SDG
08
DECENT WORK AND ECONOMIC GROWTH

EVIDENCE DOCUMENT | INDICATOR 8.2.1

Paying all staff and faculty at least the living wage

METRIC 8.2 Employment practice

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

ISSUING OFFICE	EVIDENCE ID
Directorate of Quality Assurance, Head Office	E-08-8.2.1

THE SIR 2027 REQUIREMENT

Does your university as a body pay all staff and faculty at least the living wage, defined as the local living wage (if government defines this) or the local poverty indicator for a family of four (expressed as an hourly wage)?

01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes. Bahria University as a body pays all its staff and faculty at least the living wage. As a federally chartered public sector university, it aligns its pay with the national wage policy of the Federal Government, which set the minimum wage at Rs 37,000 per month from 1 July 2024, in force throughout 2025. By decision of the Rector, every University employee is paid a gross salary of at least Rs 37,000 per month with effect from 1 March 2025, the Special Allowance making up any difference, and the pay of new staff follows the Government notification of minimum wages. This floor is also 9.0 per cent above the national poverty line for a family of four, Rs 33,935.20 per month in 2024-25; as an hourly wage on 208 working hours a month it is Rs 177.88, against Rs 163.15 for the poverty indicator. The Revised Pay Scales 2025, approved by the Board of Governors and implemented from 1 July 2025 by Treasurer letter BU-HO/Fin/2025/L/1668 of 21 August 2025, raised the scales of every staff pay group and faculty grade, with faculty pay starting at Rs 108,919 a month, and the University's procurement policy extends a living wage commitment to its suppliers.

02 Evidence and Activity Record

Dated facts and records that substantiate the statement

Section 1 presents the University's federal status and its minimum wage decision of March 2025, aligned with national wage policy. Section 2 sets out the government-defined minimum wage and the national poverty line, and compares the University's minimum pay with both as a monthly and an hourly wage. Section 3 presents the Revised Pay Scales 2025: their approval by the Board of Governors, the Treasurer's letter implementing them from 1 July 2025 and the revised scales themselves. Section 4 presents the Human Resource Policy Manual provisions that govern pay for all employees, from its cover through its complete table of contents, followed by the pages cited. Section 5 presents the living wage commitment in the Sustainable Procurement and Purchasing Policy, presented in the same way, and Section 6 summarises the evidence against each element of the requirement.

TABLE 1 Living wage evidence for staff and faculty, 2025

No.	Element	Record	Coverage	Date	Evidence
1	University minimum wage	Federally chartered University aligned with national wage policy; minimum gross salary of Rs 37,000 per month approved by the Rector, the Special Allowance making up any difference; pay of new staff to follow the Government notification of minimum wages	All campuses and institutes	From 1 Mar 2025	University website; Treasurer letter BU-HO/Fin/2025/L/1474; Section 1
2	Government-defined wage	Federal minimum wage and gross salary of Rs 37,000 per month, till further orders; next revision only from 1 July 2026	Federal employees and civilians paid from defence estimates, including contract staff	1 Jul 2024 to 30 Jun 2026	Finance Division Office Memoranda of 27 Aug 2024 and 21 Aug 2026; Section 2
3	Poverty indicator	National poverty line of Rs 8,483.80 per adult equivalent per month; Rs 33,935.20 for a family of four	National	2024-25	Pakistan Economic Survey 2025-26, Chapter 16; Section 2
4	Hourly comparison	University minimum of Rs 177.88 per hour against Rs 163.15 for the poverty indicator (208 hours a month)	All employees	2025	Table 2; Section 2
5	Pay revision	Revised Pay Scales 2025 approved by the Board and implemented by the Treasurer, raising the scales of every pay group and grade; faculty pay from Rs 108,919 a month	All employees	From 1 Jul 2025	Board minutes; Treasurer letter BU-HO/Fin/2025/L/1668; Section 3
6	Pay governance	Policy applies to all employees; pay scales promulgated by the Treasurer and revised by the Board; annual pay equity review; overtime for Pay Groups 1 to 7	All employees	In force	HR Policy Manual 2023, clauses 1.1 to 1.3, 1.25 and 8.9; Section 4

No.	Element	Record	Coverage	Date	Evidence
7	Supply chain	Suppliers to comply with Pakistani labour laws and to commit to fair wages (living wage commitment)	Suppliers and contractors	Effective 15 Nov 2025	Sustainable Procurement and Purchasing Policy, paras 5.1.2 and 5.3.1; Section 5

1. The University's minimum wage, aligned with national wage policy

Bahria University is a federally chartered public sector university, established in 2000, with campuses in Islamabad, Karachi and Lahore (Figure 1); its Human Resource Policy Manual is issued under the BU Ordinance 2000 (Section 4). In line with its federal status, the University aligns its pay with the national wage policy of the Federal Government (Section 2).

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 (Figures 2 and 3). 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 allowance is adjusted at the review of pay and allowances. Each campus reports the adjustments, employee by employee, to the Treasurer's Directorate, and the pay of newly inducted staff is fixed in compliance with the Government notification of minimum wages, so that the floor applies to every appointment.

University website, Welcome to Bahria University: https://www.bahria.edu.pk/page/PageTemplate1?pageContentId=2&websiteId=1

1. University minimum wage (continued): a federally chartered university

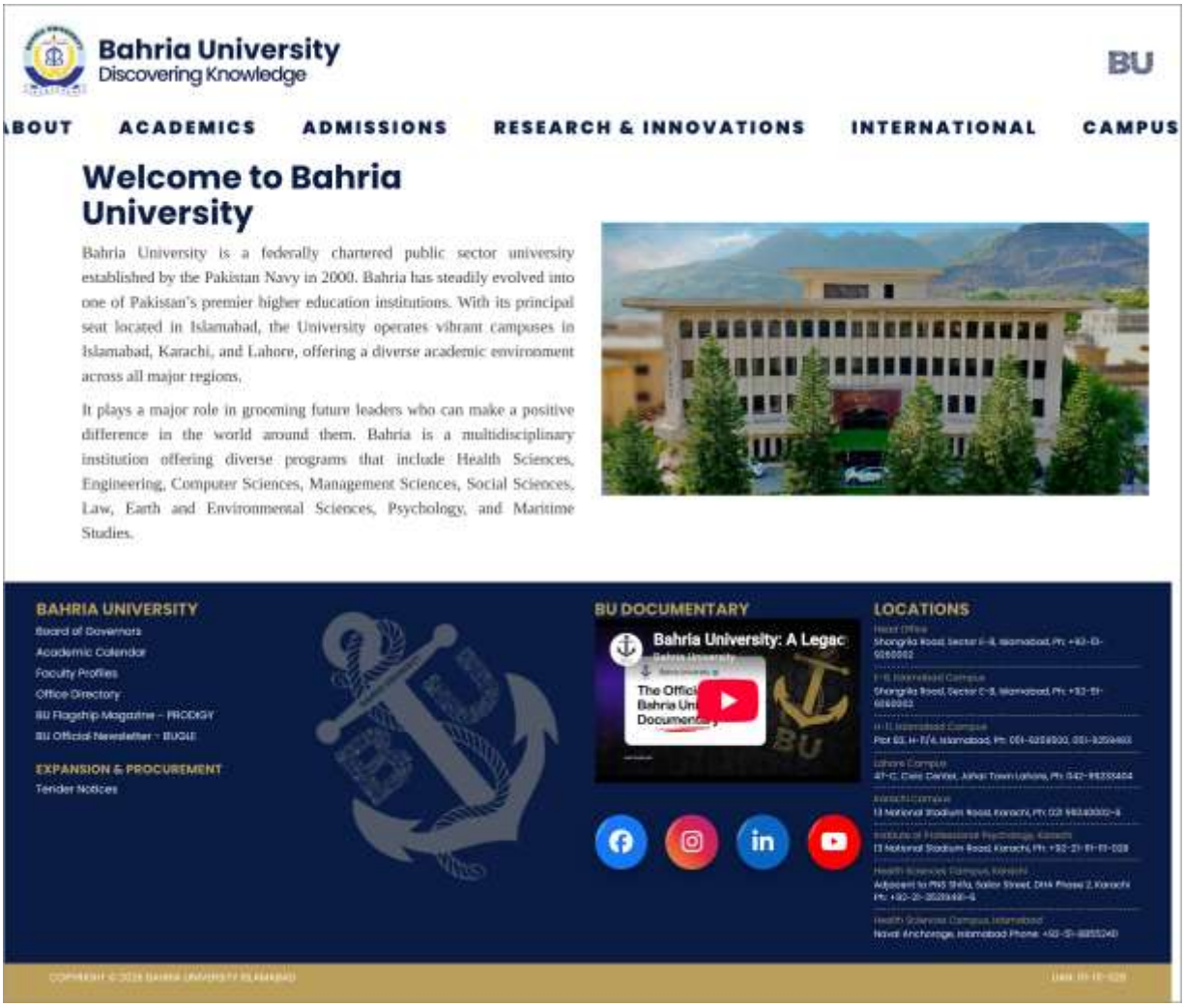
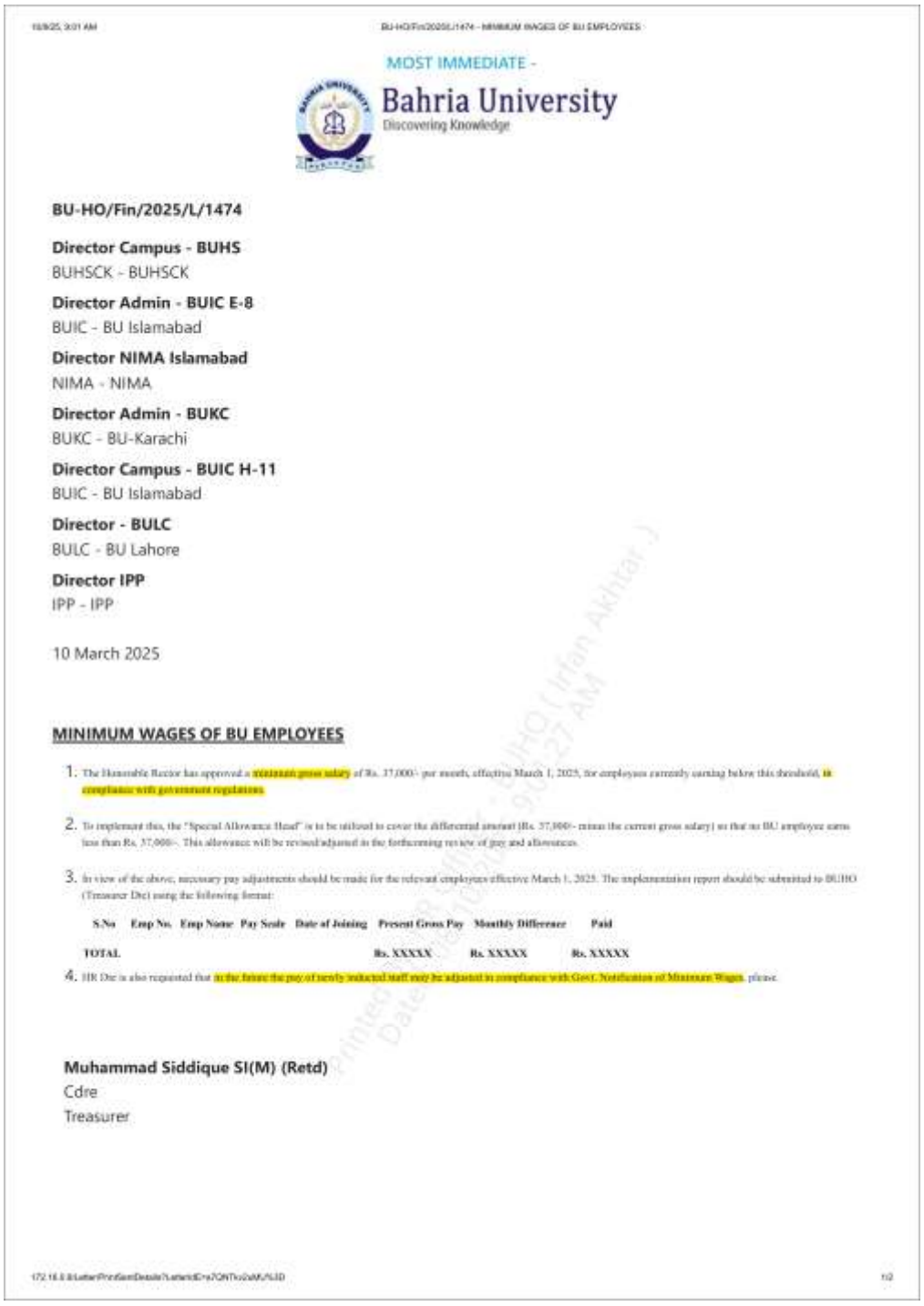


Figure 1: University website, Welcome to Bahria University, captured on 5 November 2026: Bahria University is a federally chartered public sector university established by the Pakistan Navy in 2000, with campuses in Islamabad, Karachi and Lahore.

1. University minimum wage (continued): Treasurer letter of 10 March 2025



MOST IMMEDIATE -

Bahria University
Discovering Knowledge

BU-HO/Fin/2025/L/1474

Director Campus - BUHS
BUHSCK - BUHSCK

Director Admin - BUIC E-8
BUIC - BU Islamabad

Director NIMA Islamabad
NIMA - NIMA

Director Admin - BUKC
BUKC - BU-Karachi

Director Campus - BUIC H-11
BUIC - BU Islamabad

Director - BULC
BULC - BU Lahore

Director IPP
IPP - IPP

10 March 2025

MINIMUM WAGES OF BU EMPLOYEES

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

2. To implement this, the "Special Allowance Head" is to be utilized to cover the differential amount (Rs. 37,000/- minus the current gross salary) so that no BU employee earns less than Rs. 37,000/-. This allowance will be revised/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:

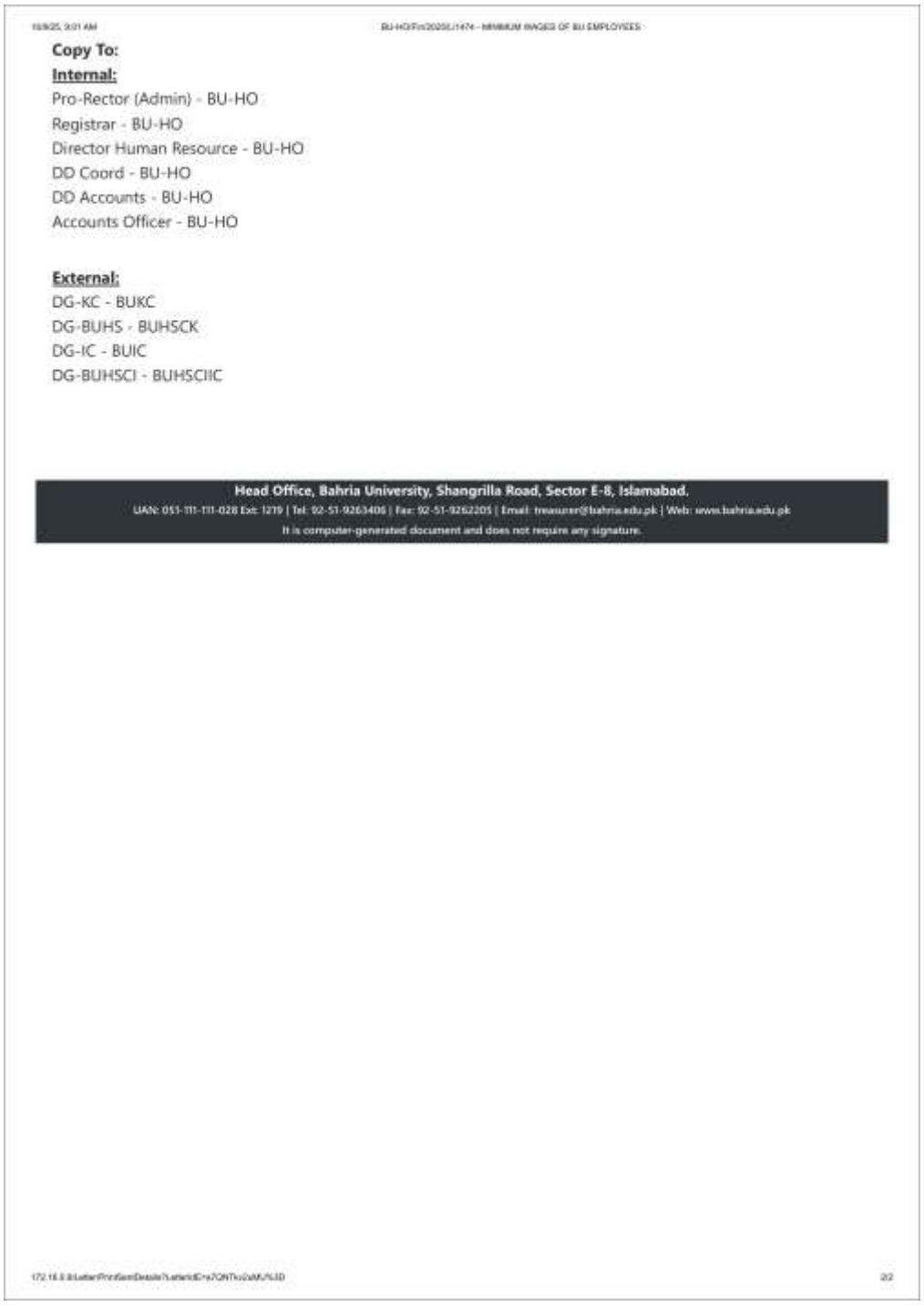
S.No	Emp No.	Emp Name	Pay Scale	Date of Joining	Present Gross Pay	Monthly Difference	Paid
TOTAL					Rs. XXXXX	Rs. XXXXX	Rs. XXXXX

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 2: 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.

1. University minimum wage (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 3: 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.

2. The living wage benchmark and comparison

For a federally chartered university, the government-defined wage is the minimum wage set by the Federal Government. By Office Memorandum F. No. 1(2)R-5/2022 of 27 August 2024, the Finance Division raised the minimum wage and gross salary from Rs 32,000 to Rs 37,000 per month with effect from 1 July 2024 and till further orders, for the civil employees of the Federal Government and the civilians paid from defence estimates, including contingent paid staff and contract employees, with the difference paid as a Special Allowance (Figure 4). The next revision, from Rs 37,000 to Rs 40,700, took effect only from 1 July 2026 (Figure 5), so Rs 37,000 was the government-defined minimum throughout 2025. The University adopted the same level and the same Special Allowance mechanism.

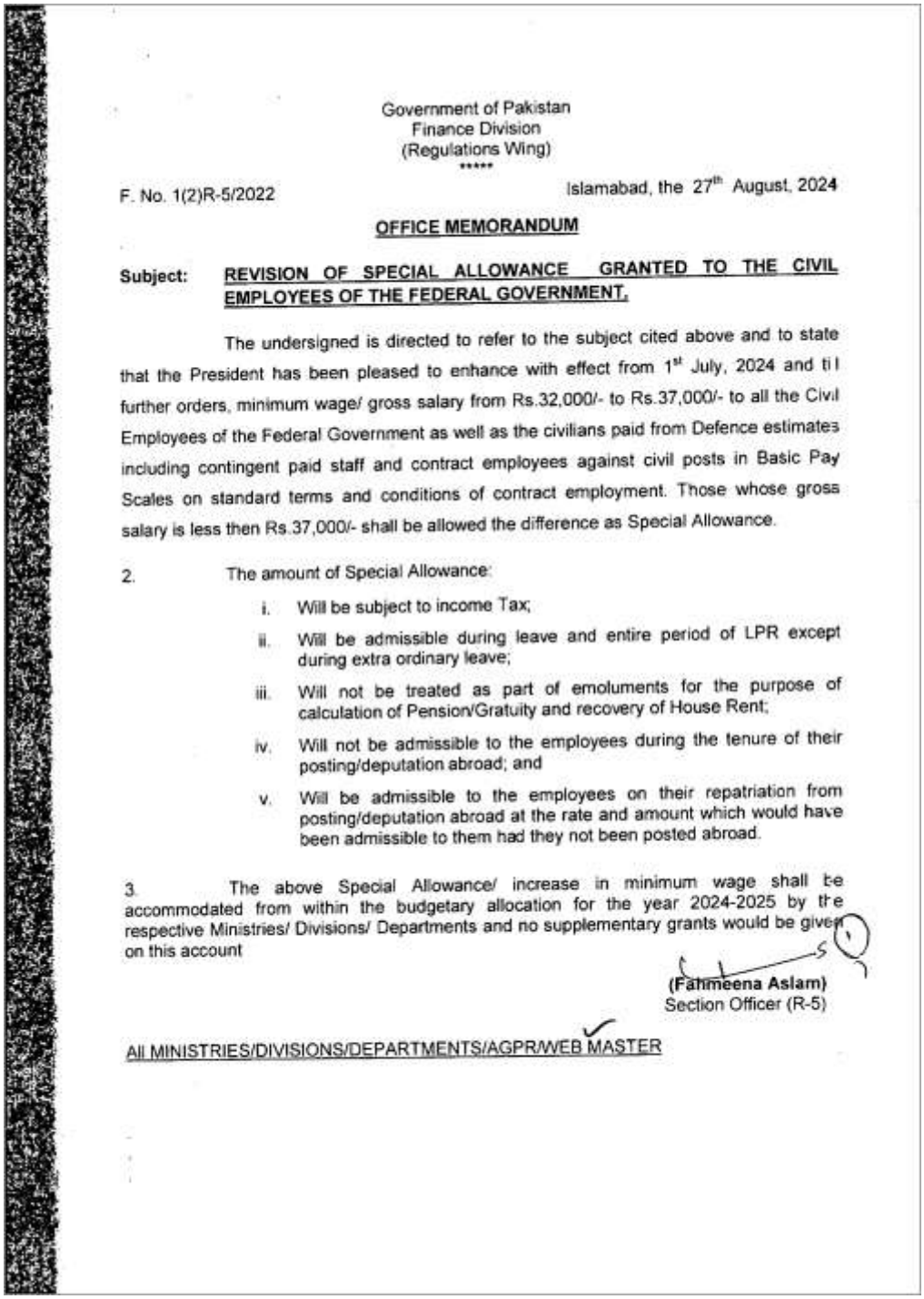
Measured against the local poverty indicator for a family of four, the alternative standard, the national poverty line under the Cost of Basic Needs approach was Rs 8,483.80 per adult equivalent per month in 2024-25, as reported in the Pakistan Economic Survey 2025-26 from the estimates of the Ministry of Planning, Development and Special Initiatives (Figures 6 to 8). For a family of four, counting every member as a full adult equivalent, a conservative measure, the poverty indicator is Rs 33,935.20 per month. Table 2 expresses each figure as an hourly wage, taking 26 working days of eight hours (208 hours) a month, a conservative basis, since a shorter working month gives higher hourly rates. The University's minimum pay equals the government-defined minimum wage and is 9.0 per cent above the poverty indicator for a family of four.

Table 2: The University's minimum pay compared with the government-defined minimum wage and the poverty indicator for a family of four, 2025 (hourly rates on 208 working hours a month)

Measure	Period	Monthly (Rs)	Hourly (Rs)	University minimum as share of measure
University minimum gross salary, all employees	From 1 Mar 2025	37,000.00	177.88	Not applicable
Federal Government minimum wage and gross salary	1 Jul 2024 to 30 Jun 2026	37,000.00	177.88	100.0 per cent
National poverty line for a family of four (4 x Rs 8,483.80)	2024-25	33,935.20	163.15	109.0 per cent

Finance Division, Office Memorandum of 27 August 2024: https://www.finance.gov.pk/circulars/circular_27082024.pdf
Ministry of Finance, Office Memorandum of 21 August 2026: https://www.finance.gov.pk/circulars/circular_21082026.pdf
Pakistan Economic Survey 2025-26, Chapter 16: https://www.finance.gov.pk/survey/chapter_26/16_Social_Protection.pdf

2. Benchmark (continued): government-defined minimum wage, 2024



Government of Pakistan
Finance Division
(Regulations Wing)
*****

F. No. 1(2)R-5/2022 Islamabad, the 27th August, 2024

OFFICE MEMORANDUM

Subject: REVISION OF SPECIAL ALLOWANCE GRANTED TO THE CIVIL EMPLOYEES OF THE FEDERAL GOVERNMENT.

The undersigned is directed to refer to the subject cited above and to state that the President has been pleased to enhance with effect from 1st July, 2024 and till further orders, minimum wage/ gross salary from Rs.32,000/- to Rs.37,000/- to all the Civil Employees of the Federal Government as well as the civilians paid from Defence estimates including contingent paid staff and contract employees against civil posts in Basic Pay Scales on standard terms and conditions of contract employment. Those whose gross salary is less then Rs.37,000/- shall be allowed the difference as Special Allowance.

2. The amount of Special Allowance:

i. Will be subject to income Tax;

ii. Will be admissible during leave and entire period of LPR except during extra ordinary leave;

iii. Will not be treated as part of emoluments for the purpose of calculation of Pension/Gratuity and recovery of House Rent;

iv. Will not be admissible to the employees during the tenure of their posting/deputation abroad; and

v. Will be admissible to the employees on their repatriation from posting/deputation abroad at the rate and amount which would have been admissible to them had they not been posted abroad.

3. The above Special Allowance/ increase in minimum wage shall be accommodated from within the budgetary allocation for the year 2024-2025 by the respective Ministries/ Divisions/ Departments and no supplementary grants would be given on this account

(Fahmeena Aslam)
Section Officer (R-5)

All MINISTRIES/DIVISIONS/DEPARTMENTS/AGPR/WEB MASTER

Figure 4: Finance Division (Regulations Wing), Office Memorandum F. No. 1(2)R-5/2022 of 27 August 2024, Revision of Special Allowance granted to the Civil Employees of the Federal Government: minimum wage and gross salary raised from Rs 32,000 to Rs 37,000 with effect from 1 July 2024 and till further orders, for civil employees of the Federal Government and civilians paid from defence estimates, including contingent paid and contract employees; the difference paid as Special Allowance.

2. Benchmark (continued): next revision, from 1 July 2026

GOVERNMENT OF PAKISTAN
MINISTRY OF FINANCE
******

No.1(2)R5/2022-PT-0001

Islamabad, the 21st August , 2026

OFFICE MEMORANDUM

SUBJECT: REVISION OF SPECIAL ALLOWANCE GRANTED TO THE CIVIL EMPLOYEES OF THE FEDERAL GOVERNMENT

The undersigned is directed to refer to the subject cited above and to state that the Federal Government has been pleased to enhance with effect from 1st July, 2026 and till further orders, minimum wage/ gross salary from Rs.37,000/- to Rs.40,700/- to all the Civil Employees of the Federal Government as well as the civilians paid from Defence estimates including contingent paid staff and contract employees against civil posts in Basic Pay Scales on standard terms and conditions of contract employment. Those whose gross salary is less than Rs.40,700/- shall be allowed the difference as Special Allowance.

2. The amount of Special Allowance:

i. Will be subject to income Tax;

ii. Will be admissible during leave and entire period of LPR except during extra ordinary leave;

iii. Will not be treated as part of emoluments for the purpose of calculation of Pension/Gratuity and recovery of House Rent;

iv. Will not be admissible to the employees during the tenure of their posting/deputation abroad; and

v. Will be admissible to the employees on their repatriation from posting/deputation abroad at the rate and amount which would have been admissible to them had they not been posted abroad.

3. The above Special Allowance/ increase in minimum wage shall be accommodated from within the budgetary allocation for the year 2026-2027 by the respective Ministries/ Divisions/ Departments and no supplementary grants would be given on this account

Tahir Rauf
SO (Regulation-V)

Figure 5: Ministry of Finance, Office Memorandum No. 1(2)R5/2022-PT-0001 of 21 August 2026, page 1: minimum wage and gross salary raised from Rs 37,000 to Rs 40,700 with effect from 1 July 2026, which confirms that Rs 37,000 remained the Federal Government minimum until 30 June 2026.

2. Benchmark (continued): national poverty line, 2024-25

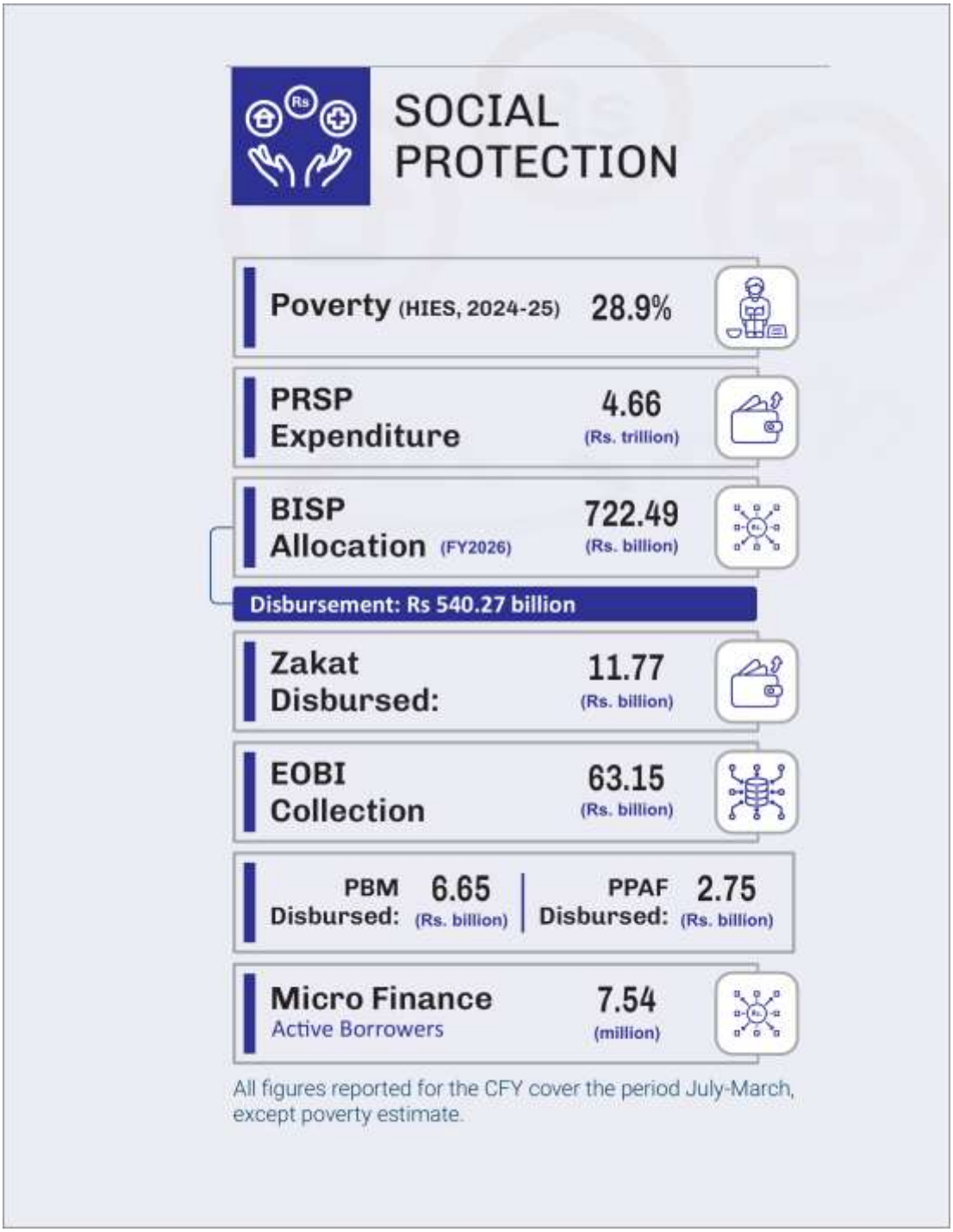
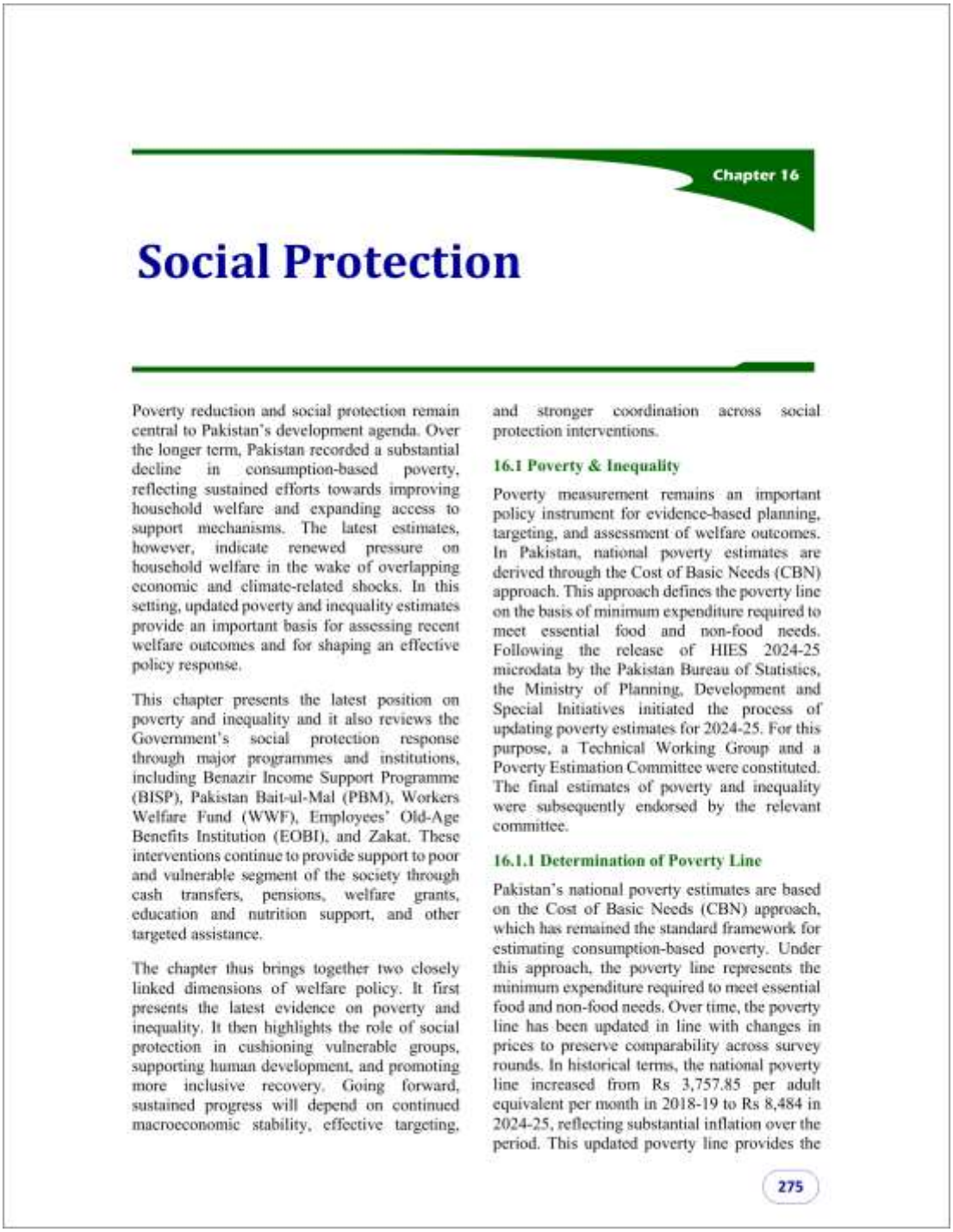


Figure 6: Pakistan Economic Survey 2025-26, Ministry of Finance, Chapter 16, Social Protection, chapter cover: poverty headcount of 28.9 per cent (HIES 2024-25).

2. Benchmark (continued): national poverty line, 2024-25



Chapter 16

Social Protection

Poverty reduction and social protection remain central to Pakistan's development agenda. Over the longer term, Pakistan recorded a substantial decline in consumption-based poverty, reflecting sustained efforts towards improving household welfare and expanding access to support mechanisms. The latest estimates, however, indicate renewed pressure on household welfare in the wake of overlapping economic and climate-related shocks. In this setting, updated poverty and inequality estimates provide an important basis for assessing recent welfare outcomes and for shaping an effective policy response.

This chapter presents the latest position on poverty and inequality and it also reviews the Government's social protection response through major programmes and institutions, including Benazir Income Support Programme (BISP), Pakistan Bait-ul-Mal (PBM), Workers Welfare Fund (WWF), Employees' Old-Age Benefits Institution (EOBI), and Zakat. These interventions continue to provide support to poor and vulnerable segment of the society through cash transfers, pensions, welfare grants, education and nutrition support, and other targeted assistance.

The chapter thus brings together two closely linked dimensions of welfare policy. It first presents the latest evidence on poverty and inequality. It then highlights the role of social protection in cushioning vulnerable groups, supporting human development, and promoting more inclusive recovery. Going forward, sustained progress will depend on continued macroeconomic stability, effective targeting, and stronger coordination across social protection interventions.

16.1 Poverty & Inequality

Poverty measurement remains an important policy instrument for evidence-based planning, targeting, and assessment of welfare outcomes. In Pakistan, national poverty estimates are derived through the Cost of Basic Needs (CBN) approach. This approach defines the poverty line on the basis of minimum expenditure required to meet essential food and non-food needs. Following the release of HIES 2024-25 microdata by the Pakistan Bureau of Statistics, the Ministry of Planning, Development and Special Initiatives initiated the process of updating poverty estimates for 2024-25. For this purpose, a Technical Working Group and a Poverty Estimation Committee were constituted. The final estimates of poverty and inequality were subsequently endorsed by the relevant committee.

16.1.1 Determination of Poverty Line

Pakistan's national poverty estimates are based on the Cost of Basic Needs (CBN) approach, which has remained the standard framework for estimating consumption-based poverty. Under this approach, the poverty line represents the minimum expenditure required to meet essential food and non-food needs. Over time, the poverty line has been updated in line with changes in prices to preserve comparability across survey rounds. In historical terms, the national poverty line increased from Rs 3,757.85 per adult equivalent per month in 2018-19 to Rs 8,484 in 2024-25, reflecting substantial inflation over the period. This updated poverty line provides the

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Figure 7: Pakistan Economic Survey 2025-26, Ministry of Finance, Chapter 16, Social Protection, page 275: para 16.1.1, Determination of Poverty Line: the national poverty line under the Cost of Basic Needs approach rose from Rs 3,757.85 per adult equivalent per month in 2018-19 to Rs 8,484 in 2024-25.

2. Benchmark (continued): national poverty line, 2024-25

benchmark for estimating the proportion of population living below the minimum consumption threshold and forms the basis of the latest poverty estimates.

16.1.2 Poverty & Inequality Trends

Pakistan's poverty trends over the longer term show a significant decline until the latest round. Based on the national poverty line estimated under the CBN approach, the poverty headcount fell from 50.4 percent in 2005-06 to 21.9 percent in 2018-19. Similar improvement was observed in both urban and rural areas, indicating broad-based gains in household welfare over time. This historical progress reflects the improved access to public services, and continued public efforts towards poverty reduction through extension in social safety networks.

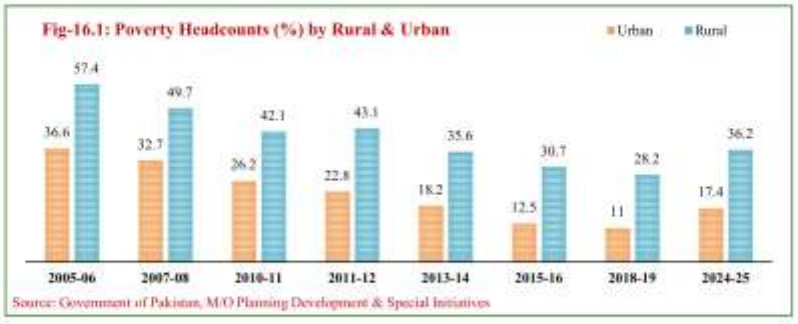
The latest estimates, however, indicate a reversal in this declining trend. The national poverty headcount increased to 28.9 percent in 2024-25, compared to 21.9 percent in 2018-19. Poverty remained significantly higher in rural areas. Rural poverty increased from 28.2 percent to 36.2 percent, while urban poverty increased from 11.0 percent to 17.4 percent over the same period. At the provincial level, poverty increased across all major provinces. In 2024-25, poverty was estimated at 23.3 percent in Punjab, 32.6 percent in Sindh, 35.3 percent in Khyber Pakhtunkhwa, and 47.0 percent in Balochistan. In 2018-19, the corresponding rates were 16.5 percent, 24.5 percent, 28.7 percent, and 41.8 percent, respectively. Balochistan continued to record the highest poverty incidence, while Punjab remained the lowest among the four provinces.

Table 16.1: Poverty Trends by National & Sub-National

Year	Poverty Line* Monthly consumption per adult equivalent (PKR)	National (%)	Punjab (%)	Sindh (%)	KPK (%)	Balochistan (%)
2005-06	1,277.74	50.4	45.2	50.9	60.1	76.5
2007-08	1,543.51	44.1	39.1	48.3	47.4	75.1
2010-11	2,333.35	36.8	34.0	37.6	42.3	48.9
2011-12	2,600.15	36.3	32.8	38.1	41.4	57.3
2013-14	3,030.32	29.5	25.3	34.2	27.6	56.8
2015-16	3,250.28	24.3	20.8	32.2	18.1	42.2
2018-19	3,757.85	21.9	16.5	24.5	28.7	41.8
2024-25	8,483.80	28.9	23.3	32.6	35.3	47.0

* poverty line base is 2013-14

Source: Government of Pakistan, M/O Planning Development & Special Initiatives



The updated estimates also indicate a rise in inequality. The national Gini coefficient increased from 28.4 in 2018-19 to 32.7 in 2024-25. The increase was visible in both urban and rural areas. Urban inequality rose from 31.0 to 34.4, while rural inequality increased from 23.4

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Figure 8: Pakistan Economic Survey 2025-26, Ministry of Finance, Chapter 16, Social Protection, page 276: Table 16.1, Poverty Trends by National and Sub-National Poverty Line: Rs 8,483.80 monthly consumption per adult equivalent in 2024-25 (source: Ministry of Planning, Development and Special Initiatives).

3. Revised Pay Scales 2025: approval by the Board of Governors

At its 53rd meeting on 7 July 2025, chaired by the Pro-Chancellor, the Board of Governors considered the effect of price escalation, inflation and income tax on the salaried class. Under the BU Statutes, pay scales are to be revised every two years or as and when necessary by merging ad hoc allowances into basic pay, and the last revision had been made in 2021. A Pay Revision Committee recommended merging all existing ad hoc allowances into basic pay and adopting Revised Pay Scales with effect from 1 July 2025, at a total financial effect of Rs 848.96 million provided for in the budget, and the Board approved the Revised Pay Scales 2025 with effect from 1 July 2025 (paras 102 to 107; Figures 9 to 12). The Board also recorded the approval of the University's Bonus Policy (para 99). The minutes are published on the University website.

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

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

RBU/MoM/53rd BoG/487

Bahria University
Discovering Knowledge
Head Office

See Distribution 22 August 2025

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

References:

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

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

Present:

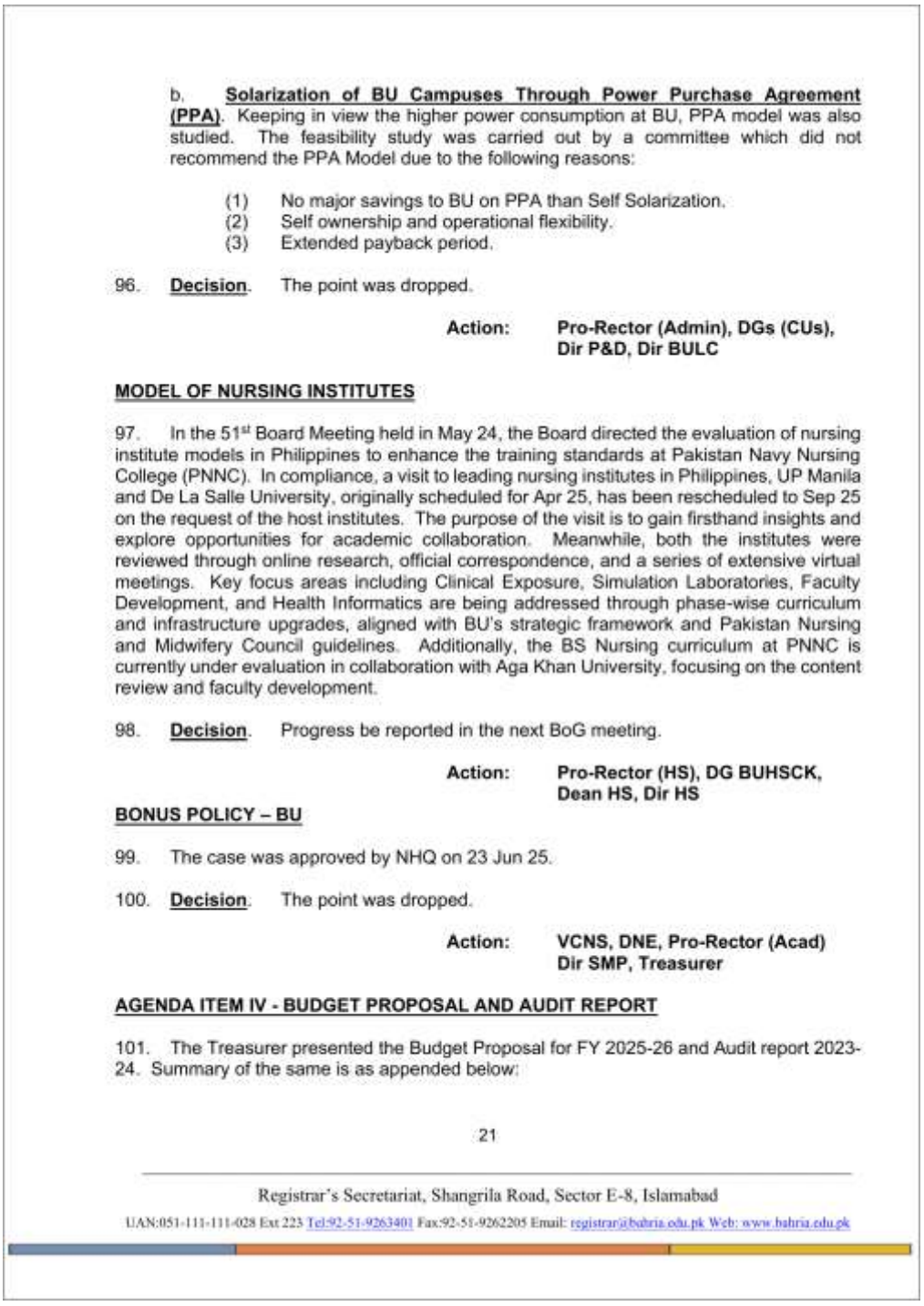
Naval Headquarters		
a.	Admiral Naveed Ashraf NI NI(M) T Bt Chief of the Naval Staff	Chairman BoG/ Pro-Chancellor (In Chair)
b.	Vice Admiral Ovais Ahmed Bilgrami HI(M) Vice Chief of the Naval Staff	Member
c.	Vice Admiral Abid Hameed HI(M) Deputy Chief of Naval Staff (Material)	Member
d.	Vice Admiral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

1

Registrar's Secretariat, Shangrila 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

Figure 9: Minutes of the 53rd meeting of the Board of Governors held on 7 July 2025 (RBU/MoM/53rd BoG/487, 22 August 2025), page 1: heading, references and members present.

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



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

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

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

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

MODEL OF NURSING INSTITUTES

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

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

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

BONUS POLICY – BU

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

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

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

AGENDA ITEM IV - BUDGET PROPOSAL AND AUDIT REPORT

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

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Registrar's Secretariat, Shangrila Road, Sector E-8, Islamabad

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Figure 10: Minutes of the 53rd meeting of the Board of Governors held on 7 July 2025 (RBU/MoM/53rd BoG/487, 22 August 2025), page 21: para 99, Bonus Policy approved; Agenda Item IV, Budget Proposal and Audit Report, para 101.

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

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

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

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

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

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

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

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Figure 11: Minutes of the 53rd meeting of the Board of Governors held on 7 July 2025 (RBU/MoM/53rd BoG/487, 22 August 2025), page 22: budget estimates for FY 2025-26; paras 102 and 103: the effect of inflation and income tax on the salaried class, revision of pay scales under the BU Statutes, and the Pay Revision Committee's recommendation to merge all ad hoc allowances into basic pay with effect from 1 July 2025.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

108. The point was dropped.

Action: **Treasurer**
DWR

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Figure 12: Minutes of the 53rd meeting of the Board of Governors held on 7 July 2025 (RBU/MoM/53rd BoG/487, 22 August 2025), page 23: financial effect of Rs 848.96 million; paras 106 and 107: the Board approved the Revised Pay Scales 2025 with effect from 1 July 2025.

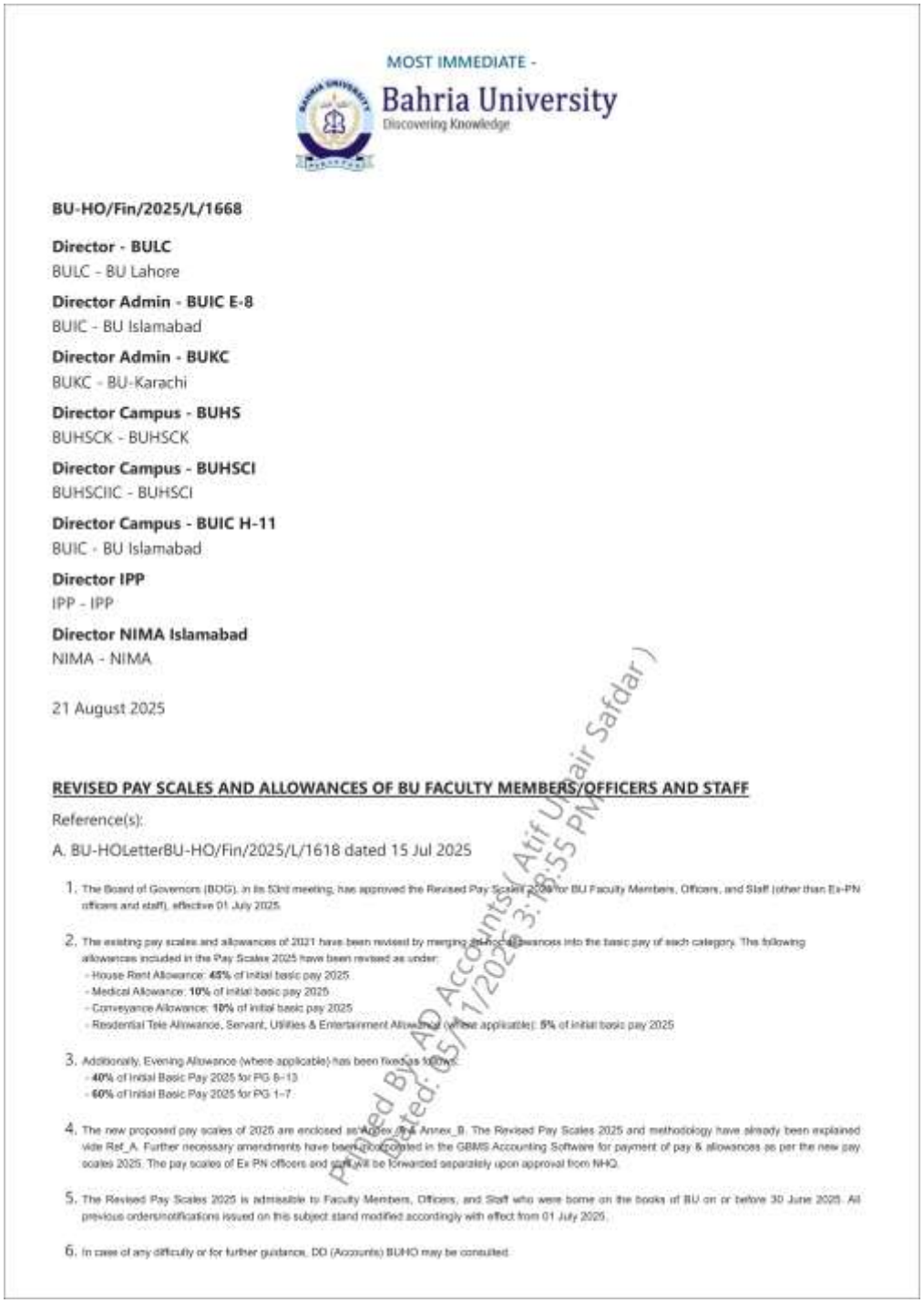
3. Revised Pay Scales 2025 (continued): implementation from 1 July 2025

By letter BU-HO/Fin/2025/L/1668 of 21 August 2025, the Treasurer notified every campus and institute that the Revised Pay Scales 2025 approved by the Board apply to faculty members, officers and staff from 1 July 2025 (Figures 13 and 14). The 2021 scales were revised by merging ad hoc allowances into basic pay; House Rent Allowance is set at 45 per cent, and Medical and Conveyance Allowances at 10 per cent each, of initial basic pay, and an Evening Allowance of 60 per cent of initial basic pay is paid to Pay Groups 1 to 7, and of 40 per cent to Pay Groups 8 to 13, where applicable. The revised scales, enclosed with the letter as Annex A, are shown in Figures 15 and 16. Table 3 sets out the minimum monthly pay of each pay group and faculty grade under the 2025 scales. Faculty pay starts at Rs 108,919 a month for a Lecturer, nearly three times the minimum, and Pay Groups 8 to 13 start at Rs 60,812 or more. For the initial stages of Pay Groups 1 to 4, the Special Allowance under the March 2025 letter brings total pay up to the Rs 37,000 minimum, so that every employee is paid at least the living wage (Section 1).

Table 3: Minimum monthly pay under the Revised Pay Scales 2025 (Annex A to letter BU-HO/Fin/2025/L/1668), with the Special Allowance under the minimum wage letter of March 2025

Pay group or grade	Initial basic pay (Rs)	Total pay under the scale (Rs)	Special Allowance to the minimum (Rs)	Minimum gross salary (Rs)
Pay Group 1	17,745	29,280	7,720	37,000
Pay Group 2	18,919	31,217	5,783	37,000
Pay Group 3	19,945	32,910	4,090	37,000
Pay Group 4	21,695	35,798	1,202	37,000
Pay Group 5	23,518	38,805	Not required	38,805
Pay Group 6	25,483	42,046	Not required	42,046
Pay Group 7	29,731	49,056	Not required	49,056
Pay Groups 8 to 13	36,855 to 110,565	60,812 to 182,432	Not required	60,812 to 182,432
Faculty, Lecturer to Senior Professor	66,012 to 179,361	108,919 to 313,881	Not required	108,919 to 313,881

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



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BU-HO/Fin/2025/L/1668

Director - BULC
BULC - BU Lahore

Director Admin - BUIC E-8
BUIC - BU Islamabad

Director Admin - BUKC
BUKC - BU-Karachi

Director Campus - BUHS
BUHSCK - BUHSCK

Director Campus - BUHSCI
BUHSCIIC - BUHSCI

Director Campus - BUIC H-11
BUIC - BU Islamabad

Director IPP
IPP - IPP

Director NIMA Islamabad
NIMA - NIMA

21 August 2025

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

Reference(s):

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

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

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

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

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

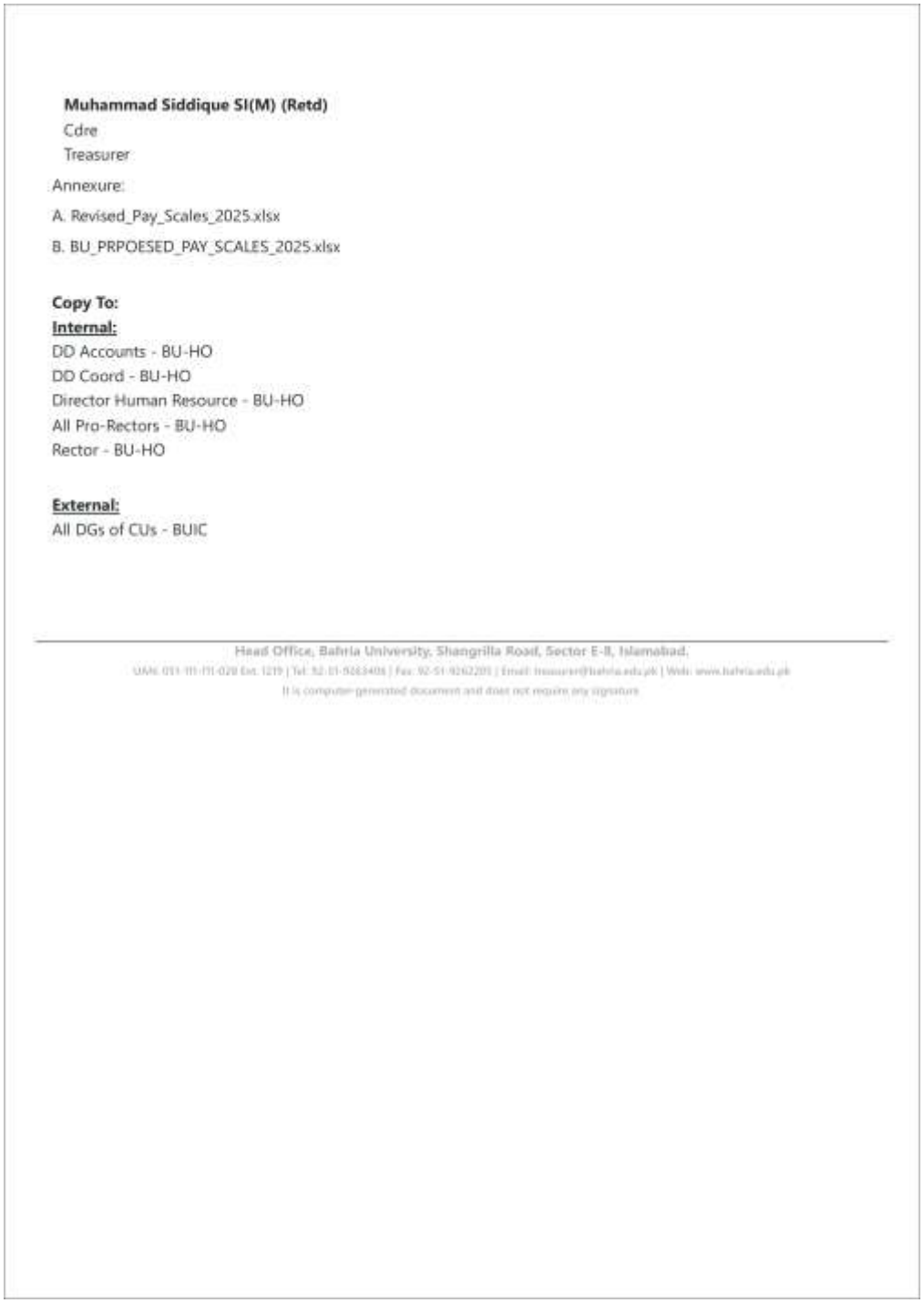
5. The Revised Pay Scales 2025 is admissible to Faculty Members, Officers, and Staff who were borne on the books of BU on or before 30 June 2025. All previous orders/notifications issued on this subject stand modified accordingly with effect from 01 July 2025.

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

Posted By: AD Accounts (Atif Ul Nasir Safdar)
Posted: 05/1/2026 3:18:55 PM

Figure 13: Treasurer letter BU-HO/Fin/2025/L/1668 of 21 August 2025, Revised Pay Scales and Allowances of BU Faculty Members, Officers and Staff, page 1 of 2: addressed to the campuses and institutes; Revised Pay Scales 2025 approved by the Board of Governors at its 53rd meeting, effective 1 July 2025; ad hoc allowances merged into basic pay; House Rent, Medical, Conveyance and other allowances as percentages of initial basic pay; Evening Allowance of 60 per cent for Pay Groups 1 to 7 and 40 per cent for Pay Groups 8 to 13; revised scales enclosed as Annex A and Annex B.

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



Muhammad Siddique SI(M) (Retd)
Cdre
Treasurer

Annexure:

A. Revised_Pay_Scales_2025.xlsx

B. BU_PRPOESED_PAY_SCALES_2025.xlsx

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

External:
All DGs of CUs - BUIC

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

Figure 14: Treasurer letter BU-HO/Fin/2025/L/1668, page 2 of 2: signature of the Treasurer; annexures, Revised Pay Scales 2025 (Annex A) and proposed pay scales 2025 (Annex B); copies to the Rector, all Pro-Rectors, the Director Human Resource, accounts offices and the Directors General of the campuses.

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

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

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

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

Figure 15: Annex A to letter BU-HO/Fin/2025/L/1668, Revised Pay Scales 2025, Admin Staff: existing pay scales 2021 and revised pay scales 2025 for Pay Groups 1 to 13, with basic pay, annual increment, allowances, total pay, total pay with Evening Allowance and number of stages.

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

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

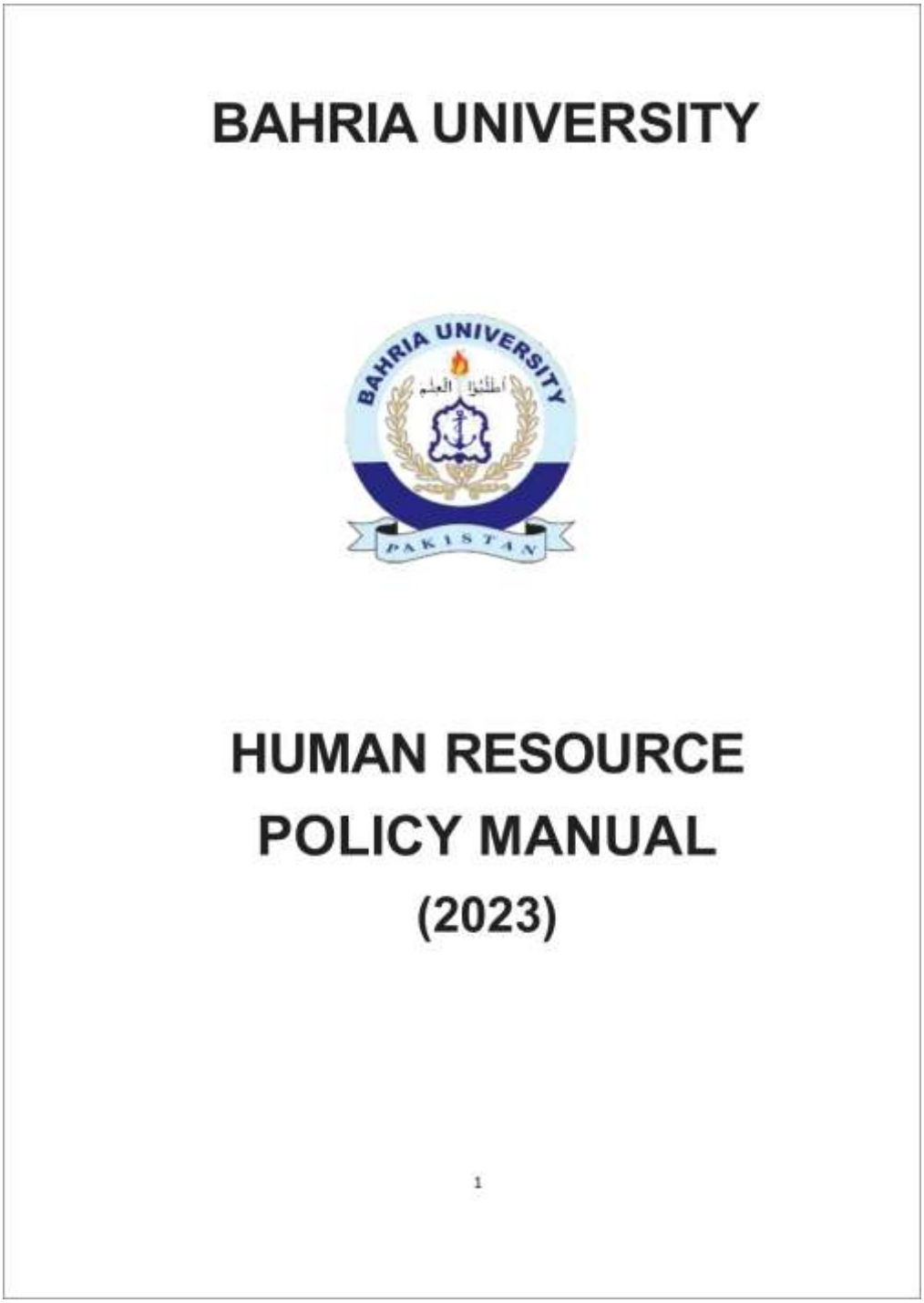
Designation	Status	Basic Pay	Annual Incr	Total Limit	Basic Pay	House Rent	Conv Allow	Medical Allow	Utilities Allow	Ent. Allow.	Total	Stages
Lecturer	Existing 2021	42,588	2,400	126,588	42,588	19,165	1,375	2,750	-	-	65,878	35
	Revised 2025	66,012	3,600	192,012	66,012	29,705	6,601	6,601	-	-	108,919	35
Senior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

Figure 16: Annex A to letter BU-HO/Fin/2025/L/1668, Revised Pay Scales 2025, Faculty Members: existing pay scales 2021 and revised pay scales for Lecturer to Senior Professor, with basic pay, annual increment, allowances and total pay; the sheet title identifies the revised rows as the 2025 scales.

4. Policy framework: Human Resource Policy Manual (2023)

The Bahria University Human Resource Policy Manual (2023), approved by the Executive Committee and promulgated with effect from 2 August 2023, applies to all employees of the University and its constituent units, including those on deputation (clause 1.1.1). It covers academic employees, researchers and scientists, Bahria University Officers and the Admin and Support Staff (clause 1.2.1); appointments are primarily contractual, and ad hoc or temporary appointees receive a fixed salary (clause 1.3). Pay scales for every category of employee are promulgated by the Treasurer and revised by the Board of Governors on the recommendation of the Rector (clause 1.25.1), and each year the Human Resource Directorate and the Treasurer compare the pay of women and men in comparable roles and report the results to the Rector (clause 1.25.2). Employees of Pay Groups 1 to 7 are also paid an overtime allowance for hours worked beyond normal duty timings and on holidays, with overtime starting at 1600 hours for employees without evening allowance and claims verified against attendance records (clause 8.9).

4. Human Resource Policy Manual (continued)



BAHRIA UNIVERSITY

HUMAN RESOURCE

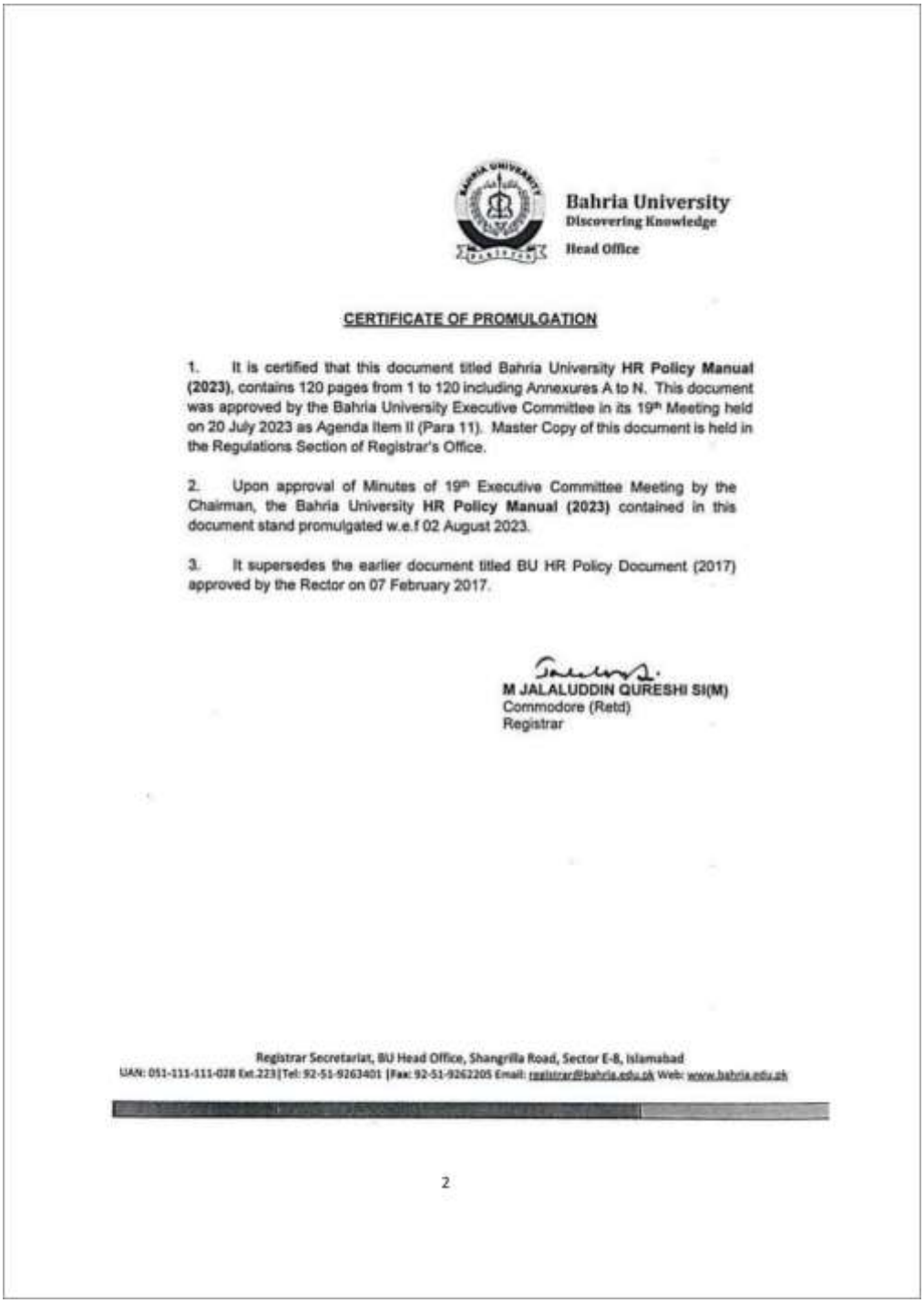
POLICY MANUAL

(2023)

1

Figure 17: Human Resource Policy Manual (2023), PDF page 1: cover.

4. Human Resource Policy Manual (continued)



Bahria University
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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.

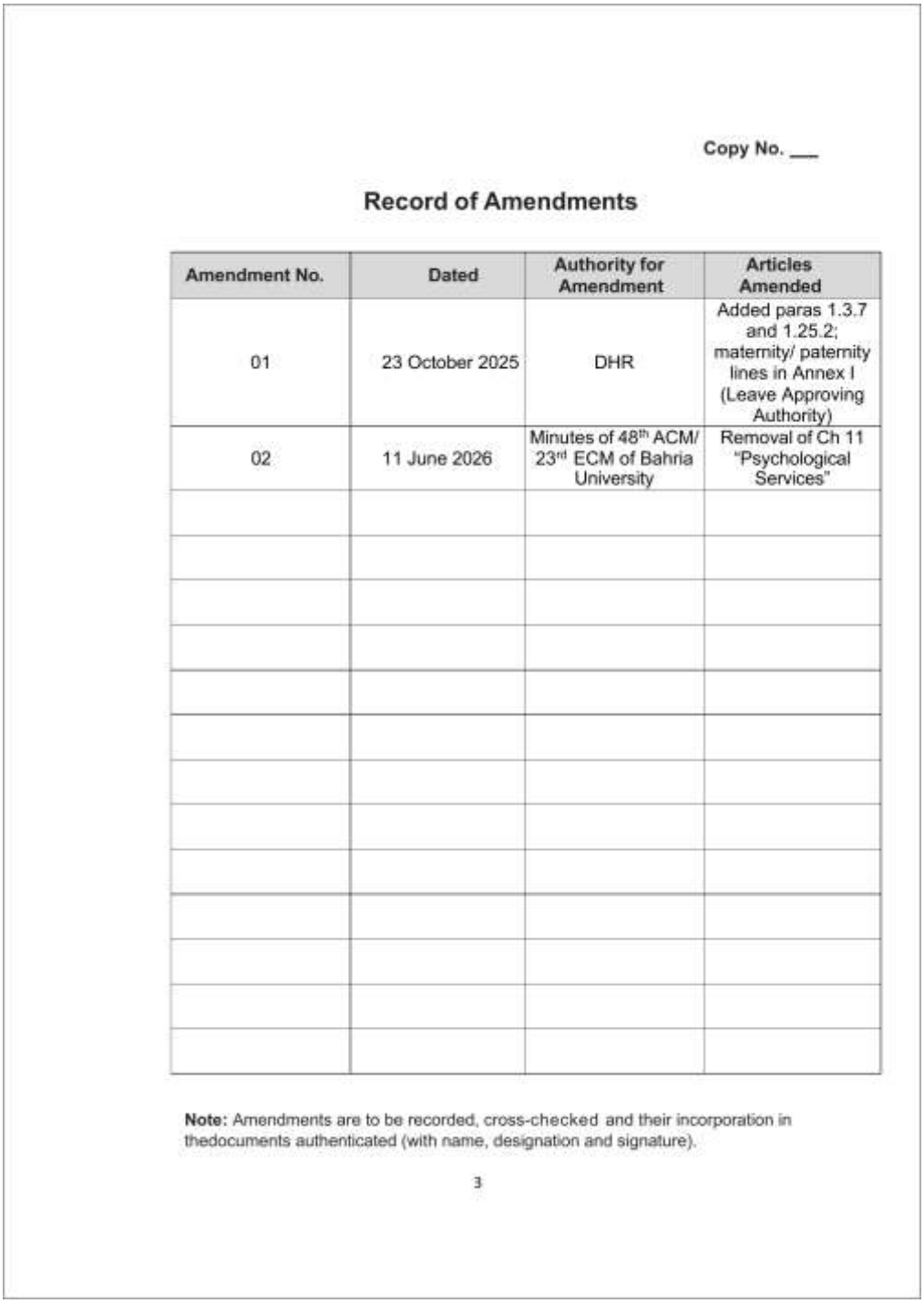
M JALALUDDIN QURESHI SI(M)
Commodore (Retd)
Registrar

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 18: 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.

4. Human Resource Policy Manual (continued)



Copy No. ___

Record of Amendments

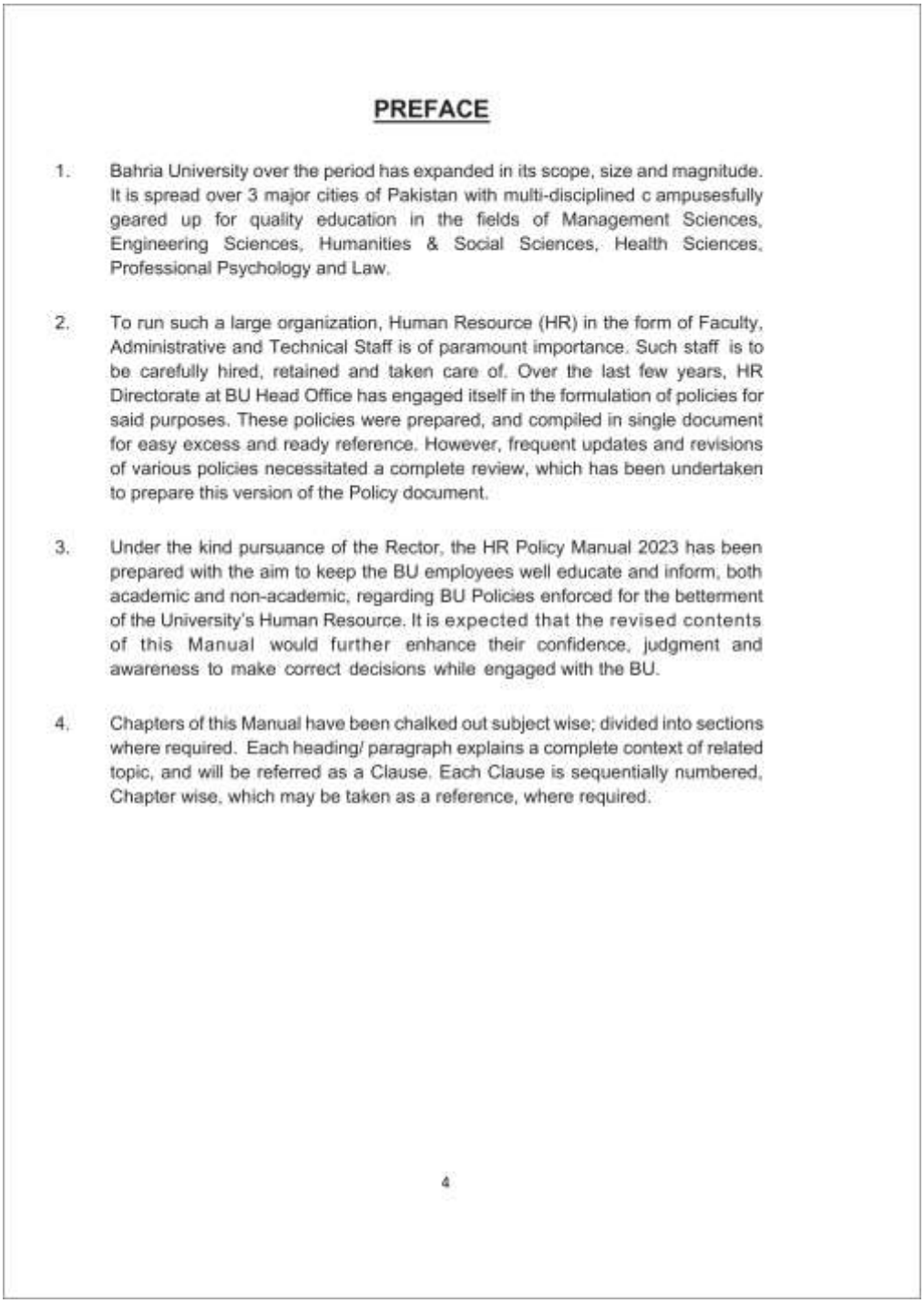
Amendment No.	Dated	Authority for Amendment	Articles Amended
01	23 October 2025	DHR	Added paras 1.3.7 and 1.25.2; maternity/ paternity lines in Annex I (Leave Approving Authority)
02	11 June 2026	Minutes of 48th ACM/ 23rd ECM of Bahria University	Removal of Ch 11 "Psychological Services"

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

3

Figure 19: Human Resource Policy Manual (2023), PDF page 3: Record of Amendments.

4. 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.

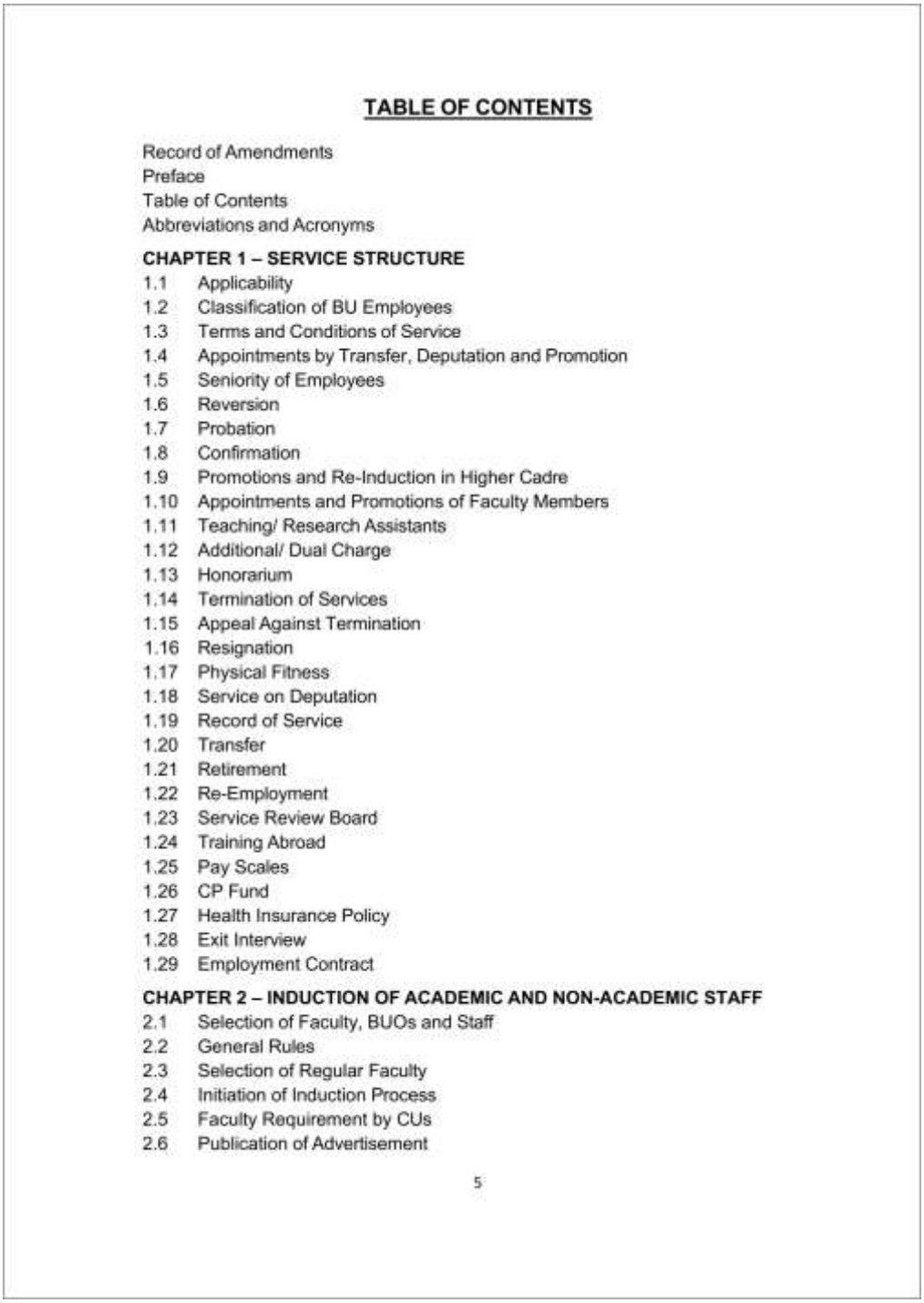
3. Under the kind pursuance of the Rector, the HR Policy Manual 2023 has been prepared with the aim to keep the BU employees well educate and inform, both academic and non-academic, regarding BU Policies enforced for the betterment of the University's Human Resource. It is expected that the revised contents 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 20: Human Resource Policy Manual (2023), PDF page 4: Preface.

4. Human Resource Policy Manual (continued)



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1.5 Seniority of Employees
1.6 Reversion
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Figure 21: Human Resource Policy Manual (2023), PDF page 5: Table of Contents, Chapter 1, Service Structure, including clauses 1.1 Applicability, 1.2 Classification of BU Employees, 1.3 Terms and Conditions of Service and 1.25 Pay Scales.

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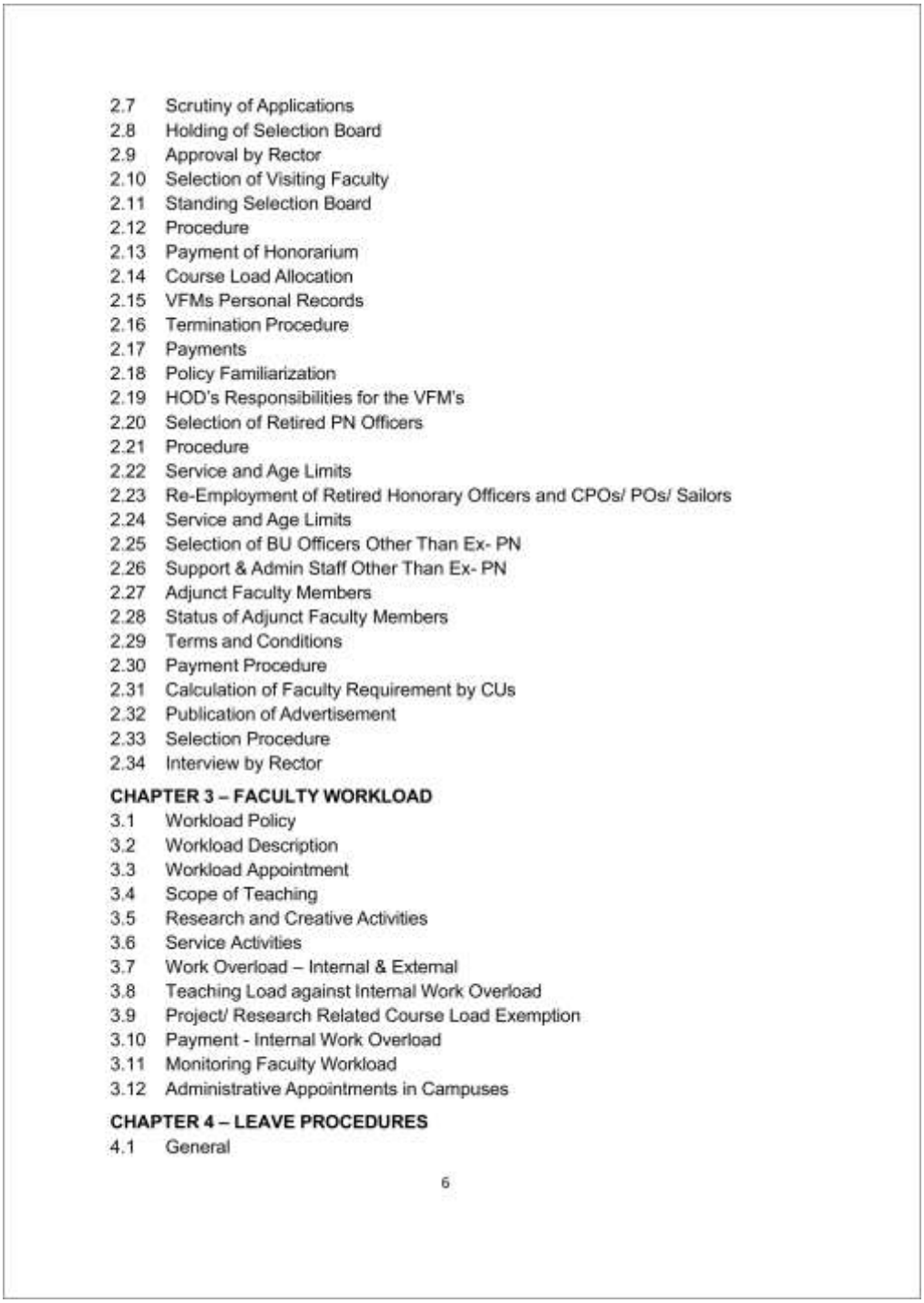

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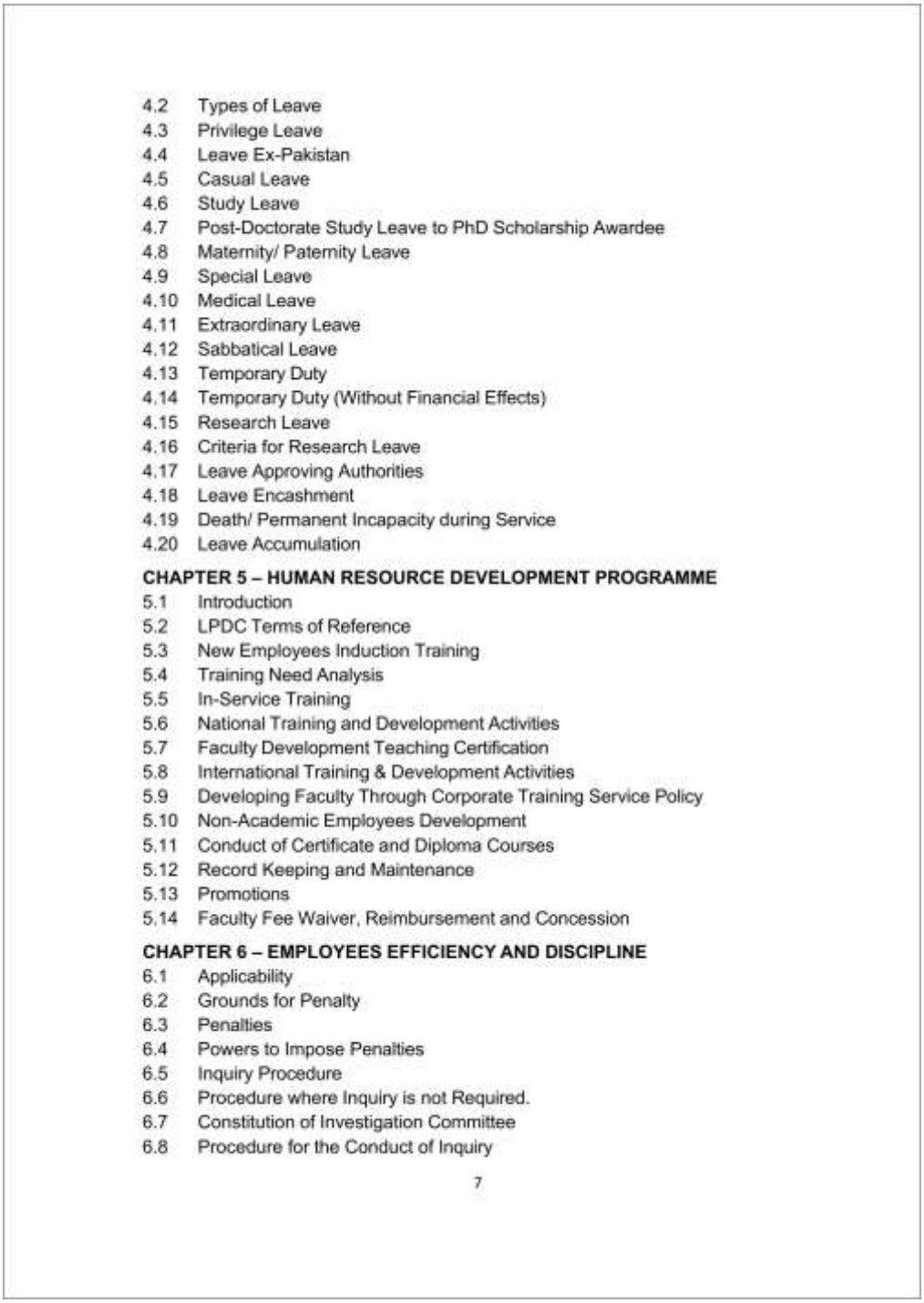

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Figure 23: Human Resource Policy Manual (2023), PDF page 7: Table of Contents (continued), Chapters 4 to 6.

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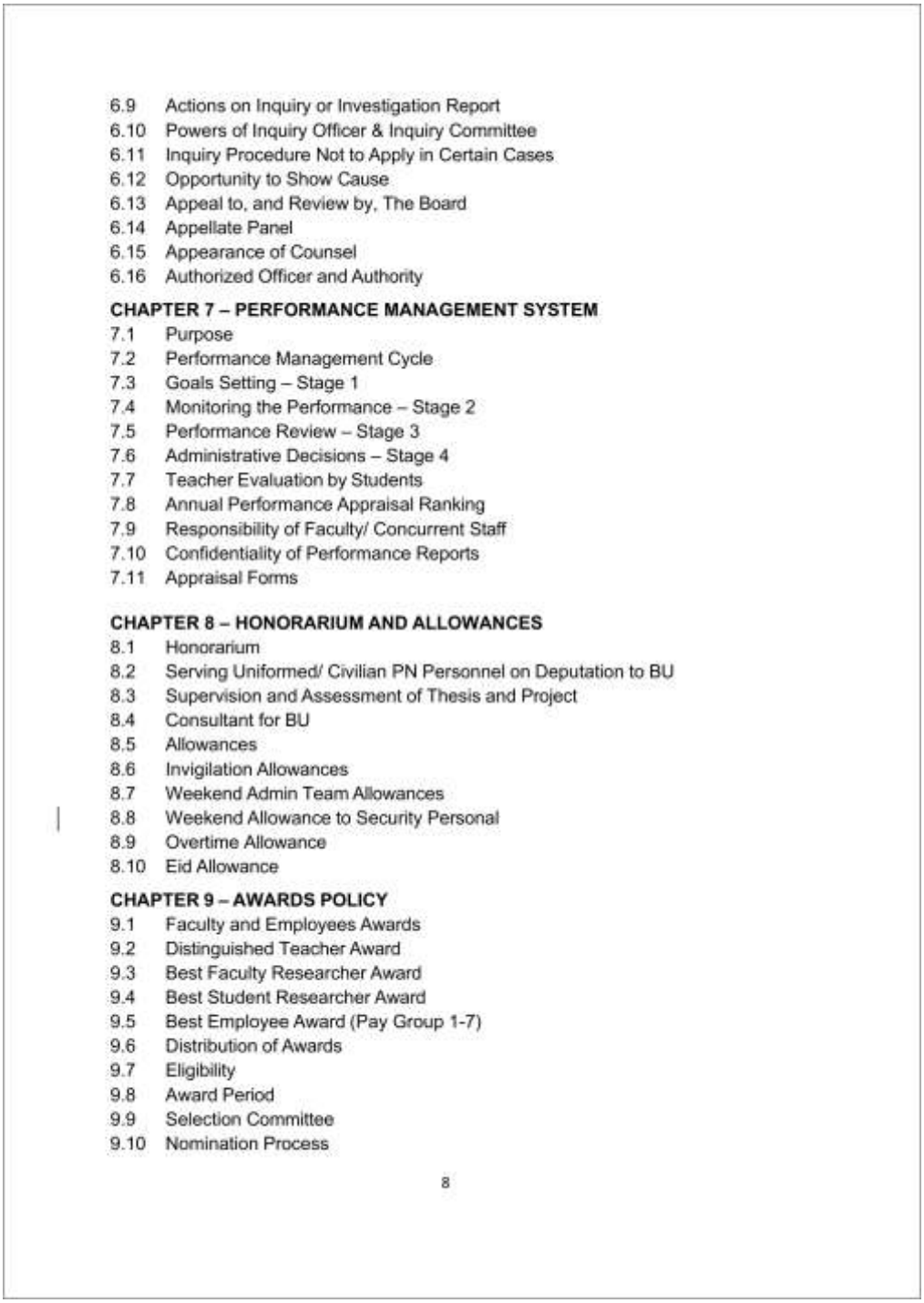

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Figure 24: Human Resource Policy Manual (2023), PDF page 8: Table of Contents (continued), Chapters 6 to 9, including Chapter 8, Honorarium and Allowances, and clause 8.9, Overtime Allowance.

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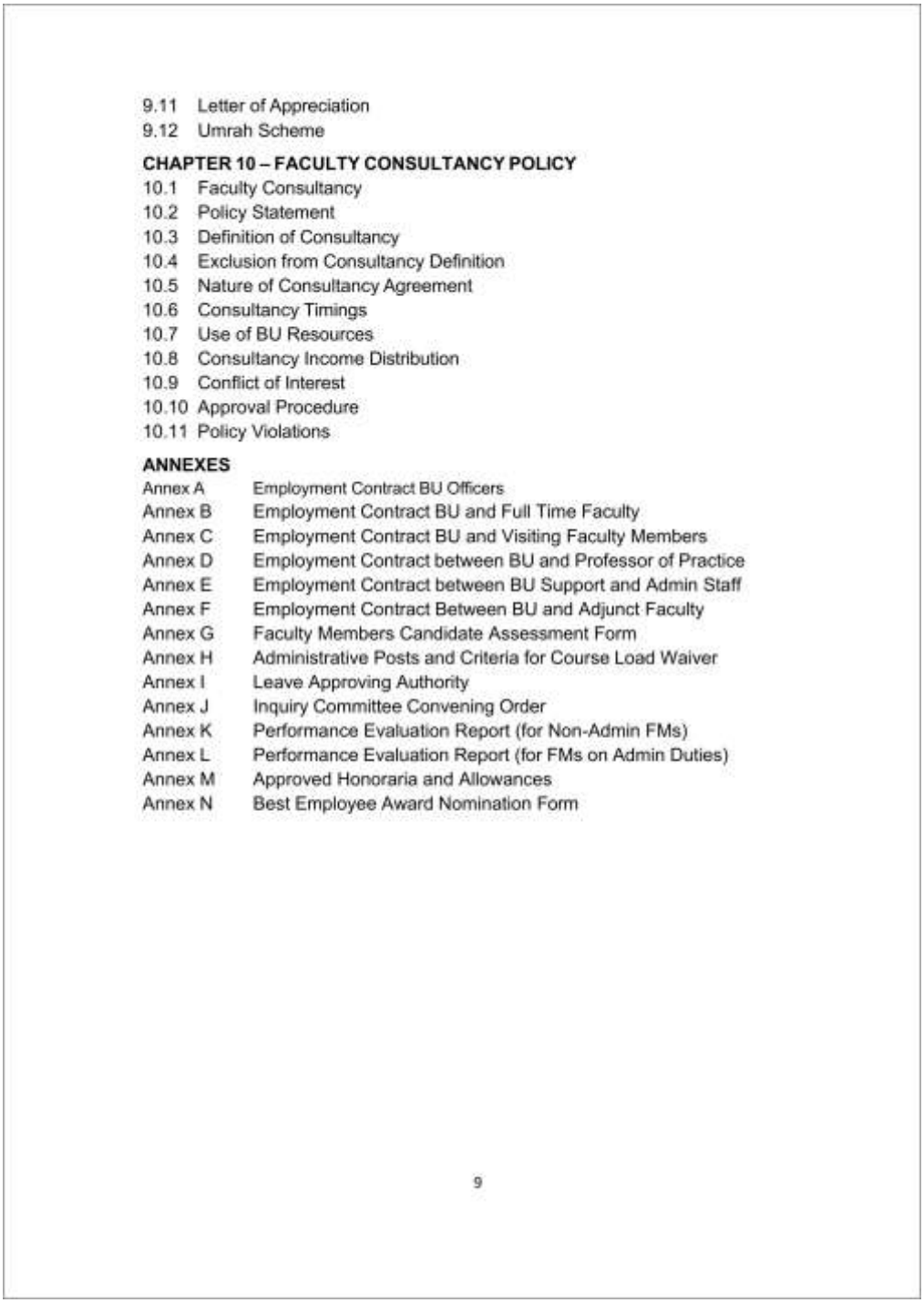

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Figure 25: Human Resource Policy Manual (2023), PDF page 9: Table of Contents (continued), Chapters 9 and 10 and Annexes A to N.

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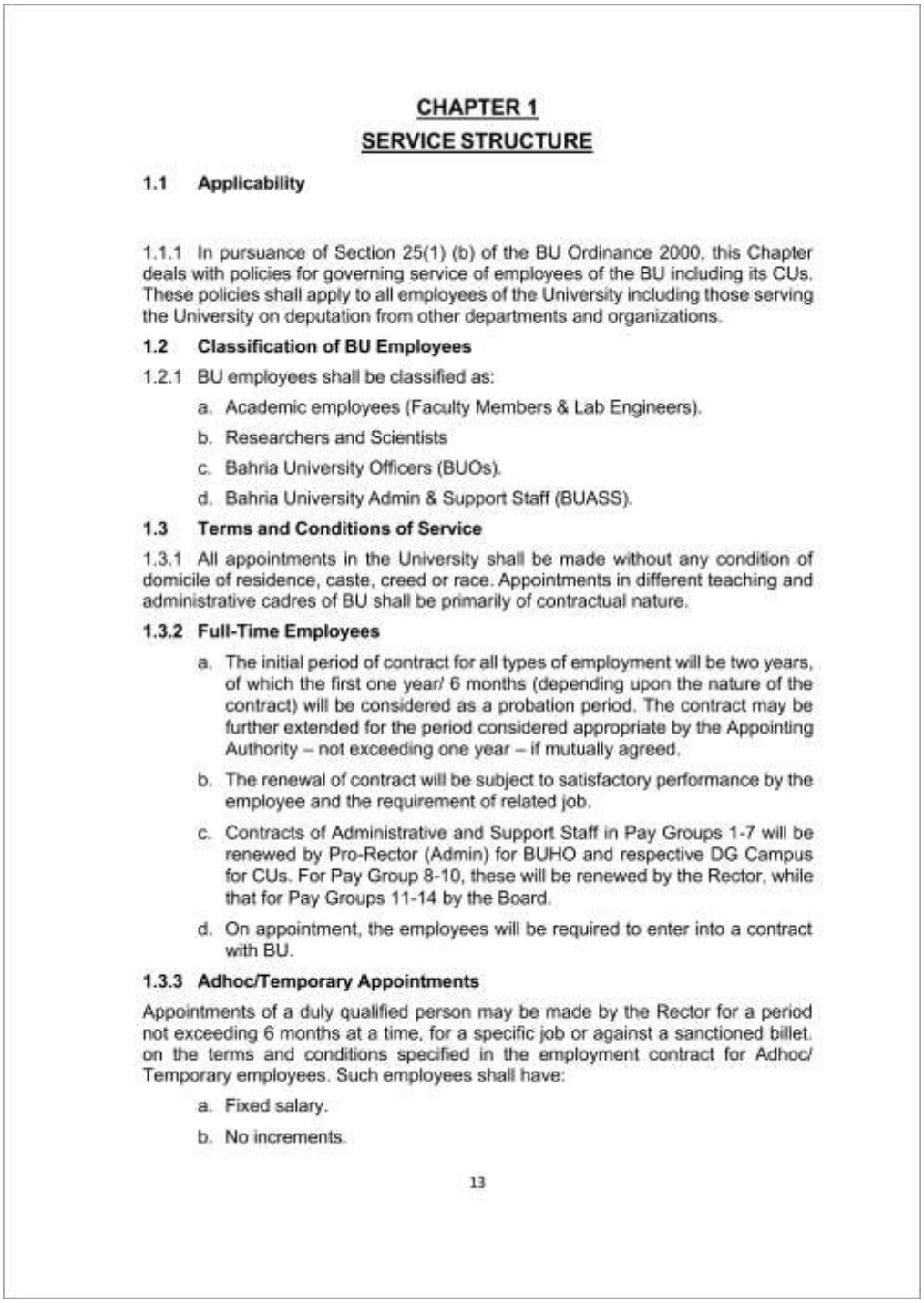

CHAPTER 1
SERVICE STRUCTURE

1.1 Applicability

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

1.2 Classification of BU Employees

1.2.1 BU employees shall be classified as:

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

1.3 Terms and Conditions of Service

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

1.3.2 Full-Time Employees

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

1.3.3 Adhoc/Temporary Appointments

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

a. Fixed salary.
b. No increments.

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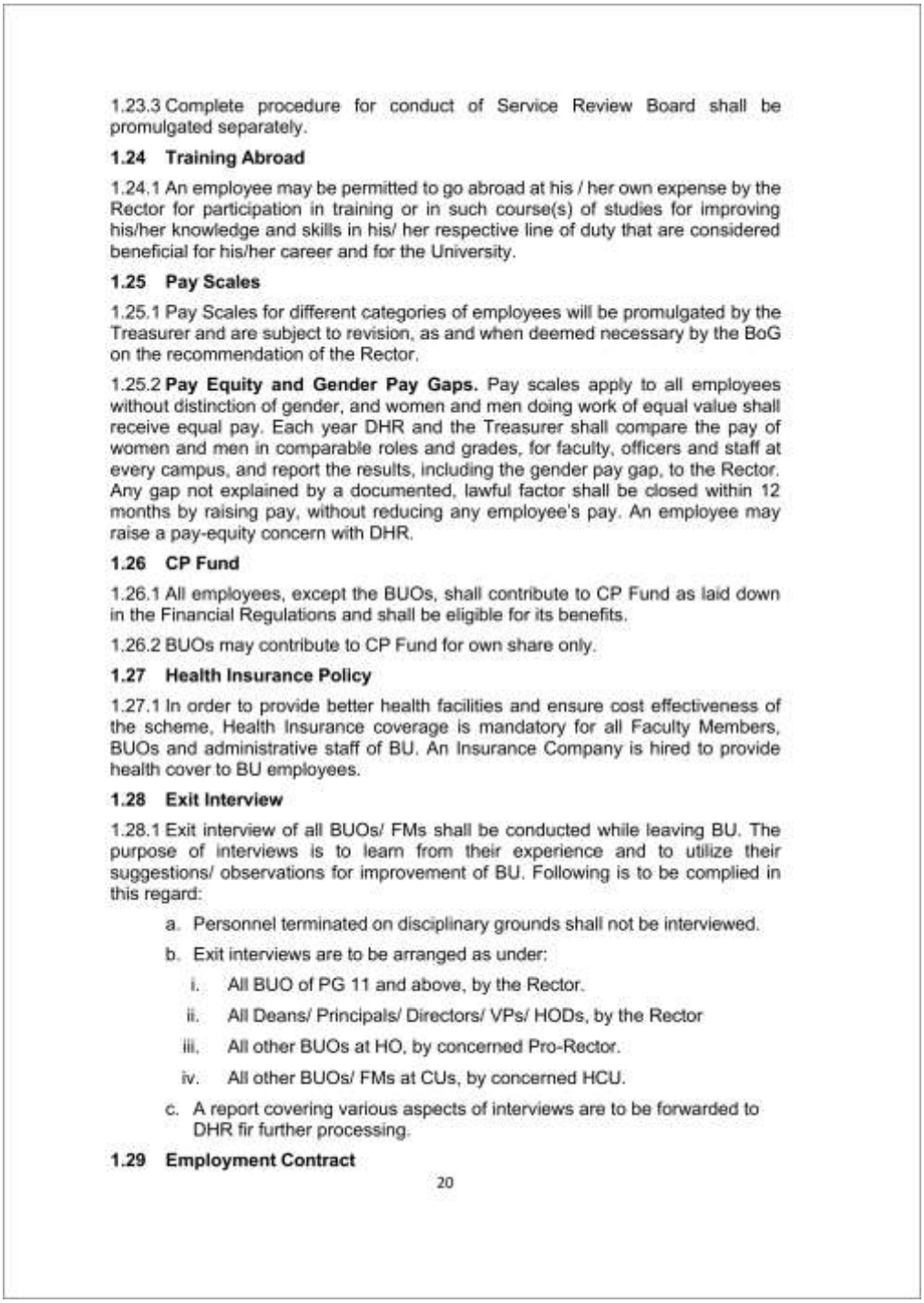
Figure 26: Human Resource Policy Manual (2023), PDF page 13: clause 1.1, Applicability, to all employees of the University; clause 1.2, Classification of BU Employees; clause 1.3, Terms and Conditions of Service, including ad hoc and temporary appointments on a fixed salary.

4. 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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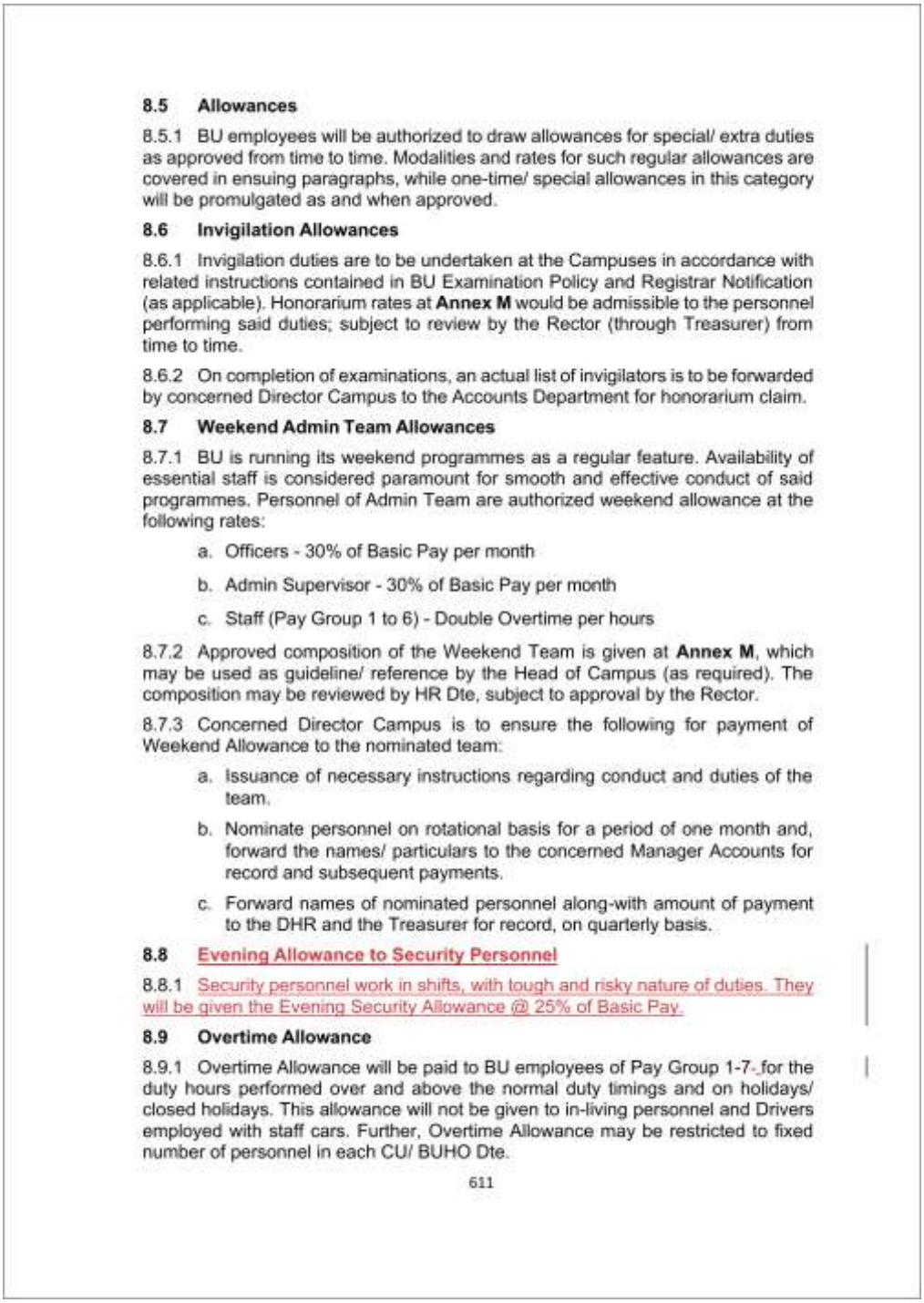
Figure 27: Human Resource Policy Manual (2023), PDF page 22: clause 1.25, Pay Scales: pay scales for all categories promulgated by the Treasurer and revised by the Board of Governors on the recommendation of the Rector; clause 1.25.2, Pay Equity and Gender Pay Gaps, with an annual review; clauses 1.26 and 1.27, CP Fund and mandatory health insurance.

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



8.5 Allowances

8.5.1 BU employees will be authorized to draw allowances for special/ extra duties as approved from time to time. Modalities and rates for such regular allowances are covered in ensuing paragraphs, while one-time/ special allowances in this category will be promulgated as and when approved.

8.6 Invigilation Allowances

8.6.1 Invigilation duties are to be undertaken at the Campuses in accordance with related instructions contained in BU Examination Policy and Registrar Notification (as applicable). Honorarium rates at **Annex M** would be admissible to the personnel performing said duties; subject to review by the Rector (through Treasurer) from time to time.

8.6.2 On completion of examinations, an actual list of invigilators is to be forwarded by concerned Director Campus to the Accounts Department for honorarium claim.

8.7 Weekend Admin Team Allowances

8.7.1 BU is running its weekend programmes as a regular feature. Availability of essential staff is considered paramount for smooth and effective conduct of said programmes. Personnel of Admin Team are authorized weekend allowance at the following rates:

a. Officers - 30% of Basic Pay per month

b. Admin Supervisor - 30% of Basic Pay per month

c. Staff (Pay Group 1 to 6) - Double Overtime per hours

8.7.2 Approved composition of the Weekend Team is given at **Annex M**, which may be used as guideline/ reference by the Head of Campus (as required). The composition may be reviewed by HR Dte, subject to approval by the Rector.

8.7.3 Concerned Director Campus is to ensure the following for payment of Weekend Allowance to the nominated team:

a. Issuance of necessary instructions regarding conduct and duties of the team.

b. Nominate personnel on rotational basis for a period of one month and, forward the names/ particulars to the concerned Manager Accounts for record and subsequent payments.

c. Forward names of nominated personnel along-with amount of payment to the DHR and the Treasurer for record, on quarterly basis.

8.8 Evening Allowance to Security Personnel

8.8.1 Security personnel work in shifts, with tough and risky nature of duties. They will be given the Evening Security Allowance @ 25% of Basic Pay.

8.9 Overtime Allowance

8.9.1 Overtime Allowance will be paid to BU employees of Pay Group 1-7 for the duty hours performed over and above the normal duty timings and on holidays/ closed holidays. This allowance will not be given to in-living personnel and Drivers employed with staff cars. Further, Overtime Allowance may be restricted to fixed number of personnel in each CU/ BUHO Dte.

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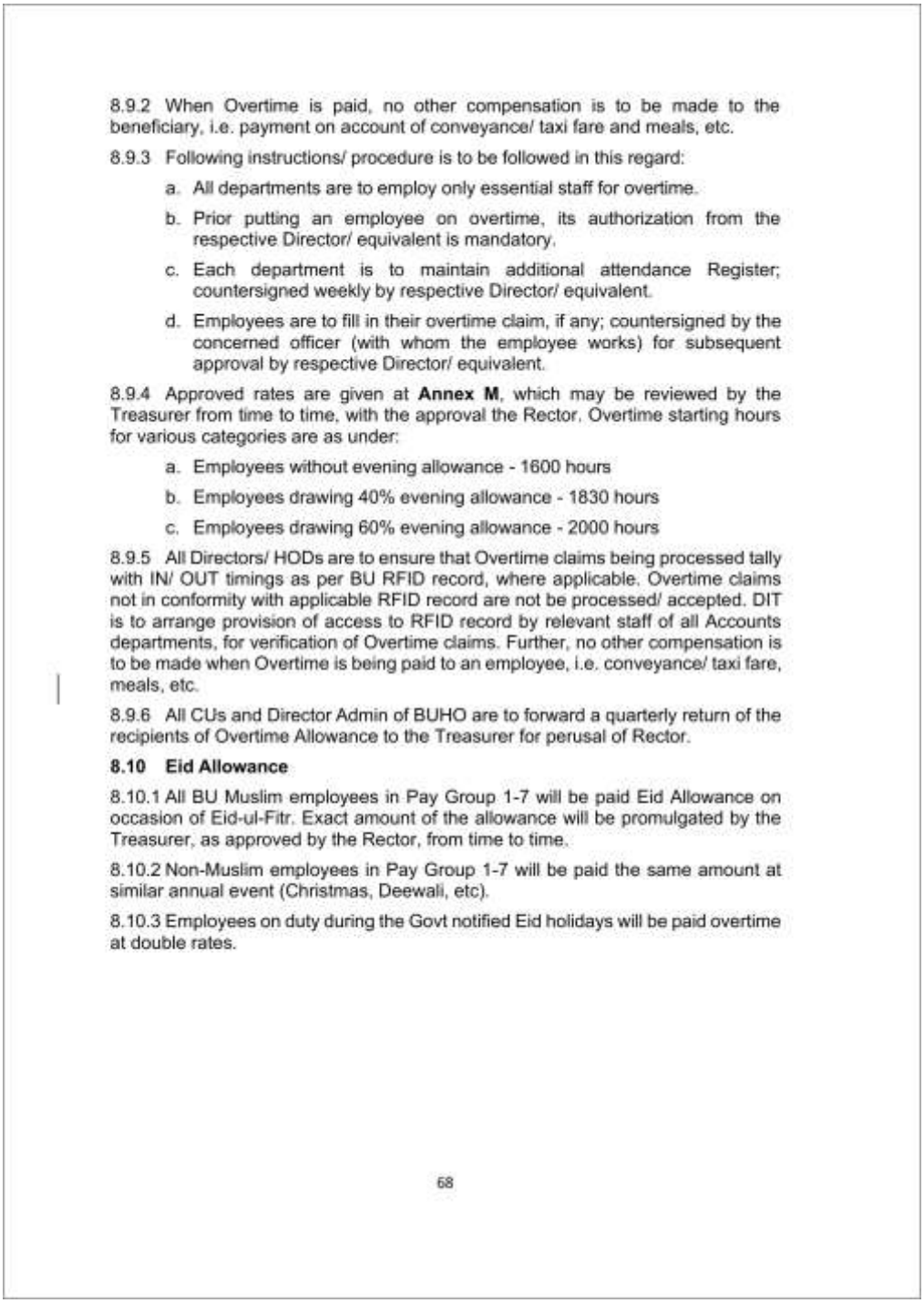
Figure 28: Human Resource Policy Manual (2023), PDF page 65: clauses 8.5 to 8.8, allowances; clause 8.9.1, Overtime Allowance for employees of Pay Groups 1 to 7 for hours beyond normal duty timings and on holidays.

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



8.9.2 When Overtime is paid, no other compensation is to be made to the beneficiary, i.e. payment on account of conveyance/ taxi fare and meals, etc.

8.9.3 Following instructions/ procedure is to be followed in this regard:

a. All departments are to employ only essential staff for overtime.

b. Prior putting an employee on overtime, its authorization from the respective Director/ equivalent is mandatory.

c. Each department is to maintain additional attendance Register; countersigned weekly by respective Director/ equivalent.

d. Employees are to fill in their overtime claim, if any; countersigned by the concerned officer (with whom the employee works) for subsequent approval by respective Director/ equivalent.

8.9.4 Approved rates are given at **Annex M**, which may be reviewed by the Treasurer from time to time, with the approval the Rector. Overtime starting hours for various categories are as under:

a. Employees without evening allowance - 1600 hours

b. Employees drawing 40% evening allowance - 1830 hours

c. Employees drawing 60% evening allowance - 2000 hours

8.9.5 All Directors/ HODs are to ensure that Overtime claims being processed tally with IN/ OUT timings as per BU RFID record, where applicable. Overtime claims not in conformity with applicable RFID record are not be processed/ accepted. DIT is to arrange provision of access to RFID record by relevant staff of all Accounts departments, for verification of Overtime claims. Further, no other compensation is to be made when Overtime is being paid to an employee, i.e. conveyance/ taxi fare, meals, etc.

8.9.6 All CUs and Director Admin of BUHO are to forward a quarterly return of the recipients of Overtime Allowance to the Treasurer for perusal of Rector.

8.10 Eid Allowance

8.10.1 All BU Muslim employees in Pay Group 1-7 will be paid Eid Allowance on occasion of Eid-ul-Fitr. Exact amount of the allowance will be promulgated by the Treasurer, as approved by the Rector, from time to time.

8.10.2 Non-Muslim employees in Pay Group 1-7 will be paid the same amount at similar annual event (Christmas, Deewali, etc).

8.10.3 Employees on duty during the Govt notified Eid holidays will be paid overtime at double rates.

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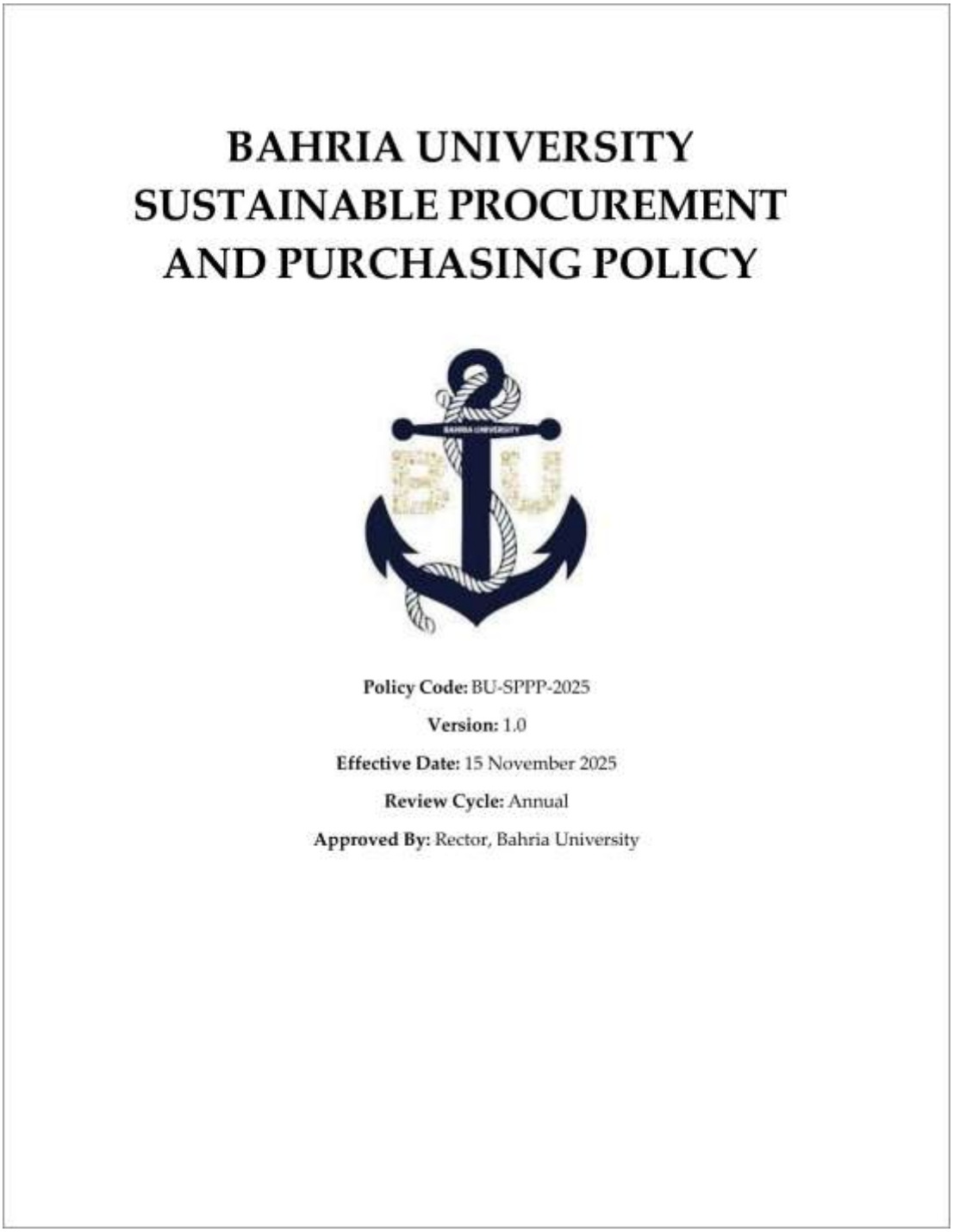
Figure 29: Human Resource Policy Manual (2023), PDF page 66: clauses 8.9.2 to 8.9.5: procedure for overtime, overtime starting hours (1600 hours for employees without evening allowance) and verification of claims against attendance records.

5. Living wage commitment in the supply chain

The Bahria University Sustainable Procurement and Purchasing Policy (Policy Code BU-SPPP-2025, version 1.0), effective 15 November 2025 and approved by the Rector, requires all suppliers to demonstrate compliance with Pakistani labour laws, no use of forced or child labour and safe working conditions (para 5.1.2), and sets fair wages, as a living wage commitment, among the labour standards applied in procurement, with compliance with the ILO core conventions, reasonable working hours and freedom of association (para 5.3.1). The commitment therefore reaches the staff of contractors who work for the University.

5. 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 30: Sustainable Procurement and Purchasing Policy, PDF page 1: cover; BU-SPPP-2025, version 1.0, effective 15 November 2025, approved by the Rector.

5. Sustainable Procurement and Purchasing Policy (continued)

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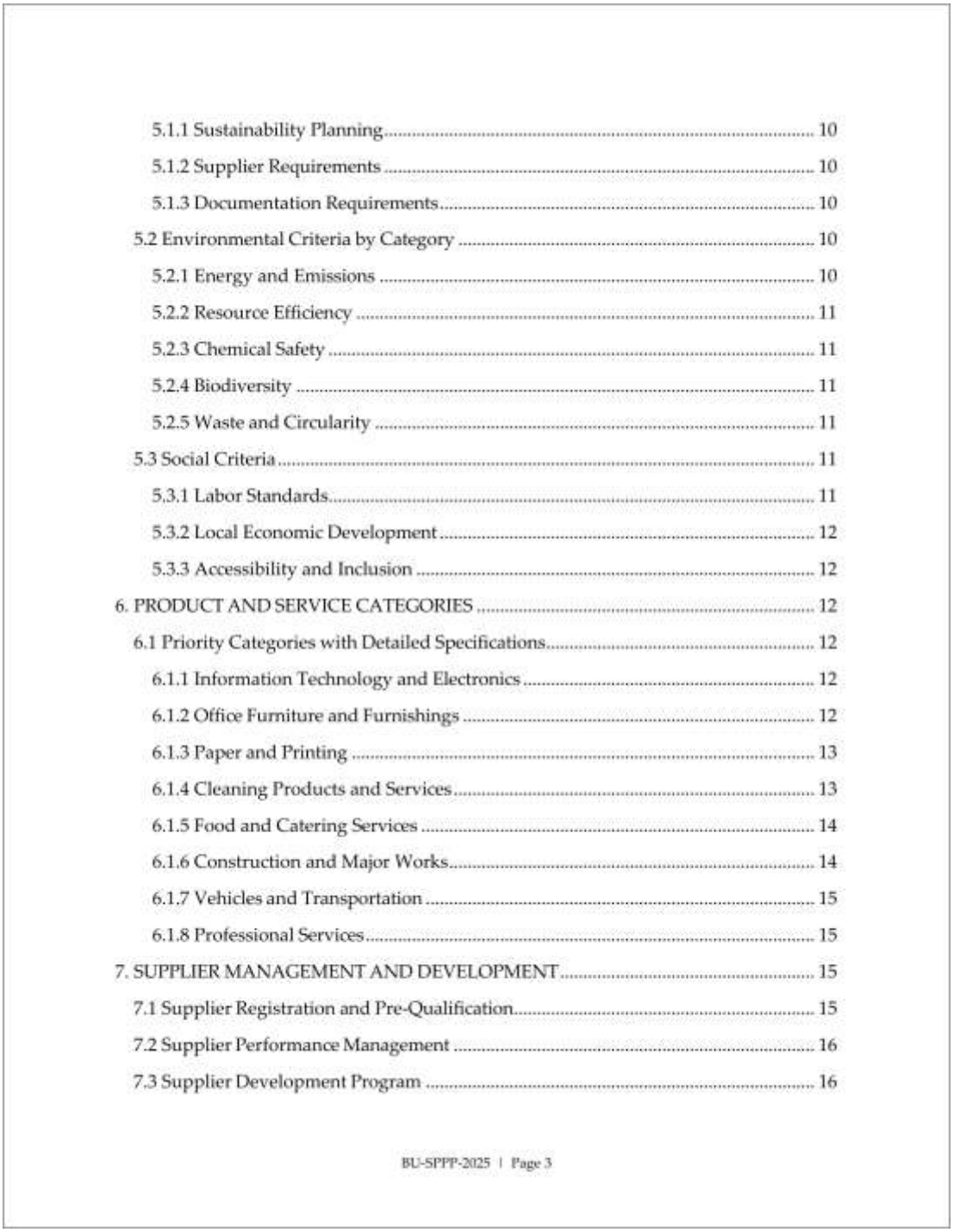

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5. Sustainable Procurement and Purchasing Policy (continued)

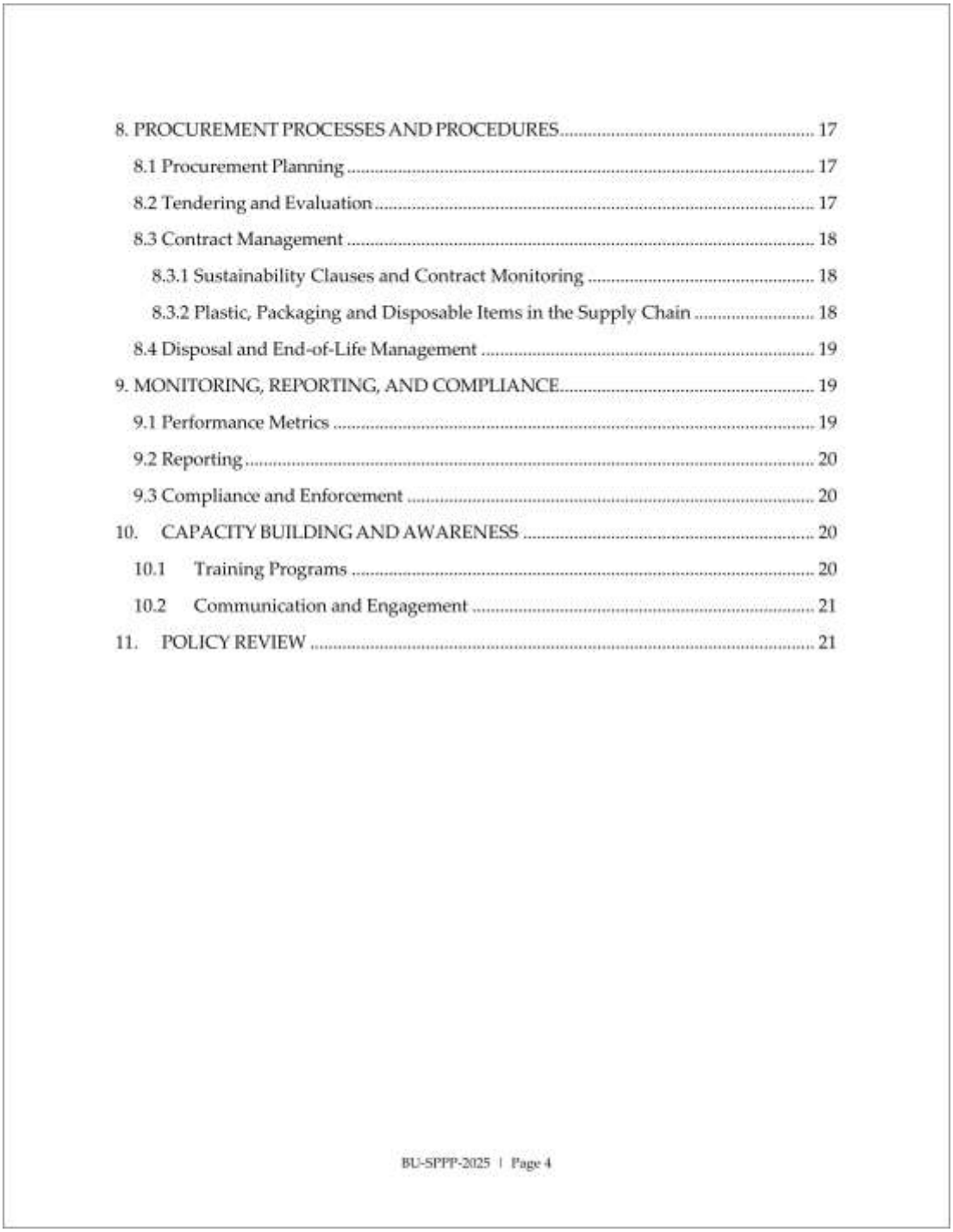

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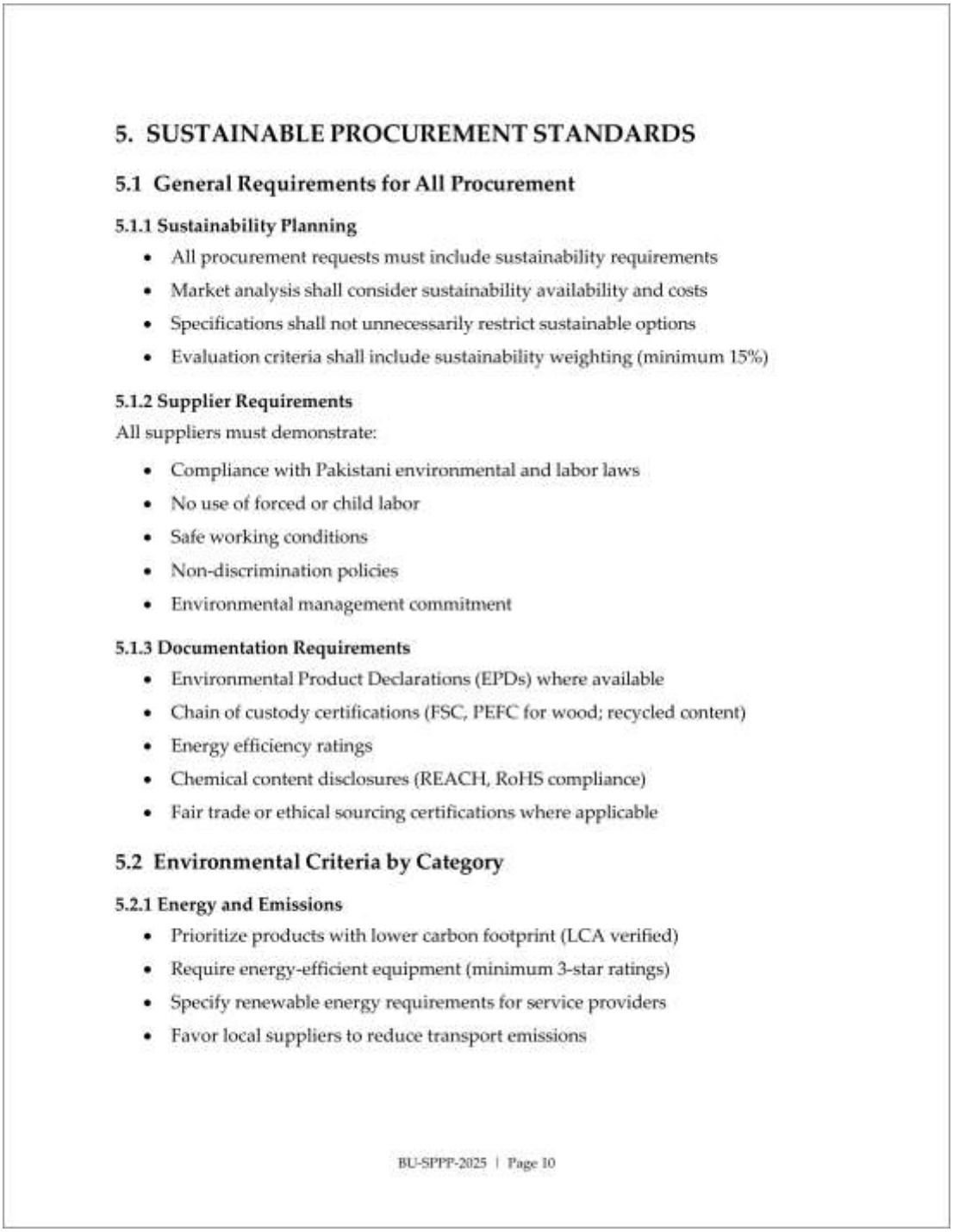
Figure 33: Sustainable Procurement and Purchasing Policy, Table of Contents (page 4), sections 8 to the end.

5. 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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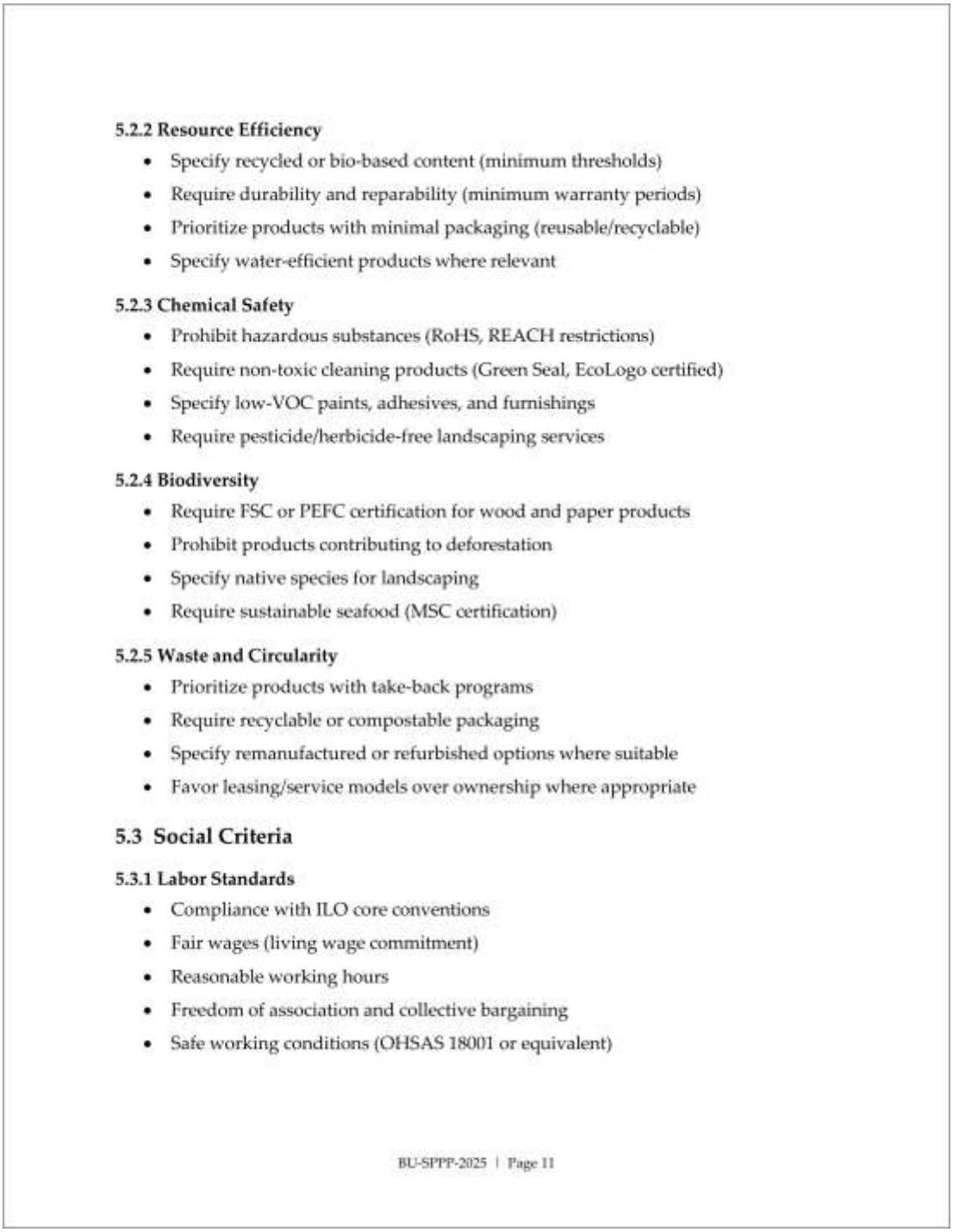
Figure 34: Sustainable Procurement and Purchasing Policy, PDF page 10: para 5.1.2, Supplier Requirements, including compliance with Pakistani environmental and labour laws, no forced or child labour and safe working conditions.

5. 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 35: Sustainable Procurement and Purchasing Policy, PDF page 11: para 5.3.1, Labor Standards: compliance with ILO core conventions, fair wages (living wage commitment), reasonable working hours, freedom of association and collective bargaining, and safe working conditions.

6. Summary of evidence

Element	Evidence	Figures
Living wage paid to all employees	Minimum gross salary of Rs 37,000 per month for every University employee from 1 March 2025, the difference paid as Special Allowance; new staff to be paid in line with the Government minimum wage	2 and 3
Government-defined wage	Federal minimum wage and gross salary of Rs 37,000 per month from 1 July 2024 to 30 June 2026, the national wage policy followed by the federally chartered University; the University's floor equals it	1; 4 to 5
Poverty indicator for a family of four	Rs 33,935.20 per month in 2024-25 (Rs 163.15 per hour); the University's minimum is 9.0 per cent higher (Rs 177.88 per hour)	6 to 8; Table 2
University as a body	Rector's decision on minimum pay; Board of Governors approval of the Revised Pay Scales 2025 from 1 July 2025, merging ad hoc allowances into basic pay	9 to 12
Pay under the 2025 scales	Revised Pay Scales 2025 implemented from 1 July 2025 by letter BU-HO/Fin/2025/L/1668; faculty pay from Rs 108,919 a month; the Special Allowance brings the initial stages of Pay Groups 1 to 4 to Rs 37,000	13 to 16; Table 3
Policy framework	Human Resource Policy Manual (2023): applies to all employees; pay scales set by the Treasurer and revised by the Board; annual pay equity review; overtime for Pay Groups 1 to 7	17 to 29
Contractors' staff	Sustainable Procurement and Purchasing Policy: compliance with labour laws and a living wage commitment for suppliers	30 to 35
Public evidence	Federal charter, Board of Governors minutes and procurement policy on the University website; Government benchmarks published by the Ministry of Finance	Sections 1, 2, 3 and 5

Taken together, the records show that Bahria University as a body pays all its staff and faculty at least the living wage: as a federally chartered university it follows national wage policy, and since 1 March 2025 every employee is paid at least Rs 37,000 a month, which equals the government-defined minimum wage in force throughout 2025 and exceeds the national poverty indicator for a family of four, both monthly and per hour; the Board of Governors revised pay scales for all employees from 1 July 2025, with faculty pay starting at Rs 108,919 a month; and the University's policies govern pay for every employee and extend a living wage commitment to its suppliers.