Centurion University

Shaping Lives...
Empowering Communities...

Times Higher Education
Sustainability Impact Ratings





SUSTAINABLE DEVELOPMENT GOAL 8

DECENT WORK AND ECONOMIC GROWTH

SUSTAINABLE DEVELOPMENT GOALS

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1. Executive Summary

Centurion University of Technology and Management (CUTM) treats decent work as both an institutional obligation and a public mission. As an employer, it guarantees fair pay, a voice at work, equal treatment and a fair route to appeal for all of its **2,037 employees**, including contractual and outsourced staff; as an educator, incubator and skill provider, it prepares students and young people across Odisha for productive employment and enterprise through its "Education–Skill–Enterprise" model.

Every employee was paid at or above the **University Minimum Pay Floor of ₹16,000 a month (₹76.92 an hour)** – 2.1 times the family-of-four living wage benchmark of ₹7,477 a month derived from the official poverty line for Odisha, and above the statutory minimum wage. The annual wage review, negotiated with the recognised staff associations, raised pay by an average of **6.8%**, no wage-related complaint was received, and staff retention rose from **87% to 89%**.

Three independently formed staff associations represented **1,772 members – 87% of employees** – with women making up **49%** of members; membership is open to international staff on identical terms. The gender pay gap was below the University's 3% threshold in all six staff categories, and the largest gap (2.06%, among administrative staff) was reviewed and corrected case by case. All **8 appeals** on rights or pay were closed by a final written decision, in an average of **12 days**, and no grievance alleging interference with the right of association or collective bargaining was received.

Beyond its own workforce, the University placed **1,711 students** with **2,833 job offers** in the 2025 placement season, up from 1,340 students and 2,013 offers in 2024; **70.5%** of students who opted for placement were placed, compared with 63.1% the year before. **79 enterprises** have been incubated or supported by the University, and its skill development arm, Gram Tarang, enrolled **101,586 learners**, including **22,178** in work-integrated training and apprenticeships (FY 2025–26). Together these results advance SDG targets 8.3, 8.5, 8.6 and 8.8.

2. Introduction

Centurion University was established with the mission "Shaping Lives, Empowering Communities". Its model integrates education, employability and entrepreneurship and enables regional development in Odisha's aspirational districts, including Gajapati, Rayagada, Balangir and Ganjam. The University aligns its institutional goals with the United Nations Sustainable Development Goals, particularly SDG 8 – Decent Work and Economic Growth, which calls for sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

Key Objectives under SDG 8

- Guarantee a living wage, equal pay and safe, secure employment for every employee, including contractual and outsourced staff.

- Recognise freedom of association and collective bargaining for all staff, including women and international staff.
- Measure and close gender pay gaps and provide a fair, timely route to appeal on rights and pay.
- Promote productive employment and entrepreneurship through placements, apprenticeships, skills and incubation.
- Empower women, tribal and marginalised communities and build sustainable local economies.

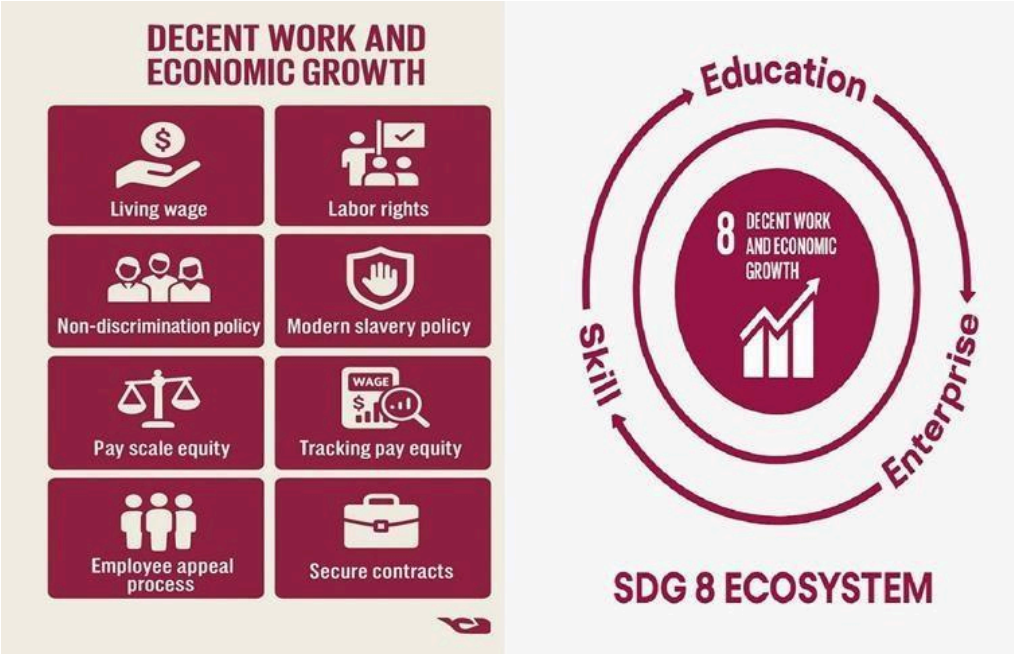


Fig. 1: The University's SDG 8 Ecosystem: Education, Skill and Enterprise

3. Summary – Our Impact on SDG 8: Decent Work and Economic Growth

Category	2025 Impact	SDG Targets
Employees covered by HR rights framework	2,037 (100%); 44% women	8.5, 8.8
Employees paid at or above the pay floor	100%; floor = 2.1× living wage	8.5, 1.2
Average annual pay increase	6.8%; 0 wage-related complaints	8.5
Union membership	1,772 (87% of employees); 49% women	8.8
Gender pay gap by staff category	Below 3% in all six categories (largest 2.06%)	8.5, 5.1
Appeals on rights or pay	8 appeals; 100% resolved; 12 days on average	8.8, 16.6
Students placed (2025 placement season)	1,711 students; 2,833 offers; 70.5% placement	8.6, 4.4

Category	2025 Impact	SDG Targets
Enterprises incubated or supported	79	8.3, 9.3
Learners in skill programmes (FY 2025–26)	101,586 (Gram Tarang); 22,178 in apprenticeships	8.6, 4.4

"Decent work is the bridge between education and dignity – fair pay, a voice at work and a real job at the end of learning."

Impact and Outcomes, 2024 and 2025

Domain	2024	2025	Change
Total employees	1,466	2,037	+39%
Union membership (% of employees)	82%	87%	+5 pts
Women (% of union members)	45%	49%	+4 pts
Average annual pay increase	6.5%	6.8%	+0.3 pts
Staff retention	87%	89%	+2 pts
Appeals on rights or pay	10	8	−20%
Average appeal resolution time	14 days	12 days	−2 days
Students placed (unique)	1,340	1,711	+28%
Job offers	2,013	2,833	+41%
Placement rate (students opting for placement)	63.1%	70.5%	+7.4 pts
Enterprises incubated or supported	74	79	+7%

4. SDG 8 Impact Framework (IMPACT)

The Impact Framework links each of the University's SDG 8 initiatives to the SDG target it serves, its 2025 data, the outputs delivered, the impact achieved and the 2030 target. It is organised under six dimensions that spell **IMPACT**: **I**nclusive and Fair Pay, **M**easurement and Monitoring, **P**rotection of Labour Rights, **A**ccess to Employment, **C**apacity and Skills, and **T**ransformation through Enterprise.

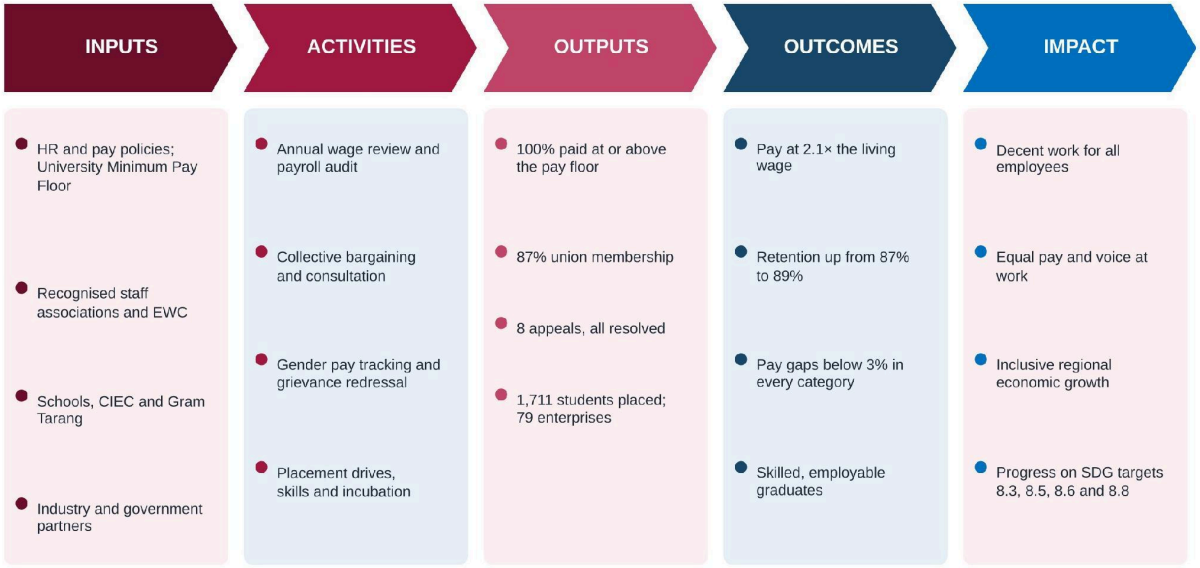


Fig. 2: SDG 8 Impact Pathway – from Inputs to Impact

Summary – Our Impact on SDG 8 – Decent Work and Economic Growth

Dimension	Initiative and SDG Target	2025 Data	Output and Impact	2030 Target
Inclusive and Fair Pay	**Living Wage Policy and University Minimum Pay Floor (SDG 8.5)**	100% of 2,037 employees paid ≥ ₹16,000/month (₹76.92/hour); floor 2.1× the ₹7,477 living wage; above the ₹462–₹612/day statutory minimum	Pay floor applied to all staff, including outsourced workers through vendor contracts. Impact: Every employee can support a family of four above the poverty line	Keep 100% compliance and a pay floor of at least 2.1× the living wage
	Annual wage review with staff associations (SDG 8.5)	Average increase 6.8% (6.5% in 2024); 0 wage-related complaints; retention 89% (87% in 2024)	Inflation-linked pay revision for all categories. Impact: Stable, motivated workforce	Retention of 94%+ and zero wage-related complaints
Measurement and Monitoring	**Gender pay gap tracking by staff category (SDG 8.5 / 5.1)**	Gap below 3% in all 6 categories (−1.35% to 2.06%); 44% women; 38 of 186 senior academic posts held by women (20.4%)	Category-level baseline; Administrative Staff pay review and corrections. Impact: Unexplained gaps identified and closed	Zero unexplained gap; 30% women in senior academic posts
	Four-step appeal process and digital grievance portal (SDG 8.8 / 16.6)	8 appeals (2 pay, 6 rights); 100% resolved; 12 days on average; 7 of 8 upheld in full or in part	Reasoned written decisions within policy timelines. Impact: Trust and fairness in HR decisions	Average resolution in 10 days or less; annual Employee Trust Survey
Protection of Labour Rights	**Recognition of independent staff associations (SDG 8.8)**	3 associations; 1,772 members (87% of employees); 49% women; open to international staff on equal terms	Collective bargaining through the annual wage review and quarterly EWC meetings. Impact: Employee voice in pay and working conditions	Union membership of 92%+
	Labour rights policy, audits and awareness (SDG 8.8)	100% of employees covered; 0 association-rights grievances; 260 participants in labour rights seminar	Annual HR compliance audit; capacity building on labour standards. Impact: Freedom of association protected in practice	Maintain full coverage and zero violations

Dimension	Initiative and SDG Target	2025 Data	Output and Impact	2030 Target
Access to Employment	**Campus placement drives and pre-placement offers (SDG 8.6)**	1,711 students placed (1,340 in 2024); 2,833 offers; 767 PPOs; 70.5% placement; highest ₹14.96 LPA, median ₹2.65 LPA	Industry recruitment across all schools. Impact: Graduates enter decent, formal jobs	Placement rate of 75%+ of students opting for placement
	Apprenticeship-embedded degrees (BOAT MoU, 5 September 2025) (SDG 8.6 / 4.4)	22,178 learners in work-integrated training and apprenticeships (FY 2025–26)	On-the-job training as a credit-bearing part of degrees. Impact: Job-ready graduates with workplace experience	50% of students in industry placements or apprenticeships
Capacity and Skills	**Gram Tarang skill programmes (SDG 8.6 / 4.4)**	101,586 learners (FY 2025–26); 69,526 in school vocational education (NSQF); 1,086 sewing machine operators	Industry-aligned skill training and certification. Impact: Employability for rural and tribal youth	108,000+ learners a year
	OSFDC Assessment and Certification Body (MoU, 16 August 2025) (SDG 8.5 / 10.2)	Assessment of Scheduled Caste youth trained under OSFDC programmes; 71 Zimbabwean officers trained	Recognised certification for disadvantaged youth. Impact: Fairer access to skilled work	Extend assessment to all state skill missions in Odisha
Transformation through Enterprise	**Incubation through CIEC and University production units (SDG 8.3)**	79 enterprises incubated or supported (74 in 2024) across agriculture, textiles, IT, manufacturing and clean energy	New enterprises and local jobs. Impact: Rural livelihoods and enterprise growth	120+ active start-ups; 60% green enterprises
	Learning-through-production units and rural enterprises (SDG 8.3 / 8.9)	Units in apparel, food processing, renewables, woodwork, handicrafts and dairy	Production units that train and employ local people. Impact: Sustainable local economies	Full digital tracking of employment outcomes

5. SDG 8 Impact at a Glance (2025)

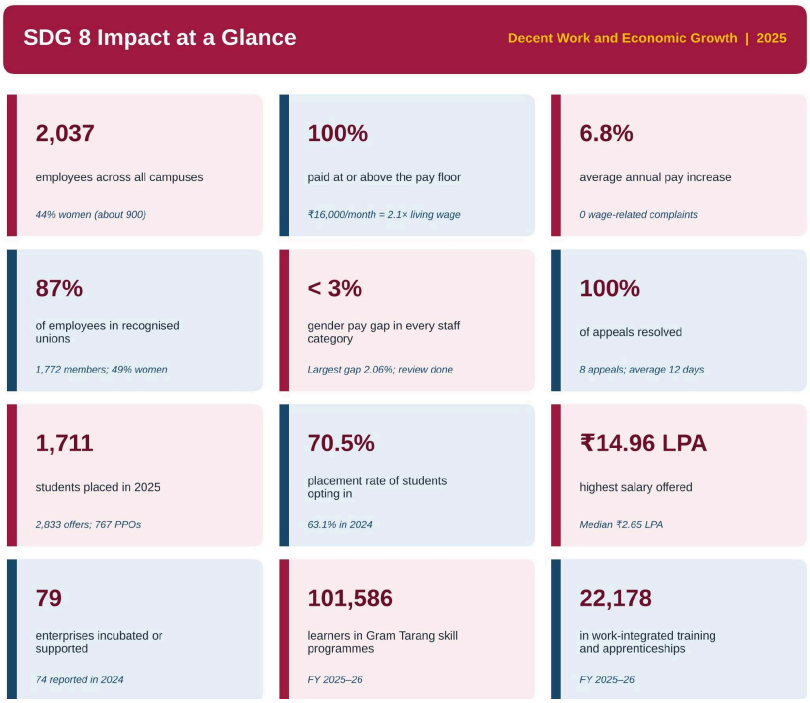


Fig. 3: SDG 8 Impact at a Glance (2025)

6. Living Wage for All Staff

Policy Overview

Centurion University is committed to ensuring that every member of its staff and faculty, including contractual and outsourced staff, earns **at least a living wage**, defined in line with the THE Impact Rankings as the **financial poverty line for a family of four**, expressed as an hourly wage. This policy is intended to allow all employees to meet essential needs, including housing, food, education, healthcare and transport, from their pay without recourse to external financial assistance.

This commitment directly advances **SDG 8 (Decent Work and Economic Growth)** and **SDG 1 (No Poverty)** by promoting fair remuneration, social equity and financial stability across the University's workforce.

Definition and Benchmark

The THE Impact Rankings methodology defines the living wage with reference to the **financial poverty line for a family of four**. The University therefore tests pay against three separate figures, kept distinct below: (1) the living wage benchmark derived from the official poverty line for Odisha; (2) the statutory minimum wage notified by the Government of Odisha under the **Code on Wages (2019)**; and (3) the University's own internal pay floor. The statutory minimum wage is a legal floor and is not treated as the living wage. All hourly rates use 8 hours per day × 26 days per month = **208 hours per month**.

- **Living Wage Benchmark – Financial Poverty Line, Family of Four (2025):** The Government of Odisha has not notified a separate monetary poverty line. The official

state-specific poverty line applicable to Odisha is the one published by the Planning Commission, Government of India (Press Note on Poverty Estimates 2011-12, July 2013, Tendulkar methodology): ₹695 per person per month (rural) and ₹861 per person per month (urban). This is the most recent official state-wise monetary poverty line. It has been updated to 2025-26 prices using the Labour Bureau consumer price indices, as follows:

- **Urban (CPI for Industrial Workers):** CPI-IW 2011-12 = 195 (base 2001=100); CPI-IW 2025-26 = 147.0 (base 2016=100) × linking factor 2.88 = 423.4. Inflation factor = 423.4 ÷ 195 = 2.171. Poverty line = ₹861 × 2.171 = ₹1,869 per person per month. Family of four = ₹1,869 × 4 = **₹7,477 per month ÷ 208 hours = ₹35.95 per hour.**
- **Rural (CPI for Agricultural Labourers):** CPI-AL 2011-12 = 611 (base 1986-87=100); CPI-AL 2025-26 = 136.4 (base 2019=100) × linking factor 9.69 = 1,321.7. Inflation factor = 1,321.7 ÷ 611 = 2.163. Poverty line = ₹695 × 2.163 = ₹1,503 per person per month. Family of four = ₹1,503 × 4 = **₹6,014 per month ÷ 208 hours = ₹28.91 per hour.**
- **Living wage adopted:** the higher (urban) figure of **₹7,477 per month (≈ ₹36 per hour)** for a single earner supporting a family of four. Index sources: Labour Bureau, Ministry of Labour and Employment, as published in the RBI Handbook of Statistics on the Indian Economy.
- **Statutory Minimum Wage, Odisha (2025):** Labour Department Notification No. 2602/LC dated 30 April 2025 (effective 1 April 2025; rates continued from 1 October 2025 under Notification No. 8584/LC dated 21 November 2025): ₹462 per day (unskilled) to ₹612 per day (highly skilled), including VDA. Monthly = ₹462–₹612 × 26 = **₹12,012–₹15,912; hourly = ₹462–₹612 ÷ 8 = ₹57.75–₹76.50.** This is a legal minimum, not a living wage.
- **University Minimum Pay Floor (2025):** ₹16,000–₹17,500 per month per adult earner, set by the University's HR and Finance Departments. Hourly = ₹16,000–₹17,500 ÷ 208 = **₹76.92–₹84.13 (≈ ₹77–₹84 per hour).** This is an internal institutional floor, not a government figure. Even its lower bound (₹16,000) is above the highest statutory minimum wage (₹15,912) and is 2.1 times the family-of-four living wage benchmark (₹7,477).

Table 1: Definition and Benchmark

Benchmark	Source / Basis	Monthly (₹)	Hourly (₹)
Living Wage – Family of Four (Urban)	₹861 × 2.171 (CPI-IW) × 4 persons	7,477	35.95
Living Wage – Family of Four (Rural)	₹695 × 2.163 (CPI-AL) × 4 persons	6,014	28.91
Statutory Minimum Wage, Odisha	Notification 2602/LC; ₹462–₹612/day × 26 days	12,012–15,912	57.75–76.50
University Minimum Pay Floor	Internal pay policy (HR–Finance)	16,000–17,500	76.92–84.13

In 2025, all Centurion University employees, including contractual and outsourced staff, were paid **at or above the University Minimum Pay Floor** (minimum ₹16,000 per month, or ₹76.92 per hour), and therefore above both the statutory minimum wage and the living wage benchmark. The lowest-paid group is Support / Contractual Staff, whose average pay (₹19,500) is 2.6 times

the living wage benchmark. In the pay table below, category averages are compared with the floor's upper bound, ₹17,500, as the most demanding reference point.

Institutional Framework

- **Fair Wage Commitment:** All pay scales start at or above the University Minimum Pay Floor, which exceeds both the statutory minimum wage and the family-of-four living wage benchmark.
- **Annual Wage Review:** The HR and Finance Departments conduct yearly assessments linked to inflation and cost of living.
- **Equal Pay for Equal Work:** No discrimination on the basis of gender, contract type or designation.
- **Contract Workforce Inclusion:** Third-party vendors are contractually required to pay Centurion University–linked workers at or above the University Minimum Pay Floor.
- **Transparency:** Pay bands and appraisal structures are published internally.

Compliance and Audit (2022–2025)

Table 2: Compliance and Audit (2022–2025)

Year	Total Employees (N)	Employees Paid ≥ University Pay Floor	Average Wage Increase (%)	Wage-Related Complaints*	Compliance Status
2022	1,354	98% (≈1,327 of 1,354)	5.2%	2	Partial Compliance (98%)
2023	1,395	100%	7.0%	0	Full Compliance (100%)
2024	1,466	100%	6.5%	0	Full Compliance (100%)
2025	2,037	100%	6.8%	0	Full Compliance (100%)

*** Definition:** "Wage-related complaints" are complaints, recorded in the HR grievance register, alleging that an employee was paid below the University Pay Floor or the statutory minimum wage. Other pay-related appeals, such as those on increments or grade placement, are recorded separately and reported through the appeal process; none of them alleged pay below the University Pay Floor.

2022 shortfall: In 2022, 98% of employees were paid at or above the University Pay Floor, so 2022 is reported as partial, not full, compliance. The 2% gap was confined to outsourced support staff engaged through third-party vendors whose contract rates had not yet been revised; the two wage-related complaints received that year related to the same issue. Both complaints were resolved, the affected vendor contracts were amended to require pay at or above the University Pay Floor, and the gap was closed from 2023.

Result: From 2023 to 2025, all categories — academic, administrative, technical and support — have earned at or above the University Pay Floor, with full (100%) compliance in each of those three years.

Average Monthly Pay (2025)

Table 3: Average Monthly Pay (2025)

Category	Average Monthly Pay (₹)	University Pay Floor Applied (₹)	Multiple of Living Wage (₹7,477)	Compliance
Professors	1,27,000	17,500	17.0×	Above
Associate Professors	1,01,000	17,500	13.5×	Above
Assistant Professors	74,000	17,500	9.9×	Above
Administrative Staff	48,000	17,500	6.4×	Above
Technical Staff	42,500	17,500	5.7×	Above
Support / Contractual Staff	19,500	17,500	2.6×	Above



Fig. 4: Average Monthly Pay by Staff Category as a Multiple of the Living Wage (2025)

Category averages are shown for context. Compliance is established by the minimum wage actually paid to any employee (₹16,000 per month; ₹76.92 per hour), not by the averages.

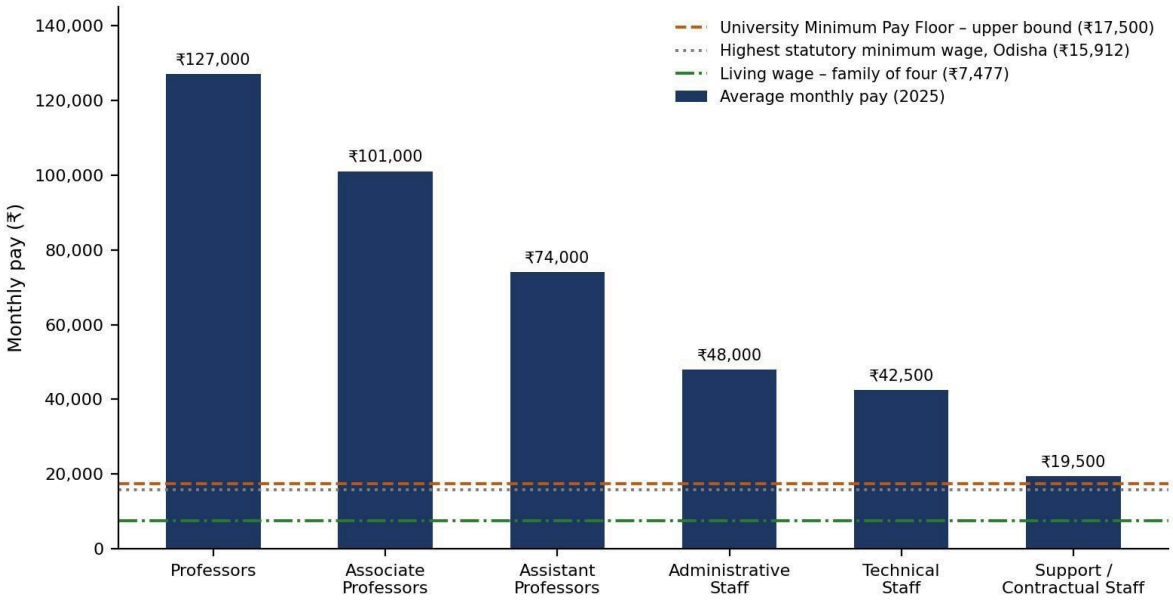


Fig. 5: Average Monthly Pay by Category vs Wage Benchmarks (2025)

Monitoring and Governance

- **Annual Wage Audit:** Joint HR–Finance verification of pay parity and compliance.
- **Independent External Validation:** Payroll and wage payments are examined each year by the University's statutory auditors, an independent Chartered Accountant firm external to the University, as part of the audit of annual accounts. Statutory wage-linked returns (EPF and ESI) are filed with EPFO and ESIC and are subject to inspection by those bodies and by the Labour Department, Government of Odisha.
- **Internal Quality Review:** The Internal Quality Assurance Cell (IQAC) reviews the wage-compliance findings as an internal university body.
- **Employee Grievance Portal:** Anonymous reporting has been enabled since 2022; no complaints of pay below the University Pay Floor have been filed from 2023 through 2025.
- **Public Disclosure:** Findings are reported in Centurion University's Sustainability and SDG Annual Report.

Impact Summary

- **100% of employees** earn at or above the University Minimum Pay Floor (minimum ₹16,000 per month), which is 2.1 times the family-of-four living wage benchmark of ₹7,477 per month.
- **Higher retention (87% → 89%):** Staff retention rose from 87% in 2024 to 89% in 2025. The main driver was the 2025 annual wage review, which gave an average pay increase of 6.8% (up from 6.5% in 2024) with no wage-related complaints, reducing pay-related exits. Retention is tracked year-on-year through HR employee records.
- **Cross-SDG Contribution:** Supports SDG 1 (No Poverty), SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities).

Supporting Evidence

Table 4: Supporting Evidence

Document	What it shows	Held by
Planning Commission Press Note on Poverty Estimates 2011-12 (July 2013)	Odisha poverty line: ₹695 rural, ₹861 urban per person per month	Government of India
Labour Bureau CPI-IW and CPI-AL tables (RBI Handbook of Statistics)	Index values and linking factors used to update the poverty line to 2025-26	Labour Bureau / RBI
Odisha Notifications 2602/LC (30 Apr 2025) and 8584/LC (21 Nov 2025)	Statutory minimum wage rates, ₹462–₹612 per day	Labour Department, Odisha
University Minimum Pay Floor policy	Internal pay floor of ₹16,000–₹17,500 per month	HR and Finance
Payroll register extract, 2025 (all employees, including outsourced)	Lowest monthly wage actually paid and headcount at or above the floor	HR and Finance
Vendor contract clause on minimum pay	Outsourced workers paid at or above the University Pay Floor	Procurement
Statutory auditors' report on annual accounts; EPF and ESI returns	Independent examination of payroll and wage-linked returns	Finance

Conclusion

Centurion University applies ethical and inclusive employment practices through its Living Wage Policy. Every employee is paid at or above a University Minimum Pay Floor that is 2.1 times the family-of-four living wage benchmark derived from the official poverty line for Odisha, and above the statutory minimum wage. Full (100%) compliance has been achieved and sustained since 2023, and continued through 2025, in line with the THE Impact Rankings framework for decent work.

7. Recognition of Unions for All Staff

❖ 7.1 Introduction

Centurion University upholds the principles of freedom of association, collective bargaining and inclusive participation in employee representation. The University recognises trade unions and staff associations as partners in advancing fair employment practices and worker rights. Its employment practice is aligned with the principles of **International Labour Organization (ILO) Conventions 87 and 98** on freedom of association and collective bargaining, which apply to all employees, including women and international staff, without discrimination.

❖ 7.2 Institutional Policy Framework

Centurion University's Human Resource Policy (Freedom of Association clause) acknowledges and upholds the right of every employee to form and join unions or staff associations. This right is guaranteed under Article 19(1)(c) of the Constitution of India and the trade union provisions of

Indian law (the Trade Unions Act, 1926, now consolidated in the Industrial Relations Code, 2020, in force from 21 November 2025). The policy applies equally to all teaching, administrative, technical and support staff, including women, contractual and international employees.

The University engages with its recognised staff unions and associations on working conditions, remuneration and welfare. Under this framework:

- Employees are free to join any union or staff association of their choice, formed and run by its own members, without discrimination on grounds of gender, nationality, caste, religion or employment category.
- Membership, voting rights and eligibility for office are open on equal terms to women, men and international staff.
- Recognised unions and associations meet the administration regularly for consultation and the annual wage review.
- No employee faces retaliation or victimisation for joining a union or association or taking part in its activities.

❖ 7.3 Governance and Recognition Mechanism

Staff representation at Centurion University is organised by employees themselves, not by the administration. Each union or association is formed and governed by its own members; office-bearers are elected by the members, and no member of management holds office in, nominates to, or funds any association. The University formally recognises the following independently formed bodies as the representatives of their members for consultation and collective bargaining:

Table 5: Governance and Recognition Mechanism

Union / Association	Represents	Open to
Teaching Staff Association	Faculty members across all schools and campuses	Women, men and international faculty
Administrative Staff Association	Ministerial and administrative employees	Women, men and international staff
Technical and Support Staff Association	Laboratory, technical and support staff, including contractual staff	Women, men and international staff

Together these associations had 1,772 members in 2025, equal to 87% of the University's 2,037 employees, up from 921 members (68% of 1,354 employees) in 2022.

Role of the Employee Welfare Council (EWC): The EWC is a joint consultative forum, not a representative body and not a substitute for the unions. It brings the elected office-bearers of the recognised unions together with management representatives. The Vice-Chancellor's Office convenes the quarterly meetings and keeps the minutes, but it does not select, appoint or control the employee side.

❖ 7.4 Union Membership Statistics (2022–2025)

Table 6: Union Membership Statistics (2022–2025)

Year	Union members (n) and % of total employees	Total employees (N)	Women (% of union members)
2022	921 (68%)	1,354	35% (≈322)
2023	≈1,032 (74%)	1,395	40% (≈413)
2024	≈1,202 (82%)	1,466	45% (≈541)
2025	1,772 (87%)	2,037	49% (≈868)

Basis of percentages: Union participation is the number of employees who are members of a recognised union or association, divided by total employees (all teaching, administrative, technical and support staff) in the University's HR records. Women's representation is a share of total union members in the same year; counts marked ≈ are derived from these percentages. Membership counts come from the unions' own membership registers, reconciled with HR headcount records.

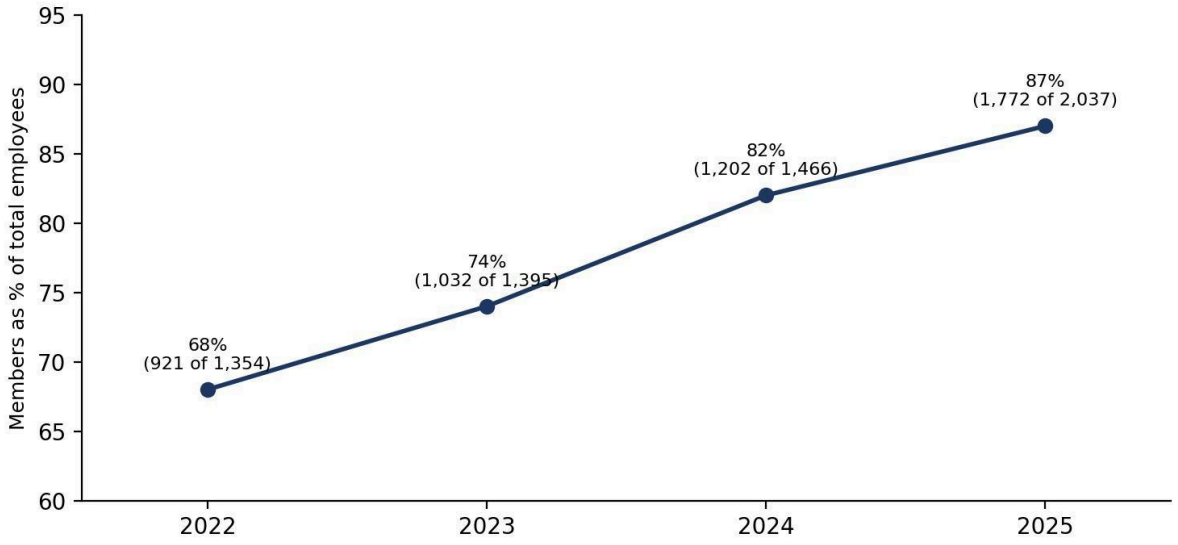


Fig. 6: Union Membership as % of Total Employees, Centurion University (2022–2025)

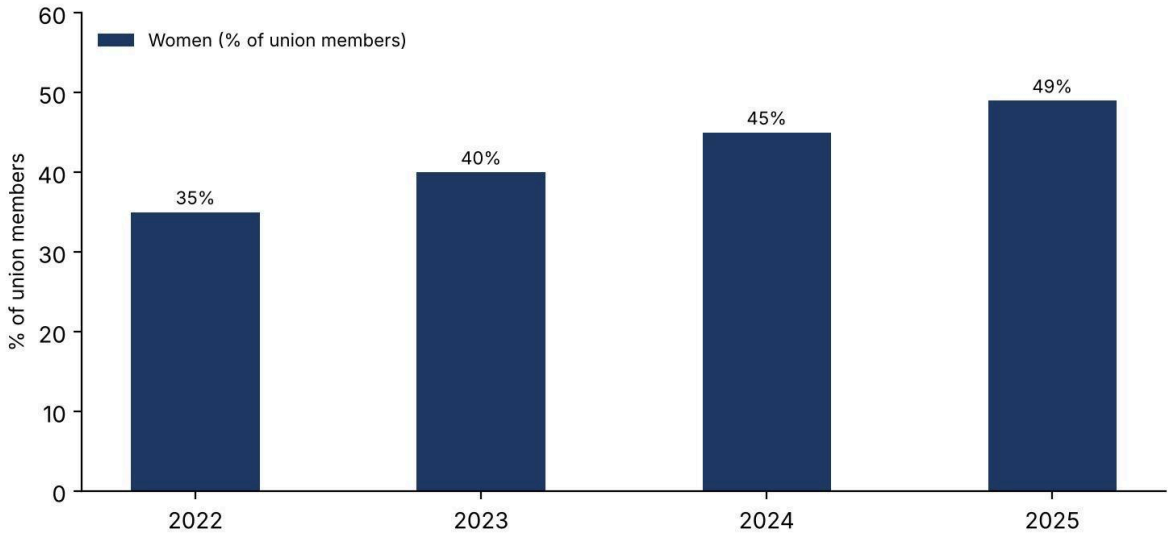


Fig. 7: Women as % of Union Members, Centurion University (2022–2025)

❖ 7.5 Monitoring, Dialogue and Collective Bargaining

The HR Department, in coordination with the recognised unions and the IQAC, monitors union membership and inclusivity indicators each year. Key findings are reviewed by the Vice-Chancellor and Registrar. EWC and bargaining meetings are minuted, and archived by the HR Department.

Collective bargaining outcomes (2022–2025): Pay is the main subject negotiated with the recognised unions through the annual wage review, discussed at EWC meetings. The table below records the dated outcomes.

Table 7: Monitoring, Dialogue and Collective Bargaining

Year	Issue and outcome	Raised through	Effective
2022	Pay of outsourced support staff below the University Pay Floor (two complaints; 98% compliance). Vendor contracts amended to require pay at or above the floor.	EWC / HR	From 2023 (100% compliance)
2023	Annual wage review: average increase of 7.0%.	EWC annual wage review	2023 pay cycle
2024	Annual wage review: average increase of 6.5%.	EWC annual wage review	2024 pay cycle
2025	Annual wage review: average increase of 6.8%.	EWC annual wage review	2025 pay cycle

The 2022 average increase was 5.2%. All employees have been paid at or above the University Minimum Pay Floor since 2023. Wage-related complaints, defined as complaints of pay below the floor, fell from 2 in 2022 to zero in each year from 2023 to 2025.

❖ 7.6 Supporting Evidence

Table 8: Supporting Evidence

Record	What it shows	Held by
Membership registers of the three associations, reconciled with HR headcount	Union membership counts, including women	Associations / HR
Annual wage review and EWC meeting records, 2022–2025	Collective bargaining outcomes	HR
HR Policy – Freedom of Association clause	Right to join and form unions for all staff groups	HR
Payroll and vendor contract records	Pay at or above the University Pay Floor, including outsourced staff	HR and Finance

Conclusion

Centurion University recognises independently formed unions and staff associations for all categories of staff, including women and international staff, and engages with them through a documented annual bargaining process. With membership reaching **87% of employees in 2025** and women making up **49% of union members**, this practice supports trust, transparency and cooperative governance, contributing to **SDG 8 (Decent Work)**, **SDG 5 (Gender Equality)** and **SDG 10 (Reduced Inequalities)**.

8. Tracking Pay Scale for Gender Equity

❖ 8.1 Introduction

Centurion University maintains a gender-sensitive employment policy, reflected in the following practices:

- **44%** of the University's 2,037 employees (approximately 900) are women.
- A dedicated **Women's Mentoring Scheme** has been operational since 2022.
- On-campus **childcare facilities** and maternity support policies are in place.
- Regular **gender sensitization workshops** are conducted for staff and students.
- An **equal opportunity** clause is embedded in HR and recruitment policies.

This section measures and tracks the pay gap between men and women in every staff category, states the results as they are, and sets out the actions taken and planned.

❖ 8.2 Objectives

- To evaluate gender pay equity across faculty and staff positions.
- To identify any disparities between male and female employees.
- To provide recommendations for achieving equitable pay practices.

❖ 8.3 Methodology

- Data were collected from 2025 payroll records across all schools, departments and campuses, covering teaching, administrative, technical and support/contractual staff. Pay for outsourced support staff was taken from the vendor payroll registers submitted to the University.
- Average gross monthly pay (basic pay plus all regular allowances, before deductions) was calculated separately for male and female employees in comparable roles. **Comparable roles** means employees holding the same designation and the same pay grade (pay level) in the University's pay structure, across all schools and campuses. Each of the six staff categories analysed below is one such group. Years of service are not used to define the group; length of service within a grade is treated in the analysis as a possible explanation for any gap.
- **Pay Gap (%)** = ((Male Avg Pay − Female Avg Pay) / Male Avg Pay) × 100. A positive value means men are paid more on average; a negative value means women are paid more.
- **Tolerance threshold (3%):** Indian law sets no permitted margin: the Code on Wages, 2019 (Section 3) prohibits any difference in pay on the ground of gender for the same or similar work. The University therefore applies an internal threshold of 3%, set as a stricter standard than the 5% level at which the EU Pay Transparency Directive (Directive (EU) 2023/970, Article 10) requires employers to carry out a joint pay assessment. A gap of 3% or more in any category triggers a mandatory pay review. A gap below 3% that favours men is still investigated and corrected if it cannot be explained by objective, gender-neutral factors.

❖ 8.4 Findings

Average Pay by Category (2025)

Table 9: Average Pay by Category (2025)

Category	Male Avg Pay (₹/month)	Female Avg Pay (₹/month)	Pay Gap (%)	Higher average
Professors	1,28,000	1,26,000	1.56	Men
Associate Professors	1,02,000	1,01,000	0.98	Men
Assistant Professors	74,000	75,000	−1.35	Women
Administrative Staff	48,500	47,500	2.06	Men
Technical Staff	42,500	42,000	1.18	Men
Support / Contractual Staff	19,500	19,500	0.00	Equal

Gaps are computed from the averages shown using the formula set out in the methodology.

Graphical Representation

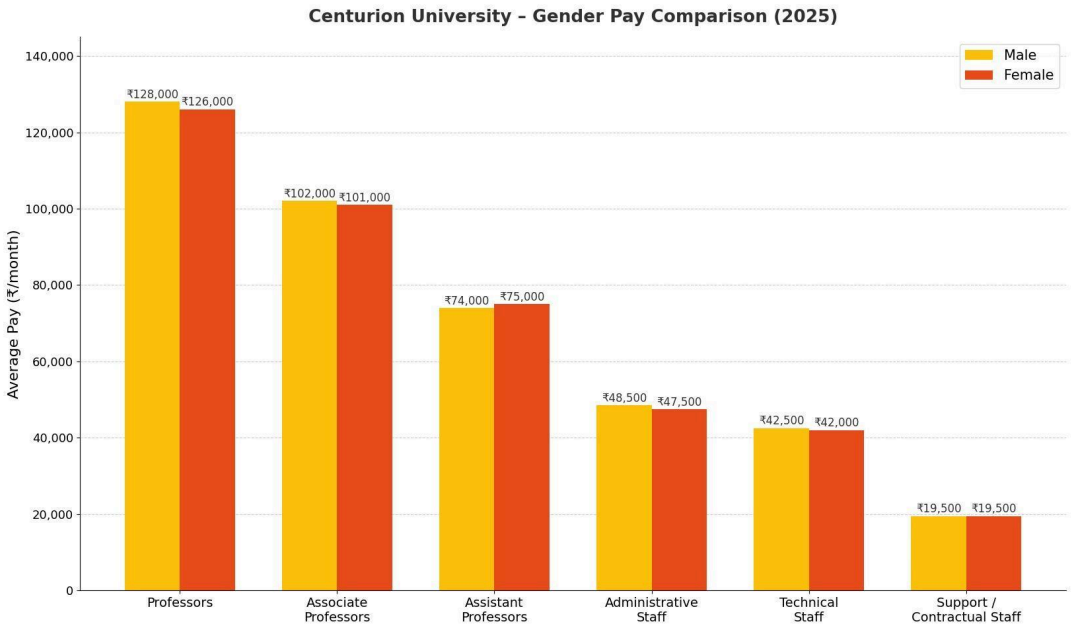


Fig. 8: Gender Pay Comparison (Average Monthly Pay, 2025)

Reading the Results

Men are paid slightly more on average in four of the six categories (gaps of 0.98% to 2.06%); women are paid more on average among Assistant Professors (by 1.35%); and pay is identical among Support / Contractual Staff. All six gaps are below the University's 3% threshold. The University does not treat a gap below the threshold as acceptable by default: each gap favouring men is subject to the review described in the methodology.

❖ 8.5 Analysis

Every grade has a single pay scale that applies identically to men and women, and no pay component is set by gender. Differences between the male and female averages within a category therefore arise from where individual employees sit within the grade, for example their increment point and length of service, and from the mix of grades within a category. The University has not attributed the 2025 gaps to any single factor. For Administrative Staff, the category with the largest gap, the 2025 pay review tested grade and length of service directly and corrected individual cases where no gender-neutral reason was found.

Support / Contractual Staff show identical pay (0.00%) because their pay is fixed per post under the University's pay floor and vendor contract rates, which do not vary by gender. This category is included so that the analysis covers the same staff groups as the living wage analysis.

Women make up 44% of the workforce but a smaller share of senior academic posts: 38 of 186 senior academic staff (20.4%) in 2025. Because senior grades carry higher pay, this representation gap, rather than unequal pay within a grade, is the larger equity issue for the University, and it is addressed in the recommendations below. The 2025 results are the baseline year for category-level tracking; the pay gap will be reported every year from this baseline.

❖ 8.6 Recommendations and Corrective Actions

Corrective action taken in 2025 – Administrative Staff pay review: Administrative Staff had the largest gap (2.06%, ₹1,000 a month). In the 2025 annual wage review, HR compared each female administrative employee's pay with male colleagues in the same grade and with the same length of service. Where a woman was paid less without a documented, gender-neutral reason, her pay was raised to match the male comparator from the 2025–26 increment cycle.

Recommendations:

- **Extend the individual pay review:** apply the same grade-and-service comparison to Professors (1.56%) and Technical Staff (1.18%) in 2026, the next two largest gaps.
- **Fix starting pay by grade:** all new appointees in a grade should start at the same pay point unless documented prior experience justifies a higher point, applied identically to men and women, so that no new gaps arise at entry.
- **Protect increments during leave:** count maternity and childcare leave as continuous service for annual increments, so that taking leave does not widen the service-linked gap.
- **Increase women in senior posts:** set a target for women's share of Professor and Associate Professor appointments and include at least one woman on every promotion panel.
- **Report annually:** publish the pay gap for all six categories each year, including Support / Contractual Staff, against the 3% threshold and the goal of zero unexplained gap.

❖ 8.7 Conclusion

The 2025 analysis shows that all six staff categories have a pay gap below the University's internal 3% threshold: men are paid slightly more on average in four categories (0.98% to 2.06%), women are paid more among Assistant Professors, and pay is identical among Support / Contractual Staff. Each grade has one pay scale applied identically to all employees. Where a gap favours men, the University investigates it and corrects it if no gender-neutral reason is found, as it did for Administrative Staff in 2025. With 44% of the workforce being women, the University will extend the individual pay review in 2026, address the lower share of women in senior posts, and report the gap for every category each year, supporting SDG 5 and SDG 8.

9. Appeal Process on Employee Rights and Pay

❖ 9.1 Introduction

Centurion University is committed to an equitable, transparent and inclusive work environment for all faculty and staff. Upholding fairness in employment practices, including rights, responsibilities and compensation, is a cornerstone of the University's human resource (HR) philosophy.

To ensure that every employee's voice is heard and grievances are resolved justly, the University has established a **structured Employment Practice Appeal Process**. The process enables employees to appeal decisions on employment conditions, pay, performance appraisal outcomes

and violations of employee rights. It is set out in the Centurion University HR Policy Manual (2025), section "Employee Grievance and Appeal Mechanism", which is available to all employees.

❖ 9.2 Objectives of the Appeal Process

- To **protect employee rights** by providing a fair platform for grievance redressal.
- To **ensure transparency and accountability** in all HR and administrative decisions.
- To **encourage constructive dialogue** between management and employees.
- To maintain **trust, morale and workplace harmony** through just and impartial resolution.

❖ 9.3 Scope of the Policy

The appeal process covers all categories of employees, including:

- Permanent faculty and administrative staff
- Contractual and probationary employees
- Technical and support personnel
- Outsourced staff (through contractor coordination mechanisms)

Appeals may be filed on matters relating to:

- **Pay:** pay fixation, arrears, or delay in salary disbursement.
- **Rights:** performance appraisal outcomes and promotion decisions; violation or denial of employee rights (leave, benefits, workplace safety); disciplinary actions perceived as unjust or non-compliant with policy; and discrimination or bias in employment practices, including gender-based disparities.

Definitions used in this section: "Pay-related appeals" are appeals on pay fixation, arrears or salary delay. "Rights-related appeals" are all other appeals listed above. These are appeals on individual cases. They are different from the "wage-related complaints" counted in the living wage analysis, which are complaints that pay was below the University Minimum Pay Floor; none of the pay-related appeals in this section alleged pay below that floor.

❖ 9.4 Structure of the Appeal Mechanism

Centurion University follows a **multi-tier grievance redressal and appeal framework**, set out in the University's HR Policy Manual.

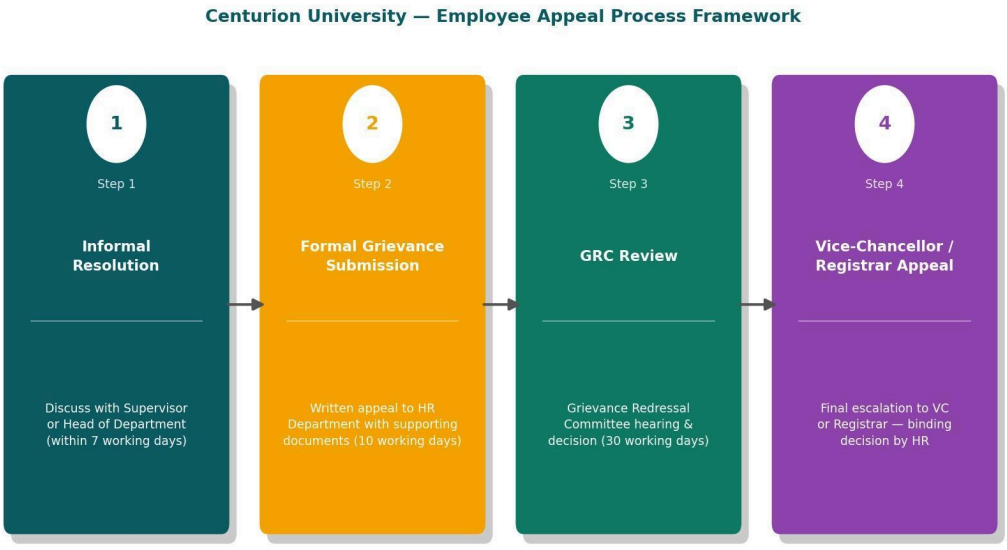


Fig. 9: Centurion University Employee Appeal Process Framework

Step 1 — Informal Resolution

- Employees are encouraged to first discuss their concern with the **immediate supervisor** or Head of Department (HoD).
- The goal is to resolve minor misunderstandings or administrative oversights amicably.
- If the matter remains unresolved within 7 working days, the employee may proceed to Step 2.

Step 2 — Formal Grievance Submission

- A formal written appeal can be submitted to the **Human Resources Department**.
- The appeal must include: employee name, department and designation; a description of the issue and desired outcome; and supporting documents (for example payslips, emails, appraisals).
- HR acknowledges receipt and initiates an internal review within **10 working days**.

Step 3 — Grievance Redressal Committee (GRC) Review

- The **Grievance Redressal Committee** comprises senior administrative members, HR officers and a faculty representative.
- The committee conducts a hearing, interviews relevant parties and examines documentation.
- Confidentiality is maintained throughout the process.
- A resolution or recommendation is issued within **30 working days**.

Step 4 — Appeal to the Vice-Chancellor / Registrar

- If the employee is dissatisfied with the committee's findings, the matter may be escalated to the **Vice-Chancellor** or **Registrar**, who serves as the final appellate authority.
- The decision at this level is binding and is implemented by HR.

❖ 9.5 Policy Framework and Legal Compliance

The appeal process aligns with:

- The Code on Wages, 2019 and the Industrial Relations Code, 2020 (in force from 21 November 2025), which replaced the Minimum Wages Act, 1948 and the Industrial Disputes Act, 1947, for pay-related and industrial grievances.
- Applicable UGC and AICTE regulations and guidelines on service conditions and grievance redressal in higher education institutions.
- Centurion University HR Policy Manual (2025), section "Employee Grievance and Appeal Mechanism".

❖ 9.6 Monitoring and Reporting

- HR maintains a **Grievance Register** documenting each complaint, its timeline and resolution.
- Quarterly reports are submitted to the **Internal Quality Assurance Cell (IQAC)** for review.
- The **Gender Sensitization and Equal Opportunity Cell** under IQAC reviews all gender-based appeals.
- **Channels:** anonymous reporting has been available since 2022; the digital grievance portal and dashboard were introduced in 2024.

❖ 9.7 Analysis and Continuous Improvement

Table 10: Analysis and Continuous Improvement

Year	Total Appeals	Pay-related	Rights-related	Resolved – final decision issued (%)	Avg Resolution Time (days)
2022	12	4	8	92%	18
2023	15	6	9	93%	16
2024	10	3	7	100%	14
2025	8	2	6	100%	12

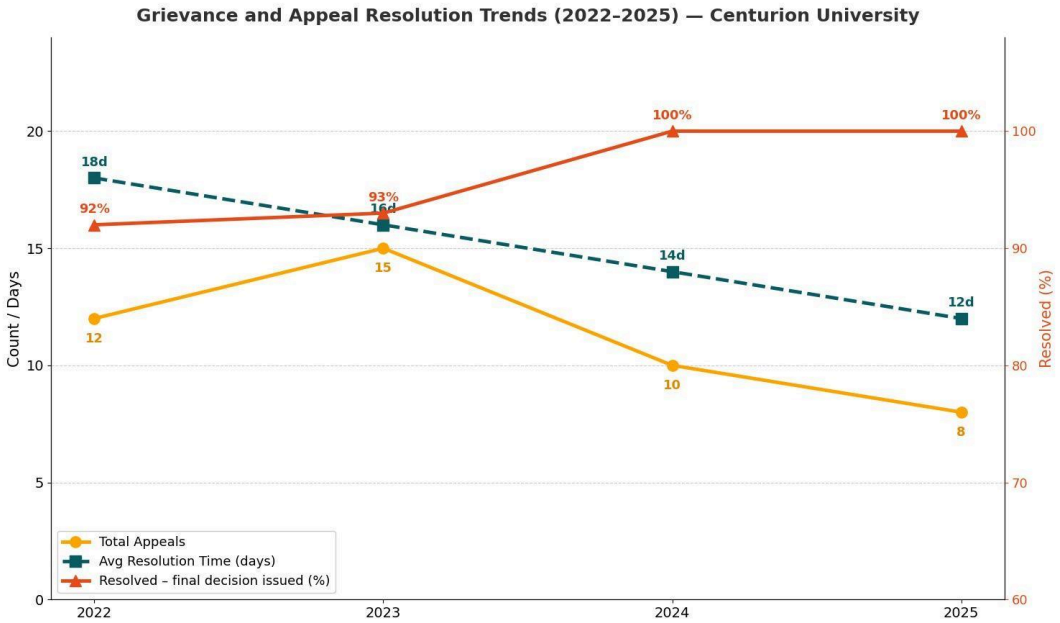


Fig. 10: Grievance and Appeal Resolution Trends (2022–2025)

- The resolution rate was **100%** for the second consecutive year in 2025, with total appeals declining from 10 to 8. **Resolved** means that every appeal received a final written decision within the policy timeline and was closed in the Grievance Register; it does not mean every appeal was upheld. The outcome breakdown is given below.
- Average resolution time was reduced to **12 days** in 2025, following the introduction of the digital grievance portal in 2024.

Appeal Outcomes (2024–2025)

Table 11: Appeal Outcomes (2024–2025)

Year	Total Appeals	Upheld in full	Upheld in part	Not upheld	Open at year end
2024	10	6	2	2	0
2025	8	5	2	1	0

Where an appeal was not upheld, the employee received the reasons in writing and was informed of the right to escalate to the Vice-Chancellor / Registrar (Step 4); none chose to do so. In 2022 and 2023, one appeal each year was still under review at year end, which is why the resolution rate in those years was below 100%.

Resolved Case Examples (2025, anonymised)

- **Case 1 – Pay (upheld):** An Assistant Professor appealed that salary arrears had not been paid after promotion to a higher pay level. The Grievance Redressal Committee checked the promotion order against payroll records and found that the revised pay level had not been applied from the effective date. The appeal was upheld; the full arrears were paid in the next salary cycle and the payroll entry was corrected. Closed in 11 days.

- **Case 2 – Rights (upheld):** A female administrative employee on a fixed-term contract appealed against the refusal of paid maternity leave on the ground of her contract status. The Committee found that maternity benefit applies regardless of contract type. The appeal was upheld, paid leave was granted for the full statutory period, and HR issued a circular to all departments clarifying that maternity leave applies to contractual staff. Closed in 9 days.
- **Case 3 – Appraisal (not upheld):** A member of technical staff appealed against his annual performance rating. The Committee reviewed the appraisal record and found that the rating followed the documented criteria and was supported by the evidence. The appeal was not upheld; the reasons were given in writing and the right to escalate to Step 4 was explained. The employee did not escalate, and the case was closed in 14 days. It is counted as resolved because a final, reasoned decision was issued.

Interpreting the Decline in Appeals

A fall in appeals could mean fewer problems, or that employees feel discouraged from filing. The University has checked this against the following evidence before treating the decline as positive:

- **Filing became easier, not harder:** appeals fell from 15 (2023) to 8 (2025) after the digital grievance portal was introduced in 2024, and anonymous reporting has been available throughout the period. If employees were being discouraged, easier access would be expected to raise filings, not lower them.
- **Appeals fell faster than the workforce grew:** appeals per 1,000 employees fell from 10.8 in 2023 to 6.8 in 2024 and 3.9 in 2025 (workforce: 1,395, 1,466 and 2,037 employees).
- **The underlying causes fell too:** pay-related appeals fell from 6 (2023) to 2 (2025), while the average annual pay increase was 7.0%, 6.5% and 6.8% in 2023, 2024 and 2025 and all employees were paid at or above the University Minimum Pay Floor.
- **Employees have an independent voice:** 87% of employees are members of recognised staff associations, which can raise concerns on members' behalf, and no case of retaliation against an employee who filed an appeal has been recorded.
- **Employee Trust Survey:** to confirm this interpretation directly, an anonymous annual Employee Trust Survey will be run from 2026, asking whether staff know how to appeal, whether they would feel safe doing so without fear of retaliation, and whether they have had a concern they chose not to raise. Results will be reported alongside appeal numbers in future reports.

Continuous Improvement Initiatives

Implemented: a digital HR grievance dashboard for real-time appeal tracking (2024); anonymous reporting channels for sensitive or gender-based complaints (since 2022); annual awareness workshops on employee rights and appeal procedures.

Planned: the annual Employee Trust Survey (from 2026) and benchmarking of pay-grievance resolution timelines against national best practice.

Conclusion

Centurion University's Employment Practice Appeal Process provides a clear, four-step route for every employee, including outsourced staff, to appeal on rights or pay. In 2025, every appeal was closed by a final written decision (100% for the second consecutive year), 7 of 8 were upheld in full or in part, and average resolution time fell to **12 days**, the lowest on record. Appeals declined from 15 in 2023 to 8 in 2025, and the University has tested that decline against participation, workforce and pay evidence and will confirm it through an annual Employee Trust Survey. The process supports compliance with national labour law and the University's contribution to **SDG 8 (Decent Work and Economic Growth)**.

10. Labour Rights for All Staff

❖ 10.1 Introduction

Centurion University upholds labour rights as a fundamental part of its ethical, social and institutional responsibility. It recognises that respect for **freedom of association, collective bargaining and equitable treatment** is essential for dignity, fairness and inclusivity in the workplace.

In line with the principles of the **Constitution of India**, **ILO Conventions 87 and 98** and **UN Sustainable Development Goal 8**, the University ensures that all employees, including faculty, administrative, technical, contractual and international staff, enjoy the right to join unions and staff associations and to take part in decisions affecting their employment and welfare. This section sets out the rights policy and the evidence of practice. The recognition of the unions themselves, and the membership data, are reported in the section on the recognition of unions, and both sections use the same dataset.

❖ 10.2 Policy Statement

Centurion University's Human Resource (HR) Policy recognises and safeguards the following labour rights for all employees:

- **Freedom of Association:** every employee has the right to voluntarily join or form a union or staff association representing their collective interests, without fear of discrimination or retaliation.
- **Right to Collective Bargaining:** recognised unions and associations engage with University management on pay structures, working conditions, safety and welfare, including through the annual wage review.
- **Equal Opportunity and Non-Discrimination:** all employees, irrespective of gender, caste, religion, nationality or contractual status, are treated with fairness and equality in all employment practices.
- **Protection from Victimisation:** employees exercising their rights of association or collective action are protected from coercion, discrimination or dismissal.

❖ 10.3 Legal and Institutional Framework

The University's employment practices are based on, and aligned with, the following standards:

Table 12: Legal and Institutional Framework

Framework	Key provisions recognised by Centurion University
Constitution of India (Articles 19 and 23)	Right to form associations; prohibition of forced labour
Trade Unions Act, 1926 (now the Industrial Relations Code, 2020, in force from 21 November 2025)	Registration and recognition of trade unions; collective bargaining
Code on Wages, 2019	Statutory minimum wage; equal pay without discrimination on grounds of gender
ILO Conventions 87 and 98 (principles)	Freedom of association and the right to collective bargaining. The University aligns its practice with these principles.
Applicable UGC and AICTE regulations and guidelines	Employee welfare, faculty representation, grievance redressal, non-discriminatory employment
Centurion University HR Policy (2025)	Equal rights, grievance mechanism, fair wage practices

All employment contracts and HR operations are designed to comply with the above.

❖ 10.4 Mechanisms for Recognition and Dialogue

Unions, Associations and Consultation Forums

- Employees are represented through three recognised, independently formed staff associations: the **Teaching Staff Association**, the **Administrative Staff Association** and the **Technical and Support Staff Association**. Their recognition and membership are reported in the section on the recognition of unions.
- The **Employee Welfare Council (EWC)** is a joint consultative forum, separate from the unions, where the elected office-bearers of the recognised associations meet management representatives each quarter on pay revisions, workload, safety standards and welfare.
- Meeting minutes are reviewed by HR and approved by the Registrar's office.

Collective Consultation Mechanism

- Policy changes on salary revision, performance evaluation or benefits are **discussed in consultative meetings** with representatives from all schools and departments before implementation.
- The EWC serves as the advisory body for major HR and administrative changes.

Participation of Women and International Staff

- **Women:** membership of all three recognised associations is open to women on identical terms to men, with the same eligibility, membership fees, voting rights and right to stand for office. Women were 49% of union members in 2025 (about 868 of 1,772 members), compared with 44% of the workforce. The number of women in senior academic posts rose

from 14 in 2022 to 38 in 2025, as total employees grew from 1,354 to 2,037 (University HR records).

- **International staff:** international staff have the same membership, voting and office-bearer rights as all other employees. They are covered by the same HR Policy, pay scales, grievance channels and protection from victimisation, with no difference based on nationality.

Grievance and Appeal Channels

- Employees may file appeals through the **Grievance Redressal Portal** (introduced in 2024) or in-person hearings; anonymous reporting has been available since 2022.
- Complaints on rights violations or unfair practices follow the four-step appeal process described in the section on the appeal process, with a committee decision within 30 working days.

❖ 10.5 Employment Rights Awareness and Capacity Building

The University regularly organises capacity-building sessions on employee rights and responsibilities:

Table 13: Employment Rights Awareness and Capacity Building

Year	Programme	Participants	Outcome
2022	Workshop on "Labour Laws and Workplace Equity"	180 staff	Enhanced understanding of employee rights
2023	Orientation on "Freedom of Association and HR Ethics"	220 faculty and administrative staff	Consultation forums established across all schools
2024	Training on "Collective Bargaining and Negotiation Skills"	240 participants	Strengthened consultation process
2025	Seminar on "Inclusive Employment and Labour Rights Standards"	260 participants	Wider awareness of international labour standards across all schools

❖ 10.6 Monitoring and Implementation

The University monitors the implementation of labour rights through:

- **Annual HR compliance audits** verifying adherence to employment laws.
- **Quarterly meetings** of the Employee Welfare Council.
- **Anonymous employee surveys** conducted by the IQAC to assess workplace satisfaction and inclusivity.
- **Quarterly reports** reviewed by the Vice-Chancellor's office.

The Internal Quality Assurance Cell (IQAC) compiles the findings and submits them as part of the University's annual sustainability report.

❖ 10.7 Data Summary

Table 14: Data Summary

Indicator	2022	2023	2024	2025
Total employees	1,354	1,395	1,466	2,037
Union membership (% of employees)	68%	74%	82%	87%
Women (% of union members)	35%	40%	45%	49%
% employees covered by formal labour rights policy	95%	100%	100%	100%
Grievances alleging violation of association or bargaining rights (number)	4	2	0	0
Grievances resolved (%)	100%	100%	100%	100%

Data basis: union membership and women's representation figures are the same dataset reported in the section on the recognition of unions, with the same definitions, because both indicators cover freedom of association and collective bargaining. In 2022 the 5% of employees not yet covered were outsourced support staff whose vendor contracts had not been revised; coverage reached 100% from 2023.

Scope of grievances: this row counts only grievances alleging interference with the right to join a union or take part in collective bargaining. It is narrower than the "rights-related" appeals reported in the section on the appeal process (8, 9, 7 and 6 in 2022–2025), which also include leave, benefits, appraisal and workplace safety.

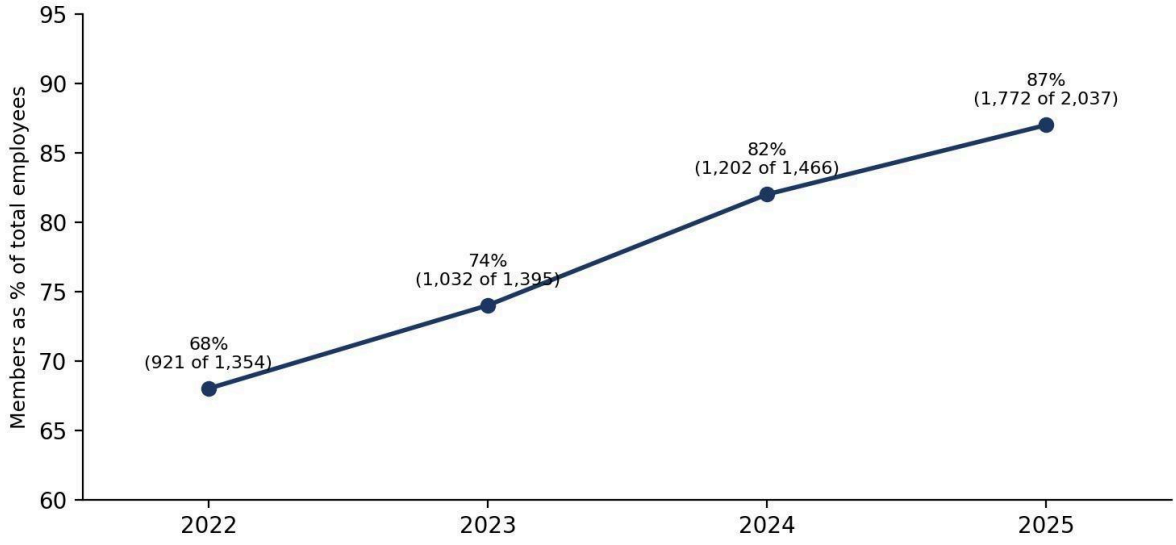


Fig. 11: Union Membership as % of Total Employees (2022–2025)

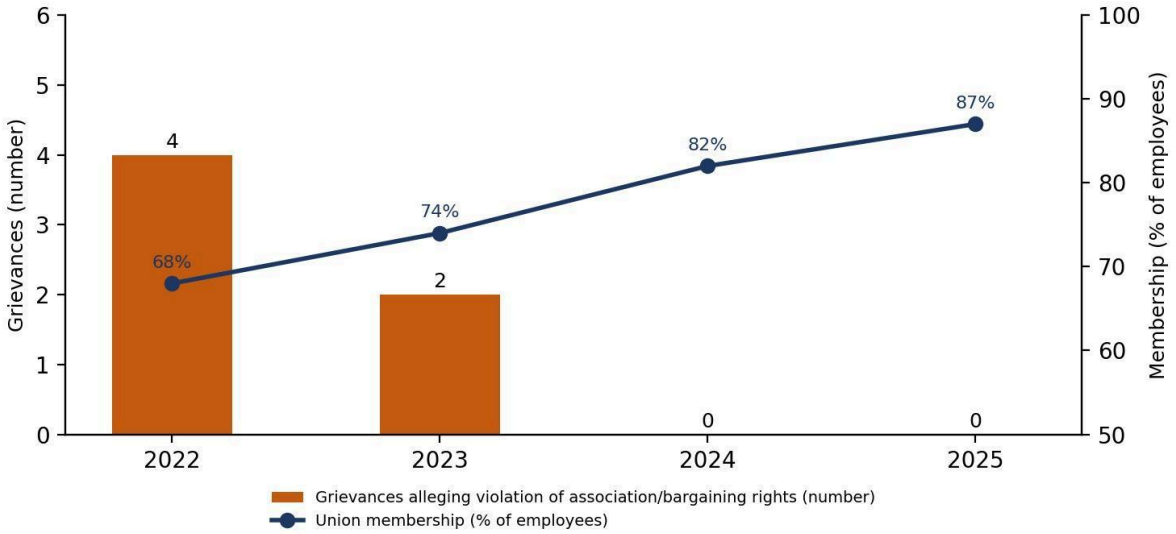


Fig. 12: Union Membership and Association-Rights Grievances (2022–2025)

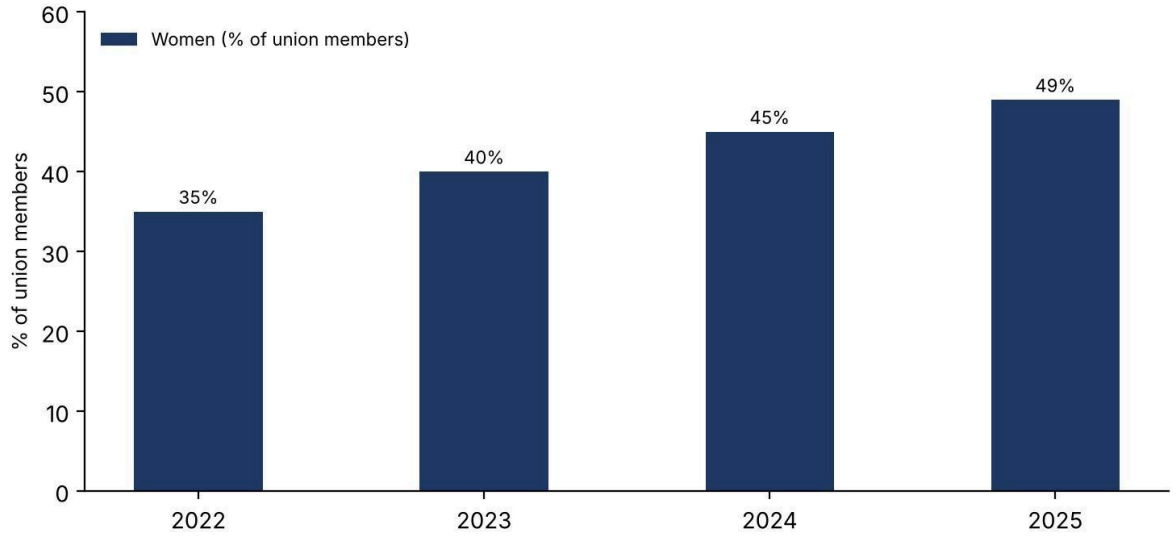


Fig. 13: Women as % of Union Members (2022–2025)

❖ 10.8 Impact Highlights

- **100%** of employees have been covered by the formal HR rights framework since 2023.
- Women's share of union membership rose from 35% in 2022 to **49% in 2025**, above women's 44% share of the workforce.
- No grievance alleging violation of association or bargaining rights was received in 2024 or 2025, and none was pending at the end of 2025.

Conclusion

Centurion University recognises the freedom of association and the right to collective bargaining of all employees, including women and international staff, and its practice is supported by data:

87% of employees were union members in 2025 and women were 49% of members. The University recorded no grievance alleging violation of association or bargaining rights in 2024 or 2025, after 4 in 2022 and 2 in 2023. These results contribute to **SDG 8 (Decent Work and Economic Growth)**, **SDG 5 (Gender Equality)** and **SDG 10 (Reduced Inequalities)**.

11. Employment, Placement and Enterprise Development

Beyond its own workforce, the University advances SDG 8 by preparing students for productive employment, embedding work-based learning in its degrees, training young people through its skill development arm, Gram Tarang, and incubating enterprises that create local jobs.

❖ 11.1 Campus Placements

In the 2025 placement season, **2,427** of the **3,798** students in the placement batch opted for campus placement. Recruiters made **2,833 job offers**, including **767 pre-placement offers** that followed internships, and **1,711 students** were placed – **70.5%** of those who opted for placement, up from 63.1% in 2024. The highest salary offered was **₹14.96 lakh a year**, the average ₹3.20 lakh and the median ₹2.65 lakh; **609 students** received more than one offer.

Placement measure	2024 season	2025 season
Students in the placement batch	3,141	3,798
Students opting for placement	2,125	2,427
Job offers	2,013	2,833
Students placed (unique)	1,340	1,711
Students with more than one offer	411	609
Placement rate (students opting for placement)	63.1%	70.5%

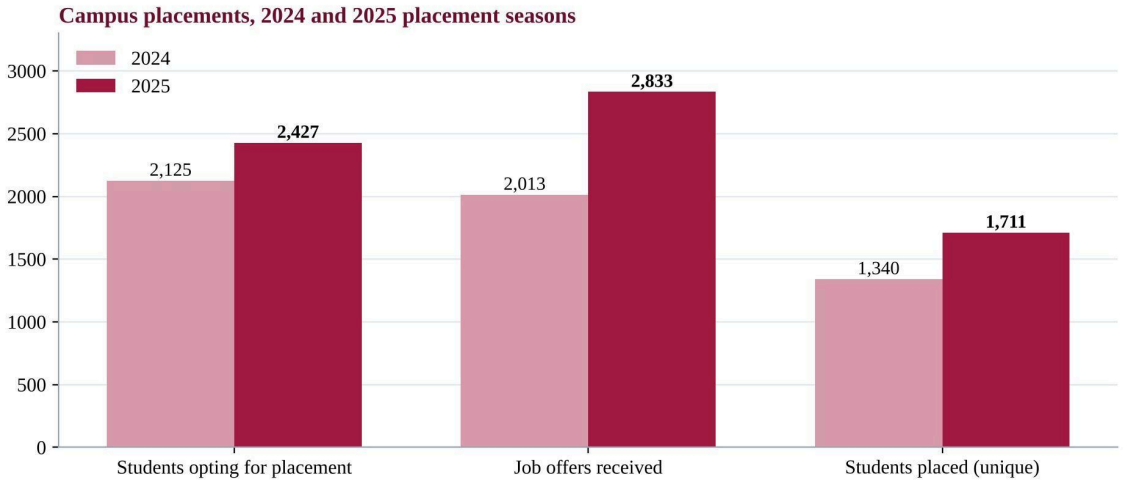


Fig. 14: Campus Placements, 2024 and 2025 Placement Seasons

❖ 11.2 Work-Based Learning and Skills

On 5 September 2025, the University signed a Memorandum of Understanding with the **Board of Apprenticeship Training (Western Region)** to implement the **Apprenticeship Embedded Degree/Diploma Programme**, making on-the-job training a credit-bearing part of the final year of its degrees. Through Gram Tarang, **101,586 learners** enrolled in skill programmes, **69,526** took vocational education in schools under the National Skills Qualifications Framework and **22,178** were enrolled in work-integrated training and apprenticeships (FY 2025–26). As the **Assessment and Certification Body** for the skill programmes of the Odisha Scheduled Castes & Scheduled Tribes Development Finance Cooperative Corporation (OSFDC), the University assesses and certifies Scheduled Caste youth for employment, and in 2025 it trained **71 government officers from Zimbabwe** to replicate its skill-integrated training model.



Fig. 15: Hands-on skill training in electric vehicle assembly, transformer manufacturing and apparel production, July 2025



Fig. 16: Students in industry-linked practical training in protected cultivation and seafood processing, 2025

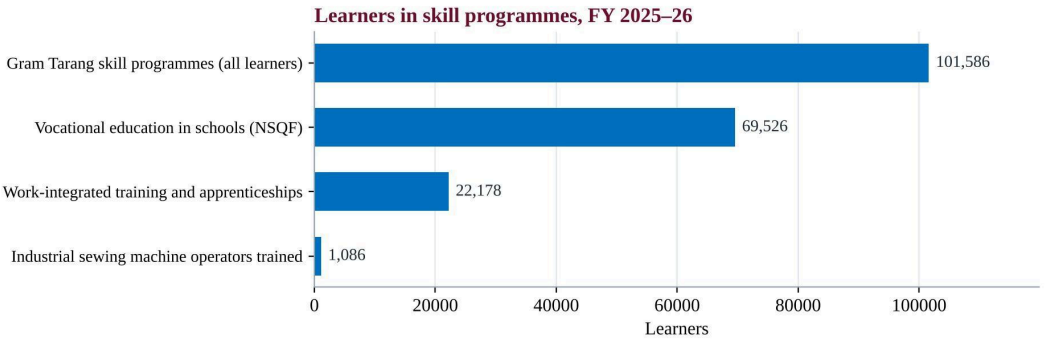


Fig. 17: Learners in Skill Programmes, FY 2025–26

❖ 11.3 Enterprise Incubation

The Centre for Innovators, Entrepreneurs and Commercialisation (CIEC) and the University's learning-through-production units have incubated or supported **79 enterprises**, up from 74 reported in 2024. They span agriculture and agribusiness, textiles and handicrafts, information technology, manufacturing and engineering, food and beverage, clean energy, education, health care and electric mobility, and include Gram Tarang Employability Training Services, Gram Tarang Inclusive Development Services, the Urban Micro Business Centre and Aussie Fashions, which employs differently-abled youth.

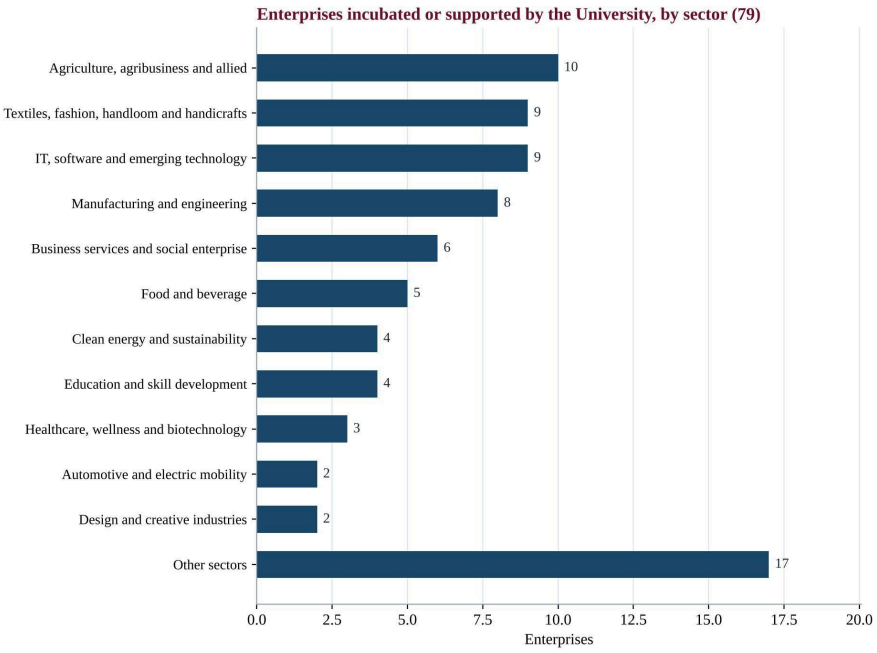


Fig. 18: Enterprises Incubated or Supported by the University, by Sector

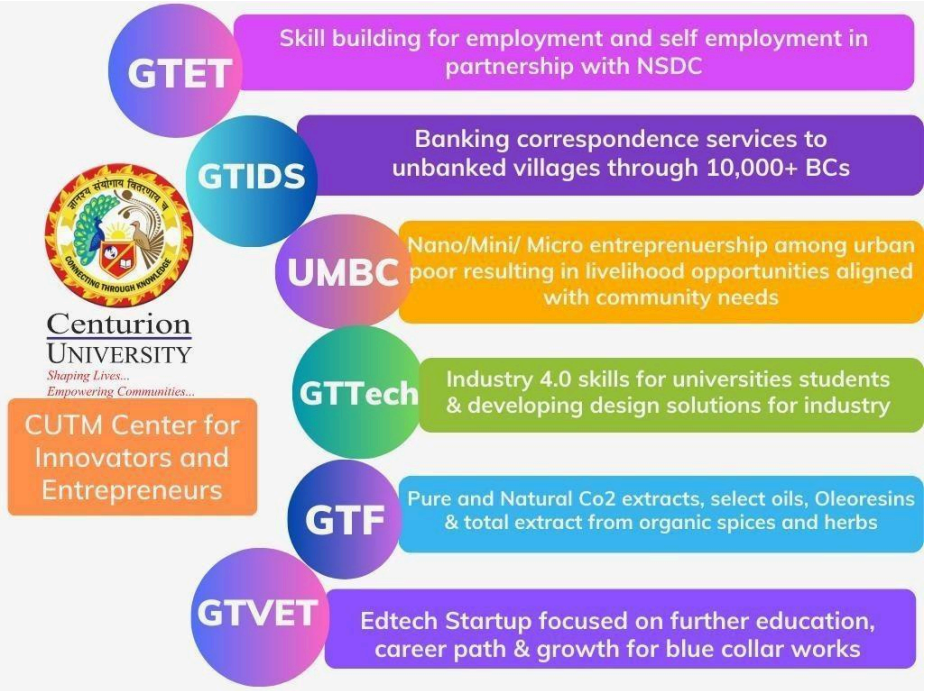


Fig. 19: Gram Tarang Entities and the Centre for Innovators, Entrepreneurs and Commercialisation

Entrepreneurship is also taught beyond the University: from 17 to 19 December 2025, the University hosted the Odisha Innovation, Design and Entrepreneurship (IDE) Bootcamp for more than **190 principals and teachers** of PM SHRI schools, with the Wadhwani Foundation, preparing them to nurture enterprise and innovation among school students.



Fig. 20: Innovation, Design and Entrepreneurship Bootcamp for PM SHRI school principals and teachers, 17–19 December 2025

❖ 11.4 Expenditure per Employee, Secure Employment and Work Placements

The University's total expenditure was **₹197.93 crore**, equal to **₹9,71,659 per employee** across its 2,037 employees. **412 employees** held contracts of more than 24 months, and **390 students**

completed work placements of more than one month, in addition to the **767 pre-placement offers** that followed internships in the 2025 placement season.

Measure	2025
Total University expenditure	₹197.93 crore
Number of employees	2,037
Expenditure per employee	₹9,71,659
Employees on contracts of more than 24 months	412 (20.2%)
Students in the placement batch	3,798
Students with work placements of more than one month	390 (10.3%)

Sources: CUTM Training and Placement Cell, placement summaries for the 2024 and 2025 seasons; CIEC register of incubated and supported enterprises; Gram Tarang programme records (FY 2025–26); MoUs with BOAT (5 September 2025) and OSFDC (16 August 2025); Finance and HR records (2025).

12. Results Matrix – SDG 8 (2025)

Focus Area	2025 Value	2030 Target
Employees paid at or above the pay floor	100% (floor 2.1× living wage)	100%; floor ≥ 2.1× living wage
Average annual pay increase	6.8%	At or above inflation every year
Staff retention	89%	94%+
Union membership (% of employees)	87%	92%+
Women (% of union members)	49%	At least equal to women's share of the workforce
Gender pay gap (largest category)	2.06%	Zero unexplained gap
Women in senior academic posts	20.4% (38 of 186)	30%
Appeals resolved / average resolution time	100% / 12 days	100% / 10 days or less
Association-rights grievances	0	0
Placement rate (students opting for placement)	70.5%	75%+
Learners in skill programmes (FY 2025–26)	101,586	108,000+ a year
Enterprises incubated or supported	79	120+ active start-ups; 60% green

13. Interlinkage Wheel – SDG 8 and Connected Goals

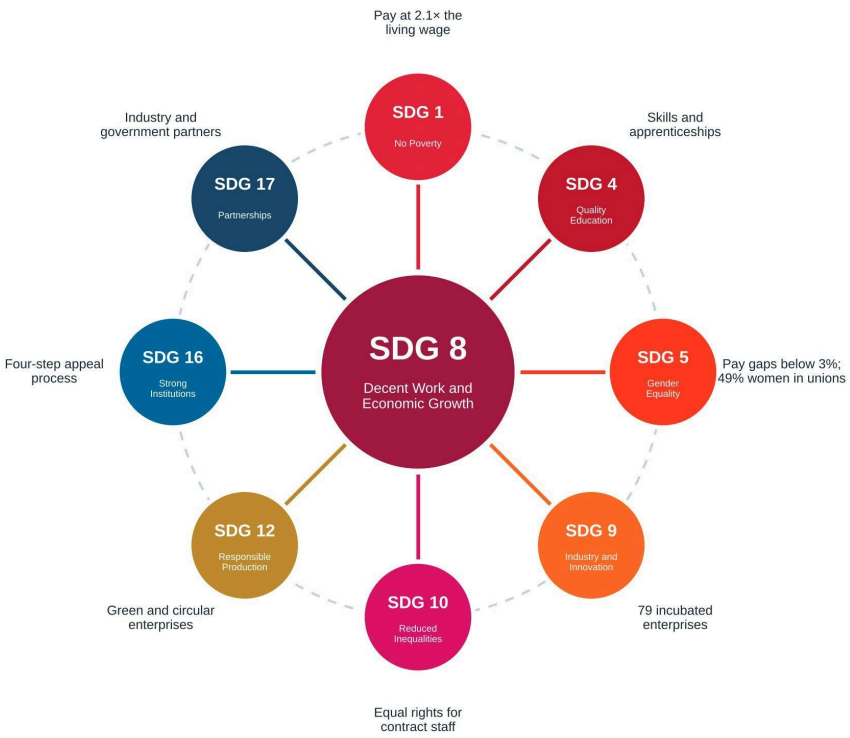


Fig. 21: SDG 8 Interlinkage Wheel

- **SDG 8 ↔ SDGs 1 and 10:** a pay floor at 2.1 times the living wage and equal rights for contractual and outsourced staff lift the lowest-paid workers.
- **SDG 8 ↔ SDG 5:** pay gaps below 3% in every category, 49% women among union members and a target for women in senior posts.
- **SDG 8 ↔ SDG 4:** apprenticeship-embedded degrees, skill programmes for 101,586 learners and 1,711 students placed.
- **SDG 8 ↔ SDGs 9 and 12:** 79 incubated enterprises, including clean-energy, waste-to-value and handmade-paper units.
- **SDG 8 ↔ SDGs 16 and 17:** a four-step appeal process, recognised staff associations and partnerships with BOAT, OSFDC and industry.

Decent work at the University therefore reaches well beyond pay: it strengthens equality, education, innovation and institutions together.

14. Conclusion and Way Forward

Centurion University's contribution to SDG 8 shows how a university can be both a model employer and a driver of inclusive economic growth. Every one of its 2,037 employees is paid at or above a floor of ₹16,000 a month – 2.1 times the living wage – pay rose by 6.8% through collective bargaining with associations representing 87% of staff, gender pay gaps are below 3% in every category, and every appeal on rights or pay was decided within an average of 12 days.

Beyond the campus, 1,711 students were placed with 2,833 job offers, apprenticeship-embedded degrees began under the BOAT partnership, Gram Tarang enrolled 101,586 learners and 79 enterprises have been incubated or supported – turning education into livelihoods across Odisha.

Way Forward

By 2030 the University aims to:

- keep 100% of employees above a pay floor of at least twice the living wage and raise retention to 94%;
- close every unexplained gender pay gap and raise women's share of senior academic posts to 30%;
- resolve appeals within 10 days on average and confirm employee trust through an annual survey from 2026;
- place 75% of students who opt for placement and bring 50% of students into industry placements or apprenticeships; and
- train more than 108,000 learners a year and grow to 120 active start-ups, 60% of them green.

"Shaping Lives, Empowering Communities" – decent work for every employee, and a decent job for every learner.