كليـــة البتـــرجي الطبـــيـة
BATTERJEE MEDICAL COLLEGE

SUSTAINABLE DEVELOPMENT GOAL 8 (ECONOMIC GROWTH)

2025 - 2026 **REPORT**



MEDICAL EDUCATION AND LIFE STYLE

Bmc.edu.sa

BMC | كليـــة البتـــرجي الطبـــية
BATTERJEE MEDICAL COLLEGE



SUSTAINABLE DEVELOPMENT GOALS

كليـــة البتـــرجي الطبـــية
BATTERJEE MEDICAL COLLEGE
BMC

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

Economic Growth

Executive Summary & Institutional Commitment to SDG 8

Batterjee Medical College (BMC) views higher education as a transformative force for shaping individuals, advancing communities, and driving inclusive socio-economic development. Aligning its institutional strategy with the SDG8, Decent Work and Economic Growth, and Saudi Vision 2030, BMC embeds sustainability, workplace equity, and social responsibility into the core of its identity.

In the 2025 academic and fiscal year, BMC significantly strengthened its institutional governance frameworks, human resource policies, digital employee services, academic training models, and macroeconomic contributions across all its campuses and branches. Governed by the comprehensive *BMC Employee Handbook* and a suite of audited, executive-approved policies, BMC guarantees living wages, upholds labor rights, enforces zero-tolerance against workplace discrimination and modern slavery, tracks and eliminates gender pay gaps, and provides multi-tiered appeal mechanisms. Simultaneously, through pioneering research in artificial intelligence and digital health, international faculty development partnerships with Mayo Clinic, and mandatory clinical work placements, BMC bridges the gap between education and employment while driving regional economic diversification.

8.2 Employment Practice

BMC's Human Resources (HR) Governance Framework operates in strict compliance with the Saudi Labor Law, Ministry of Human Resources and Social Development (MHRSD) regulations, General Organization for Social Insurance (GOSI) statutes, Council of Cooperative Health Insurance (CCHI) provisions, and International Labor Organization (ILO) conventions. All institutional employment policies are periodically reviewed to ensure compliance, transparency, and full protection of all academic and administrative personnel.



8.2.1 Employment Practice Living Wage



Policy Commitment & Compensation Structure: Governed by the *BMC Employee Handbook* and the *Workforce Planning Policy*, BMC is strictly committed to paying all full-time, part-time, and adjunct faculty and staff members a structured, competitive remuneration package that exceeds the local living wage and the national financial poverty indicator for a family of four in the Kingdom of Saudi Arabia.

- **Standardized Salary & Allowances:** Every standard employment package comprises three guaranteed financial pillars: Basic Salary, Housing Allowance (including advanced housing allowance for international recruits), and Transportation Allowance, alongside position allowances where applicable. Salaries are disbursed monthly on the 1st of each month via bank transfer, monitored through the national Wage Protection System (WPS) and GOSI.
- **Comprehensive Family Medical Insurance & Travel Entitlements:** Under the *Medical Insurance Policy*, BMC provides CCHI-approved health insurance covering outpatient/inpatient care, medications, maternity, dental, optical, and vaccinations for all employees and their eligible dependents (spouses and children). Expatriate employees on family contracts also receive annual round-trip air tickets for themselves, their spouses, and dependent children.
- **Statutory End-of-Service & Paid Leave Security:** In accordance with the Saudi Labor Law, BMC guarantees full end-of-service awards, including full entitlement for female employees resigning within six months of marriage or three months of childbirth. Under the *Leaves Policy*, employees receive a fully paid annual leave, up to 120 days of sick leave (first 30 days at 100% pay, next 60 days at 75% pay), work-related injury leave via GOSI, paid marriage leave, bereavement leave, Hajj leave (10–15 days), hemodialysis leave, and paid job-search leave (1 day/week during notice periods).

- **Operational Evidence – Cost-of-Living Support, Childcare Subsidies, and Corporate Perks:**
  - **Childcare & Tuition Subsidies:** Under its partnership with *Golden Little Dream Company for Childcare*, BMC provides faculty, staff, and students an exclusive 25% discount at accredited nurseries and kindergartens (accepting infants from 6 months of age), alongside a 50% tuition fee discount for employees' children studying at BMC.
  - **Nutritional, Dining & Hospitality Perks:** Employees enjoy a 30% discount on meal subscriptions with *ZED Meals* and 20% off *Zed Selections*, a year-round 30% discount at *One & More Café*, and exclusive accommodation rates at many hotels.







8.2.2 Employment Practice Unions & Labor Rights

Policy Commitment & Participatory Governance: BMC recognizes and upholds fundamental labor rights, freedom of association, collective consultation, and shared governance for all personnel, including women and international staff, in full alignment with Saudi regulatory frameworks.

- **Shared Governance & Faculty:** The *Faculty Code of Conduct Policy Rights* explicitly codifies that all faculty members have: (a) the right to academic freedom, inquiry, and expression; (b) the right to participate in the determination of program, department, and college policies and procedures consistent with the principles of shared governance; (c) the right to participate in determining their teaching and administrative assignments; and (d) the right to inspect their HR personnel files and request corrections.

- **Operational Evidence – Employee Voice, Induction, and Institutional Cohesion:**
  - **ETEC Quality of University Education Survey:** In collaboration with the national Education and Training Evaluation Commission (ETEC) under the Human Capability Development Program, BMC actively engaged faculty and staff in national institutional surveys to gather empirical field evidence for decision-making and curriculum alignment.
  - **Landmark Digital Employee Induction Program:** Under the banner *"One Experience, One Culture, One Vision,"* BMC launched one of the Kingdom's first interactive E-Learning Employee Induction Programs via the Employee Self-Service Portal, ensuring all new and existing staff across all branches share a unified understanding of their rights, policies, benefits, and workplace standards.



  - **Workplace Solidarity & Feedback Surveys:** Following the *Annual Employee & Family Trip (2025)*, HR conducted the Annual Employee Trip Satisfaction Survey, to incorporate employee feedback into future welfare planning. Furthermore, BMC hosted the Annual Ramadan Iftar, strengthening interpersonal bonds across the institution.





- **Personal Data Protection & Employee Privacy:** Governed by *Employee Handbook*, BMC's Compliance Office enforces strict adherence to the Saudi Personal Data Protection Law (supervised by SDAIA), safeguarding the personal records of all faculty, staff, and students.



8.2.3 Employment Policy on Discrimination

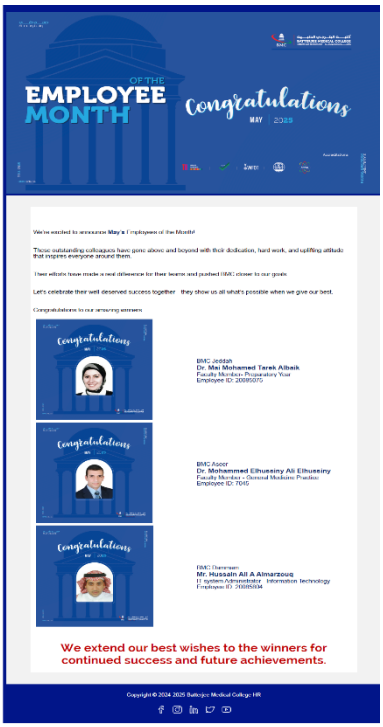
Policy Commitment: BMC enforces a binding, zero-tolerance mandate against all forms of workplace discrimination, harassment, and exploitation, anchored by four institutional policies:

- **Comprehensive Policy on Non-Discrimination, Equal Opportunity for Women, with Whistleblower and Anti-Retaliation Protections:** Strictly prohibits direct or indirect discrimination, bias, harassment, sexual harassment, or exclusion based on gender, pregnancy, maternity, marital status, parental status, race, color, religion, national origin, ethnic origin, ancestry, socioeconomic background, disability, gender identity, medical condition, or genetic information.
- **BMC Employee Handbook:** Establishes "Equality" as a foundational value and mandates a "zero-tolerance policy toward discrimination, harassment, bullying, intimidation, or any form of hostile or demeaning behavior" across multicultural and gender-diverse environments.
- **Recruitment and Selection Policy:**
  - **Non-Discriminatory Job Advertisements:** Explicitly mandates that vacancy advertisements focus strictly on job duties and professional

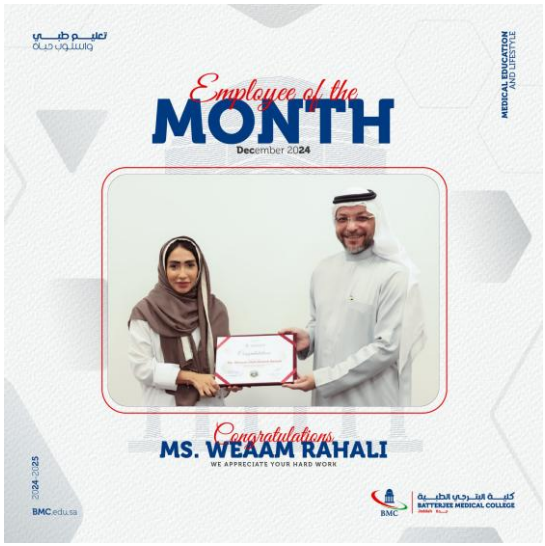
qualifications *"without making any personal/non-job specific requirements such as age, gender, specific nationality, or physical attributes"*.

- **Multi-Stakeholder Hiring Committees & Bias Training:** Candidate selection is executed through four predefined committees to eliminate individual selection biases, and all committee members must complete mandatory annual training on fair recruitment and selection practices.
- **Proactive Recruitment & Accommodation of Persons with Disabilities:** BMC actively encourages the recruitment of candidates with disabilities, making reasonable adjustments across all recruitment stages and coordinating prior to the joining date with Maintenance, Support Services, and Fixed Assets to equip workstations in alignment with MHRSD guidelines.

- **Faculty Code of Conduct & Dress Code Policy:** Strictly bans discrimination or harassment in academic/clinical settings (classifying sexual harassment as grounds for immediate dismissal) and accommodates dress code exceptions based on disability, religious, ethnic, or health reasons.
- **Operational Evidence – Monthly "Employee & Faculty of the Month" Recognition:** Governed by the Employee of the Month Policy and Procedures, BMC executes a systematic, recurring monthly process across all college branches and divisions to select and reward outstanding administrative/technical staff and academic faculty members. Open to peer-to-peer nominations from any BMC colleague, nominees are evaluated objectively on Job Knowledge & Performance, Attendance, Interpersonal Relationships, and Professional Appearance, alongside special recognition for heroic behavior and exceptional community service, with winners receiving a financial prize and formal certificate.







8.2.4 Employment Policy on Modern Slavery

Policy Commitment & Ethical Recruitment Safeguards: Governed by the BMC *Employee Handbook* and the *Recruitment and Selection Policy*, BMC maintains an absolute prohibition against forced labor, modern slavery, human trafficking, debt bondage, and child labor across its internal operations and external supply chains.

- **Strict Regulation of International Recruitment:** To prevent human trafficking and recruitment exploitation when hiring internationally, BMC mandates that all foreign recruitment be conducted exclusively through licensed agencies authorized by the Saudi Embassy in the candidate's home country under formal Service Level Agreements (SLAs). Exclusivity with a single agency is prohibited (at least two licensed agencies must be maintained per country).
- **Contractual Transparency, Document Custody & Cost Absorption:** All employment contracts are documented bilaterally on the official MHRSD Qiwa platform and attested by the Chamber of Commerce prior to travel. BMC absorbs the costs of pre-employment medical examinations inside KSA, arrival air tickets, and advanced housing allowances. Employees always retain full possession of their passports and residency permits (Iqamas), and child labor is strictly prevented through mandatory government ID and credential verification.

8.2.5 Employment Practice Equivalent Rights for Outsourcing

Policy Commitment & Third-Party Contractor Governance: Under *BMC's Code of Ethics & Business Conduct*, *Comprehensive Non-Discrimination Policy*, and *Faculty Code of Conduct*, BMC extends

workplace protections and equivalent labor rights to all workers employed through outsourced third-party contractors (including maintenance, security guards, health & safety, catering, and facility/transportation staff).

- **Equivalent Protection & Anti-Corruption Standards:**
  - *Non-Discrimination Policy* explicitly applies across all BMC campuses and facilities to govern all contractors, faculty, staff, and visitors, guaranteeing them a workplace free from discrimination, harassment, and retaliation.
  - *Faculty Code of Conduct* strictly penalizes any physical or verbal assault or mistreatment directed against "outsourced staff from contracted companies," affording them identical disciplinary protection as direct BMC faculty and students.
  - Under the Anti-Bribery and Anti-Corruption Policy, all contractors, vendors, and subcontractors are bound by ethical compliance clauses, and BMC's Procurement, Finance, and HR teams audit vendor compliance with Saudi Labor Law, WPS salary disbursement, and occupational safety standards.

8.2.6 Employment Policy on Pay Scale Equity



Policy Commitment: BMC has institutionalized a formal commitment to equal pay for work of equal value and the elimination of gender-based pay disparities, governed by the Workforce Planning Policy, Comprehensive Policy on Non-Discrimination & Equal Opportunity for Women, and BMC Employee Handbook.

- **Objective Salary Scale & Mid-Point Benchmarking:** All positions in BMC's organogram are assigned a standardized Job Code and Grade within the institutional salary scale prior to recruitment. Workforce Planning Policy mandates that "Projected salaries of new hires, including replacement ones, shall be calculated based on the mid-point of the salary scale for the same qualification and specialization," ensuring remuneration is determined strictly by qualification, academic rank, and job grade rather than gender.

- **Equitable Promotion Benchmarking:** Whenever a promotion involves a change in job title or compensation, HR conducts a formal job analysis and salary benchmarking to ensure internal equity and consistency with the grading structure, auditing promotion practices periodically to ensure zero discrimination or favoritism.
- **Gender-Equal Family Benefits:** BMC's Medical Insurance Policy guarantees both Saudi and international female employees the exact same right as male employees to enroll their dependent spouses and children under BMC's CCHI-approved health insurance network, alongside 12 weeks (90 days) of fully paid maternity leave (with an additional 30 days paid leave for mothers of newborns with special needs or illness), daily paid breastfeeding breaks, and up to 10 consecutive days of paid paternity leave.

8.2.7 Tracking Pay Scale for Gender Equity

Systematic Measurement & Annual Auditing: To operationalize Indicator 8.2.6 (Employment policy pay scale equity), BMC systematically tracks, measures, and audits gender representation and pay scale equity across all academic and administrative tiers through three institutional mechanisms:

- **Annual Workforce & Compensation Auditing:** Conducted annually between January and March across all college branches, BMC's Workforce Planning process mandates the collection and consolidation of master HR data defining headcount, employee grade/academic title, specialization, Saudization ratio, male-to-female ratio, and current/projected salaries across every department and program. This enables HR, Deans, and the Corporate Executive Team (COO/CAEO) to audit compensation structures and verifies a 1:1 base-pay ratio between male and female staff within identical grades and qualifications.



- **Standardized Performance & Increment Tracking:** Launched annually on April 1st via the digital **HRIS Performance Management System (HRIS-PMS)**, employee appraisals use standardized, weighted criteria approved by the Head of HR, Chief of Quality, Chief of Academics, and

COO (Teaching & Learning 60–65%, Behavioral Competencies 30%, Research 5%, Community Service 5% for faculty; Job-Specific Performance 70–80% and Behavioral Competencies 20–30% for admin/technical staff). HR co-appraises staff supervised for less than 6 months and conducts a mandatory HR Final Review to validate rating fairness and eliminate gender bias before linking scores to salary increments or promotions.

- **Longitudinal Female Progression & Mentoring Tracking:** BMC tracks gender parity across its talent pipeline using Oracle PeopleSoft, SIS, and quarterly Red-Amber-Green (RAG) KPI dashboards, supported by institutional mentoring schemes where over 75% of participants are women.

8.2.8 Employment Practice Appeal Process

Policy Commitment & Multi-Channel Redressal Mechanisms: BMC provides employees with four formal, independent, and non-retaliatory channels to appeal decisions regarding pay, employee rights, working conditions, performance evaluations, and disciplinary actions:

- **Digital HR Help Desk Ticketing System – Payroll, Compensation & Personnel Appeals:** Available to all employees via the Employee Portal, the HR Help Desk serves as the official automated ticketing platform for raising and tracking inquiries, complaints, and appeals across three dedicated tracks: (1) Payroll and Compensation (handling salary discrepancies, financial entitlements, and attendance records, (2) Employee Personnel (daily workplace rights and concerns), and (3) Government Relations. Employees receive automated real-time status notifications from ticket submission to formal resolution and closure.



- **Formal Grievance & Complaint Procedure:** Covers misapplication of policies, unfair decisions, working conditions, harassment, or ethical concerns. Following optional informal resolution, employees submit a formal written grievance to HRD for impartial investigation. If dissatisfied with the outcome, the employee has the Right to Appeal in writing to the

HR Director or College Vice President for an independent review and final determination.

- **Performance Evaluation Appeal Process:** Employees who believe their annual appraisal is inaccurate, unfair, or biased may submit a formal written appeal to the Appeal Committee or HR Manager within 10 working days of notification. The Committee interviews the employee and appraiser, audits performance records, and issues a binding written decision within 30 days to either uphold, amend, or conduct a new evaluation via an independent committee.
- **Disciplinary Action Appeal Process:** Administrative and technical staff have the right to appeal any disciplinary penalty in writing to the HR Director within 5 working days for an independent review, while faculty members may appeal decisions of the Faculty Disciplinary Committee (which includes HR and Legal Affairs representatives) within 15 days of notification.
- **Ironclad Whistleblower & Non-Retaliation Guarantee:** Across all appeal and grievance channels, strict confidentiality is enforced, immediate interim protective measures (e.g., no-contact directives or reassignments) are enacted where needed, and retaliation against any complainant or witness is strictly prohibited and subject to severe disciplinary action.

8.3 Expenditure per Employee

BMC views financial investment in its human capital, continuous professional development, occupational health and safety, and institutional infrastructure as a primary driver of academic excellence and regional economic growth.

Governed by the Workforce Planning Policy, BMC calculates master HR budgets based on Full-Time Equivalent (FTE) headcounts across all academic and administrative units.

8.4 Proportion of Students Taking Work Placements



A core pillar of BMC's educational mission is producing a work-ready healthcare workforce by integrating rigorous academic curricula with mandatory, hands-on clinical rotations and hospital internships.

Across all undergraduate degrees, including General Medicine Practice, General Dentistry, PharmD, General Nursing, Physical Therapy, Occupational

Therapy, Respiratory Therapy, Radiology Sciences, and Health Management students complete mandatory, credit-bearing clinical work placements and internships exceeding one month in duration.

8.5 Proportion of Employees on Secure Contracts

Institutional stability, high retention, and academic excellence rely on providing faculty and staff with long-term contractual security.

Governed by the Workforce Planning Policy and Recruitment and Selection Policy, BMC prioritizes permanent and multi-year full-time employment contracts, strictly limiting casual or short-term arrangements.

كليـــة البتـــرجي الطبـــية
BATTERJEE MEDICAL COLLEGE
BMC

Bmc.edu.sa