordingly.

6.8 Procedure for the Conduct of Inquiry

6.8.1 If the Competent Authority decides that in the light of facts of the case or, in the interest of justice, an inquiry should be conducted through an Inquiry Officer or Committee, the procedure stipulated below shall apply.

a. The Inquiry Officer or Inquiry Committee shall:

   i. Frame a charge(s) and communicate it to the Accused together with a statement of allegations explaining the charge and any other relevant information applicable to the case.

   ii. Require the Accused within a reasonable time, which shall not be less than seven days or more than fourteen days from the day the charge(s) has been communicated to him, to put in a written defense and to state at the same time whether the Accused desires to be heard in person.

b. The Inquiry Officer/ Committee, shall enquire into the charge(s) and may examine such oral or documentary evidence in support of the charge(s) or in defense of the accused as may be considered necessary. The accused shall be entitled to cross-examine the witness(es) against him/ her.

c. The Inquiry Officer/ Committee shall hear the case on day-to-day basis and no adjournment shall be given except for reasons to be recorded in writing. However, every adjournment, with reasons thereof shall be reported forthwith to the Competent Authority. Ordinarily, no adjournment shall be for more than a week.

d. Where the Inquiry Officer/ Committee considers that the accused is hampering or attempting to hamper, the progress of the inquiry, the accused shall be administered a warning. If thereafter, the accused is considered to be acting in disregard of the warning, the Inquiry Officer/ Committee shall record a finding to that effect and proceed to complete the enquiry in such manner as thought best suited to do substantial justice.

e. The Inquiry Officer/ Committee shall, within ten days of the conclusion of the proceedings or such longer period as may be allowed by the Competent Authority, submit the inquiry report to the Competent Authority. The inquiry report shall be in four parts i.e. Summary of the case, Findings (with grounds thereof), Recommendations and Proceedings.

6.9 Actions on Inquiry or Investigation Report

6.9.1 On receipt of the report of the Inquiry Officer/ Committee or, where no such Officer/ Committee is appointed, on receipt of the explanation of the accused, if any, the Competent Authority shall determine whether or not the charge has been proven. If no charge is proved, shall exonerate the accused.

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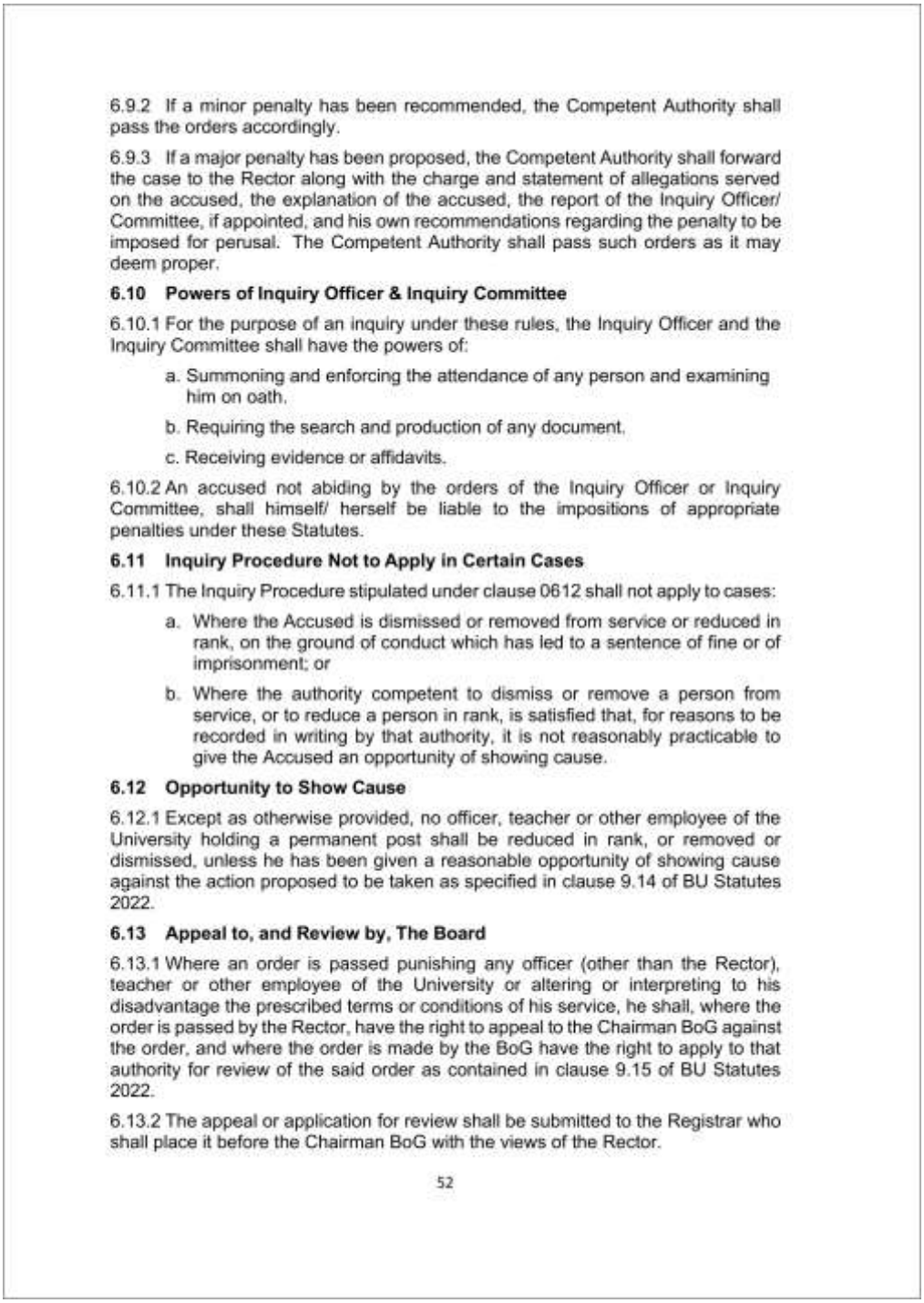
Figure 17: Human Resource Policy Manual (2023), PDF page 55: conduct of inquiry, with written charges, written defence within seven to fourteen days, hearing in person and cross-examination of witnesses (clause 6.8); action on the inquiry report, with exoneration where no charge is proved (clause 6.9).

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



6.9.2 If a minor penalty has been recommended, the Competent Authority shall pass the orders accordingly.

6.9.3 If a major penalty has been proposed, the Competent Authority shall forward the case to the Rector along with the charge and statement of allegations served on the accused, the explanation of the accused, the report of the Inquiry Officer/ Committee, if appointed, and his own recommendations regarding the penalty to be imposed for perusal. The Competent Authority shall pass such orders as it may deem proper.

6.10 Powers of Inquiry Officer & Inquiry Committee

6.10.1 For the purpose of an inquiry under these rules, the Inquiry Officer and the Inquiry Committee shall have the powers of:

a. Summoning and enforcing the attendance of any person and examining him on oath.

b. Requiring the search and production of any document.

c. Receiving evidence or affidavits.

6.10.2 An accused not abiding by the orders of the Inquiry Officer or Inquiry Committee, shall himself/ herself be liable to the impositions of appropriate penalties under these Statutes.

6.11 Inquiry Procedure Not to Apply in Certain Cases

6.11.1 The Inquiry Procedure stipulated under clause 0612 shall not apply to cases:

a. Where the Accused is dismissed or removed from service or reduced in rank, on the ground of conduct which has led to a sentence of fine or of imprisonment; or

b. Where the authority competent to dismiss or remove a person from service, or to reduce a person in rank, is satisfied that, for reasons to be recorded in writing by that authority, it is not reasonably practicable to give the Accused an opportunity of showing cause.

6.12 Opportunity to Show Cause

6.12.1 Except as otherwise provided, no officer, teacher or other employee of the University holding a permanent post shall be reduced in rank, or removed or dismissed, unless he has been given a reasonable opportunity of showing cause against the action proposed to be taken as specified in clause 9.14 of BU Statutes 2022.

6.13 Appeal to, and Review by, The Board

6.13.1 Where an order is passed punishing any officer (other than the Rector), teacher or other employee of the University or altering or interpreting to his disadvantage the prescribed terms or conditions of his service, he shall, where the order is passed by the Rector, have the right to appeal to the Chairman BoG against the order, and where the order is made by the BoG have the right to apply to that authority for review of the said order as contained in clause 9.15 of BU Statutes 2022.

6.13.2 The appeal or application for review shall be submitted to the Registrar who shall place it before the Chairman BoG with the views of the Rector.

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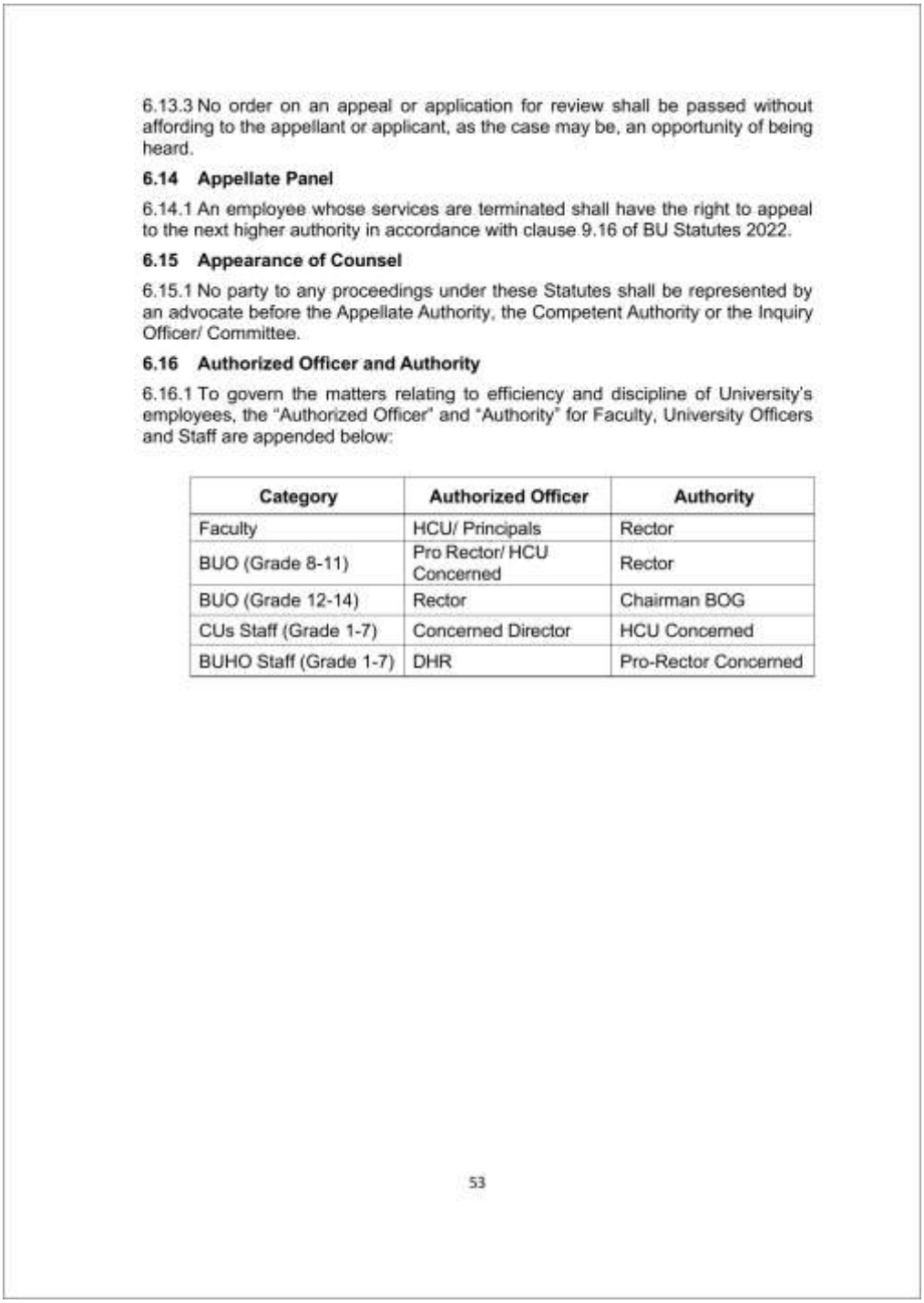
Figure 18: Human Resource Policy Manual (2023), PDF page 56: opportunity to show cause (clause 6.12); Appeal to, and Review by, The Board: appeal to the Chairman BoG against an order of the Rector that punishes an employee or alters or interprets to his or her disadvantage the terms or conditions of service, review by the Board of its own orders, and submission through the Registrar (clauses 6.13.1 and 6.13.2).

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



6.13.3 No order on an appeal or application for review shall be passed without affording to the appellant or applicant, as the case may be, an opportunity of being heard.

6.14 Appellate Panel

6.14.1 An employee whose services are terminated shall have the right to appeal to the next higher authority in accordance with clause 9.16 of BU Statutes 2022.

6.15 Appearance of Counsel

6.15.1 No party to any proceedings under these Statutes shall be represented by an advocate before the Appellate Authority, the Competent Authority or the Inquiry Officer/ Committee.

6.16 Authorized Officer and Authority

6.16.1 To govern the matters relating to efficiency and discipline of University's employees, the "Authorized Officer" and "Authority" for Faculty, University Officers and Staff are appended below:

Category	Authorized Officer	Authority
Faculty	HCU/ Principals	Rector
BUO (Grade 8-11)	Pro Rector/ HCU Concerned	Rector
BUO (Grade 12-14)	Rector	Chairman BOG
CUs Staff (Grade 1-7)	Concerned Director	HCU Concerned
BUHO Staff (Grade 1-7)	DHR	Pro-Rector Concerned

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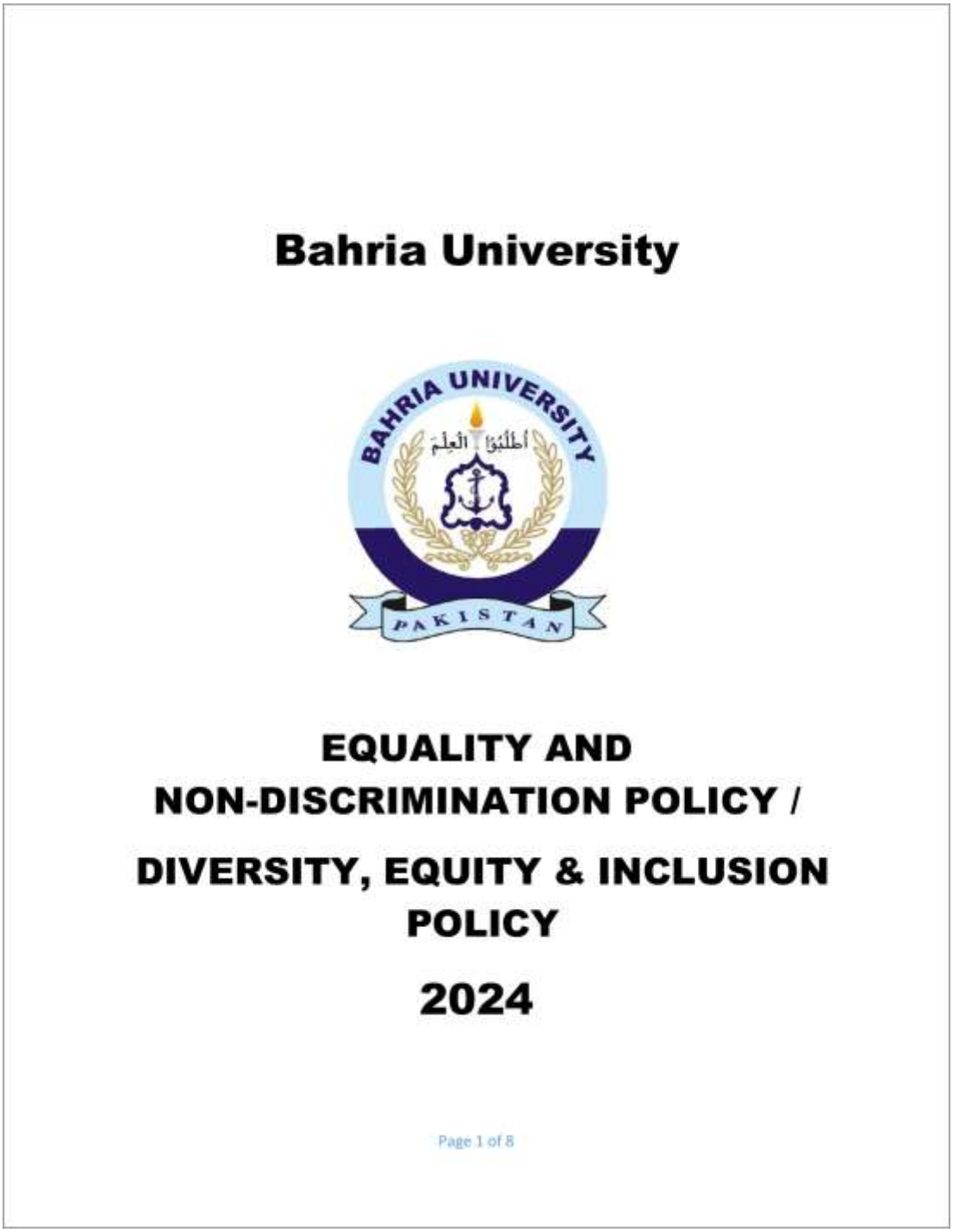
Figure 19: Human Resource Policy Manual (2023), PDF page 57: no order on an appeal or review without an opportunity of being heard (clause 6.13.3); Appellate Panel for termination (clause 6.14); Authorized Officer and Authority for faculty, officers and staff (clause 6.16).

2. Equality and Non-Discrimination Policy: complaints and appeals

The Bahria University Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy was created in 2024, and its Record of Amendments shows Amendment 01 of 20 October 2025, under the authority of the Director Human Resource (Figures 20 and 21). It applies to all employment practices, with compliance monitored by the Human Resource Directorate (para 3). Any person who believes he or she has been subjected to discrimination reports it to the Head of the Constituent Unit, or a Pro-Rector at the Head Office (para 6), and retaliation against anyone who files a complaint or takes part in an investigation is prohibited (para 5). Complaints are resolved informally or through formal procedures (paras 19 to 21), under principles of impartiality, fair process, privacy, transparency and a normal limit of 90 business days for investigations, with supportive measures and remedies (para 23). Complaints of harassment may be made directly, reach the Inquiry Committee within 24 hours and are decided within 30 days, with an appeal within 30 days (para 24(d)). The policy has no table of contents, so all eight pages follow in full.

2. Equality and Non-Discrimination Policy (continued)



Bahria University

EQUALITY AND
NON-DISCRIMINATION POLICY /

DIVERSITY, EQUITY & INCLUSION
POLICY

2024

Page 1 of 8

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

2. Equality and Non-Discrimination Policy (continued)

Copy No. ____

Record of Amendments

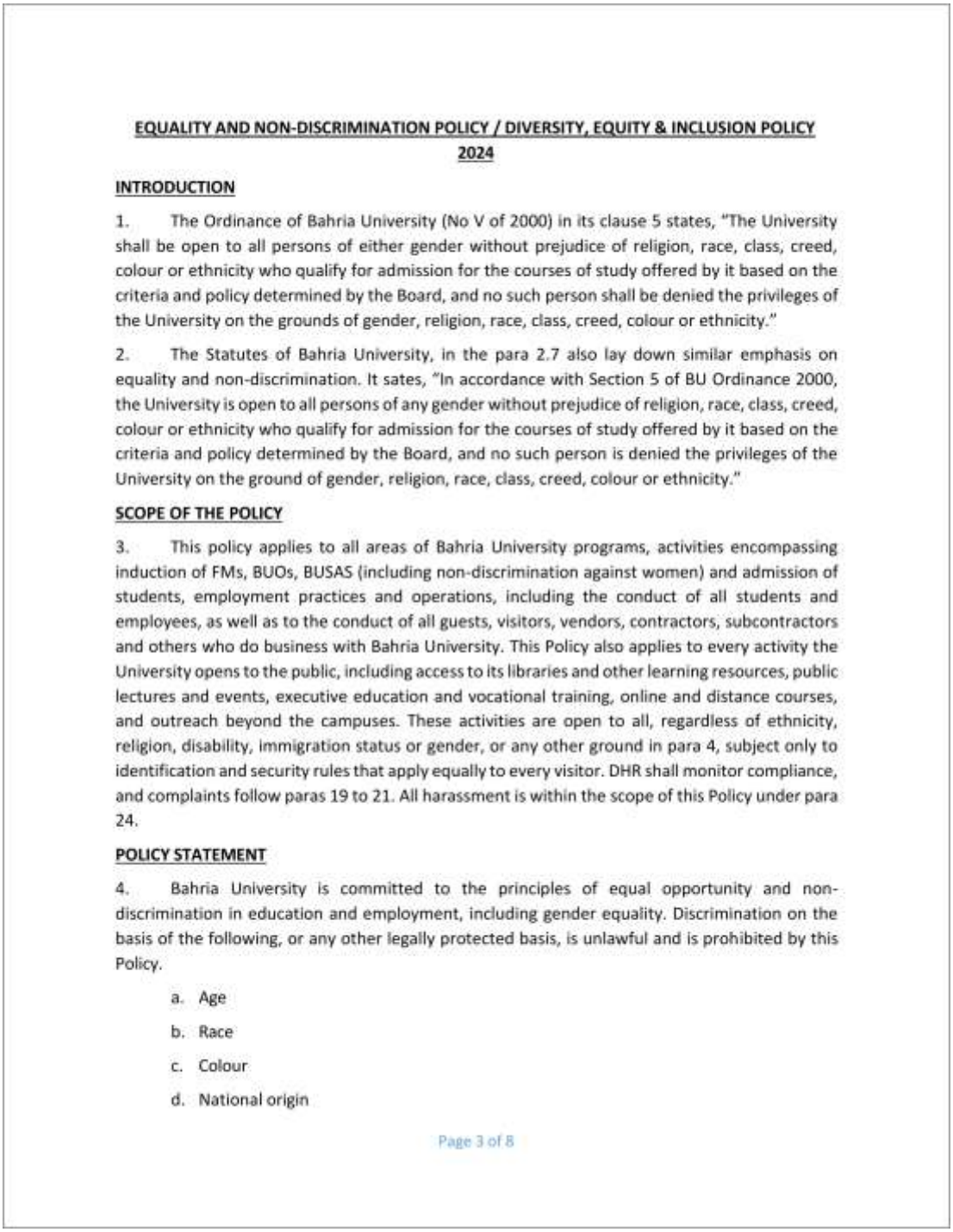
Amendment No.	Dated	Authority for Amendment	Articles Amended
01	20/10/2025	DHR	Paras 3, 4 (k–n), 14; new para 24

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

Page 2 of 8

Figure 21: 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.

2. 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

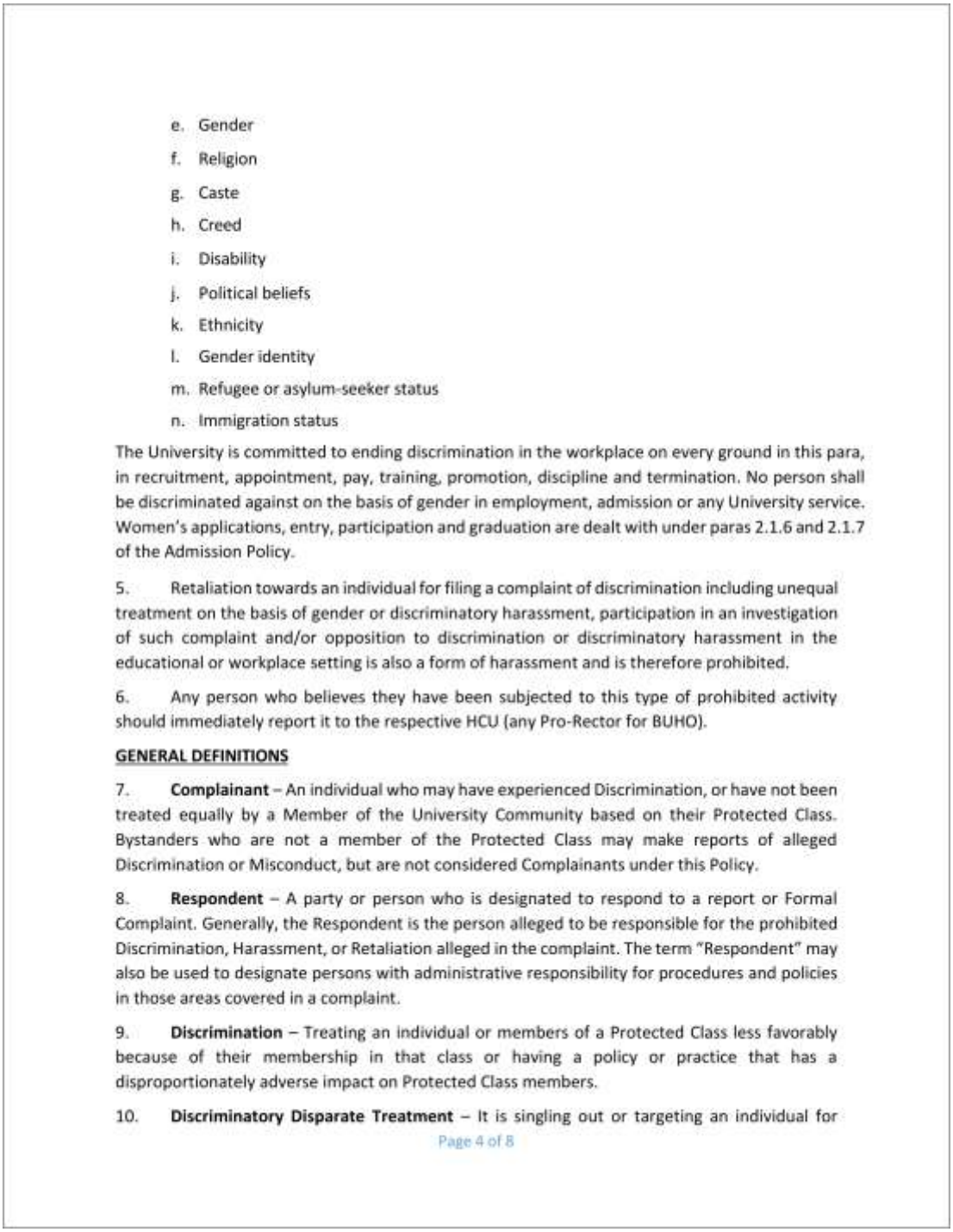
4. Bahria University is committed to the principles of equal opportunity and non-discrimination in education and employment, including gender equality. Discrimination on the basis of the following, or any other legally protected basis, is unlawful and is prohibited by this Policy.

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

Page 3 of 8

Figure 22: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 3 of 8: introduction (paras 1 and 2); scope, including employment practices, with compliance monitored by the Human Resource Directorate and complaints following paras 19 to 21 (para 3); policy statement (para 4).

2. 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.

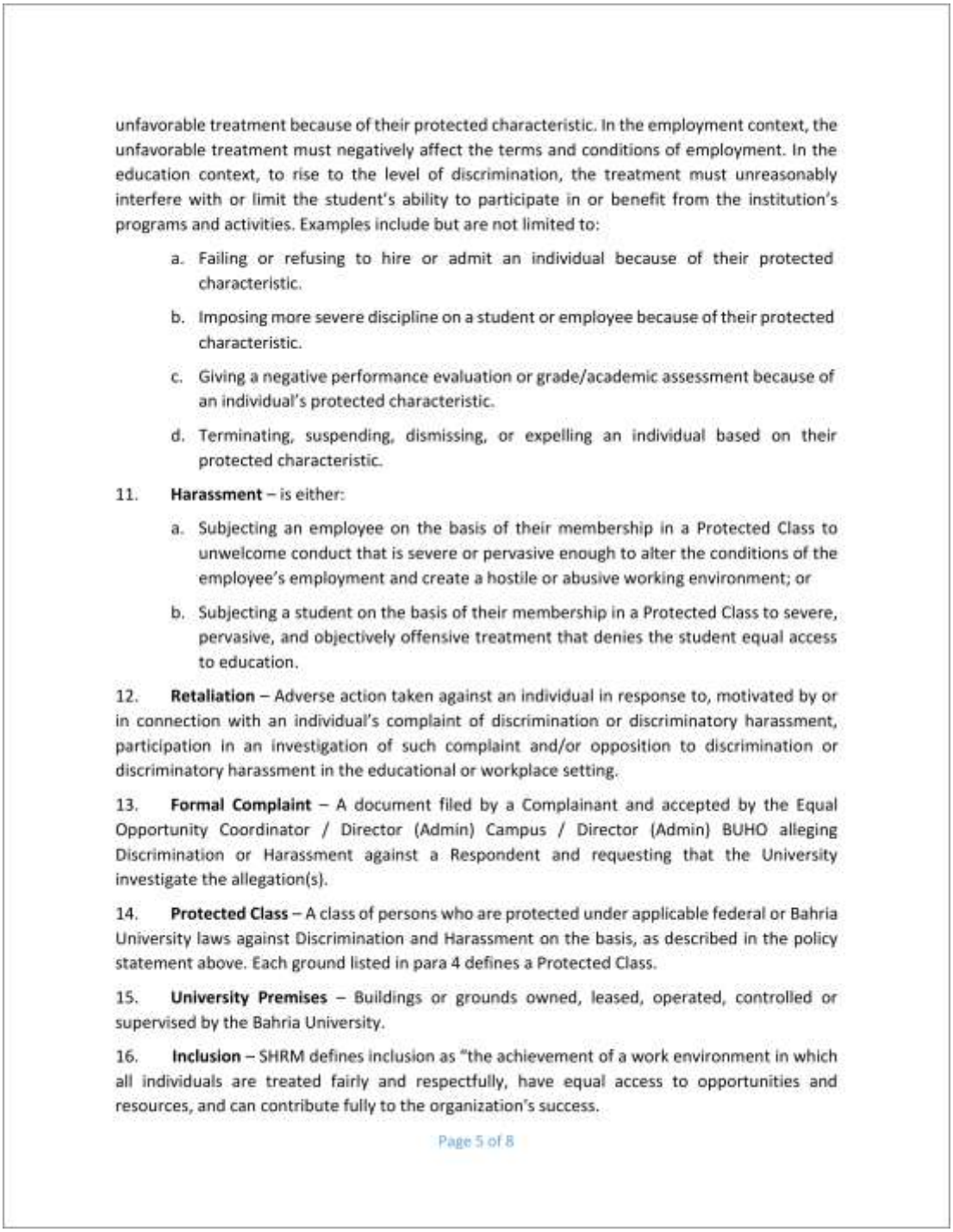
9. **Discrimination** – Treating an individual or members of a Protected Class less favorably because of their membership in that class or having a policy or practice that has a disproportionately adverse impact on Protected Class members.

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

Page 4 of 8

Figure 23: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 4 of 8: protected grounds; commitment to ending discrimination in the workplace, including in pay; prohibition of retaliation against complainants (para 5); reporting to the Head of the Constituent Unit or a Pro-Rector (para 6).

2. 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.

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Figure 24: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 5 of 8: definitions, including Complainant and Respondent (paras 7 and 8), discriminatory disparate treatment in employment (para 10) and retaliation.

2. 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.

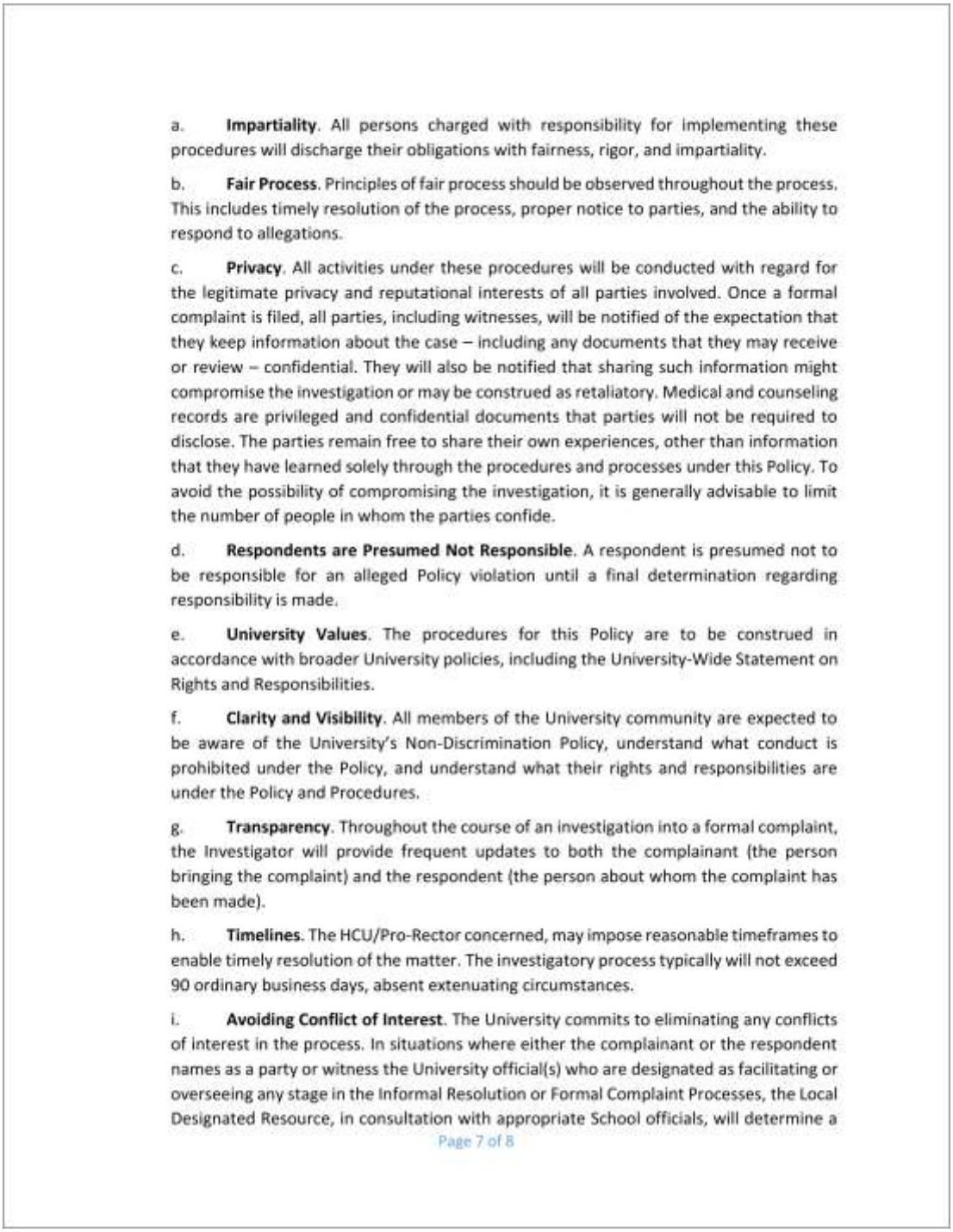
GOVERNING PRINCIPLES

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

2. Equality and Non-Discrimination Policy (continued)



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

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

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

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

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

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

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

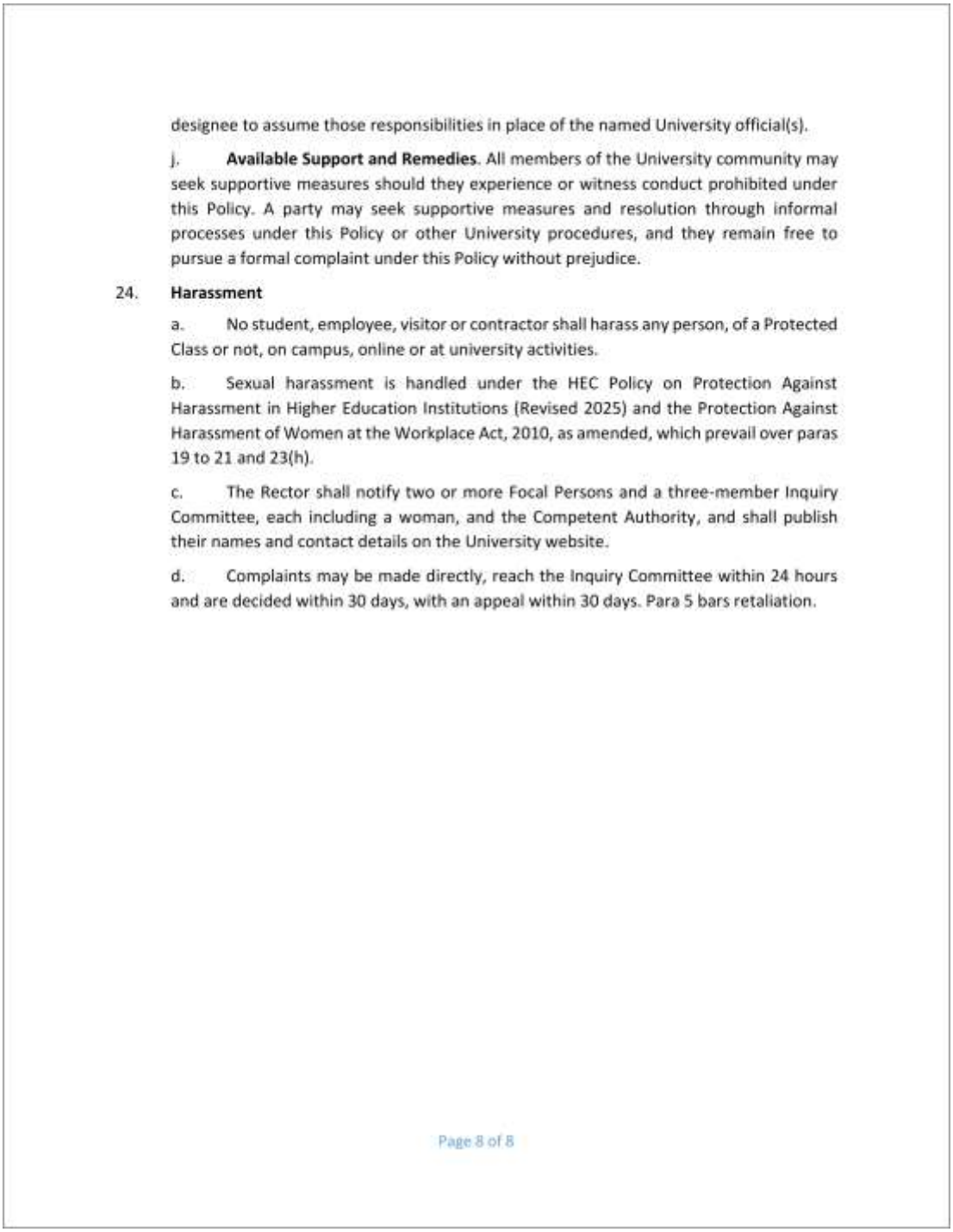
h. **Timelines**. The HCU/Pro-Rector concerned, may impose reasonable timeframes to enable timely resolution of the matter. The investigatory process typically will not exceed 90 ordinary business days, absent extenuating circumstances.

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

Page 7 of 8

Figure 26: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 7 of 8: governing principles, para 23(a) to 23(i), including impartiality, fair process, privacy, transparency and a normal limit of 90 business days for investigations.

2. 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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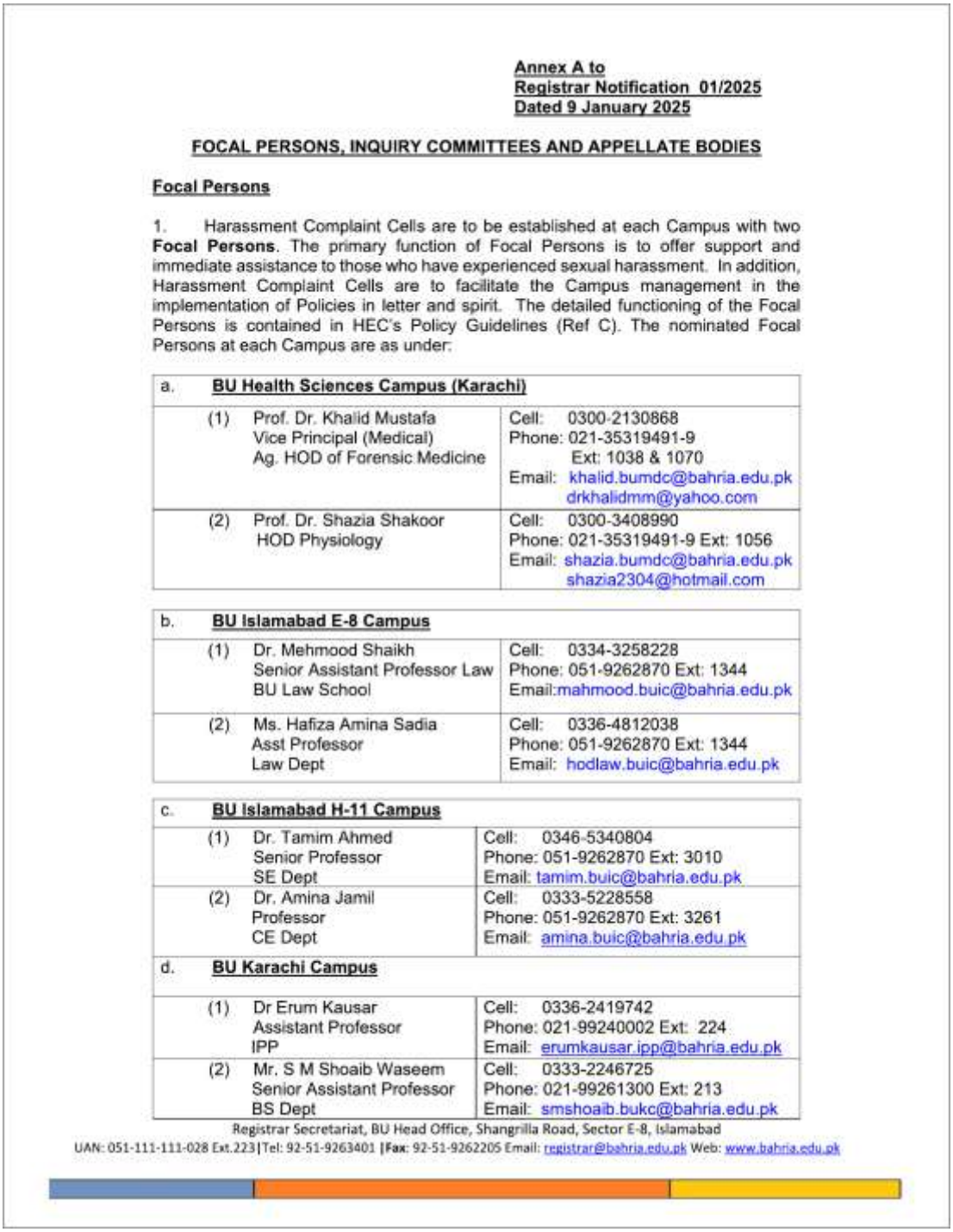
Figure 27: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 8 of 8: support and remedies (para 23(j)); harassment complaints decided within 30 days, with an appeal within 30 days, and retaliation barred (para 24).

3. Complaint mechanisms notified at every campus in 2025

By Registrar Notification No. 01/2025 of 9 January 2025, the University notified Harassment Complaint Cells at every campus, each with two Focal Persons who give immediate assistance to complainants, together with three-member Inquiry Committees at the Health Sciences Campus (Karachi), the Islamabad E-8 and H-11 campuses, the Karachi Campus, the Lahore Campus and the Health Sciences Campus (Islamabad), and published their names and contact details on the University website (Figures 28 to 30). Complaints decided by an Inquiry Committee may be appealed within 30 days under para 24(d) of the Equality and Non-Discrimination Policy (Section 2).

Focal persons and inquiry committees, University website: https://www.bahria.edu.pk/content/Downloads/6e8b491b-2124-4aa1-a8ec-e52b9ae1bfe0.pdf

3. Complaint mechanisms (continued): Registrar Notification No. 01/2025



Annex A to
Registrar Notification 01/2025
Dated 9 January 2025

FOCAL PERSONS, INQUIRY COMMITTEES AND APPELLATE BODIES

Focal Persons

1. Harassment Complaint Cells are to be established at each Campus with two **Focal Persons**. The primary function of Focal Persons is to offer support and immediate assistance to those who have experienced sexual harassment. In addition, Harassment Complaint Cells are to facilitate the Campus management in the implementation of Policies in letter and spirit. The detailed functioning of the Focal Persons is contained in HEC's Policy Guidelines (Ref C). The nominated Focal Persons at each Campus are as under:

a.	**BU Health Sciences Campus (Karachi)**	
(1)	Prof. Dr. Khalid Mustafa Vice Principal (Medical) Ag. HOD of Forensic Medicine	Cell: 0300-2130868 Phone: 021-35319491-9 Ext: 1038 & 1070 Email: khalid.bumdc@bahria.edu.pk drkhalidmm@yahoo.com
(2)	Prof. Dr. Shazia Shakoor HOD Physiology	Cell: 0300-3408990 Phone: 021-35319491-9 Ext: 1056 Email: shazia.bumdc@bahria.edu.pk shazia2304@hotmail.com
b.	**BU Islamabad E-8 Campus**	
(1)	Dr. Mehmood Shaikh Senior Assistant Professor Law BU Law School	Cell: 0334-3258228 Phone: 051-9262870 Ext: 1344 Email:mahmood.buic@bahria.edu.pk
(2)	Ms. Hafiza Amina Sadia Asst Professor Law Dept	Cell: 0336-4812038 Phone: 051-9262870 Ext: 1344 Email: hodlaw.buic@bahria.edu.pk
c.	**BU Islamabad H-11 Campus**	
(1)	Dr. Tamim Ahmed Senior Professor SE Dept	Cell: 0346-5340804 Phone: 051-9262870 Ext: 3010 Email: tamim.buic@bahria.edu.pk
(2)	Dr. Amina Jamil Professor CE Dept	Cell: 0333-5228558 Phone: 051-9262870 Ext: 3261 Email: amina.buic@bahria.edu.pk
d.	**BU Karachi Campus**	
(1)	Dr Erum Kausar Assistant Professor IPP	Cell: 0336-2419742 Phone: 021-99240002 Ext: 224 Email: erumkausar.ipp@bahria.edu.pk
(2)	Mr. S M Shoaib Waseem Senior Assistant Professor BS Dept	Cell: 0333-2246725 Phone: 021-99261300 Ext: 213 Email: smshoaib.bukc@bahria.edu.pk

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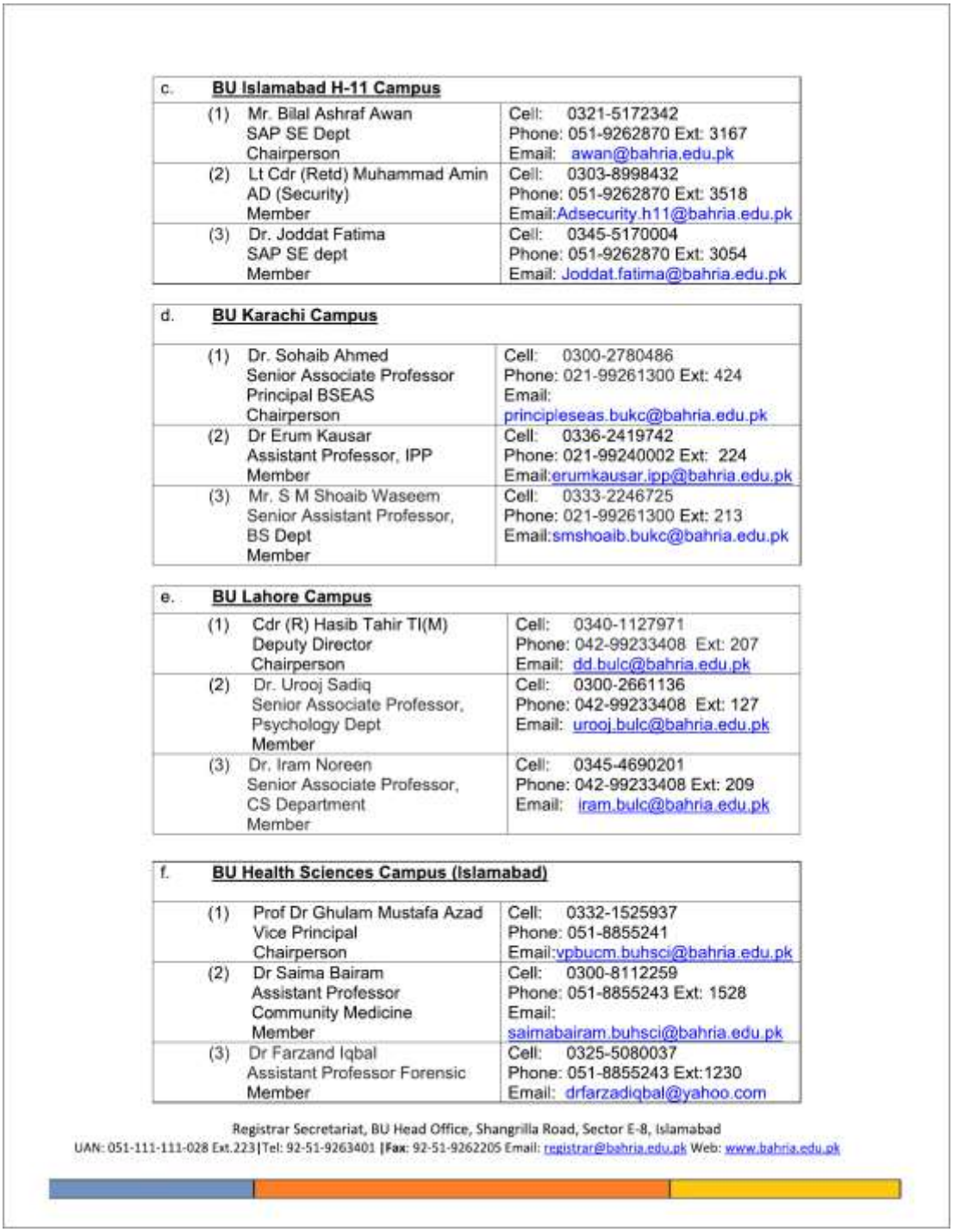
Figure 28: Annex A to Registrar Notification No. 01/2025 of 9 January 2025, Focal Persons, Inquiry Committees and Appellate Bodies, page 1: Focal Persons at the Health Sciences Campus (Karachi), Islamabad E-8, Islamabad H-11 and Karachi campuses.

3. Complaint mechanisms (continued): Registrar Notification No. 01/2025



c.	**BU Islamabad H-11 Campus**	
(1)	Mr. Bilal Ashraf Awan SAP SE Dept Chairperson	Cell: 0321-5172342 Phone: 051-9262870 Ext: 3167 Email: awan@bahria.edu.pk
(2)	Lt Cdr (Retd) Muhammad Amin AD (Security) Member	Cell: 0303-8998432 Phone: 051-9262870 Ext: 3518 Email:Adsecurity.h11@bahria.edu.pk
(3)	Dr. Joddat Fatima SAP SE dept Member	Cell: 0345-5170004 Phone: 051-9262870 Ext: 3054 Email: Joddat.fatima@bahria.edu.pk

d.	**BU Karachi Campus**	
(1)	Dr. Sohaib Ahmed Senior Associate Professor Principal BSEAS Chairperson	Cell: 0300-2780486 Phone: 021-99261300 Ext: 424 Email: principleseas.bukc@bahria.edu.pk
(2)	Dr Erum Kausar Assistant Professor, IPP Member	Cell: 0336-2419742 Phone: 021-99240002 Ext: 224 Email:erumkausar.ipp@bahria.edu.pk
(3)	Mr. S M Shoaib Waseem Senior Assistant Professor, BS Dept Member	Cell: 0333-2246725 Phone: 021-99261300 Ext: 213 Email:smshoaib.bukc@bahria.edu.pk

e.	**BU Lahore Campus**	
(1)	Cdr (R) Hasib Tahir TI(M) Deputy Director Chairperson	Cell: 0340-1127971 Phone: 042-99233408 Ext: 207 Email: dd.bulc@bahria.edu.pk
(2)	Dr. Urooj Sadiq Senior Associate Professor, Psychology Dept Member	Cell: 0300-2661136 Phone: 042-99233408 Ext: 127 Email: urooj.bulc@bahria.edu.pk
(3)	Dr. Iram Noreen Senior Associate Professor, CS Department Member	Cell: 0345-4690201 Phone: 042-99233408 Ext: 209 Email: iram.bulc@bahria.edu.pk

f.	**BU Health Sciences Campus (Islamabad)**	
(1)	Prof Dr Ghulam Mustafa Azad Vice Principal Chairperson	Cell: 0332-1525937 Phone: 051-8855241 Email:vpbucm.buhsci@bahria.edu.pk
(2)	Dr Saima Bairam Assistant Professor Community Medicine Member	Cell: 0300-8112259 Phone: 051-8855243 Ext: 1528 Email: saimabairam.buhsci@bahria.edu.pk
(3)	Dr Farzand Iqbal Assistant Professor Forensic Member	Cell: 0325-5080037 Phone: 051-8855243 Ext:1230 Email: drfarzadiqbal@yahoo.com

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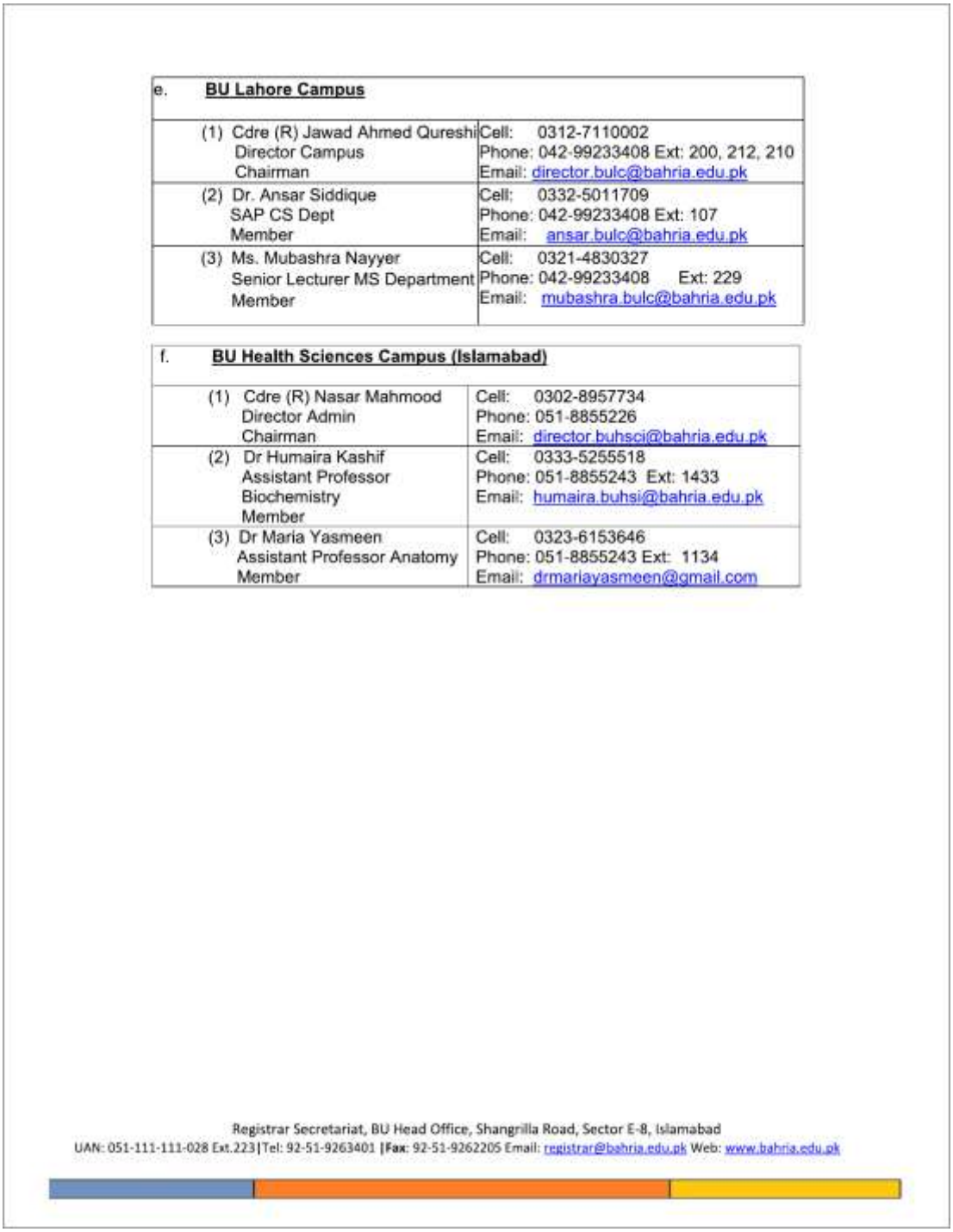
Figure 29: Annex A to Registrar Notification No. 01/2025 of 9 January 2025, Focal Persons, Inquiry Committees and Appellate Bodies, page 2: Inquiry Committees at the campuses.

3. Complaint mechanisms (continued): Registrar Notification No. 01/2025



e. **BU Lahore Campus**

(1) Cdre (R) Jawad Ahmed Qureshi Director Campus Chairman	Cell: 0312-7110002 Phone: 042-99233408 Ext: 200, 212, 210 Email: director.bulc@bahria.edu.pk
(2) Dr. Ansar Siddique SAP CS Dept Member	Cell: 0332-5011709 Phone: 042-99233408 Ext: 107 Email: ansar.bulc@bahria.edu.pk
(3) Ms. Mubashra Nayyer Senior Lecturer MS Department Member	Cell: 0321-4830327 Phone: 042-99233408 Ext: 229 Email: mubashra.bulc@bahria.edu.pk

f. **BU Health Sciences Campus (Islamabad)**

(1) Cdre (R) Nasar Mahmood Director Admin Chairman	Cell: 0302-8957734 Phone: 051-8855226 Email: director.buhsci@bahria.edu.pk
(2) Dr Humaira Kashif Assistant Professor Biochemistry Member	Cell: 0333-5255518 Phone: 051-8855243 Ext: 1433 Email: humaira.buhsi@bahria.edu.pk
(3) Dr Maria Yasmeen Assistant Professor Anatomy Member	Cell: 0323-6153646 Phone: 051-8855243 Ext: 1134 Email: drmariayasmeen@gmail.com

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Figure 30: Annex A to Registrar Notification No. 01/2025 of 9 January 2025, Focal Persons, Inquiry Committees and Appellate Bodies, page 3: Lahore Campus and Health Sciences Campus (Islamabad).

4. Matters on which employees may appeal, and the routes that apply

Table 2 maps each matter on which an employee may appeal or seek redress to the route, the deciding authority and the safeguards that apply. In the table, HR Manual refers to the Human Resource Policy Manual and EDI to the Equality and Non-Discrimination Policy.

Table 2: Appeal routes on employee rights and pay

Matter	Route and deciding authority	Safeguards	Source
Penalty affecting pay or position, such as withholding of increment, recovery from pay or reduction in pay scale	Competent Authority decides after inquiry or show-cause; appeal to the Chairman of the Board of Governors against an order of the Rector, or review by the Board of its own order, submitted through the Registrar	Written charges; written defence; hearing in person; cross-examination of witnesses; hearing before any order on appeal	HR Manual 6.3 to 6.13
Any order altering or interpreting terms and conditions of service to the employee's disadvantage	Appeal to the Chairman of the Board of Governors, or review by the Board	Opportunity to be heard before any order on appeal	HR Manual 6.13
Termination	Appeal to the next higher authority before the Appellate Panel	Panel presided over by the VCNS or COS at Naval Headquarters, with the Pro-Rector or DG concerned and the Principal of the BU Law School	HR Manual 1.15, 6.14
Adverse remarks in an evaluation report	Appeal to the officer next higher in rank, or to the Chairman of the Board for remarks recorded by the Rector	Remarks communicated within one month	HR Manual 1.19.2
Pay equity	Concern raised with the Human Resource Directorate	Annual comparison of the pay of women and men; unexplained gaps closed within 12 months	HR Manual 1.25.2
Forced labour, modern slavery, human trafficking or child labour	Report to the Human Resource Directorate, which investigates	No one to suffer for a good-faith report	HR Manual 1.3.7
Discrimination	Report to the Head of the Constituent Unit or a Pro-Rector; informal or formal procedure	Impartiality, fair process, privacy, transparency; 90-business-day limit; retaliation prohibited	EDI 5, 6, 19 to 23
Harassment	Complaint to Focal Persons or the Inquiry Committee; decision within 30 days	Appeal within 30 days; retaliation barred; committees notified and published in 2025	EDI 24; Notification No. 01/2025

5. Summary of evidence

Element	Evidence	Figures
Existence of the process	HR Policy Manual: appeal to the Chairman of the Board of Governors, or review by the Board, against penalties and orders altering terms and conditions of service, with a hearing guaranteed; Appellate Panel for termination; appeal against adverse remarks	1 to 19
Appeal on pay	Penalties covering increments, recovery from pay and pay-scale stage, and orders altering conditions of service, are open to appeal; pay-equity concerns raised with the Human Resource Directorate	15 to 19; 14
Appeal on employee rights	Labour-rights concerns reported to the Human Resource Directorate; discrimination and harassment complaints with an appeal within 30 days and protection against retaliation	10; 20 to 27
In place in 2025	Manual promulgated with effect from 2 August 2023 and in force throughout 2025; Amendment 01 of 23 October 2025; EDI Policy amended on 20 October 2025; complaint mechanisms notified on 9 January 2025	2 to 3; 21; 28 to 30
Public evidence	Focal Persons and Inquiry Committees at every campus published on the University website	Section 3

Taken together, the records show that Bahria University as a body has a process for employees to appeal on employee rights and pay. The Human Resource Policy Manual gives every employee the right to show cause and to appeal to the Chairman of the Board of Governors against penalties affecting pay or position and against any order altering the terms and conditions of service to his or her disadvantage, with a hearing guaranteed, together with an Appellate Panel for termination and an appeal against adverse remarks; pay-equity and labour-rights concerns are raised with the Human Resource Directorate; and complaints of discrimination and harassment follow the Equality and Non-Discrimination Policy, with an appeal within 30 days, through mechanisms notified at every campus in 2025 and published on the University website.