كليـــة البتـــرجي الطبيـــة
BATTERJEE MEDICAL COLLEGE

SUSTAINABLE DEVELOPMENT GOAL 5 (GENDER EQUALITY)

2025 - 2026 **REPORT**



MEDICAL EDUCATION AND LIFE STYLE

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BATTERJEE MEDICAL COLLEGE



SUSTAINABLE DEVELOPMENT GOALS

كليـــة البتـــرجي الطبـــية
BATTERJEE MEDICAL COLLEGE
BMC

Batterjee Medical College's **Commitment to the Sustainable Development Goals**

Gender Equality

A Foundation for Gender Equality and Women's Empowerment



Batterjee Medical College (BMC) has established a holistic and deeply ingrained commitment to SDG 5, creating a foundational culture of gender equality and women's empowerment. At the heart of BMC's ethos is a profound respect for the individuality and inherent worth of every person, irrespective of gender, ethnicity, or any other distinguishing factor. The college recognizes that diversity is not merely a strength but a vital catalyst for a thriving academic community, essential for fostering creativity, innovation, and the dynamic exchange of ideas. This principled commitment to inclusivity ensures every voice is valued based on merit, qualifications, and contribution, forming the bedrock of a vibrant, collaborative, and progressive academic environment.

BMC's Strategic Architecture: An Integrated Ecosystem for Women's Empowerment and Global Leadership



BMC commitment to advancing women is not a series of standalone initiatives, but a cohesive, end-to-end institutional ecosystem engineered to champion female success across every phase of the academic and professional lifecycle. Anchored in a zero-tolerance **Non-Discrimination Policy** and meritocratic **Workforce Planning, Recruitment, and Performance Management (HRIS-PMS)** frameworks, this ecosystem systematically eliminates structural and socioeconomic barriers from pre-admission through executive leadership. It is reinforced by family-centered policies ensuring that motherhood and family responsibilities never interrupt a woman's education or career progression.

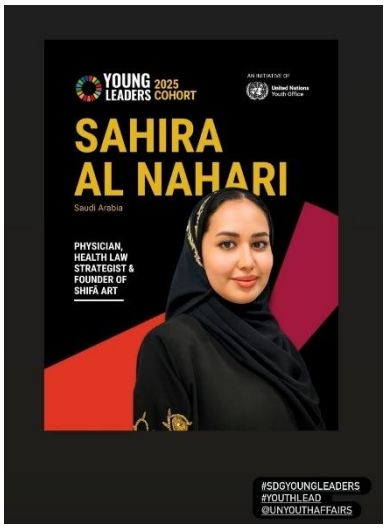
This supportive infrastructure, across BMC's campuses, is energized by a dynamic culture of female-led mentorship, research innovation, and holistic well-being. With women comprising **over 70% of first-generation entrants**, **more than 75% of mentoring participants**, **approximately 70% of senior academic staff**, and

contributing to **96% of published research**, female empowerment is woven into the daily life of the institution.

Underpinned by longitudinal digital tracking, mandatory **Early Warning tutoring**, a **free in-house Psychological Clinic** with dedicated female therapy sessions, and **SAR 64 million+ in financial aid and 0%-interest financing**, BMC guarantees that women not only enter higher education but thrive through to graduation. The measurable outcome of this data-driven safety net is exceptional: female completion rates reach over 90% in most programs. Fortified by ironclad **anti-retaliation protections** for anyone reporting discrimination or harassment, BMC provides a safe, meritocratic environment where female talent flourishes at the highest levels.

The ultimate validation of this ecosystem is reflected in the extraordinary national and global achievements of BMC's female students, faculty, and alumni in **2025**:

- **Historic United Nations Global Leadership:** A paramount testament to BMC's mission in action is the historic appointment of **Dr. Sahira Al Nahari**, a distinguished alumna of BMC's Medicine program, as one of the **17 United Nations Young Leaders for the SDGs for the 2025–2027 term**. Selected from a highly competitive global pool of **33,000 candidates across more than 150 countries**, Dr. Al Nahari is the **first Saudi woman in history** chosen for this prestigious UN cohort. Officially recognized by the UN Youth Office as a *"Physician, Health Law Strategist & Founder of Shifa Art,"* her trajectory from a BMC medical student to a global leader exemplifies the interdisciplinary ambition, social entrepreneurship, and global citizenship that BMC cultivates.



- **Global Scientific Excellence:** Among BMC's faculty, **Prof. Sabrin R.M. Ibrahim** was recognized among the **World's Top 2% Most-Cited Scientists for 2025**, demonstrating the global scholarly impact of BMC's female academic leaders.
- **Regional Research & National Athletic Triumphs:** Current female students continue to follow in these footsteps—winning **1st Place** in the Health and Medical Sciences research track at the **First Research Conference for Students of Makkah Region Universities** for their study on maternal labor pain analgesia, and **2nd Place** for an AI-enabled kidney-health monitoring innovation, while securing national championship medals in **Karate (1st Place)**, **Women's Open Boxing (National Silver Medal)**, and **Dodgeball (2nd and 3rd Places)**.

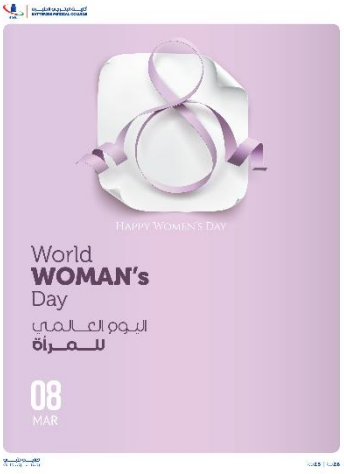
Ultimately, BMC's commitment to **SDG5** produces far more than healthcare graduates; it cultivates visionary female pioneers who are actively shaping the future of global medicine, scientific research, health law, and social innovation. Through its comprehensive policy architecture, multi-campus support systems, and vibrant mentorship culture, BMC ensures that women are not merely represented, but are protected, empowered, and positioned to lead locally and globally.

5.2 Proportion of First-Generation Female Students

BMC's role as a catalyst for social mobility and gender equity is powerfully demonstrated by its student body data. With **502 women starting a degree about 70% of them being first-generation students**, BMC is actively dismantling barriers to higher education for women in the region. This significant figure highlights the college's success in reaching and inspiring young women who are pioneers in their families, offering them a transformative educational pathway that likely alters their own life trajectories and those of future generations. This commitment does not end at enrollment. BMC's supportive environment ensures that these students persist and thrive.

5.3 Student access measures

5.3.1 Tracking Access Measures



BMC embeds gender equality, inclusivity, and women's empowerment at the core of its institutional identity and its Strategic Plan, in direct alignment with Saudi Vision 2030 and SDG5. This report provides a comprehensive, evidence-based account of BMC's systematic measurement architecture, multi-campus admissions tracking mechanisms, quantitative gender-parity benchmarks, and data-driven outreach and retention ecosystems across its campuses in Jeddah, Aseer, Dammam, Dubai, Madinah, and Qassim, demonstrating how BMC operates a closed-loop "Data-to-Action" cycle across every stage of the female student lifecycle.

1) Policy Mandate and Digital Infrastructure for Systematic Access Tracking

BMC's systematic measurement of women's application, acceptance, and entry rates is anchored in formal institutional governance and executed through an integrated digital infrastructure:

- **Regulatory and Policy Foundation (Meritocratic & Non-Discriminatory Access):** BMC's tracking framework is governed by its **Non-Discrimination Policy Statement**, which explicitly prohibits gender-based discrimination and mandates that all applicants and community members be evaluated solely on their personal capacities, qualifications, and merit. Operationalized through the official Admission & Financial Aid Programs framework, BMC applies standardized, gender-blind admission criteria across all national and international applicant pools while actively disaggregating demographic data to monitor equity and prevent systemic barriers.
- **Centralized Digital Application Portal and Student Information System (SIS):** All prospective students apply directly through BMC's unified digital portal, enabling real-time capture of applicant demographics, high school tracks, standardized test scores (Qudrat and Tahsili), and program preferences by gender and campus. The enrolled students are systematically onboarded into BMC's digital tracking ecosystem, which integrates the **Student Information System (SIS)**, **Blackboard**, and the **QQ Assessment Solution**. Through SIS, the college continuously tracks enrollment status, attendance and excuse documentation, financial holds, course withdrawals, academic advising records, and GPA graduation categories.
- **AI-Enhanced Tracking Matrices and Institutional KPI Dashboards:** During the 2025 academic year, BMC upgraded its student tracking capabilities by introducing artificial intelligence and structured monitoring dashboards. BMC conducted a specialized two-day capacity-building workshop titled **"AI (Claude)-Enhanced Academic Mentoring: Student Activity Records & Mentoring Matrices"**, training faculty to systematically track student activity records and mentoring progression using AI-driven matrices. Furthermore, BMC established standardized data-collection frameworks, **KPI Dashboards**, and **Quarterly RAG (Red-Amber-Green) Monitoring** to systematically track student participation, progression, and outcomes.
- **Global Digital Learning Tracking (edX Enterprise Integration):** During 2025, BMC signed an enterprise agreement with **edX LLC**, which explicitly includes an enterprise **Data Package** and **Account Authentication** to track student course enrollments and learning progression across global MOOCs and executive programs on edX.org and GetSmarter.com.

2) Multi-Dimensional Scope of Access Tracking Across Programs and Entry Pathways

To ensure that women's access to higher education is measured comprehensively rather than at a single aggregate level, BMC's Admission and Registration Department disaggregates application, acceptance, and entry metrics across three operational dimensions: (1) Academic Program, (2) Entry Pathway, and (3) Geographic Campus.

a) Program-Level Tracking Across 10 Healthcare & STEM Bachelor's Degrees

BMC systematically tracks female application, acceptance, and enrollment rates across its 10 undergraduate programs, ensuring strong female representation in high-impact medical and STEM specializations.

b) Pathway-Specific Tracking (Removing Structural Barriers to Women's Entry)

BMC tracks female applicants across six distinct admission and transition pathways, each designed to widen access for diverse female learner profiles:

Pathway-Specific Tracking (Removing Structural Barriers to Women's Entry)

BMC tracks female applicants across six distinct admission and transition pathways, each designed to widen access for diverse female learner profiles

Admission / Entry Pathway	Target Applicant Profile	Tracked Entry & Progression Mechanism
Standard High School Entry (Saudi & 6 International Curricula)	Female graduates from the Saudi National Curriculum and 6 international systems (British AS/A-Level, IB Diploma, American, Pakistani HSSC, Indian CBSE, Nigerian WAEC/NECO)	Tracks minimum grade thresholds (95% Saudi / 90% International / 26 IB for Medicine) and monitors **Internal Academic Transfer**: applicants below Medicine thresholds can enter another BMC program and transfer into Medicine upon achieving a GPA of 4.5/5.0 in their first year
Medical Gateway Program (Non-Science Pre-Med Pathway)	Female high school graduates from non-scientific (literary/arts/humanities) tracks aspiring to enter healthcare professions	Tracks entry and completion in an intensive 1-year Pre-Med Transition Program that builds foundational competency in Biology, Chemistry, Physics, and Mathematics, offering a 'second chance' for career transformation under Vision 2030
Accelerated Nursing Program	High-achieving candidates seeking fast-track entry into the nursing workforce	Tracks enrollment in an intensive 3-year pathway (2 years of 3-semester academic study + 1-year clinical internship) compared to the traditional 5-year track, accelerating women's entry into healthcare employment
Elite Admission (Direct Program Placement)	Top-tier high school graduates (95% Saudi with 75% Qudrat/Tahsili, or 90% International; English IELTS 6 / STEP 95 / TOEFL 80)	Tracks candidates taking the Direct Program Placement Test (Biology, Chemistry, Physics, Math, Medical Terminology) and personal interview for direct entry into Year 2
Bridging Program (Diploma-to-Bachelor)	Female healthcare diploma holders seeking upward academic and professional mobility (all programs except Medicine)	Tracks prior learning recognition: applicants with a diploma of ≥ 2 years are admitted directly to Year 3, while those with a diploma of < 2 years are admitted to Year 2 upon meeting English proficiency requirements
External University Transfer Pathway	Students transferring to BMC from other recognized universities	Tracks transfer admission, credit equivalency, and eligibility for the 10% Excellence Transfer Discount for students entering with a GPA of ≥ 4.0

5.3.2 Policy for Women's Applications and Entry

1. Purpose & Strategic Alignment



BMC recognizes that gender equality and women's empowerment are foundational to academic excellence and healthcare transformation. Aligned with Saudi Vision 2030, the National Transformation Program, and the SDG5, this policy establishes BMC's formal Access and Participation Plan. It mandates a comprehensive regulatory, financial, academic, and logistical framework governing the four pillars of the female student lifecycle at the college: Applications, Acceptance, Entry, and Participation.

2. Policy Statement & Non-Discrimination Mandate

a) **Meritocratic Evaluation (Based on Non-Discrimination Policy):** BMC views, evaluates, and treats all applicants, students, faculty, and staff in all activities and operations strictly as individuals based on their personal capacities, academic qualifications, and relevant characteristics.

b) **Absolute Prohibition of Discrimination:** BMC explicitly prohibits discrimination, bias, or intolerance against any applicant or member of its community based on gender, marital status, race, color, religion, age, national origin, socioeconomic background, or disability across admissions, financial aid allocation, academic assessment, student activities, and employment.

c) **National Regulatory Alignment & International Reciprocity:** BMC conducts all academic programs, admissions, and support services in full compliance with the laws and regulations of the Kingdom of Saudi Arabia promoting equal opportunity for women, minorities, and persons with disabilities. Furthermore, BMC legally binds its international academic partners to uphold non-discrimination, gender equality, and reciprocity in all joint programs, dual degrees, and student exchanges.

3. Policy on Women's Applications (Pre-Admission Outreach & Application Accessibility)

BMC guarantees unrestricted, transparent, and supported access for women applying to higher medical and health sciences education through the following mandates:

a) **Unrestricted Access Across All Academic Programs:** Female candidates are eligible to apply on an equal basis to all bachelor's degree and Postgraduate's programs offered across BMC campuses.

b) **Standardized Digital Application Portal & Multi-Curriculum Equivalency:** All prospective students apply directly through BMC's centralized online portal managed by the Admission and Registration Department. Admission criteria make zero distinction based on gender for graduates of the Saudi National Curriculum (Science track with Qudrat and Tahsili scores) or six accredited international high school curricula (British AS/A2/A-Level, International Baccalaureate [IB Diploma], American, Pakistani HSSC, Indian CBSE, and Nigerian WAEC/NECO).

c) **Waiver of Application & Initial Admission Fees for Low-Income Female Applicants:** Pursuant to the Policy on Admission and Academic Success Targets for the Bottom Financial Quintile, BMC waives initial admission and application fees for applicants presenting verified proof of low-income status (bottom 20% national household income group), ensuring application fees never deter qualified young women from applying.

d) **Proactive Female Outreach in STEM and Healthcare:** To actively encourage applications from young women, the Admission and Registration Department, Deanship of Student Affairs, mandate annual pre-university outreach programs, including:

- Hosting the annual School Medical Specialties Forum "Discover Your Path in Healthcare" with dedicated, inclusive sessions for female high school students led by female medical leaders and direct admissions guidance.
- Conducting targeted campus, laboratory, and clinical orientation visits for female high school students featuring formal briefings on admission and scholarship policies.
- Implementing the Research Literacy Initiative for High-School Students (Blue & Green Schools) in collaboration with the Ministry of Education, mentoring high school students in scientific research prior to university entry.
- Collaborating with the Ministry of Human Resources and Social Development (MHRSD), national charities, and regional women's associations to identify and recruit high-potential female applicants from underserved backgrounds.

4. **Policy on Women's Acceptance (Meritocratic Selection, Socioeconomic Quotas & Flexible Pathways)**

   BMC enforces an inclusive, merit-based acceptance policy that combines socioeconomic admission targets with multiple flexible entry pathways to prevent the exclusion of capable female applicants:

   a) Socioeconomic & First-Generation Acceptance Targets:

   - **Bottom Financial Quintile Admission Target:** BMC mandates that at least 10% of the annual newly admitted cohort belongs to the bottom 20% household income group in Saudi Arabia.
   - **First-Generation Female Priority:** BMC actively prioritizes the acceptance and onboarding of first-generation female university students.

5. **Policy on Women's Entry (Accelerated Tracks, Scholarships, Deferred Tuition & Non-Financial Support)**

   To ensure that accepted female applicants successfully enroll without being hindered by tuition costs, living expenses, or geographic distance, BMC enforces a comprehensive financial and non-financial entry support policy:

   a) **Accelerated Entry into the Healthcare Workforce (Accelerated Nursing Policy):** BMC offers a fast-track 3-year Accelerated Bachelor of Science in Nursing pathway (2 years of three-semester academic study + 1 year clinical internship, compared to the 5-year traditional route) to accelerate women's entry into clinical nursing.

   b) **Domestic & International Scholarship and Financial Aid Schemes:** All BMC scholarships and financial aid schemes are equally open to qualified female entrants across all nationalities including (Tamkeen Program , Al-Forsan Scholarship, Tamooh Program, Daeem Program, Ehsan Scholarship & Abna'a Al Shuhada'a Scholarship, Excellence Scholarships, Iqraa Scholarship & Exceptional Family Grants, Financial Support for Women from Low and Lower-Middle-Income Countries).

   c) Zero-Interest Educational Financing & Student Withdrawal Financial Protection: Zero-Interest Installment Partners: BMC provides 0%-interest tuition financing through the Maslak Program (in partnership with the Sulaiman Al-Rajhi Foundation for Development Finance), Alinma Bank Educational Financing, the Social Development Bank, Jeel Pay, Tamara, and Amwal Tech.

d) **Non-Financial Logistical Entry Support:** To eliminate non-tuition barriers to entry for low-income and out-of-region female students, BMC provides:

- **Free or Heavily Subsidized Female Hostels:** Priority access to BMC-owned residential facilities (Female Hostels, including Hostel H and Hostel E).
- **Free Daily Transportation:** Free daily shuttle bus services connecting college hostels and city districts to campus.
- **Campus Food Security:** Subsidized meal plans and meal vouchers at campus cafeterias.

6. Policy on Women's Participation, Retention, Well-Being & Leadership

BMC mandates a holistic campus support ecosystem to ensure that enrolled women participate fully in academic, research, athletic, and leadership life and graduate at rates equal to or exceeding the overall student body:

a) Academic Retention Targets, Early Warning Systems & Women's Mentoring:



- **Graduation & Completion Target:** BMC enforces a strict minimum 85% graduation and completion target for economically disadvantaged students (including females) to ensure their success rate equals or exceeds the institutional average.
- **Digital Academic Tracking & Early Warning System:** Utilizing Oracle PeopleSoft Student Records, Blackboard Learn Ultra, ExamSoft, Student Information System (SIS), and AI (Claude)-Enhanced Academic Mentoring Matrices, the Academic Advising Unit and Student Counseling Center operate an Early Warning System that triggers mandatory free tutoring and personalized advising whenever a student's GPA drops below safe thresholds.
- **Structured Female Mentoring Schemes:** BMC mandates peer and faculty mentoring programs in which women represent over 75% of participants, including the First-Generation Medical Students Workshop led by senior female students.

b) Free & Confidential Mental Health Support:

- **In-House Psychological Clinic & Female-Dedicated Sessions:** The Student Welfare Unit operates an in-house Psychological Clinic providing completely free, strictly confidential individual and group counseling, walk-in crisis intervention, and dedicated therapy sessions for female students, alongside the Pre-Medicine Students Wellness Program.
- **Proactive Screening & Specialized Referral Network:** BMC conducts periodic digital screening using validated clinical scales (PHQ-9 and GAD-7), integrates mental wellness events into campus life (Mental Health Innovation Forum, Mindfulness, Art Therapy, Pet Therapy, Wellness Fairs), and maintains a formal referral network with over 11 specialized mental health centers (including Erada Complex, Etizan Center, Mutma'inah Clinic, Rushd Center, and the National Center for Mental Health Promotion).

c) Maternity, Paternity, Childcare & Reproductive Health Support Policies:

- **Maternity & Paternity Leave Policies:** BMC grants 10 weeks of fully paid maternity leave and 5 days of paid paternity leave, supporting student and staff parents and promoting shared family responsibilities.
- **Subsidized Childcare Infrastructure:** To enable uninterrupted academic and clinical participation for student and faculty mothers, BMC maintains formal agreements with accredited nearby nurseries and kindergartens catering to children from 6 months of age at exclusive discounted rates, reinforced by BMC's agreement with Golden Little Dream Company for Childcare providing an exclusive 25% discount for all BMC students, faculty, and staff.
- **Women's Reproductive & Maternal Health Education:** Through the Social Responsibility Unit and clinical programs, BMC mandates ongoing educational and clinical outreach on women's reproductive health, including the Postpartum Care Initiative (with OB/GYN consultants at Andalusia Hospital), Women's Menstrual Health education, labor pain analgesia research, and Breast Cancer early detection campaigns.

d) Equal Participation in Sports, Student Clubs & Academic Research:

- **Athletic Facilities & Female Sports Empowerment:** Priority usage of BMC's indoor gymnasiums, outdoor fields, and multi-use courts is guaranteed for BMC students. BMC actively supports the Female Sports Club, inter-university gender-equal sports tournaments, female athletic injury prevention programs, and exclusive female wellness partnerships.
- **Student Governance & Academic Freedom:** Protected by the Academic Freedom Policy, women lead across 37 to 50+ student clubs (including the Women Empowerment Club, Influencers Club, Debate Club, and Nazaha Club), represent about 74% of senior academic staff, and contribute to 96% of BMC's published scientific research.

e) Grievance & Absolute Protection Against Retaliation:

- Any student, employee, or visitor who experiences or witnesses discrimination or harassment has the right to report the incident immediately through informal or formal resolution channels.
- BMC takes immediate protective measures prior to investigation completion and enforces an ironclad Non-Retaliation Guarantee: "BMC is committed to protect its students and staff who [are] facing or reporting discrimination and/or harassment from any kind of educational or employment disadvantage, retaliation after reporting or participating in the complaint process".

7. Action, Monitoring, Compliance & Periodic Review

a) **Systematic Data Tracking:** The Admission & Registration Department, Deanship of Student Affairs, and Social Responsibility Unit continuously track and audit gender-disaggregated and socioeconomic data across applications, acceptances, entry pathways, mentoring participation, retention, and graduation rates on an annual basis.

b) **Verification of Socioeconomic & Scholarship Eligibility:** To access targeted socioeconomic quotas and financial aid, the Financial Aid Committee verifies applicant documentation through official Ministry of Human Resources and Social Development (Social Security) proof, Certified Household Income Statements, Orphan Legal Documentation, or the Financial Support Application.

8. Review and Revision

This policy will be reviewed every two years by the Quality and Academic Affairs Departments to ensure ongoing compliance with institutional

capacity, and alignment with Saudi regulations and global sustainability standards.

5.3.3 Women's Access Schemes

BMC offers an extensive suite of financial aid, mentoring, and counseling programs that are explicitly available to women, directly supporting their access and participation.

a) Women's Scholarship and Financial Aid Schemes

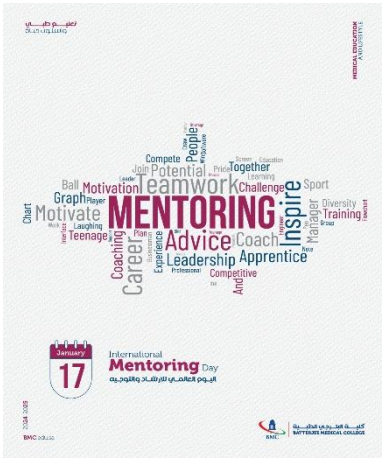
Under the third pillar of BMC's institutional Social Responsibility Model (Student Financial Support) and governed by formal policies (Policy on Admission and Academic Success Targets for the Bottom Financial Quintile, Policy on Financial and Non-Financial Support for Low-Income Students, and Policy on Financial Support for Students from Low and Lower-Middle-Income Countries), BMC operates one of the largest private higher education financial aid ecosystems in Saudi Arabia. Historically and across recent multi-year cycles, BMC has offered different scholarship programs across its flagship *Daeem*, *Tomoh*, and *Tamkeen* financial aid programs alongside *Al-Forsan* scholarships. All scholarship and deferred-payment schemes are equally accessible to qualified women across all nationalities:

SCHOLARSHIP & FINANCIAL ACCESS SCHEMES

Target Beneficiary Profile & Policy Mandate -| Diverse Financial Coverages

Scholarship / Financial Access Scheme	Target Beneficiary Profile & Policy Mandate	Financial Coverage & Terms	Supporting Female Access
Initial Admission & Application Fee Waivers	• Female applicants from the bottom 20% national household income quintile	100% waiver of initial admission and application fees	Removes upfront barriers for lower-income women
Tamkeen Program	• High-achieving female entrants in the Program Foundation Year (all nationalities)	100% or 50% tuition waiver according to female student's achievement	Directly rewards & funds high-achieving female entrants
Al-Forsan Scholarship	• New and regular students demonstrating outstanding academic achievement, leadership, and community service across all programs and nationalities	Full (100%) or partial (50% or 30%) tuition coverage per student	Supports female leaders & academic achievers
Tamooh Program	• Applicants to Physical Therapy, Radiological Sciences, Occupational Therapy, General Nursing, Health Management, and Health Information Management with dedicated need-based allocations for bottom 20% income students	0% tuition cost during the entire study period; 100% of tuition is deferred until after graduation and repaid in 0%-interest installments over 48 to 60 months	Enables enrollment in critical health fields with deferred repayment
Daeem Program	• Students across undergraduate health programs for all nationalities	Subsidizes 50% of tuition fees during the study period as immediate family relief; the remaining 50% is deferred until after graduation and employment in 0%-interest installments	Eases financial pressure on families
Ehsan Scholarship	• Orphaned students under the care and supervision of the Ministry of Human Resources and Social Development	100% full tuition fee scholarship for the entire duration of the degree program	Empowers vulnerable young women through education
Abna'a Al Shuhada'a Program	• Daughters and sons of homeland martyrs.	100% full tuition fee scholarship upon application and passing the college interview	Honors and supports families, with a focus on female students
Excellence Scholarships	• High school graduates (≥ 90%), university transfer students (GPA ≥ 4.0), and regular BMC students achieving ≥ 95% annual average	SAR 12,000 off Foundation Year tuition for new entrants; 10% off first-year tuition for transfer students; 10% off annually for regular students across all programs	Direct incentives for high-performing female students
Low-Income Countries (LIC) & Lower-Middle-Income Countries (LMIC) International Student Grants	• International female students from LIC and LMIC	Full or partial tuition fee waivers alongside free/reduced housing	Provides safe housing & free tuition for international women
Iqraa Scholarship & Exceptional Family/Staff Grants	• Students supported in partnership with Dallah Al Baraka Holding Group (Iqraa), siblings at BMC, and female staff/dependents	Partial tuition scholarships via Iqraa; 50% tuition discount for BMC employees and their children	Provides specific staff and dependent benefits, supporting female workforce families
Maslak Program (Zero-Interest Financing)	• Students utilizing development finance or automated installment plans	0%-interest educational financing via the Maslak Program (Sulaiman Al-Rajhi Foundation for Development Finance), Alinma Bank Educational Loan, Social Development Bank, Jeel Pay, and Tamara	Removes upfront cost barrier with zero-interest female student plans

b) Women's Mentoring Schemes (Academic, Research, Leadership, and Career Mentorship)



Mentoring is woven into the institutional fabric of BMC to ensure that women receive personalized guidance from pre-admission through graduation. Institutional data demonstrates that over 75% of all participants in BMC's mentoring schemes are women. Through the 2025 academic year, BMC expanded its mentoring ecosystem across five structured tracks:

1) **First-Generation Peer Mentoring & Female Student Leadership Continuity**

   - **First-Generation Medical Students Workshop:** Led by senior female medical students, this peer-to-peer mentorship program equips incoming junior and first-generation female students with study strategies, clinical navigation skills, and a permanent peer-support network to overcome the academic rigors of medical school.
   - **"Passing the Torch: A Panel Discussion with Club Presidents":** Organized by the Al-Forsan Club in the female academic halls with approximately **40 female attendees** (aspiring club officers and student members), current and former female club presidents mentored peers on leadership continuity, team conflict resolution, accountability, and sustaining female-led campus initiatives.

2) **AI-Enhanced Academic Advising, Early-Warning Tutoring, and Career Mentorship**

   - **AI (Claude)-Enhanced Academic Mentoring Matrices:** BMC Aseer delivered a specialized two-day faculty capacity-building workshop, establishing digital mentoring matrices to systematically track and guide student academic and co-curricular progression.
   - **Mandatory Early Warning System & Free Tutoring:** Supported by Oracle PeopleSoft Student Records, Blackboard Learn Ultra, ExamSoft, and the Student Information System (SIS), the Academic Advising Unit and Student Counseling operate a proactive Early Warning System. Whenever a student's GPA drops below a safe threshold (particularly among students from the bottom 20% financial

quintile) she is automatically assigned mandatory free tutoring and personalized one-on-one academic mentoring.

- **Specialty & Post-Graduation Career Mentoring Events:**
  - **Beyond the Degree: Meet the Course Directors Panel:** Hosted by the Al-Fursan Club, bringing together program directors to mentor students on postgraduate pathways and early career planning.
  - **Current Challenges in the Medical Field:** A mentorship dialogue featuring female role model guiding students on AI utilization in medical study and preparing for Saudi Commission for Health Specialties (SCFHS) licensing requirements.
  - **Summer Electives Showcase & Saudi Board Orientation:** Organized by the Medical Students' Club and Emergency Medicine Club to mentor students on hospital clinical electives, residency applications, and Saudi Board career pathways.
  - **Nursing Career Day Mentorship at KSAU-HS:** BMC's Nursing Department, interns, and Human Resources representatives mentored graduating students on career pathways, providing direct application QR codes.

3) **Cross-Campus Research, STEM Pipeline, and Innovation Mentoring**

- **High-School STEM Pipeline Mentoring – Research Literacy Initiative for Blue & Green Schools:** Co-organized by the BMC Research Unit and Social Responsibility Unit in collaboration with the **General Directorate of Education in Jeddah**, this 8-week mentorship program assigned **18 BMC faculty mentors and 7 speakers** to train **103 nominated high-school students from 21 schools** across five research workshops (hypothesis building, ethics, data analysis, proposal writing, and presentation skills).
- **Cross-Campus Innovation & Startup Mentoring – BMC Innovation Bootcamp:**
  - The five-day **BMC Innovation Bootcamp** mentored 60 student teams through more than 20 workshops in collaboration with King Abdullah Medical City (KAMC), University of Jeddah, and King Khalid University. Of the 45 submitted student ideas, 36 ideas were retained for post-Bootcamp incubation and

commercialization mentoring under BMC's formal partnership with Surge (Masbak Business).

- **Spark Challenge, AI-Powered Mental Health Innovation:** The Influencers Club organized the Spark Challenge and mentored six student teams pitching AI wellness solutions (*The Compass Mirror, NAFS, and LucidCare*).

- **Institutionalized Faculty-to-Student Research Mentoring:**
  - **BMC Research Mentoring Procedures:** BMC institutionalized formal Research Mentoring Procedures, Dedicated Weekly Research Hours, and Editage Plus AI Writing Support overseen by a female-led Research Unit and Committee. This mentorship enabled Dammam students to publish 6 articles in indexed journals, present 18 student forum posters at the *Innovate to Elevate Forum* and participate in the KFUPM Innovation & Technology Commercialization Center (DTVC) field visit.
  - **BMC Research Group Mentor-Matching:** BMC integrated students into 31 scientific workshops/forums, mentored the Student Research Club on mini-proposals, and established a mandatory governance standard requiring student representation and formal mentor-matching across 10 multidisciplinary research groups.
  - **BMC Regional Student Research Triumphs:** Guided by senior female research leaders, BMC mentored 70 student submissions to the First Research Conference for Students of Makkah Region Universities. Mentored BMC female students won 1st Place in the Health and Medical Sciences unpublished research track and 2nd Place in the innovation poster category.

c) Other Targeted Support Provisions Enabling Women's Access and Retention

Beyond scholarships and mentorship, BMC provides six targeted operational, clinical, and logistical support frameworks designed to remove structural barriers for female students throughout their university journey:

1) Flexible & Accelerated Academic Entry Pathways and Clinical Orientation

- Medical Gateway Program (1-Year Non-Science Pre-Med Transition)
- Accelerated Nursing Program (3-Year Fast-Track BSN)

- Elite Admission (Direct Year 2 Placement), Bridging, and 4.5 GPA Internal Medicine Transfer
- Targeted Specialty & Industry Immersion Visits.

2) **Non-Financial Cost-of-Living Support: Female Hostels, Free Transport & Food Security**

Recognizing that accommodation, commuting, and nutrition costs can impede women's access to education, BMC's provide low-income domestic students (bottom 20%) and international students from developing nations (LIC/LMIC) with:

- **Free or Heavily Subsidized Female Hostels:** Priority placement in BMC-owned student residences (Female Hostels, including Hostel H and Hostel E) on a free or reduced-fee basis.
- **Free Daily Shuttle Bus Transportation:** Complimentary daily shuttle buses connecting BMC female hostels and designated city districts to campus, eliminating commuting expenses.
- **Campus Food Security & 2026 Meal Discounts:** Subsidized meal plans and meal vouchers at campus cafeterias, augmented by a one-year corporate agreement with Al-Izdihar & Al-Rafah Trading Co. (Zid Meals App) providing a 30% discount.

3) **Free In-House Clinical Mental Health Support & Female Wellness Ecosystem**

BMC provides a comprehensive psychological safety net crucial for female student persistence:

- **Free In-House Psychological Clinic:** The Student Welfare Unit operates a confidential, walk-in Psychological Clinic completely free of charge, featuring dedicated individual and group therapy sessions for female students, female-counselor-led workshops (*"Stress Management and Exam Anxiety," "The Overthinking Mind," "Career Burnout"*), and the Pre-Medicine Students Wellness Program tailored to help first-generation female students acclimate to medical school.
- **Proactive Digital Screening & Referral Partners:** BMC conducts periodic digital screenings using global clinical scales (PHQ-9 and GAD-7) and maintains facilitated referral pathways with over 11 accredited mental health institutions (including Erada Complex for Mental Health, Etizan Center, Mutma'inah Clinic, Rushd Consultation

Center, Sajaya Center, and the National Center for Mental Health Promotion).

- **Female Wellness & Therapeutic Activities:** Included the Mental Health Innovation Forum 2025, the Mental Health Awareness & Screening Event across female and male sections, "Express Yourself Through Art" by the Influencers Club, the Self-Care & Wellness Carnival by the Health and Beauty Club, the DIY Natural Skincare Workshop, two Mind & Wellness Fairs, the Recreational Yacht Trip with Mosaic Art & Guided Meditation, and the Annual Pet Therapy Event.

4) Maternity, Paternity, Subsidized Childcare & Women's Reproductive Health Provisions

- **Generous Parental Leave & Subsidized Childcare Infrastructure:** BMC's Maternity Policy grants 10 weeks of fully paid maternity leave (exceeding regional baseline standards) alongside a 5-day paid Paternity Policy to promote shared domestic duties. To remove childcare barriers for student mothers and female staff, BMC partners with high-standard nearby nurseries and kindergartens catering to infants at exclusive discounted rates. BMC expanded this support by signing a legally binding agreement with Golden Little Dream Company for Childcare granting an exclusive 25% discount for all BMC students, faculty, and staff.



- **Reproductive, Maternal & Breast Health Initiatives:** BMC's Social Responsibility Unit and academic programs deliver targeted women's health initiatives, including the Postpartum Care Initiative with Andalusia Hospital, the Women's Menstrual Health school workshop in partnership with Kotex, the Arabic AI-Enhanced Digital ACT Randomized Controlled Trial for Recurrent Pregnancy Loss ($N = 104$ women), and extensive Breast Cancer Early Detection & Self-Examination Campaigns at Rowad Al Khaleej Schools, Narcissus Resort, Saudi German Hospital, the Breast Cancer

Awareness Art Competition, and the Eighth Secondary School, educating and screening 500 female high-school students.

5) **Female Athletic Empowerment, Global Digital Access & Civil-Society Schemes**

- **Female Sports Access & Exclusive Fitness Partnerships:** Building on the Ministry of Sports' "Toumouhi Challenge" for young women in sports leadership and BMC's Shared Sports Facilities Policy guaranteeing priority student access to indoor gyms and courts, BMC signed a dedicated agreement with Adel Omar Zaki Effendi Sports Establishment (Aim Studio) providing a special discount exclusively for BMC female students and female staff. On campus, the Female Sports Club organized "Stronger Than Injury: First Aid and Prevention for Women Athletes", the Saudi Sports for All Federation & Al-Ittihad Club training participation, the Saudi Dodgeball Federation Introductory Day, and the gender-equal BMC–King Khalid University Sport Competition. This ecosystem empowered BMC female athletes to win 1st Place in the Premier League Karate Championship, the National Silver Medal in the Kingdom Women's Open Boxing Championship, 2nd and 3rd Places at the Riyadh Dodgeball Championship and 3rd Place in the Inter-University Dodgeball Activation Championship.
- **Global Online Course Access (edX Enterprise Agreement) & International Mobility:** BMC signed an enterprise agreement with edX LLC providing Learner Credits for BMC students to enroll free of charge in global courses on edX.org and GetSmarter.com. Additionally, BMC funded and organized the International Educational Visit to the University of Rome Tor Vergata, Italy for a predominantly female student delegation and a dedicated Umrah Spiritual Trip for Female Students.
- **Regional Women's Civil-Society & Student Club Partnerships:** BMC signed 12 collaborative agreements including a formal partnership with the Southern Women's Association to advance regional women's empowerment and scholarship pathways, alongside a MoU with the University Student Clubs Association supporting 37 to 50+ student clubs led by the Women Empowerment Club, Influencers Club, Debate Club, and Nazaha Club.

5.3.4 Women's Application in Underrepresented Subjects

By being a premier institution for medical and health sciences, BMC systematically dismantles educational and occupational gender stereotyping by actively encouraging young women to apply to, enter, and lead in scientific, clinical, and technological disciplines where women have historically been underrepresented. This Report provides an exhaustive account of BMC's outreach architecture and multi-sector collaborative campaigns. It is structured around encouraging women's applications through two core sub-criteria, Direct college outreach and collaboration with other universities, community groups, government agencies, and NGOs.

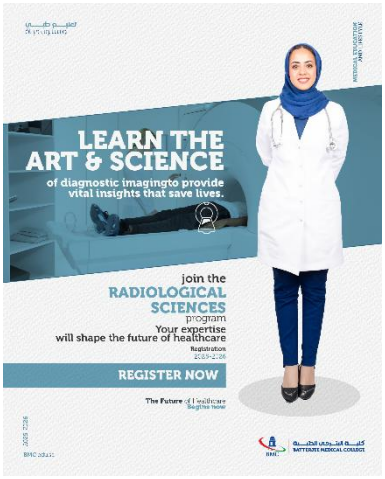
1) Targeted Underrepresented Subjects and Structural Transition Pathways for Women at BMC

While women have made major strides in general healthcare education, they remain globally and regionally underrepresented in advanced technological, computational, acute surgical/interventional, and industrial biotechnology specializations, as well as among students originating from non-scientific secondary tracks. BMC systematically addresses this gap across two structural levels:



a) Targeted High-Impact STEM, Clinical, and Technological Specializations:

BMC actively recruits, mentors, and places female applicants into specialized undergraduate programs and emerging interdisciplinary tracks where female representation in technical practice and senior leadership requires continuous reinforcement:

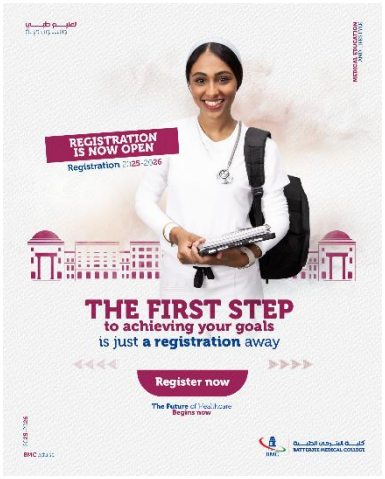


- **Radiological Sciences & Advanced Medical Imaging:** Training female technologists in Nuclear Medicine, Magnetic Resonance Imaging (MRI), Computed Tomography (CT), Diagnostic Radiology, Therapeutic Radiologic Science, and Ultrasound Imaging.

- **Artificial Intelligence (AI) in Healthcare, Bioinformatics & Digital Twin Technology:** Integrating Introduction to Artificial Intelligence into the Foundation Year curriculum and engaging female students and researchers in Bioinformatics in Precision Medicine, Digital Twin & AI Altitude Adaptation Modeling, AI-Driven Precision Nursing, and Dental AI.



- **Biomanufacturing, Green Nanotechnology & Forensic Chemistry:** Preparing female students in pharmaceutical biotechnology, vaccine/biologic manufacturing, green nanobiotechnology, and applied Forensic Chemistry.
- **Occupational Therapy & Assistive Rehabilitation Technology:** Encouraging female entry into Occupational Therapy, recognized as one of the rarest medical rehabilitation specialties in Saudi Arabia and the Arab world, where BMC holds the distinction of being the first private program in Saudi Arabia and the Arab region accredited by the World Federation of Occupational Therapists (WFOT).



- **Emergency Medicine, Critical Care, Cardiopulmonary Respiratory Therapy & Surgical Simulation:** Encouraging women to enter high-acuity fields including Emergency Medicine, Intensive Care (Central Line & Intubation), Respiratory Therapy (the first program of its kind in Western Saudi Arabia), Plastic & Reconstructive Surgery, and Robotic Urologic & Transplant Surgery.

- **Health Information Management, Medical Coding & Healthcare Leadership:** Training women in hospital risk management, electronic health record (EHR) coding, health insurance analytics, and executive healthcare systems leadership.
- **Sports Medicine, Athletic Rehabilitation & Sports Industry Leadership:** Empowering women in sports injury prevention, physical therapy, and competitive sports management.





b) Structural Curriculum Pathways Converting Non-STEM Women into STEM Entrants

To ensure that high school specialization tracks or financial constraints do not bar women from entering underrepresented STEM and medical subjects, BMC's Admission and Registration operates dedicated structural pathways:

- **The Medical Gateway Program (Non-Science Preparatory Year):** A pioneering one-year Pre-Med Transition Program specifically engineered for female and male high school graduates from non-scientific (literary, arts, or administrative) specializations who aspire to pursue a medical or STEM career. Aligned with Vision 2030 human capital development, *Medical Gateway* provides a "second chance" by building foundational competency in Biology, Chemistry, Physics, and Mathematics, bridging the gap between non-scientific backgrounds and undergraduate medical studies.



- **Internal Academic Mobility into Medicine Pathway:** Female applicants whose high school scores fall below the direct Medicine threshold are admitted to other BMC health science programs and granted a guaranteed pathway to transfer into the General Medicine Program upon achieving a GPA of 4.5 out of 5.0 in their first year.
- **Elite Admission (Direct Year 2 Placement & Accelerated Nursing):** High-achieving female applicants can fast-track directly into Year 2 via the Elite Admission pathway or complete a Bachelor of Science in Nursing in 3 years instead of 5 years through the Accelerated Nursing Program.

2) Encouraging Women's Applications Through Direct University Outreach

During the 2025 academic year, BMC significantly expanded its direct university outreach to high schools and middle school girls, utilizing female faculty leaders and senior female students as role models to inspire young women to apply to STEM and specialized medical tracks:

- **School Medical Specialties Forum "Discover Your Path in Healthcare":** Organized by the Student Development Unit for male and female high school students. Building on BMC's model of hosting inclusive days where female medical leaders deliver keynote presentations to make medical careers tangible and aspirational for young girls.
- **Al-Faisaliah Girls' Schools Health Track Campus & MRI Immersion Visit:** BMC hosted a delegation of female students from the Al-Faisaliah Schools Health Track to introduce them to specialized medical and radiological fields (*"How an MRI Works"*). The visit opened with a comprehensive briefing by the Admission and Registration Department on available health programs, admission requirements, and clinical training advantages, followed by an interactive tour of BMC's laboratories and educational clinics where female high school students engaged directly with supervisors and modern diagnostic equipment.
- **High School Visits to BMC Aseer Campus:** Coordinated by Student Affairs & Community Service, this outreach initiative welcomed approximately 90 high school students and teachers. The program introduced prospective students in the Aseer region to BMC's academic environment, specialized healthcare programs, scientific laboratories, and admission opportunities.

- **Anjal Al Aqeeq School Multi-Laboratory STEM Tour:** Organized by the Student Development Unit detailing academic programs, scholarship opportunities, and the admissions process. Visiting students rotated through four specialized STEM and clinical laboratories including Radiology, Pharmacology, Anatomy, Dentistry Labs, and Clinics.
- **Dar Alamjad School Molecular & Cellular Biology Lab Immersion "Cell-ebration of Life Experiments":** BMC welcomed high school students into its biology laboratories for hands-on experimental science, directly strengthening high school students' analytical skills and interest in biological and health sciences.
- **Middle School Hands-On CPR & Emergency Medicine Workshop:** To cultivate interest in medical careers at an even earlier educational stage, BMC's Medicine Program students hosted visiting middle school students for a guided campus tour and a hands-on Cardiopulmonary Resuscitation (CPR) and lifesaving first aid workshop.

3) Collaborations with Universities, Government, NGOs, and Community Groups in Regional & National Campaigns

BMC collaborates extensively with government ministries, national and international universities, non-governmental organizations (NGOs), community groups, and biotechnology/healthcare industries to execute regional and national campaigns that inspire and empower women to enter underrepresented scientific, technological, and leadership fields.

a) Collaborations with Government Entities in Regional & National Campaigns

- **8-Week Regional Campaign with the Ministry of Education – "Research Literacy Initiative for High-School Students (Blue & Green Schools):** BMC in collaboration with the General Directorate of Education in Jeddah (Ministry of Education) hosted 8-Week regional STEM capacity-building campaign where over 163 high school students completed five structured workshops (scientific research fundamentals, hypothesis building, research ethics, data analysis, and presentation skills) under the mentorship of BMC faculty mentors and speakers. At the closing *Research Literacy Forum*, female high school teams prominently presented mentored scientific research posters evaluated by faculty judges, directly preparing high school girls to apply for university medical and STEM degrees.

- **Partnership Campaign with the Eighth Secondary Girls' School in Khamis Mushait:** BMC Preparatory Year in partnership with the Eighth Secondary School in Khamis Mushait, where BMC students led a comprehensive Breast Cancer, Diabetes, Blood Glucose, and BMI clinical screening and health education campaign for 500 female high school students. BMC's students inspired such strong engagement, acting as direct peer role models in science and medicine.
- **Regional School Campaigns with the National Anti-Corruption Authority (Nazaha):** Led by the female-driven Nazaha Club in alignment with Saudi Arabia's Oversight and Anti-Corruption Authority (Nazaha), educating female students across five interactive booths on medical ethics, legal accountability, financial integrity, and forensic healthcare responsibility (complemented by the female medical student play *"The Patient's Autopsy: A Prequel to Justice"*).
- **Rowad Al Khaleej International Schools:** BMC female students and faculty led clinical education campaigns on breast cancer self-examination, preventive dentistry, hypertension, and hands-on emergency first aid for over 300+ school students, positioning female BMC students as scientific educators and role models for younger girls.
- **Strategic Partnership with the Research, Development and Innovation Authority (RDIA):** BMC hosted the Smart Health: AI-Powered Research and Healthcare Solutions Forum with RDIA as Strategic Partner, engaging female panellists and students in Medical Imaging AI, Telehealth, Brain-Machine Interfaces, and Predictive Analytics.
- **National Campaigns with the Ministry of Sports & Saudi National Sports Federations:** Building on the "Toumouhi Challenge" which specifically invited young women to develop leadership skills in the traditionally male-dominated sports industry, BMC's Female Sports Club collaborated with the Saudi Sports for All Federation & Al-Ittihad Club as Community Sports Groups Development Program on sports training science and sports medicine, the Saudi Dodgeball Federation & Saudi University Sports Federation and the Saudi Boxing Federation (Women's Open National Championship).

- **Ministry of Environment, Water and Agriculture (MEWA) Environmental Science Campaign:** Directed by Social Responsibility Unit in implementation of a formal MoU with MEWA (Makkah Region Branch), planting 1,000 seedlings on campus and training high school students in agricultural and environmental sustainability during the School Forum.

b) Collaborations with Other Universities in Regional, National & International STEM Campaigns

- **King Fahd University of Petroleum and Minerals (KFUPM) Bioengineering & Technology Commercialization Visit:** 48 BMC students (predominantly female students) and 8 staff members, as part of the student innovation bootcamp, visited KFUPM in Dhahran. Female students toured KFUPM's Innovation & Technology Commercialization Center (DTVC) and the Bioengineering Department / Interdisciplinary Research Center (IRC) for Bio Systems & Machines, interacting directly with bioengineering researchers and exploring academic and career pathways at the intersection of engineering, machine systems, and medicine.
- **Cross-University BMC Innovation Bootcamp "From Idea to Product":** In collaboration with the University of Jeddah (UJ), King Khalid University (KKU), and King Abdullah Medical City (KAMC), engaging 60 teams and 104 students in 20+ workshops on healthcare technology, intellectual property, patents, and startup prototyping. 45 distinct innovation ideas were produced, of which 36 ideas advanced to technical and commercial incubation review in collaboration with Surge (Masbak Business).
- **First Research Conference for Students of Makkah Region Universities:** Hosted by the University of Jeddah across 11 universities and educational institutions where BMC female students won 1st Place in the Health and Medical Sciences unpublished research track (*"Identifying Barriers to the Use of Labor Pain Analgesia in Saudi Arabia"*) and 2nd Place in the scientific innovation track for an AI, wearable sensor, and urinalysis smart kidney-health early-detection system.
- **King Saud bin Abdulaziz University for Health Sciences (KSAU-HS) & King Saud University (KSU) Collaborations:**

- BMC students actively participated in the 6th and 7th KSAU-HS Annual Research Forums (Biotechnology: Beyond the Double Helix), where BMC was one of six Western Region universities invited to the scientific competition (represented by the 4-student team *"Cure Quest"*) and presented multiple student research posters on AI in healthcare and cardiopulmonary science.
- BMC's Nursing Department and HR team collaborated in the Nursing Career Day hosted by King Saud University (KSU) College of Nursing, guiding students into advanced nursing careers.

- **Collaborations with Dar Al-Hekma University, Jeddah International College (JIC), & King Khalid University (KKU):** Included the General Dentistry Program outreach at Dar Al-Hekma University, the Health Management Department "Health Through Knowledge" rare and viral disease peer-exchange at Jeddah International College and the BMC–King Khalid University Joint Sport Competition, formally documented under SDG 5 for promoting gender equality in inter-university athletics.
- **International University Collaborations Exposing Women to Frontier STEM & Medical Technologies:**
  - **University of Rome Tor Vergata (Italy) – MoU & Educational Visit:** A predominantly female BMC student delegation traveled to the Faculty of Medicine at Tor Vergata University for hands-on exposure to robotic urologic surgery, innovative kidney transplantation, AI-based cardiology, CBRN protection, and advanced clinical simulation.
  - **Global Research Catalyst Series with MIT/Harvard, Aalto University (Finland), VCU (USA), KAU, & Augmented Research:** Connected BMC students and faculty with international pioneers in medical AI and IP.
  - **edX Global Enterprise Partnership:** Provides USD $300,900.00 in Learner Credits enabling BMC students to access global university courses in data science, AI, and healthcare on edX.org and GetSmarter.com.

c) Collaborations with NGOs, Healthcare Industry & Community Groups in Regional and National Campaigns

- **Aseer Social Responsibility Forum & 12 Civil-Society NGO Agreements:** Convened by BMC in collaboration with the Aseer Chamber of Commerce, Aseer Development Authority, Aseer Health Cluster, Najran Health Cluster, Saudi German Hospital, Ministry of Human Resources and Social Development, and King Khalid University. BMC signed 12 collaborative agreements with civil-society NGOs, including the Southern Women's Association, Jasad Cancer Care Association, Takatuf Health Association, Human Development Association "Obour", Ibtisamah Health Association, Haseen Health Association, and Warifah Environmental Association, establishing regional tracks for equitable scholarship partnerships, healthcare project incubation, and women's empowerment.



- **SVax (Al-Tiryaq Al-Khalawi Medical Company) Biomanufacturing Agreement:** A landmark Strategic Training Partnership Agreement bringing industrial biomanufacturing and vaccine/biotechnology training directly into BMC's facilities to equip BMC students and graduates with advanced biomanufacturing skills.
- **Bupa Arabia & KAMC Health Information Coding/Management Field Visits:** Organized by BMC female staff, exposing female students to hospital Medical Records Coding, Electronic Health Records, Risk & Crisis Management, and Healthcare Insurance Operations.

5.4 Proportion of senior female academics









BMC's commitment to gender equality is perhaps most strikingly visible in its leadership and academic structures. The data showing that **about 73% of senior academic staff are women** is a powerful indicator of an institutional culture that does not value female talent but actively promotes it to the highest echelons of academic leadership. Furthermore, the claim that **96% of BMC's published research features female researchers** underscores that women are not only present but are driving the institution's intellectual and innovative output. This level of involvement positions BMC as a regional leader in creating an equitable research ecosystem.

5.5 Proportion of Women Receiving Degrees



BMC remains dedicated to supporting the academic journey of its female students, ensuring their progress from enrollment to graduation. Through continuous monitoring and support, BMC helps female students navigate their academic challenges and achieve their educational goals. In the 2025 graduating class, a significant 56% of the degrees were awarded to women. A deeper dive into the subject areas reveals even more significant strides as 56% of the medical graduates and 60% of STEM graduates were women. This impressive figures underscores BMC's commitment to fostering an inclusive and supportive learning environment, where women are empowered to excel and successfully complete their studies, contributing to the college's vision of educational equity and academic excellence.

5.6.1 Policy of Non-Discrimination Against Women



BMC is dedicated to maintaining an academic and professional community that respects human dignity, promotes tolerance and mutual respect, and empowers every individual (with a foundational institutional focus on women) to reach their full potential. BMC recognizes diversity and gender equality as vital catalysts that strengthen the college, stimulate creativity, and enrich academic life.

a) The purpose of this policy is to:

1) Establish a binding, zero-tolerance institutional mandate prohibiting all forms of direct and indirect discrimination, bias, harassment, sexual harassment, and exploitation against women and all members of the BMC community.

2) Guarantee meritocratic, gender-equal access and treatment for women across student admissions, scholarships, academic instruction, clinical training, research, recruitment, employment, performance management, professional development, compensation, and promotion to senior leadership.

3) Regulate power and authority dynamics in academic, clinical, and supervisory relationships to prevent coercion, unfair evaluation, or gender-based disadvantage.

4) Provide accessible, confidential reporting channels, immediate protective measures, impartial investigation committees, appeal mechanisms, and ironclad protection against retaliation for any individual who reports or witnesses' discrimination or harassment.

b) Scope:

This policy applies universally across all BMC campuses, facilities, clinical training sites, and virtual platforms. It governs all students, faculty members, administrative staff, technical staff, contractors, guests, and visitors.

c) Core Principle of Non-Discrimination Against Women

i. BMC views, evaluates, and treats all persons strictly as individuals based on personal capacities, academic/professional qualifications, and merit.

ii. BMC strictly prohibits discrimination against women in student admissions, scholarships, recruitment, compensation, performance evaluation, training, and promotion to senior leadership.

iii. BMC enforces equal educational and employment opportunities for women, minorities, and persons with disabilities in compliance with Saudi laws.

d) Workforce Planning, Recruitment, and Selection

i. **Workforce Planning:** Conducted annually by March 1st, defining projected headcounts, male-to-female ratios, and salaries based on objective salary scales without gender disparity.



ii. **Job Postings:** Vacancy advertisements must focus strictly on job duties, professional qualifications, research output, and licensing requirements, explicitly omitting personal, non-job-specific requirements like gender, age, or physical attributes.

iii. **Internal Mobility & Hiring Governance:** Priority is given to internal candidates via internal postings. Candidate selection is executed through four predefined multi-stakeholder committees to eliminate personal biases, supported by mandatory annual recruitment training for committee members.

e) Performance Management, Promotions, and Appeals

i. **Objective Evaluation Criteria:** Annual reviews are conducted between April 1st and May 15th via HRIS-PMS using standardized, pre-communicated metrics approved by executive leadership.

ii. **Appraiser Objectivity & Conflict Disclosure:** Appraisers must maintain objectivity, avoid bias, and immediately disclose any conflicts of interest to HR. HR co-appraises evaluations where supervision is

under 6 months and performs a mandatory final review to validate fairness.

iii. **Right to Appeal:** Employees may appeal an evaluation in writing to the Appeal Committee or HR Manager within 10 working days. A final binding decision is issued within 30 days without risk of retaliation.

f) Medical Insurance Equity

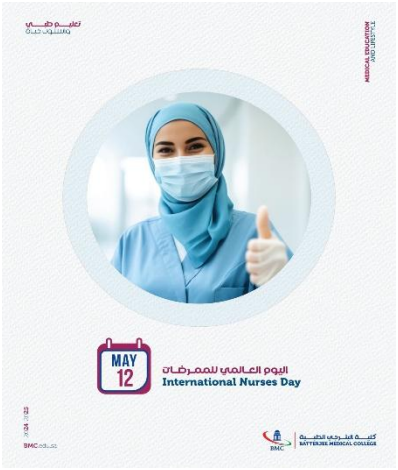
Comprehensive CCHI-compliant medical insurance is provided to full-time employees and families, including coverage for married female employees' spouses and children, maternity benefits, and children's vaccinations up to age 6.

g) Academic Freedom & Authority

Faculty and students enjoy academic freedom and shared governance rights. Using academic authority to coerce students or cause arbitrary harm is strictly prohibited.

5.6.2 Non-Discrimination Policies for Transgender and All Medical/Genetic Identities

i. **Inclusive Community Protection:** BMC enforces a non-discrimination policy protecting all genders and identities. Harassment or discrimination based on gender identity, medical conditions, or genetic information is strictly banned.



ii. **Medical & Personal Privacy:** Clinical and student welfare services maintain strict medical confidentiality, ensuring records are protected in compliance with Saudi regulations.

5.6.3 Maternity and paternity policies

BMC recognizes that supporting female and male employees, faculty, and students through key family milestones (childbirth, parenting, and childcare) is essential for sustained participation, equity, and success.

- **Maternity Leave Policy**

  BMC's Maternity Policy grants the anticipated mothers a generous leave allowing them to recover and bond with their newborns with financial or academic protection.



  1) **Duration & Eligibility:** Full-time and part-time female employees are entitled to 12 weeks (90 days) of fully paid maternity leave, starting up to 4 weeks before the expected delivery date.
  2) **Mandatory Postnatal Rest:** Employees are strictly prohibited from working during the 6 weeks immediately following childbirth.
  3) **Extensions & Special Needs Child Support:** Maternity leave may be extended up to 30–90 days using accrued vacation or unpaid leave.
  4) **Breastfeeding Breaks & Academic Protections:** Returning mothers are entitled to daily paid nursing breaks. Student mothers are protected via medical leave integration, ensuring no penalties for academic deferrals.

- **Paternity Leave Policy**

  By formally recognizing the role of fathers, BMC promotes a culture of shared family responsibility. This policy is crucial for gender equality as it helps to dismantle the stereotype that childcare is solely a woman's responsibility, thereby reducing the "motherhood penalty" in professional advancement and encouraging a more equitable distribution of domestic duties from the outset.

  1) **Duration & Eligibility:** Female employees are entitled to 12 weeks (90 days) of fully paid maternity leave, starting up to 4 weeks before the expected delivery date. Male employees are entitled to up to ten (10) consecutive days of fully paid paternity leave upon the birth of a child to bond with the newborn and support the family.
  2) **Application:** Employees submit the birth certificate to HR via ESS within 30 days of arrival.

5.6.4 Childcare Facilities for Students

BMC has established strong partnerships with nearby childcare facilities, kindergartens, and nurseries to support the needs of its student community. These collaborations aim to provide a sense of security, allowing mothers to continue their academic activities without disruption.

- **Accredited Nursery Partnerships:** BMC maintains formal partnerships with high-standard nurseries and kindergartens near campuses accepting infants starting from 6 months of age, fostering cognitive and motor development.
- **Exclusive Subsidized Access (25% Discount) & Free Support:**
  - **Paid Subsidized Model:** Under BMC's agreement with Golden Little Dream Company for Childcare, all student mothers receive an exclusive 25% discount on childcare services.
  - **Free/Subsidized Access for Low-Income Students:** Low-income student mothers (bottom 20%) and international students (LIC/LMIC) receive full financial aid waivers, free campus housing (Hostels H & E), and free daily transport to eliminate financial entry barriers.

5.6.5 Childcare Facilities for Staff and Faculty

- **Staff & Faculty Childcare Access:** Faculty members and administrative/technical staff enjoy full access to BMC-affiliated nurseries and kindergartens for children aged 6 months and older. Recognizing the importance of early childhood care and education, BMC ensures that these affiliated facilities uphold high standards of care and learning.
- **Corporate Discounts & Family Benefits:** Faculty and staff receive the 25% exclusive discount via the Golden Little Dream partnership, alongside comprehensive family contracts (annual airfares, housing allowances, medical insurance for spouses and children) and a 50% tuition discount for employee children studying at BMC.

5.6.6 Women's Mentoring Schemes



BMC is committed to ensuring that women's access to higher education translates into academic success, research excellence, timely graduation, and leadership. BMC's mentoring schemes play a critical role in empowering female students. Over 75% of participants in these mentoring initiatives are women, reflecting the college's focus on fostering strong, supportive relationships between female students and experienced mentors. These programs offer personalized guidance and encouragement, helping women navigate academic challenges, develop leadership skills, and build confidence in their abilities.

- **Mandatory Participation Target:** BMC mandates that at least 10% of female students participate in structured mentoring programs. BMC consistently exceeds this threshold, with over 75% of all mentoring participants being women.
- **Institutional Mentoring Tracks**

  1) **First-Generation & Peer Mentoring:** Given that >70% of female entrants are first-generation university students, senior female students lead the First-Generation Medical Students Workshop to guide junior peers.
  2) **AI-Enhanced Academic Advising & Early Warning Tutoring:** Faculty maintain scheduled office hours and utilize AI-Enhanced Academic Mentoring Matrices alongside mandatory early-warning tutoring systems.
  3) **Student Club Leadership Mentoring:** Supported by the College Student Clubs Association, women lead across 30 – 50 student clubs and participating in leadership initiatives.
  4) **Cross-Campus Research & Innovation Mentoring:** Institutionalized via Research Mentoring Procedures, weekly research hours, and 10 research groups with mandatory student mentor-matching, alongside the BMC Innovation Bootcamp and high-school STEM pipeline mentoring.

5) **Career & Clinical Mentoring:** Coordinated by Career Development and HR teams through summer showcases, clinical hospital visits, and career days.

5.6.7 Track Women's Graduation Rate and Gap-Closing Schemes

BMC does not merely facilitate women's entry into higher education; it is systematically committed to ensuring their successful completion. BMC meticulously tracks and monitors student progress.

Women at BMC are not only persisting but are excelling. In the 2025 academic year, women consistently demonstrated high completion rates across all programs, often matching or exceeding those of their male counterparts. For instance, in the Medicine & Surgery program, the female completion rate was 94%, nearly identical to the male rate. In programs like Physical Therapy, the female completion rate was an exceptional 97.5%.

This success is not accidental. It is the direct result of schemes implemented to close any potential attainment gap, including the proactive support systems: the Counseling Unit, the Preparatory Year Wellness Program, academic advising, and targeted workshops on stress management and exam anxiety.

a) Systematic Comparative Tracking of Women's Progression, Retention, and Graduation Rates

1) **Annual Gender-Disaggregated & Socioeconomic Auditing:** Admission and Registration, Academic Affairs, Student Affairs, and Quality Assurance Deanships are mandated to systematically track, measure, and audit student progression, retention rates, completion rates, and graduation rates on an annual basis. All data must be disaggregated by gender (measuring women's likelihood of graduating directly against men's), academic program, entry pathway, campus branch, and socioeconomic quintile.

2) **Integrated Enterprise Digital Tracking Architecture:** BMC executes end-to-end longitudinal tracking of every female cohort from post-admission to graduation across integrated institutional platforms:

   - **Oracle PeopleSoft Student Records System:** Serves as the central repository tracing every student's academic lifecycle, course schedules, subject descriptions, and continuous assessment records in direct conjunction with academic advising from post-admission through graduation.
   - **Student Information System (SIS) & QQ Assessment Solution:** Tracks real-time student attendance, approved medical/maternity

excuse documentation, financial holds, course withdrawals, and GPA graduation categories across all campuses.

- **Blackboard Learn Ultra:** Monitors student engagement in virtual classes, discussion rooms, study groups, and research citation standards.
- **ExamSoft Standardized Assessment Platform:** Separates assessment from instruction by linking learning outcomes directly to courses and programs, enabling objective measurement of learning outcome attainment at both the individual student level and the program level to identify any gender-based performance variances early.
- **AI-Enhanced Academic Mentoring Matrices & Quarterly RAG KPI Dashboards:** Introduced in 2025 to monitor student activity records, mentoring matrices, research milestones, and quarterly Red-Amber-Green (RAG) key performance indicators across departments.

b) Institutional Graduation Targets and Verified Gender-Parity Benchmarks

1) **Mandatory Minimum Graduation Target:** Pursuant to Section 2.2 of the Policy on Admission and Academic Success Targets for the Bottom Financial Quintile, BMC enforces a strict institutional target requiring a graduation and completion rate of at least 85% for economically vulnerable cohorts, with a binding mandate that women's and disadvantaged students' graduation rates remain strictly equal to or higher than the overall student body average.

2) **Verified Institutional Benchmarks (Women Matching or Exceeding Male Graduation Rates):** BMC's systematic tracking confirms that female students not only persist but consistently match or outperform their male counterparts across rigorous medical and STEM programs.

c) Mandatory Gap-Closing Schemes (Proactive Interventions to Eliminate Attainment & Graduation Gaps)

Whenever longitudinal tracking identifies an actual or potential attainment gap, GPA decline, or attrition risk among female students in any program or campus, BMC mandates the immediate activation of four integrated gap-closing schemes:

1) **The Academic Early Warning System & Mandatory Free Tutoring:**
   - The Academic Advising Unit and the Student Counseling Center jointly operate a proactive Early Warning System linked to Oracle PeopleSoft and SIS.

- If a female student’s cumulative or semester GPA drops below a safe threshold, or if she exhibits early signs of academic struggle in foundational or clinical modules, the system automatically triggers mandatory free tutoring, remedial academic support, and personalized one-on-one mentoring with a dedicated academic advisor to close the learning gap before course failure or dropout can occur.

2) **Free In-House Clinical Mental Health Care & Exam-Anxiety Reduction:**
   - Recognizing that psychological stress, burnout, and exam anxiety are primary drivers of student attrition in medical education, the Student Welfare Unit operates a dedicated In-House Psychological Clinic where all individual and group consultations are 100% free of charge and strictly confidential.
   - **Female-Specific Clinical Provisions:** The clinic schedules dedicated therapy sessions exclusively for female students every Monday, executes the Pre-Medicine Students Wellness Program to acclimatize incoming first-generation female students, conducts proactive digital screenings using validated scales (PHQ-9 for depression and GAD-7 for anxiety), delivers female-counselor-led workshops on *"Stress Management and Exam Anxiety," "The Overthinking Mind,"* and *"Career Burnout"*, and provides facilitated referrals to over 11 accredited mental health partner hospitals (including Erada Complex, Etizan Center, Mutma'inah Clinic, and the National Center for Mental Health Promotion).

3) **Financial & Logistical Safety Net to Prevent Economic Dropout:**
   - To ensure zero female dropouts due to sudden household financial hardship, BMC provides emergency and ongoing access to scholarship and financial aid schemes (*Tamkeen*, *Tamooh*, *Daeem*, *Al-Forsan*, *Ehsan*, *Abna'a Al Shuhada'a*, and *LIC/LMIC International Student Grants*).
   - **Zero-Interest Financing & Withdrawal/Deferral Protection:** Students have access to 0%-interest financing via Maslak and Alinma Bank, alongside Amwal Tech Installment Agreement, which legally protects students who must temporarily defer or withdraw from being charged for future unrendered academic semesters.
   - **Non-Financial Cost-of-Living Support:** Low-income and out-of-region female students are granted priority access to free or heavily

subsidized BMC Female Hostels (Hostel H and Hostel E), free daily shuttle bus transportation, and subsidized campus meal plans (including a 30% discount on monthly meal packages.

4) **Maternal, Childcare, and Academic Mobility Accommodations:**

- **Childcare & Parental Support for Student Mothers:** To prevent motherhood from delaying graduation, BMC provides flexible medical excuse policies for pregnancy and childbirth and subsidized access to high-standard nearby nurseries and kindergartens for infants from 6 months of age.

5.6.8 Policies Protecting Those Reporting Discrimination

BMC is committed to protect its students and staff who [are] facing or reporting discrimination and/or harassment from any kind of educational or employment disadvantage, retaliation after reporting or participating in the complaint process.

a) **Reporting Channels:** Any student, employee, or visitor who witnesses or experiences discrimination/harassment is encouraged to report it immediately through internal channels or law enforcement.

b) **Immediate Interim Protection:** BMC enacts immediate interim protective measures (e.g., no-contact directives, reassignments) to safeguard complainants before formal investigations conclude.

c) **Absolute Non-Retaliation Guarantee:** BMC strictly protects individuals reporting discrimination or harassment from educational, evaluative, or employment disadvantage or retaliation.

d) **Disciplinary Enforcement:** Confirmed violations result in disciplinary actions ranging from written warnings and fines to immediate termination of service without end-of-service benefits for harassment or sexual harassment.

This is a cornerstone of BMC's ethical framework. It guarantees that any student or staff member who comes forward to report discrimination or harassment can do so without fear of reprisal, victimization, or negative consequences to their academic standing or career progression. This assurance is fundamental to creating a truly safe and trustworthy environment where the principles of non-discrimination can be actively upheld by the entire community.

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