

HR Metrics

workforce tomorrow

10th Edition – Aug 2018

“Transformative change
around D&I will generate tremendous
dividends for the organisations and in
turn for the economy”

SHAZAD DADA

CEO

Standard Chartered Bank
(Pakistan) Limited



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ZAHID MUBARIK

SHRM-SCP, SPHRI, GPHR

Human capital is the greatest asset and the key to society's success. The differing life experiences and approaches people bring to work help understand clients to meet their needs and this results in organizations' growth. We feel that with diversity as a priority, organizations achieve their mission more effectively

Our diversity and inclusion (D&I) journey in Pakistan started in 2015. Last 2 years have been more impactful as we set up Diversity Hub in Pakistan with following defined objectives:

- Facilitate organizations in progressive transformation from treating diversity defensively as a matter of legal or ethical compliance to positioning it as a strategic asset to compete in the market.
- Help in developing a business case for D&I by establishing its linkage with organization's sustainability through social and financial impact indicators.
- Support organizations in developing D&I strategy, action plan and evaluation framework to leverage organization's performance.
- Educate procedure for using Global Diversity & Inclusion Benchmarks (GDIB) Standards for gap analysis and benchmarking in 14 key processes.

This issue captures key highlights of the past and the way forward for 2018-2019. I hope you enjoy reading it. If you have any suggestions that can make this publication more inclusive for readers, please feel free to write to me anytime.



CEO HR Metrics

President SHRM Forum Pakistan

Member Board of Director, The Centre for Global Inclusion USA

Member ISO Technical Committee 260 HR Standards

Chairman National HR Standards Committee Pakistan



“

UN 2030 Agenda for Sustainable Development provide a values basis for the Global Diversity & Inclusion Benchmarks (GDIB). Out of total 17 SDGs, 6 are consistent with GDIB categories and benchmarks.

”

Why **Diversity** & Inclusion



Social Cause

Organizations today are dedicated to serving all stakeholders, including customers, employees, suppliers, regulators, shareholders and society at large. Future-focused organizations want to ensure long-term sustainability of our world and the people in our world. Stakeholders are becoming more globally diverse and networked, as organizations are increasingly mobile in their teams, supply chains, shared services, operational processes and outsourcing. On 25 September 2015, all of 193 member countries of the United Nations adopted the 2030 Agenda“ a plan of Action for People, Planet, Prosperity, Peace, and Partnership” for Sustainable Development Goals (SDGs), 6 out of 17 SDGs focus on D&I through effective, accountable and inclusive institutions.

To optimize organizational results, creativity, problem solving, talent management and engagement, operations and innovation, organizational leaders need to adopt inclusive approaches, management strategies and styles that incorporate different perspectives, cognitive, cultural and linguistic differences, and collaboration. Research shows a strong correlation between diversity and bottom line impact.

Business Reason

According to McKinsey&Company 2015 research report, the relationship between diversity and business performance persists. The statistically significant correlation between a more diverse leadership team and financial out performance demonstrated three years ago continues to hold true on an updated, enlarged, and global data set. Leadership roles matter. Companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. The highest-performing companies on both profitability and diversity had more women in line (i.e., typically revenue-generating) roles than in staff roles on their executive teams.

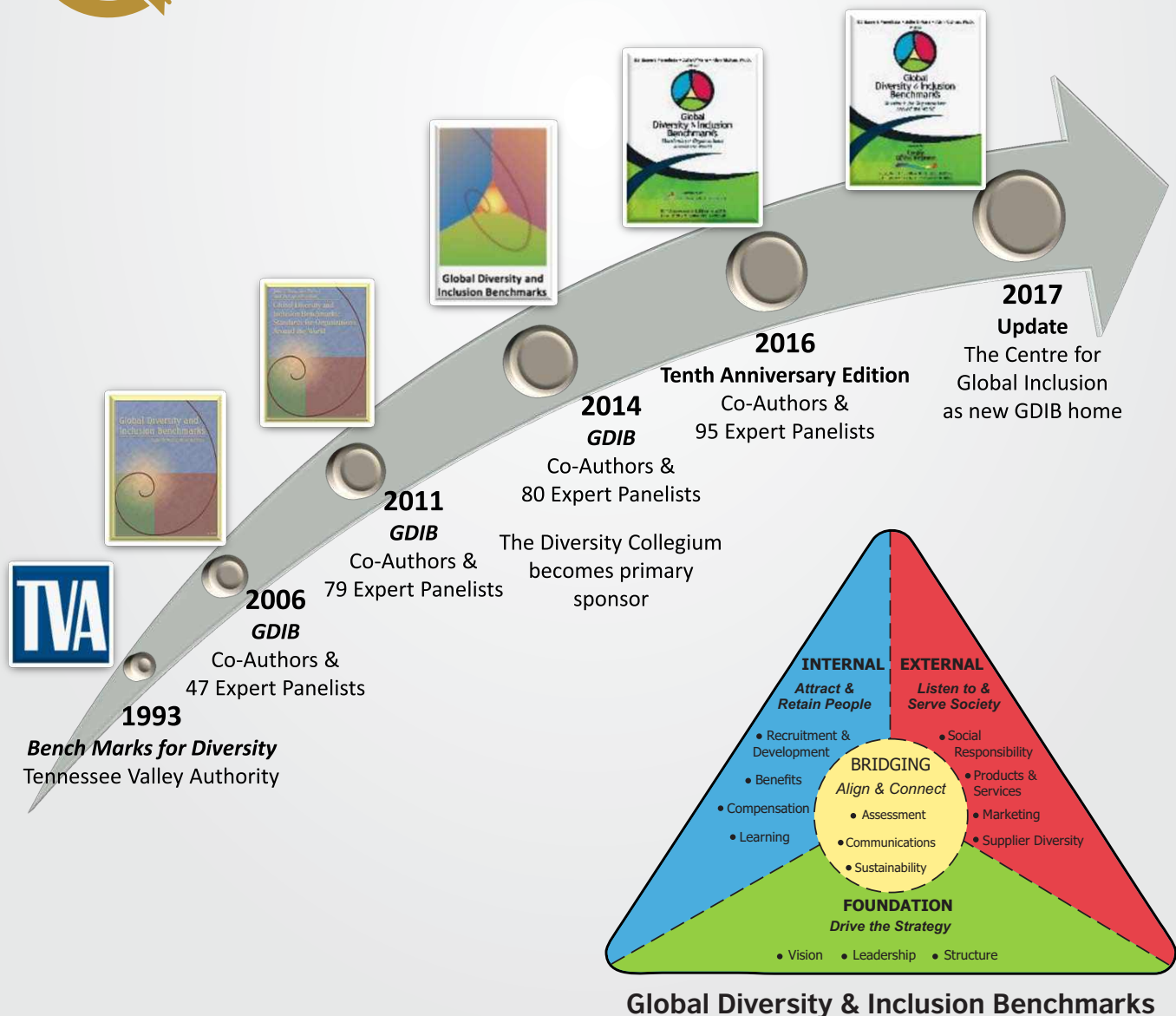
It's not just gender. Companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability. That this relationship continues to be strong suggests that inclusion of highly diverse individuals – and the myriad ways in which diversity exists beyond gender (e.g., LGBTQ+, age/generation, international experience) – can be a key differentiator among companies. There is a penalty for opting out. The penalty for bottom-quartile performance on diversity persists. Overall, companies in the bottom quartile for both gender and ethnic/ cultural diversity were 29% less likely to achieve above-average profitability than were all other companies in our data set. In short, not only were they not leading, they were lagging.

What is GDIB

(Standards for Organizations Around the World)



Global Diversity & Inclusion Benchmarks Standards support organizations globally in the development and implementation of Diversity and Inclusion (D&I) best practices. GDIB was developed by 95 Expert Panelists from around the world, and co-authors Julie O'Mara (Former National President American Society for Training & Development) and Alan Richter, Ph.D. GDIB supports workplace D&I and describes People, Planet, Prosperity, Peace, and Partnership as its focus.



Takeaways for the organization

IMPROVING ORGANIZATIONAL PERFORMANCE



Achieve organizational vision, mission & strategy



Increase engagement, motivation, and productivity



Attract and retain diverse talent



Improve the quality of work/life integration



Build strong and high-performing teams



Enhance the organization's reputation/brand as an employer or provider of choice



Cultivate leaders who inspire inclusion and champion diversity



Minimize risk/exposure and ensure compliance with legal requirements



Sustain an environment that treats people fairly and equitably



Leverage an extensive range of backgrounds and skills to enhance creativity, innovation, and problem solving



The Centre for Global Inclusion USA

The Centre for Global Inclusion is a nonprofit organization and home of the free Global Diversity & Inclusion Benchmarks: Standards for Organizations . Around the World (GDIB). Its mission is to serve as a resource for research and education for individuals and organizations in their quest to improve diversity and inclusion practices around the world. It is a non- profit US entity under 501c3 public charity focused on education and research on diversity and inclusion around the world.



Message from **Julie O'Mara**

Board Chair & President,
The Centre for Global Inclusion USA
Former President American Society for
Training & Development

"I believe that by improving the quality of diversity and inclusion work, we will improve the effectiveness of our work and community organizations and the quality of our life at work. The GDIB helps us do this. The GDIB is most effectively used when all 14 categories are applied as a system. The benchmarks work together to create a culture where diversity and inclusion thrive and create high-performing organizations. We are grateful for the many competent people and organizations working together to make sure others know and use the GDIB properly."



Message from **Zahid Mubarik**

SHRM-SCP, GPHR, SPHRi
Member Board of Directors
The Centre for Global Inclusion USA

"As the concept of bottom line impact expands from 3P: People, Planet, Profit to 5P: People, Planet, Prosperity, Peace and Partnership, organizations realize that inclusivity is the road to sustainable growth for greater good of society, the unique value proposition of GDIB is that it provides comprehensive check lists which promote line of sight between operational procedures and organization's sustainability."

ultimate **GOALS** of GDIB Standard

CREATING A BETTER WORLD



Contribute to the greater good of society



Create a world which is fair and just, and respectful of individuals and their similarities and differences



Create a world where everyone can sustain a high quality of life and enjoy peace and prosperity

Diversity

The variety of differences and similarities/ dimensions among people, such as:

- Age
- Belief system
- Class/caste
- Culture
- Disability
- Education
- Ethnicity
- Gender
- Gender identity
- Generation
- Geography
- Job role and function
- Language
- Marital status
- Mental health
- Nationality
- Native or indigenous
- Parental status
- Personality type
- Race
- Religion
- Sexual orientation
- Thinking style
- Work experience
- Work style
- origins

Inclusion

A dynamic state of operating in which diversity is leveraged to create a

- fair,
- healthy, and
- high performing organization or community.

An inclusive environment ensures equitable access to resources and opportunities for all

It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational societal goals.

about HR Metrics

HR Metrics Consulting has a mission to provide evidence-based tools to leverage human capital performance for verifiable impact on organization's bottom line. We believe that diversity provides the potential for greater innovation and creativity. Inclusion enables organization to realize the business benefits of this potential.



About Diversity Hub

MISSION

Diversity Hub Pakistan is a Centre of expertise within HR Metrics Consulting with a mission to help organizations become sustainable through inclusive culture. The Hub reviews emerging global best practices, carry out local research to understand industry need; produce research reports, facilitate customized application of global initiatives, promote networking among members, compile their competency inventory for personal and organizational development.

OBJECTIVES

1. Facilitate organizations in progressive transformation from treating diversity defensively as a matter of legal or ethical compliance to positioning it as a strategic asset to compete in the market.
2. Help in developing a business case for D&I by establishing its linkage with organization's sustainability through social and financial impact indicators.
3. Support organizations in developing D&I strategy, action plan and evaluation framework to leverage organization's performance.
4. Educate procedure for using Global Diversity & Inclusion Benchmarks (GDIB) Standards for gap analysis and benchmarking in 14 key processes.



Leadership Council

The Leadership Council comprises of highly accomplished society leaders who have championed D&I in respective circle of influence and willing to support its growth in Pakistan.



Shazad Dada
CEO
Standard Chartered Bank
Pakistan Ltd



Irfan Wahab Khan
CEO
Telenor Pakistan



Ayesha Aziz
Managing Director
Pak Brunei Investment
Company



Humayun Bashir
Chairman
NCCPL



Qazi Azmat Isa
Chief Executive
Pakistan Poverty
Alleviation Fund



Kimihide Ando
SVP Mitsubishi Corp &
Chief Executive Pakistan



Fatima Asad-Said
Regional Director
Abacus Consulting



Jehan Ara
President
P@SHA



Jahangir Piracha
CEO
Engro Vopak Terminal Limited
& Engro Elengy



Saad Amanullah Khan
President
Pakistan Innovation Fund



Dr. Jawad Syed
Dean Suleman Dawood School
of Business - LUMS



Sadia Khan
CEO
Selar Enterprises



Roomi Saeed Hayat
Executive Director
IRM



Tahir Jawaid
CEO
Hub Power Services Limited



Aamir Niazi
Chief Executive Officer
HRSG Recruiting



C-Suite Network

C-Suite executives, having demonstrated contribution towards growth of D&I in Pakistan.



Lene Gaathaug
Chief People Officer
Telenor Pakistan



Alia Zafar
Staff Relations Consultant
World Food Programme



Madiha Khalid
Head HR
SHELL



Saira Shahid Hussain
CHRO
Allied bank limited



Carol Joan Ariano
Vice President,
Human Resources Global,
The Aga Khan University



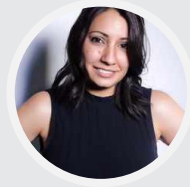
Jamal Nasir
Global Head HR & OD
HBL



Dr. Sitwat Husain
SHRM-SCP
Group Head Human Resources
Habib Bank AG Zurich



Hafsa Abbasy
Head HR & Learning Group
Bank Alfalah Limited



Nariman Qureshi
Director of HR
British Council Pakistan



Faisal Farooq Khan
CHRO
Khaadi SMC Pvt. Ltd.



Khalid Zaman Khan
EVP & Head HR
Meezan Bank Ltd



Khadija Hashimi
Head, CA and
B&M Pakistan
Standard Chartered Bank



Syed Mazhar Husain
Chief Human Resources
PTCL



Fauzia Ahmad
CHRO
Hashwani Hotels Limited



Suleman Ansar Khan
EVP & Group Head HR
FINCA Microfinance Bank Ltd.



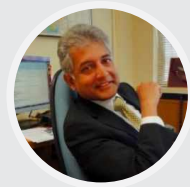
Sadia Irfan
Human Resource Director
Fatima Group



Muhammad Shoab Baig
Board Member & Director HR
Edotco Pakistan



Mr. Ahmad Ali Zia
HR Cluster Head
Pakistan & Iran at
GlaxoSmithKline Pharma



Leon Menezes
Senior Practitioner
Writer and Professor
of-Practice IBA



Aliyah Mohyeddin
Managing Director &
Chief Consultant
Dynamic Communications



Naila Kassim
Head HR
House of Habib



Asghar Jameel
Group Director HR HQ
VEON



Nyla Aleem Ansari
Assistant Professor,
Academic Director
IBA



Nida Nasir
Senior Human Resource Manager
Reckitt Benckiser (Pakistan) Ltd.



Ahsan Qadir Qureshi
CHRO Descon Engineering



D&I Specialists

Senior HR practitioners, having a strong passion to implement D&I initiatives in their organization.



Umer Tanya Ansari
Corporate Communications
Advisor, Engro Corp



Tahira Amin Khattak
GPHR
HR Business Partner Digital
Telenor Pakistan



Nida Tinauli
GM Culture & Change Enabler
PTCL



Maliha Murtaza Khan
Senior Manager HR
The Aga Khan University



Shireen Naqvi
Senior Consultant
Carnelian



Nadia Akbar Huda
Head HR
IBL Operations



Aqib Irshad
Head HR
Training & OD,
FINCA Microfinance Bank Ltd



Amra Mubashir
Lead Culture,
Engagement and Diversity Asia
Pacific Region - Pepsico



Ghazala Shoab
Head of Human Resources
Pakistan
Mentor Graphics Limited



Maria Angelica
HR Business Partner
Shell Pakistan



Hajra Omer
Corporate Organization
Development Manager
Nestlé Pakistan



Deena Khan
Director Internal Communication
& CSR
Hashoo Group



Neha Arif Riar
HR Business Partner
Reckitt Benckiser
(Pakistan) Ltd.



Saira Halai Chundrigar
GM Relationship Management,
Talent & Diversity
HBL



Hamna Aslam Shah
Senior Legal Counsel Wateren
Telecom Limited



Rehan Naeem
Head Leadership Development
Bank Alfalah Limited



Yumna Naseer
Independent Consultant



Sohaib Baluch
Manager Talent & Culture HR
Human Capital Division
Telenor Pakistan



Rabia Altaf
Corporate Director HR
Hashoo Foundation



Aymen Abdullah
Human Resources Manager
British Council



Asma Umar
Corporate Consultant
Insolito Associates



Sana Sheraz
Head HR
Haleeb Foods Limited



Kiran Saleem SPHR
Senior HR Consultant



Tahir Iqbal
Director Organizational
Development
Hashwani Hotels Limited



Noorulain Zafer
CEO
Mindworks

Shazad Dada

CEO

Standard Chartered Bank
(Pakistan) Ltd



What is your organization's philosophy of relating D&I with social or business objectives?

Diversity is the broad range of our personal attributes, experiences, and characteristics that make us unique whereas Inclusion is creating an environment where each person feels accepted, safe, respected and valued for their distinctive skills, capabilities and individual experiences. The world has realized that to garner success, the organizations need to be agile, diverse and inclusive. Coming to SCBPL, D&I is critical to our business success and fundamental to our purpose. We are committed to creating an inclusive work environment that leverages our colleagues' diverse strengths and positively impacts our clients and communities. Our D&I vision is to create a culture of inclusion where talents and individuality are valued and respected and is not only internally focused but also focuses on our communities. Be it working in our local communities through the Goal program to equip young girls with the tools they need to be ready to embark on a career, drive the economic empowerment of girls and improve gender balance in businesses or our involvement with reduction of preventable blindness through our Seeing is Believing initiative. We drive our D&I strategy and monitor progress through councils set-up at global, regional and country levels and the current focus on the subject is unparalleled.

What are the priority areas for D&I growth in your organization in 1-3 years' horizon in terms of gender, race, generations, religion, disability, culture, languages, geography, nationality, any other; and why?

Right now, we are majorly focused locally on Gender as we view this as one of the biggest challenges to our economy and industry. In Pakistan, we have the lowest female labor force participation in South Asia.

Approximately 49% of the population of Pakistan is women, yet they only make approximately 20% of the total labor force. Compare this to China where 64% of the women are economically active – and this is reflected in the economic growth of the country. Furthermore, on an average, women in Pakistan are paid ~40% less than their male counterparts. Lastly, despite having a 50-50 split amongst the university grads, women occupy 7% of private sector jobs. We would like to be a change agent in increasing gender diversity in Pakistan. It starts from our own organization and working with our clients and communities and I am pleased to share that we are creatingsome waves. Additionally, we focus on ethnicity to have a workforce that is representative of our client base and footprint. We focus on generations to leverage generational experiences to increase innovation and deliver products and services for employees and clients at various life stages. Coming to differently abled, we want to be a disability confident organization with a focus on removing barriers and increasing accessibility.

What themes should we mobilize for future research and conference in Pakistan?

I think for now two areas. Firstly, gender diversity remains a huge challenge in the workplaces today in Pakistan. Women's economic empowerment is about transforming the world of work, which is still very

patriarchal and treats the equal voice, participation and leadership of women as an anomaly. It makes me happy to see many believe that social infrastructure overhaul is necessary. Social practices and norms need to be changed so that girls are not conditioned since a young age to “be less, have less, and dream smaller than boys.”. Secondly themes such as disability and ethnicity need to be highlighted as well to move the D&I agenda. Once we have achieved considerable milestones in these areas, we can then move our focus to age, nationality, parental status, geographic provenance, religion etc.

If you are practicing D&I more than one year, have you witnessed any measurable impact on business or social indicators and would you like to mention? What good practices are you willing to share with organizations?

In three years' time we have been able to increase our gender diversity from 21% to 26%. Female attrition has reduced by 8% since 2015. Our social program GOAL has enabled us to reach out to more than 5,000 girls in Pakistan to empower and equip them with confidence, knowledge and skills they need to become economic leaders in their families, communities and societies. Through our differently abled program, we have provided employment opportunities to visually impaired individuals. Let me tell you all of these people have a huge contribution in making us what we are today and their continued involvement is critical for our business success. Speaking of good practices, I can share a few enablers such as daycare policy for women with young children, revision of maternity and paternity leave benefits, mentoring and wellness sessions for women, flexible working hours, increased focus on female hiring, increasing female representation in senior roles and commitment to Fair Pay Charter. We invested in

technology and enablers for visually impaired staff to work productively. These are some of the steps we took and each one of these continue to partake in our D&I journey.

How to encourage and recognize D&I performing organizations and individuals?

While there is some great work done by organizations including HR Metrics and D&I Centre of Expertise in raising awareness as well as recognizing institutions and individuals for work in this space, however I believe that so much more that can be done on this front that can help create a ripple effect in addressing issues such as unconscious bias on gender. I can see federal as well as provincial governments, regulators, associations to also play a very effective role in this space by formulating laws and regulations, incentives and recognition programs around D&I to further drive the agenda. A good example is the recent requirement by SECP to have at least 1 female independent board member on every public listed company's board.

Would you like to contribute intellectual effort/resources to D&I Centre of Expertise in Pak?

Most of the above examples I have cited regarding our practices are open architecture. The truth is this transformative change will generate tremendous dividends for the economy and in turn for the practicing organizations themselves as well. Be it creating awareness or taking compact actions, we would be happy to share our best practices and learn from others. I firmly believe by collaborating on this cause, we can speed our journey towards becoming a more inclusive and productive nation.



2018 Diversity & Inclusion Survey

- Diversity & Inclusion Benchmarking studies are conducted by progressive countries in the world. In the past, Diversity Hub conducted D&I study in Pakistan during 2016.
- 2018 Survey was open to participation by all organizations. The information in this report is based on the data collected from 51 companies. Participating organizations' legal structure, workforce size and industry is shown in the survey report.
- This report is based on the data collected from organizations during the period from 1 July 2018 to 30 Sep 2018.
- The information in this report is designed to be a tool to help you evaluate decisions and activities that affect your organization's D&I strategy. When reviewing the data, it is important to realize that organizations' strategy, culture, leadership behaviors and industry dimensions are just a few of the many factors that drive various measures.
- Absolute measures are not meaningful in isolation. They should be compared with one or more measures to determine whether a satisfactory level exists. Other measures, for example, might be your organizations past results in this area or comparatives based on organizational size, industry or geographic location.
- Findings of this survey reflect the D&I trends in participating organizations. In no case, it should be interpreted as reflection of whole industry in Pakistan.
- For data accuracy, Diversity Hub relied on the integrity of data providing persons. Since Board members, CEOs, CHRO and senior executives were involved in data supply hence data findings can be trusted.
- Diversity Hub has exercised utmost care to ensure correctness of data. Where doubt existed, relevant data was further investigated or in some cases discarded for including in the report.
- Percentile: The percentile is the percentage of responses that have values less than or equal to that particular value. For example, when data are arranged from lowest to highest, the 25th percentile is the point at which 75% of the data are above it and 25% are below it. Conversely, the 75th percentile is the point at which 25% of the data are above it and 75% are below it.
- Median (50th percentile): The median is the midpoint of the set of numbers or values arranged in ascending order. It is recommended that the median is used as a basis for all interpretations of the data where applicable.
- This report is published by HR Metrics-Diversity Hub. HR Metrics does not accept responsibility for any errors or omissions or any liability resulting from the use or misuse of any such information.
- This report may not be reproduced, stored in a retrieval system, or transmitted in whole or in part, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of HR Metrics.

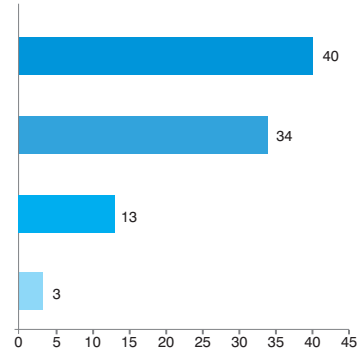
Why Diversity Important for Organizations

D&I is important due to business reasons (better governance, customer responsiveness, client base, revenue growth, wider perspectives, new ideas, innovation, problem-solving, wider talent pool, employer of the choice, brand recognition).

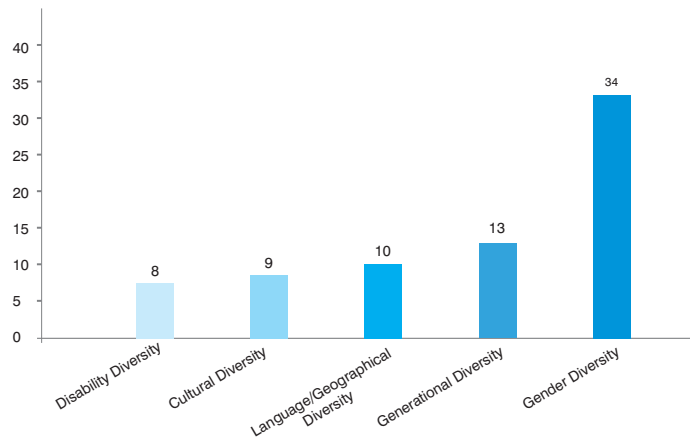
D&I is important due to ethical reasons (It is our social responsibility to provide inclusive, equitable and nondiscriminatory access to resources to under represented segments of society for their main streaming and growth).

D&I is important due to regulatory/compliance reason.

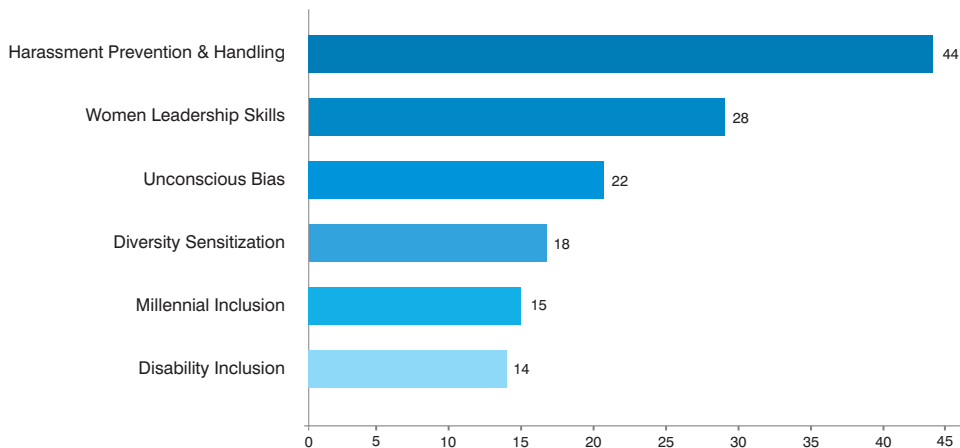
D&I is not important for my organisation.



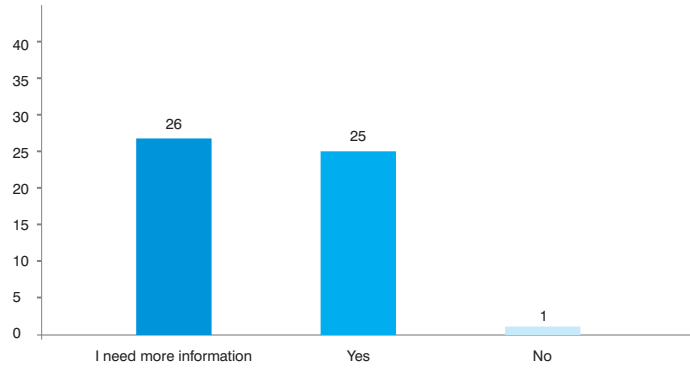
Diversity & Inclusion Top 5 Dimensions



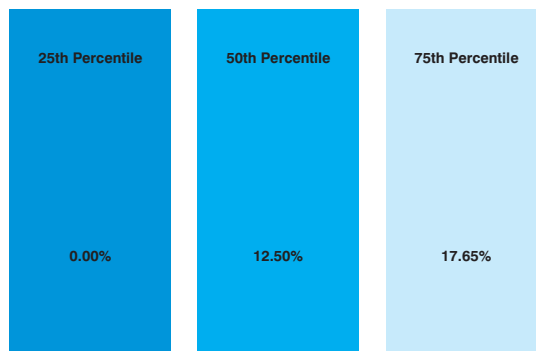
Popular Diversity & Inclusion Trainings in Organizations



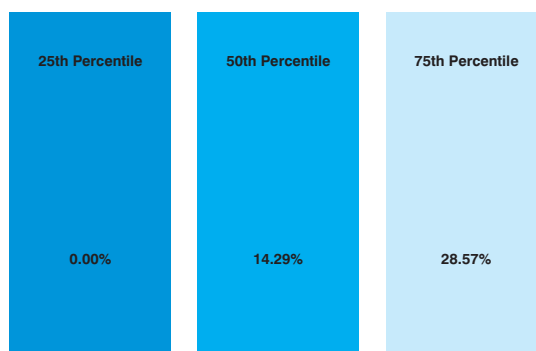
Organizations **interested** in Diversity & Inclusion Network



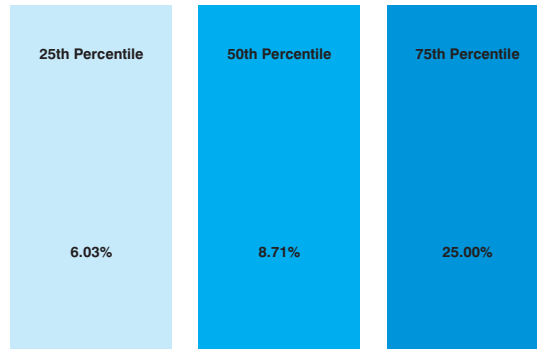
Female **at** Board Level



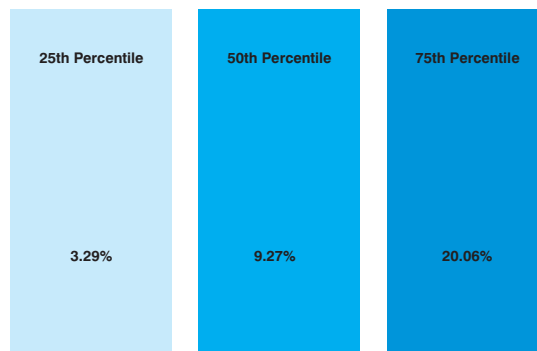
Female **at C-Suite Level** (Direct Report of CEO)



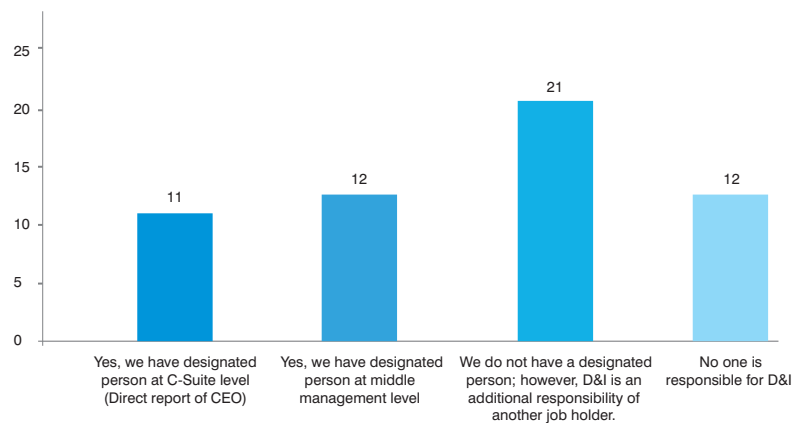
Female **at** Managerial Level



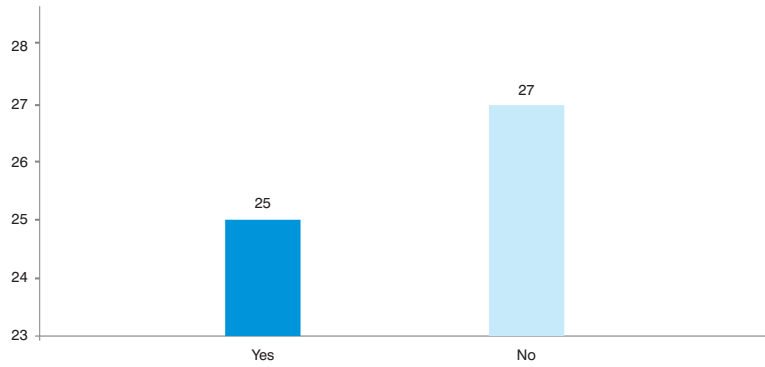
Female **at** Non-Management Level



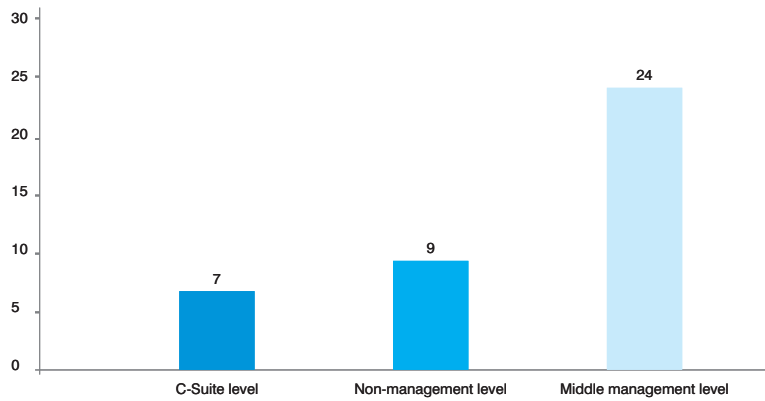
Diversity **& Inclusion** Responsibility Holders at Organization Level



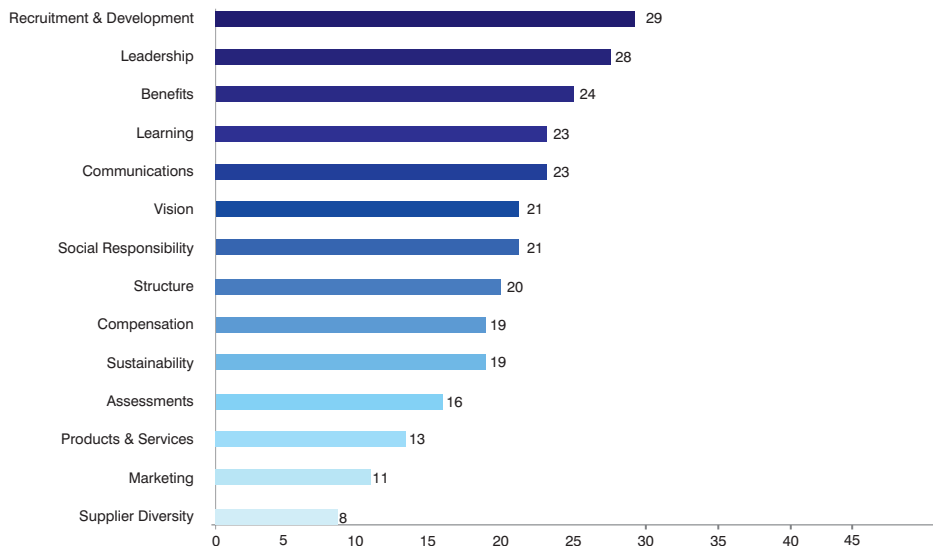
Organizations **Needing D&I** Skilled Resource



Skilled **Resource** Requirement



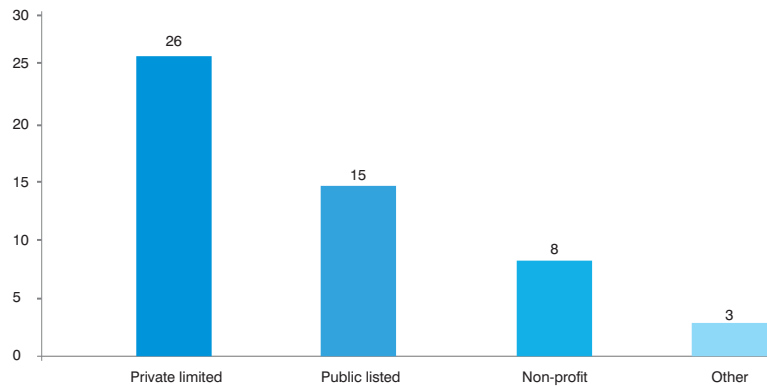
Organizations **D&I Awards 2019** Focus Areas



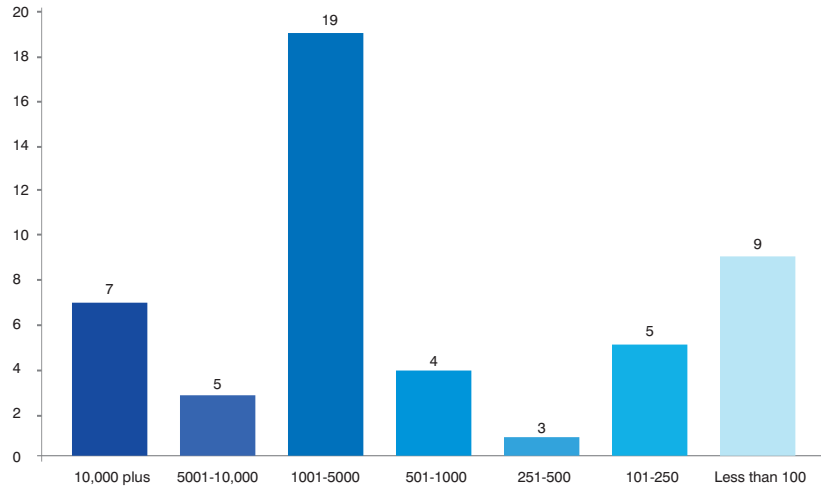
Organizations' Demographics

- | | | |
|------------------------------|----------------------------------|---------------------------------|
| 1. Abacus Consulting. | 18. Faysal Bank Limited | 35. METRO Cash & Carry Pak |
| 2. AFAQ | 19. FINCA Microfinance Bank | 36. Mitsubishi Corporation |
| 3. Aga Khan University | 20. Habib Metropolitan Bank | 37. Norwegian Church Aid |
| 4. Agility Logistics Pvt Ltd | 21. Hashoo Group | 38. Nestle Pakistan |
| 5. AKD Securities Limited | 22. HBL | 39. Pakistan Fruit Juice Co. |
| 6. Allied Bank Limited | 23. HRSG Recruiting | 40. Reckitt Benckiser |
| 7. Allied Marketing Pvt | 24. ICI Pakistan Limited | 41. Roche Pakistan Limited |
| 8. Askari Bank Limited | 25. IFRC | 42. Sahara Welfare Foundation |
| 9. Bank Alfalah | 26. ICAP | 43. Samsons Group |
| 10. British Council Pakistan | 27. KAPCO | 44. Sapphire Textile Mills Ltd |
| 11. Bulleh Shah Packaging | 28. Kay & Emms (Pvt.) Ltd | 45. Shell |
| 12. Carnelian | 29. K-Electric | 46. Standard Chartered Bank |
| 13. Daraz PK | 30. Khaadi | 47. Telenor Pakistan |
| 14. Dawood Hercules Corp | 31. Khushhali Microfinance Bank | 48. Txxel Technology |
| 15. English Biscuit | 32. Madina Steel Re-Rolling Mill | 49. Yunus Textile Mills Limited |
| 16. Edotco | 33. Meezan Bank Limited | 50. Zhwandoon Welfare Org |
| 17. Engro | 34. Mentor, Siemens Business | 51. Zia Industries Pvt Ltd |

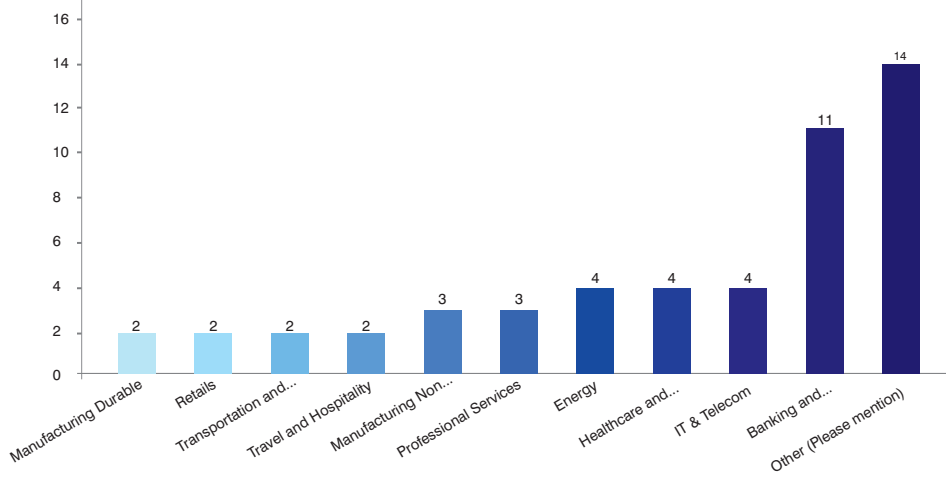
Respondent Organizations' Legal Structure



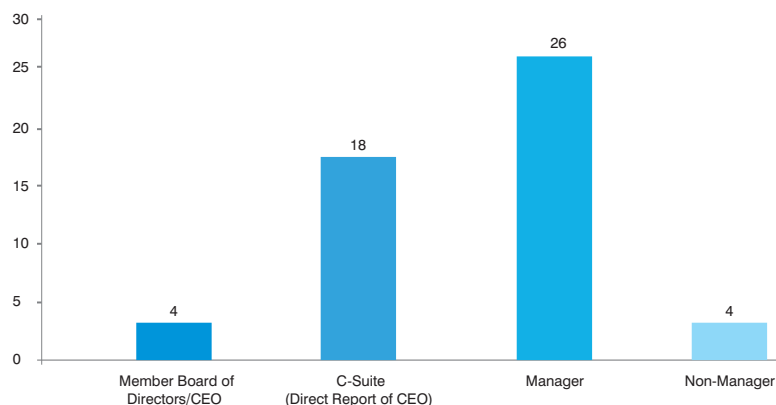
Respondent **Organizations'** Size



Respondent **Organizations'** Sectors

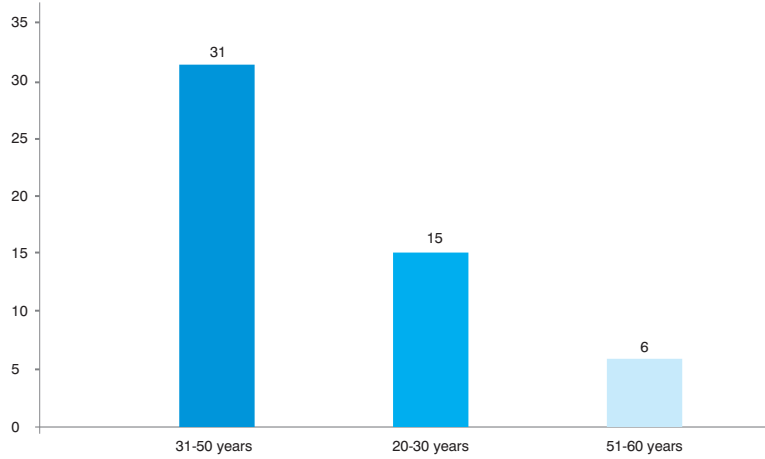


Who **Filled** the Survey



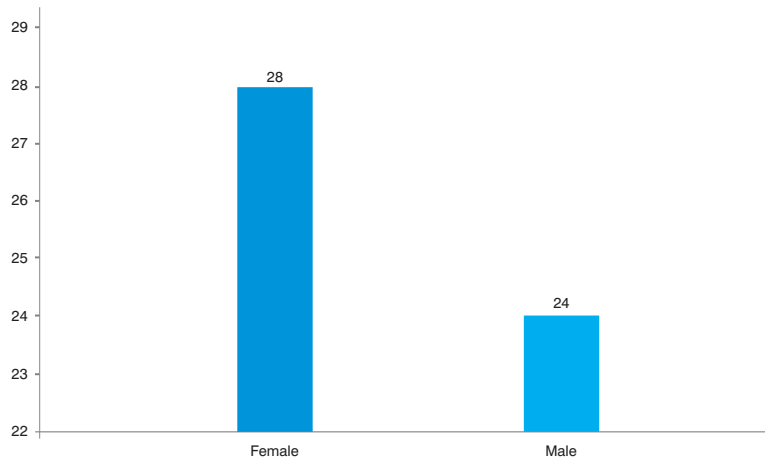
Survey Respondents Age

Demographics



Survey Respondents

Gender Demographics





2019 Global Diversity & Inclusion Benchmarks Conference

6 Mar 2019 Marriott Karachi

This conference is a great opportunity to engage in dialogue with leading business and HR practitioners regarding practical examples of following categories of GDIB in organizations.

10.00 - 11.30 AM

THEME 1 DRIVE THE STRATEGY

VISION

Developing strong rationale for D&I vision strategy and align it to organizational goals.

LEADERSHIP

Holding leaders accountable for implementing the organization's D&I vision, setting goals, achieving results, and being role models.

STRUCTURE

Dedicated support and structure with authority and budget to effectively implement D&I.

12.00 - 1.30 PM

THEME 2 ATTRACT AND RETAIN PEOPLE

RECRUITMENT & DEVELOPMENT

Ensure that D&I is integrated into recruitment, talent development, advancement, and retention

BENEFITS

Achieve work-life integration and flexibility

COMPENSATIONS

Ensure that job design and classification are unbiased, and compensation is equitable.

LEARNING

Educate leaders and employees so they have a high level of D&I competence.

2.00 - 3.30 PM

THEME 3 ALIGN AND CONNECT

ASSESSMENTS

Ensure that assessment, measurement, and research guides D&I decisions.

COMMUNICATION

Make communication a crucial force in achieving the organization's D&I goals.

SUSTAINABILITY

Connecting the D&I and sustainability initiatives to increase the effectiveness of both.

4.00 - 5.30 PM

THEME 4 LISTEN TO AND SERVE SOCIETY

SOCIAL RESPONSIBILITY

Advocate for D&I progress within local communities and society at large.

PRODUCTS & SERVICES

Embed D&I in product and service development to serve diverse customers and clients.

MARKETING

Integrating D&I into marketing and customer services.

SUPPLIER DIVERSITY

Promoting and nurturing a diverse supplier base and encourage suppliers to advocate for D&I.



2019 Global Diversity & Inclusion Benchmarks Conference

Sponsorship Opportunities

Sponsorship Benefits	Diamond PKR 2 Million	Platinum PKR 1 Million	Gold PKR 500,000	Silver PKR 250,000
Declared as "Presenter" of Diversity & Inclusion Conference 2019	✓			
Chief Executive will be invited as keynote speaker in the Conference	✓			
Company 2 minutes' video during the Conference	✓			
Complimentary SHRM 2019' Conference & Exposition Las Vegas, USA Participation worth USD 1,470	1			
Chief Executive & CHRO will be invited to D&I Awards Dinner	✓	✓		
Sponsors logos imprinted on Conference Management Team's T-shirts	✓	✓		
Logo imprinted on Conference Kit Bags	✓	✓		
Complimentary Participation in the "Coaching Program (Women Directors for the Board)"	2	1		
Exhibit Booth (4 x 6 ft.)	✓	✓	✓	
CEO/CHRO Interview in HR Magazine Workforce Tomorrow	✓	✓	✓	
Company products brochures placement in Conference Kit Bags	✓	✓	✓	
Company Executive's video Interview in front of media wall	✓	✓	✓	
Complimentary one page advertisement in Workforce Tomorrow	✓	✓	✓	✓
Diversity & Inclusion success story in Workforce Tomorrow	✓	✓	✓	✓
Complimentary seats for the Diversity & Inclusion Conference	12	9	6	3
Prominent logo on the Conference backdrop and printed stationary	✓	✓	✓	✓
Standeers (to be provided by the sponsor) at attractive spots	8	4	3	2
Promotion through the social media to 8000 clients	✓	✓	✓	✓
Word of appreciation and plaque during the Conference	✓	✓	✓	✓

دل میں اکاؤنٹ کھولنے کیلئے ضروری ہے...

- اچھے رویے سے پیش آنا
- مسکراہٹیں بکھیرنا
- وقت پر کسی کے کام آنا



بالکل ایسے ہی رکھتا ہے الائیڈ بینک بھی آپ کا خیال تاکہ کھل جائے

آپ کے دل میں ہمارا اکاؤنٹ



Global Diversity & Inclusion Benchmarks (GDIB) Standards

Global Diversity & Inclusion Benchmarks Standards support organizations globally in the development and implementation of Diversity and Inclusion (D&I) best practices. GDIB was developed by 95 Expert Panelists from around the world, and co-authors Julie O'Mara (Former National President American Society for Training & Development) and Alan Richter, Ph.D.

The Centre for Global Inclusion is a nonprofit organization and home of the free Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World (GDIB). Its mission is to serve as a resource for research and education for individuals and organizations in their quest to improve diversity and inclusion practices around the world. It is a non-profit US entity under 501c3 public charity focused on education and research on diversity and inclusion around the world. Details at www.centreforglobalinclusion.org





Why **GDIB**

Organizations today are dedicated to serving all stakeholders, including customers, employees, suppliers, regulators, shareholders and society at large. Future-focused organizations want to ensure long-term sustainability of our world and the people in our world. Stakeholders are becoming more globally diverse and networked, as organizations are increasingly mobile in their teams, supply chains, shared services, operational processes and outsourcing.

On 25 September 2015, all of 193 member countries of the United Nations adopted the 2030 Agenda“ a plan of Action for People, Planet, Prosperity, Peace, and Partnership” for Sustainable Development Goals (SDGs), 6 out of 17 SDGs focus on D&I through effective, accountable and inclusive institutions.

To optimize organizational results, creativity, problem solving, talent management and engagement, operations and innovation, organizational leaders need to adopt inclusive approaches, management strategies and styles that incorporate different perspectives, cognitive, cultural and linguistic differences, and collaboration. Research shows a strong correlation between diversity and bottom line impact.

What is **GDIB AWARD**

The objective of the D&I award is to recognize organizations who use GDIB as a standard framework to benchmark D&I in following 14 categories.

4 GROUPS

FOUNDATION

Drive the Strategy

INTERNAL

*Attract &
Retain People*

BRIDGING

Align & Connect

EXTERNAL

*Listen to &
Serve Society*

14 CATEGORIES AND CONCRETE ACTIONS

1. Vision
2. Leadership
3. Structure

4. Recruitment & Development
5. Benefits
6. Compensation
7. Learning

8. Assessments
9. Communications
10. Sustainability

11. Social Responsibility
12. Products & Services
13. Marketing
14. Supplier Diversity

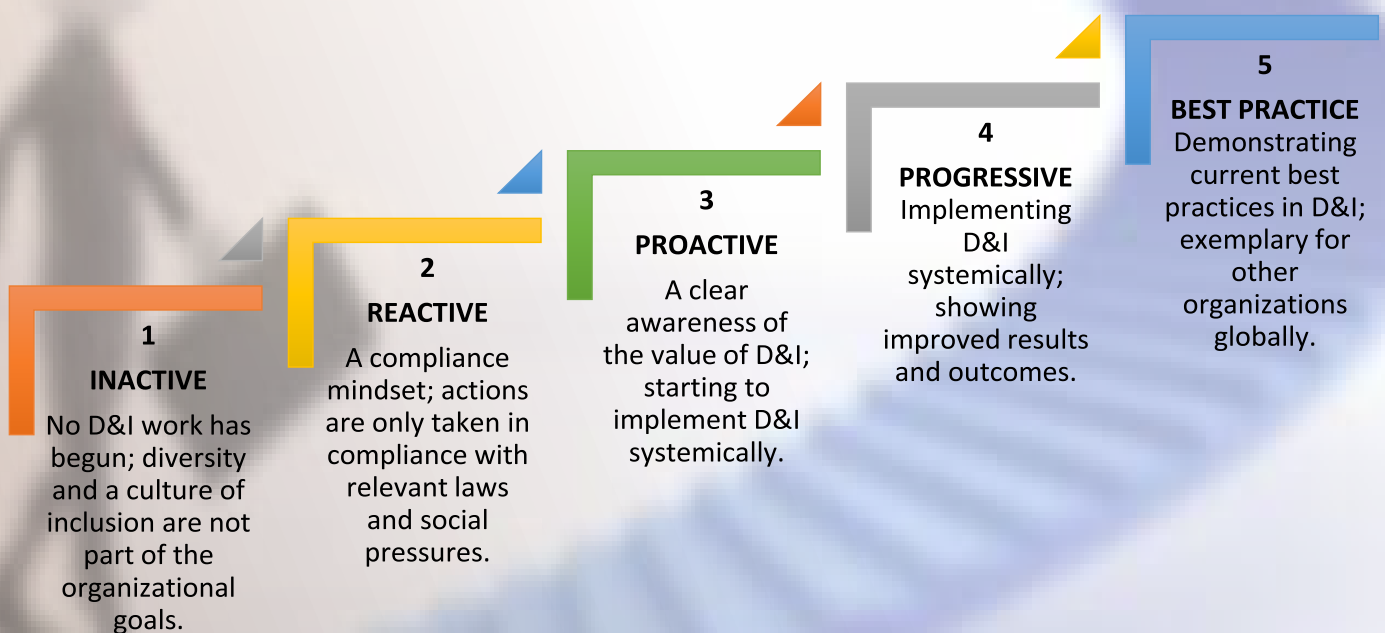
266 TOTAL BENCHMARKS AT 5 LEVELS

- Best Practices
- Progressive
- Proactive
- Reactive
- Inactive



Process Steps for **GDIB** **AWARD**

1. Call for awards will start on 1 Oct 2018 and close on 30 Nov 2018.
2. Organizations have the freedom to choose one or more categories for awards.
3. Participating organization to sign GDIB free User Agreement available at following link:
<http://centreforglobalinclusion.org/wp-content/uploads/2017/09/GDIB-Permission-Agreement-Sept.-2017.pdf>
4. Contact Rida@thehrmetrics.com to obtain GDIB checklist for relevant award categories.
5. Organization will carry out a self-assessment on relevant categories to determine its D&I maturity on a scale of 1-5 (1 is INACTIVE and 5 is BEST PRACTICES).
6. To claim a level for any D&I category, organization will provide evidence, such as reference, project description, videos, photographs, published articles, case studies, testimonials and/or policy extract.
7. Jury of Award will assess all submissions. Where necessary, Jury can ask for more evidence. Jury meeting will take place on 15 Dec 2018 to review all submissions and finalize awards.
8. Organizations who fall in level 4 (Progressive) or level 5 (Best Practices), will be eligible for awards.
9. Awards will be announced on 31 Dec 2018.
10. The awards will be presented during a ceremony on 5 Mar 2018 (1 day before D&I conference).
11. Entry Fee for single category award is Rs 50,000.
12. Award winning organizations success stories will be published in the D&I magazine.
13. Selective stories will also be recommended for circulation in the digital newsletter by The Centre for Global & Inclusion USA.



ORGANIZATION WINNING HIGHEST NUMBER OF AWARDS

will get one gift pass worth
1470 \$ for SHRM Annual Conference & Exposition at
Las Vegas USA | 23-26 Jun 2019



Diversity Hub is arranging Global Diversity & Inclusion Benchmarks Learning series. There will be total 14 virtual sessions to cover all categories of GDIB. Each session will comprise of 90 minutes. There will be 2 presenters in each session. One from abroad market and one from Pakistan D&I award winning organization. Organizations participating in 2019 D&I awards can have one complimentary nomination.

Program is given below:

Global Diversity & Inclusion Benchmarks Standards Learning Sessions

Starting from 15 November 2018 till 14 February 2019
Every Thursday, 5:00 pm – 6:30 pm Islamabad, Pakistan GMT +5.00

DATE	GIDB Categories
Nov 15, 2018	VISION Developing strong rationale for D&I vision strategy and align it to organizational goals.
Nov 22, 2018	LEADERSHIP Holding leaders accountable for implementing the organization's D&I vision, setting goals, achieving results, and being role models.
Nov 29, 2018	STRUCTURE Providing dedicated support and structure with authority and budget to effectively implement D&I.
Dec 06, 2018	RECRUITMENT & DEVELOPMENT Ensuring that D&I is integrated into recruitment, talent development, advancement, and retention.
Dec 13, 2018	BENEFITS Achieving work-life integration and flexibility.
Dec 20, 2018	COMPENSATION Ensuring that job design and classification are unbiased.
Dec 27, 2018	LEARNING Educating leaders and employees so they have a high level of D&I Competence.
Jan 03, 2019	ASSESSMENTS Ensuring that assessment, measurement & research guide D&I decisions.
Jan 10, 2019	COMMUNICATIONS Making communication a crucial force in achieving the organization's D&I goals.
Jan 17, 2019	SUSTAINABILITY Connecting the D&I and sustainability initiatives to increase the effectiveness of both.
Jan 24, 2019	SOCIAL RESPONSIBILITY Advocating for D&I progress within local communities and society at large.
Jan 31, 2019	PRODUCTS & SERVICES Developing products and services to serve diverse customers and clients.
Feb 07, 2019	MARKETING Integrating D&I into marketing and customer service.
Feb 14, 2019	SUPPLIER DIVERSITY Promoting and nurturing a diverse supplier base and encourage suppliers to advocate for D&I.

2018 Global Diversity & Inclusion Benchmarks Conference

7 Mar 2018 - Marriott Karachi

SPEAKERS



Roshan Khurshid Bharucha
Chairperson of Pakistan Poverty Alleviation Fund
Acting Chairperson National Commission
for Human Development



Zahid Mubarak
SHRM-SCP, GPHR, SPHRI
Member Board of Directors
The Centre for Global Inclusion USA



Irfan Wahab Khan
CEO Telenor Pakistan



Shazad Dada
CEO Standard Chartered
Bank Pakistan Ltd



Kimihide Ando
SVP Mitsubishi Corporation,
Chief Executive Mitsubishi Corp Pakistan



Jahangir Piracha
CEO Engro Vopak Terminal Limited &
Engro Elengy Terminal Limited



Ayesha Aziz
Managing Director
Pak Brunei Investment Company



Lene Gaathuag
Chief People Officer
Telenor Pakistan



Saira Shahid
Chief HR Allied Bank Limited



Hafsa Abbasy
Head HR & Learning Group
Bank Alfalah Limited



Syed Mazhar Husain
Chief Human Resources
PTCL



Madiha Khalid
Head HR Shell Pakistan



Carol Joan Ariano
Vice President, Human Resources
Global, The Aga Khan University



Ahmad Ali Zia
HR Cluster Head Pakistan & Iran,
GlaxoSmithKline



Nariman Qureshi
Director HR
British Council Pakistan

Sponsors



Picture Gallery



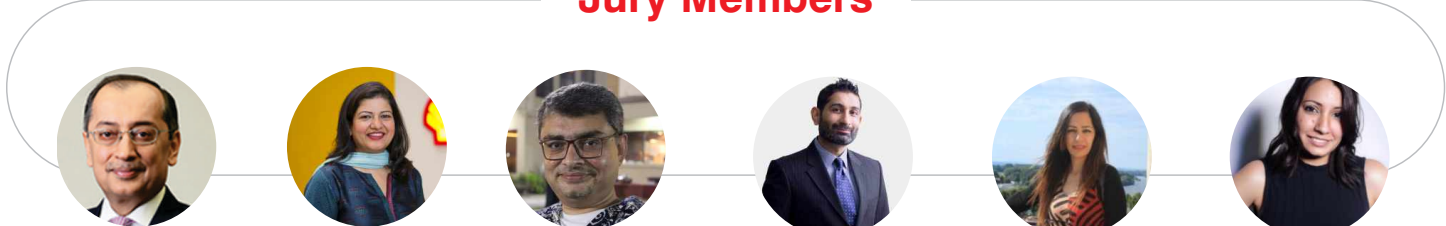
2018 Global Diversity & Inclusion Benchmarks awards



Winner Organizations



Jury Members



Jamal Nasir
Global Head HR & OD
HBL

Madiha Khalid
Head HR
Shell

Mr. Ahmad Ali Zia
HR Cluster Head
Pakistan & Iran at
GlaxoSmithKline Pharma

Muhammad Shoaib Baig
Chief People Officer
K-Electric

Alia Zafar
Head HR
UNDP

Nariman Qureshi
Director of HR
British Council Pakistan

2017 Global Diversity & Inclusion Benchmarks Conference

7 Apr 2017 - Karachi

SPEAKERS



Ms. Marvi Memon
Chairperson Benazir Income
Support Program



Dr. Ishrat Husain
Former Governor
State Bank of Pakistan



Ms. Julie O'Mara
Co-Author Global Diversity & Inclusion
Benchmarks
President O'Mara & Associates
Former President American Society for
Training & Developme



Mr. Zahid Mubarik
SHRM-SCP, SPHRI, GPHR
CEO HR Metrics
President SHRM Forum Pakistan



Ms. Sadia Khan
Chief Executive Officer
Selar Enterprises
Honorary Consul General of Finland



Mr. Zafar A. Khan
Chairman
Acumen Pakistan Limited



Mr. Shazad Dada
Chief Executive Officer
Standard Chartered Bank
Pakistan Ltd.



Mr. Jahangir Piracha
Chief Executive Officer
Engro Vopak Terminal Limited
& Engro Elengy Terminal Limited



Dr. Sitwat Hussain
SHRM-SCP, GPHR
Group Head HR
Habib Bank AG Zurich



Ms. Uzma Bashir Ghous
Chief Operating Officer
Engage HR



Dr. Zeeshan Ahmed
Acting Rector & Dean
KSBL



Dr. M. Athar Siddiqui
Associate Professor of OB
and HR KSBL

Sponsors



2017 Global Diversity & Inclusion Benchmarks awards



On 27 Apr 2017, HR Metrics in collaboration with Ms. Julie O'Mara Chief Author GDIB launched this standard in Pakistan through a conference at Karachi. Ms. Marvi Memon, Chairperson Benazir Income Support Program and Dr. Ishrat Husain, Former Governor State Bank of Pakistan were guest of honor. Eminent speakers included CEOs/President of D&I role model organizations spoke during the conference. Based on market research, top 10 organizations were given awards.



Winner Organizations

Standard Chartered	engro	telenor	Jazz	FINCA	Bank Alfalah	Fatima Group	KE	Standard Chartered	Jazz	engro	telenor	FINCA
Fatima Group	Standard Chartered	engro	telenor	Jazz	FINCA	Bank Alfalah	Fatima Group	KE	Standard Chartered	Jazz	engro	telenor
KE	Fatima Group	Standard Chartered	engro	telenor	Jazz	FINCA	Bank Alfalah	Fatima Group	KE	Standard Chartered	Jazz	engro
Bank Alfalah	KE	Fatima Group	Standard Chartered	engro	telenor	Jazz	FINCA	Bank Alfalah	Fatima Group	KE	Standard Chartered	Jazz
FINCA	Bank Alfalah	KE	Fatima Group	Standard Chartered	engro	telenor	Jazz	FINCA	Bank Alfalah	Fatima Group	KE	Standard Chartered



in Partnership with

2016 Gender Diversity Conference

SPEAKERS



Mr. Effenus Henderson
Chair Diversity & Inclusion Standards
SHRM American National Standards
Institute (through videocon)



Mr. Shazad Dada
CEO/ Executive Director
Standard Chartered
Bank (Pakistan) Ltd.



Mr. Saad Amanullah Khan
CEO
Alamut Consulting



Mr. Zahid Mubarik
SHRM-SCP, SPHRI, GPHR
CEO HR Metrics
President SHRM Forum Pakistan



Mr. Kimihide Ando
Senior Vice President
Mitsubishi Corporation &
Chief Executive for Pakistan



Mr. Leon Menezes
Practitioner
Writer and Professor of
Practice IBA



Ms. Fatima Asad-Said
Director Human Capital Excellence
Abacus Consulting



Ms. Sadaffe Abid
Social Entrepreneur
and Co-Founder of CIRCLE



Ms. Syma Waleed
Head of Rewards
Fatima Group



Ms. Khawlah Usman
Director Business,
Institute of Bankers Pakistan

Sponsors



Winner Organizations



2015 Foreign Diplomats Roundtable

To gather ideas on Diversity & Inclusion Global best practices, SHRMForum Pakistan in collaboration with Ladies Fund (Dawood Global Foundation) and Fulcrum Consulting organized roundtable discussion (Diplomats Dinner) at Swiss Consulate Karachi on 31 Mar 2015.

Following eminent Consular Generals shared valuable insight regarding their Country best practices on Gender Diversity & Inclusion:



- Zahid Mubarik, President SHRM Forum Pakistan/Chairman HR Standards Pakistan.
- Brian Heath, Consular General of United States of America in Karachi.
- Gill Atkinson, Deputy Head of Mission I British Deputy High Commission
- Emil Wyss, Consular General of Switzerland (Host)
- Francois Dall'Orso, Consular General of France
- Akira Ouchi, Consular General of Japan
- Oleg N.Avdeev, Consular General of the Russian Federation
- Hadi Santoso, Consular General of Republic of Indonesia.
- Charmaine H. Hidayataullah, Consular General De Monaco
- Noor-E Helal Saifur Rahman, Deputy High Commissioner Bangladesh
- Naheed Irshaduddin, Honorary Consular General of Denmark
- Sadia Khan, Honorary Consular General of Finland
- Laila Jamil, Senior Consultant Business Development, British Council
- Kimberley D'Souza, Secretary General of Switzerland.
- Tara Uzra Dawood, President Ladies Fund, Dawood Global Foundation
- Rukhsana Asghar, CEO Fulcrum Consulting



2015 Gender Diversity Awards Governor House Karachi

On Women's Day 8 Mar 2015, Ladies Fund (Dawood Global Foundation) organized awards ceremony at Governor House Karachi. On the recommendation of SHRM Forum Pakistan, three organizations including Telenor Pakistan, Allied Bank and Pakistan Poverty Alleviation Fund got award for best category in Diversity and Inclusion.



Global Diversity & Inclusion Benchmarks

Speakers



Julie O'Mara

Board Chair & President,
The Centre for Global Inclusion
USA



Bettina A. Deynes

Interim Chief Human Resources &
Strategy Officer & Chief Diversity
Officer for Society for Human
Resource Management, USA



Charlotte Sweeney

CEO
Charlotte Sweeney Associates
Limited
UK



Lisa Kepinski

Founder & Director,
Inclusion Institute
Co-Founder, Inclusion Nudges,
a global non-profit initiative, Germany



Christina Danforth

SHRM SCP, SPHR,
CEO Jetpacker, USA



Lobna Ismail

Founder & President Connecting
Cultures, USA



Lorolei Carobolante

President & CEO
G2nd Systems, USA



Alan Richter

Co-Author GDIB,
Founder & President QED Consulting, USA

Past Learning Sessions

DATE	Topics	
------	--------	--

<p>Wednesday, 10 January 2018</p>	<p>VISION Developing strong rationale for D&I vision strategy and align it to organizational goals.</p>	<p>LEADERSHIP Holding leaders accountable for implementing the organization's D&I vision, setting goals, achieving results, and being role models.</p>
<p>Wednesday, 17 January 2018</p>	<p>STRUCTURE Providing dedicated support and structure with authority and budget to effectively implement D&I.</p>	<p>RECRUITMENT & DEVELOPMENT Ensuring that D&I is integrated into recruitment, talent development, advancement, and retention.</p>
<p>Wednesday, 24 January 2018</p>	<p>BENEFITS Achieving work-life integration and flexibility.</p>	<p>COMPENSATION Ensuring that job design and classification are unbiased.</p>
<p>Wednesday, 31 January 2018</p>	<p>LEARNING Educating leaders and employees so they have a high level of D&I Competence.</p>	<p>ASSESSMENTS Ensuring that assessment, measurement & research guide D&I decisions.</p>
<p>Wednesday, 7 February 2018</p>	<p>COMMUNICATIONS Making communication a crucial force in achieving the organization's D&I goals.</p>	<p>SUSTAINABILITY Connecting the D&I and sustainability initiatives to increase the effectiveness of both.</p>
<p>Wednesday, 14 February 2018</p>	<p>SOCIAL RESPONSIBILITY Advocating for D&I progress within local communities and society at large.</p>	<p>PRODUCTS & SERVICES Developing products and services to serve diverse customers and clients.</p>
<p>Wednesday, 21 February 2018</p>	<p>MARKETING Integrating D&I into marketing and customer service.</p>	<p>SUPPLIER DIVERSITY Promoting and nurturing a diverse supplier base and encourage suppliers to advocate for D&I.</p>

Coaching Program

Developing Women Directors for the Board 2019



Shazad Dada
CEO Standard Chartered Pakistan



Qazi Azmat Isa
Chief Executive PPAF



Zaffar A. Khan
Chairman Pak Acumen



Asif Qadir
Chairman Board Unicol



Nadeem Hussain
Founder Planet N Group of Companies



Irfan Wahab Khan
CEO Telenor Pakistan



Aatiqa Latif
CEO Asia Strategy Institute



Zia-Ul-Mustafa FCMA
President ICMA Pakistan



Fatima Asad-Said
Regional Director Abacus Consulting



Sajjeed Aslam
Head ACCA Pakistan

Background

As per Pakistan Companies Act 2017, public interest companies to have at least one woman director within three years. Currently, the proportion of women directors on the boards of listed companies is only 6.4%. It is far below the 17.2% representation of women in the country's parliament and their 15.8% labor force participation rate. It is also much lower than the proportion of women directors in the companies in S&P 500 and FTSE 100, which ranges from 20% to 25%. SECP desires that proportion of women directors in public interest companies be increased from 6.4 percent to at least 14.3 percent in 3 years' time horizon.

Objective

The objective of this program is to provide coaching to high potential women on 8 critical competencies required at Board level. This program is a good opportunity to benefit from Directors Training Program being offered by our partner ICMA Pakistan.

Program Contents

The Program will focus on developing following competencies in 4 main governance domains.

1. Governance

The essential governance knowledge and understanding all directors should possess; to be effective board members.

2. Industry Expertise

Expertise and knowledge of the industry in which the organization operates.

3. Technical Expertise

Technical/professional skills to assist with ongoing aspects of the board's role.

4. Strategic Thinking

- Ability to keep the big picture in mind and not allow self or others to be caught up in minutiae.
- Ability to think independently, grow in knowledge, and rely on data rather than opinions.
- Ability to be goal and future oriented.
- Ability to think critically, ask questions, and challenge unsubstantiated opinions.
- Ability to understand issues from different perspectives.
- Ability to understand and process large amounts of information effectively.

5. Communicating with Impact

- Ability to articulate ideas, opinions, rationales, and comments in a clear, concise, and logical manner to address the needs of the audience.
- Ability to effectively communicate with a culturally and linguistically diverse team of other board members, leadership entities, orally and in writing
- Ability to speak in front of small and large groups using both self-prepared and externally-prepared materials, and with a professional demeanour.
- Ability to achieve practical consensus in group discussions.
- Ability to advocate for the profession and its members.

6. Decision Making

- Ability to use logic and reasoning to identify issues as well as the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- Ability to make informed decisions efficiently and take actions when needed.
- Ability to be objective always about what is best for the whole of the organization, rather than what is best for a particular constituency.

7. Collaboration

- Ability to effectively collaborate with the other board colleagues and staff.
- Ability to work independently as required.
- Ability to interact with other board members in a group setting, both contributing to discussions, and valuing the contributions of all members.
- Ability to adhere to company ethics, values and moral principles.

8. Analytical Skills:

- Ability to understand and analyse financial reports.
- Ability to review and analyse proposed budgets in the light of resources, strategic goals, and priorities.
- Ability to analyse reports from board committees, task forces, and other entities and comment on documents as appropriate.

Other Details

- This program has following 2 parts
- **Women for Board Coaching Program**
 - This is one day program, being managed by Diversity Hub.
 - Every distinguished speaker will conduct one session of 45 minutes
 - Time duration for each competency is 30 minutes and 15 minutes QA.
 - Program will take place at Marriott Karachi on 21 Feb from 9.30-5.30 PM.
 - Teaching tools may include presentation, reading material, case studies, real life examples and QA session. Diversity Hub will provide necessary support to speakers for teaching material.
 - Program fee is Rs 50,000 which includes learning manual, certificate of participation, lunch and refreshments.
 - Last date of registration is 31 Dec 2018

• Directors Training Program

- Directors Training Program will be managed by ICMA Pakistan. Being Partner with HR Metrics, ICMA Pakistan will offer discounted rates to enrollment through HR Metrics. Contact Rida@thehrmetrics.com for latest information
- Participants can see ICMA Pakistan schedule and attend the program as per their convenience at Karachi, Lahore or Islamabad during 2019

WOMEN FOR BOARD Coaching Program 2018

6 Mar 2018 - Marriott Karachi

FACILITATORS



Feroz Rizvi
President & CEO
Pakistan Institute of Corporate Governance

Leadership Development



Zafar A. Khan
Chairman Acumen
Pakistan Limited

Diversity is Regulatory Requirement



Fatima Asad-Said
Regional Executive Director
Human Capital Excellence
Abacus Consulting

Strategic Business & Risk Management



Aatiqa S. Lateef
CEO TAF Foundation

Communicating with Impact



Inclusive Leadership Development Program

29 Mar 2018 - Marriott Karachi

FACILITATORS



Sadaffe Abid
CEO Circle

Leadership Skills



Ahmad Ali Zia
HR Cluster Head Pakistan &
Iran at GlaxoSmithKline
Pharma

Using Data for Decision Making



Raeda Latif
Marketing Head
Faysal Bank

Creating an Inclusive Workplace



Shakeel Mapara
Director HR & Training & OD
Sanofi Aventis

Communicating with Impact



Shireen Naqvi
Senior Consultant
Carnelian

High Performance Culture



Samar Naqvi
Senior Manager-
Programs NOWPDP

Integrating Disabilities in Employment

5 April 2018 - Lahore

FACILITATORS



Dr. Jawad Syed
Dean and Professor LUMS

Leadership Skills



Faham Ahmed
Head HR PepsiCo
Pakistan

High Performance Culture



Ahsan Qadir Qureshi
CHRO Descon Engineering

Using Data for Decision Making



**Saira Halai
Chundrigar**
Senior HR Consultant

Communicating with Impact



Aqib Irshad
Head of HR, Training
and OD FINCA Microfinance
Bank Limited

Ethics and Values

sponsored by



Bank Alfalah

Diversity & Inclusion Global Webinars

Presenters

9 Aug
2018

**Diversity Sensitization &
Unconscious Bias**

Nariman Qureshi
HR Director, British Council



Madiha Khalid
Head HR Shell Pakistan

**Millennial Inclusion
Program**

11 Jul
2018

31 Jul
2018

**Essential Components of
Anti-Harassment Policies**

Hamna Aslam Shah
Barrister-at-Law, Lincoln's Inn UK



Samar Naqvi
Senior Manager
Programs NOWPDP

**Disability Inclusion
Program**

05 Jul
2018

19 Jul
2018

**Developing D&I Initiative
from the Start & Diversity
Value Index**

Zahid Mubarik
SHRM-SCP, SPHRI, GPHR
CEO HR Metrics
President SHRM Forum Pakistan



Ayesha Aziz

Managing Director

Pak Brunei Investment
Company



There are very few women in leadership role in financial industry. Please describe your career journey and particularly key reasons for your success?

I think one reason why there are not enough of us in leadership roles is because while an increasing number of women join the workforce, too many leave relatively early due to cultural/social and practical issues. However, this is gradually changing and one reason is that economics ultimately trump other obstacles.

My own journey has not been without challenges but I made good use of the strong family support system that is a very positive aspect of our social structure. For a woman, the biggest issue is often child care so it made all the difference for me when my children were younger. Working for ten years in a foreign bank provided, what I subsequently realized, a relatively 'sheltered' and more disciplined environment and when I eventually moved out and joined less structured work places, outside that protected platform, I had developed not just confidence in myself, a merit based outlook, and clear expectations on what was acceptable behaviour in others. These are important factors for women if they have to chart their way to the top. Confidence in your own abilities helps you assert your right to equal opportunity. It gives you a voice to combat the ubiquitous patronizing attitude in the workplace that is cousin to old fashioned masochism and to learn to nip this in the bud. Work bullies are to me as street bullies; they are emboldened by silence. Also, too often, the smartest women are unable to differentiate between patronising and paternalistic behaviour (both don't belong in the workplace) and are manipulated easily into acquiescence.

Please provide few tips for women growth to C suite level.

In my opinion, the most important thing is to be great

and not just good at what you do. This means dedication and hard work and investment in yourself through professional development at every stage. If there is another professional qualification you can manage, try to get it. Utilize training opportunities and welcome additional responsibility. There is no short cut here and if you are professionally strong, three quarters of the battle is won. Another 15% is by not being a shrinking violet so that your abilities are properly projected, seen and acknowledged. And the last 10% is luck. You need to be in the right place at the right time but if you remain awake to the opportunities around you, there is a greater chance you may be the one picking that golden apple off the tree.

I find that many women are less inclined to be competitive, they don't push hard enough and expect to be 'pulled' or just learn to swim with the tide. They are also more reluctant to jump ships and to embrace change if it takes them out of comfort zones. This will keep you firmly mid-management but not beyond.

As per your judgement, what themes should we mobilize from Diversity Hub for future discussions during seminars, webinars and conferences in Pakistan?

1. Disability rights, culture and inclusion
2. Influence and impact of regulators, with prominent leaders from within and outside of the HR industry.
3. Identify the most important and disruptive trends set to impact the HR industry.

What HR Leaders say about Diversity



Fatima Asad-Said

Regional Director Human Capital Excellence Abacus Consulting

Pakistan youth bulge is a challenge as well as opportunity. D&I efforts must focus on their integration into workforce



Aman UI Haque

Head of Marketing & Corporate Communications Engro Corporation

Mainstreaming of neglected communities is crucial for social and economic growth of Pakistan



Madiha Khalid

Head HR Shell Pakistan

SECP mandatory requirement of women at Board of public listed companies will add to cognitive diversity. Male counterparts are expected to encourage women integration at all levels



Hafsa Abbasy

Head HR Bank Alfalah Limited

For equitable workplace, organizations need to provide basic facilities like day care, flexible working and paternity leave. Training on harassment policy, diversity sensitization and unconscious bias can catalyze D&I growth in organization.



Khalid Zaman Khan

Head HR Meezan Bank Limited

Line manager sometime have a concern that child bearing process may hamper team performance. They need awareness that it is a natural biological process and therefore should not be considered as a taboo while hiring female.



Ahmad Ali Zia

HR Cluster Head - Pakistan & Iran at GlaxoSmithKline Pharma GmbH

Acquiring, developing and retaining pipeline of females in sales force requires 360 sensitizing approach including employer, employees, distributors and clients.



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