SDG
08
DECENT WORK AND ECONOMIC GROWTH

EVIDENCE DOCUMENT | INDICATOR 8.2.3

Policy on ending discrimination in the workplace

METRIC 8.2 Employment practice

REFERENCE YEAR	COVERAGE	DATE PREPARED
2025	All employees, all campuses	5 November 2026

ISSUING OFFICE	EVIDENCE ID
Directorate of Quality Assurance, Head Office	E-08-8.2.3

THE SIR 2027 REQUIREMENT

Does your university as a body have a policy on ending discrimination in the workplace (including discrimination based on religion, sexuality, gender, age)?

01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes. Bahria University as a body has a policy on ending discrimination in the workplace: the Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy, created in 2024 and amended on 20 October 2025. The policy prohibits discrimination on fourteen grounds, namely age, race, colour, national origin, gender, religion, caste, creed, disability, political beliefs, ethnicity, gender identity, refugee or asylum-seeker status and immigration status, together with any other legally protected basis, and commits the University to ending discrimination in the workplace on every one of these grounds in recruitment, appointment, pay, training, promotion, discipline and termination. It applies to all employees, students, contractors and visitors, prohibits retaliation and sets out informal and formal complaint procedures with defined responsibilities and safeguards. The Human Resource Policy Manual requires appointments to be made without any condition of domicile, caste, creed or race, and equal pay for work of equal value with an annual gender pay review. In 2025 the University notified harassment focal persons, inquiry committees and appellate bodies at every campus, trained faculty and staff on gender equity and on workplace ethics and harassment, and held awareness sessions on workforce diversity, workplace harassment law and gender equality.

02 Evidence and Activity Record

Dated facts and records that substantiate the statement

Section 1 presents the Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy in full, with the grounds it protects. Section 2 presents the employment provisions of the Human Resource Policy Manual, from its cover through its complete table of contents, followed by the pages cited. Section 3 presents the complaint and protection mechanisms in force in 2025, and Section 4 the training and awareness activities through which the policy was applied during the year, with records and photographs. Section 5 summarises the evidence against each element of the requirement.

TABLE 1 Policy on ending discrimination in the workplace, 2025

No.	Element	Record	Coverage	Date	Evidence
1	Workplace policy	Commitment to ending discrimination in the workplace on fourteen grounds, including religion, gender, gender identity, age and refugee status, in recruitment, appointment, pay, training, promotion, discipline and termination	All employees, students, contractors	Created 2024; amended 20 Oct 2025	EDI Policy, paras 3 and 4; Section 1
2	Legal foundation	BU Ordinance 2000 and Statutes: no denial of privileges on grounds of gender, religion, race, class, creed, colour or ethnicity	University-wide	Since 2000	EDI Policy, paras 1 and 2; Section 1
3	Complaints and safeguards	Prohibition of retaliation; reporting; informal and formal procedures; responsibilities; fair process, privacy and timelines	All members of the University	Created 2024; amended 2025	EDI Policy, paras 5, 6 and 19 to 24; Section 1
4	Employment rules	Appointments without any condition of domicile, caste, creed or race; equal pay for work of equal value; annual gender pay review	All employees	2023; amended 23 Oct 2025	HR Policy Manual, clauses 1.3.1 and 1.25.2; Section 2
5	Complaint mechanisms	Focal persons, inquiry committees and appellate bodies at each campus, with names and contact details published	All campuses	9 Jan 2025	Registrar Notification No. 01/2025; Section 3
6	Training and awareness in 2025	LPDC training on gender equity in the workplace, harassment and workplace violence, and workplace ethics and harassment; sessions on workforce diversity, workplace harassment law, gender equality and violence against women	Islamabad and Karachi	May to Dec 2025	LPDC record; official Facebook page; Section 4

1. Equality and Non-Discrimination Policy

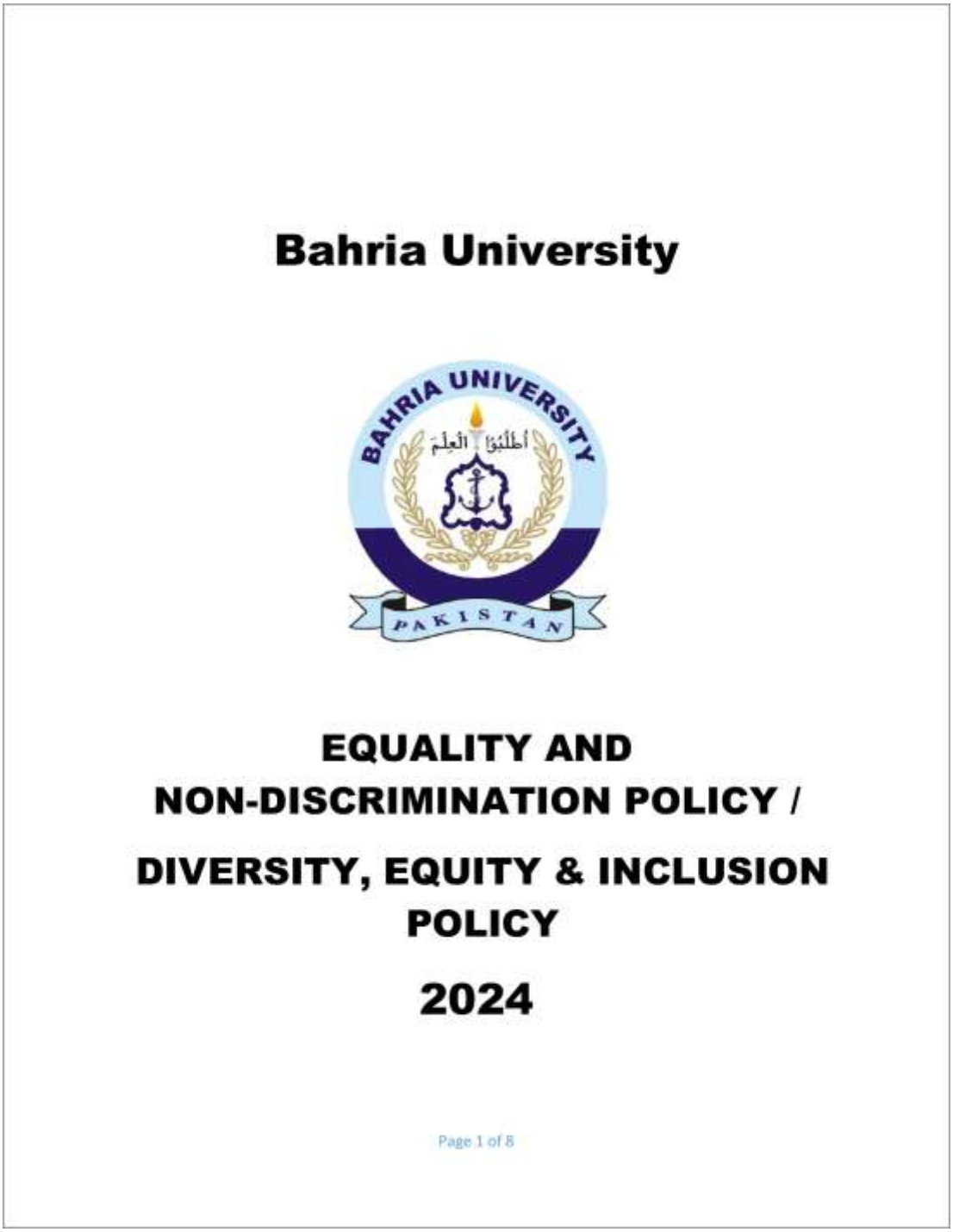
The Bahria University Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy was created in 2024, and its Record of Amendments shows Amendment 01 of 20 October 2025, under the authority of the Director Human Resource, revising paras 3, 4(k) to 4(n) and 14 and adding para 24 (Figures 1 and 2). The policy rests on clause 5 of the Bahria University Ordinance 2000 and para 2.7 of the Statutes, under which no person may be denied the privileges of the University on the grounds of gender, religion, race, class, creed, colour or ethnicity (paras 1 and 2). It applies to all University programmes and activities, including the induction of faculty members, officers and staff, employment practices and operations, and the conduct of all students and employees, guests, visitors, vendors and contractors (para 3).

Para 4 commits the University to equal opportunity and non-discrimination in education and employment, including gender equality, and prohibits discrimination on fourteen grounds and any other legally protected basis (Table 2). It states that the University is committed to ending discrimination in the workplace on every one of these grounds in recruitment, appointment, pay, training, promotion, discipline and termination. Retaliation against anyone who files a complaint, takes part in an investigation or opposes discrimination is prohibited (para 5), and concerns are reported to the Head of the Constituent Unit, or a Pro-Rector at the Head Office (para 6). Each ground defines a Protected Class (para 14). Complaints are resolved informally or through formal procedures that may lead to disciplinary action up to dismissal (paras 19 to 21); Pro-Rectors, Directors General, the Director Human Resource, Deans and heads of department are responsible for implementation (para 22); and impartiality, fair process, privacy, transparency and a normal limit of 90 business days for investigations are guaranteed (para 23). Para 24 extends the policy to all harassment and requires Focal Persons and an Inquiry Committee to be notified and published (Section 3). The policy has no table of contents, so all eight pages follow in full.

Table 2: Grounds of discrimination prohibited by the Equality and Non-Discrimination Policy, para 4

Ground	Provision	Ground	Provision
Religion	Para 4(f); creed, para 4(h)	Race	Para 4(b)
Gender	Para 4(e); gender identity, para 4(l)	Colour	Para 4(c)
Age	Para 4(a)	National origin	Para 4(d)
Refugee or asylum-seeker status	Para 4(m)	Disability	Para 4(i)
Immigration status	Para 4(n)	Political beliefs	Para 4(j)
Caste	Para 4(g)	Ethnicity	Para 4(k)
Any other legally protected basis	Para 4, opening sentence	Women in employment, admission and services	Paras 3 and 4

1. Equality and Non-Discrimination Policy (continued)



Bahria University

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

2024

Page 1 of 8

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

1. Equality and Non-Discrimination Policy (continued)

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Record of Amendments

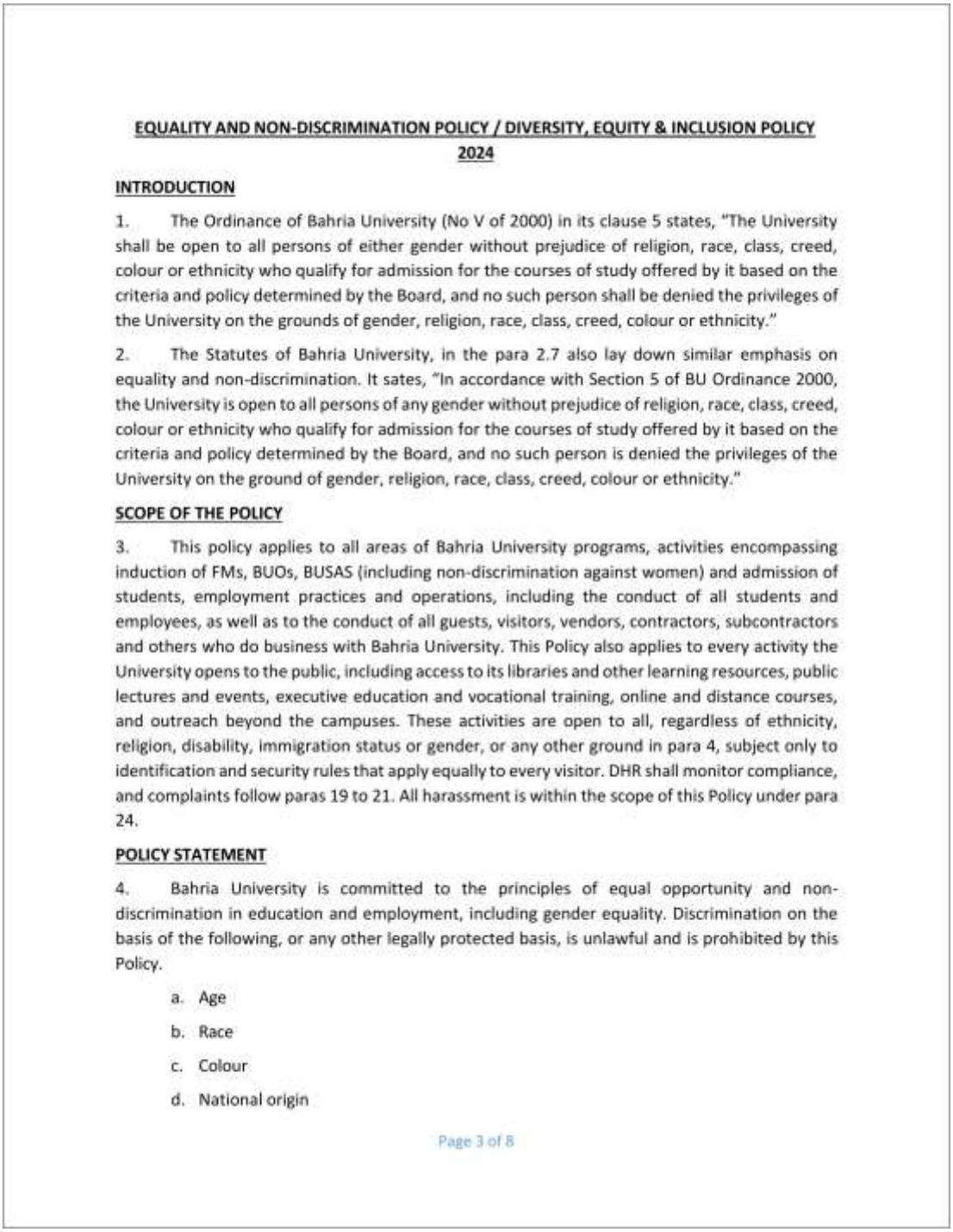
Amendment No.	Dated	Authority for Amendment	Articles Amended
01	20/10/2025	DHR	Paras 3, 4 (k–n), 14; new para 24

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

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Figure 2: 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.

1. 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

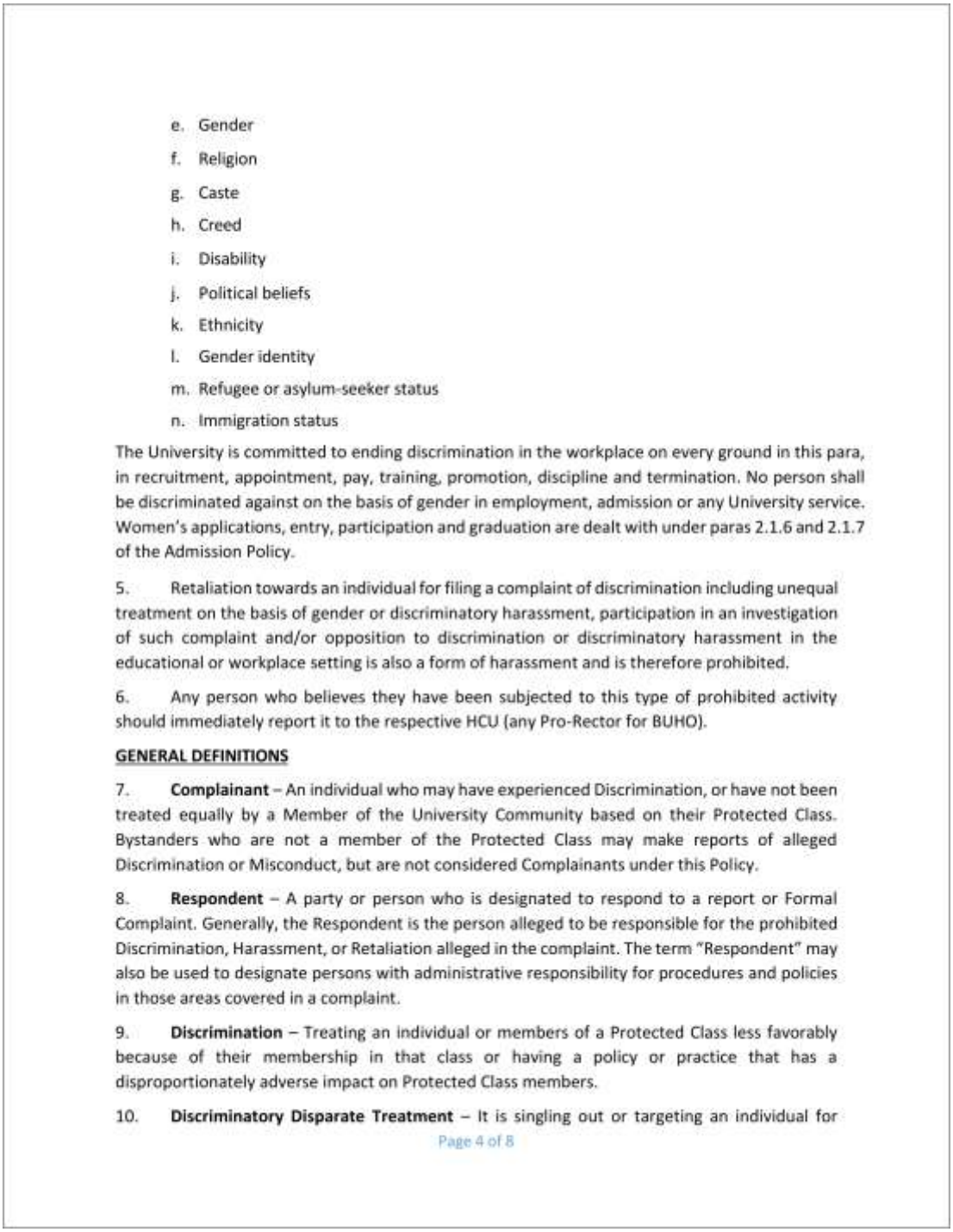
4. Bahria University is committed to the principles of equal opportunity and non-discrimination in education and employment, including gender equality. Discrimination on the basis of the following, or any other legally protected basis, is unlawful and is prohibited by this Policy.

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

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Figure 3: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 3 of 8: introduction, the BU Ordinance 2000 and Statutes (paras 1 and 2), scope (para 3) and policy statement (para 4).

1. 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.

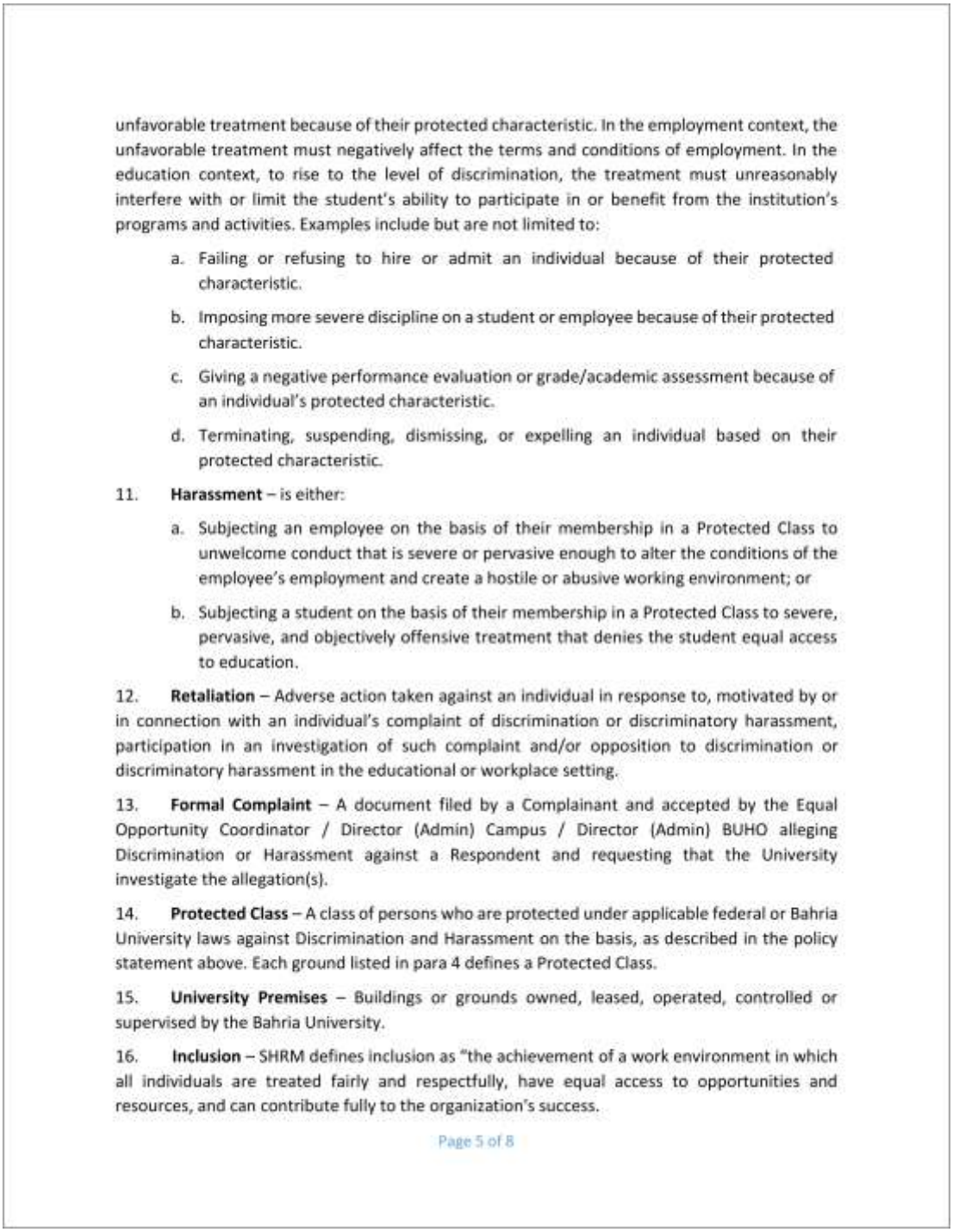
9. **Discrimination** – Treating an individual or members of a Protected Class less favorably because of their membership in that class or having a policy or practice that has a disproportionately adverse impact on Protected Class members.

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

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

1. 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 5: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 5 of 8: definitions, including discriminatory disparate treatment in employment (para 10), harassment, retaliation and Protected Class (para 14).

1. 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.

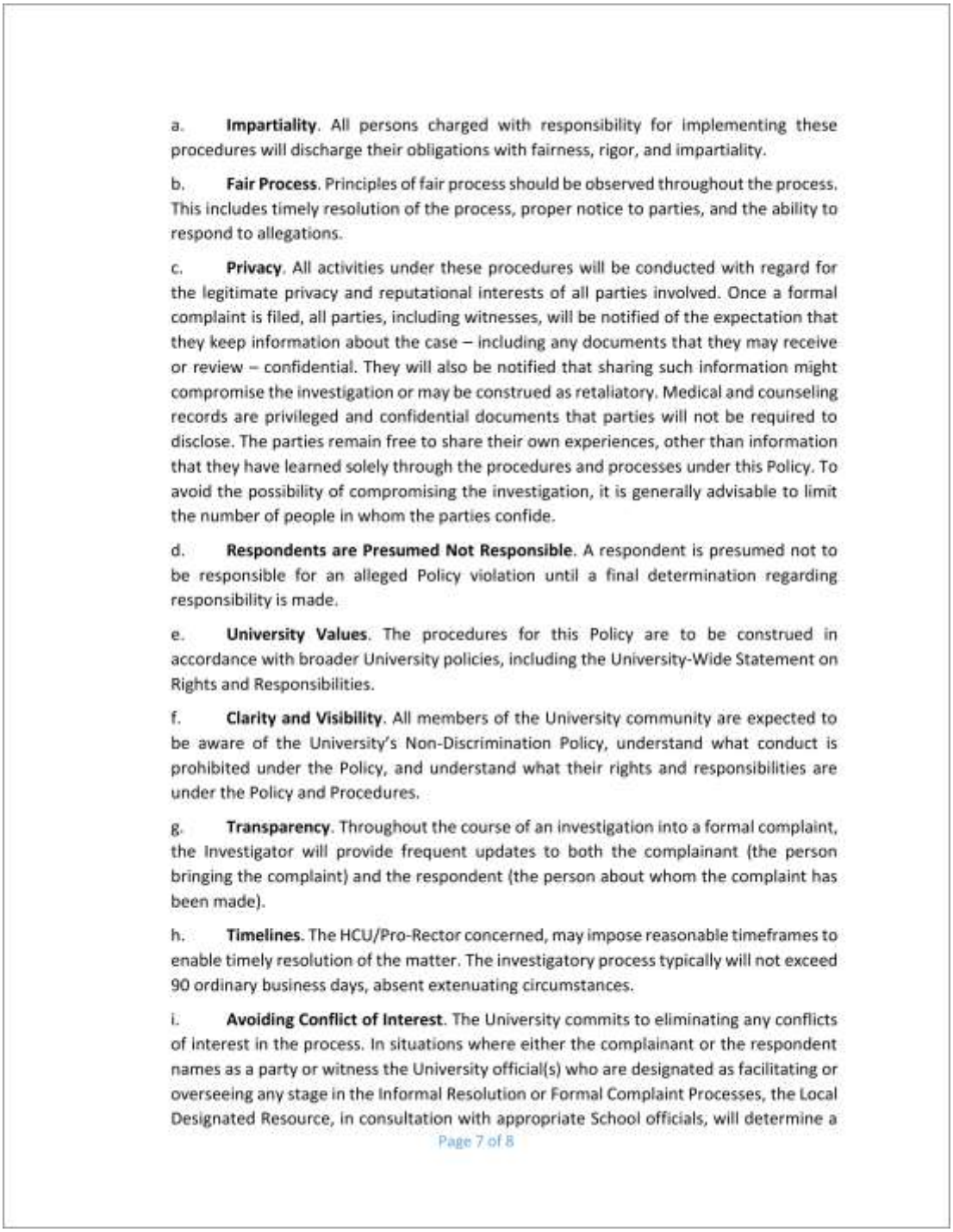
GOVERNING PRINCIPLES

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

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

1. Equality and Non-Discrimination Policy (continued)



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

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

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

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

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

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

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

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

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

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Figure 7: 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 and timelines.

1. 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.

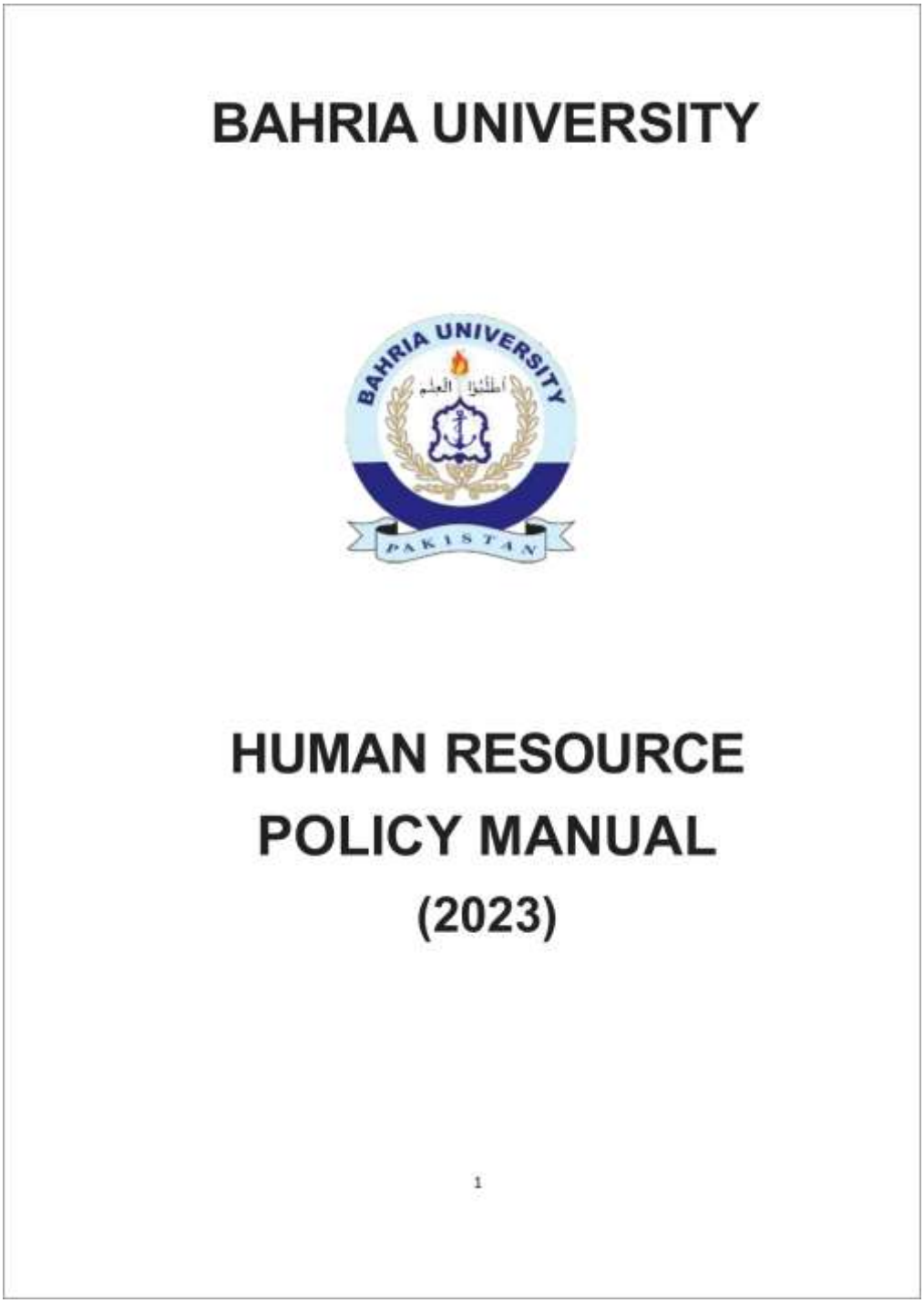
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Figure 8: Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy (2024, amended 20 October 2025), page 8 of 8: support and remedies (para 23(j)) and harassment (para 24).

2. Employment provisions: Human Resource Policy Manual (2023)

The 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 (clause 1.1.1). It requires all appointments to be made without any condition of domicile of residence, caste, creed or race (clause 1.3.1). Clause 1.25.2, added by Amendment 01 of 23 October 2025, provides that pay scales apply to all employees without distinction of gender and that women and men doing work of equal value receive equal pay; each year the Human Resource Directorate and the Treasurer compare the pay of women and men in comparable roles at every campus, report the gender pay gap to the Rector and close any unexplained gap within twelve months by raising pay, and an employee may raise a pay-equity concern with the Human Resource Directorate.

2. Human Resource Policy Manual (continued)



BAHRIA UNIVERSITY

HUMAN RESOURCE

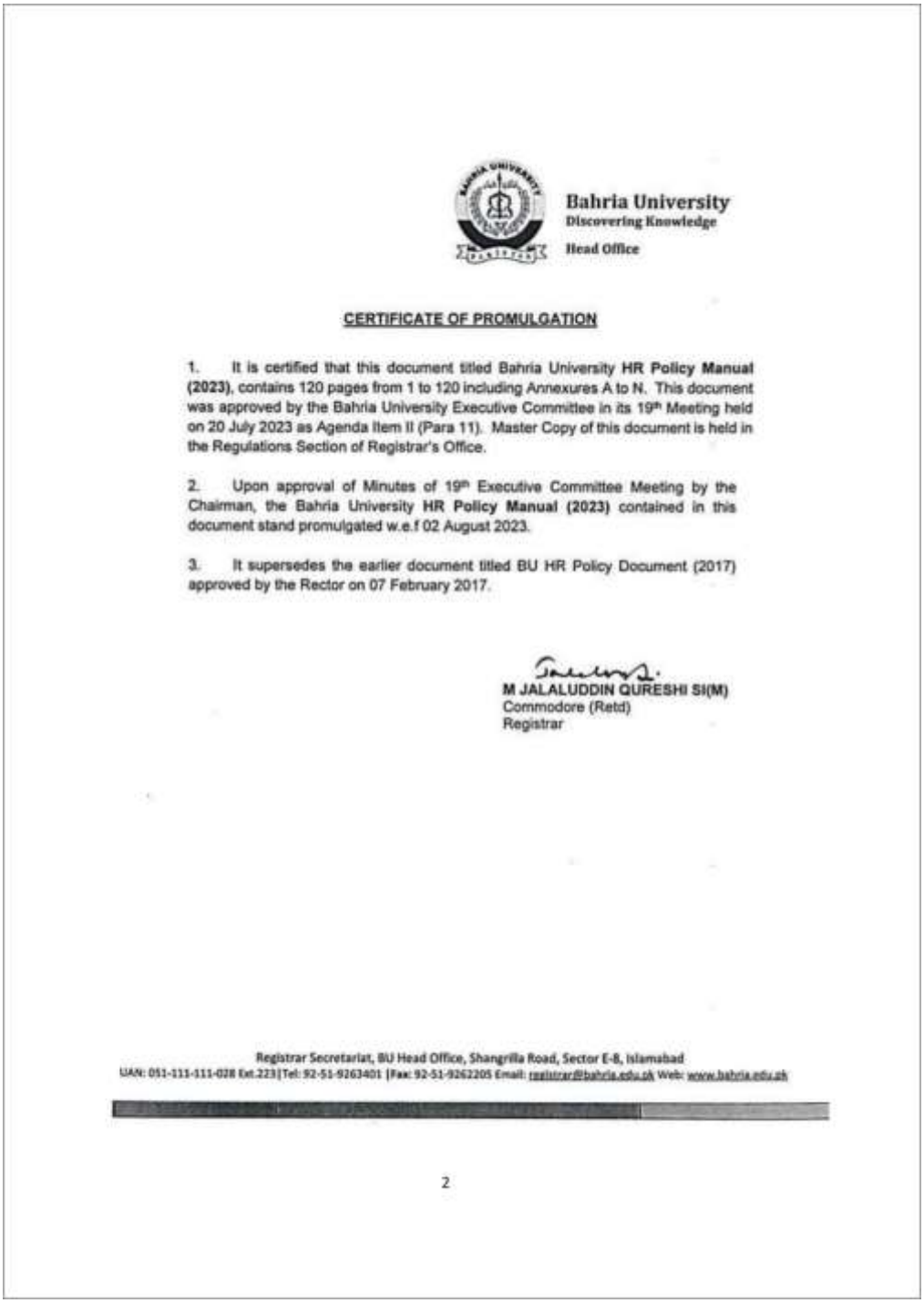
POLICY MANUAL

(2023)

1

Figure 9: Human Resource Policy Manual (2023), PDF page 1: cover.

2. 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.

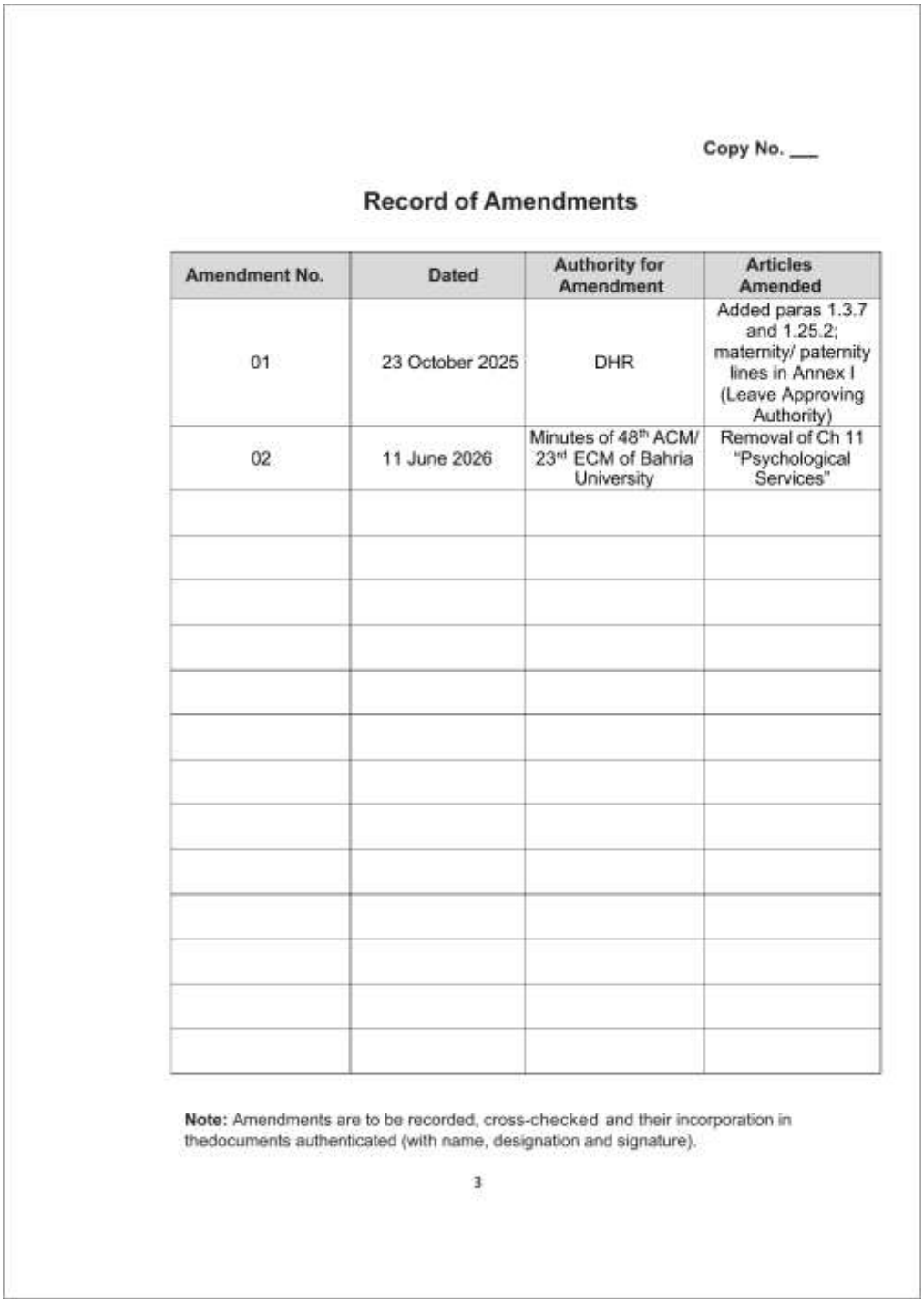
M JALALUDDIN QURESHI SI(M)
Commodore (Retd)
Registrar

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 10: 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.

2. Human Resource Policy Manual (continued)



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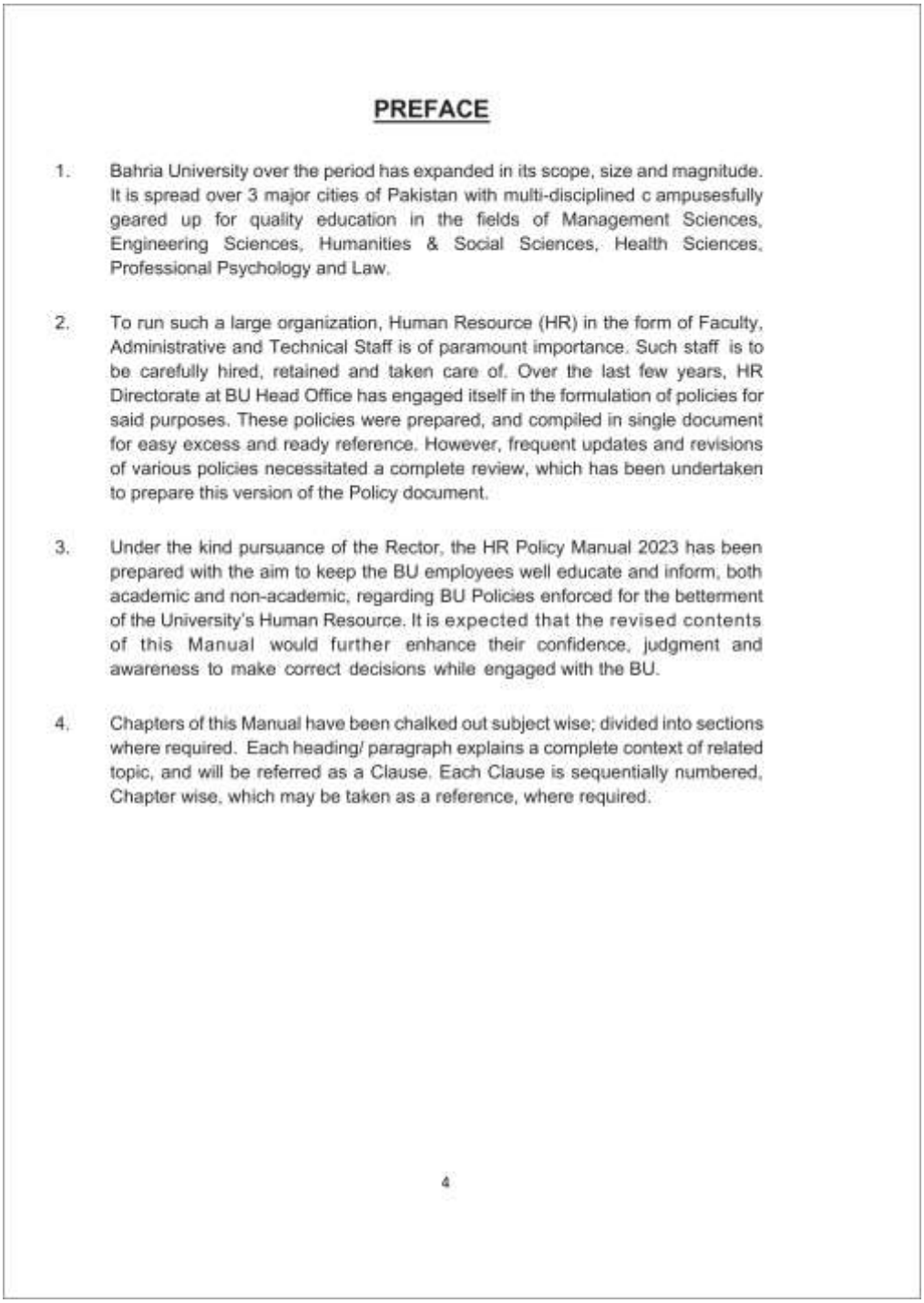
Amendment No.	Dated	Authority for Amendment	Articles Amended
01	23 October 2025	DHR	Added paras 1.3.7 and 1.25.2; maternity/ paternity lines in Annex I (Leave Approving Authority)
02	11 June 2026	Minutes of 48th ACM/ 23rd ECM of Bahria University	Removal of Ch 11 "Psychological Services"

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

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Figure 11: Human Resource Policy Manual (2023), PDF page 3: Record of Amendments, Amendment 01 of 23 October 2025 adding clause 1.25.2.

2. Human Resource Policy Manual (continued)



PREFACE

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

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

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

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

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Figure 12: Human Resource Policy Manual (2023), PDF page 4: Preface.

2. Human Resource Policy Manual (continued)

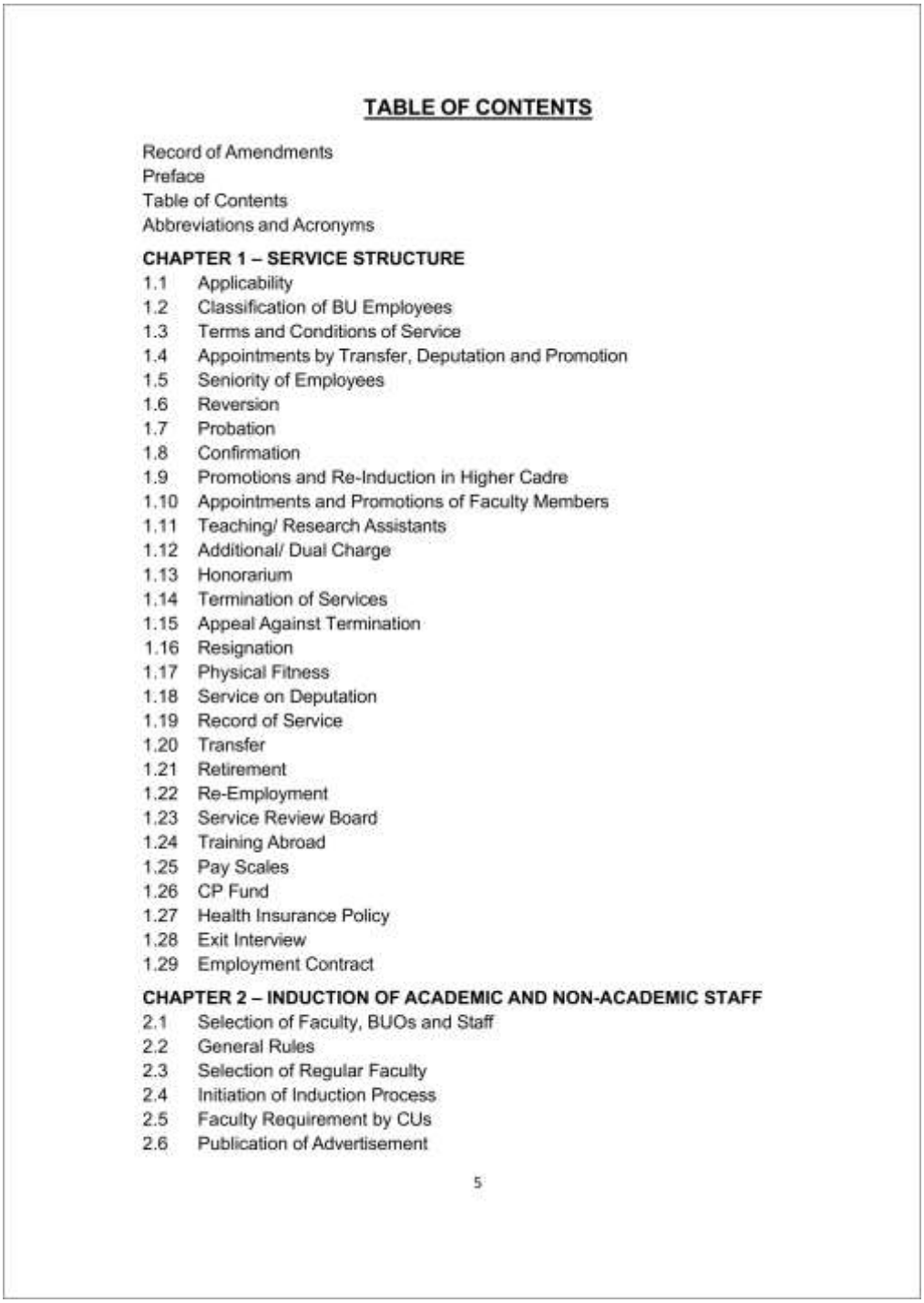


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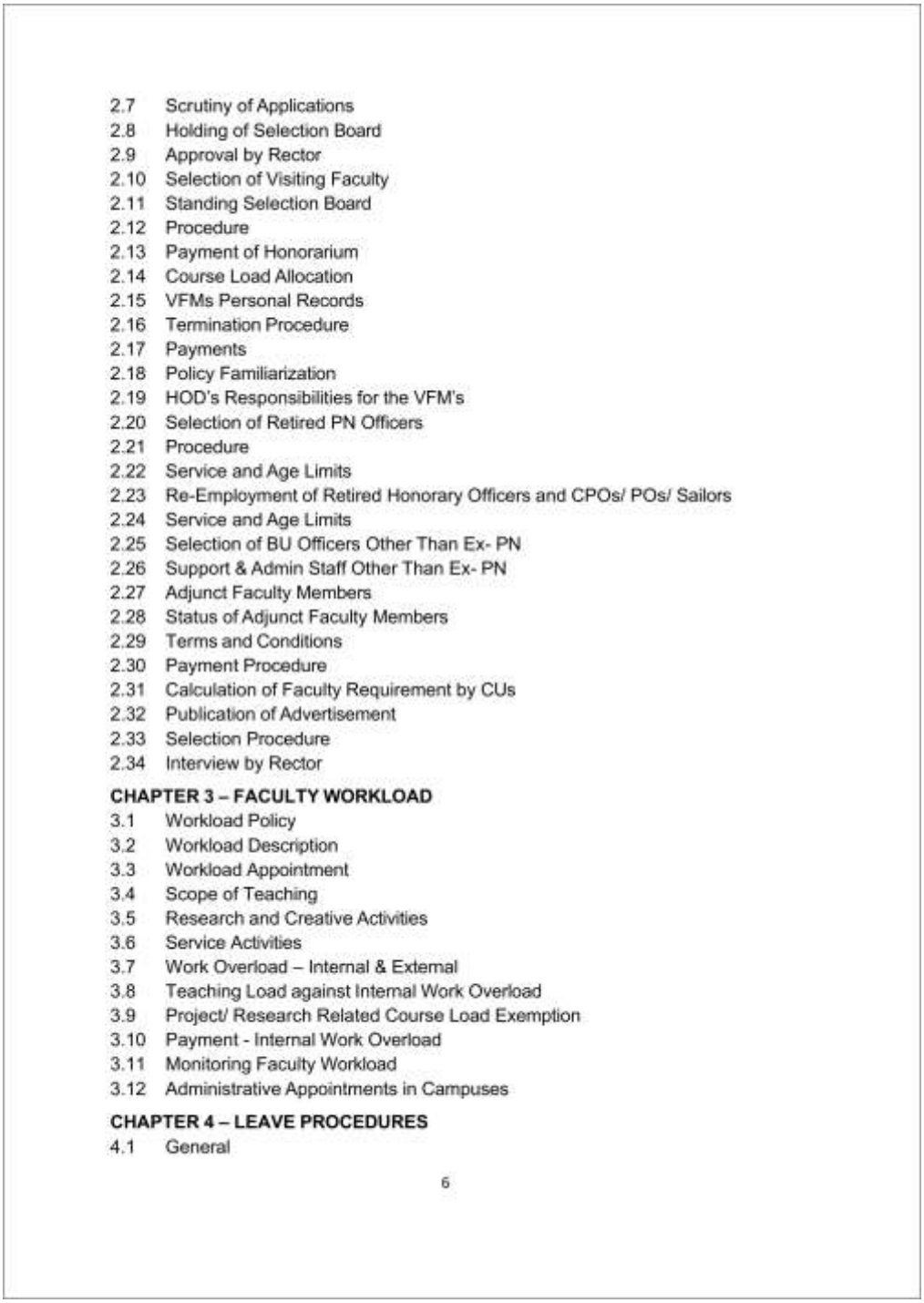
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Figure 13: Human Resource Policy Manual (2023), PDF page 5: Table of Contents, Chapter 1, Service Structure, including clauses 1.1, 1.3 and 1.25.

2. Human Resource Policy Manual (continued)



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2.28 Status of Adjunct Faculty Members
2.29 Terms and Conditions
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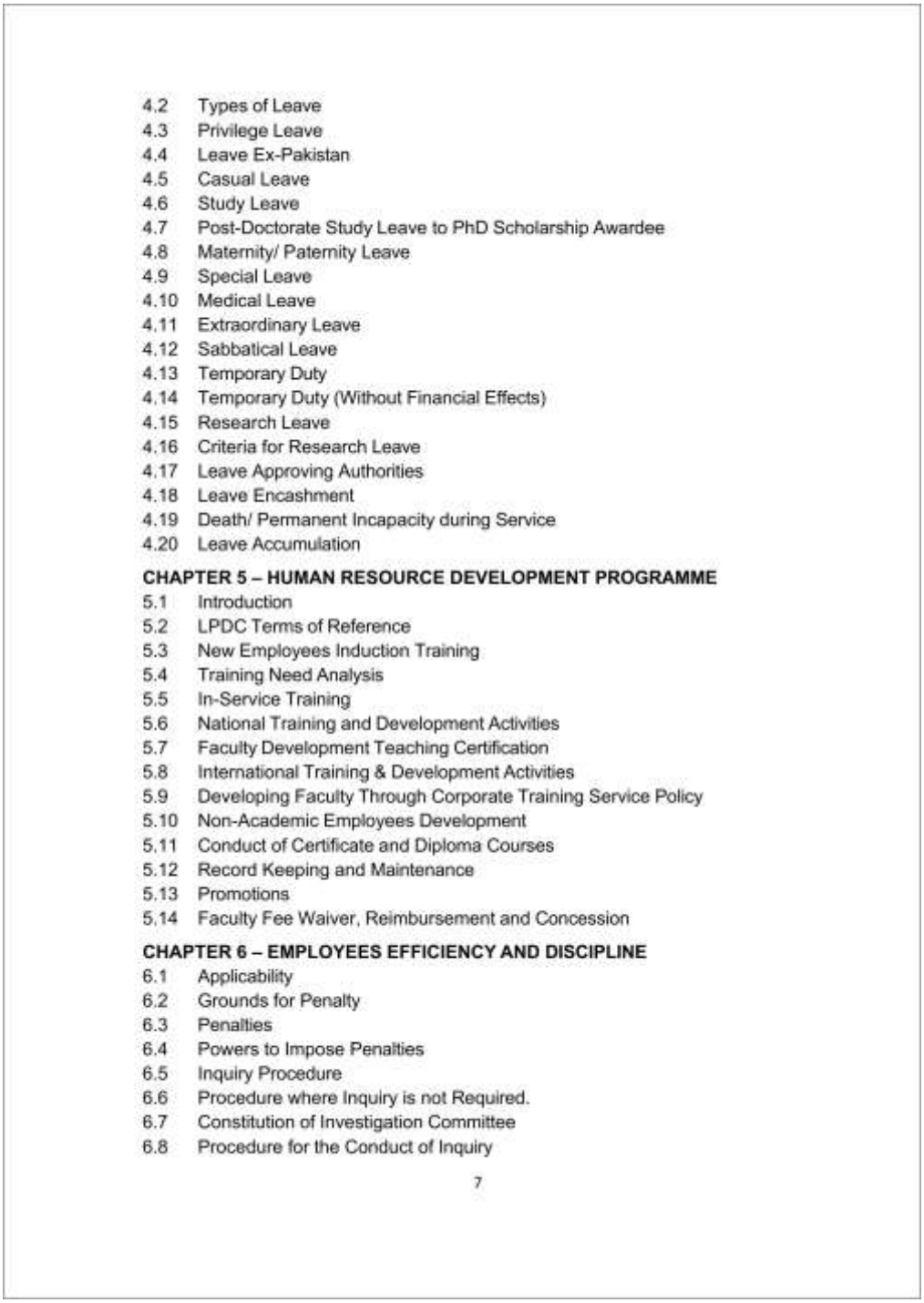
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Figure 14: Human Resource Policy Manual (2023), PDF page 6: Table of Contents (continued), Chapters 2 and 3.

2. Human Resource Policy Manual (continued)



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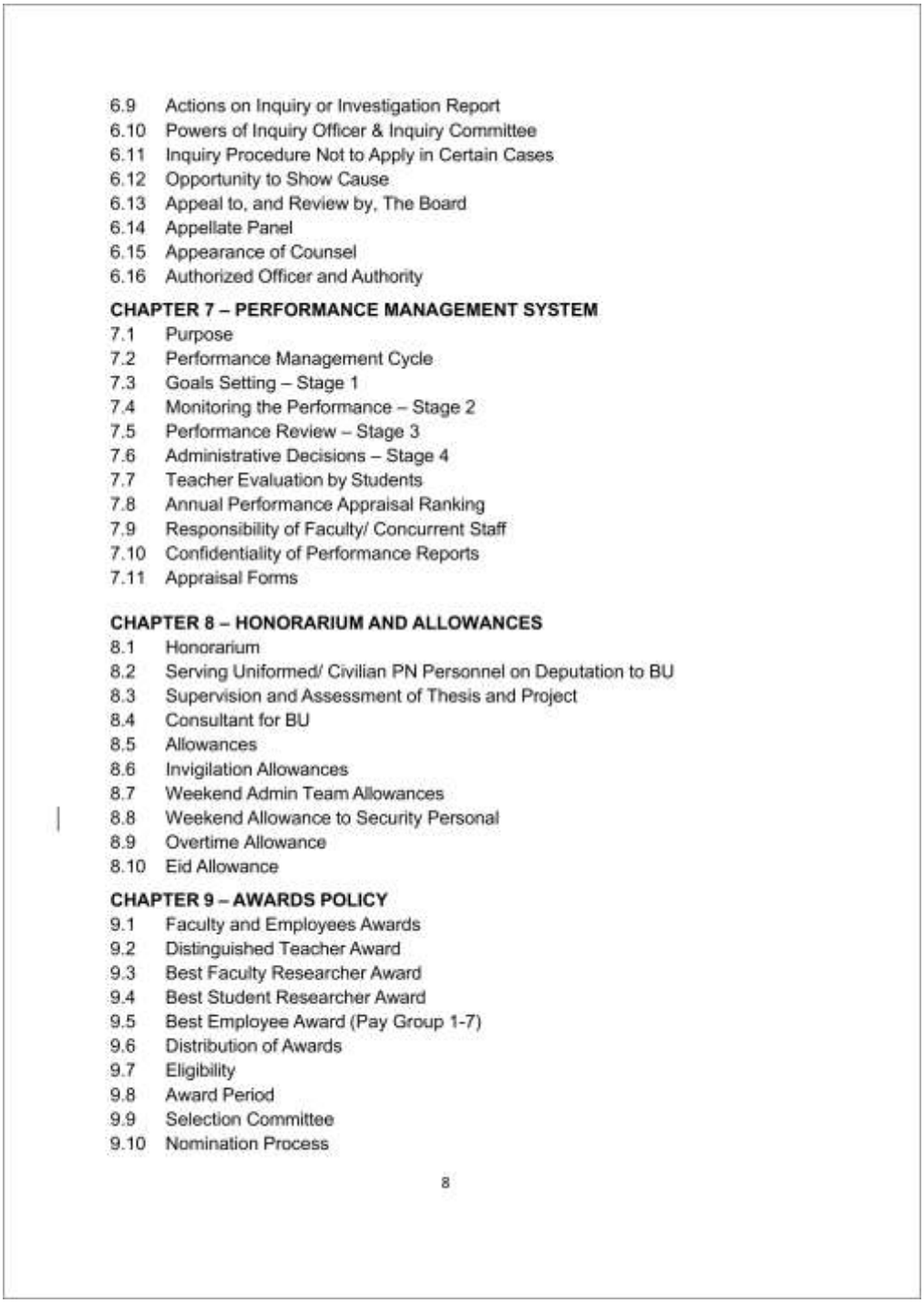
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Figure 15: Human Resource Policy Manual (2023), PDF page 7: Table of Contents (continued), Chapters 4 to 6.

2. Human Resource Policy Manual (continued)



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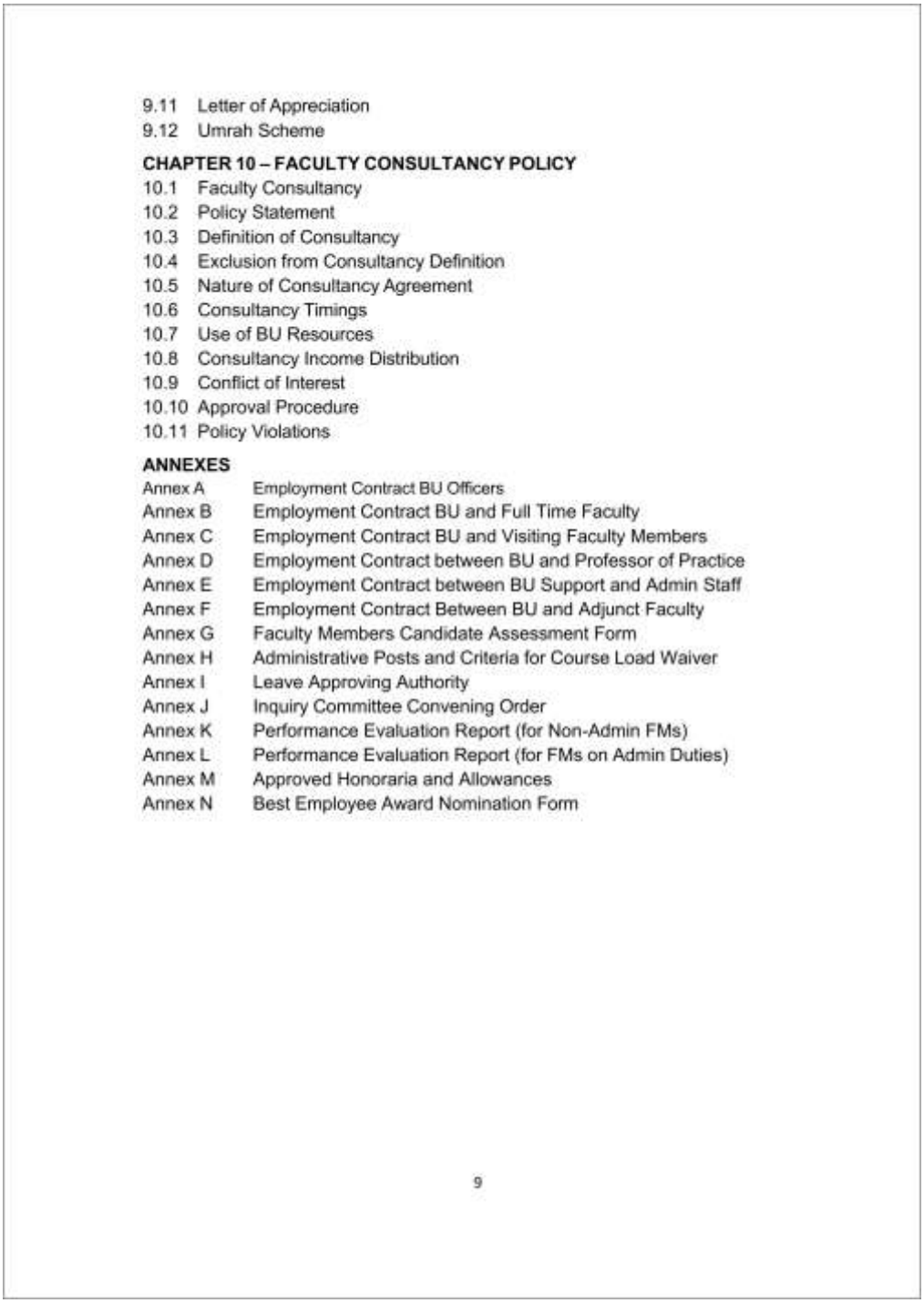
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Figure 16: Human Resource Policy Manual (2023), PDF page 8: Table of Contents (continued), Chapters 6 to 9.

2. Human Resource Policy Manual (continued)



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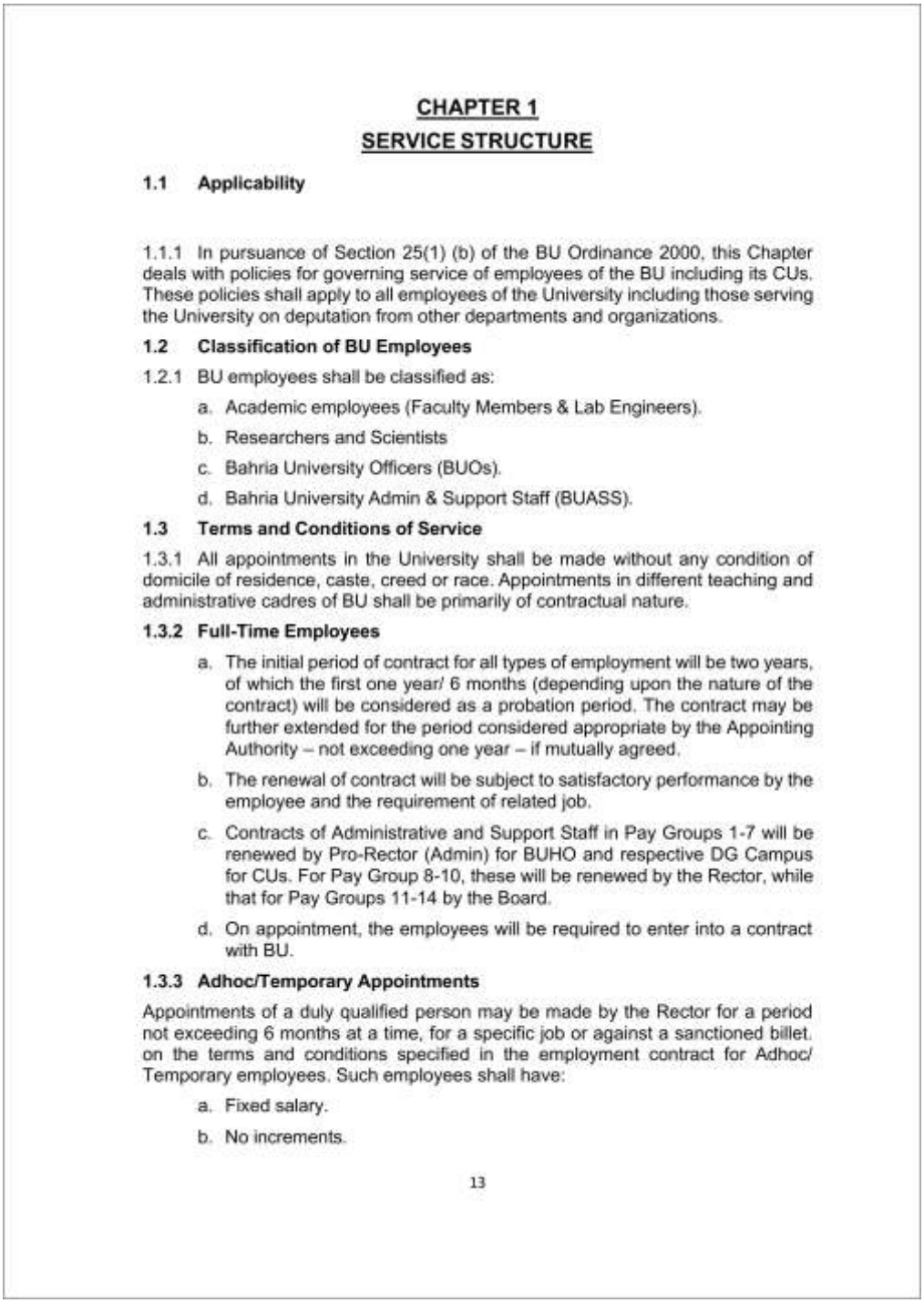
ANNEXES

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Figure 17: Human Resource Policy Manual (2023), PDF page 9: Table of Contents (continued), Chapters 9 and 10 and Annexes A to N.

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



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

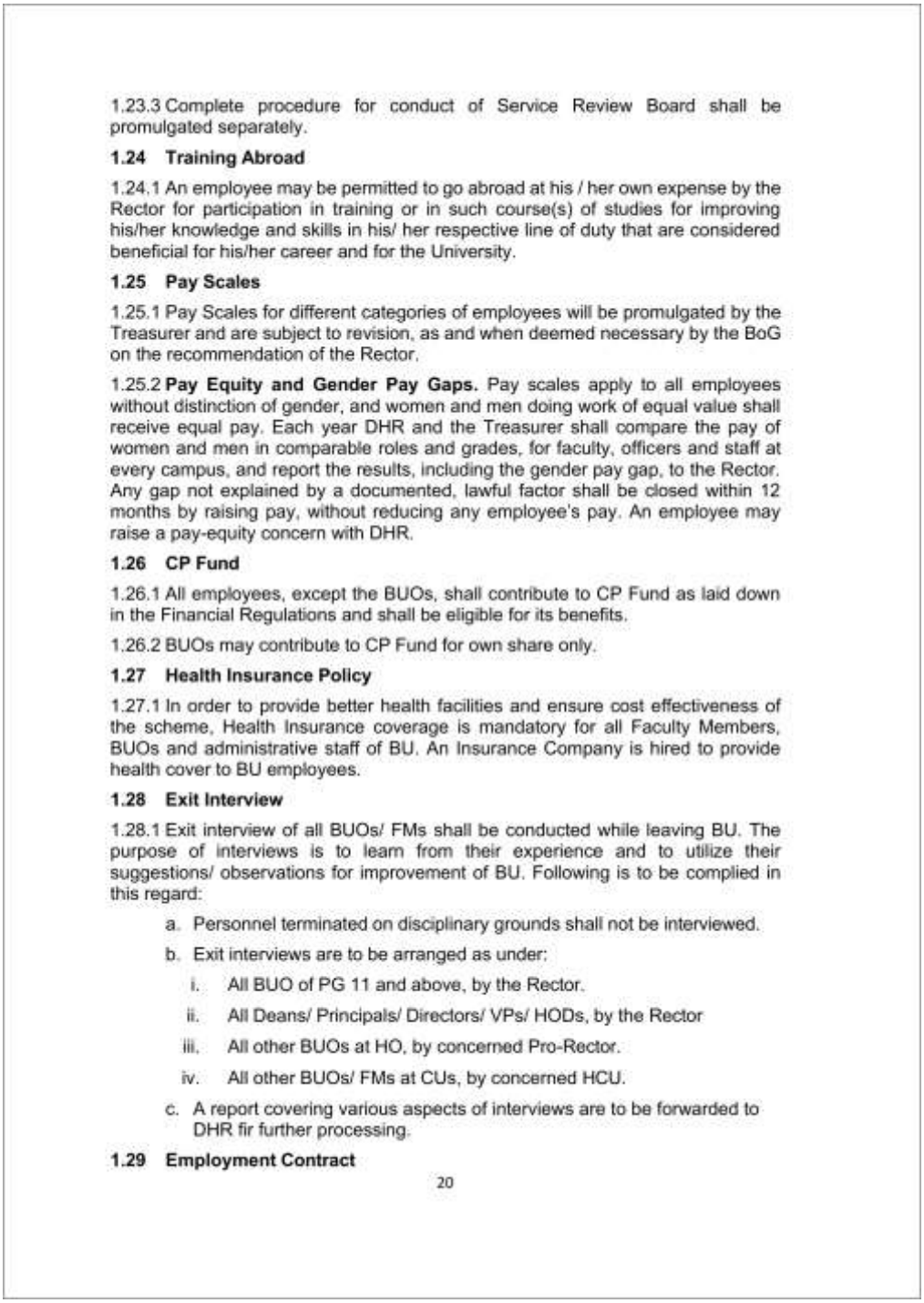
Appointments of a duly qualified person may be made by the Rector for a period not exceeding 6 months at a time, for a specific job or against a sanctioned billet, on the terms and conditions specified in the employment contract for Adhoc/ Temporary employees. Such employees shall have:

a. Fixed salary.
b. No increments.

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Figure 18: 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 1.3.1, all appointments made without any condition of domicile of residence, caste, creed or race.

2. 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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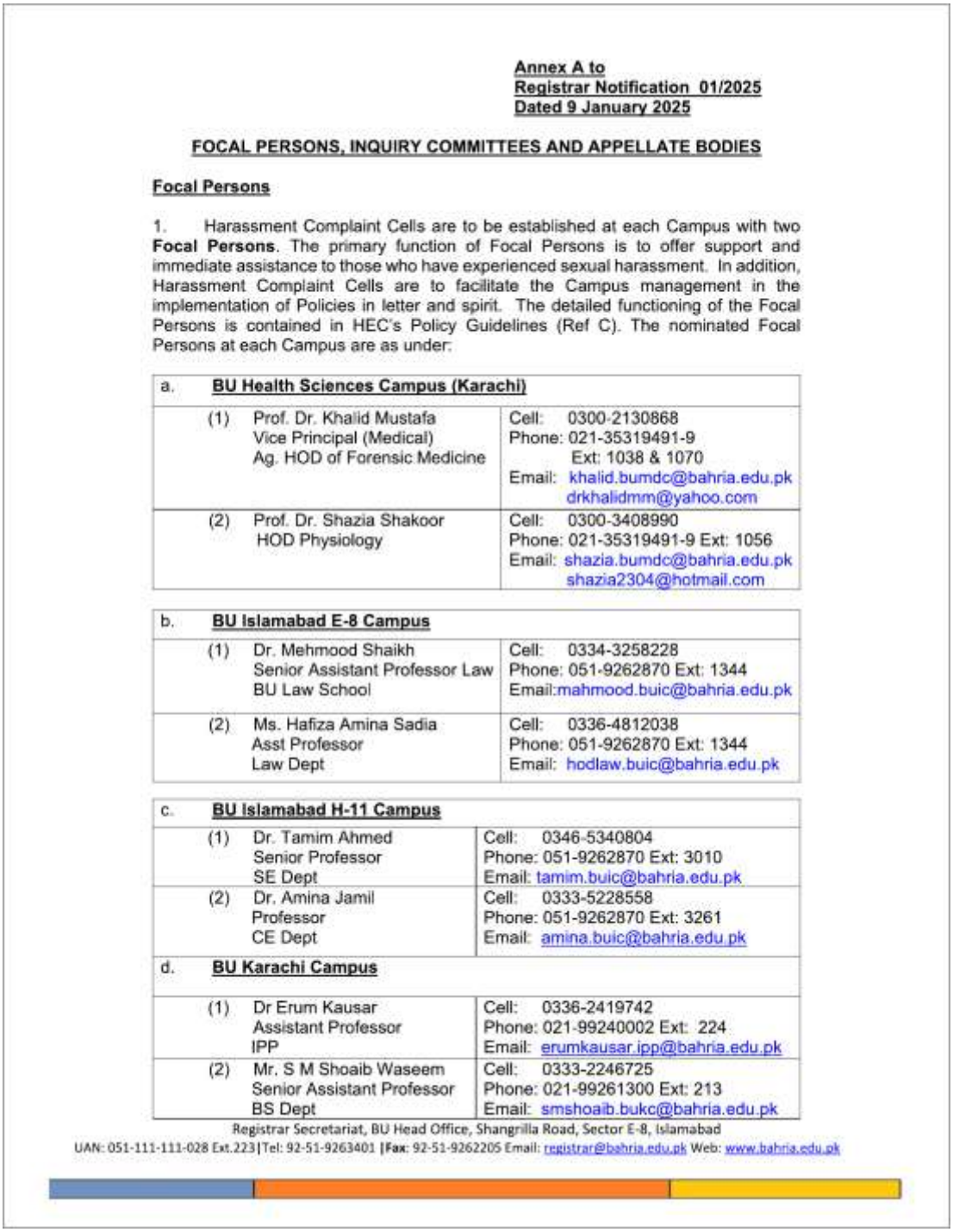
Figure 19: Human Resource Policy Manual (2023), PDF page 22: clause 1.25.2, Pay Equity and Gender Pay Gaps: pay scales apply to all employees without distinction of gender, equal pay for work of equal value, an annual comparison of the pay of women and men and closure of any unexplained gap.

3. Complaint and protection mechanisms in force 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 Inquiry Committees and Appellate Bodies, and published their names and contact details on the University website (Figures 20 to 22), as para 24 of the Equality and Non-Discrimination Policy requires. Complaints of discrimination are otherwise reported and resolved under paras 6 and 19 to 21 of the policy (Section 1).

Focal persons, inquiry committees and appellate bodies, 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

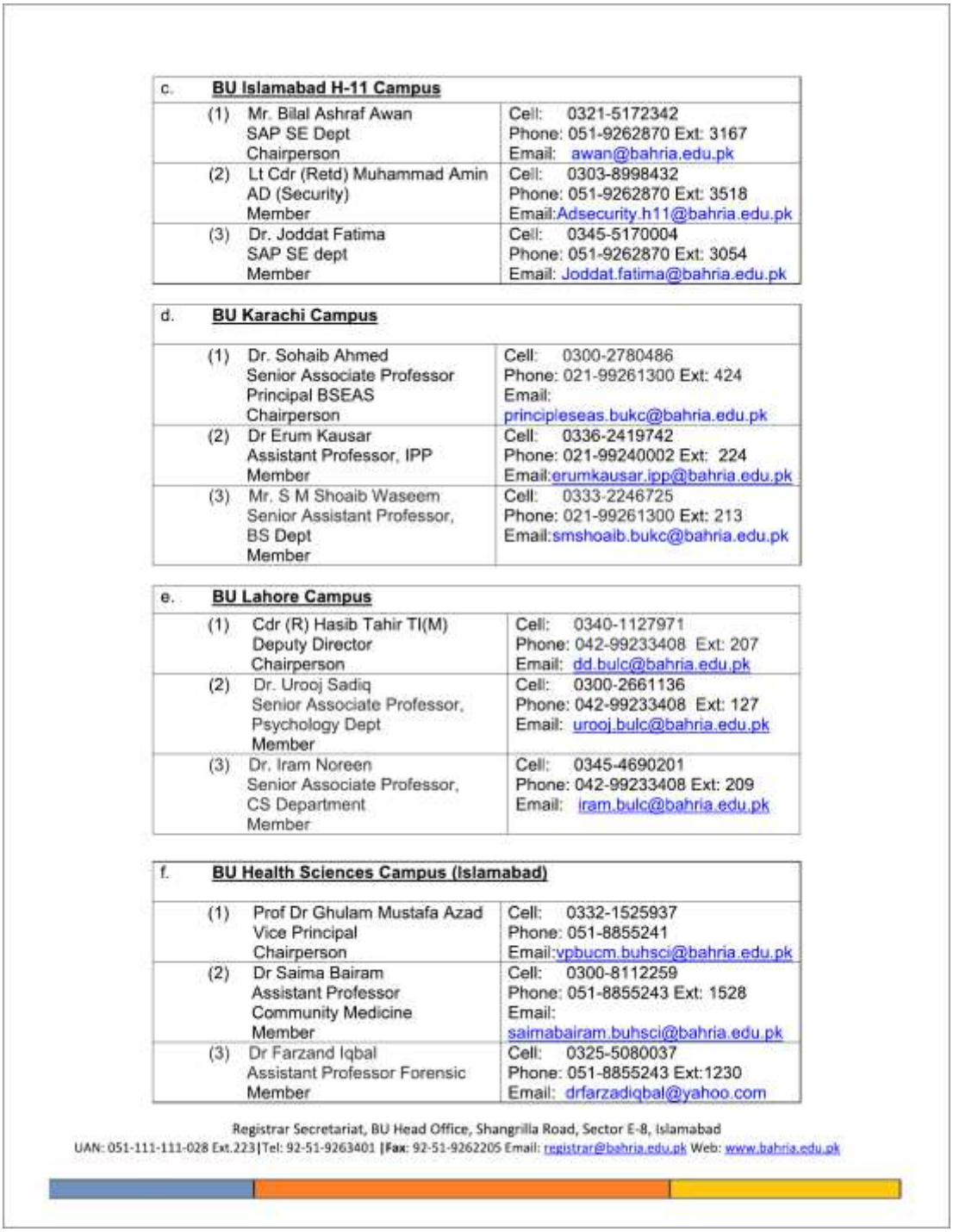
1. Harassment Complaint Cells are to be established at each Campus with two **Focal Persons**. The primary function of Focal Persons is to offer support and immediate assistance to those who have experienced sexual harassment. In addition, Harassment Complaint Cells are to facilitate the Campus management 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

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

Figure 20: 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

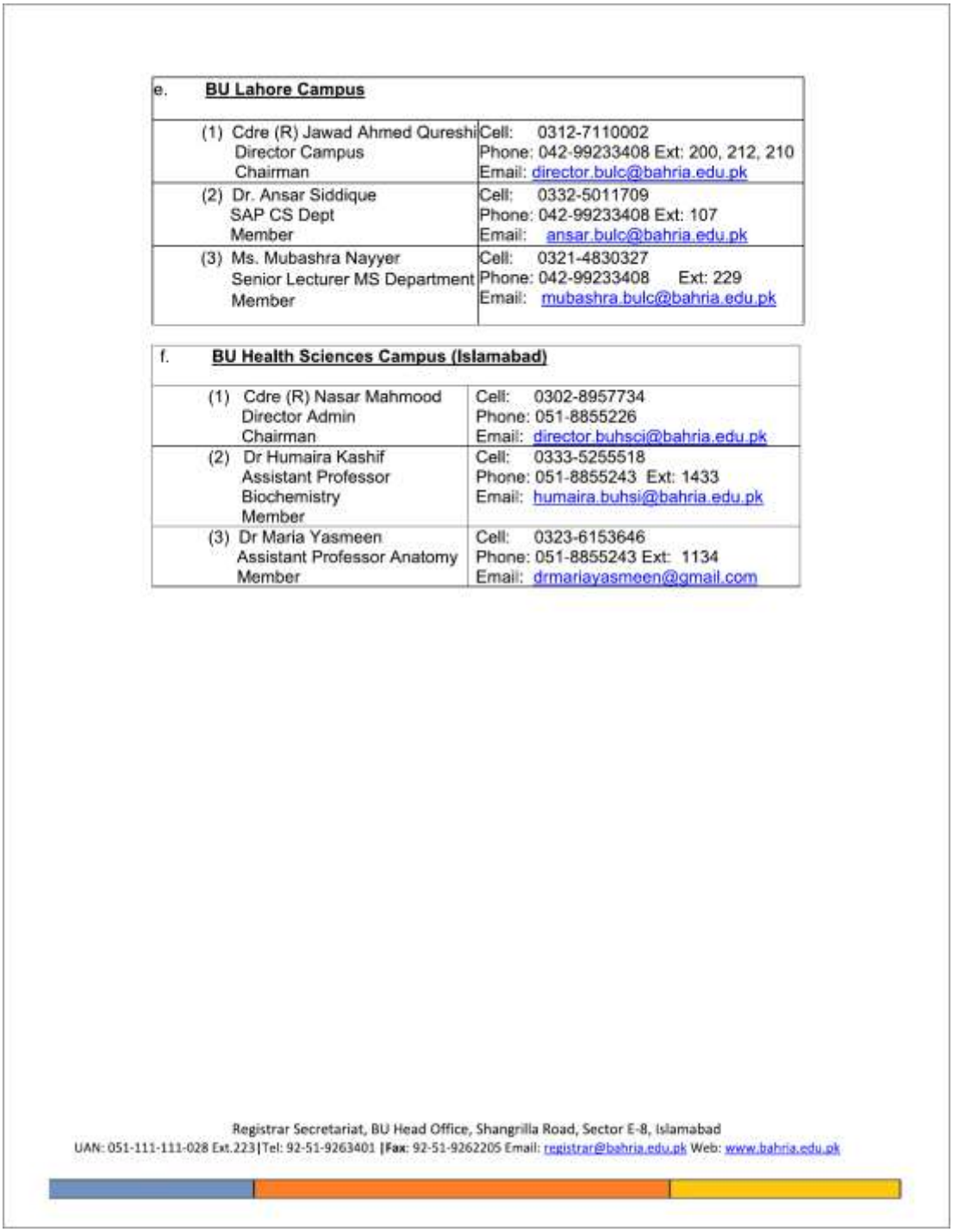
e.	**BU Lahore Campus**	
(1)	Cdr (R) Hasib Tahir TI(M) Deputy Director Chairperson	Cell: 0340-1127971 Phone: 042-99233408 Ext: 207 Email: dd.bulc@bahria.edu.pk
(2)	Dr. Urooj Sadiq Senior Associate Professor, Psychology Dept Member	Cell: 0300-2661136 Phone: 042-99233408 Ext: 127 Email: urooj.bulc@bahria.edu.pk
(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 21: 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

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

Figure 22: 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. Policy implementation in 2025: training and awareness

The Leadership and Professional Development Centre (LPDC), which trains the University's faculty and staff, applied the policy through workplace training recorded in its annual report of training activities for July 2025 to June 2026 (Figure 23). On 31 July 2025 faculty members at the H-11 Campus attended Advancing Gender Equity in Academia and Workplace, delivered by Dr Umme Laila Shah (Figures 24 to 26). On 23 August 2025 the Karachi Campus held a three-hour session on Harassment and Workplace Violence: Impact on Individual and Organization, attended by 8 participants (Figures 27 to 31). On 21 October 2025 staff at the E-8 Campus attended a session on Workplace Ethics and Harassment Awareness, attended by 13 participants (Figures 32 and 33).

Awareness sessions published on the University's official Facebook page extended the same themes. On 12 May 2025 the Bahria Business School at the Karachi Campus held a seminar on Sustainable HRM: Adapting to Cultural, Technological, and Workforce Diversity Challenges with HR professionals, industry experts, faculty and students (Figures 34 to 37). On 24 November 2025 the Federal Ombudsperson for Protection against Harassment, Ms Fouzia Viqar, delivered a session on workplace harassment laws, women's property rights and practical measures for women's safety and dignity (Figures 38 to 40). On 3 December 2025 the Bahria University College of Medicine, Islamabad, held an awareness seminar and walk by faculty, staff and students on Ending Digital Violence Against Women and Girls, during the 16 Days of Activism (Figures 41 and 42). On 20 December 2025 the Islamabad Campus hosted Harvesting Hope: Advancing Gender Equality and Social Inclusion in Education, with the Society for Access to Quality Education (Figures 43 and 44).

Seminar on Sustainable HRM, 12 May 2025:
https://www.facebook.com/officialBU/posts/pfbid02bc3b2zmnJxGKfBG2gjQqzwaptnDyyUSX9mn5T4dVoC27ue6NZU94PwgC4w1upzool
Session by the Federal Ombudsperson, 24 November 2025:
https://www.facebook.com/officialBU/posts/pfbid038PCAva2jbZU9tw9mPAVeVtoQoyEmq3h9MLmAKZD4zh2Txai25HRAVuMNS8AXpSvJl
Ending Digital Violence Against Women and Girls, 3 December 2025:
https://www.facebook.com/officialBU/posts/pfbid0Vt3in7H5ViJFRWRhDrnx4gJbUs7sXASBMN2b8UoiJ8YiNqkVLNBuvmiajEvmvq1gl
Harvesting Hope, 20 December 2025:
https://www.facebook.com/officialBU/posts/pfbid02wQAtTeJSFyrGGuB43KwUZR31xTw74fnqnKEngjyZhvrxiV7fsAyUqkbzVhNFu47Yl

4. Policy implementation (continued): LPDC training record

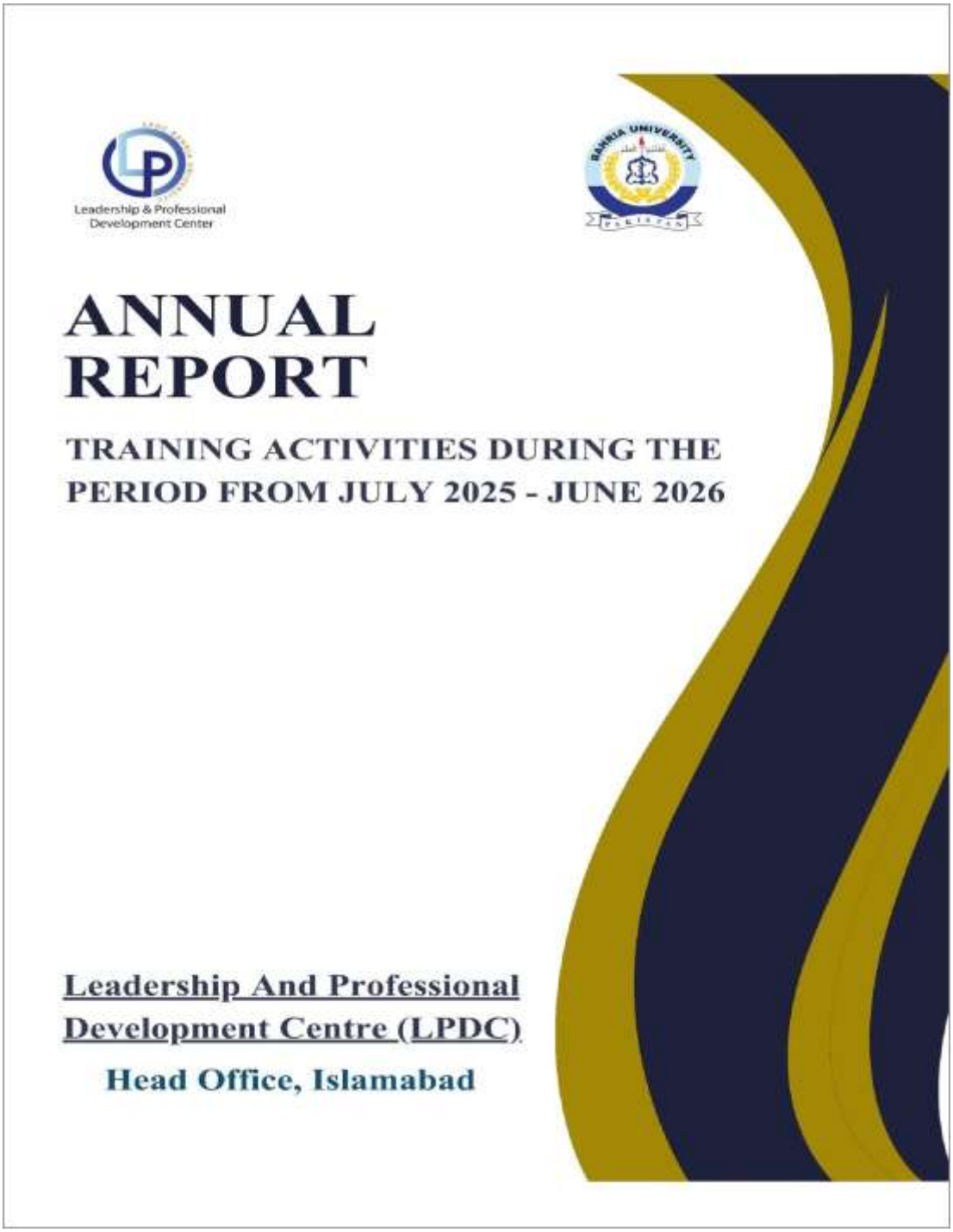
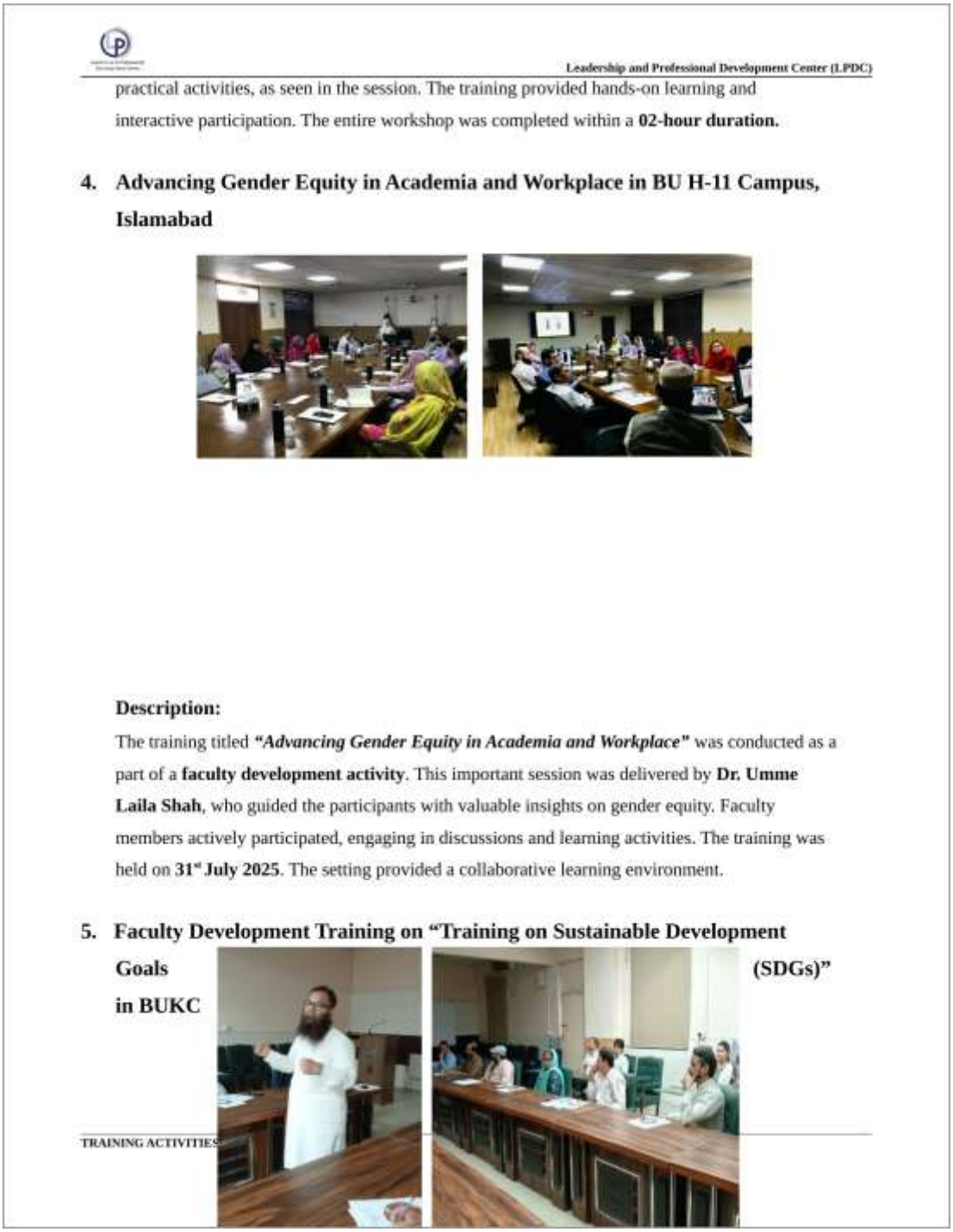


Figure 23: Leadership and Professional Development Centre, Annual Report of Training Activities, July 2025 to June 2026, cover: Annual Report, Training Activities during the period from July 2025 to June 2026.

4. Policy implementation (continued): LPDC training record



Leadership and Professional Development Center (LPDC)

practical activities, as seen in the session. The training provided hands-on learning and interactive participation. The entire workshop was completed within a **02-hour duration.**

4. Advancing Gender Equity in Academia and Workplace in BU H-11 Campus, Islamabad

Description:

The training titled ***"Advancing Gender Equity in Academia and Workplace"*** was conducted as a part of a **faculty development activity**. This important session was delivered by **Dr. Umme Laila Shah**, who guided the participants with valuable insights on gender equity. Faculty members actively participated, engaging in discussions and learning activities. The training was held on **31st July 2025**. The setting provided a collaborative learning environment.

5. Faculty Development Training on "Training on Sustainable Development Goals (SDGs)" in BUKC

TRAINING ACTIVITIES

Figure 24: Leadership and Professional Development Centre, Annual Report of Training Activities, July 2025 to June 2026, PDF page 12: item 4, Advancing Gender Equity in Academia and Workplace, BU H-11 Campus, Islamabad, 31 July 2025, with photographs and description.

4. Policy implementation (continued): LPDC training photographs

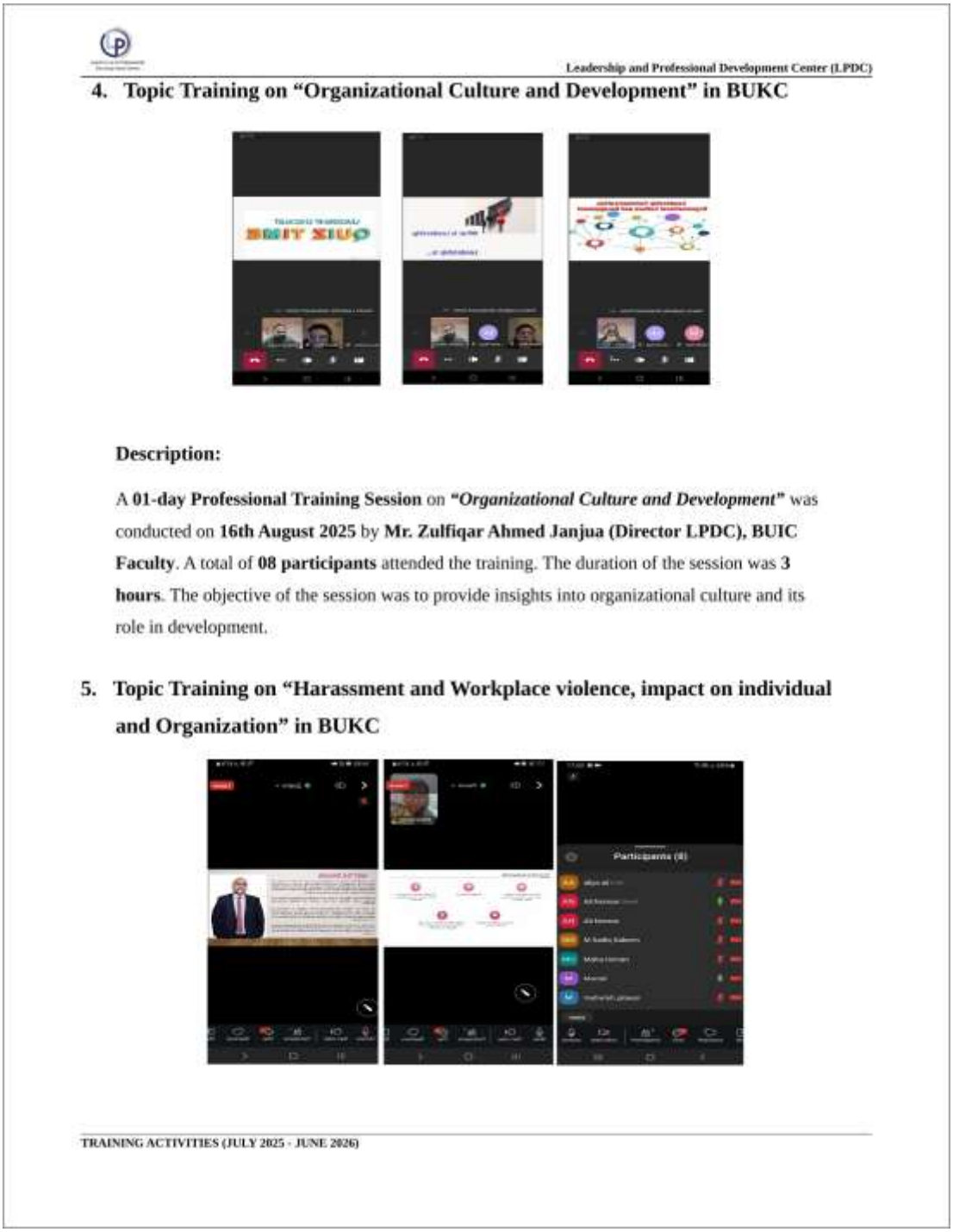


Figure 25: LPDC training record, Advancing Gender Equity in Academia and Workplace, faculty development session, BU H-11 Campus, 31 July 2025, photograph 1 of 2, extracted from Figure 24.



Figure 26: LPDC training record, Advancing Gender Equity in Academia and Workplace, BU H-11 Campus, 31 July 2025, photograph 2 of 2, extracted from Figure 24.

4. Policy implementation (continued): LPDC training record



Leadership and Professional Development Center (LPDC)

4. Topic Training on "Organizational Culture and Development" in BUKC

Description:

A **01-day Professional Training Session** on ***"Organizational Culture and Development"*** was conducted on **16th August 2025** by **Mr. Zulfiqar Ahmed Janjua (Director LPDC), BUIC Faculty**. A total of **08 participants** attended the training. The duration of the session was **3 hours**. The objective of the session was to provide insights into organizational culture and its role in development.

5. Topic Training on "Harassment and Workplace violence, impact on individual and Organization" in BUKC

TRAINING ACTIVITIES (JULY 2025 - JUNE 2026)

Figure 27: Leadership and Professional Development Centre, Annual Report of Training Activities, July 2025 to June 2026, PDF page 33: item 5, Topic Training on Harassment and Workplace Violence, Impact on Individual and Organization, Karachi Campus, with screenshots of the online session.

4. Policy implementation (continued): LPDC training record

Description:

A **01-day Professional Training Session** on ***"Harassment and Workplace Violence: Impact on Individual & Organization"*** was conducted on **23rd August 2025** by **Mr. Ali Noman, Certified Corporate Trainer from Visiting Faculty**. A total of **08 participants** attended the training. The duration of the session was **3 hours**. The objective of the session was to address the effects of harassment and workplace violence on both individuals and organizations.

6. Topic Training on "Conflict Management" in BUKC



Description:

A **01-day Professional Training Session** on ***"Conflict Management"*** was conducted on **29th August 2025** by **Mr. Arshad Akif from ASK Development**. A total of **08 participants** attended the training. The objective of the session was to enhance participants' ability to handle and resolve conflicts effectively.

Figure 28: Leadership and Professional Development Centre, Annual Report of Training Activities, July 2025 to June 2026, PDF page 34: description of the session of 23 August 2025, 8 participants, 3 hours.

4. Policy implementation (continued): LPDC training photographs



Figure 29: LPDC training record, Harassment and Workplace Violence: Impact on Individual and Organization, Karachi Campus, 23 August 2025, screenshot 1 of 3 of the online session, introducing the trainer, extracted from Figure 28.

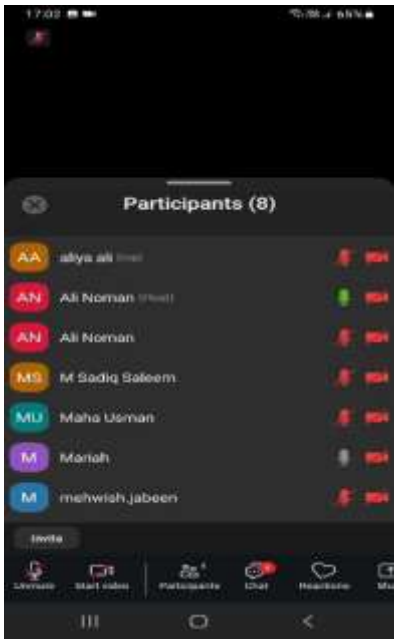


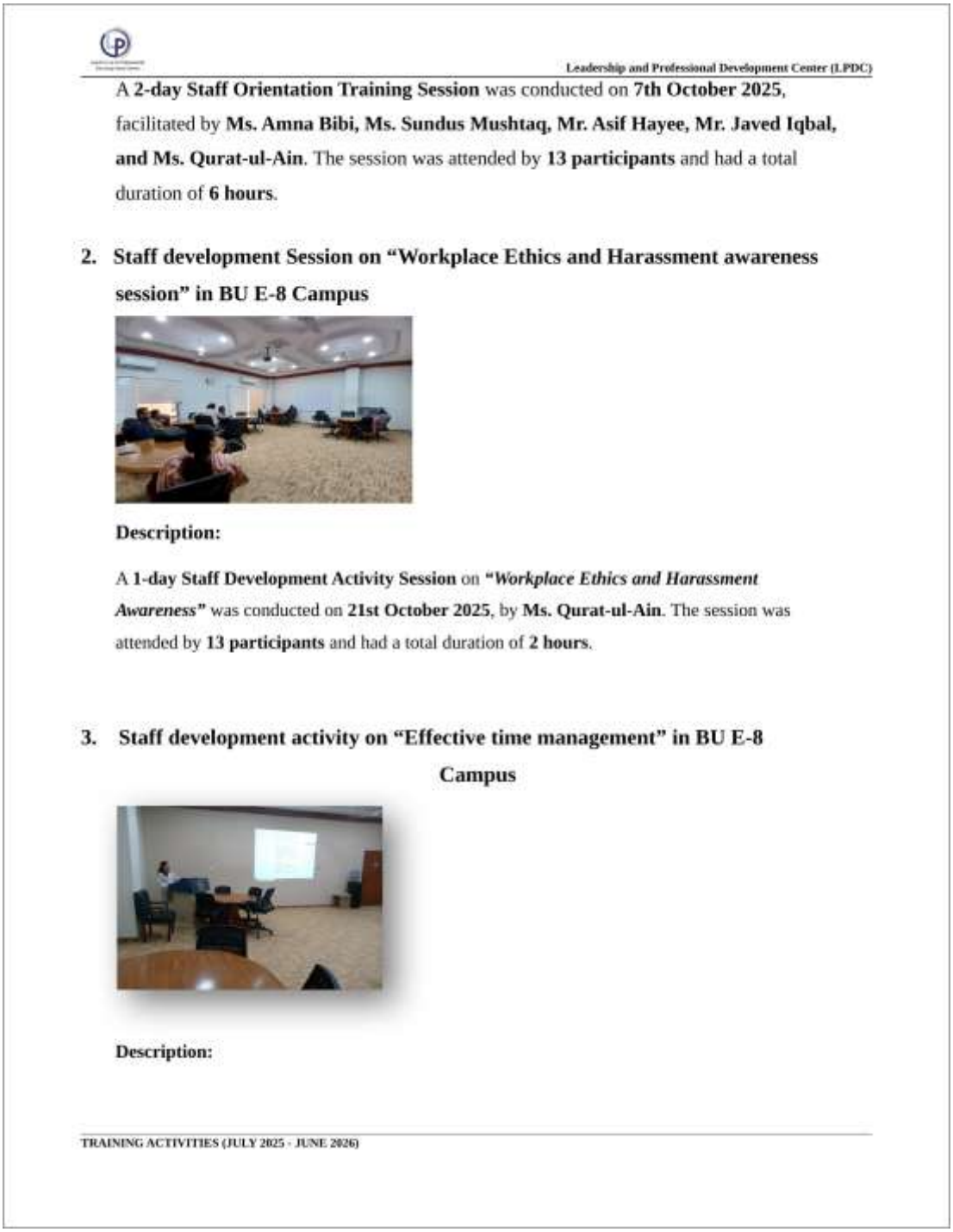
Figure 30: LPDC training record, Harassment and Workplace Violence, Karachi Campus, 23 August 2025, screenshot 2 of 3, participants of the online session, extracted from Figure 28.

4. Policy implementation (continued): LPDC training photographs



Figure 31: LPDC training record, Harassment and Workplace Violence, Karachi Campus, 23 August 2025, screenshot 3 of 3, session slide, extracted from Figure 28.

4. Policy implementation (continued): LPDC training record



Leadership and Professional Development Center (LPDC)

A **2-day Staff Orientation Training Session** was conducted on **7th October 2025**, facilitated by **Ms. Amna Bibi, Ms. Sundus Mushtaq, Mr. Asif Hayee, Mr. Javed Iqbal, and Ms. Qurat-ul-Ain**. The session was attended by **13 participants** and had a total duration of **6 hours**.

2. Staff development Session on "Workplace Ethics and Harassment awareness session" in BU E-8 Campus

Description:

A **1-day Staff Development Activity Session** on ***"Workplace Ethics and Harassment Awareness"*** was conducted on **21st October 2025**, by **Ms. Qurat-ul-Ain**. The session was attended by **13 participants** and had a total duration of **2 hours**.

3. Staff development activity on "Effective time management" in BU E-8 Campus

Description:

TRAINING ACTIVITIES (JULY 2025 - JUNE 2026)

Figure 32: Leadership and Professional Development Centre, Annual Report of Training Activities, July 2025 to June 2026, PDF page 59: item 2, Staff Development Session on Workplace Ethics and Harassment Awareness, BU E-8 Campus, 21 October 2025, 13 participants, with photograph and description.

4. Policy implementation (continued): LPDC training photographs



Figure 33: LPDC training record, Workplace Ethics and Harassment Awareness, staff development session, BU E-8 Campus, 21 October 2025, 13 participants, extracted from Figure 32.

4. Policy implementation (continued): awareness sessions



Figure 34: Seminar on Sustainable HRM: Adapting to Cultural, Technological, and Workforce Diversity Challenges, Bahria Business School, Karachi Campus, 12 May 2025 (official Facebook page), photograph 1 of 4.



Figure 35: Seminar on Sustainable HRM: Adapting to Cultural, Technological, and Workforce Diversity Challenges, Bahria Business School, Karachi Campus, 12 May 2025 (official Facebook page), photograph 2 of 4.

4. Policy implementation (continued): awareness sessions



Figure 36: Seminar on Sustainable HRM: Adapting to Cultural, Technological, and Workforce Diversity Challenges, Bahria Business School, Karachi Campus, 12 May 2025 (official Facebook page), photograph 3 of 4.



Figure 37: Seminar on Sustainable HRM: Adapting to Cultural, Technological, and Workforce Diversity Challenges, Bahria Business School, Karachi Campus, 12 May 2025 (official Facebook page), photograph 4 of 4.

4. Policy implementation (continued): awareness sessions



Figure 38: Session by the Federal Ombudsperson for Protection against Harassment on workplace harassment laws and women's rights, 24 November 2025 (official Facebook page), photograph 1 of 3.



Figure 39: Session by the Federal Ombudsperson for Protection against Harassment on workplace harassment laws and women's rights, 24 November 2025 (official Facebook page), photograph 2 of 3.

4. Policy implementation (continued): awareness sessions



Figure 40: Session by the Federal Ombudsperson for Protection against Harassment on workplace harassment laws and women's rights, 24 November 2025 (official Facebook page), photograph 3 of 3.

4. Policy implementation (continued): awareness sessions



Figure 41: Awareness seminar and walk on Ending Digital Violence Against Women and Girls, Bahria University College of Medicine, Islamabad, 3 December 2025 (official Facebook page), photograph 1 of 2.



Figure 42: Awareness seminar and walk on Ending Digital Violence Against Women and Girls, Bahria University College of Medicine, Islamabad, 3 December 2025 (official Facebook page), photograph 2 of 2.

4. Policy implementation (continued): awareness sessions



Figure 43: Harvesting Hope: Advancing Gender Equality and Social Inclusion in Education, with the Society for Access to Quality Education, Islamabad Campus, 20 December 2025 (official Facebook page), photograph 1 of 2.



Figure 44: Harvesting Hope: Advancing Gender Equality and Social Inclusion in Education, with the Society for Access to Quality Education, Islamabad Campus, 20 December 2025 (official Facebook page), photograph 2 of 2.

5. Summary of evidence

Element	Evidence	Figures
Existence of the policy	Equality and Non-Discrimination Policy / Diversity, Equity and Inclusion Policy: commitment to ending discrimination in the workplace in recruitment, appointment, pay, training, promotion, discipline and termination	1 to 8
Grounds covered	Fourteen grounds, including religion, gender, gender identity, age and refugee or asylum-seeker status, and any other legally protected basis	Table 2
Created or reviewed in 2022 to 2026	Created in 2024; Amendment 01 of 20 October 2025; HR Policy Manual clause 1.25.2 added on 23 October 2025	2; 11
Employment rules	Appointments without any condition of domicile, caste, creed or race; equal pay for work of equal value and annual gender pay review	9 to 19
Complaints and protection	Prohibition of retaliation, complaint procedures and safeguards; focal persons, inquiry committees and appellate bodies at every campus	1 to 8; 20 to 22
Implementation in 2025	LPDC training of faculty and staff on gender equity in the workplace, harassment and workplace violence, and workplace ethics and harassment; awareness sessions on workforce diversity, workplace harassment law, violence against women and gender equality	23 to 44
Public evidence	Focal persons, inquiry committees and appellate bodies on the University website; awareness sessions on the official Facebook page	Sections 3 and 4

Taken together, the records show that Bahria University as a body has a policy on ending discrimination in the workplace, created in 2024 and reviewed in 2025, which prohibits discrimination on grounds including religion, gender, gender identity, age and refugee status, applies to every stage of employment, protects those who complain and is supported by employment rules, complaint mechanisms at every campus, and training and awareness activities for faculty and staff.