

## LUMS SEXUAL HARASSMENT POLICY

(Effective as of 1 July 2020)

In furtherance of The Protection Against Harassment of Women at the Workplace Act, 2010, Lahore University of Management Sciences (hereinafter referred to as 'LUMS'), is pleased to establish a Sexual Harassment Committee to further the imperatives of The Act.

LUMS is guaranteed to be a safe space for all those who inhabit the institution in any capacity. To this end, any harassment, sexual or otherwise, is strictly prohibited under LUMS policy and national law.

LUMS affirms the right of every member of the LUMS Community to live, study, and work in an environment that is free from harassment. Behaviour constituting sexual harassment as defined in the TORs and the 2010 Act is incompatible with all recognized standards of professional ethics and with behaviour appropriate to an institution of higher learning.

Harassment is a violation of human rights, is demeaning to human dignity and is unacceptable in a healthy work and academic environment, specifically one in which scholarly pursuit may flourish. LUMS will not tolerate sexual harassment of any member of the LUMS family and will strive through education and deterrence to create an environment free from such behaviour on its premises.

In furtherance of the above objectives, these Terms of Reference (TORs) constitute a sexual harassment committee which will help ensure a campus free from violations of human dignity; to clearly demarcate the limits of acceptable behaviour at any time on campus; to establish a functional, swift, fair and permanent mechanism for filing complaints of harassment, investigation of these complaints and redress of instances of harassment as defined by these TORs.

### 1. Definitions:

- A. "Accused" means an individual belonging to the LUMS Community, against whom a Complaint of sexual harassment has been filed before the Inquiry Committee.
- B. "The 2010 Act" refers to The Protection Against Harassment of Women at the Workplace Act, 2010.
- C. "Code of Conduct" means a guideline of the limits of acceptable behaviour as stipulated by The 2010 Act and expanded upon to provide for the particular community at LUMS, provided as Annexure B to these TORs.

- D. "Competent Authority" means the Vice Chancellor (VC) of LUMS, or Provost at LUMS, or a representative appointed by the VC/Provost, to act on their behalf.
- E. "Complainant" means an individual aggrieved by the conduct of any member of the LUMS Community that may constitute sexual harassment.
- F. "Disciplinary Committee" means the committee that reports to the Office of Student Affairs and deals with, *inter alia*, infringements of academic standards, and substance consumption.
- G. "Harassment" includes, directly or by implication,
- i. any unwelcome sexual gesture or advance,
  - ii. persistent and unwelcome flirting, request for sexual favors, sexual innuendo,
  - iii. verbal or written communication (whether electronic or otherwise) of a loaded nature,
  - iv. non-consensual physical conduct of a sexual nature including assault, exploitation and sexual violence;
  - v. sexually demeaning attitudes;
  - vi. stalking;
  - vii. causing interference with work performance or creating an intimidating, hostile or offensive campus environment, or
  - viii. the attempt or threat to punish the complainant for refusal to comply to requests for sexual favour, or
  - ix. the placing of a sexual favour as a condition for employment, promotion, grades or evaluation of a person's professional engagement in any activity.

Sexual harassment can be physical or psychological in nature. It may be perpetrated using electronic media as well as in person. An aggregation of incidents can constitute sexual harassment even if one of the incidents considered on its own would not constitute harassment.

This list is not exhaustive, and individual behaviours may be found to constitute harassment by the Inquiry Committee using this definition as a guideline.

Examples of sexual harassment actionable under these TORs and under the 2010 Act are provided in the Code of Conduct in Annexure A.

- H. "Inquiry Committee" means the Sexual Harassment Inquiry Committee constituted pursuant to The 2010 Act by these Terms of Reference to hear, investigate and decide complaints of harassment.

- I. "LUMS Community" includes but is not limited to:
  - (a) The Board of Governors, all administrative, research, teaching and non-teaching employees of LUMS, as well as students (including interns);
  - (b) Individuals working at LUMS through a service provider that has a contract or arrangement with LUMS;
  - (c) Stakeholders such as students/employees seeking to join the LUMS Community; and
  - (d) individuals present on the LUMS campus for any reason.
  
- J. "Office of Accessibility and Inclusion" (also referred to as "OAI") means the office at LUMS that houses the sexual harassment committee. This office is responsible for record keeping and confidentiality of the complainants.
  
- K. "Ombudsperson" means the office of the Ombudsperson, Government of Punjab; it is the appeal body provided for by the 2010 Act.

## 2. Inquiry Committee.

### A. Appointment and Constitution

The Competent Authority shall appoint a pool of at least six (6) members, at least three (3) of whom shall be women. From this pool, the Competent Authority shall constitute an Inquiry Committee of no less than three (3) members to hear and decide any complaint.

- a. There shall be one (1) Convenor of the Inquiry Committee, who shall be appointed from the Office of Accessibility and Inclusion. The Convenor shall be a permanent member in each complaint and shall be appointed for a renewable 5-year term. The Convenor shall be the Chair of the Inquiry Committee.
  - b. There shall be one (1) member from senior member of management at LUMS;
  - c. The remaining four (4) members, at least two (2) of whom shall be women, shall be appointed from faculty for two (2) year terms on a staggered basis to provide for continuity of experience.
- B. The quorum for the exercise of any of the powers or duties of the Inquiry Committee shall be three (3) members, at least one (1) of whom shall be a woman.
- C. No member shall serve for more than two (2) consecutive terms.
- D. Former members will be eligible for re appointment after a gap of two (2) years since the last appointment.
- E. The Competent Authority may consider reappointing at least one (1) member of the Inquiry Committee for two (2) consecutive terms for institutional continuity.
- F. Shorter terms may be required occasionally to fill vacancies.

G. Altered composition in specific cases

- a. In case a complaint is made against one (1) of the members of the Inquiry Committee that member shall be replaced by another for that particular case in the manner provided for in Clause 4.A.iii(c).
- b. The Competent Authority may also alter the composition of the Inquiry Committee on a case by case basis to address the valid objections of any of the parties involved in the inquiry, as determined by the Competent Authority.

3. Powers of the Inquiry Committee

- A. The Inquiry Committee shall have the power to inquire into the matters of harassment under these TORs, to get the Complainant or the Accused medically examined by an authorized doctor, if necessary, and may recommend appropriate penalty against the Accused as provided for in these TORs.
- B. The Inquiry Committee shall have the power to:
  - i. summon and enforce attendance of any person and examine him or her on oath;
  - ii. require the discovery and production of any document;
  - iii. receive evidence on affidavits; and
  - iv. record evidence.
- C. Subject to Clause 3(B) ii (a), the Inquiry Committee shall have the power to transfer a complaint to the Disciplinary Committee if the matter is found to fall within their jurisdiction.
- D. The Inquiry Committee may recommend appropriate action to the Competent Authority against the Complainant if allegations levelled against the accused are found to be false and made with mala fide intentions.

**Explanation:** Allegations of sexual harassment made out of malice or intent to hurt the reputation of the person against whom the complaint is filed are considered complaints made with mala fide intentions. Making a mala fide allegation of sexual harassment knowing it to be false, whether in a formal or informal context, constitutes a serious violation of this Policy. However, a complaint cannot be taken as false or as an illustration of mala fide intention. Simply on account of it not being proved.

- E. The Inquiry Committee may, if it deems fit, issue interim no-contact or other orders between the Complainant and the alleged accused. The LUMS administration may also be requested to send the Accused on leave or suspend the Accused in accordance with the applicable procedures for dealing with the cases of misconduct, if required.

- F. Subject to Clause 2(E), decisions of the Competent Authority on the recommendations of the Inquiry Committee shall be binding.
- G. The Inquiry Committee shall act through its Convenor. The duties of the Convenor include, but are not limited to:
- i. Taking cognizance of complaints of sexual harassment;
  - ii. Seeking clarification from either of the parties
  - iii. Conducting inquiries,
  - iv. Conducting and maintaining order during hearings,
  - v. answering procedural questions,
  - vi. granting or denying adjournments,
  - vii. arranging for a permanent audio recording of the proceedings, which shall constitute the official record of those proceedings, and
  - viii. reporting decisions and recommendations of the Inquiry Committee to the Competent Authority.

All these duties shall be undertaken in consultation with the other members of the Inquiry Committee.

#### 4. Process of an Inquiry

##### A. Confidentiality and fair treatment

- i. All complaints and identity of Complainant(s) and the Accused shall be kept highly confidential throughout the process of complaint, inquiry and appeal.
- ii. All hearings shall be private and closed.
- iii. The Complainant, the Accused, and any other parties to proceedings under these TORs are to be treated fairly. This may involve the making of special arrangements, such as follows:
  - (a) Where the Complainant at the time of making a complaint is either a student or instructor of the Accused, the LUMS administration may, in appropriate circumstances, after the Accused has been informed that a complaint has been made, and after receiving recommendations from the Inquiry Committee, make arrangements with the appropriate administrator for certain work and examinations of the student to be supervised and evaluated by a neutral person.
  - (b) Where the Complainant is a staff member whose performance is normally evaluated by the Accused or vice versa, the Complainant is to receive fair employment treatment and protection from adverse employment-related consequences during the procedures of the trial. To that end, LUMS may, after the Accused has been informed that a complaint has been made, and in consultation with the

Complainant, have the Complainant's performance assessed by another administrator and where practicable temporarily reassign the Complainant/Accused until the complaint is resolved. These assurances shall also be offered to witnesses in a case.

- (c) If the Complainant, Accused or any other party to the proceedings fears bias on part of any of the members of the Inquiry Committee, they may file a written complaint to the Competent Authority, who, after hearing both sides, shall decide within 5 (five) days whether to replace the concerned member for that particular matter. The decision of the Competent Authority in this matter shall be final.
- iv. The following provisions shall be followed by the Inquiry Committee in relation to any inquiry:
  - (a) The statements and other evidence acquired in the inquiry process shall be confidential;
  - (b) Both parties, the Complainant and the Accused, shall have the right to be represented or accompanied by a representative, a friend or a colleague;
  - (c) Subject to Clause 3.D) regarding malicious complaints, adverse action shall not be taken against the Complainant or the witnesses;
  - (d) The Inquiry Committee shall ensure that no individual or department at LUMS or the Accused creates a hostile environment for the Complainant so as to pressurize them or hinder them from freely pursuing their complaint; and
  - (e) The Inquiry Committee shall give its decision and recommendations to the Competent Authority in writing by recording reasons thereof.

#### B. Formal Inquiry Proceedings

- i. The Complainant may request informal proceedings provided in Annexure B to these TORs. These proceedings are covered by the process laid out in Annexure C.
- ii. A Complainant shall initiate the inquiry process by filing a written complaint to the Inquiry Committee.
  - (a) The written complaint shall be in the format provided for on the website of the Office of Accessibility and Inclusion.
- iii. Upon receiving a complaint, the Convenor shall ensure the presence of quorum of the Inquiry Committee to hear the complaint. These members will constitute the Inquiry Committee for the particular complaint.
- iv. The Inquiry Committee, preferably within three (3) days, but no later than five (5) days of receipt of a written complaint, shall:

- (a) Based on the contents of the complaint, determine whether it has jurisdiction over the matter. If so, it shall proceed with the inquiry, and if not, then subject to authorization by the Complainant, it shall forward the complaint to the relevant office at LUMS;
  - (b) If it finds that it has jurisdiction, it may contact the Complainant to seek clarification on any matter, and upon obtaining clarity, it shall forward the charge along with a copy of the written complaint to the Accused, a formal written receipt of which will be given;
    - a. It shall also require the Accused within seven (7) days from the day the charge is communicated to him or her to submit a written defence and on a failure to do so without reasonable cause, the Inquiry Committee shall proceed ex parte.
- v. The Committee shall proceed to enquire into the charge and may examine such oral or documentary evidence in support of the charge or in defence of the Accused as the Committee may consider necessary and each party shall be entitled to cross-examine the witnesses against them.
- vi. The Inquiry Committee will hear and record statements from the Complainant(s) and Accused, and the witnesses (as required) and examine any other documents and/or evidence as presented by the relevant parties.
- vii. The Inquiry Committee has discretion to limit testimony and questioning of witnesses to those matters it considers relevant to the disposition of the case. The Convenor of the Inquiry Committee also has the power to compel a witness to attend, and the Complainant(s) and/or Accused may request the Convenor's aid in this regard.
- viii. The Inquiry Committee has the right to acquire any relevant piece of evidence to further their understanding of the case and the relevant parties, witnesses, and administration are required to provide them with this documentation and/or evidence to facilitate the inquiry.
- ix. Following the hearing, the members of the Inquiry Committee shall deliberate and discuss the evidence presented before them along with other information they may deem relevant. The Inquiry Committee members shall reach a decision unanimously or by a majority after the deliberations. Where the complaint is found to be valid, the Inquiry Committee will recommend an appropriate penalty as prescribed by these TORs.
- x. The Inquiry Committee shall submit its findings, recommendations, and final decision to the Competent Authority within thirty (30) days of the initiation of inquiry, or as soon as is reasonably possible, in the

form of a written report. This report shall record the reasons for the decision, including any note of dissent. If the Inquiry Committee finds the Accused to be guilty it shall recommend to the Competent Authority the imposition of one (1) or more of the penalties provided in Clause 5.

- xi. The Competent Authority shall impose the penalty recommended by the Inquiry Committee within one (1) week of the receipt of the recommendations of the Inquiry Committee.

#### C. Appeals

- i. Decisions of the Competent Authority are final and cannot be appealed within LUMS. The appeal against such decisions lies at the office of the Federal Ombudsman for Protection against Harassment of Women at the Workplace.

- (a) Any party aggrieved by the decision of the Competent Authority/Inquiry Committee may within thirty (30) days of written communication of decision prefer an appeal to an Ombudsperson established under the 2010 Act.

- (b) The Ombudsperson may, on consideration of the appeal and any other relevant material, confirm, set aside, vary or modify the decision within thirty (30) days in respect of which such appeal is made. It shall communicate the decision to both the parties and LUMS.

#### D. Post decision follow up

- i. The Inquiry Committee shall meet on regular basis and monitor the situation regularly until they are satisfied that their recommendations subject to decision, if any, of the Competent Authority, the LUMS appeal process and the Ombudsperson appointed under the 2010 Act, have been implemented.
- ii. In case the Complainant is in trauma LUMS will arrange for psycho-social counselling or medical treatment and for additional medical leave.
- iii. LUMS may also offer compensation to the Complainant in case of loss of salary or other damages.

#### E. Miscellaneous

- i. Where any procedural matter is not provided in these TORs, the Inquiry Committee may, after hearing submissions from the parties, and guided by the principles of fairness, and by the letter and spirit of the 2010 Act, establish any appropriate procedure.
- ii. Objective documentation of the proceeding of the Inquiry Committee shall be maintained by audio recording, and high confidentiality of the records and other such material shall be upheld at all times.



- iii. All parties will bear their own costs related to the proceedings. The Inquiry Committee will not order or recommend the payment of costs, including any legal costs, of the proceedings to any party.
- iv. LUMS shall prohibit reprisals or threats of reprisal against any member of the LUMS Community who formally or informally avails of these TORs as there is a possibility of further victimization or hindrance in the launching of complaints. LUMS prohibits threats or actions against anyone who participates in proceedings held under its jurisdiction.
- v. Retaliation or any other action against the Complainant is to be taken seriously under the provisions of these TORs. All allegations of retaliation would be investigated formally under the purview of these TORs, and if substantiated, would result in appropriate disciplinary action.

## 5. Penalties and Remedies

- A. If sexual harassment is proved against someone who is working at LUMS through a service provider that has a contract with LUMS, LUMS can, if the behaviour warrants it, prevent the Accused from working at LUMS. However, LUMS does not have authority over the individual's work agreement with the relevant service provider.
- B. LUMS will inform all external agencies/service providers who do business on the LUMS campus of the existence of these TORs and LUMS shall also obtain undertakings from them that they shall ensure the implementation of these TORs and the Code of Conduct within their organisations while providing services to LUMS.
- C. If the Inquiry Committee finds the Accused to be guilty it shall recommend the imposing of one (1) or more of the following penalties to the Competent Authority:
  - i. Minor penalties:
    - (a) Warning letter
    - (b) censure;
    - (c) removal from any position of authority at LUMS, including positions in student societies and academic positions such as teaching and research assistants;
    - (d) a ban on the ability to represent LUMS at any conference, tournament or competition of any sort;
    - (e) compulsory training and community service hours to be spent under the Office of Accessibility and Inclusion;
    - (f) withholding, for a specific period, promotion or increment;
    - (g) stoppage, for a specific period, at an efficiency bar in the time-scale, otherwise than for unfitness to cross such bar; and

- (h) recovery of the compensation payable to the Complainant from pay or any other source of the Accused;
  - (i) separation from LUMS for one semester
- ii. Major penalties:
  - (a) reduction to a lower post or time-scale, or to a lower stage in a time-scale;
  - (b) compulsory retirement;
  - (c) removal from service;
  - (d) dismissal from service;
  - (e) separation from LUMS for one (1) year;
  - (f) expulsion from LUMS; and
  - (g) fine to be given to LUMS. A part of the fine can be used as compensation for the Complainant.

6. Record keeping at the Office of Accessibility and Inclusion

- A. All notes and records arising from procedures of an informal or formal resolution of a case of sexual harassment under these TORs shall be maintained in a permanent confidential file with the Office of Accessibility and Inclusion at LUMS.
- B. The notes/records referred to above shall be maintained by the individual appointed to assist the Inquiry Committee. No one apart from this person and the Inquiry Committee shall have access to the see records, except as otherwise instructed by the Inquiry Committee.
- C. Members of the Inquiry Committee will attend training by professionals in the field to learn about the particular sensitivities that surround issues of sexual harassment, the procedures that effect fair resolutions, gender equality, trauma management, and the penalties and sanctions appropriate to the various breaches of this Policy or violations of the law and deterrents to further such breaches or violations. This training will not deal with specific cases currently before the Inquiry Committee and is in no way meant to fetter the independence of any Inquiry Committee member to decide any case on the basis of the evidence presented in that case and according to his or her understanding and conscience.

## ANNEXURE A

### EXAMPLES OF SEXUAL HARASSMENT

The following are examples of instances that constitute harassment:

- A. Asking students to meet supervisors/authorities in-charge out of the institution's premises with the promise of improvement in grades.
- B. Financial and sexual gratification from graduate students (PhD, M-Phil, Masters) by their supervisors.
- C. Intimidation of faculty/staff by students/colleagues in order to tarnish the reputation (character assassination) of faculty/staff.
- D. Harassment by senior students of junior students, or minority students.
- E. Unwelcome sexual advances - whether they involve physical touching or not.
- F. Asking students to visit personal offices of their supervisors/authorities in charge after office hours to discuss their grades and assignments and using these visits to make unwelcome sexual conversation or sexual advances or any nature.
- G. Sexual epithets, jokes, written or oral references to sexual conduct, or gossip regarding one's sex life.
- H. Comments on an individual's body, comments about an individual's sexual activity, deficiencies, or prowess; displaying sexually suggestive objects, pictures, or cartoons.
- I. Unwelcome staring, whistling, brushing against the body, sexual gestures, or suggestive or insulting comments.
- J. Inquiries into one's sexual experiences.
- K. Discussion of one's sexual activities (even if males are discussing this, it is done deliberately in front of female students or colleagues).
- L. Using derogatory and abusive language that refers to others' mother's or sister's or daughter's bodies.
- M. Acts of sexual connotation relating to the same as a common usage in conversation.
- N. A senior employee or an instructor deliberately touching or hitting the body of another employee or student with a stationery item.
- O. Male teacher referring to female bodies and reproductive cycles to embarrass female students during class lectures.
- P. Ogling at female student's bodies.
- Q. Needy students given financial support by faculty member in exchange for sexual favours.
- R. Teacher telling vulgar jokes with sexual innuendos during classes.
- S. Supervisors/teachers spending long hours locked away in office with a young colleague or student.
- T. A male student making vulgar comments about a female student on social media or verbally relating vulgar material about her to his fellow students.

- U. Students sending written notes and emails with requests for intimacy in exchange for grades.
- V. Character assassination of teachers to gain political, academic, or financial gains
- W. Student initiating intimacy for benefits of grades, employment or finances.
- X. Using vulgar language to address females or males or any other gender (student, faculty and other employees).
- Y. To touch one's intimate parts in the presence of others without any reason.
- Z. Transferring a younger member of the faculty to another department against her will by the authorities as a punitive measure for not complying with undue requests for sexual favours.
- AA. Threatening students or faculty by using forged/fake documents and pictures to blackmail them into compliance.
- BB. Anonymous letters/pamphlets/e-mails leading to character assassination of employees/teachers/students.

## ANNEXURE B

### CODE OF CONDUCT

Whereas it is expedient to make the Code of Conduct at the Workplace etc to provide protection and safety to women against harassment it is hereby provided as under:

- i. The Code provides a guideline for behavior of all employees, including management, and the owners of an organization to ensure a work environment free of harassment and intimidation;
- ii. "Harassment" means any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature, or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment;

The above is unacceptable behavior in the organization and at the workplace, including in any interaction or situation that is linked to official work or official activity outside the office.

#### ***Explanation:***

There are three significant manifestations of harassment in the work environment:

#### **(a) Abuse of authority**

A demand by a person in authority, such as a supervisor, for sexual favors in order for the complainant to keep or obtain certain job benefits, be it a wage increase, a promotion, training opportunity, a transfer or the job itself.

#### **(b) Creating a hostile environment**

Any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature, which interferes with an individual's work performance or creates an intimidating, hostile, abusive or offensive work environment.

The typical "hostile environment" claim, in general, requires finding of a pattern of offensive conduct, however, in cases where the harassment is particularly severe, such as in cases involving physical contact, a single offensive incident will constitute a violation.

#### **(c) Retaliation**

The refusal to grant a sexual favor can result in retaliation, which may include limiting the employee's options for future promotions or training, distorting the evaluation reports, generating gossip against the employee or other ways of limiting access to his/her rights. Such behavior is also a part of the harassment.

- iii. An informal approach to resolve a complaint of harassment may be through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis;
- iv. A complainant or a staff member designated by the complainant for the purpose may report an incident of harassment informally to her supervisor, or a member of the Inquiry Committee, in which case the supervisor or the Committee member may address the issue at her discretion in the spirit of this Code. The request may be made orally or in writing;
- v. If the case is taken up for investigation at an informal level, a senior manager from the office or the head office will conduct the investigation in a confidential manner. The alleged accused will be approached with the intention of resolving the matter in a confidential manner;
- vi. If the incident or the case reported does constitute harassment of a higher degree and the officer or a member reviewing the case feels that it needs to be pursued formally for a disciplinary action, with the consent of the complainant, the case can be taken as a formal complaint;
- vii. A complainant does not necessarily have to take a complaint of harassment through the informal channel. She can launch a formal complaint at any time;
- viii. The complainant may make formal complaint through her incharge, supervisor, CBA nominee or worker's representative, as the case may be, or directly to any member of the Inquiry Committee. The Committee member approached is obligated to initiate the process of investigation. The supervisor shall facilitate the process and is obligated not to cover up or obstruct the inquiry;
- ix. Assistance in the inquiry procedure can be sought from any member of the organization who should be contacted to assist in such a case;
- x. The employer shall do its best to temporarily make adjustments so that the accused and the complainant do not have to interact for official purposes during the investigation period. This would include temporarily changing the office, in case both sit in one office, or taking away any extra charge over and above their contract which may give one party excessive powers over the other's job conditions. The employer can also decide to send the accused on leave, or suspend the accused in accordance with the applicable procedures for dealing with the cases of misconduct, if required;
- xi. Retaliation from either party should be strictly monitored. During the process of the investigation work, evaluation, daily duties, reporting structure and any

parallel inquiries initiated should be strictly monitored to avoid any retaliation from either side;

- xii. The harassment usually occurs between colleagues when they are alone, therefore usually it is difficult to produce evidence. It is strongly recommended that staff should report an offensive behavior immediately to someone they trust, even if they do not wish to make a formal complaint at the time. Although not reporting immediately shall not affect the merits of the case; and
  - xiii. The Code lays down the minimum standards of behavior regarding protection of women from harassment at workplace etc but will not affect any better arrangement that an organization may have developed nor will it bar the grant of protection that employees working in an institute may secure from their employers through negotiation.
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- xiv. In the interest of clarity:
  - a. Any reference to the female sex in the Code of Conduct above includes all genders.
  - b. While the Code of Conduct refers to relations of employment, it will apply equally to relations within the university, including student-and-instructor, student-and-student, relations between and among colleagues, staff, management, and any other relation that exists on campus.

## ANNEXURE C

### PROCEDURE FOR INFORMAL RESOLUTION

1. The primary objective of the informal resolution process is problem solving, to stop the offending behaviour. The request for an informal resolution may be made orally or in writing.
2. If the incident or the case reported does constitute sexual harassment of a higher degree and the Inquiry Committee feels that it needs to be pursued formally for disciplinary action, then, with the consent of the complainant, the case may be taken up as a formal complaint.
3. The informal resolution will not directly or indirectly prejudice the integrity and objectives of the Policy.
4. If resolution is achieved through informal procedures, a Resolution Report prepared by the Inquiry Committee shall be signed by the complainant and the accused. Should the resolution include an action or remedy by LUMS, that aspect of the Resolution Report must also be agreed to, signed and, with respect to that aspect, enforced by the member of the LUMS Community with the authority for ensuring that the remedy is imposed or enforced. All parties shall receive a copy of the report and a copy shall be retained in the confidential files.
5. If no resolution can be reached, the Inquiry Committee shall inform the complainant of his/her options, such as that of filing a case formally.